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USAID/GHANA SUSTAINABLE FISHERIES MANAGEMENT PROJECT

YEAR 5 WORK PLAN



OCTOBER 1 2018, TO OCTOBER 29, 2019

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



Hɛn Mpoano



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Cover photo: Densu Oyster Picker's Association, TRY Oyster Women's Association and Development Action Association participants sharing regional lessons learned at the Development Action Association Center in Ghana.

Photo credit: TRY Oyster Women's Association

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SNV:	http://www.snvworld.org/en/countries/ghana

ACRONYMS

AOR	Administrative Officer Representative
Bmsy	Biomass to produce maximum sustainable yield (MSY)
CCM	Centre for Coastal Management
CECAF	Fishery Committee for the Eastern Central Atlantic
CEWEFIA	Central and Western Region Fishmongers Improvement Association
CFR	Code of Federal Regulations (USA)
CLaT	Child Labor and Trafficking
CoP	Chief of Party
CRC	Coastal Resources Center
CSLP	Coastal Sustainable Landscapes Project
CSO	Civil Society Organization
DAA	Development Action Association
DEC	Development Experience Clearinghouse (USAID)
DFAS	Department of Fisheries and Aquatic Sciences
DFTC	DAA Fisheries Training Center
EMMP	Environmental Mitigation and Monitoring Plan
FAO	Food and Agricultural Organization of the United Nations
FC	Fisheries Commission
FCWC	Fisheries Committee for the West Central Gulf of Guinea
Fmsy	Fishing Mortality at maximum sustainable yield (MSY)
FON	Friends of the Nation
FSSD	Fisheries Statistical Service Division
FtF	Feed the Future
GIFA	Ghana Inshore Fishermen's Association
GIS	Geographic Information System
GITA	Ghana Industrial Trawlers Association
GNCFC	Ghana National Canoe Fishermen's Council
GoG	Government of Ghana
HM	Hen Mpoano
IEC	Information, Education and Communication
IEE	Initial Environmental Examination
IR	Intermediate Results
IT	Information Technology
IUU	Illegal Unreported Unregulated
KM	Knowledge Management
LOC	Letter of Collaboration
LoP	Life of [SFMP] Project
MCS	Monitoring, Control and Surveillance
METSS	Monitoring, Evaluation and Technical Support Services
MoFAD	Ministry of Fisheries and Aquaculture Development
MSME	Micro Small and Medium Enterprises
MSY	Maximum Sustainable Yield
M&E	Monitoring and Evaluation
NAFAG	National Fisheries Association of Ghana
NAFPTA	National Fish Processors and Traders Association
NGO	Non-Governmental Organization
NMFMP	National Marine Fisheries Management Plan

NRM	Natural Resources Management
OCA	Organizational capacity assessment
PMP	Performance Management Plan
SFMP	Sustainable Fisheries Management Project
SMEs	Small and Medium Enterprises
SNV	Netherlands Development Organization
SSG	SSG Advisors Incorporated
STWG	Scientific and Technical Working Group
SUA	Small Unmanned Aircraft
UAV	Unmanned Aerial Vehicle
UCC	University of Cape Coast
URI	University of Rhode Island
USAID	United States Agency for International Development
USG	United States Government
VSLA	Village Savings and Loans Association
WARFP	West Africa Regional Fisheries Development Program

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PROJECT OVERVIEW

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

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

USAID selected the Coastal Resources Center (CRC) at The University of Rhode Island's Graduate School of Oceanography as lead implementer of the SFMP. In addition to close working relationships with the Ministry of Fisheries and Aquaculture Development and the Fisheries Commission, CRC works with a consortium of international and local partners including SNV Netherlands Development Organization, Resonance Global, Hen Mpoano (HM), Friends of the Nation (FoN), the Central & Western Fish Mongers Improvement Association (CEWEFIA), and the Development Action Association (DAA). In addition, SFMP supports capacity development of the Ghana National Canoe Fishers Council (GNFCF), the National Fish Processors and Traders Association (NAFPTA), the Ghana Industrial Trawlers Association (GITA), the Ghana Inshore Fishers Association (GIFA), and the National Fisheries Association of Ghana (NAFAG). The project contributes to the strengthening of marine and fisheries management educational, research and extension capabilities at the University of Cape Coast in conjunction with its Department of Fisheries and Aquatic Sciences. SFMP also collaborates with the USAID Coastal Sustainable Landscapes Project (CSLP) and the Ghana Land Use Authority to improve coastal spatial planning capacity of districts in the Central and Western Regions.

