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USAID/GHANA SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP) YEAR 1 WORK PLAN



OCTOBER 22, 2014, TO SEPTEMBER 30, 2015



COASTAL
RESOURCES
CENTER

THE UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY

Hen Mpoano



SNV



SPIRITUAL
SOLUTIONS

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Cover photo: Hauling a boat ashore in Ghana's Western Region in 2011. (CREDIT: CRC photo)

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Acronyms

AOR	Administrative Officer Representative
ASSESS	Analytical Support Services and Evaluations for Sustainable Systems
CEMAG	Community Environmental Monitoring and Advocacy Group
CCLME	Canary Current Large Marine Ecosystem
CCM	Centre for Coastal Management
CDCS	Country Development Cooperation Strategy
CEWEFIA	Central and Western Region Fishmongers Improvement Association
COMFISH	Collaborative Management for a Sustainable Fisheries Future
CoP	Chief of Party
CPUE	Catch Per Unit Effort
CR	Central Region
CRC	Coastal Resources Center at the Graduate School of Oceanography, University of Rhode Island
CRCC	Central Regional Coordinating Council
CSLP	Coastal Sustainable Landscapes Project
CSO	Civil Society Organization
DA	District Authorities
DAA	Development Action Association
DAASGIFT	Daasgift Quality Foundation
DFAS	Department of Fisheries and Aquatic Sciences
DFID	<i>Department for International Development</i>
DO	Development Objective
EBM	Ecosystem-Based Management
EG	Economic Growth
EMMP	Environmental Mitigation and Monitoring Plan
ERF	Environmental Review Form
ETP	Endangered, Threatened and Protected
FAO	Food and Agricultural Organization of the United Nations
FASDEP	Food and Agriculture Sector Development Program
FASDP	Fisheries and Aquaculture Sector Development Program
FC	Fisheries Commission
FCWCGG	Fisheries Committee for the West central Gulf of Guinea
FEU	Fisheries Enforcement Unit
FHI	Family Health International
FoN	Friends of Nation
FtF	Feed the Future
HM	Hen Mpoano
GCLME	Guinea Current Large Marine Ecosystem
GIFA	Ghana Inshore Fishermen's Association
GIS	Geographic Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit
GLM	Generalized Linear Models
GNAFF	Ghana National Association of Farmers and Fishermen
GNCFC	Ghana National Canoe Fishermen's Council
GoG	Government of Ghana
GSA	Ghana Standards Authority
GSO	Graduate School of Oceanography, University of Rhode Island
ICFG	Integrated Coastal and Fisheries Governance

ICM	Integrated Coastal Management
ICT	Information, Communication Technology
IEE	Initial Environmental Examination
IR	Intermediate Results
IUCN	International Union for Conservation of Nature
IUU	Illegal Unreported Unregulated
JICA	Japan International Cooperation Agency
LEAP	Livelihood Enhancement Against Poverty
LOE	Level of Effort
LOGODEP	Local Government Development Program
LoP	Life of Project
MCS	Monitoring, Control and Surveillance
METASIP	Medium Term Agricultural Investment Program
METSS	Monitoring, Evaluation and Technical Support Services
MFRD	Marine Fisheries Research Division
MOFAD	Ministry of Fisheries and Aquaculture Development
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSME	Micro Small and Medium Enterprises
MSP	Marine Spatial Planning
M&E	Monitoring and Evaluation
NAFAG	National Fisheries Association of Ghana
NGO	Non-Governmental Organization
NC	National Committee
NRM	Natural Resources Management
PMEP	Performance Monitoring and Evaluation Plan
PMP	Performance Management Plan
PPP	Public Private Partnerships
RAVI	Rights and Voices Initiative
RCC	Regional Coordinating Council
RFA	Request for Application
RPA	Rapid Partnership Appraisal
SAMP	Special Area Management Plans
SFMP	Sustainable Fisheries Management Program
SMEs	Small and Medium Enterprises
SNV	Netherlands Development Organization
SS	Spatial Solutions
SSG	SSG Advisors
STEP	Sustainable, Transparent, Effective Partnerships
STWG	Scientific and Technical Working Group
UCAD	University Cheikh Anta Diop
UCC	University of Cape Coast
URI	University of Rhode Island
USAID	United States Agency for International Development
USG	United States Government
WA	West Africa
WARFP	West Africa Regional Fisheries Development Program
WASH	Water, Sanitation and Hygiene
WR	Western Region

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Project Overview

On October 21, 2014, USAID/Ghana awarded the Coastal Resources Center (CRC) at the University of Rhode Island (URI) a cooperative agreement (AID-641-A-15-00001) to implement the USAID/Ghana Sustainable Fisheries Management Project (SFMP). The estimated cost of the award over its five-year life is US\$ 23,987,826 from USAID with match commitments from URI and partners of US\$ 4,797,565.

URI leads a team of core implementing partners including two intimately involved in the previous URI-led USAID/Ghana ICFG Initiative: Friends of the Nation and Hen Mpoano, as well as a new partner, SNV Ghana (Netherlands Development Organization). Supporting partners include the Central & Western Fish Mongers Improvement Association in Ghana/CEWEFIA and Daasgift Quality Foundation, who will focus on diversified livelihood development in targeted fishing communities in the Western and Central Regions, respectively, and a national women's advocacy organization, Development Action Association (DAA). These local women's organizations are also targeted clients for capacity building and organizational development. As technical supporting partners, SSG Advisors and Spatial Solutions bring added and specialized technical expertise and capabilities to leverage significant additional resources from government and private sector sources. Key government project beneficiaries and partners are The Ministry of Fisheries and Aquaculture Development (MOFAD) and the Fisheries Commission (FC), the University of Cape Coast and the Department of Town and Country Planning in the Central and Western Regions.

This work plan was developed through a consultative process with implementing partners, MOFAD, the FC, and the University of Cape Coast (UCC), among others.

The SFMP design builds on the gains and lessons learned by the USAID/Ghana ICFG initiative. For instance, SFMP scales-up ICFG's successful model for improving law enforcement effectiveness and extends the GIS capacities from the Western to the Central Region (CR) Coordinating Council and nine district assemblies (DA) in the CR. SFMP incorporates enhanced strategic communications and expanded systems for distribution of written products. It places greater emphasis on national policy initiatives and will invest significant financial resources in building the capacity of the FC, key beneficiary government agencies, fisheries stakeholder groups and civil society organizations. The project is designed to improve fisheries management and strengthen governance to have positive impacts on fisheries resources and the people that depend on marine ecosystem goods and services. The SFMP will also compliment and coordinate closely with the two other sister projects in the USAID Coastal Program Portfolio: The Coastal Sustainable Landscapes Project (CSLP) and the UCC Strengthening Project.

The problem in Ghana's Marine fisheries sector is complex, tragic, and too-common—severely overexploited fisheries put at risk tens of thousands of metric tons of local food fish supply and threaten the livelihoods of over 130,000 people and many more fisheries resource dependent households. Ghana's open access to fisheries resulted in extreme overcapitalization of fleets, exacerbated by poor governance, weak enforcement of rules and a fuel subsidy.

The SFMP supports the Government of Ghana's fisheries development policies and objectives and squarely aims to assist the country to end overfishing and rebuild targeted fish stocks as a central goal. Adoption of sustainable fishing practices and reduced exploitation to end overfishing is the only way Ghana can maintain the sustainability of its marine fisheries in order

to increase its wild-caught local marine food fish supply and bring greater profitability to the fishery, with the potential to benefit two million people indirectly.

The SFMP's integrated suite of activities includes: (1) improved legal enabling conditions for implementing co-management, use rights, capacity and effort-reduction strategies; (2) improved information systems and science-informed decision-making, and (3) increased constituencies that provide the political will and public support necessary to make the hard choices and changed behavior needed to rebuild Ghana's marine fisheries sector. These components feed into (4) applied management initiatives for several targeted fisheries ecosystems.

The SFMP will develop nested governance arrangements and management plans for fishery management units at three ecosystem scales, utilizing adaptive co-management approaches tailored to each unit. An immediate focus at the national level will be the small pelagic stocks, which are most important to food security and employment and are near collapse. National dialogues in the first year will spotlight this crisis and build consensus for quick, early actions such as a closed season, closed areas, moratorium on fishing licenses and/or increased mesh sizes of nets to turn around this fishery. With support of fishers and governments, improvements in fish biomass and yields could increase within the life-of-project.

The design and implementation of the process for developing comprehensive management plans for the small pelagics nationally, and demersal fisheries in the WR, will be done through consultations with stakeholders in partnership with the FC and will be based on an adaptive and iterative process that includes the best available science. We will help develop the concept for regional jurisdictions and the potential application of use rights. The role of civil society will be crucial in this process.

The demersal ecosystem-based plan will consider, among other measures, a nested system of Marine Protected Areas (MPAs) to protect mangroves as important demersal fishery nursery grounds and a no-take reserve off Cape Three Points to protect demersal adult fish spawning stock biomass. Marine spatial planning will support USAID biodiversity conservation objectives as it considers fisheries interactions with threatened and protected species such as marine mammals and sea turtles. The SFMP will undertake stakeholder engagement processes in order to build consensus, involving the FC, fishermen, fishmongers and groups such as DAA, CEWEFIA, the Ghana National Canoe Fishermen's Council, (GNCFC), the Ghana Inshore Fishermen's Alliance (GIFA), and the National Fisheries Alliance, among others. Communications campaigns will engage resource users directly via mass media, web and mobile-device based platforms. The SFMP features local partners that have strong women leaders and the mission to empower women in advocacy, policy dialogue and management decision-making. This includes DAA, which seeks to expand to a national membership base and create a national training center for members.

The SFMP is designed to undertake aggressive expansion of ICFG successes in the WR in terms of strengthened law enforcement and voluntary compliance to reduce rampant illegal, unreported and unregulated (IUU) fishing. This includes immediate expansion into the CR and then all coastal regions. Strengthened and more capable fisheries enforcement and Monitoring Control and Surveillance (MCS) units, and a more effective enforcement-prosecutorial chain will act as deterrents. Also, a carefully designed communications campaign will target behavior change that leads fishermen, fishmongers and the public to support and voluntarily engage in responsible and sustainable fishing practices.

In parallel to fisheries management initiatives that draw on existing powers and laws, the SFMP will work with MOFAD and WARFP on legal reforms that empower co-management groups with decision-making and provide mechanisms for implementing use rights regimes. National policy dialogues will formulate strategies to cap and reduce fleet capacity (number of vessels) and will debate ways to phase out the fuel subsidy or transform it from a perverse subsidy to one that incentivizes responsible practices or ameliorates the social impacts of fleet reduction plans.

Key government clients of this project, MOFAD, FC and the Regional Coordinating Councils in the CR and WR, will be provided with direct support to build their capacity. Additional direct support is provided to a number of local NGOs and women's associations that are active in fisheries management issues and serving either as core or supporting partners in the implementation of this project. SFMP is investing considerable project resources in capacity development at UCC as well.

The SFMP will improve the production and use of management-relevant science and technology. It will build public private partnerships to develop sustainable web and mobile-device technologies for improved data collection reporting and surveillance; improve the FC research and statistics unit's capacity to collect and analyze information on the status of fisheries, and to recommend management measures to rebuild and ultimately sustain benefits for the Ghanaian people. The SFMP aims to move Ghana from over-reliance on input controls and to start considering output controls.

The SFMP will build the capacity of the RCCs and District Authorities (DAs) in the Central and Western Regions to improve marine fisheries spatial planning and mainstream the development needs of climate- and economically-vulnerable fishing communities into their overall development plans, and to provide communities with diversified livelihoods, including ways to obtain greater profitability from fisheries value chains. Particular emphasis is placed on more efficient and profitable fish smokers that have potential for significant scale-up. This element places a strong focus on women and youth and utilizes local partners whose missions address the needs of these target groups.

In the larger coastal fishing communities of the Central Region (CR) where child labor and trafficking is prevalent, the SFMP targets at-risk households with a strong communications initiative and will make these communities the priority beneficiaries of livelihood interventions.

The SFMP management structure supports local capacity development for government of Ghana partners MOFAD/FC, UCC, local implementing partners and fisheries stakeholder representative organizations. Life-of-Project Results in the M&E Plan include the selected highlights below:

- Recoup tens of thousands of metric tons of food protein supply lost due to severe overfishing and poor management
- A rebound of key stocks, benefiting over 130,000 fishermen, 18,000 fish mongers.
- 735,241 hectares of natural resources and fish habitat under more effective management
- Significant declines in IUU fishing due to an increase in arrests and successful prosecutions
- Improved voluntary compliance and active support of polices and rules by stakeholders.
- UCC producing management-relevant, science-based information used in decision-making

- Information and communications technology (ICT) for mobile apps for fisheries management
- Inclusive participation by under-represented groups, women and youth in decision-making
- 13,000 people (a majority women) benefiting from diversified livelihoods, access to micro-credit, adoption of more efficient and profitable fish smokers and fish product value-added
- Several more climate-resilient fishing communities and strengthened capacity of DAs to promote and support resilient community policies and initiatives
- A decline in child labor and trafficking in fisheries in the CR
- A Fisheries Act that allows co-management and use rights in Ghana’s fisheries to be realized.

Progress made by the SFMP needs not only strong local capacity but also sustainable financing to continue making gains after the project ends. Toward this end, the SFMP is encouraging the government and legislature to authorize budget lines to support co-management groups and promoting public-private partnerships that support everything from small bank loans for coastal enterprises, rather than project supported grants, to profitable maintenance of the hardware and software apps used in data collection, enforcement and tracking.

Project Vision

We envision this project fostering substantial changes in fisheries management in Ghana with the nation making significant progress in achieving the goals and objectives of its METASIP, FASDEP II and FASDP policies, and contributing to USAID’s CDCS (DO2) and the agency’s Feed the Future (FtF), climate change and biodiversity initiatives. We envision the FC, UCC, key fishermen and fishmonger associations and NGO groups with strengthened capacities for problem solving through open and transparent communications and shared decision making. We believe that over the life-of-project, the investments by USAID, WARFP and Government of Ghana (GoG) promote technological innovations and put the marine fisheries sector on a course towards sustainability by potentially increasing annual yields of fish supply by tens of thousands of metric tons via improved management of over 700,000 hectares of marine waters. We also envision that Ghanaian local implementing partners have their capacities strengthened to sustain the intervention and actively engage beyond the SFMP lifespan and contribute to the USAID/Forward agenda.

Theory of Change (Development Hypothesis)

The project purpose is to “Rebuild targeted fish stocks through adoption of sustainable practices and exploitation levels.” This project will forge a campaign that builds a constituency for change that captures the support of high-level decision makers and politicians as well as grass-roots fishermen, fishmongers and processors. The Monitoring and Evaluation Plan (M&E Plan), which has been prepared as a stand-alone document, shows the results framework.

To achieve sustainable fishing practices and exploitation levels, reduced fishing effort or harvest must occur in order to end overfishing. This, over the longer term, will lead to safeguards of sufficient spawning biomass to produce higher and more sustainable fishing yields. This signals to stakeholders and beneficiaries a causal chain and time lag between ending overfishing and

improved stock biomass, and ultimately, improved fish yields and profitability (household income).

IR 3 “constituencies and political will built” is critical to insure that the public is aware of the challenges ahead and becomes supportive of short-term restrictions to reverse the diminishing returns on investment in the fisheries sector. This implies grass-roots movements among producer groups and the public that drive high level political support for change—achieved via strong stakeholder participation campaigns and education coordinated with the FC and WARFP. MOFAD—and the FC must be willing to push for these changes and convince legislators and others that strict controls are in the country’s best interest and have widespread public support. Such stakeholder-driven processes can be challenging, and often times management measures necessary to rebuild stocks may be unpopular. In the end, CRC’s decades of experience with USAID projects and public processes demonstrates that the benefits greatly outweigh the risks.

For targeted stocks, comprehensive management plans must control effort and manage harvest. Effort control requires a suite of measures such as restrictions on the number of fishing units by limiting the number of licenses issued and restrictions on the amount of fish that units can land. Additional technical measures such as closed seasons, protected areas, fishing gear selectivity, and minimum size must be considered, each with their implications on the biological and socio-economic aspects of the fishery. In the long run, these are designed to ensure exploitation levels are controlled to maximum and sustained yields. However, world experience shows effort controls are a costly and difficult path to sustainability. Determined to be most effective are catch limits —e.g., an annual total allowable catch based on annual stock assessment—coupled with use rights such as collective quotas and transferable licenses.

Consistent with the FASDP and WARFP, the project strategy is to focus both on effort-control measures and managed access as first steps towards sustainability. Additional enabling conditions—legal reforms and scientific capacity that set the stage for an eventual move to catch control strategies—would be pursued if and when the GOG and stakeholders are willing and ready. These approaches will take longer than the life-of-project to fully implement and have full effect. However, experience in obtaining use rights for women oyster harvesters and sole fishermen (under the USAID/WA *BaNafaa* project) in The Gambia and managing local fisheries in Senegal (under the USAID/*COMFISH* project) demonstrates that when government grants devolve authority to producer groups and give them the proper assets and opportunities, these groups can collectively manage fisheries more sustainably and achieve improved economic and social benefits. Ghana can move towards a similar pathway.

Fisheries Management Approaches Applied by the USAID/Ghana SFMP

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

Experts worldwide are calling for an ecosystem-based approach to fisheries management that recognizes the ecosystem as a whole and instigates changes in human behavior required to restore and sustain ecosystem quality. This approach

balances diverse societal objectives and requires consideration of multi-species management plans. It also requires consideration of trophic level interactions and ecological services of forage fish, reduction of fishing impact on endangered, threatened and protected (ETP) species and protection of essential fish habitat.

Enabling conditions for effective fisheries management require a legal framework supportive of policy statements made by the GOG on collaborative management and use rights. However, as noted by Martin Tsamenyi, a consultant for the ICFGP, WARFP and MOFAD: “*The existing legal framework in Ghana is not capable of supporting a co-management framework without amendment...*” Interim measures under the existing legislative framework can include “advisory groups”—de-facto co-management groups with advisory functions only. Once a new legislative framework is in place, these groups can transform into true co-management groups with decision-making authority. The SFMP is promoting formation of such groups to move forward early actions (e.g., a closed season)—*if* stakeholders are willing. We expect that within a year or two a fishery such as *Sardinella* could possibly see some early results in terms of recovery.

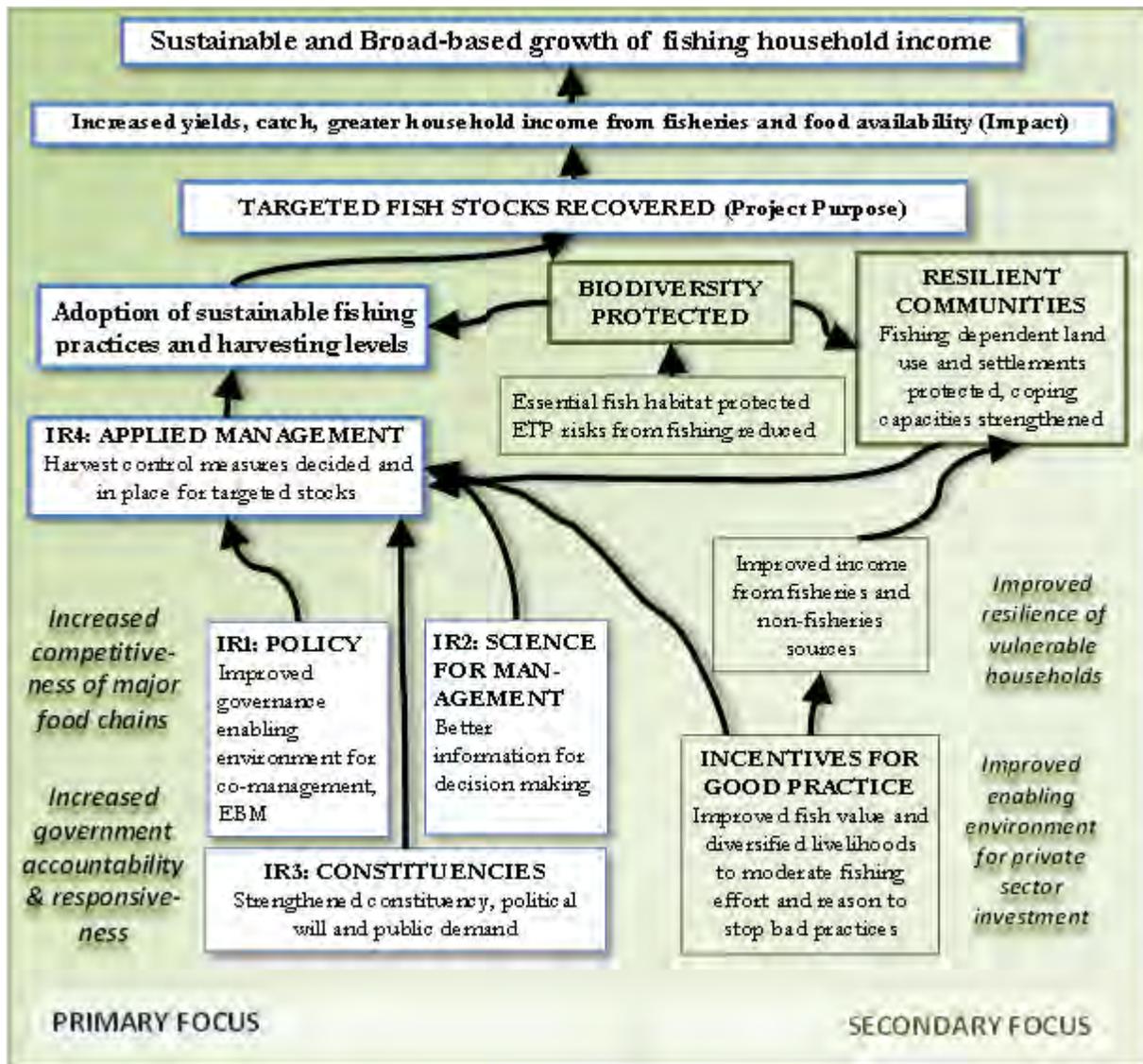
When fishing mortality is reduced via effective management measures (i.e. closed season, closed areas, direct catch and effort reduction...etc.), there will be a rapid improvement in biomass and subsequent fish yields, particularly for short-lived species. However, if the fishery remains open access,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

Also needed is improved information for decision-making to help both estimate the optimum fleet sizes for Ghana’s fisheries and to set adequate harvest controls. To this end, the SFMP is also focusing on improving stock assessment capabilities within the FC/Marine Fisheries Research Division (MFRD) and local universities, emphasizing inclusion of the traditional knowledge of fishermen. SFMP is also promoting innovative technologies (e.g., mobile phone technology) to improve data collection on landings and effort and to aid law enforcement in reducing Illegal Unreported Unregulated (IUU) fishing through Public-Private-Partnerships.

An integrated approach also requires a close look at shore-based components of the fisheries sector. All post-harvest fish handling, supply chain from sea to market and the infrastructure support for the fishing industry and fishing households occurs in a very narrow strip of the coastline. Without safe and secure places for men and women to live and work on the shore-based side of the industry, it is difficult to ask people to change behavior concerning unsustainable harvesting practices at sea. Reduction in fishing effort is likely to result in economic sacrifices in the short-term, so interventions are also needed to reduce impacts. These measures include creating safer, more secure and resilient fishing communities using spatial planning to identify the development needs of fishing communities and the exposure to natural hazards as well as threats to water-dependent fisheries uses. Community development programs are also needed to help fishers diversify their livelihoods, reduce dependence on fishing and reduce or eliminate the pressure to force their children into the illegal child labor trade. Other efforts include working to improve the fishery value chains and economically empower women mainly involved in processing and marketing. The USAID/Senegal COMFISH Project has shown that investing in organizational development and improved processing techniques,

handling and infrastructure can lead to additional profits. Women fish processors in Cayar, Senegal, refuse to buy illegal, undersized fish, realizing that larger fish means larger incomes and long-term sustainability.