The USAID/Ghana SFMP is focused on supporting the government's efforts to implement Ghana's National Marine Fisheries Management Plan, gazetted in 2015, with an emphasis on small pelagics fisheries along the entire coastline as these stocks are the leading source of animal protein supply in the Ghanaian diet. The project promotes ecosystem-based and adaptive management approaches, improved law enforcement and co-management of local fish stocks in lagoons and estuaries. Improvements in the value chain of smoked fish, important to tens of thousands of women fish processors and marketers, is supported through small business account and hygienic fish handling training, and the introduction of new healthier and more efficient smoking technology (Ahotor ovens). The project includes efforts aimed at reducing child labor and trafficking in the fisheries sector in all coastal regions with an emphasis on Central and Western regions as these are major sources of trafficked children and child labor in Ghana. Poverty is a major cause of child labor and trafficking in fishing communities that is exacerbated by declining fish catches.

Some highlights of key expected results over Life-of-Project Results that take into account the expenditure slowdown notice from USAID are as follows:

- Implementation of management measures contained in the National Fisheries Management Plan that focus on reducing fishing effort to allow currently depleted fish stocks to recover and the recuperation of tens of thousands of metric tons of food protein supply lost due to severe overfishing and poor management to indirectly benefit over 130,000 fishers, processors and traders. This is a high priority in Year5 and critical for the project goal.
- 628,319 hectares of natural resources and fish habitat under more effective management. (Fishing effort is expected to be reduced via a closed season in August 2019 but fish stock recovery will not increase by end of project as previously projected. However, biomass is likely to increase after life-of-project with expected decrease in fishing mortality to be achieved this fiscal year)
- Approval of a national co-management policy and three community based fisheries management plans and use rights that empower local users to sustainably manage these resources for local economic benefit. (No change in target with slowdown)
- Drafting of Amendments to the National Fisheries Act that allows co-management and use rights in Ghana's fisheries to be realized; (will achieve step 1 only in the policy cycle)
- Inclusive participation by under-represented groups, women and youth in decision-making; (this target/objective has been met; gender is fully mainstreamed into project activities; funding for will still continue in this final year at previous year levels).
- 5,249 MSMEs (mostly women owned) benefiting from assistance to improve livelihoods, access micro-credit, adoption of more efficient and profitable fish smokers and fish product value-added (this aggregate target has been difficult to meet due to financial institutions inexperience dealing in the fisheries sector, low financial literacy among fish processors, very low use of checking or savings account history among women processors and other issues. SFMP has recently engaged MASLOC, a government micro-credit organization and 194 micro-credit applications have been submitted and under review. While final approval of these applications is beyond the control of SFMP, if they are approved the project will meet its target).
- Establishment of climate-resilient fishing communities and strengthened capacity of district assemblies to promote and support resilient community policies and initiatives. (no additional activities in FY 19 as this result has already been met).
- Reduced child labor and trafficking in coastal areas, especially the Central Region which is a major trafficking and child labor source area, as a result of increased awareness of the negative consequences of child labor and trafficking in the fisheries sector. Activities in Year 5 will continue at previous annual funding levels with an increased focus on institutional adoption and budgeting for anti-CLaT activities to consolidate gains made to-date.
- Two public-private partnerships launched: The Fisher Future Plan micro-insurance and the Tigo Fishers Network mobile calling plan. Both plans are growing at a slower than expected pace but both are being now fully sustained by private sector partners. While some challenges still remain, the LoP strategy envisioned phasing out direct support at the end of Year 4 (September 30, 2018). To ensure a clear plan forward, support to partners is extended through December 2018.