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

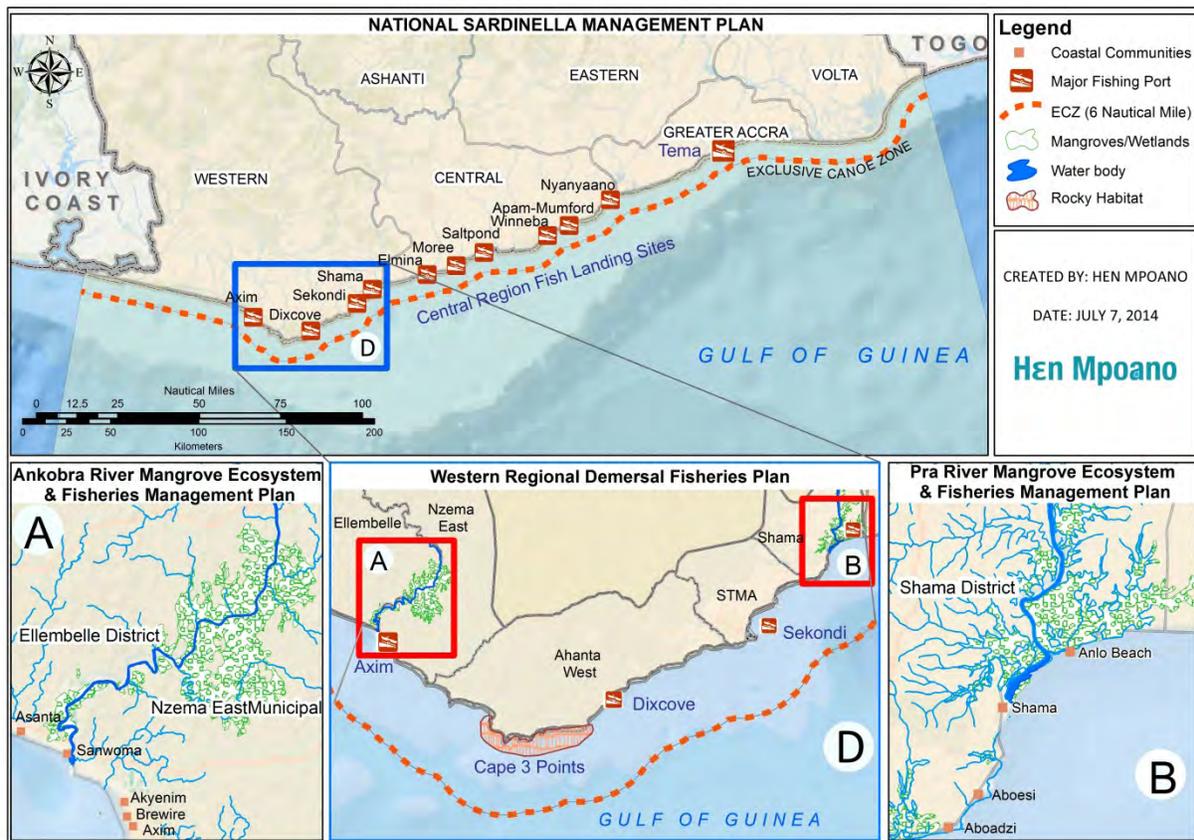


Ecosystem and Geographic Scale of the Project

The SFMP is developing a nested governance system that meshes several ecosystem scales that encompass the diverse types of fisheries systems found in Ghana. It is focusing first on a national effort to end overfishing and rebuild the small but food security-critical small pelagic fishery that generates broadly shared economic benefits to hundreds of thousands of people; and to recoup tens of thousands of metric tons of lost food supply. This complex of species, due to their essential role in the ecosystem and their wide-ranging migration, requires management at a national scale linked to regional Guinea Current Large Marine Ecosystem (GCLME) and Fisheries Committee for the West Central Gulf of Guinea (FCWC) initiatives, and public

participation that spans all four coastal regions of Ghana. The SFMP is also addressing the need for sub-national regional management of demersal fish stocks in an ecologically defined region between two major mangrove estuary habitats in the WR: to the west at the outlet of the Ankobra River along the shared border of Ellemabelle and Nzema East Districts, and as far east as the Pra River within Shama District. The SFMP also will pilot community-based approaches to fisheries within the Ankobra River and the Pra River estuaries and associated mangroves that serve as essential fish habitat for demersals. Within these ecosystems are priority fish landing sites such as Axim and Anlo Beach/ Shama town that are project areas of concentration for stakeholder engagement and livelihoods and value chain improvements. Additional project-focused fish landing sites engaging more intensively in the SFMP for child labor, community resilience and diversified livelihood activities in the CR include Elmina, Moree, Apam and Winneba. This multi-tiered governance approach is consistent with and is being coordinated with WARFP's community-based fisheries management approach.

Figure 2: SFMP applied management activity areas



Project Start-up

Project start up encompasses the period prior to work plan approval from the start of the cooperative agreement on October 22, 2014, and will run through February, 2015. Key priorities during this period are or have been the following:

- Preparation and approval of the first annual work plan through FY 15 (September 30, 2015)
- USAID/Ghana (AOR) approval of the Monitoring and Evaluation Plan, which includes the PMP and KM&L Plans, as well as the Environmental Monitoring and Mitigation Plan (EMMP).
- Execution of sub-awards for all implementing partners (SNV, SSG, Hen Mpoano (HM), Friends of the Nation (FoN), CEWEFIA, DAA, Daasgift)
- Establishment of the Project Accra-based office: office rental, procurement of furnishing/outfitting, installation of a server, LAN and WIFI system; purchasing of computer equipment and capital purchases such as vehicles, setting up bank accounts, etc.
- Staffing including relocation of URI key staff, CoP Brian Crawford and Fisheries Advisor Najih Lazar to Accra, and hiring of other URI direct hire local staff (M&E Specialist, Communications Specialist, Finance/Administration Manager), and other office personnel
- Orientation meetings with key clients, stakeholders and related donor projects including USAID, MOFAD/FC, WARFP, METTS, FtF Policy Project, CLSP, UCC Strengthening Project, Development Partners Environmental and Natural Resources working group (see section 1.6 for briefings with USAID/EG team and Maritime security Group)
- Orientation retreat for all staff and partners in February 2015 on the SFMP design, Year 1 work plan, results expected, project standard operating procedures and policies, standard provisions of the cooperative agreement, The M&E Plan, PMP data collection and QA/QC procedures, TraiNet, EMMP and environmental review procedures, marking and branding policies, communications protocols, clarification of roles and responsibilities, team building, etc.
- Official Launch Event in Accra in February, 2015
- Convening the project steering committee.

Table of Key Activities and Milestones

Who	Start-Up Activities	Nov	Dec	Jan	Feb
CRC	Work planning workshop with key implementing partners and beneficiaries	X			
CRC	Work plan, M&E Plan and EMMP submission		X		
CRC	Work plan, M&E Plan and EMMP approval by AOR			X	
CRC	Sub-award Scope of Work and agreements prepared executed		X	X	
CRC	Accra Office set-up		X	X	X
CRC	Accra Office Staffed			X	X
CRC	Orientation meetings with related projects			X	X
CRC	Implementing Partner Retreat				X
CRC	Project Launch				X
CRC	Steering Committee convened				X

Once the above-mentioned start-up milestones are in place the project will be poised to start in earnest with implementation of the programmatic activities described below.

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

This section is organized around the four primary intermediate results areas described in the theory of change section and as illustrated in Figure 1. For each IR, there are a number of Activity area headings. For each IR, anticipated LoP results and overall strategy are described followed by a description of the key activity areas, for each activity area, a table is provided with the main activity area tasks and sequencing over the year by quarter. Outputs are also listed for each activity area.

If we achieve the intermediate results described below, by the end of this project, we envision that the following overarching higher order project goal and resulting impacts are achievable:

- Over-exploitation of small pelagics reduced, overfishing ended, and stocks rebounding
- Yields and profitability returning for 130,000 people engaged in marine fisheries.

Indicator	Targets Year 1
Goal: Rebuild targeted fish stocks via adoption of sustainable practices and exploitation levels	
Prevalence of Poverty (FtF 4-17; Goal level indicator from Ghana CDCS)	Baseline established in coordination with METSS CR, WR, 10 communities project and non-project sites
Number of hectares in areas of biological significance and/or natural resource showing improved biophysical conditions as a result of USG assistance (EG 4.8.1-1)	Small Pelagic stock assessment as a baseline Demersal length frequency study as a baseline
Number of direct project beneficiaries (number), the percentage of which are female (percent) (IDA Core Indicator) (Goal level indicator from Ghana CDCS)	Baselines Collected in Year 1 project and non-project communities Including FtF food security/availability indicator, # diversified livelihoods per household, child labor practices, income from fishing, smoking and marketing fish.

IR 1: Strengthened enabling environment for marine resources governance

The SFMP intends to achieve this result through a combination of legal and policy reform initiatives carried out at the national level and with significant stakeholder engagement. National activities, especially concerning small pelagic stocks, will also need to be coordinated at the Guinea Current Regional scale. Law enforcement and child labor and trafficking activities will take a two-track approach with national policy level components coupled to field efforts. Strengthening law enforcement capacities will reach down to each coastal region, starting with the Central Region in Year 1. With regard to the child labor and trafficking, the field focus is in the Central Region, where this practice seems to be most pervasive.

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

- Fisheries Act amended with explicit language for co-management and use rights
- Strategies for fishing capacity reduction and fuel subsidy phased-out debated and policy options presented to MOFAD/FC
- Policy recommendations concerning ways to reduce child labor and trafficking presented to the National Child Labor Steering Committee
- Significant decrease in IUU fishing through increase of arrests made and successful prosecutions that act as real deterrence and coerce more compliant fishing behavior
- Advances made toward fostering regional leadership to attain a harmonized trans-boundary response to *Sardinella* stocks.

1.1 Legislative Reform for Fisheries Co-management

Activity Lead: Crawford

Activity Team: Kofi Agbogah/HM, MOFAD. FoN, Attorney General's Office/Parliamentary committee responsible for fisheries

The SFMP will continue ICFG's focus on the need for legislative reform to make co-management a reality by working closely with MOFAD and the attorney general's office on procedural processes described in the proceedings of the 3rd National Fisheries dialogue organized in Elmina in 2013. The Chemonics FtF Policy project will also be consulted. While the WARFP work on legislative reform places some emphasis on co-management, we will augment those efforts. Our strategy will focus on bringing stakeholders' participation and input into the process via various national dialogues, meetings and workshops. Hen Mpoano will facilitate and coordinate the legislative reform process with MOFAD, FC and WARFP to facilitate the administrative procedures and drafting of amendment sections on co-management and use rights, in coordination with the attorney general's Legislative Drafting Division and the legislative sub-committee for natural resources and fisheries (Parliamentary sub-committee on subsidiary legislation). As an amendment is currently underway to improve the legal framework to address the problem of IUU fishing, it is likely that other legislative changes such as on co-management will need to be bundled with a host of other WARFP supported revisions underway. The timeframe for submitting an amendment to the Fisheries Act to Parliament is in 2018. The co-management legal reforms therefore will not be fast tracked unless there are indications these could be done as a minor amendment in a shorter time frame.

We will run a public engagement process (also see Communications section IR3) to insure fishers and the public are well informed and can voice their opinions and have inputs and say into the way co-management can best be implemented in Ghana, taking into consideration lessons learned from past efforts. Important in this process is the participation of women’s groups as women play key roles in fish processing and marketing and many are also vessel owners. Legislative reforms on co-management must also acknowledge the role of women in fisheries and therefore formalize and ensure their role in co-management processes as well.

Another critical aspect of legal reform is incorporation of sustainable financing mechanisms for co-management. This was highlighted as a critical challenge that led to the failure of the first round of community-based management committees more than a decade ago.

Table of Key Activities and Milestones

Who	Activity 1.1 Legislative reform	Q1	Q2	Q3	Q4
HM	Establishing an informal working group , AG/MOFAD/FC/ Parliament		X		
HM	Parliament committee briefings			X	
CRC	Determine and incorporate legal public consultative requirements into the process and strategy for drafting co-management amendment sections			X	
CRC	Coordination with WARFP legislative reform initiative		X	X	X
FoN	Stakeholder caucuses (FoN/DAA) and hearings at major landing sites: Tema, Elmina, Axim, Sekondi			X	X
CRC, MOFAD/FC?	Multimedia Communications campaign on legislative reform strategy is described in IR 3			X	X

List of Key Outputs

- Communications materials (See IR 3)
- Parliamentary briefing packets (Agbogah) [POL001]
- Written summary of all stakeholder comments and inputs from meetings (FoN) [POL002]

1.2 National Fisheries Dialogues (Policy issues)

Activity Lead: Crawford

Activity Team: Mensah, Agbogah, Lazar, FoN, MFRD, MOFAD/FC

The SFMP will continue and expand the scope ICFG’s successful national dialogues that engaged an array of fisheries stakeholders. The project will apply creative approaches to bring together innovative thinkers from diverse institutions interested in the small scale fisheries sector—e.g. rural banks, telecommunications firms, chain store operators and social enterprise

venture capitalists— in addition to the more conventional fisheries stakeholders, to promote out-of-the-box thinking for solutions to fisheries sector issues.

The initial two national dialogues in Year 1 will focus on gaining support for high payoff short-term actions to quickly turn around the collapse of the small pelagics fishery, such as instituting a closed season and/or closed areas. This strategy is in addition to a longer term actions described in IR4 concerning development of a comprehensive small pelagics management plan. These are two-day events for 50-60 people that are brief enough to attract high level actors. It is already possible for the FC to take short-term actions now to revitalize the fishery without the need for legislative reforms. Tackling the near collapse of the small pelagics is a high project priority and why this topic will be front and center in the national dialogues in Year 1.

Ghana small pelagic species, composed mainly of *Sardinella aurita* and *Sardinella maderensis*, are the main source of animal protein for the majority of coastal populations. However, the stock has already experienced signs of collapse and spatial shifts driven mainly by overfishing and climate change. Recent stock assessments of small pelagics reported that these stocks are severely overfished ($F_{\text{current}} \gg F_{\text{msy}}$) and that overfishing continues to exacerbate beyond the level of sustainability ($B_{\text{current}} \ll B_{\text{msy}}$). Since fishing and climate change are strongly interrelated pressures on fish production, the SFMP will address them jointly in attempt to delineate impacts as they alter reproductive output, growth, and survival of fish stocks.

The SFMP will suggest attributes of management that include flexibility and adaptability while engaging stakeholders to make tough decisions to end overfishing and reverse the trends toward sustainable growth and avoid the catastrophic collapse. This part of shared responsibility concepts has not historically been part of fisheries management in Ghana but they are proven successful and sustainable in many parts of the world. In the United States, Brazil and Philippines overfishing has ended for many fish stocks, and once depleted species of small pelagics are now once again thriving and supporting increased fishing levels and expanding in abundance and geographic range. For example, in the U.S. the estimated economic value of rebuilding fish populations to healthy and sustainable levels includes a \$31 billion increase in annual sales and support for 500,000 new jobs.

Topics for discussion at the national dialogues and the preparatory meetings will include:

- status and trends of catch and effort and status of the stocks
- designing a co-management institutional framework for managing these stocks at a national scale (starting with an appointed “Advisory Group(s)”)
- short-term scenarios (i.e. closed seasons, climate change adjustments for closures in time and space, including a complete closure scenario) as well as longer-term scenarios (i.e. reduction in fleet sizes, quotas) to address overfishing and to rebuild depleted stocks such as closed season or increased mesh size
- interest in a conditional cash transfer program in lieu of a fuel subsidy
- status of vessel registration and potential and challenges to cap fleet size – semis, canoes and trawlers.

The final output of the dialogue and meetings is an action plan, communication strategy and process for putting in place new management regulations.

Hen Mpoano will coordinate the dialogues through the SFMP national manager and involve SSG’s senior private sector development advisor, the SFMP Communications Expert and FoN outreach effort. FoN will be responsible for stakeholder preparatory meetings. In preparation to the national dialogue in Year 1, a series of grassroots input initiatives will be completed by FoN in all four regions:

- Regional open stakeholders’ meetings will be conducted in each of the four regions to involve ordinary fishermen and processors in the process of fisheries reform (4 meetings)
- Regional stakeholder leaders group meetings in each of the four regions (e.g. canoe, semis, marketers and processors). The purpose of this meeting is to gather immediate action consensus selected per region for the national dialogue (4 meetings).

The focus in the first year is on management of the small pelagics start to rebuild stocks by reducing effort. A first objective is to discuss the status of the fishery, both the stocks and economic health of the fishery. The STWG and the stock assessment and fishery profile will be presented for validation. Then a number of different scenarios will be put forth to stakeholders and early actions that can be taken to rebuild the fishery. Closed season versus closed areas versus reduction in number of vessels, etc. with pros and cons of each of these discussed. The idea is to start to build a general consensus of the way forward, particularly in the short term. Hopefully consensus can be reached quickly with recommendations formulated in the national dialogues and put forth to FC for action via regulatory provisions as stipulated in the Fisheries Act. Meetings will also be needed among other communications channels, to then let stakeholders know what final decisions have been reached and when new rules will go into effect.

Table of Key Activities and Milestones

Who	Activity 1.2 National Fisheries Dialogues	Q1	Q2	Q3	Q4
FoN	Four regional public stakeholder open meetings (FoN)		X	X	
FoN	Four national stakeholder association leader meetings and caucuses per stakeholder group (e.g. canoe, semi-industrial boats, marketers and processors) (FoN)		X	X	
CRC/HM	National Dialogue 1 (CRC) Status of the small pelagic fishery Potential measures/ quick actions that can show quick results and start to turn the fishery around			X	
CRC	Communications and outreach of National Dialogue 1 outputs back to stakeholders			X	
CRC	National Dialogue 2 (CRC) Presentation of impact analysis of top ranked stakeholder scenarios developed in Dialogue 1, and to develop consensus on selected actions. Scientific and Technical Working Group (STWG to present) Discussion of the legal and regulatory process to				X

Who	Activity 1.2 National Fisheries Dialogues	Q1	Q2	Q3	Q4
	institute the management measures proposed Plan of action to get measures formally and legally adopted, formal public consultation processes and timing of when such measures will go into effect.				
CRC	Communications back to stakeholders on measures selected and on the official process for finalizing regulations				X
CRC	Drafting of a regulation to institute the management measures selected				X

List of Key Outputs

- Summary of public stakeholder meetings in preparation for National Dialogues [POL003]
- Working papers collection for discussion at each dialogue [POL004, POL005]
- Dialogue workshop reports [POL006, POL007]
- Communications materials and content for multimedia dialogue (See IR3)
- Action plan for implementing initial management measures on the small pelagic fisheries [POL008]
- Draft regulation on interim management measures for small pelagics [POL009].

1.3 Strengthened Law Enforcement

Activity Lead: Agbogah

Activity Team: Friends of the Nation, Fisheries Enforcement Unit, Marine Police

IUU fishing is a major problem in the West African Region including IUU fishing where vessels from other countries or regions are fishing in Ghana's EEZ, and domestic IUU fishing by Ghanaian flagged vessels. There are great challenges in addressing the domestic IUU fishing, especially in relation to the small pelagic and nearshore demersal stocks the SFMP will focus on; including illegal transshipment of by-catch from trawlers to shore by canoe carriers, light fishing and local flagged trawler incursions into the exclusive canoe fishing zone. This is where SFMP will place emphasis on its law enforcement activities, and on shore based MCS tactics

Under the ICFG two program activities: (1) improving the fisheries prosecutorial chain in the Western Region involving the Attorney General's Department, Judiciary, Fisheries Commission/ MCS, Ghana Police Service, Navy, Environmental Protection Agency, etc.; and (2) training of the Marine Police Unit of the Ghana Police Service on social policing and ecological justification of the fisheries laws. Institutions in the fisheries prosecutorial chain were mobilized to review and discuss improved coordination mechanisms via a series of workshops to clarify their roles and identify gaps that hampered successful prosecution of fisheries offences. This led to the successful prosecution and conviction of 34 out of 37 cases in three years in the Western Region. FoN will develop a system of tracking and reporting of arrests and outcomes of prosecutions and develop a baseline for the CR and continue documenting and reporting to the public and stakeholders on continuing progress in the WR.

The SFMP will scale-up this successful approach, starting in the Central Region, with prosecutorial chain workshops to bridge gaps in enforcement and prosecution and beachfront policing. SFMP will seek clearance with the office of the Chiefs Justice for dedicated courts in the Central Region that will adjudicate fisheries infraction brought to them. Similarly, SFMP will scale up the prosecutorial chain activity to cover the Greater Accra and Volta Regions in subsequent years.

The SFMP will work with the police administration and the Ministry of Fisheries and Aquaculture Development to develop and mainstream the ICFG-developed fisheries enforcement curriculum into the training of marine police recruits nationwide, particularly at the Police College. The training will also target senior police officers on refresher courses. This will ensure recruits joining the service and other senior personnel have basic knowledge in fisheries law enforcement. The SFMP will also train marine police and Fisheries Enforcement Unit (FEU) and MCS personnel in the Central Region in Year 1 and scale up marine police training in subsequent years to the Greater Accra and Volta regions.

Clearance will be sought from USAID/Ghana as was done in the past under the ICFG to conduct such trainings. The SFMP will present USAID with a life-of-project strategy of its needs as part of this request. No training activities will be undertaken until approval from USAID is received.

A citizen's watch program will be promoted, and working with ICT private sector partners, SSG Advisors will draw on USAID/Philippines ECOFISH Project lessons. Examples of this will be seen as part of the SSG led Philippine study tour (section 1.4). SFMP will activate a national communications system that includes toll-free calling and SMS and launch an aggressive campaign to create awareness among fishermen and citizens to report fisheries infractions through the communications platform. This will also build on ideas generated during the recent U.S. State Department-sponsored "Hackathon" and on WARFP experiences and lessons from Sierra Leone.

Since the WARFP is providing a large investment in strengthening the FEU and MCS capabilities of the FC, SFMP support needs to be tailored carefully to as yet unmet needs of the FC. Thus, the SFMP areas of support are focused more on shore based and community level MCS improvements and to a lesser extent on understanding and coordinating regional IUU fishing issues. However, we will also coordinate with the FCWC whose secretariat is based in Tema on law enforcement issues

The FC and the FEU/MCS will receive the following direct support from the SFMP to support beach level enforcement:

- Rehabilitation of the FC offices in Elmina Port: The refurbished structure will be designed using green technologies (solar panels, rainwater harvesting, landscaping, etc. For such support SFMP will obtain the necessary environmental clearances from USAID. There will be no construction activities in Year 1, but preparatory activities including designs, environmental reviews and approvals will be completed.
- Provision of office equipment including vehicles for the regional offices for effective delivery of MCS/FEU activities: An assessment of needs will be undertaken in Year 1, with equipment deliveries in Year 2, subject to approval by USAID.

SFMP will involve FEU personnel in development of MCS and enforcement sections of management plans (see IR4) to ensure effective monitoring and enforcement of new

management measures adopted for *Sardinella* and other fisheries management plans to be developed.

The sustainability of community-based surveillance groups can be assured via legislative provisions mandating the FC to support these groups (following a Philippines example) and ICT innovations via public-private partnerships (PPPs). The ability of the FC to continue to provide operational resources for fuel and maintenance of patrol boats and vehicles and their eventual replacement must be built into their annual budgets and this will be linked to advocacy and education of parliamentary groups and committees already mentioned above.

Continued work with the Fisheries Working Group (FWG) started under the ICFG Project will be continued in the WR as they also play a role in enforcement and compliance strategies. The FWG concept will also be extended and scaled up in the CR.

While SFMP will make a moderate investment in law enforcement, within USAID restrictions, it should also be noted that many experts and studies have shown that high compliance is often achieved not just through deterrence factors (enforcement), but by perceived legitimacy of rules by fishermen, changing individual ethics on fish conservation and applying community and peer social pressure to comply.

Therefore, a multifaceted approach that includes more engagement of fishermen in rule making via co-management (see sections 1.1, 1.2 and IR4) is essential to success and why significant effort will be placed on building social capital and constituencies (IR3) to support polices, laws and management measures. Such measures might look good on paper but are useless unless high voluntary compliance is achieved in their implementation, and no level of law enforcement resources will be sufficient to coerce high levels of fisher compliance.

Table of Key Activities and Milestones

Who	Activity 1.3 Strengthened Law Enforcement	Q1	Q2	Q3	Q4
CRC	Submissions and approval by USAID to conduct trainings for law enforcement groups				
HM	Liaison and clearance from USAID, Chief Justice, A-G Department and Police Service to conduct Trainings		X	X	
HM/CRC	Review of Curriculum for training of Marine Police and FEU and development of competency based approach to curriculum and strategy for incorporation in Police College training (TDY Ricci)		X		
FoN	Two (2) Prosecutorial Chain Workshops for the Central Region			X	X
HM	Review training curriculum for field course and revise as needed				
FoN	Marine police, FEU and MCS training in the Central Region			X	X

Who	Activity 1.3 Strengthened Law Enforcement	Q1	Q2	Q3	Q4
FoN	Fisheries Working Groups CR & WR		X	X	X
HM/SSG	Citizens Watch Program meetings and strategy development with FEU and MCS (SSG TDY)			X	
CRC	Material support for FC/MCS Central and Western Regions (vehicles and office equipment needs assessment, disbursement plan and request for approval from USAID).		X		
CRC/HM	Designs, environmental reviews and clearance to trigger FC building rehabilitation to start in Year 2				X

List of Key Outputs

- USAID approval to provide training to law enforcement groups MP training in CR (FoN) and approval/clearance of selected participants from USAID
- Marine Police Curriculum Review [POL010]
- Marine Police Training curriculum CR and WR [POL011]
- Marine Police Training curriculum CR and WR [POL012, POL013]
- CR Prosecutorial chain meeting/workshop report(s) [POL014, POL015]
- Approval by USAID to purchase and deliver vehicles and computers to FC units
- Plan for FC building in Elmina
- Report on Competencies needed for MP national training curriculum [POL016]
- Citizens watch program design [POL017]

1.4 National Level Support for Small-Pelagics Management Plan

(See 4.1 for operational details on small-pelagics management plan of Year 1 activities other than the national activity described below)

Led by an SSG Sustainable Fisheries consultant from Philippines and supported by the Partnership Analyst, SSG will organize a high-level study tour to Philippines to learn from operational successes in fisheries management facilitated by the USAID ECOFISH project. Study tour participants will visit key ECOFISH stakeholders including the Bureau for Fisheries, local government units, community fisherfolk associations and volunteer community patrol associations (“*bantay dagats*”). Participants will also learn how public-private partnerships have contributed to fisheries management successes, including ICT contributions to IUU enforcement and fisherfolk/boats/gear registration. The study tour will focus on the success in management of the *Sardinella* fishery in Zamboanga-Bohol Sea, where a 30% increase in yield was achieved in two years due to a three-month ban imposed around spawning season and which many fishers readily attribute to increased abundance due to the closure.

One of the key objectives of this study tour is to illustrate to key decision makers and stakeholders that with the right actions, the collapse of the small pelagic fisheries can be reversed by gaining insights in how this was achieved in the Philippines where the USAID/Philippines ECOFISH Project, working with stakeholders saw significant increases in landings after two years of implementing a seasonal closure. The process of making this decision involved the key fisheries stakeholders which was critical in ensuring high voluntary compliance with the closure. Commitment by high level decision makers in government was also critical in this success. We have proposed this study tour early in the life of the project and in Year 1 to demonstrate what is possible elsewhere can also be achieved in Ghana and help motivate the high level decision makers and key stakeholder leaders that scenarios to be discussed in the national dialogues to reverse the decline in the fishery can work if all are committed and willing to support hard decisions that will need to be made. This may include some initial hardship in the early years, but the payoff can be significant.

We expect that when participants come back they will be motivated to work together and to apply lessons from the Philippines in the SFMP, especially with regards to implementing and enforcing management measures to reverse the fishery. Our expectation is that these leaders can play a pivotal role in the national dialogues to keep the national dialogue discussions positive, creative and a can do attitude

On return from the tour, we will work with participants and assist in facilitating outreach communications concerning the lessons learned. Our past experience from ICFG and other projects is that when these study tours are well designed and participants carefully selected, they can be highly motivating and help people in Ghana understand a wider range of potential options and solutions to issues the sector faces in Ghana.

In selecting participants for the tour, we want high level decision makers in MOFAD/FC and well respected leaders in the fishing community to attend this workshop. This event is designed to build commitment for specific changes needed in the fishery and from past experience, typically results in better communications between government and stakeholder leaders and consensus on the way forward. Women leaders in the fishery sector will also be included in this event. This includes from within the processing and marketing sector and government.

While the exact make-up of the study tour will be determined by SFMP management, the participants may be drawn from key SFMP stakeholders including MOFAD, the Fisheries Council, fisherfolk associations, local government, and others. Participants in the study tour will include:

- MOFAD Minister or deputy or other senior policy person
- FC Director or head of the Marine Fish Div.
- A Parliamentary committee representative
- Head of the FEU
- National Women's group representative
- Canoe fishermen's council head
- Semi industrial fishing vessel council head (GIFA)/NAFAC
- FoN/National Fisheries Alliance representative
- SFMP National Activity Manager (lead facilitator)

- SFMP Communications Specialist
- SFMP Senior Fisheries Advisor.

Pre-departure briefings on Philippines context will be provided by the CoP, who lived and worked in the Philippines

SSG will plan the itinerary in consultation with the CoP and provide a local consultant to lead and co-facilitate meetings. On the participants return from the Philippines, the SFMP communications officer will undertake a communications campaign to highlight lessons learned and share with a wider audience of stakeholders in Ghana.

Table of Key Activities and Milestones

Who	Activity 1.4 National level support for small-pelagics management plan	Q1	Q2	Q3	Q4
SSG/CRC	Study tour planning		X		
SSG	Study tour implementation			X	
CRC	Study tour outreach and communications strategy			X	

List of Key Outputs

- Study tour agenda and objectives/design
- Briefing pack
- Report after completion [POL018]

1.5 Harmonizing Regional Fisheries Policies

Activity Lead: Lazar

Activity Team: Lazar, MFRD

Sardinella stocks are a trans-boundary resource that extends beyond the borders of Ghana from Nigeria to Liberia with highest abundance between Ghana and Cote d’Ivoire. Recent information on the status of stock reveals it to be severely overfished while the demand for fish continues to increase, making Ghana one of the largest importers of fish in the sub-region. The domestic artisanal fisheries are not meeting domestic demand, driven by lack of availability as a result of overfishing (high fishing mortality and low biomass) and climate change. The fishing gears used are similar from one country to another and fishermen migrate continuously between Ghana and neighboring countries with their boats and fishing equipment. Markets are also expanding beyond borders and imports from Senegal are becoming more common due to the development of cross-border trade. Consequently, special attention will focus on IUU fishing following CRC’s extensive work in the region, mainly in Senegal, The Gambia and through collaboration with the University of British Columbia on catch reconstruction models.

While the overall strategy for SFMP is founded on a bottom-up fisheries co-management process focused on capacity building of stakeholders and local and national institutions, it is essential to

link it with the regional research and management at the stock range level. It will be based on a process approach in which the bottom-up capacity building will be conducted in the first phases of the project while supporting on a parallel track a full engagement of the FC and stakeholders with the regional efforts of the FCWC on fisheries research, management and economic growth. These are needed to address issues of broader management and contribute to the development of new and innovative regional policies for fisheries management.

Research will also focus on the status of the stock and the impact of climate change on the abundance and distribution of *Sardinella* stocks. We recognize studies on the potential regime shift in the GCLME, suggesting northward shift and offshore migration of the epicenter of the *Sardinella* stock. It is important to delineate between climate-related impacts and overfishing on small pelagics production. Emphasis will be placed on the active participation of all partners (government, research, fishing communities, etc.) to ensure full engagement and maximum data input and information in the decision making process.

The SFMP will strengthen national institutions MOFAD and FC to engage and coordinate efforts on fisheries stock assessment and management with the FCWC and/or GCLME. This will allow continuous feedback and coordination on the regional strategy with the management initiatives taken by Ghana on all aspects of fisheries research, and management.

Regional fisheries activities in Year 1 will include development of a research agenda in coordination with the Marine Fisheries Research Division and in collaboration with the FCWC. Potential research topics that may be supported in subsequent years include the following. Where possible, we will try to engage UCC scientists in this work and collaborating URI researchers where appropriate:

- Influence of environmental conditions on abundance and distribution of *Sardinella sp* in the Gulf of Guinea.
- Species and stock identification terms of reference developed (DNA-analysis)
- The role and contribution of migrating fishermen of Ghana in West Africa.

The SFMP will support the participation of selected members of the national scientific and technical working group at the regional meetings of the GCLME and FCWC. This will strengthen the capacity of the scientific group, encourage exchange and coordination of information and management measures of *Sardinella* at the regional level and coordinate efforts to estimate and combat IUU fishing. While not listed as an activity under this component, the small pelagic fisheries value chain study described in Section 2.5 will include in its scope, extent of regional trade into and out of Ghana of small pelagics fish products.

Table of Key Activities and Milestones

Who	Activity 1.5 Harmonizing regional fisheries policies	Q1	Q2	Q3	Q4
CRC	Regional fisheries management coordination Trips to FCWC regional meetings, IUU regional management of species		X	X	X
CRC	TOR for stock identification study developed with FC, FCWF and UCC/URI collaborative research.		X	X	

List of Key Outputs

- SOW for small pelagics stock identification
- Regional fisheries management coordination meeting trip report [POL019]

1.6 Informing the U.S. Government on Key Fisheries Policy Issues in Ghana

Activity Lead: Crawford

Activity Team: Crawford, Lazar, Mensah

SFMP will educate senior officials in USAID, the Embassy and the FAS on critical policy issues and challenges affecting the economic health of the fisheries sector in Ghana so they are well informed in their discussions with high-level GoG officials and ways that USG assistance can and does support reforms called for in national policy documents. This will be important as well in fostering better donor coordination on these issues at senior levels. Educational outreach will include personal briefings and short discussion briefs. In Year 1, briefings will be prepared in three issue areas: the effects of fishing pre-mix fuel subsidies, overcapacity in the fishing fleets, and combatting IUU fishing. SFMP will encourage the Regional Training Center (RTC) in Accra, established under the guidance of the International Narcotics and Law Enforcement Affairs Bureau (INL) at the Department of State and part of the support to the West Africa Cooperative Security Initiative (WACSI), to develop training sessions on IUU fishing which may be associated with transnational criminal syndicates and in of itself is considered by many to be a transnational criminal activity. In addition, during the early phases of Year 1, the SFMP will prepare and conduct briefings on the overall SFMP design and activities for the following groups:

- Economic Growth Office team
- Ghana Mission Maritime Security Group here in the Embassy
- Development Partners Environmental and Natural Resources working group.

Table of Key Activities and Milestones

Who	Activity 1.6 Informing the US government on key fisheries policy issues in Ghana	Q1	Q2	Q3	Q4
CRC	Project orientation briefings/ PPT		X		
CRC	Development of Issue briefing documents		X	X	X
CRC	Briefings		X	X	X

List of Key Outputs

- USG brief on status of small pelagics and importance for food security in Ghana and regionally [POL020]
- USG brief on fuel subsidies and overcapacity in fisheries [POL021]
- USG brief on IUU fishing in the West Africa Region [POL022]
- Project Brief and Powerpoint [POL023]

1.7 Reducing Child Labor and Trafficking in Fisheries

Activity Lead: Friends of the Nation

Activity Team: FoN CEWEFIA, SNV, Crawford

Discussions with the FC leadership (CR), the Department of Social Welfare in Accra and local implementing partners have highlighted the problem of illegal child labor in fishing—especially in the CR. This includes both hazardous fisheries work by children under age 18 and child trafficking. During focus group discussions held in Moree during project design, participants reported that children are being sent to the Volta Lake region to engage in dangerous fishing practices and are never enrolled in school. Especially vulnerable are single female-headed households with many children. Migrant fishers often leave women to fend for themselves and their children, without money for school fees or food. Agents come offering relief in the form of payments and promises to care for the children, but then force them into hard physical labor in the lake fisheries.

Coordinating closely with the FC child labor focal person in Accra, the SFMP will conduct a comprehensive assessment of the problem in the CR and will identify communities and households most susceptible to such practices and root drivers of the problem. This work will involve a comprehensive literature review on the problem, identification of current actors involved in addressing this issue and a number of community meetings as well as a household survey. We will develop a behavior-change communications initiative in the CR on the issue in an effort to make such practices socially unacceptable. Livelihood activities will be targeted at vulnerable households most likely to engage in such practices, under the premise that economic hardship is the root cause of the problem. We will work with social welfare agencies, the Department of Labor and District authorities to bring social services more forcefully to bear, such as reproductive health education and access to family planning services and commodities. We will engage the National Steering Committee on Child Labor in the design and roll out of the communications campaign.

The child labor and trafficking component in the CR will be led by FoN. It will coordinate with livelihoods activities conducted by CEWEFIA—a women-focused organization that has an organizational mandate related to fishing communities and social welfare, and SNV, which also is working in two eastern landing sites of the CR. The applied research tasks are an opportunity for collaboration between UCC-Center for Coastal Management (CCM) and CRC/URI. While these activities do not directly contribute to the overall project purpose to revitalize fisheries resources, they help build community social resilience and capacity and are the right thing to do.

Table of Key Activities and Milestones

Who	Activity 1.7 Reducing child labor and trafficking in fisheries	Q 1	Q 2	Q 3	Q 4
FoN	Scoping organized: Find out the triggers of child labour & trafficking (CL&T) in the Central Region and identify stakeholders		X	X	
	8 Community visits conducted		X	X	
	1 validation workshop organized				X
	Literature review conducted on available data on CLaT in the C/R and report produced		X		
	Draft implementation plan for Years 2 to 5 made				X
SNV	Identify capacity needs of project partners and stakeholders		X		
	Develop/refine tools to assess child labor and child trafficking		X		
	Design and conduct training programme for partners and stakeholders on tools and issues		X	X	
	Support FoN in literature survey and scoping study		X	X	
	Support FoN in preparation of Implementation Plan Child Labor/Child Trafficking			X	X
	Support FoN in organizing Child Labor and Child Trafficking Workshop and provide resource person			X	X
CEWEFIA	Gather CLaT stories of interest (Elmina & Moree)		X	X	X
	Identify potential community anti-CLaT advocates (community champions / allies in Elmina and Moree areas)		X	X	X
DAA	Gather stories of interest in CLaT in Apam and Winneba areas		X	X	X
	Identify potential community anti-CLaT advocates (community champions / allies in Apam and Winneba areas)		X	X	X
CRC	Conduct assessment of ‘complimentary’ initiatives like the Livelihood Empowered and Against Poverty (LEAP) a for potential to contribute to addressing CLaT			X	X
CRC	Household level research on child labor & trafficking in SFMP targeted communities in CR			X	X

List of Key Outputs

- Report on FoN Participatory Rural Appraisal (FoN) [POL024]
- Summary of Literature review (FoN) [POL025]
- Curriculum design (SNV) [POL026]
- Child labor and child trafficking workshop report (FoN, SNV) [POL027]
- Research report at household level survey (CRC) [POL028]
- Project partners capacity assessment report (SNV) [POL029]
- Child labor and child trafficking assessment tools (SNV)
- Capacity project partners on child labor and child trafficking strengthened (SNV)
- Child labor and child trafficking implementation plan (FoN) [POL030]
- Stories of interest (CEWEFIA, DAA)
- Assessment of complimentary initiatives to address CLaT

Key Year One Outcomes and Results, IR 1

Indicator	Targets Year 1
IR1: POLICY: Strengthened enabling environment for marine resources governance	
Number of policies/regulations/administrative procedures in development stages of analysis, drafting and consultation, legislative review, approval or implementation as a result of USG assistance (4.5.1-24)	1 Fish act analysis (IR 1)
Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)	SNV 15 child labor in fisheries training of implementing partners (IR1) FoN 60 marine police personnel (IR1) CRC 11 Philippines study tour (IR1) 20 Citizen watch workshops (IR1) 60 Two National Policy Dialogues (IR1)

IR 2: Science and Research Applied to Policy and Management

The SFMP seeks to improve fisheries management processes by engaging scientific research and findings as part of the driving forces and rationale for management. This will be achieved in several ways. Strengthening the FC MFRD research and stock assessment capacities will allow it to collect and analyse data and present it to policy and decision makers. A science and technology working group will be formed with mentoring partnerships at UCC's Department of Fisheries and Aquatic Sciences (DFAS) and CCM. Globally, ICT innovations are transforming the way fisheries information is collected and analysed, and Ghana can apply a wealth of experience in this area. Najih Lazar, the proposed fisheries advisor with decades of experience in these areas, will devote most of his time and effort to achieving these goals.

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

- UCC producing/delivering relevant science-based information and convening trainings and workshops with the FC and stakeholders to promote science-based decision making
- Several ICT innovations for mobile apps being used in fisheries management
- Improving fisheries and GIS data, utilizing stock assessments in management processes
- A formalized science and technical committee advising the FC
- Competent UCC personnel provided to GOG and stakeholder groups, businesses.

2.1 Scientific and Technical Working Group

Activity Lead: Lazar

Activity Team: MRFD Marine Research Fisheries Division/FC; UCC, Hen Mpoano, World Bank

Chaired by MRFD, and Represented by FC and university-based scientists, managers, MCS officer, Ghana Canoe Council, National Association of Fishers and Aquaculture—the STWG will provide information on stocks' status. The STWG will work closely with the FC to identify data needs and will implement a simple but robust stock assessment method such as length-based assessment for demersals and spawning potential rate for small pelagics. CRC experience with the USAID/Senegal/COMFISH project on implementing a cooperative research program will provide fishers local knowledge to better inform the STWG in its assessment process. The STWG functions would include:

- Evaluate and present results to managers for fish stocks in the Ghana marine waters.
- Develop an ongoing stock assessment process and strategy including peer-review process to promote transparency, public awareness and consensus building.
- Develop an action plan to improve data collection systems and use of data-poor methods
- Provide scientific advice on effects of measures to revitalize the small pelagic fishery and design an M&E system to monitor expected responses to short- and long-term action.

If the STWG is a success, we will work with the FC to make it a formal committee similar to scientific committees established in other countries such as the US to support management decision-making.

This activity also feeds into the Year 1 national policy dialogues (see section 1.2) and sets the stage for Small Pelagics Management (see section 4.1).

Table of Key Activities and Milestones

Who	Activity 2.1 Scientific and Technical Working Group	Q1	Q2	Q3	Q4
CRC	Establish the STWG through the FC (meeting in Accra office for 12 pax)		X	X	X
CRC	Prepare mission statement and action plan			X	
CRC	Periodic meetings of STWG (4 meetings in the Accra office for 12 pax)		X	X	X
CRC	Terms of reference for stock assessment [based on existing information only]		X	X	
CRC	Review draft report of stock assessment and released by FC.			X	
CRC	Participate in national policy dialogues (Chair and 3 members STWG)				X
CRC	Peer review meeting with international experts on stock assessment report (Collie, NOAA). Meeting at FC – 20			X	
CRC	Presentation of the SA report at the national dialogue 1.				X

List of Key Outputs

- Letter of appointment to STWG w/ role and responsibilities of STWG
- Terms of reference for stock assessment
- Small Pelagics Stock assessment review [SCI001]
- SP stock assessment presentation at the national dialogue.

2.2 ICT Innovations for Effective Fisheries Management

Activity Lead: SSG

Activity Team: Lazar, MFRD, HM

The development of partnerships in the information and communications technology (ICT) space will be critical to the fulfillment of SFMP objectives, particularly as they relate to enhanced enforcement opportunities. ICT also represents a priority sector for partnerships focused on enforcement of illegal fishing, vessel and fisher registration and possible linkages to the provision of insurance to vessel owners. Other ideas include provision to fishermen and fishmonger information on fish prices, weather alerts, mobile phone payments and invoicing, product traceability and other activities for improving coastal resource management and coastal livelihoods.

SSG Advisors has been instrumental in developing similar efforts in the USAID Philippines ECOFISH Project. If a number of these ideas shows high promise and stakeholder interest and potential for private sector partnerships (see Section 6 of the work plan) some will be piloted and, if successful, brought to full scale. Following the completion of the RPA (see section 6), Partnership Prioritization and other initial SFMP baseline assessments, SSG will deploy an ICT Specialist together with the Senior Partnership Advisor and the Partnership Specialist to develop an SFMP ICT Partnership Strategy during the second half of Year 1. Through the strategy, SSG will develop action plans for engaging mobile carriers and ICT firms to explore web-based and SMS solutions to address IUU fishing, data collection, and improving alternative livelihoods for women and marginalized fisherfolk communities.

Table of Key Activities and Milestones

Who	Activity 2.2 ICT Innovations for Effective Fisheries Management	Q1	Q2	Q3	Q4
SSG	Establish working group,		X	X	
SSG	Meetings: ICT applications in vessel and fisherman registration, landing data collection and reporting, traceability of products, IUU enforcement and reporting infractions. Weather, price and market conditions,		X	X	X
SSG	Review State Dept hackathon, WARPF ITC efforts		X	X	X
SSG	Preparations and strategy report with recommendations on options, presentation at the 2 nd National Dialogue (see 1.2.2)			X	X
SSG	Validation Meeting				X

List of Key Outputs

- ICT Strategy report [SCI002]
- 2nd Dialogue presentation

2.3 UCC/DFAS/CCM Capacity Development

Activity Lead: Lazar

Activity Team: UCC, Burroughs, URI-CRC

URI is well suited to partner with the DFAS and CCM to help them achieve their vision of UCC as a center of excellence. Under the ICFG, URI provided support in the development of a strategic plan for the CCM, conducted collaborative training with UCC in coastal management and climate adaptation for district planners and national officials, commissioned applied technical studies on fisheries issues and enabled many student on-the-job training and applied research activities. URI has years of USAID experience in building local university capacity to offer demand-driven education, applied research and policy support to government. Past examples include building Coastal Centers of Excellence with Prince of Songkhla University in Thailand, Bogor Agricultural Institute in Indonesia and University Cheikh Anta Diop (UCAD) in

Senegal. URI already has ongoing partnerships with UCC via the USAID/WA ASSESS Project and the URI Africana Studies Program. URI is a Land and Sea Grant University offering UCC successful examples of self-sustaining centers including CRC, the Coastal Institute, and Cooperative Extension service.

CCM and DFAS will have an open invitation to accompany the SFMP in all of its technical work, especially in the applied management (IR4), national policy (IR1), and science for management (IR2) activities, including participation in the STWG, development of a CR data hub and ICM toolkits, and training of CR district planners. A URI faculty advisor and governance expert from the URI Department of Marine Affairs will spend extended time at UCC to review curriculum, conduct faculty and student trainings and seminars and engage in strategic planning on how CCM and DFAS can develop self-sustaining research and extension programs. Exchange visits between URI and UCC faculty and administrators will allow UCC to see firsthand several university models including the Land and Sea Grant research and extension programs, and outreach centers at URI. UCC faculty and staff will take advanced degree training at URI on fisheries stock assessment, GIS systems and modeling, climate adaptation, coastal and fisheries law and management.

We propose that UCC develop an ongoing system of monitoring and management of important fisheries, coastal habitats and lagoons in the Central and Western Regions, involving UCC students in experiential field coursework. Examples of potential UCC-SFMP collaborative studies important for fisheries management include:

- Demersal fisheries assessment in the Pra and Ankobra estuaries
- Assessment of fishing gear impacts on marine mammals and sea turtles and linked to extension efforts on gear modification and mitigation measures
- Assessment of climate change impacts on critical fish habitats such as mangroves, and changes in migration patterns and potential productivity of marine fisheries ecosystems.

The FC has requested an internship program that can train up to 20 persons per year for their future staffing needs. We propose this be established with UCC to insure sustained delivery of entry level staff into the FC well beyond life of the project. UCC and URI will develop an institutional Memorandum of Understanding (MOU) covering cooperative programs in line with those URI is establishing globally. We have budgeted approximately 7% of project funds for UCC support. The URI Fisheries Advisor will lead collaborative activities with UCC.

Strategic planning and coordination between SFMP and UCC: Two representatives from University of Cape Coast-Ghana will visit URI in January to engage in strategic planning and coordination between URI and UCC respective USAID-funded projects; Dr. Denis Worlanyo Aheto, UCC professor and Project Manager of the USAID/Ghana UCC/DFAS Support Project, and Professor John Blay, CCM Coordinator. The visit will involve work sessions with Najih Lazar, Don Robadue and Dr. Rick Burroughs from Marine Affairs. The purpose of the visit is to align URI and UCC projects designs and Year 1 work plans to maximize areas of synergy and start a process of strategic planning for cooperation over Life-of-Project. This will also provide an excellent opportunity for UCC to learn about URI graduate programs in marine fisheries, marine affairs, and oceanography and develop ways to undertake joint programs for future MS and PhD education and research.

Leadership training: The URI international fisheries leadership course will be adapted for regular offerings by UCC. In Year 1, URI faculty and staff will organize a leadership training in fisheries management for two weeks in Ghana. The training will focus on management principles, focusing on the development of management objectives and how to apply basic and innovative tools to achieve those objectives. The main purpose of this training is to assist a team of leaders to develop a plan of action for small pelagics management and how to implement an effective co-management strategy. The target group of participants includes those involved in the small pelagics fisheries management and/or co-management.

In addition, the University of Rhode Island will design competencies for fisheries management for UCC staff and prepare a scope of work to train the trainers of the UCC for one week in the subsequent year. The purpose is for UCC to gain competency and build its capacity to organize and host future leadership trainings in Ghana.