THE EVOLVING PROJECT OPERATING ENVIRONMENT, RESULTS TO DATE, AND AVAILABLE FUNDING IN RELATION TO CHANGES IN STRATEGY

There are funding challenges that are reflected in the Year 5 workplan. On July 10, 2018 SFMP submitted a pipeline request for funding of US\$ 2,598,917. On August 23, 2018 USAID informed SFMP that a budget modification would be made to provide US\$1,750,00 in additional funding with the possibility that no additional funding would be available until March 31, 2019. This work plan reflects programming of the entire amount currently obligated through March 31, 2019. The project will require an additional obligation in FY 19, prior to April 1, 2019 of US\$1,592,550 to carry SFMP activities through closeout of the project by Oct 29, 2019.

SFMP's working relationship with government partners is currently very strong, enabled by good relations established with the new administration that took over in January 2017. Relationships with the project's primary government counterparts that are responsible for achieving the most important fisheries management actions continues to strengthen and most of the key result areas and management measures that contribute to SFMP's overall goal could be achieved during the Year 5 implementation period given the resources made available.

The evolving operating environment, results to date, and reduced funding stream inform the strategy reflected in this work plan. At the end of Year 4 and the first quarter of Year 5, SFMP will close out work streams that have achieved project targets or are not critical to achieving the goal of the project (capacity development, child labor and trafficking, gender, and some aspects of post-harvest value chain improvement). In addition, funding requires first quarter phase out of other work streams (mobile phone-based micro insurance and savings plans will be turned over to private sector partners at the end of December 2019). Available funding will be focused on those areas that are critical to achieving project targets (post-harvest related micro-finance and Ahotor oven adoption, and the key fisheries management measures that directly contribute to rebuilding targeted marine fisheries stocks). There are some long term capacity development activities that will not be curtailed such as funding for two graduate students at URI and another two at UCC, all of whom will finish their studies in FY 19.

Implementation of SFMP in Years 1-4 (USAID FYs 15-18) included significant successes across all Intermediate Result Areas (IRs) where many life-of-project targets have already been achieved.

There are two critical result areas that are taking longer for results to materialize and that also directly contribute to the main SFMP goal of rebuilding targeted marine fisheries stocks and catches through adoption of responsible fishing practices. These are (1) national policy changes, and, (2) implementation of management actions contained in the national fisheries management plan. More specifically, the policy changes where SFMP will put high priority on supporting include the adoption of a national co-management policy, the amendment of the National Fisheries Act. Management actions for the marine fisheries that are critical to rebuilding fish stocks and that are under consideration for implementation in 2019 include: the adoption of a second national fishing holiday, registration of the entire canoe fleet as a precursor to capping their numbers via a moratorium on new entrants into the canoe fishery, and, especially, the implementation of a closed fishing season for all fleets during the period of highest biological/reproductive significance of the year. To the extent possible, the project will provide support to the Ministry for implementation of these actions through June of 2019.

This year, a closed season was declared in 2018 during the month of August as recommended by the Ghana Fisheries Science and Technical Working Group (STWG). However, this was ultimately postponed at the last minute until 2019 due to public protest about the short lead time given by the government to prepare (3 weeks). Given the awareness generated by the unsuccessful 2018 closed season declaration, there is a cautious optimism that the 2019 closed season will be declared and successfully implemented. However, the calendar for closeout of SFMP combined with the reduced early fiscal year funding means that SFMP support will be somewhat curtailed and, regardless, the project will not be operational in August 2019 when the seasonal closure is put into force. Key activities such as engagement of stakeholders and broad-based communication support to the Ministry will be supported prior to the closure. However, ecological and socio-economic monitoring and evaluation pre-, during, and post-closed season and communications on its impact will not be possible.

Ongoing gender-focused work that was initially treated as a separate work stream is now well mainstreamed into other work areas of the project. A national fisheries sector gender strategy was adopted by the MOFAD, and is being implemented by the Ghana Fisheries Commission. Women's voices are now louder and more visible through increased involvement in decision-making at national, regional and local levels (as documented in SFMPs organizational capacity assessments). While most of our gender activities are mainstreamed into other IRs, a few concluding activities will be implemented including documentation of results and lessons learned and their dissemination.

Awareness of the negative consequences of child labor and trafficking (CLaT), particularly in the Central Region that is a major CLaT source area in Ghana, is higher as demonstrated through the number of schools and school children participating in anti-CLaT rallies and community meetings (durbars), and the number of declarations by paramount chiefs that CLaT would no longer be tolerated in their communities. In Year 5 our concluding activities will focus on sustainability of anti-CLaT activities by working with the District Assemblies in the Central Region to mainstream anti-CLaT activities into their medium term development plans. SFMP will also document results and lessons learned and disseminate these to Ghana audiences.

Efforts to improve livelihoods and food security through post-harvest interventions have resulted in the adoption by the MOFAD and FC of a new smoker technology called the *Ahotor* (comfort) oven that reduces direct smoke exposure of fish processors (mostly women) and their dependent children, uses 30% less wood, and reduces the production and deposit on smoked fish of polycyclic aromatic hydrocarbons that are known cancer causing compounds. Micro-finance related to post-harvest value chain improvements proved more complex and difficult than expected. This was due to many reasons and includes, among others, the mobility of fishers and fish processors during fishing seasons which makes them hard to track and a greater loan risk for lenders, very low levels of existing financial relationships between financial institutions and fish processors, mistrust of financial institutions by fishers and fish processors, and the unproven market of post-harvest lending to fish processors (and fishers). However, recent traction gained with fish processors and financial institutions shows enough promise to be cautiously optimistic that SFMP will see significant movement in this area in Year 5. field activities in this regard will wind down in March but as previously noted, targets for businesses benefiting due to access to micro-credit will be less than previously expected with the funding slow down.

Capacity development of SFMP project partners (FoN, HM, CEWEFIA, DAA, NAFPTA, GNCFC, and others) is visible in their participation at all levels as well as their influence on national and local policies and fisheries management actions. In some cases, new

organizational charters have been created (NAFPTA, GNCFC, NAFAG) and in others new standard operating procedures have been created that cover human resources, accounting and financial management, and technical project management (FoN, HM, CEWEFIA, DAA, NAFPTA), and in others actual physical infrastructure enables them to train fishers and fish processors to increase the application of new technologies and small business practices (DAA and CEWEFIA). Increased capacity is visible in the number of media engagements in which they participate (print, radio, and television), their application of good business and organizational management practices, and is noted in interviews with Ghana government representatives on non-government organization participation and behavior. Government partner capacity has been increased through direct in-service training, facilitation of linkages between national, regional and local governments, communication with traditional authorities and close working relationships with SFMP. A final round of organizational capacity assessments will be conducted for a few organizations where changes in capacity have not been fully assessed and documented. No additional strengthening activities are planned in Year 5.

Efforts to facilitate private sector partners to provide mobile phone-based micro-insurance and savings facilities to fishers and fish processors has been marginally successful. The demonstration and trial phase resulted in over 3500 paying subscribers to the Fishers Future Plan (FFP) micro-insurance program. Recent redesign of the insurance products on offer are expected to better meet subscriber needs. However, the project suffered a setback in 2017 with the unexpected and sudden withdrawal of Bima Insurance Company, as allowed in the MOU signed between partners with specific conditions that Bima met. Bima provided the technology platform at its own cost through which subscribers pay their premiums. Originally, Bima signaled its intention to make the platform available for the continued use of the FFP. However, in August 2018 the remaining FFP partners were notified by Bima that their platform would not be made available to sustain the program. No USAID funds were expended to build the platform and, as such, it is the sole property of Bima. Partners are now exploring whether the platform can be leased from Bima. This exploration will be facilitated by SFMP in the first quarter of Year 5.

The withdrawal of Bima's platform resulted in private sector partners requesting an additional US\$150,000 to design a new technology platform through which insurance subscribers would make their payments. Given the current reduced funding situation and project closeout timeline, it is not possible to begin redesigning the platform with SFMP support, and the remaining FFP private sector partners are exploring other options such as leasing the existing platform from Bima. SFMP will also phase out of the Tigo Fisheries network, a closed group calling network. The merger of Airtel and Togo has resulted in a new management team handling this program and some limited engagement with this team will occur and end in December 2018.