Demersal fisheries assessment in Pra and Ankobra estuaries: *In Year 1, UCC will assign two students enrolled in the marine fisheries master’s program and advisors to engage in a collaborative research projects. This is to create research-fishermen partnerships and capitalize on expert knowledge of fishermen in at-sea operations, fish capture, fish behavior, and marine technologies. Researchers and students can bring laboratory expertise and analytical tools and disseminate results and findings. Research topics for Year 1 will focus on the length-based assessment of selected demersal species and the characterization of their status of the stock. These topics are selected jointly by the UCC and the SFMP for servicing fishing communities and with direct relevance to fisheries management. The sampling design and field approach is based on researchers-fishermen working together to plan and gather field observations. Analysis and interpretation of results will be the product of a MS thesis for UCC and feedback to fishermen and managers.*

Table of Key Activities and Milestones

Who	Activity 2.3 UCC/DFAS/CCM Capacity Development	Q1	Q2	Q3	Q4
CRC	Exchange visit to URI/Strategic planning and coordination between UCC and URI USAID Projects	X			
CRC /UCC	Collaborative Research #1 Baseline studies on demersal species in Pra and Ankobra (Length-based assessments)		X	X	X
CRC/ UCC	Selection of students for graduate education at URI: selection committee, criteria, advertise at UCC, review candidates [Burroughs TDY], exams as needed for start in September 2016		X	X	X
UCC/ CRC	Review research opportunities and set priorities that UCC can engage in; assess UCC research and extension systems and how they can be adapted to fisheries space		X	X	X

CRC/ UCC	Leadership training in fisheries management at UCC. URI trainers (Castro, Ricci, TDY)			X	
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List of Key Outputs

- Candidates for Masters and / or PhD to URI
- UCC/SFMP applied Research agenda in support of fisheries management, Life of Project
- Baseline study report for the demersal fisheries in Pra and Ankobra. [SCI003]
- Leadership training in fisheries management at UCC. Participants trained
- Leadership in Fisheries Management Training Curriculum [SCI004]
- Leadership in Fisheries Management Course Report [SCI005]

2.4 Improving FC Data Systems and Stock Assessment Capacity

Activity Lead: Lazar

Activity Team: Lazar, STWG, MFRD

A main focus of the SFMP senior fisheries advisor will be to work closely with Marine Fisheries Research Division (MFRD) of the FC in Tema and with UCC. Staff will be trained on fish stock assessment methods, baseline fisheries and biological data collection, fisheries extension and catch reconstruction methods.

The research team will be actively involved in designing and piloting mobile technologies for collection of landings and effort data. The advisor will also work with the vessel registration team to assess mobile technology for registration of vessels and fisherman and will work with the MCS and FEU groups in Tema on the use of ICT for improved information and analysis of IUU fishing. Some of this work will be coordinated with FAO to ensure standardized reporting of Ghana contribution to global fisheries statistics. The URI Fisheries Advisor will lead these activities in coordination with SSG Advisors. (See 2.2)

Port/landing sites FC agent training: A training of FC agents at the major port/landings sites will be organized and offered in coordination with the FC and the MFRD on basic bio-statistics, fisheries sampling, recording fish lengths and weights, biological samples and boat trip information. Agents will be trained in data entry and recorded information into the main FC maintained database. The purpose of the training is to engage field agents to work together to maintain standards in data collection and identify technical and administrative challenges they face. Subsequent refresher training will follow-up on a regular basis and in coordination with FC and the MFRD.

Capacity building/Graduate degree for FC: FC research staff will receive graduate degree training in fish stock assessment. The SFMP and the FC will establish a small selection committee to identify early to mid-career professionals of the agency who qualify to pursue a MS or PhD in stock assessment and/or related fields. The purpose of the program is to increase FC capacity in fisheries stock assessment and management. The potential candidates will receive degrees from URI with a research topic relevant to fisheries issues of Ghana.

Table of Key Activities and Milestones

Who	Activity 2.4 Improving FC Data Systems and Stock Assessment Capacity	Q1	Q2	Q3	Q4
CRC	Develop a training manual and a strategic plan for port agents/landing sites FC agents.		X		
CRC/FC	1 week FC fisheries agents/landing sites training in data collection and bio-statistics.				X
CRC/FC	Long Term training of 1 person in stock assessment Selection of students for graduate education at URI: selection committee, criteria, advertise at FC, , review candidates [R. Burroughs TDY], exams as needed for start in September 2015 1 PHD including 1 permanent staff from FC				X
UCC	Baseline demersal fisheries assessment in the Pra and Ankobra estuaries. Support two students from UCC and a professor advisor.		X	X	X

List of Key Outputs

- Port/agents training manual is completed by the FC and MRFD. [SCI006]
- FC port/landings site training is completed.
- MS or PhD candidate is selected from FC and admission process is completed

2.5 Understanding Fisheries Supply Chain from Net to Plate:

Activity Lead: SNV

Activity Team: FC, SSG, DAA, CEWEFIA and Daasgift, KNUST, GSA, or UCC

Once improved smoker and handling practices are adopted at major landing sites later in the project (see IR4), we will investigate adopting local product traceability in major ports such as Elmina, Sekondi, Tema and Axim. Building on lessons from Cayar, Senegal, traceability can help women fishmongers promote responsibly harvested fish—guaranteeing a safe and healthy product (not allegedly processed with DDT or handled using formalin). We will experiment with use of mobile apps with QR readers that can provide product information and traceability from boat to retail sales points. Discussions with DAA, Daasgift and CEWEFIA indicate that price premiums for such products can and already exist and can potentially increase profitability for thousands of women in the fish supply chain.

Improved hygiene, processing methods, product quality, packaging, labeling and marketing significantly increase the value of smoke/dried fish products and shelf life, allowing better penetration to domestic markets, where demand is strong, and to neighboring countries. In understanding the fisheries supply chain and value chain, the final wholesale and retail market will be assessed to document the contribution to food security both in Ghana and other African nations. Small quantities of smoked fish are destined for markets in Togo, Benin and Nigeria.

Animal protein from fish is a very important source of food security in all West African nations. The main constraint is the lack of sufficient fish supply as a result of overfishing the stock, thus there is not enough processed product to meet domestic demand, let alone regional demand. In the Western Region, for example, exports of fish to African neighbors decreased by 10.2 % over the period 2000-2007.

In Year 1, the first study on the Sardinella value chain (assign to SNV, consider a KNUST business advisor ...) will be conducted with a specific focus on regional trade and to support the local and regional co-management plans and coordinate efforts with other regional studies of the West Africa Trade Hub. The objectives of the study are:

- Carry out a deep analysis of the value and supply chain for small pelagics products from artisanal and the semi-industrial fisheries landed in Ghana
- Identify relationships at all stages of production, processing and distribution to consumption and understand the comparative advantages of different stakeholders involved
- Identify entry points and possibilities for improving profits and equity at all levels of processing (from the landing site to processing sites to selling points)
- Find ways to increase in added value from small-scale fisheries and for women working in traditional roles in the processing of small pelagic species.
- The study will include all problems associated with postharvest losses in the processing, commercialization and seasonality of these products
- The gender aspect as well as the characteristics of these fisheries products in the economic sector will also be taken into account
- Identify and map wood fuel origin and volume used in the processing. Recommend ways to reduce consumption and increase supply.

SNV will bring in its extensive experience in Ghana on sustainable mangrove utilization. SNV will also undertake wood supply chain studies in Ghana with a focus in the WR and CR to insure that fish smokers continue to have a supply of preferred wood species while protecting mangroves as fish nurseries. CSLP will provide criteria for woodlot sites, tree species and sustainable forest harvesting practices as well as monitoring and evaluating the effectiveness of the overall effort. Partner SNV, along with UCC student researchers, will document energy budgets and comparative economics of processing techniques.

The SMFP will also support an assessment and evaluation of the various traditional fish smoking methods employed in Ghana and neighboring countries and draw from regional experience and local knowledge to develop a national strategy and an action plan to improve the efficiency, quality, and value chain. SNV working with WARPF / FC post harvest unit (See IR 4.8.1).

The fuel wood value chain (study to be conducted under IR 4.8) is part of the Sardinella value chain when wood is used for post harvesting processing.

The fuel wood value chain is part of the Sardinella value chain when wood is used for post harvesting processing.

Table of Key Activities and Milestones

Who	Activity 2.5 Understanding Fisheries Supply Chain from Net to Plate	Q1	Q2	Q3	Q4
SNV	<i>Fuel Wood Value Chain</i>				
SNV	Literature review on fuel wood value chain analysis		X		
SNV/CRC	Develop TOR for fuelwood value chain analysis in Western and Central Region (SFMP)		X		
SNV	Conduct fuelwood value chain analysis in Western and Central Region			X	X
SNV	Validation workshop of fuelwood value chain analysis in Western and Central Region				X
SNV	<i>Sardinella Value Chain and Mass Balance</i>				
SNV	Literature review on sardinella value chain analysis		X		
SNV/CRC	Develop TOR for national and regional sardinella value chain study (SFMP)		X		
SNV	Conduct national and regional sardinella value chain analysis and prepare mass balance			X	X
SNV	Validation workshop of sardinella value chain and mass balance				X

List of Key Outputs

- Sardinella value chain literature survey report (SNV) [SCI007]
- Sardinella value chain analysis report (with mass balance) (SNV) [SCI008]
- Sardinella value chain study validation workshop report (SNV) [SCI009]
- Fuelwood value chain literature review report (SNV) [SCI010]
- Fuelwood value chain analysis report (SNV) [SCI011]
- Fuelwood value chain study validation workshop report (SNV) [SCI012]

2.6 Environmental Planning Data Hubs and Capacity Building Center for the Western and Central Regions

Activity Lead: Kankam

Activity Team: Hen Mpoano, Robadue, Damon, UCC, Spatial Solutions

Coastal district assemblies and regional coordinating councils make important land use decisions that affect the quality of life of fishing families, the efficiency of fish landing and processing sites and the condition of fish habitat including mangrove ecosystems, lagoons and near shore waters.

SFMP will strengthen the ICFG program’s original GIS data hub/ training program for the WR conducted in collaboration with the Local Governance and Decentralization Program (LOGODEP), a program that involves SNV and Department of Town and Country Planning. In Year 1 a needs assessment will determine how to replicate the WR Environmental Data Hub in Year 2 to best serve the CR Coordinating Council under the leadership of Hen Mpoano in conjunction with Spatial Solutions and with engagement of UCC. Selected technical staff from districts and/or the coordinating council the WR will be involved in the assessment.

The needs assessment will include an exchange visit by technical staff from the CR Coordinating Council and coastal districts to the WR and involve selected alumni from the WR. Part of this exchange will involve peer-led exhibition of methods and applications by district and Regional Coordinating Council (RCC) staff.

This will benefit not only the CR RCC but all nine coastal districts in the CR. This maximizes Town & Country Planning Department’s intensified efforts to improve spatial planning in coastal districts. Because USAID is also investing in GIS capabilities at UCC, in Year 1 the SFMP will assess the potential viability of strengthening and maintaining a permanent data hub within the UCC/CCM, drawing on the lessons of University of Ghana’s Centre for Remote Sensing and Geographic Information System (CERSGIS) and ICFG’s WR experience. This will be done before a final decision is made on where and how to host the hub, with the other logical alternative location being within the RCC Town and Country Planning office.

New information generated by the three USAID coastal programs on fisheries, coastal landscapes, seascapes and marine and coastal fisheries habitat will be added and openly shared following USAID open information policies, including the expanding SERVIR program for West Africa, to be housed in Accra via CRC’s ASSESS program. Led by HM and assisted by UCC, ICM toolkits prepared for the WR under ICFG will also be adapted and prepared for the CR coastal districts in Year 2.

Table of Key Activities and Milestones

Who	Activity 2.6 Environmental Planning Data Hubs and Capacity Building Center for the Western and Central Regions	Q1	Q2	Q3	Q4
HM, URI	Activate Western Region Hub in support of Year 1 activities: Ankobra and Pra River, baseline information and mapping, coordinate with ASSESS and SERVIR, data policies for information sharing following USAID information policies		X		
HM	Exchange visit by staff from the Central Region Coordinating Council and coastal districts to the Western Region Environmental Data Hub				X
HM, URI	Assessment of Central region needs, location and operation of data hub, capability of UCC CCM				X

List of Key Outputs

- Exchange visit to Data Hub
- Assessment of needs in Central Region [SCI013]
- Databases and data layers as appropriate for public use from SFMP placed on data hub.

Key Year One Outcomes and Results for IR 2

Indicator	Targets Year 1
IR2: SCIENCE & RESEARCH: Increased use of science and applied research to inform decision-making, law enforcement and the implementation of management plans	
Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)	SNV 25 fuelwood value chain validation workshop (IR2) 25 sardinella value chain validation workshop (IR2) HM 25 exchange visits for WR and CR planners (IR2) CRC 20 Fisheries leadership course at UCC (IR2) 17 Stock assessment workshop (IR2) 15 Fisheries agents data collection workshop (IR2)

IR 3: Creating Constituencies and Stakeholder Engagement

The SFMP communications results for Year 1 include preparing an integrated communications strategy that features the voices and views of fisheries stakeholders in national discussions on fisheries policy and that engages in an initiative to restore *Sardinella* stocks to levels that insure a profitable fishery for the future. The communications team, comprising CRC-Accra, Friends of the Nation and SNV (in close cooperation with the FC/WARFP's communication efforts), will undertake stakeholder engagement processes that will set new benchmarks for consensus building involving the Fisheries Commission, fishermen, fishmongers and groups such as DAA, CEWEFIA, the Ghana National Canoe Fishermen's Council/GNCFC, the Ghana Inshore Fisheries Association/GIFA and the National Fisheries Alliance. Communications campaigns will engage resource users directly via mass media, web platforms and mobile devices. The SFMP will feature local partners that have strong women leaders and the mission to empower women in advocacy, policy dialogue and management decision-making. This includes DAA, which will expand its national membership base and create a national training center for members.

The communications team will formulate a national communications strategy focusing on fisheries policy and management of *Sardinella* stocks and will jointly organize and manage the weekly operations and messaging of materials, events, and public statements.

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

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

3.1 A National Communications Strategy for the Sustainable Fisheries Management Project

Activity Lead: Patricia Aba Mensah, Communications Officer

Activity Team: CRC-Accra, Friends of the Nation, SNV, CRC-URI

The National Communications Strategy will be prepared during the first months of the SFMP in conjunction with the Fisheries Commission and the WARFP communication team. All agree on the need to reinforce important behavioral changes to rebuild marine fish stocks and improve food security in fisheries. Discussions with the WARFP communications team and the FC Public Relations Department confirmed their desire to follow up on ICFG success areas such as the highly successful *Biribireba* Radio Drama, media outreach campaigns, stakeholder communications forums, fisheries best practices competitions, mass media campaigns, international day events, and electronic mobile applications. Opportunities for significant resource leveraging with the WARFP communications effort are likely. Close collaboration as well with USAID's communications team will ensure partners coordinate on the identity and

purpose of respective projects, rapidly share strategy insights, disseminate outreach products as well as policy and technical information and address the need for international communication.

A project Communications Team will be organized in the first quarter as part of a work plan preparation. The team will seek out contacts and collaboration with the Fisheries Commission and WARFP communications advisors to carefully coordinate and collaborate throughout the year. After an orientation retreat in February for partners, the Communications Team will confer with FC and WARFP to get inputs for the communications strategy.

ICFG's partners, who are also core members of the SFMP team, created many new ties that accelerated information flow, engaged hundreds of new stakeholders and made unprecedented progress in building consensus on the need for improved governance at local, district, regional and national levels providing a strong platform on which SFMP will build and expand.

3.1.1. Corporate and Internal Communications

This is the first tier of the SFMP communications plan and involves clarifying protocols for branding and documentation for implementing partners; timely and regular progress reports and success stories in the form of work plans, annual reports, technical reports, and factsheets, weekly FtF bullets and significant change stories. SFMP will conduct an analysis and baseline for the creation of a social network site to draw public support for the project while providing a steady feed of information to WARFP, the FC, and USAID/Ghana, and ensure partners and regional fisheries stakeholder groups post accurate, updated information on events and developments. SFMP will work closely with METSS on progress reporting, and ensure properly branded and 508 compliant products.

List of Key Outputs

- Press Release on SFMP Cooperative Agreement – in November, 2014
- Communications Strategy [COM001]
- SFMP Event Launch - In Accra, early February [COM002]
- Fisheries Policy Issue briefs (See IR 1.1 and 1.2)
 - Issue Brief 1 on Status of small pelagic Fishery/Importance of Food Security in Ghana/ regionally [COM003]
 - Issue Brief 2 on Fuel Subsidies and Overcapacity in Ghana [COM004]
 - Issue Brief 3 on IUU Fishing in West Africa [COM005]
- Factsheets – At least once every quarter, a factsheet will be prepared. These are to be done by CRC-Accra in collaboration with partners. These include factsheets on National Fisheries Policy Dialogue, Child Labour and Livelihoods factsheets. [COM006 to COM009]
- Feed the Future Bullets – Weekly. All partners will send brief summary of their activities every Friday to Accra project office, where they will be edited and transmitted.
- Newsletters (4-pager, semi-annually) – SNV will support the communications expert in developing newsletters and providing updates on the projects progress in national news outlets. SNV will coordinate sharing this information with both state and local actors as well as the general public via social media platforms including Twitter and Facebook in consultation with USAID. In addition, SNV will work with a local agency to provide creative

development, graphic designs and management services to support our integrated communications strategy. [COM010, COM011]

- Routine Press releases of partners – This is to be done in collaboration with CRC-URI Communications point persons
- World Environment Day 2015 - The proposed venue for participation in World Environment Day will be discussed at technical staff meetings prior to the event. The SFMP will actively ensure media attention of key messages on World Environment Day to be held June 2015. [COM012]
- Monthly Technical Meetings Reports – The communications team will use the summaries of these meetings for story and weekly bullet identification.
- Quarterly and Annual Reports – The communications team will provide final editing of the quarterly and annual reports so they are suitable for distribution and will also use this process for story identification. (See Program Management)

3.1.2. National and Regional Fisheries Policy Campaigns

This activity will produce a series of carefully coordinated national and regional Policy Campaigns on emerging technical and scientific information and policy dialogues timed to match decision processes. Messages will capture stakeholder concerns including those of women and children who are typically overlooked. The SFMP Accra office will work on strategic messaging leading up to the one National Policy Dialogue planned for Year One the 3rd Quarter. Friends of the Nation will engage major fisher organizations including the National Canoe Fishermen's Association, and others to participate in this event.

- ***Media Engagements promoting the National Policy Dialogue***–Working with the mass media will set the tone for regional/national dialogue. Collaborations will be established with media houses in Accra (SNV), and in Western and Central (FoN/HM) regions. HM has already begun work on Fisheries IUU in CR and has established relationships with media and community persons in Cape Coast/Elmina and Apam.
- A day's orientation program will be held for the media prior to the National Policy Dialogue to make them abreast of fisheries management issues. [COM013]
- The SFMP Communications Officer will explore free airtime space on GTV and other relevant media houses to promote discussions/campaign on fisheries policy.
- ***Briefing packet for National/Regional Stakeholder Engagements***– FoN will also develop briefing packets monthly/quarterly to communicate [COM014]
- ***Communications for Legislative Reform***–This will require strategic communications engagement with legislative committees and senior government officials, especially with MOFAD and the FC Public Relations Officer. FoN will lead a stakeholder engagement process involving bottom-up communications with men and women of key stakeholder groups such as DAA, CEWEFIA, GNCFC, GIFA, NAFAG and GNAFF. SFMP will also build on SNV experience in using innovative web-based and mobile phone social media tools to reach a wide-ranging and dispersed network of stakeholders in all coastal regions of Ghana.

3.1.3 A Special Communications Plan in the CR

This special plan will focus on reducing child labor and trafficking in fisheries. Messages will draw from the policy study; findings from the CR in oceangoing and Volta region fresh-water fisheries; and experiences of CEWEFIA and others.

FoN and CEWEFIA will lead the formation of drama groups for regional campaigns towards National Dialogue, and addressing Child Labor

Table of Key Activities and Milestones

Who	Activity 3.1 Development Of A National Communications Strategy	Q1	Q2	Q3	Q4
CRC	Formation of a Communications Team				
CRC-Accra	Development of a Strategy Format/Outline – by 19th December		X		
CRC-Accra	1st Draft of Communications Plan – by February 2015		X		
CRC-Accra	Final Communications Strategy Document - by March 21st, 2015		X		
3.1.1 Corporate Communications					
CRC-Accra	Press Release on SFMP Cooperative Agreement – in Nov.	X			
CRC	SFMP Orientation Retreat – to share communications strategy and marking/branding plan (see Program Management)		X		
CRC-Accra	SFMP Project Launch Event - In Accra, late February/early March		X		
CRC- Accra	Factsheets – At least once every quarter. To be done by CRC-Accra in collaboration with partners		X	X	X
CRC-Accra	Factsheet on Fisheries Dialogue			X	
FoN	Factsheet on Child Labour (See 1.7)			X	
CEWEFIA	Factsheet on Livelihoods				X
CRC-Accra	Feed the Future Bullets – Weekly All partners send brief summary of their activities every Friday to Accra project office		X	X	X
SNV	Newsletters – 4-pager, semi-annually		X		X
CRC-Accra, M&E and IR leaders	Monthly Technical Meeting Reports final editing for distribution and story identification		X	X	X
CRC-Accra with Partners	Quarterly and Annual Reports <i>final editing for distribution and story identification</i>		X	X	X

Who	Activity 3.1 Development Of A National Communications Strategy	Q1	Q2	Q3	Q4
3.1.2 National/Regional Fisheries Policy Campaign					
All Partners	Routine Press releases of partners to be done in collaboration with CRC-URI Communications point persons		X	X	X
CRC-Accra	National Fisheries Policy Dialogue 1 (See 1.2)			X	
CRC-Accra	National Fisheries Policy Dialogue 2 (See 1.2)				X
CRC-Accra, SNV	World Environment Day 2015 – Proposed venue to be discussed at tech. meetings			X	
CRC-Accra, FoN, SNV	One Day Orientation for Media			X	
SNV	Media Engagements – setting the tone for regional/national dialogue		X	X	X
FoN	Briefing packet for National/Regional Stakeholder Engagements			X	
CRC-Accra	National Policy Dialogue document editing and production (See 1.2)				X
3.1.3 A Special Communications Plan in the Central Region (See 1.7)					
SNV	Child Labour Communications Plan – embedded in Communications Strategy		X		
SNV	Healthy Fish Communications Plan – embedded in communications strategy		X		

3.2 SFMP Executive Level Communications

Activity Lead: Patricia Mensah

Activity Team: CRC-Accra, Hen Mpoano, SNV, CRC-URI

This section aims at building the political will for improved marine resource governance. The SFMP will deliver specific communication strategies that focus on people in political positions and high-level decision-making roles to help ensure legal and policy reforms necessary to end overfishing and rebuild stocks are adopted and implemented. This will include the following activities:

- Hold monthly/quarterly briefing with the Minister, Deputy and other senior level personnel of MOFAD on progress of our work/support needed and critical interventions needed at high level to enable policy and legislative changes needed to enable effective action on-the-ground
- Establish a working relationship with a parliamentary caucus of coastal MPs and brief them on as-needed and when available basis. We will invite them to our national dialogues and provide them with issue/policy briefs to guide their debate/motions they

can move in parliament. We will provide behind the scenes support to government counterparts in MOFAD and FC to make compelling arguments to these political leaders about the benefits to be gained from legislative reforms and to speak publically about the accomplishments in the fisheries sector resulting from project activities.

- Make presentations to Parliamentary select committee on Agriculture and Fisheries on Annual basis (either directly via project staff, encourage NGO partners to testify and via coaching of MOFAD and FC representatives, with permission of Speaker of Parliament.
- Formalize relationships with Advisors to the President, the Hon. Emelia Arthur and others. Send briefs, request responses and meetings to discuss issues in more depth, and invite them to dialogue sessions.

Table of Key Activities and Milestones

Who	Activity 3.2 SFMP Executive Level Communications	Q1	Q2	Q3	Q4
CRC-Accra, SNV	Monthly/quarterly briefings with the Minister, Deputy and other senior level personnel of MOFAD		X	X	X
CRC-Accra, FoN, SNV	Establish a working relationship with a parliamentary caucus of coastal MPs		X	X	X
CRC-Accra,	Annual SFMP Presentations to Parliamentary select committee on Agriculture and Fisheries			X	
CRC-Accra	Formalize relationships with advisors to the President				X

3.3 Contact Management and Capacity Building

Activity Lead: Mensah

Activity Team: CRC-Accra, Friends of the Nation, Hen Mpoano, SNV, CRC-URI

3.3.1 Compilation of contact management database

The CRC-Accra Communications Officer will systematically mine and analyze the extensive contact lists of the former ICFG project partners along with TraiNet data and other sources to create a contact database for use in targeted communications. The project will examine options for contact management software such as the open source CiviCRM, which will enable the project to record, manage and track interactions with people and organizations and to engage with constituents. The database information will be stored in one place that could be accessed remotely.

3.3.2 *Social network analysis for baseline*

The initial database of contact information will be analyzed using social network methods (CRC-URI) as a baseline for mapping the SFMP policy network and monitoring the evolution of the social capital formed by the project. [COM015]

3.3.3 *Establishment of project knowledge document collection and partner policies for sharing*

The SFMP will utilize partner websites and knowledge-sharing platforms to distribute project generated information as well as DECS and other collaboration platforms such as Frame and others preferred by USAID/Ghana.

3.3.4 *SFMP Photo Bank*

SFMP will create a photo bank starting with a compilation of photographs taken under the ICFG. All partners will collect geo-referenced and clearly described and dated pictures during field trips to be housed at a central point in Accra

Partners will coordinate their contacts with participating individuals and organizations; allowing for “opting-in” to receive and send communications using a variety of media and identify individuals who are well-placed to bring in under-represented stakeholder groups and opinions. To measure behavior change, the M&E and Learning strategy will assemble impact baselines in Year 1 and conduct periodic appraisals on child labor, outreach, and legal awareness.

Table of Key Activities and Milestones

Who	Activity 3.3 Contact management and capacity building	Q1	Q2	Q3	Q4
CRC-Accra	3.3.1 Compilation of contact management database	X	X	X	X
CRC-URI	3.3.2 Social network analysis at baseline			X	X
SNV	3.3.3 Establishment of project knowledge document collection and partner policies for sharing		X	X	X
CRC-Accra & URI	3.3.4 SFMP Photo Bank developed with partners		X	X	X

Key Year One Outcomes and Results for IR 3

Indicator	Targets Year 1
IR3: CONSTITUENCIES: Constituencies and political will for policy reform & implementation built, supporting & demanding sustainable use and conservation	
Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (4.8.1-28)	806 260 (Lazar) 48 (SSG ISTTA) + SSG full time PS at 260 days = 308 238 (URI ISTTA)
Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).	20 – Itemized below

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

SFMP will work at three ecosystem scales of management for three types of fisheries stocks. Priority in the first two years will be on the small pelagic fisheries, with a demersal fisheries and marine spatial plan in the WR linked to community-based estuarine management plans in following years. Integrated community resilience and marine biodiversity conservation actions will be implemented. The nested approach to design and implementation will enable a synchronized and mutually reinforcing flow of information across national, regional, district and local levels.

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

- Four fisheries management plans developed and/or adopted and implemented at different ecosystem scales (national small pelagics plan, Western Region Demersal Plan, Community based plans for the Pra and Ankobra estuarine/mangrove systems)
- Approximately 13,000 people, a majority of whom are women, benefiting from diversified livelihoods, access to micro-credit, adoption of more profitable fish smokers and product value additions
- Several fishing communities more resilient to climate impacts
- Capacity of more than a dozen district authorities to promote and support resilient community policies and initiatives.

4.1 Small Pelagic Fisheries Management

Activity Lead: Lazar

Activity Team: CRC/Accra, Hen Mpoano, Friends of the Nation, UCC, URI/CRC

As noted in IR1, the initial priority is to work with stakeholders to *consider immediate actions to turn around this fishery on the verge of collapse*.

This “quick hit” strategy will be accompanied by a longer term adaptive fisheries co-management planning process for the small pelagic complex at the national level. It will include a detailed fisheries profile, a stock assessment and management recommendations to be analyzed by the scientific and technical working group. The SFMP will work with MOFAD and the FC to establish a stakeholders’ advisory committees, chaired by the FC (allowed under Article 9 of the Fisheries Act) to develop a vision consistent with national policies; then consider a suite of management measures for reducing overexploitation and rebuilding stocks. Initial management measures will focus on input controls and other measures to limit overfishing, while IR1 and IR2 activities set the stage for progress toward output controls. Output controls could include transitions to collective and total quota systems. If fisheries legislation is passed that allows for true co-management committees, the stakeholders’ advisory committees could be transformed into a formal Co-Management Committees.

A national small pelagics fisheries management plan must be developed in close coordination with sub-regional management initiatives such as the FCWC to account for the stock boundaries and regional differences in fisheries, fish migration, essential habitat and stakeholder needs. The SFMP will introduce a conservation equivalency model which is a fisheries management process

by which local/regional (sub-national) co-management bodies are allowed management flexibility in order to take into account local fishing conditions and stakeholders input while maintaining consistency with the national standards outlined in national law, regulations and policy declarations. The introduction of local/regional flexibility in managing fisheries is consistent with the philosophy behind key legislation that has an impact on Ghana fisheries. Ghanaian laws and policies do not specifically refer in detail to such a concept but they do recognize the differences between regions for the purpose of decentralization policies and the opportunity to accommodate specific socio-economic conditions. Conservation equivalency is essential in order to avoid the strategy of “one size fits all” in management measures. This will gradually introduce the concept of regional jurisdictions and introduce models of property rights in fisheries—consistent with key legislation.

Comprehensive management planning will get underway in Year 2 if the “quick hit” strategy is adopted in Year 1. However, in Year 1, the SFMP will develop a baseline fisheries profile addressing ecological, socio-economic and governance components. This study will be conducted by Hen Mpoano and will be focused on small pelagics at the national level. The goal of the study is intended to be used at the first national dialogue to guide policies and management decisions related to 1) various fishery management strategies; 2) potential industry’s capacity reduction plans; 3) economic development initiatives; 4) infrastructure investments; and 5) community and marine fisheries spatial planning.

The SMFP will establish an ad-hoc national and regional advisory groups consisting of artisanal and semi-industrial fishermen, women processors, dealers and FC representatives. This framework will be consistent with existing laws and coordinated with WARP management units.

Table of Key Activities and Milestones

Who	Activity 4.1 Small Pelagic Fisheries Management	Q1	Q2	Q3	Q4
CRC/HM	Terms of reference for fisheries profile [Implemented by HM; field work required]		X		
CRC/FC	FC establishes Advisory Group framework: national committee, regional subgroups (3) Accra, Central , Western Region		X		
CRC/FC	Review draft report of Fisheries profile of the small pelagics fisheries complex [High end, reader-friendly publication...Our Coast Our Future style, released by FC				X
CRC	Develop a local knowledge map on small pelagics fisheries... GIS mapping with stakeholders...migration, distribution, spawning, abundance			X	

List of Key Outputs

- Small Pelagics Fisheries Profile [ACT001]

- Letter of appointment of advisory groups (national/regional)
- Local knowledge maps
- Report to the National dialogue

4.2 National Marine Protected Area (MPA) Working Group

Activity Lead: Lazar

Activity Team: HM, FoN

ICFG made some progress on developing a national MPA strategy but this will be a low priority for SFMP. Rather than treat MPAs as a standalone topic, we will promote protected areas (essential fish habitat) as part of demersal fisheries plans (see IR4). If these site-based efforts gain traction, it may then prove fruitful to reactivate the national steering committee to place these in a national context.

There will no activities in Year 1.

4.3 Fishing Capacity Assessment

Activity Lead: Lazar

Activity Team: FC, MOFAD

To reverse overfishing and rebuild the depleted stocks, fishing effort may have to be reduced temporarily below what would normally be considered necessary to obtain maximum yields. This could result in short-term loss in yields before the rebound kicks in. Business as usual with the absence of effort control measures means stocks will continue to decline with diminishing economic returns leading to further deterioration of social conditions. The FC has begun to address this with the support of the World Bank by registering small artisanal canoes, with more than 8,000 registered as of June 2014 while the semi-number of industrial and the industrial fishing vessels are theoretically capped. By 2015, canoe owners and operators will need to be licensed and a canoe cap can begin. The boat registration program will assist the FC in measuring fishing capacity.

Fishing effort, however, is more than a just a boat count. The term “capacity management” is defined as the implementation of a series of policies and technical measures aimed at ensuring a desired balance between fishing inputs and fish production. It is the product of fishing effort and its level of activity to harmonize the harvesting potential of the fleet with the desired level of output from its fisheries.

In Year 1, the SFMP will conduct training on fishing capacity assessment for the STWG and fisheries managers. A great deal of preliminary work on estimating effort has been carried out in Ghana on artisanal and industrial fisheries but no single accepted method for estimating fleet capacity has yet been identified. The goal of the training is to recommend an appropriate and an accurate fishing capacity assessment and deduction models for the small pelagics fisheries.

The SFMP will conduct a study in Year 2 on fishing capacity will be targeted on small pelagic and inshore demersal fisheries (canoes, semi-industrial and trawlers) for each of the three sectors by gear type, region and by standardized units. While these are not standardized, they can be calibrated using modern statistical methods to provide a standardized and unbiased measure of fishing effort. Once quantitative assessments of fishing capacity are better understood and stock

assessments are available, the level of fishing effort that produces maximum yields, a goal of Ghana’s national fisheries policy, can be ascertained. In Year 1 we will introduce this concept via a national training workshop. This will set a stage for conducting the capacity assessment study in Year-2. This information, combined with the outputs of the fisheries dialogues and other management measures help map out a strategy to reduce fleet capacity to more sustainable levels. The capacity assessment study will be tasked to the STWG in year-2.

Table of Key Activities and Milestones

Who	4.3 Fishing Capacity Assessment	Q1	Q2	Q3	Q4
CRC	Training on fishing capacity assessment for the STWG.			X	

List of Key Outputs

- Training on fishing capacity assessment for the STWG report.[ACT002]

4.4 The Western Region Demersal Fisheries Management Initiative

Activity Lead: Kankam

Activity Team: Lazar, HM, FoN, SNV, SS

Demersal fisheries in Ghana are severely overcapitalized and overfished. Marine mammal and sea turtle interactions with fisheries are known to cause mortalities, however the extent of fishing interactions with migrating humpback whales off Cape Three Points are yet to be documented. During the ICFG, Blue Ventures characterized the rocky reef habitat area of Cape Three Points as a strong candidate area a no-take fisheries reserve.

Coastal communities depend on fishing and farming livelihoods, both of which are in steep decline, resulting in greater poverty. Population growth increases fishing effort and damaging practices (e.g., light fishing, monofilament nets, dynamite, noxious substances).

In Year 1, a data collection on selected demersal species using length-based methods to provide a stock status will be conducted in collaboration with UCC (see IR2.3). This study will be part of collaborative research program with UCC (graduate education).

In Year 2, collection of local knowledge on demersals in the marine region between the Pra and Ankobra rivers and their respective estuarine systems be undertaken. Data will be collected using similar process as planned in 4.1 for the small pelagics. Hen Mpoano will engage national service volunteers to assist in the data collection and fisheries profile if available.

In Year 3 the SFMP will initiate planning to develop an ecosystem-based management approach to the demersal fisheries in the coastal region between the nursery grounds of the Ankobra and Pra mangrove ecosystems, using a policy and process and stakeholder engagement strategy similar to the national small pelagics plan.

No activities will be undertaken under this section in Year 1

4.5 Integrated Community Fisheries Management and Resilience Plans for the Ankobra River Estuarine and Mangrove Ecosystem

Activity Lead: Kankam

Activity Team: Hen Mpoano, Spatial Solutions, URI/CRC, Daasgift, SNV, UCC

An ecosystem-based fisheries management and community resilience plan will be prepared for the Ankobra river estuarine ecosystems as sub-management units of the larger demersal fisheries plan to be initiated in Year 2. HM will lead the Ankobra effort with the assistance of Daasgift and SNV. The procedure will be similar in both the Ankobra and Pra locations (See 4.6 below). This effort will build on and leverage work underway by Adamus Resources Ltd, a mining company in the Nzema East district.

Environmental characterizations and resource mapping of the estuary will focus on the estuary's role as nursery grounds to demersal fish stocks and estuarine fisheries.

Using participatory methodologies, HM will conduct a rapid assessment to characterize the estuarine fishery, resource use practices, livelihood patterns, institutional structures and processes as well socio-economic attributes of 7 communities fringing the Ankobra estuary. This will also include assessment of hazards and impacts of climate change in these communities. Using a coordinated approach to data collection will ensure that information requirements by Daasgift, Spatial Solutions and SNV have been met in order to support follow-up livelihoods work, detailed landscape mapping and assessment that link the estuary with mangrove ecosystems and explore options for joint planning by the districts adjoining this resource. This information will also provide a solid basis for decision making regarding priorities for management planning and resilience building beginning in Year 2.

The management plan will emphasize community-based decision making for sustainable fishing and mangrove protection. A permanent community-based management committee will be proposed and policies will be included in district spatial plans for Ellembelle and Nzema East districts.

Collaboration with the Coastal Sustainable Landscapes Project (CSLP) will ensure that assessment methods are consistent and that contact with communities is coordinated. Researchers and students from UCC will play a role in addressing information gaps.

SNV will bring in its extensive experience in Ghana on sustainable mangrove utilization. SNV will also undertake wood supply chain studies for the WR and CR to insure that fish smokers continue to have a supply of preferred wood species while protecting mangroves as fish nurseries. CSLP will provide criteria for woodlot sites, tree species and sustainable forest harvesting practices and will monitor and evaluate the effectiveness of the overall effort. SNV, along with UCC student researchers, will document energy budgets and comparative economics of processing techniques.

The EBM plan for the Ankobra will also address hazard and climate adaptation issues for fish landing sites. Led by HM, detailed analyses of hazards, flooding and climate change impacts will be made to identify areas of greatest impact and to design adaptation and mitigation options. Also led by HM, the SFMP will pilot a Joint Development Planning Agreement for the Ankobra estuarine system shared by Ellembelle and Nzema East districts.

SNV will do the fuel wood supply chain (see also small pelagics value chain study).

Table of Key Activities and Milestones

Who	4.5 Integrated Community Fisheries Management and Resilience Plans for the Ankobra River Estuarine and Mangrove Ecosystem	Q1	Q2	Q3	Q4
Hen Mpoano	Social and ecological profiling of Axim Sawoma Apoaso Eshiam Eziome Adefekezo Kokofri		X	X	
Spatial Solutions	Mapping and spatial analysis, including assessment of existing plans and emerging opportunities (eg. Adamus Biodiversity Action plan) for conservation of the estuary and associated mangrove systems. This will include recommendations on how to integrate conservation of fish habitat and mangrove ecosystems into the overall planning framework (SDF and MTDPs) of Nzema East and Ellembelle districts as well as how this will become the foundation for piloting JDPAs by the districts.		X	X	X
Daasgift	Sanitation assessment by Daasgift to explore opportunities for trashy bag business development.		X	X	

List of Key Outputs

- Social/Ecological Profiling Report in Ankobra River Estuarine communities [ACT003]

4.6 Integrated Community Fisheries Management and Resilience Plans for the Pra River Estuarine and Mangrove Ecosystems

Activity Lead: Kankam

Activity Team: Friends of the Nation, SNV, DAASGIFT, URI/CRC, UCC

The Pra River activity starts in Year 2.

SNV will bring in its extensive experience in Ghana on sustainable mangrove utilization including undertaking wood supply chain studies for the WR and CR to insure that fish smokers continue to have a supply of preferred wood species while protecting mangroves as fish nurseries. CSLP will provide criteria for woodlot sites, tree species and sustainable forest harvesting practices and will monitor and evaluate the effectiveness of the overall effort. SNV, along with UCC student researchers, will document energy budgets and comparative economics of processing techniques. See 2.5 and 4.8

Table of Key Activities and Milestones

Who	Activity 4.6 Integrated Community Fisheries Management and Resilience Plans for the Pra River Estuarine and Mangrove Ecosystems	Q1	Q2	Q3	Q4
FoN	Develop Year Two work plan design for Pra, based on experiences in Ankobra				x

List of Key Outputs

None in Year 1.

4.7 Sustainable Financing of Co-management Institutions

Activity Lead: Crawford

Activity Team: Agbogah

No activities in Year 1. This activity will begin in Year 2.

The issue of sustainable financing of co-management fisheries institutions is a global issue and is particularly problematic in small-scale fisheries in developing countries such as Ghana, where profitability is low and opportunities for rent extraction are limited. The failure of the previous co-management efforts were due in part to the lack of a legislative mandate for districts to take on any responsibility for fisheries management including budgetary allocations and revenue generation in support of fisheries management. A plan of action will be developed with the FC and stakeholders to seek effective mechanisms to finance the various stakeholder committees proposed at national, regional (sub-national) and local scale. This needs to include funding of committee activities, such as meetings to decide on new management measures to prevent and end overfishing, development of fisheries management plans, and particularly, implementation of management measures and their contribution in law enforcement with MCS units. Options may include legislative mandates for the FC to provide budget line items for co-management committees (emulating Philippines and US examples) as options for use of the Ghana Fisheries Development Fund, the use of a percentage of license fees to support co-management committees (This is the Senegal approach which so far has been unsuccessful.), establishment of landing fees, shares of fines, etc. This will be a theme topic for the national policy dialogues and also for inclusion in appropriate amendments to the Fisheries Act. The responsibility will likely continue to reside in the FC and the co-management committees it chooses to establish. However, if management authorities are delegated to districts, then local funding mechanisms under district mandates could also be explored following the recommendations of the evaluation of the previous WNB supported community-based management project. Once a strategy has been worked out, SFMP will work with MOFAD and the FC to pilot at least one financing system supported by a series of trainings in administrative and financial management. A manual of administrative and financial management will be produced based primarily on a concept of transparency and information sharing.

4.8 Central and Western Region Fishing Community Livelihood Development Value Chain and Post-harvest Improvements

Activity Lead: Kankam

Activity Team: Daasgift, CEWEFIA, DAA, SNV

This work will be carried out under supervision of SFMP Field Activities Mgr. Stephen Kankam.

4.8.1 Post Harvesting Processing Knowledge Development, Dissemination and Consensus Building

SNV will work in collaboration with local implementing clients (CEWEFIA, DAASGIFT) to take stock of existing knowledge on post-harvest processing in Ghana and obtain missing data, information and knowledge. This activity will be closely coordinated with WARPF/FC post-harvest unit.

SNV will conduct a detailed literature review on existing post-harvesting processing in Ghana and internationally with a special focus on different and improved fish smoking stoves, but also including fish storage, fish handling, traceability from nets to table and Healthy Fish processing.

Local implementing clients will help identify knowledge gaps, and a plan will be developed to close these knowledge gaps. The knowledge gaps will include information on the efficiency of different fish smoking stoves, such as the Chorkor, Morrison, GEWAB, and FTT fish smoking stoves, but may include others. Although less prevalent in Ghana. Other post harvesting processing technologies will also be studied through process characterizations and additional means.

The knowledge gathered by SNV, local implementing clients and others would be shared in a Post Harvesting Processing Knowledge Sharing Workshop.

Table of Key Activities and Milestones

Who	Activity 4.8.1 Central and Western Region Fishing Community Livelihood Development Value Chain and Post-harvest Improvements	Q1	Q2	Q3	Q4
SNV	Post Harvesting Processing Scoping Study (SNV and implementing Clients)		X		
SNV	Literature survey on post harvesting processing in Ghana and internationally(SNV)		X		
SNV	Data collection/energy audit on Kosmos/Frismo Stove/FTT stove and process characterization of other post-harvest processing technologies (SNV and implementing clients)			X	
SNV, FC	Conduct post-harvest fish processing workshop (SNV and FC)			X	

List of Outputs, 4.8.1

- Post Harvesting Processing Scoping Study Report [ACT004]

- Literature survey report on post harvesting processing in Ghana and internationally
- Energy Audit Reports (several)
- Process Characterization Reports (several)
- Post-harvest fish processing smoking workshop report [ACT005]
- Needs Assessment / Categorization Report of Community Livelihood Development Value Chain and Post-harvest Improvements [ACT006]

4.8.2 DAASGIFT-led Fisheries Value Chain Improvements and Livelihoods in Ankobra Estuary, and Shama

Livelihood activities will add value to the products/services of small to medium-sized businesses; and will provide training in micro-credit, entrepreneurship and marketing. Daasgift will lead this activity, including fish landing sites and communities in Nzema East, Ellembelle and Shama.

The focus is on Ankobra estuarine communities of Axim, Sawoma, Apoaso, Eshiam, Eziome, Adefekezo, and Kokofri as well as Shama Old Town. This strategic network of sites will maximize potential for rapid auto-diffusion to larger scale successful livelihood ventures as well as cost efficiencies by initially concentrating activities in a few sites. Assessments of the communities carried out in Year 1 as part of Activities 4.4 and 4.5, a community-based fisheries plan for the Ankobra estuary and mangrove ecosystem will provide opportunities for entry into communities and evaluate the potential for livelihood activities, including fish smoking and other value chain improvements, solar energy and products from materials recycling.

One, two or more smoking technologies identified from the local forum will be set up as demonstration in selected communities. This will precede training on use and maintenance.

Table of Key Activities and Milestones

Who	Activity 4.8.2 Daasgift-led Fisheries value chain improvements and livelihoods in Western Region focusing on Ankobra estuary and Shama Old Town	Q1	Q2	Q3	Q4
Daasgift	Lead a local forum on improved smoking technologies for users in Shama Old town, Ankobra			X	
Daasgift	Construction and demonstration of identified smoking technologies for users in Shama old town, Ankobra, Elmina, Moree and Anlo			X	
Daasgift	Training on use and maintenance of smoking technologies in Shama old town, Ankobra, Elmina, Moree and Anlo				X
Daasgift	Identify, screen and select fishery-based MSMEs in Shama Old town, Ankobra		X		

Who	Activity 4.8.2 Daasgift-led Fisheries value chain improvements and livelihoods in Western Region focusing on Ankobra estuary and Shama Old Town	Q1	Q2	Q3	Q4
Daasgift	Assess needs of MSMEs in Shama old town, Ankobra, to inform capacity building strategy		X		
Daasgift	Provide business development and management training			X	X
Daasgift	Monitor trainee activities in in Shama old town, Ankobra.				X

List of outputs, 4.8.2

- Improved fish smoking technologies forum report Ankobra [ACT007]
- Improved fish smoking technology options identified
- 8 demonstration fish smoking ovens installed (4 per each geographical area)
- MSMEs identification and screening report Ankobra [ACT008]
- List of fishery-based MSMEs in Shama old town, Ankobra
- Needs assessment/ categorization report
- Business development training report Ankobra [ACT009]

4.8.3 CEWEFIA-led Fisheries Value Chain Improvements and Livelihoods in Pra River Estuary (Anlo) and Elmina and Moree, Central Region

CEWEFIA will focus on livelihood improvements in Elmina, Moree and Anlo Beach. This strategic network of sites will maximize potential for rapid auto-diffusion to larger scale successful livelihood ventures as well as cost efficiencies by initially concentrating activities in a few large sites. SNV will assist in developing business plans and models and attracting private sector financing for scale-up and allowing diffusion to be catalyzed by market driven private financing rather than reliance solely on project subsidies and grants.

Effort within this activity will increase, depending on the conclusions of the child labor and trafficking study carried out in Activity 1.7, which will focus on the issue in the CR

One, two or more smoking technologies identified from the local forum will be set up as demonstration in selected communities. This will precede training on use and maintenance.

Table of Key Activities and Milestones

Who	Activity 4.8.3 CEWEFIA-led Fisheries value chain improvements and livelihoods in Central Region	Q1	Q2	Q3	Q4
CEWEFIA	Lead a forum on improved smoking technologies for users in Elmina, Moree and Anlo			X	
CEWEFIA	Construction and demonstration of identified smoking technologies for users in Elmina, Moree			X	
CEWEFIA	Training on use and maintenance of smoking technologies in Elmina, Moree and Anlo				X
CEWEFIA	Identify, screen and select fishery-based MSMEs in Elmina, Moree and Anlo		X		
CEWEFIA	Assess needs of MSMEs Elmina, Moree and Anlo, to inform capacity building strategy		X		
SNV	Provide business development and management training			X	X
CEWEFIA	Monitor trainee activities in in Elmina, Moree and Anlo				X

List of outputs, 4.8.3

- Improved fish smoking technologies forum report Central Region [ACT010]
- Improved fish smoking technology options identified
- 8 demonstration fish smoking ovens installed (4 per each geographical area)
- MSMEs identification and screening Central Region report [ACT011]
- List of fishery-based MSMEs in Shama old town, Ankobra, Elmina, Moree and Anlo
- Business development training Central Region report [ACT012]

4.8.4 SNV-led Fisheries value chain improvements and livelihoods in Appam and Winneba, Central Region assisted by DAA

SNV will roll out this component in the CR on large landing sites at Apam and Winneba as a best practice guide for the other implementing clients. For sustainability and local capacity development, SNV will closely involve DAA to work at the Apam and Winneba landing sites, providing on the job training. In addition, SNV will support DAA with organizational development and business planning.

Effort within this activity will increase, depending on the conclusions of the child labor and trafficking study carried out in Activity 1.7, which will focus on the issue in the Central Region.

Table of Key Activities and Milestones

Who	Activity 4.8.4 SNV-led Fisheries value chain improvements and livelihoods in Apam and Winneba, Central Region assisted by DAA	Q1	Q2	Q3	Q4
SNV, DAA	Apam and Winneba characterization/baseline surveys (SNV and DAA)		X		
SNV, DAA	Stakeholder engagement (Apam and Winneba) (SNV and DAA)			X	
SNV, DAA	Organization of women groups at Apam and Winneba (SNV and DAA)			X	
SNV, DAA	Project sensitization workshops at Apam and Winneba (SNV and DAA)			X	
SNV, private sector	Demonstration of available stoves on the market in Apam and Winneba (2 times 3 stoves) (SNV and private sector parties)			X	
SNV, private sector	Training of use of improved fish smoking stoves (SNV and private sector parties)			X	
SNV, DAA	Evaluation of demonstrated stoves (energy savings and end-user satisfaction) (SNV and DAA)			X	
SNV, private sector	Construction of 50 stoves for early adopters of improved fish smoking stoves (SNV and private sector parties)				X
SNV	Post harvesting loss reduction study				X

List of outputs, 4.8.4

- Apam and Winneba characterization/baseline survey report.[ACT013]
- Apam and Winneba project sensitization workshop report.[ACT014]
- 6 demonstration stoves installed.
- Demonstration stove evaluation report.[ACT015]
- 50 improved fish smoking stoves constructed.
- Post harvesting loss reduction study report.[ACT016]

4.8.5 Central and Western Region Women’s Fisheries Training Center for Value Chain and Post-harvest Improvements

Activity Lead: SNV

Activity Team: DAA

SNV, as part of the organizational support to DAA, will establish and provide oversight of a Fisheries Training Center. The center will serve as a hub for improved fish smoking including information, trainings, capacity building and technology transfers. At the end of year 5, the

Fisheries Training Center will be turned over to DAA for ongoing support and management. At that point, it will earn enough income to support operations.

SNV, together with DAA, will carry out a needs assessment for a fisheries training center. This includes the needs from those using the services of the training centers and those that want target groups to be trained. SNV, together with DAA, will further assess the current and planned initiatives to establish fisheries training centers, including those under the WARFP. When need is confirmed, SNV, together with DAA, will draft a Fisheries Training Center Business Plan that will be presented at a consensus building workshop with different stakeholders. Upon approval of the Fisheries Training Center Business Plan, SNV will support DAA in the development of the fisheries training packages and training materials.

The Fisheries Training Center Business Plan will specify the location of the center. The project will rent the training center for the duration of the project. It is the intention to rent a “green” building. SNV will conduct the environmental review to assess whether the targeted building can be classified as green. If the building must be newly built, no construction will be undertaken without prior review and approval of USAID/Ghana and local permitting is completed.

An agreement on rent-to-own will be negotiated by SNV, DAA, and contractor.

Table of Key Activities and Milestones

Who	Activity 4.8.5 Central and Western Region Women’s Fisheries Training Center for Value Chain and Post-harvest Improvements	Q1	Q2	Q3	Q4
SNV	Needs Assessment		X		
SNV	Development Fisheries Training Center Business		X	X	
SNV, DAA	Conduct consensus building workshop			X	
SNV	Develop training packages			X	
SNV	Equip building				X
SNV	Recruit staff			X	X
SNV	Training of staff recruited			X	X

List of Key Outputs

- Fisheries Training Center Needs assessment report (SNV) [ACT017]
- Fisheries Training Center Training Center Business Plan (SNV) [ACT018]
- Fisheries Training Center Consensus building workshop report (SNV) [ACT019]
- Training packages (SNV)
- Training center operational (DAA)
- Trained center staff (SNV)

Key Year One Outcomes and Results for IR 4

Indicator	Targets Year 1
IR4: APPLIED MANAGEMENT: Improved management of marine resources to conserve bio- diversity & provide other benefits	
Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (4.8.1-26)	0
Number of DAs supported with USG Assistance (Ghana CDCS, IR 2.3 indicator)	4 2 RCCs WR & CR 2 Districts - Nzema East and Ellembelle
Improvement in fisheries enforcement and prosecutorial chain to counter IUU fishing (increase/decrease in prosecutions and percent that lead to conviction) (project indicator)	Baselines established in Year 1 CR and WR
Number of climate vulnerability assessments conducted as a result of USG Assistance (4.5.1-21)	2 HM- 1-Ankobra SS – 1 Axim
Number farmers and others who have applied new technologies or management practices as a result of USG assistance (FtF 4.5.2-5)	0 (This indicator will be used only for new fisheries management measures adopted for small pelagics, demersals/no-take zone, Pra and Ankobra mgt measures.)
Number of micro, small and medium enterprises (MSMEs), including farmers, receiving business development services from USG assisted sources (FtF 4.5.2-37)	610 SNV 60 via bus dev training 4.8.3 160 via value chain improvements 4.8.4 CEWEFIA 120 via training bus mgt and entre. Moree El Mina, Anlo 60 via demo training on improved smokers DAASGIFT 150 via training bus mgt and entre. Shama-Old town-Ankobra 60 via demo training on improved smokers DAA - None for this year
Value of new private sector investments in these select value chains (Ghana CDCS IR 2.2; and USAID FTF 4.5.2-38)	Target established after STEP process has completed the identification and prioritization of PPP opportunities

Indicator	Targets Year 1
Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)	HM 7 data collection training as part of fish small pelagic profile (IR4) 7 data collectors Ankobra/Pra profile (IR4) CRC 12 fishing capacity assessment workshop (IR4)

5. Gender Approach

Activity Lead: Elin Torell

Activity Team: HM, SNV

While Ghana has implemented gender legislation, policy reforms and other enabling conditions for men and women to realize their full rights, gender inequities remain. Gender roles are delineated clearly, in general, with men often holding the greatest influence and authority over decision-making at all levels. That said, in fisheries, women play an influential, but less visible, role in the value-chain as processors and traders who connect products to markets. Owing to this less-visible role, women often have low representation on co-management committees.

Yet, SFMP sees opportunities to break out of “business-as-usual.” Because many women in Ghana own the fishing vessels and finance the fishing trips, they could wield considerable power over fishing decisions and influence changes in behavior that could have a positive impact on the fishery. What they are lacking is a nationally organized association like the GNCFC. Until they organize themselves into such a group, SFMP will work through DAA and CEWIFA, who are engaged intensively with women in fisheries. Because women fish processors are also large consumers of fuel wood, of which mangrove is preferred, women could play a critical role in promoting sustainability of this supply. SFMP will also ask men and women in the target project areas for their ideas on how to strengthen men’s and women’s roles in co-management to the benefit of fishing communities and households.

In Year 1, the SFMP will implement the following activities related to gender:

Conduct a detailed gender analysis focusing on the fisheries sector and value chain. The end goal will be to make co-management systems more efficient and relevant—articulating the realities is a prerequisite to any change in response to those realities and/or changing the realities themselves. The gender analysis will form the basis for a gender strategy that includes M&E and learning components. Having a gender strategy is important for many reasons, not least of which are food security and food access. If we can better understand both men and women’s roles—direct or indirect—in fisheries and fisheries-related areas of their lives, we may better identify solutions to food insecurity, a reality that too often drives people to other risky behaviors.

1. Develop a **gender mainstreaming manual** for training communities and three selected organizations (implemented by SNV). This manual will be used in subsequent years to build the skills of targeted institutions, NGOs, stakeholder associations and FC to implement programs for advancing gender equity. The more players with gender equity awareness and with skills to bring about greater gender equity, the increased likelihood change will occur.
2. Develop a **process to bring together women stakeholders**, which in later years will lead to the crafting of a “Declaration” on strengthening the role of women in the small-scale fisheries management decision-making—giving “voice” to a position via the written word can give that position and the position-holders greater credibility and power.
3. **Promote increased participation by women on committees**, including as leaders, so they are better empowered as equitable decision-makers in fisheries and MPA governance. The desire to have women assume more leadership and have greater decision-making power is not enough; it is necessary to give them the enabling conditions that will make that

happen—i.e., the tools and training to use their voices and/or serve as leaders; establishing meeting times and settings that accommodate women’s schedules; etc.

- 4 **Use a gender lens** when conducting socio-economic baselines, value chain assessments, and other research. For example, when researching the underlying factors behind child labor and trafficking in fisheries, it will be important to understand the gender dimensions of this problem. In subsequent years, the SFMP expects to develop livelihood and microcredit solutions to reduce vulnerability among women and youths, with a focus on child labor and trafficking households at risk in the CR. CRC has had positive experiences helping women move out of poverty through small but strategic livelihoods, with access to loans for start-up or expansion; and with technical training in small business development, operations management, and added-value products and marketing. Equipped with greater and more sustainable incomes, women and their families are less likely to engage in risky behaviors such as but not limited to child labor and trafficking
- 5 **Establish gender focused and disaggregated monitoring**—the only way to know if women’s and men’s perspectives have been heard and are incorporated into plans is to track this data in a systematic way that allows for analysis that can then then inform the program of changes needed or progress being made

Table of Key Activities and Milestones

Who	Activity 5 Gender Approach	Q1	Q2	Q3	Q4
Torell, Owusu	Develop gender analysis and strategy		X		
SNV	SFMP Gender strategy			X	
Torell, Owusu	Develop gender mainstreaming manual				X
SNV	Gender mainstreaming training modules				X
SNV	Develop process to bring together women stakeholders (increase empowerment and voice in fisheries) Assessment of women stakeholders Action plan for the development of a declaration for strengthening women in fisheries		X		X
SNV	Promote increased participation by women on committees, Strategy for promoting increased participation included in overarching project gender strategy			X	
M&E coordinator Torell, Crawford	Use gender lens in baselines, assessments and research Socio-economic baseline with gender disaggregated information Research on child labor and trafficking include a gender lens				X

Who	Activity 5 Gender Approach	Q1	Q2	Q3	Q4
M&E coordinator Torell, Crawford	Develop gender focused and disaggregated monitoring Special reporting on results of gender monitoring				x

Key Activity Output:

- Gender Mainstreaming Manual [GEN001]

6. Public-Private Partnerships

SSG Advisors will provide tailored guidance and technical assistance for the development of innovative partnerships with the private sector. The private sector has a critical role to play in SFMP efforts. Engaging the private sector as a partner in managing a sustainable resource base is essential to the success of SFMP's broader efforts to improve fisheries management and increase food security. Moreover, in Ghanaian fishing communities, the private sector has a key role to play in generating employment and economic opportunities, which enable fishers to move into alternative livelihood activities. SFMP will therefore seek to engage a wide range of private sector partners at both the national and local levels through two types of partnerships:

- *Strategic Partnerships* bring together SFMP project resources with leading multinational and Ghanaian companies, business associations, foundations and government agencies on a collaborative effort, which advances SFMP project goals. Resources from both SFMP and partners may come in the form of funding, expertise, technology, brand leverage, etc. Memoranda of Understanding (MOUs) will define overall partnership goals, resource contributions, responsibilities and partnership governance. Throughout SSG's engagement on the project, the SFMP Partnership Specialist will gather data on resource contributions and partnership activities quarterly.
- *Community Partnerships* bring together local SFMP partners and stakeholder—local governments, small and medium enterprises (SMEs), fisherfolk producer associations, and community-based organizations (CBOs)—to address local needs. Community Partnerships will likely focus in areas such as enterprise development, alternative employment and organizational strengthening. Notably, SSG and SFMP will play a facilitation role in the development of Community Partnerships by working with key implementing partners (such as SNV) to develop the ability of community stakeholders to identify and build their own partnerships involving the private sector and other resource partners. Community Partners may agree to sign a simplified MOU, but it is anticipated that the majority of partnerships will be formed and managed informally. In cases where a CP is well aligned with project goals, SFMP may contribute its resources to a CP.

Potential examples of partnerships that might be developed depending on the appraisal and prioritization process in Year 1 could include the following:

- *Value Chain Improvements.* Linkages with suppliers, processors, local buyers and financial institutions can catalyze growth of coastal enterprises, creating jobs and reducing pressure on fish stocks. Better linkages for small-scale fisherfolk can improve alternative livelihoods for women and marginalized communities—e.g., by creating value-added products and establishing community-based supply chains for repurposing discarded fishing materials.
- *Innovative ICT Engagement.* SSG will develop technology-driven partnerships for improving coastal resource management and coastal livelihoods in Ghana—engaging mobile carriers and ICT firms to explore web-based and SMS solutions to address IUU fishing, data collection and registration and licensing; and engaging its existing partner Mobile Movement to leverage its social media platform to enhance information sharing for community-based enterprises.
- *Oil & Gas Partnerships.* SSG will work with offshore oil and gas interests to invest funds in addressing conflicts, endangered species issues, oil spill contingency planning and district spatial planning. DFID is planning a major project promoting a Coastal Foundation for

Corporate Social Responsibility with funds from oil and gas interests and other private sector sources. This offers a major opportunity for resource leveraging and sustainable financing and social impact investment of diversified livelihood initiatives, fishery restoration and community level social enterprise development. Payment for Ecosystems Services partnerships could simultaneously enhance the livelihoods of fishers, improve the oil industry's social license to operate and enhance the resilience of fish stocks in areas where the oil industry is present. Development impact bonds could mobilize significant private capital in support of improved fisheries management.

- *Academic Public-Private Partnerships:* These partnerships could take advantage of the latest technologies and promote innovation and may focus on fish technologies to promote more sustainable fishing (e.g. by-catch reduction devices) and processing practices. In particular, opportunities for UCC-private sector partnerships will be explored.

Contributions to overall project objectives will be one of the key criteria for determining which PPPs to pursue over LoP. A strategic focus is required as these activities are costly and can be distracting from achieving the main results expected out of this project. However, by mainstreaming private sector and market-based approaches across the project portfolio, the SFMP can strengthen the opportunities to build in sustainable-financing mechanisms for many of these innovations.

SSG Advisors will use its proven Sustainable, Transparent, Effective Partnerships (STEP) Framework to develop and manage strategic partnerships. Our goal is to enable SFMP to enhance to the scale and sustainability of its interventions by leveraging private sector resources and capabilities at all levels—local, national and multi-national. In Year 1, the emphasis will be developing and testing approaches so that SFMP partnerships can be expanded in years 2-5 across all geographic regions.

Guiding Principles

- Focus on 'low-hanging fruit.' \ In Year 1, SFMP will seek to establish a track record in creating partnerships, which create value for both the public and private sectors. The team will focus on those partnerships, which can be formed quickly to demonstrate the value of private sector engagement in subsequent years.
- Build Capacity for Partnership. Our team will concentrate on building the capacity of the project staff (including our CCN Partnership Specialist) as well as that of key SFMP stakeholders to build and manage effective partnership.
- Leverage Results. The SFMP partnership strategy will focus first and foremost on developing partnerships, which enable the project to enhance its intended results – through increased scale or sustainability.

To achieve these results, SSG Advisors, with support and guidance from SFMP management, will undertake the following key tasks and activities focused on public-private partnership development in Year 1. In the first quarter of the project, SSG Advisors will recruit and train a CCN Partnership Specialist whose role will be to build and support SFMP partnership development.

SFMP resource contributions to partnerships may also include seed funds or grants that in essence can match private sector contributions to partnerships eventually selected for development. They may also include in-kind support for technical assistance, training and applied research.

6.1 Partnership Development Activities

Activity Lead: SSG

Activity Team: SSG, CRC/CoP

Conduct Rapid Partnership Appraisal: Rather than take an *ad hoc* approach to public-private partnerships, SFMP will use SSG’s Rapid Partnership Appraisal (RPA) methodology to identify potential high-value partnerships. In Quarter 1, a team comprising of the SFMP Partnership Specialist, the Senior Partner Advisor, and an international SSG expert in fisheries sector partnerships will conduct the RPA, consisting of desk analysis, key informant interviews with up to 50 companies and 1-2 focus groups in Accra and at least one regional hub. Priority sectors include ICT, seafood, mining oil & gas, finance, and tourism. In addition, the RPA team may confer with other donors, development implementers, foundations, and/or additional potential resource partners working on related issues and who may have an interest in collaborating or joining an SFMP partnership. In order to ground opportunities in core project needs, the team will interview implementing partners, government beneficiaries, and other key stakeholders. Through the research and fieldwork, the team will identify 10-15 high value partnership opportunities as core objective of the RPA.

Conduct Partnership Prioritization Workshop: Once SFMP management and project partners have reviewed the RPA, SSG will conduct a Partnership Scorecard workshop with SFMP technical teams to prioritize the partnerships and create simple actions plans for each priority opportunity to be developed in the first year of the project. SFMP technical teams will play a central role in rating/ranking opportunities and determining which partnership opportunities to move forward with in Year 1, which to table for later years, and which to avoid.

Conduct Preliminary Partner Negotiations: Based on the outcome of the Partnership Prioritization process (Activity 3), the Senior Partnership Advisor and Partnership Specialist will conduct negotiations with potential partners—public and private—regarding resource contributions, proposed activities, etc., for possible Strategic Partnerships. This is a highly labor intensive process, which will also involve the CoP, the SFMP Fisheries Advisor, technical teams, and possibly USAID representatives at various stages to ensure management and client ‘buy-in.’

Support Communications and Outreach: The SFMP Partnership Specialist will support ongoing project Outreach and Communications efforts by providing information about partnership opportunities for use in newsletters, success stories, Twitter/Facebook feeds, website, press releases, etc.

Prepare Strategic Partnership Concept Papers: As needed, the Partnership Specialist, with guidance from the Senior Partnership Advisor, will prepare Partnership Concept Papers. These brief documents (3-5 pages) serve to develop and refine partnership goals among SFMP, USAID, government, private sector, and other partners. The Concept Papers will begin to define resource contributions—funding, technology, equipment, expertise, etc. that each partner will bring to the SFMP partnership.

Conducting Due Diligence on Potential Partners: Once private sector partners are identified for strategic partnerships, the Partnership Specialist, with guidance from the Senior Partnership Advisor, will also conduct due diligence analyses in order to uncover any questionable activities or reputational risks for USAID. SSG will use templates developed as part of its STEP methodology. As needed, SFMP will then present finished due diligence documents (3-5 pages)

as a key stage in the Strategic Partnership development process. Due diligence reporting is envisioned as a crucial element in particular with any potential partnerships with mining, oil, and gas companies.

Stakeholder Consultations: As needed, the Partnership Specialist, with input from the Senior Partnership Advisor and SFMP managers, will conduct brief stakeholder consultations with community leaders regarding the goals of a partnership. By providing prior consultation, SFMP will ensure transparency of its larger partnerships.

Prepare and Negotiate Draft MOUs: In cases where partners in agreement with the goals defined in a Strategic Partnership Concept Papers, the Senior Partnership Advisor, Partnership Analyst, and SFMP Partnership Specialist will prepare draft MOUs, which serve as the foundational document for Strategic Partnerships. Using templates prepared by USAID/IDEA and USAID/GC, the Partnership Team will draft MOUs, which define resource contributions, partnership activities, roles, responsibilities, governance, etc. MOUs will then be reviewed and revised by partners prior to signature.

Table of Key Activities and Milestones

Who	Activity 6.1 Partnership Development Activities	Q1	Q2	Q3	Q4
SSG	Project Mobilization	X	X		
SSG	Conduct Rapid Partnership Appraisal		X	X	
SSG	Conduct Partnership Prioritization Workshop			X	
SSG/CoP	Conduct Preliminary Partner Negotiations		X	X	X
SSG/CRC Accra	Support Communications and Outreach		X	X	X
SSG	Prepare Strategic Partnership Concept Papers			X	X
SSG	Conducting Due Diligence on Potential Partners				X
SSG	Stakeholder Consultations		X	X	X
SSG	Prepare and Negotiate Draft MOUs				X

Outputs

- SFMP Partnership Specialist hired and trained
- Draft RPA report to SFMP management, technical teams, and USAID AOR [PPP001]
- Partnership Prioritization workshop report [PPP002]
- ICT Partnership Strategy developed
- 1 Strategic Partnership Concept Papers drafted and circulated to partners.[PPP003]
- 1 due diligence reports drafted and submitted [PPP004]
- 1 draft MOU submitted to partners and revised. [PPP005]

6.2 Miscellaneous Activities

Activity Lead: SSG

Activity Team: SSG, CRC/CoP

Conduct Training for SFMP Staff on Strategic Partnerships: To facilitate effective realization of SFMP partnerships, SSG will design and conduct a STEP training module specifically tailored for SFMP partner staff on public-private partnership development. Led by the Senior Partnership Advisor and the Partnership Specialist and supported off-site by the Partnership Analyst, the training will focus on introducing PPPs and their role in supporting SFMP goals. The training will provide SFMP staff with tools and understanding needed for successful integration of partnerships into activities.

Conduct Partnership Stakeholder Trainings: To support the creation of Strategic and Community Partnerships, the Partnership Specialist and Senior Partnership Advisor will conduct up to 3 training sessions for key stakeholder groups and communities. The trainings will focus on introducing PPPs to key beneficiaries and their role in supporting stakeholder objectives.

Table of Key Activities and Milestones

Who	Activity 6.2	Q1	Q2	Q3	Q4
SSG	Conduct Training for SFMP Staff on Strategic Partnerships		X		X
SSG	Conduct Partnership Stakeholder Trainings			X	X

Outputs

- 1 ½-day workshop report (15 persons trained) [PPP006]
- PPT decks from presentations.
- 3 Community Partnership stakeholder trainings conducted (45 person trained)

Key Year One Outcomes and Results for IR 6

Indicator	Targets Year 1
IR 6 Public Private Partnerships	
Number of people receiving USG supported training in natural resources management and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)	SSG (CRC budget for in-country costs, SSG leads facilitation) (IR6) 15 partnership prioritization workshop (IR6) 25 Training of IPs on Strategic partnerships (IR6) 50 Two Trainings of stakeholders on PPPs (IR6)

7. Capacity Development of Targeted GOG, CSO and Key Partner Institutions

Activity Lead: Kent

Activity Team: SNV, FoN, HM, DAA, Daasgift, CEWEFIA

Organizational needs evolve continuously, thus SFMP capacity development initiative intends to facilitate organizational strengthening. The objective of the capacity development initiative is to facilitate and support the development and strengthening of capacities of key local partner organizations:

- for the effective implementation of the SFMP,
- to improve the quality and sustainability of the services they provide to their constituencies, and
- in the case of CSOs to position them to be ready and capable of receiving direct funding from USAID and other donors.

The implementation of the capacity development initiative targets the five local partner CSOs FoN, HM, DAA, Daasgift and CEWEFIA and nine key government institutions and university units, as follows:

1. Monitoring, Control and Surveillance unit of the Marine Fisheries Commission (MCS/MFC)
2. The Marine Research Division of the Marine Fisheries Commission (MRD/MFC)
3. The Post-Harvest unit of the Marine Fisheries Commission
4. The Marine Fisheries Division of the Marine Fisheries Commission (MFD/MFC)
5. The University of Cape Coast/Center for Coastal Management (UCC/CCM)
6. The University of Cape Coast/Department of Fisheries and Aquatic Science (UCC/DFAS)
7. The Western Region Regional Coordinating Council (RCC)
8. The Central Region RCC
9. The Fisheries Enforcement Unit (FEU), an interagency body.

In addition, two civil society membership organizations, the National Canoe Fishermen's Council (NCFC) and the Fisheries Alliance (FA) will participate in and benefit from SFMP activities implemented by FoN. The capacity of these two organizations will be strengthened as a result of participation in project activities. The need for additional direct capacity strengthening support from the SFMP will be determined during Year 1 as a result of assessment.

SNV, together with CRC-URI, will lead the capacity development component.

For the seven CSO's, to promote ownership of the capacity development intervention, SNV/CRC-URI will use participatory self-assessment tools that include input from the constituencies served by these organizations in addition to the use of OCA's and ODA's to benchmark each organization at the beginning, midpoint and end of the project. Annual fiscal audits by an outside firm will be conducted for the five partner CSOs as part of this component. Results of the baseline assessments, which will identify the needs, priorities and mechanisms of

implementation, SNV and CRC will work with the partners to develop organizational development and business plans and continually assess their progress.

Capacity strengths, weaknesses and gaps will be benchmarked from the nine government institutions and university units. Results will provide the opportunity for project managers and stakeholders to review capacity strengthening support already planned for each organization under IR2 over the life of the project and identify how unallocated material support from the project can best be allocated to address some of the highest priority gaps. Project support to each of these nine institutions and its contribution to organizational capacity will be tracked over the life of the project and a final assessment of capacity improvements resulting from project assistance conducted.

Year 1 activities will include:

Undertake baseline for FoN, HM, DAA, Daasgift, CEWEFIA, NCFC and FA: SNV, CRC and URI will review the OCA's and determine if additional methods and tools will be added to the assessment process. SNV will initiate an assessment for FoN, HM, DAA, CEWEFIA, NCFC and FA with respect to their strengths and weaknesses whiles CRC-URI will assess Daasgift.

Undertake baseline for the nine government institutions and university units: The capacity strengths, weaknesses and gaps for the state institutions will be benchmarked in Quarter 2 of Year 1. A customized assessment tool and process will be developed by URI-CRC to be used during assessment sessions with each individual organization and a collective workshop convened by CRC.

Allocate unallocated project support among the nine government institutions and university units: Based on the benchmarking and assessment process undertaken with government institutions and university units in Quarter 2, CRC will determine the allocation of unallocated project support earmarked for these institutions in Year 1.

Preparation of Organizational Development Manual for training selected organizations: Based on the results of the baseline report developed for each of the CSOs, SNV will develop a detailed, tailored implementation manual to guide the implementation of organizational development for these organizations. The manual will cover issues relating to organizational development such as (governance, administrative framework, financial and resource management) and the services the organizations deliver, including quality design, implementation, monitoring, evaluation and learning for community-based development and other core activities. The manual will also contribute to the sustained application of organizational development mechanisms after the completion of the project.

Piloting and Finalization of Manuals: The manual will be piloted in one CSO in Year 1 to ascertain its appropriateness for the other organizations in subsequent years. Feedback from the pilot will then be integrated into the final manual for use by the other CSOs in Year 2. This manual will be reviewed and adapted annually to accommodate any internal changes or growth that occurs in these organizations.

Development of organizational business plans for CSO partner organizations: To support and strengthen the five CSO partner organizations, SNV (and URI for Daasgift) will support these organizations to develop medium-term organizational development and business plans to guide and ensure auditable processes are incorporated into their day-to-day operations and that they are

planning strategically and developing the capacity needed for sustainability. One organization would be supported in the first year.

Organization of periodic coaching and mentoring for selected organizations: SNV/CRC-URI will foster a working relationship with the selected organization through periodic coaching and learning. Peer learning, mentoring and exchange programs will be promoted among the partners.

The table below highlights the key activities and associated milestones for Year 1.

Table of Key Activities and Milestones Year 1

Who	Activity 7 Capacity Development of Targeted GOG, CSO and Key Partner Institutions	Q1	Q2	Q3	Q4
SNV and CRC	Review OCA and determine if additional methods and tools will be added to the assessment process. Assessment methods and tools finalized		X		
SNV and CRC	Conduct baseline organizational assessments for 7 CSOs plus 9 government research and university units. CSO Baseline assessment reports Govt. and Univ, assessment workshop report.		X	X	
CRC	For Govt. and University actors, implement priority recommendations for unallocated project support. Available unallocated project support/ resources allocated among the nine organizations.		X	X	
SNV	Prepare Organizational Development Manual for training partner CSOs. Draft Manual			X	X
SNV	Begin piloting manual in one CSO Manual Piloted in one CSO				X
SNV	Develop organizational and business plans for at least one CSO Development of plans initiated				X
SNV and CRC	Coaching , mentoring and technical assistance to organizations On-going Specific TA identified				X

List of Key Outputs

- Baseline organizational capacity assessment report for CSOs [CAP001]
- Government and University assessment workshop report.
- Draft Organizational Development Manual [CAP002]

Key Year One Outcomes and Results for IR 7

Indicator	Targets Year 1
IR 7 Capacity Development	
Score, in percent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners (S) (FtF 4.5.1-27)	3 Baseline established for: FoN, HM - assessed by SNV Daasgift - assessed by CRC
Number of CSOs and government agencies strengthened (IR 2.4 indicator from Ghana CDCS) including government research and university units	9 UCC-CCM, UCC-DFAS, MCS, MFRD and Post Harvest Divisions of FC, FishEnfUnit (interagency group) - assessed by CRC NationalCanoeFishCouncil, Fish Alliance, DAA, CEWEFIA- assessed by SNV

B. Monitoring and Evaluation Plan

Activity Lead: M&E Specialist, CRC-Accra

Activity Team: CoP CRC-Accra, URI/CRC Project Team (Robadue, Torell)

The detailed Monitoring and Evaluation (M&E) Plan, including a Performance Monitoring Plan (PMP) and a Knowledge Management and Learning Plan (KM&L Plan) is provided as a separate stand alone document. The project M&E Plan will use a three-pronged learning-based approach to methodologically evaluate and communicate its relevance, effectiveness, efficiency, impact and sustainability. First, is the performance monitoring and plan (PMP) and its associated indicator reporting, which is tied to the project's goal and intermediate results. The PMP is a tool that allows for effectively implementing the M&E plan. Second is a KM&L Plan or strategy based on adaptive management, sound science for management, stakeholder participation and periodic self-evaluation. The KM&L Plan is designed to capture the “why” behind the obtained outcomes and results and is related to but different from the PMP. Lastly, the knowledge management strategy is designed to share information, results and lessons—and solicit input and feedback for adaptive management. The communications strategy for the project will include activities for dissemination of project lessons and results.

This approach will optimize the project's performance and ensure accountability to USAID and the Ghanaian and American people. The detailed M&E Plan attached as Annex I to the work plan provides more details on the M&E strategy, learning approach, associated indicators and targets over the LoP.

As part of the M&E activities, the SFMP will collaborate with the Monitoring and Evaluation Technical Support Services (METSS) project, an external evaluation team, to assist in the process of designing a robust, high-quality and efficient M&E system that can adequately support the data needs of USAID/Ghana and a mandatory formal external evaluation process over the LoP.

The M&E plan covers the entire period of performance of the SFMP and will be adjusted based on any changes in planned activities and lessons learned during implementation that may require adjustments and with the approval of the SFMP AOR. Each indicator in the PMP in Annex I have a brief narrative, which includes the following:

- Data collection method
- Data reliability and timeliness (i.e., intrinsic data quality);
- Indicator validity (i.e., the relationship between the indicator and the desired
- output or result)

The USAID/Ghana Performance Management System

USAID/Ghana utilizes a performance management information system, called AidTracker Plus, to track activities for all mission-funded projects at the national, regional, district, and village levels. The purpose of the database is to track performance results more precisely and efficiently, to map geospatial coordinates, and to reduce USAID and implementing partners' staff time in aggregating information and generating reports for USAID and interested parties. These interested parties are USAID/Washington, Congress, implementing partners, GOG, other donors,

and stakeholders. This reporting process supports the bilateral agreement between the USG and GOG by sharing information on USAID/Ghana's Mission-funded activities.

The SFMP shall provide a timely update of information (including, but not limited to, performance results, geospatial coordinates, success stories, and photographs) on the activities funded under this assistance agreement by entering this information into the AidTracker Plus Partner Portal. The M&E Specialist for the SFMP will perform this function. He shall enter information via an Internet website; where USAID will provide the URL address or Access Database, and a user ID/password. USAID/Ghana will train the Monitoring and Evaluation Officer on the AidTracker Plus Partner Portal. Subsequently, the M&E specialist will train sub-recipients on the M&E system during the implementing partner retreat and set up the procedures and protocols required for submission of information in the AidTracker Portal. However, the SFMP M&E Specialist will be the only authorized user entering data into AidTracker. The SFMP M&E Specialist is appointed as the AidTracker Plus Point-of-Contact to aid in communication and implementation.

The PMP is designed to help track progress on the project in relation to its stated goal and IRs. As a living document, it will be used internally for routine monitoring, learning and adaptive management and externally as a tool to engage stakeholders in analyzing and understanding data—and to inform management questions and decisions. The project PMP will fold into the mission-wide PMP, which includes Goal and Development Objective (DO) level indicators from the CDCS Results Framework, which include a number of standard FtF indicators. The SFMP also uses standard indicators that contribute to USAID's biodiversity and climate change objectives. The indicator reporting will contribute to the effectiveness of performance monitoring by assuring that comparable data will be collected on a regular and timely basis. This is essential to the operation of a credible and useful performance-based management approach.

The project will routinely monitor 16 indicators to measure performance annually and at the end of the program, with baselines and targets for each indicator. The full list of indicators, disaggregation, proposed data sources and targets is in the stand-alone document Performance Monitoring and Evaluation Plan. .

Baselines will be established in Year 1 for all of the indicators proposed in the PMP. These include many of the impact indicators on status of fish stocks and other socio-economic indicators the SFMP will track over LoP to gauge impacts. One of the goal indicators, Prevalence of Poverty, is an FtF program indicator and is tracked by the METSS Project, which provides monitoring, evaluation and technical support services to the Economic Growth (EG) Office of USAID Ghana. This is the only indicator in the PMP that the project will not directly collect information on, but will coordinate with METSS so that data on this DO level FtF indicator is collected in the project area of coverage (coastal districts of Ghana). If METSS is unable to collect this data in the coastal districts, data for this indicator will be collected as part of the SFMP baseline survey.

Establishment of Baselines

Establishment of baselines is an important activity in Year 1 of the project. In order to assess changes in governance capacity, biodiversity, stock size and socio-economic parameters—and understand how the changes are linked (or not) to project interventions, baselines and mid/end of project follow-up assessments will be conducted using a quasi-experimental design that looks at pre-post project and non-project control sites, or more specifically difference in differences time

series designs. The project will use this design where appropriate and practical, and considering cost constraints to assess impacts related to household well-being, food security/availability, livelihoods, biophysical parameters and local governance capacity. In the first year, the project will assemble baselines related to fish stock status, effort levels, fishing mortality and biomass. The stock assessment will use an array of simple and cost-effective methods such as length-based and data poor methods based on life history traits allowing estimates of optimum fishing targets (e.g. Elefan, CatchMSY, catch per unit effort (CPUE) trends). The project will also develop a baseline of households involved in canoe and semi-industrial fisheries, employment in fisheries (see IR 4.1–small pelagics fisheries profile, and 2.3 - baseline on demersal fish stocks)), income from fish processing (see IR 1.7), as well as children working in the fisheries sector (see IR 2.5). To support the indicator “hectares under improved management” the project will establish baselines for the numbers of arrests and successful prosecutions related to fisheries law violations (see IR 1.3). Finally, the project will conduct an organizational capacity assessment baseline for the FC and other targeted government, CSOs and community entities (see Section 7–capacity development). There are opportunities to work with WARFP in these baseline studies and designing common indicators and frameworks that will be explored in the early part of the 2015 calendar year.

Table of Key Activities and Milestones

Who	Activity B Monitoring and Evaluation	Q1	Q2	Q3	Q4
M&E Specialist	Training of all implementing partners on M&S policies and procedures at the SFMP IP Retreat		X		
CoP/M&E Specialist	Coordination with METSS on the overall M&E Plan and PMP plan, and especially on DO level indicator collection in coastal areas and training on use of the AidTracker Portal		X	X	X
CoP/M&E Specialist	Design of baseline socio-economic household surveys to capture full range of impacts to be assessed in coord with SNV, HM, FoN		X		
CoP/M&E Specialist	Implementation of Household Surveys in project and non-project coastal sites			X	
CoP/M&E Specialist	Combined annual self-assessment and work planning meeting with implementing partners, USAID, and selected other partners and donors				X
M&E Specialist	Quarterly PMP reporting to USAID as part of quarterly reports and data input to the METSS and Feed the Future online reporting portals		X	X	X
M&E Specialist	Monthly reporting of performance data by implementing partners to M&E specialist		X	X	X
M&E Specialist	QA and QC visits to field sites and Implementing Partners		X	X	X

List of Key Outputs

- Baseline household survey in targeted project and non-project sites
- Baseline reports collected on other indicators (see other relevant sections of the work plan as noted above)
- Monthly partner reports with information and documentation on PMP targets
- PMP Section of progress reports
- PMP Targets for Year 2 work plan

C. Project Management

The Implementation Team

CRC-URI leads a SFMP consortium of strategically selected local and international implementing partners. The core implementing team consists of URI, HM, FoN and SNV. Supporting technical partners include SSG Advisors and Spatial Solutions. Additional local supporting partners include DAA, CEWEFIA and Daasgift. HM is a local non-profit organization that was created out of an ICFG mid-term review recommendation and comprises professionals who were key ICFG staff. DAA, is a local women's based association of farmers and fishmongers that advocates for improvements in fisheries policy and development. DAA, CEWEFIA, and DAASGIFT have strong female leadership and a significant, but not exclusive, focus on women in fisheries, particularly important to the SFMP gendered approach. SNV has a technical role and is helping build the capacity of local partners in line with USAID's /Forward initiative. SSG brings on-board valuable expertise for developing public private partnerships where significant resource and technical expertise leveraging can be expected. Spatial Solutions also brings to the table high level planning expertise and the ability to leverage additional resources for the spatial planning efforts. As part of the LoP Management Strategy, roles of international partners will diminish over time as local partners and staff members assume greater responsibility and leadership over the LoP. Expatriate staff that will be based in Accra in Year 1 will be phased-out of full time in-country residence by the end of Year 3. The following section provides a brief description of each implementing partners experience and capabilities as well as their roles in overall project implementation.

Core Implementing Partners:

CRC- University of Rhode Island: The Coastal Resources Center (CRC) at the [Graduate School of Oceanography, University of Rhode Island](#) is dedicated to advancing coastal management worldwide. In addition to assisting in the development and implementation of coastal management programs in Rhode Island and the United States, the Center is active in countries throughout the world promoting the sustainable use of coastal and fisheries resources for the benefit of all. Implementing coastal management projects in the field, building capacity through education and training, and sharing lessons learned and information throughout the coastal community are the foundation of CRC's work. CRC has over 30 years' experience in designing, implementing, evaluating, and managing USAID programs in developing nations, including many country level initiatives implemented in West Africa, Asia, and Latin America, and totaling over US\$150 million in grants over the last two decades. Building on over four decades of sustainable fisheries experience, CRC has worked in West Africa to help these countries redefine fisheries laws and policies; suggest new ways forward; provide technical training in best practices; and help decision-makers and practitioners use an issues-driven approach to collaborative, adaptive, and ecosystem-based fisheries management. In The Gambia, CRC worked with the national government to develop ecosystem-scaled management plans using a co-management framework that led to exclusive rights to user groups. In Senegal, CRC is building the capacity of local co-management committees and assisting the Department of Fisheries in developing a national *Sardinella* management plan. For 40 years, CRC has built local capacity as a strategy for sustainable, long-term management and governance of coastal and marine resources, congruent with USAID Forward. CRC offers coastal management and fisheries leadership training and helps strengthen coastal management and fisheries centers of excellence

at universities around the world. CRC also assisted in the development of the initial UCC CCM strategic plan as part of ICFG. CRC successfully implemented the USAID/Ghana ICFG Initiative, which was a precursor to the SFMP.

HM (<http://henmpoano.org/>), a non-profit organization registered in 2013 and based in Takoradi in the WR operated from 2009 to 2013 as the Coastal Resources Center-Ghana, and was affiliated with CRC-URI while it led the implementation of the ICFG Initiative. HM provides technical, policy, and extension support to coastal communities, emerging civil society groups, traditional authorities, government institutions, and the private sector through capacity building, research, networking, and project development in fisheries and coastal ecosystem governance. It assists in identifying vulnerability to and addressing impacts of development, natural and manmade hazards, and climate change on coastal and marine resources; contributes to sustainable policy formulation and implementation and governance.

FoN (<http://fonghana.org/>) is a Ghanaian non-profit, socio-environmental research and advocacy organization based in Sekondi. Its mission is to serve as a catalyst for action leading to sustainable natural resource management and a healthy environment and to provide services to communities and institutions through advocacy, research, knowledge transfer, networking and training.

SNV Netherlands Development Organization (<http://www.snvworld.org/en/countries/ghana>) SNV, in Ghana since 1992, combats poverty as articulated in the Ghana Growth and Poverty Reduction Strategy, the national development blueprint. It works to reduce poverty through local capacity building and offers advisory services, knowledge sharing, advocacy and value chain development. It believes in inclusive growth and development for lasting success with a recent focus on renewable energy, WASH, agriculture, gender, and governance.

Local Supporting Partners:

Central & Western Fish Mongers Improvement Association (CEWEFIA) (<http://cewefia.weebly.com/>). For almost 25 years, CEWEFIA has implemented integrated developmental programs in its efforts to liberate the rural poor from oppression; eliminate hunger and economic injustice; and build self-sufficiency and sustainable development. It puts a special focus on poor, rural fishmongers and women farmers, their families and communities.

Daasgift Quality Foundation (Daasgift) (<http://www.Daasgift.org/>) is a Ghanaian community development NGO established in May 2006. It seeks to empower the poor, with a focus on women and youth, and works primarily in the Western Region. It provides financial and non-financial services with the goal of reducing rural poverty by sharpening the business management skills of micro entrepreneurs; promoting micro-credit; providing livelihoods and health and sanitation training; promoting affordable alternative energy; and creating jobs.

Development Action Association (DAA): Since 1997, DAA, an association of rural women farmers in Ghana, has worked to reduce poverty by empowering members to be self-reliant and participate fully in their own development. It operates in 46 communities, and 98 percent of its beneficiaries are women. Most DAA leaders are women, and the association promotes female leadership and expands women's access to education, land, credit, infrastructure and technology.

Supporting Technical Partners

Spatial Solutions (SS) (<http://www.spatialsolutions.co/index.html>): Created in 2009, SS specializes in master planning, urban design, and spatial planning in Ghana. It comprises local, highly skilled experts who lend expertise to Ghana's many spatial planning initiatives. It can deploy local experts at local rates where applicable. Individual SS team members have been involved in significant master and urban planning projects in Ghana for more than 40 years.

SSG: SSG Advisors LLC (<http://ssg-advisors.com/>) is a U.S. woman-owned, small business administration-certified disadvantaged business with a global presence. It supports public-private collaborations to heighten the impact and sustainability of development interventions and build capacities with a focus on food security, natural resources management, and social enterprise development.

Roles of the Implementing Partners

URI is the prime and lead implementing partner. It manages the Accra-based SFMP office. URI personnel fill the four key staff positions: Chief of Party, Fisheries Advisor; and M&E and Learning Specialist and the Communications Expert (the last two being local contract hires). Several other in-country positions are URI local contract employees, including finance and administration positions based in Accra. The CRC home office at URI provides managerial and fiscal oversight of the in-country office and sub-agreements of all partners. CRC provides short-term technical assistance to local implementing partners and UCC. URI has overall fiscal and programmatic reporting responsibilities to USAID/Ghana.

HM provides two senior management positions including the Program Manager for Field Activities, the Program Manager for National Activities. They also provide the GIS specialist and environmental compliance officer positions. Its role encompasses activities in all of the results categories with a major contribution to the technical work needed for fisheries management planning, GIS mapping and support services, including WR and CR Environmental Data hubs, and environmental compliance functions, as well as key national level activities related to legislative reform and law enforcement capacity development initiatives of the FEU. It is the primary technical lead in national small pelagics fisheries plan as well as for the demersal fisheries management plan, WR, and the Ankobra River ecosystem-based fisheries plan. HM works in conjunction with Spatial Solutions to identify and address vulnerability to and impacts of development, natural and manmade hazards, and climate change in Axim and other communities relevant to the Ankobra River mangrove ecosystem. Hen Mpoano will undertake organizational strengthening activities to become an eligible direct recipient of major donor awards and contracts in the future.

FoN implements the grass-roots communications and outreach campaign described in Intermediate Result 3, leads the constituency building and stakeholder engagement for fisheries planning and early actions on the small pelagic fisheries. This incorporates three major stakeholder interaction initiatives: the national Sardinella plan, the WR demersal fisheries plan, and the Pra River ecosystem-based fisheries plans. It supports the Marine Police and the prosecutorial chain training in the CR. It provides a CR Project Coordinator based in Cape Coast. FoN leads documentation on child labor and trafficking issues in the CR, and conducts an awareness raising and behavior change campaign and advocacy on this issue at the national level. FoN will undertake organizational strengthening activities to become eligible to directly receive major donor awards and contracts.

SNV leads organizational capacity assessments for local partners and targeted client groups. It develops capacity building strategies and recommendations for partners and key user groups and for the FC Post-Harvest Unit. It provides technical assistance to implement selected objectives, including M&E indicators and periodic monitoring and institutional score-carding of key local fisheries stakeholder associations and local implementing partners, and assists them in developing organizational strengthening strategies and business plans to become more financially self-reliant. It develops a comprehensive gender strategy; assists in the development of the National level SFMP Communications Strategy with special attention to bringing in their expertise using social media platforms. It will design a strategy and M&E approach to value chain improvements with particular attention to diffusion of more efficient fish smoker technologies; conducts a baseline assessment for targeted fish landing and processing sites; provide capacity development; and establish, test and compare operations in selected locations. It supports the sustainable energy supply chains for fish processing in the WR and CR and examines mangrove governance issues as part of demersal fisheries management plans in the WR. SNV takes a lead role in livelihoods, and small business development and household resilience activities for targeted fish landing sites of Moree and Apam in the CR. Activities help improve fish storage, post-harvest fish handling and fish processing, and promotion of adoption of more profitable and efficient fish smokers in targeted landing sites and small, women-led fisheries enterprises. Microcredit financial services are provided in selected communities.

CEWEFIA takes a lead role in livelihood and small business development and household resilience activities for selected fish landing sites in the CR in coordination with SNV, and with FoN in Shama. Activities include improved fish storage, post-harvest fish handling and fish processing. Livelihood projects include promotion of more fuel efficient and profitable fish smokers. CEWEFIA assists in documenting instances of child labor and trafficking and help alter family decision-making and providing support services to affected families. CEWEFIA will undertake organizational strengthening activities to become an eligible direct recipient of major donor awards and contracts.

Daasgift takes a lead role in livelihoods, and small business development and household resilience activities for selected fish landing sites in the WR. Activities include improved fish storage, post-harvest fish handling and fish processing, and promotion of adoption of more profitable and efficient fish smokers in targeted landing sites in the WR. The use of recycled materials and microcredit financial services are provided in selected communities; and technical assistance offered to other partners. Daasgift will strengthen its capacity to directly receive major donor awards and contracts in the future.

DAA is expanding its membership of women fishmongers to all coastal regions and engages in national advocacy to ensure more inclusive women's perspectives, representation in co-management committees and voice in fisheries management decision making. DAA will undertake organizational strengthening activities to become an eligible direct recipient of major donor awards and contracts in the future.

SS provides environmental management expertise for ecosystem-based fisheries plans in the Ankobra River and Pra River mangrove ecosystems, ensuring full compatibility with district level spatial and development plans. SS employs climate change adaptation master planning for communities surrounding selected fish landing sites in the WR and spatial planning for an integrated marine and coastal management toolkit for CR coastal districts. It also provides guidance on incorporating spatial and scientific information from regional data hubs into the

spatial and development plans of the Western and Central Coordinating Councils and coastal districts.

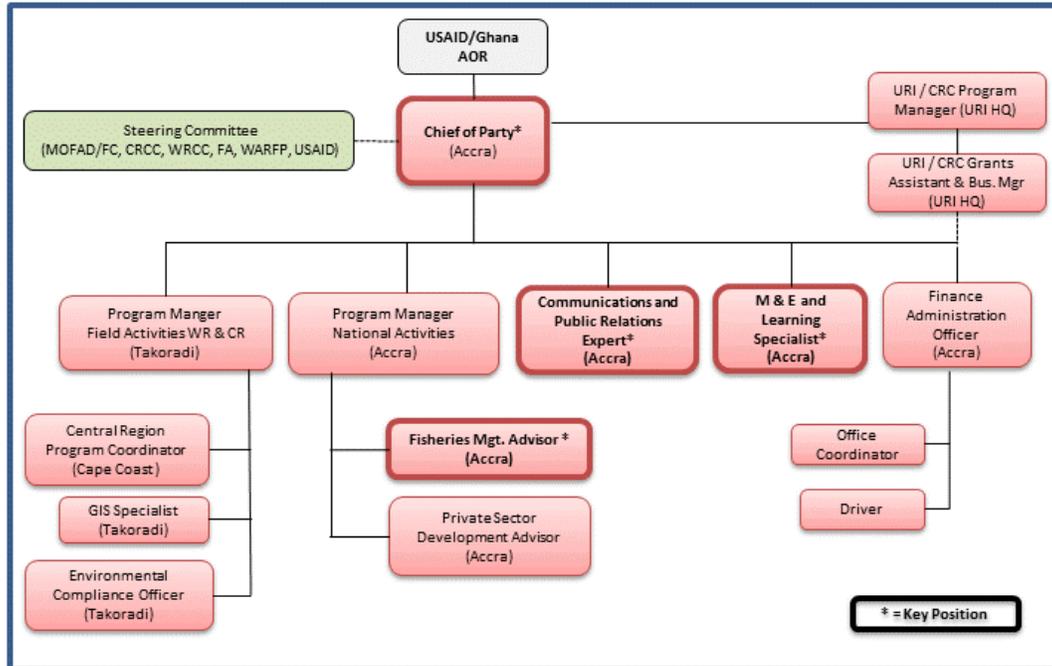
SSG builds the capacity of project staff and partners to build, manage, and sustain partnerships using proven SSG tools and methodologies. It provides a local technical expert as the Strategic Partnership Specialist, working from the project office in Accra. SSG coordinates short-term technical assistance for PPPs and contributes to fisheries policy dialogues at the national level regarding caps and reductions of the canoe fleet, reductions of the capped trawler, semi-industrial fleets, developments in ICT applications in fisheries, MCS and enforcement strategies, and fishermen's Sea Watch surveillance network modeled on such networks in the Philippines and Indonesia.

Staffing

The SFMP team is led by the CoP Dr. Brian Crawford, an individual with long experience in both technical and managerial fisheries development work in the region. The schematic below illustrates interaction and reporting among the team and organizations. CRC-URI manages core implementing partners with a "one team" approach. Staff, regardless of organizational affiliation, report to the CoP or other senior personnel. While each partner takes a lead on implementation of activities in their geographical and/or technical area, the core project management team and the steering committee conduct strategic and project-level decision-making—ensuring coordinated activities and reporting (see figure below).

The URI Sustainable Fisheries Management Advisor reports to the Program Manager for National Activities and is a senior technical position and be responsible for major activity components under IR2. He will work with the FC MFRD and FEU and provide technical support to UCC, donors and implementing partners on scientific and technical aspects for develop of fisheries management plans. The communications and public relations expert will report to the CoP. She leads program communications at the national level and development of the program communications strategy in coordination with SNV, and acts as the main communications liaison with USAID's communications team. The Monitoring, Evaluation and Learning Specialist reports to the CoP. He prepares sets up data collection and DQC processes for the project including local and international implementing partners.

USAID Ghana Sustainable Fisheries Management Project Organizational Chart



Office Locations

The SFMP will have its main office in East Legon, Accra, where the CoP, National Activity Program Manager, and other core personnel will be located. This allows staff to work closely with MOFAD and the FC and coordinate with WARFP and USAID/Ghana. Field operations will be managed out of the respective implementing partner's offices. However, for the WR, the HM Takoradi office will serve as secretariat as needed for other partners needing space and logistical support. Meeting facilities are also available at the FoN offices in Sekondi and Cape Coast as needed. Partner staff and technical advisors working on assignments in the Cape Coast area will work out of their respective offices. However, similar to HM in the WR, the FoN office in Cape Coast will serve as secretariat as needed for other partners needing temporary space and logistical support. Since implementing partners will have vehicles purchased under the project, these will be tasked for priority use of the partners project activities, and if available, as a courtesy and on request, for use by other implementing partners without vehicles in that respective location.

Internal Coordination and Project Management

The CoP will be the primary liaison with USAID/Ghana and main point of contact for the USAID/Ghana AOR, with the National Program Manager acting in his absence on programmatic matters. The CoP will also be the main liaison with the URI home office and the project steering committee. The Communications Officer will coordinate with the USAID communications unit in providing success stories, preparing briefing packets for USAID visits to project sites, etc. She will work with SNV to develop and implement a strong social media campaign revolving around key fisheries policy and management issues and develop a strategy for engaging Ghana based USG and GoG senior officials. The CRC Business Manager will provide oversight of the in-

country fiscal and administrative team, and the CRC grants specialist will coordinate with the in-country team on managing cash flow and advances. The CRC fiscal team will provide necessary accruals to the AOR and process payments to sub-recipients. Internal communications among partners will be maintained in part via quarterly and annual meetings and will include a MOFAD/FC liaison. Project staff will meet weekly at each of the field offices. Communications will be further facilitated via email and Skype as well as through web-based project management and file sharing software.

Reporting Requirements

As per the URI Cooperative Agreement, the following reporting schedule to USAID will be implemented.

Quarterly progress reports will be no longer than 20 pages, summarizing the following:

- Progress to date per the agreed deliverables
- Identification of specific problems and delays and recommendations for adjustments and corrective action
- Outcomes of any high-level meetings and field visits
- Planned activities for the next reporting period
- Assessment of the validity and efficacy of progress against the Outcomes and Results
- Progress on gender and environmental compliance
- Financial information as follows:
 - Total funds obligated to date by USAID into the Agreement.
 - Total funds expended by the Recipient to date and accrual for the reporting period, including a breakdown according to the budget categories.
 - Pipeline (Amount obligated minus expended funds).
 - The budget estimate for the upcoming quarter.

The first, second and third quarterly reports are due to the AOR by the last working day of December, March, June, respectively.

The fourth quarter progress report will be an Annual Activity Report with a descriptive analysis of activities conducted during that USG fiscal year, a quantitative and/or qualitative description of actual achievements versus planned activities for the year, in both narrative and in data performance table formats. The Annual Activity Report must report against all indicators established in the PMP, and the data performance table will include accomplishments for the fiscal year against that year's targets. The Annual Activity Report is due to the AOR by the last working day of October following the work plan year.

CRC will provide USAID/Ghana with an electronic copy of other project products and core reports on studies, trip reports, and technical reports prepared by short-term consultants or implementing partners.

Coordination with MOFAD, other GoG Agencies and Key Donor Projects

The SFMP will coordinate closely with MOFAD and the FC and develop a project MOU with MOFAD/FC on operational guidelines and on what services and support the project will provide.

World Bank WARFP staff expressed their interest in close coordination and periodic meetings to synchronize the projects and development of a joint MOU will be explored. Coordination will include potential parallel work planning processes and a joint communications strategy with the FC. The FC has expressed their concerns that both projects are well coordinated and avoid duplication of efforts. The project will request MOFAD/FC to designate a project coordinator to serve as the main liaison with the project and this coordinator is invited to attend monthly meetings and to receive all project reports. However, project staff will have interactions on a day-to-day basis with a number of staff depending on the activity and the Accra central headquarters Division or regional office involved.

Environmental Compliance and Management

The project will comply with host country environmental regulations unless otherwise directed in writing by USAID. The Environmental Monitoring and Management Plan (EMMP) describes how the SFMP will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. It specifies mitigation actions as needed for different activities, outlines how implementation of activities will be monitored to ensure compliance with required conditions and their effectiveness and specify timelines and responsible parties for monitoring of the mitigation measures.

This EMMP complies with 22 CFR 216, and is based on the approved Initial Environmental Examination (IEE) of the USAID Ghana Economic Growth Portfolio. (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”). The EMMP covers all activities currently anticipated under this work plan as well as over LoP.

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

No activities proposed in this work plan are outside the scope of the approved Regulation 216 environmental documentation. However, as some proposed construction activities are planned, the SFMP will prepare specific framework documentation for USAID review and approval that covers these activities, specifically for fish smokers and drying sheds. These construction activities will not be undertaken prior to receiving written USAID approval. While not planned for construction in Year 1, rehabilitation of the FC office in El Mina will be designed and planned in Year 1. This work will include as well, environmental review and documentation for USAID review and approval prior to any construction planned to take place in Year 2.

All sub-grantees will be required to comply with USAID environmental policies and the PSDFMP EMMP. For any new activities not included in the work plan and the EMMP, sub-grantees will use the USAID Environmental Review Form (ERF) and Environmental Review (ER) checklist to screen grant proposals to ensure the funded activities will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. As noted earlier, this is particularly important for those sub-grantees conducting value chain improvement activities that include construction or rehabilitation of smokers and drying sheds and woodlots. While CRC is responsible for ensuring that mitigation measures

specified by the ERF or ER checklist process are implemented, compliance with approved measures will be required by all sub-grantees as part of the standard provisions of their URI sub-award. Quarterly reports and the annual report will be submitted as noted above.

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

Exit Strategy and Sustainability Considerations

There are several proposed strategies to ensure activities continue beyond the life of the project.

Material support for Government of Ghana Institutions and Local Implementing Partners:

The SFMP sustainability strategy components budgeted includes significant material resources to build the capacity of the FC, selected local government institutions, and local partners. Over \$2 million has been allocated to direct support of government agency clients in the form of training equipment and capital over LoP. An additional 7% of the budget is allocated to strengthening activities targeted at UCC. NGOs and women's groups also will receive substantial benefits via training, provision of material support, mentoring and a learning-by-doing approach. This includes capital purchases of vehicles and motorcycles, computer equipment and office furnishings, some building refurbishing and small office construction. Hardware support is necessary to implement project activities and ensure local partners can sustain their capabilities beyond project end. For the FC, this includes support to several units: vehicles for the MCS unit for mobility in shore-based patrolling; refurbishing a building in El Mina Port for a full-time surveillance presence to deter rampant illegal fishing and improve data collection; vehicles and computers for regional offices in the CR and WR to enable more effective stakeholder dialogues, to maintain fishing vessel registries, and to more efficiently collect landing and effort information. As WARFP also is providing substantial material support to the FC, we will conduct a needs assessment in Year 1 to prioritize where USAID investment is best made and does not duplicate WARFP efforts.

There is also material support budgeted to set up an environmental data hub (computers, printers, plotters) in the CR RCC—similar to what was established in the WR under ICFG. No equipment is proposed for the WR RCC and districts as they received substantial support under ICFG. Local partners' budgets include significant material support for field-based operations.

We also propose to assist DAA in its capital construction campaign for a Women's Training Center. However, a feasibility study and business plan will be developed and this activity supported only if it proves institutionally and financially viable.

SSG advisors will also be working on PPPs, which can also help to ensure sustainability of efforts started under the SFMP. For instance, preliminary information suggests that improved and more fuel efficient smokers are expected to provide excellent and quick returns on

investment. As such, while beneficiaries may receive some reports to set up pilots and field demonstrations, we will produce information and packaging that encourages rural banks to directly fund these investments via loans to women and women's groups.

Use of GOG and other local systems: As much as possible, SFMP will invest in the use and development of GOG systems for information management, web-based information interfaces, and databases. For example, we will work with the FC fisheries data collection system and databases for production of stock assessment reports vs. setting up independent systems. If/as needed, additional capabilities will be built into existing systems. This principle of investing in existing platforms for document sharing, social media and communications will apply to local partners and other beneficiary organizations. Products and documents also will be uploaded to the USAID Development Clearinghouse. The project will not set up a project specific website but will encourage all implementing partners and GoG clients to make products reports and information available via their own information and communications platforms and websites.

Promoting GoG Involvement and Ownership of the SFMP: The project will implement the following policies and actions to ensure local project ownership:

- Engagement of MOFAD, FC and RCCs in work planning development and opportunity for review and comment of the work plan prior to submission to USAID for approval.
- Participation in monthly/quarterly meetings to review project progress and upcoming priorities
- Heavy participation of MOFAD, FC and RCC staff in training events and study tours
- Support MOFAD and FC in the coordination and planning meetings to synchronize project activities with ongoing GoG annual work plans and especially with FC-led WARFP and regional fisheries management initiatives
- Synchronizing SFMP communications strategy with FC/WARFP communications strategy
- Involvement of FC personnel in all fisheries management planning meetings at national and local levels and giving them front and center roles in opening and closing meetings
- Co-facilitation by FC personnel of stakeholder meetings
- Joint writing of key documents that will become GoG official documents (e.g. legislative amendments, management plans)
- Provision of direct material support in terms of capital equipment which helps these agencies carry out their missions as noted above

In addition, we will ensure that written briefs on the project and presentations will highlight the projects contribution to Ghana's Food and Agriculture Sector Development Policy, where fish is identified as a key commodity, and how it contributes to the National Fisheries and Aquaculture Policy and the Fisheries and Aquaculture Sector Development Plan objectives.

A project steering committee will also be established that is reflected in the SFMP organizational chart. The committee will include senior leadership in core GoG client agencies (MOFAD/FC/RCC). They will meet periodically to ensure senior leadership is fully briefed on

project objectives, activities and accomplishments and to ensure that strategic directions of the project are contributing to their agency's national policies and strategies.

Marking Strategy and Branding Plan

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

D. Budget

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

Budget by Line Item

Item	USAID (US\$)	Cost Share (US\$)	Total (US\$)
URI Personnel	398,444	52,569	451,013
URI Fringe	202,105	21,889	223,994
SFMP In Country Staff	193,660	0	193,660
Consultants	124,564	0	124,564
Other direct costs	476,467	525,000	1,001,467
Travel	613,124	0	613,124
Subcontracts ¹	2,538,260	422,453	2,960,713
Capital Equipment	60,602	0	60,602
Total Direct	4,607,226	1,021,911	5,629,137
Indirect	574,175	19,359	593,534
Total	5,181,401	1,041,270	6,222,671

¹ Inclusive of vehicle purchase, which may be done via CRC Accra procurement for ease of management

Budget by Program Element

Program Element	USAID (US\$)	Cost Share (US\$)	Total (US\$)
Strengthened enabling environment	1,056,076	387,749	1,443,825
Science and Research Applied to Policy	1,041,609	223,670	1,265,279
Creating Constituencies	502,516	230,928	733,444
Applied Management	1,516,524	186,713	1,703,237
Gender Approach	61,070	0	61,070
Public-Private Partnerships	737,734	0	737,734
Capacity Development	265,872	12,210	278,082
Total	5,181,401	1,041,270	6,222,671

Capital Procurement Plan

The following equipment will be procured in Year 1 as in the Cooperative Agreement and complying with source and nationality requirements in 22 CR 228 for the procurement of commodities. Capital purchases for GoG agencies will be made in Year 2 after needs assessments are conducted.

Recipient	Vehicle description	# of units	Estimated unit cost	Total
URI Accra Office	Ford Focus	1	\$18,977	\$60,652
	Ford Escape	1	\$41,675	
CEWEFIA	Ford Ranger	1	\$32,700	\$32,700
DAA	Ford Escape	1	\$41,675	\$41,675
DAASGIFT	Ford Escape	1	\$41,675	\$41,675
Friends of the Nation	Ford Escape	1	\$41,675	\$41,675
Hen Mpoano	Ford Escape	1	\$41,675	\$41,675
Total				\$260,052

International Travel Schedule: November, 2014 to September 2015

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

Traveler	Purpose (IR)	Total # of trips	Q1	Q2	Q3	Q4
Research Associate IV-Damon	2.6	3		1	1	1
Research Associate IV-Castro	2.3	1			1	
Professor, MAF-Burroughs	2.3	2			1	1
Marine Research Associate III-Glenn Ricci	1.3, 2.3	2		1	1	
Assoc. Coastal Resources Mgr-Elin Torell	5	1			1	
Marine Research Associate IV-Karen Kent	7	2			1	1
Marine Research Specialist II	8	1				1
Coord, GSO/Coastal Res Ctr-Moreau	8	3	1	1		1
Spec, CRC/Public Info & Comm-McCarthy	3	1		1		
Marine Research Specialist V-Bowen	8	1		1		
Assoc Coastal Resources Mgr-Robadue	4.,8	3	1	1		1
UCC to URI-Prof. Aheto and Blay	2.3	2	2			
Professor,GSO Collie	2.1	1			1	
NOAA TDY	2.1	1				1
URI post graduate- McNally	1.7	2			1	1
Phillipines Study Tour	1.4	11			11	
SSG intl. consultants & staff	6	8	1	3	2	2
TOTALS		45	5	9	21	10

Annex 1: Marketing Strategy and Branding Plan

USAID/Ghana Sustainable Fisheries Management Project (SFMP)

OVERVIEW

As required by 22 CFR 226.91, this Branding and Marking Plan defines how the USAID/Ghana Sustainable Fisheries Management Project (SFMP) will be promoted to beneficiaries and host country citizens, while describing the materials that the Coastal Resources Center (CRC) at the University of Rhode Island will organize and produce to assist USAID in delivering the message that the assistance is “from the American people.” The project will be fully compliant with USAID’s Branding and Marking regulations, as described in ADS Chapter 320. This plan is rooted in adherence to basic principles of fairness and appreciation in ensuring that USAID and the American people are publicly and visibly acknowledged and credited for support provided to the project.

CRC and its core partners—Hen Mpoano (HM), Friends of the Nation (FoN) and the Netherlands Development Organization (SNV)—as well as sub-recipients including Central and Western Region Fishmongers Improvement Association (CEWEFIA), Daasgift Quality Foundation (DAASGIFT), Development Action Association (DAA), Spatial Solutions (SS), and SSG Advisors (SSG)—will follow this plan and its requirements.

BRANDING STRATEGY

This Branding and Marking Plan is designed around three factors: 1) public communications that further the project’s goals, 2) telling the project story and sharing its accomplishments, and 3) informing others how this work achieved these accomplishments—sharing with others that the accomplishments were achieved through the support of the American people, through USAID. The key to this project’s success rests with the engagement and shared recognition of local organizations and communities, working together towards a common goal.

Project Positioning

CRC will use “USAID/Ghana Sustainable Fisheries Management Project (SFMP)” as the title in the following manner:

- A unique project logo will not be created for this work. Rather, the project will brand the work by using the project name in English on most of its materials and only in local languages upon concurrence from USAID.
- All signage and materials will be marked with the USAID Standard Graphic Identity. The USAID Standard Graphic Identity, also called the USAID Identity, is defined in ADS Chapter 320 as comprised of the USAID logo or seal and brand mark, with the tagline that clearly communicates assistance is, “from the American people.”
- In addition to printing and labeling the project with the USAID Standard Graphic Identity (logo and brand mark), CRC will ensure it is clear to all audiences that the project is supported by USAID and this project’s achievements are made possible through the support of the American people. In the case where the USAID Identity is

visible, CRC will not repeat the “from American people” message because that would be redundant.

While CRC will be labeled as prime holder of the stated agreement, and as such is the principal organization responsible for managing sub-grants and building the capacity of host-country organizations, at all times USAID’s role as the donor will be predominant. This includes positioning the USAID Identity more prominently than others on project materials. Branding the work as a product of USAID’s generous support, on behalf of the American people, will be marked by the use of the USAID logo, brand name, and tagline—from the American people.

While CRC and implementing partners intend to co-brand some project materials, the project title and USAID’s Identity will always predominate. USAID’s Identity will be top or bottom left of documents.

Communications and Publicity

All physical external communications regarding the project will acknowledge USAID support in a visible manner through the inclusion of the USAID Identity (logo, brand mark, and tagline). All communications, whether written and/or verbal, will also include an acknowledgement of USAID support, reciting the USAID tagline and statement of support: *This [specify product] is made possible by the generous support of the American people through the United States Agency for International Development (USAID).*”

Primary Audiences

The stated objective of the USAID/Ghana SFMP is to “rebuild targeted fish stocks through adoption of sustainable practices and exploitation levels.” The primary audience includes:

- Ministry of Fisheries and Aquaculture Development (MOFAD)
- Fisheries commission (FC)
- Government of Ghana parliamentary committees responsible for fisheries
- University of Cape Coast (UCC)
- Regional Coordinating Councils (RCC) for the Central and Western Regions
- National Development Planning Commission (NDPC), and Central and Western Region district offices
- Community and district level governance structures, including traditional leaders
- Civil society (NGOs/CBOs)
- Community members in the target areas
- Private sector actors
- Bilateral, multilateral and private donors; in particular, the World Bank West Africa Regional Fisheries Program (WARFP)

These organizations and individuals are considered key clients because the long-term success and sustainability of fisheries reform in Ghana lies with these parties and their longstanding commitment to this goal.

Resource users will be engaged directly via mass media, social media, web and mobile-based platforms as well as community-level, in-person communications. Resource users include:

- Fishermen
- Fishmongers
- Private entities found all along the fisheries value chain
- The public

Bottom-up, strategic communications will target often-overlooked stakeholders, including women and children with messages of particular concern to these groups. Among these “special communications” plans are behavior change messages aimed at reducing child labor and trafficking.

Project staff will verbally recognize USAID as the funder in any word of mouth communication. Project implementers will use a variety of materials, which may include PowerPoint presentations, posters for workshops or community events, training materials, and pamphlets and handbooks to convey information. All of these materials will display USAID’s Identity co-branded with CRC and core partners’ logos. CRC and all sub-recipients will acknowledge USAID as the funder whenever the USAID/Ghana SFMP is featured on CRC’s or core partners’ websites.

Main Program Message

The primary objective of the USAID/Ghana SFMP is to “rebuild targeted fish stocks through adoption of sustainable practices and exploitation levels” by reducing overexploitation of marine resources and reversing the alarming trend of declining fisheries stock yields.

Tools used for communicating the project message may include printed or electronic announcements, brochures, posters, banners, success stories, briefing papers, and formal communications on behalf of the project. CRC will emphasize communication of the project message during planning and consultation meetings, survey, research and evaluation activities, workshops, meetings to disseminate project results, and site visits. All of these tools and events will include acknowledgement of USAID’s support.

Acknowledgments

CRC and other implementing partners may co-brand project materials with their logos, as long as the following conditions have been met:

- The USAID Identity is given an equal or higher prominence than all others;
- The project clearly benefits from co-branding with implementing partners’ identities; and
- The space permits multiple logos, and the work is not deemed cluttered or unattractive.

For this project USAID’s logo should be top left, CRC’s bottom left, and the sub-partners arrayed along the bottom.

Monitoring of sub-recipient branding and marking compliance

In accordance with USAID branding and marking guidance, as stipulated in 22 CFR 226.91, CRC will monitor compliance of proper branding and marking throughout the duration of the project.

USAID branding and marking requirements flow down to implementing partners via the standard relevant provision that is included in all CRC sub-agreements. The partner's signature on the grant agreement and/or modifications acknowledges awareness of, and agreement to comply with branding and marking requirements. Shortly after signing sub-agreements, CRC will provide orientation and training to ensure compliance with the USAID/Ghana SFMP Branding and Marking Plan and will provide ongoing monitoring and support to ensure compliance. CRC's communications specialist will review final documents and publications for proper branding and marking before uploading to partner websites or USAID's Development Experience Clearinghouse. (DEC)

MARKING PLAN

CRC's marking plan complies with the requirement that all overseas projects, activities, public communications, and commodities partially or fully funded by USAID be visibly marked with the USAID logo. This includes the full USAID Identity, acknowledging that the assistance is "from the American People." CRC intends to mark this project in the following manner:

- Print the USAID Identity (logo and brand mark) on all materials: As per USAID guidelines, CRC understands public communications to be defined as all documents and messages intended for distribution to audiences external to CRC, including project-related correspondence, publications, reports, brochures, pamphlets, fact sheets, audio-visual products, applications, forms, promotional materials, online and digital material and communications, training courses, conferences, exhibitions, seminars, and other project-related activities or communications funded by USAID.
- Labeling of all other materials: Equipment and supplies (excluding vehicles) funded by USAID for use during project implementation will be marked with a sticker bearing the USAID Identity. In the rare instance that other logos may appear on these items, actions will be taken to ensure that the USAID Identity will be equal or greater size and prominence in relation to any other logo that appears.
- Verbally communicate USAID's brand in public venues: CRC and its partners under this project will acknowledge USAID's support verbally, by reciting the following statement: *'This [specify product] is made possible by the generous support of the American people through the United States Agency for International Development (USAID).'*"

In cases where USAID has not pre-approved the language, we will also add to the statement the following disclaimer: The contents are the responsibility of [name of organization] and do not necessarily reflect the views of USAID or the United States Government."

Verbal communication will be supplemented by physical, marked signage wherever possible. Details as to how specific project items are to be marked are reflected in Table 1.

Table 1: Marked Deliverables

Deliverable	Type of Mark	When Marking Starts	Where Mark Will Be
Materials to announce new project	USAID Identity (cobranded where/as appropriate)	Immediately	At the time they are produced, top or bottom left on first page
Project offices in Ghana	Sign bearing project name only with no USAID Identity	Upon leasing of office space	Exterior doors
Reports and publications	USAID Identity (cobranded where/as appropriate). Disclaimer for publications that have not been reviewed by USAID. (ADS 320, 15E)	Immediately upon completion of documents	USAID Identity on cover according to USAID marking guidelines as specified in AAPD 05-01. Disclaimer will appear on bottom of inside cover page
Informational products including pamphlets, brochures, guides, teaching case studies, training manuals, and PowerPoint presentations	USAID Identity (cobranded where/as appropriate). Disclaimer for publications that have not been reviewed by USAID. (ADS 320, 15E) Reports reviewed by USAID should use the following: "This study/report/audio/ other information/media product (will specify) was produced for review by the United States Agency for International Development. It was prepared by [org name]."	Immediately	USAID Identity on cover according to USAID marking guidelines as specified in AAPD 05-01. Disclaimer and acknowledgment on inside cover page
Trainings, meetings, and events	USAID Identity (cobranded where/as appropriate)	Immediately	Top left of displayed banners, first page of agenda/other material

Formatting

Where and when CRC or partners’ logos appear on project-related communications, materials or commodities, the USAID logo or Identity, will always be included at equal or greater size and prominence with all others, as per the guidance provided in the [USAID Graphic Standards Manual](#) regarding size, format and placement.

Co-branded publications will display the horizontal Identity in the lower-left area of a publication cover, no smaller than any other logos on the page. For materials that are not co-

branded, the USAID Identity will be displayed on the front cover, in the upper-left area of the publication. Professional publications will be produced in accordance with the USAID Graphic Standards Manual guidance and its appearances will be based on agreement with USAID.

The USAID logos will appear in their entirety and will not be recreated or presented in separate elements or in any other color scheme (but may be in black and white, if other logos are also in black and white) or proportions than those provided by USAID.

Marking cost implications

The cost of marking most printed materials is absorbed in the cost of materials development and printing. In cases where incorporation of the logo or Identity is not possible in the printing process, CRC will purchase and keep USAID stickers that can be applied post-production.

CRC uses banners of the USAID Identity in workshops/trainings. The expenditures for the banners or placards, stickers, and any additional unanticipated branding and marking actions are included with each activity. Partners’ branding and marking costs are negotiated during the award process and are incorporated in agreement budgets.

Marking will not be applied in the following cases:

Table 2: Unmarked Deliverables

Deliverable	Rationale
Project vehicles and non-deliverable items such as computers and office furnishings which are purely administrative in nature and purely for internal use	Standard exclusions under USAID marking policies
Projects, activities, public communications, and commodities not funded by USAID	CRC and implementing partners will not be required to mark commodities or activities that contribute to the project but are not funded by USAID.
Recruitment advertisements	Marking can create confusion among potential applicants and could result in them incorrectly contacting USAID instead of the lead implementer, CRC.
Official Government of Ghana documents (e.g., policy statements, adopted ordinances)	Marking would compromise local ownership. CRC will seek acknowledgment of USAID contributions within the document.

Waivers and presumptive exceptions

CRC is optimistic that the project will be implemented smoothly with the USAID branding and marking measures described here. However, if prominent display of U.S. sponsorship results in frequent or serious obstacles, CRC may request a waiver or presumptive exemption for certain activities or commodities.