Table 1 below shows the Life-of-Project targets, results to date (as of July 30th), projected targets through end of Year 4, as well as revised targets for Year 5 that reflect the expenditure slowdown scenario. The final right hand column is color coded and shows those targets that we project will not be achieved in RED and those that will be achieved in Green. Of all the Intermediate Results targets, only two under for IR 4, Applied Management, are projected as not being met by end of project under the slow down scenario. This includes Indicator 21 on value of agricultural loans which is projected to achieve only 67% of the LoP target. For indicator 22 on number of MSMEs receiving agricultural related credit, we project that only 57% of the target will be reached. These un-met targets mean fewer individuals and households benefiting from the project but in-of-themselves do not negatively impact the project goal of rebuilding key fish stocks.

Gathering primary or secondary data for custom target No. 9 on improvement in fisheries enforcement has been difficult because of continuing reticence on the part of government to release this kind of sensitive information. This means partners and SFMP as a whole cannot make quantitative informed determination on the progress against this indicator.

However, the Year 1 baseline survey did collect some measures on perceptions of fishermen regarding enforcement and with a planned repeat survey in Q3, we will have some alternative information on which to assess changes in enforcement effectiveness. While this data is perceptual, and not as strong as collecting actual secondary government data on numbers of arrests and successful prosecutions, SFMP will conduct a final qualitative assessment to give some idea of perceptions on change in IUU as a result of increased enforcement and prosecution. These enforcement indicators are intermediate output and outcome measures that help us understand if we are making progress towards the project goal, as reduced illegal fishing is expected to contribute to rebuilding fish stocks in our theory of change. All other intermediate result performance indicators will be met or exceeded. It is also useful to note that in many cases, updated LoP targets provided in the revised PMP submitted in FY 18 had some targets above the original LoP targets that were set in the initial PMP that was approved in Year 1 of the project.

On the goal indicator (No 1) on number of hectares of biological significance under effective management, we do not expect this goal to be fully realized. It is measured in two ways: Indicator No 1a is the biomass of small pelagic fish in the ocean and Indicator No 1b is fishing mortality – simply put as the amount of fish killed through fishing activity as opposed to natural mortality. These are standard reference points used in fisheries management globally. We expected biomass to eventually increase as a result of reduced fishing mortality. Reduced fishing pressure will be achieved if the Fisheries Commission implements a closed season or other effort reduction measures such as a second weekly non-fishing holiday. We expected fishing mortality to decrease in Year 4, if the closed season in August 2018 went into effect. However, this was postponed by MoFAD until August 2019. If the closed season is implemented in August 2019 with high compliance, then the fishing mortality indicator will be met as the closed season reflects an approximate 7.5% decrease in fishing mortality and corresponding increase in spawning potential. Therefore, we expect the goal indicator target on decreased fishing mortality will be met (Indicator 1b). However, the project ends two months after the closure, field activities will end approximately 4 months before the end of the project, and most sub-agreements and staff contracts will end before the closed season starts. Therefore, there will not be enough time to detect whether biomass (Indicator 1a) has increased as a result of the closed season by project end. Generally, a lag period of six months or up to a year or more is needed to detect such a change and may or may not be achieved due to uncontrollable environmental factors such as a weak upwelling or other environmental factors that prevent biomass from increasing. If fishing mortality decreases as a result of the closed season in August 2019, there is a reasonable assumption and high probability that biomass may increase, but could only be detected after the life of project.

The following sections provide additional information on SFMP's approach in Year 5 related to specific intermediate results. The task tables included at the end of this work plan provide further details of specific activities, timing, and responsible parties.

Table 1: Indicator Matrix for Performance Targets Planned FY 19 and LoP

Ind. No.	Indicator	Original Year1 PMP LOP Target	Revised LOP Target (per FY 18 PMP)	Cumulative Actual Results (as of July 30 2018)	Projected cumulative through Sept 30 2018	Difference (revised FY 18 LOP - Projected Results through Sept 30) = Target remaining to be met)	Targets Per FY19 Workplan w/ expenditure slowdown	Difference in Revised LoP per FY 18 PMP versus new projected LoP (red =Previous LoP target will not be met, Black = LOP target will be met or exceeded)	% Projected LoP Results vs. Revised FY 18 LOP
Project Goal: Rebuild targeted fish stocks via adoption of sustainable practices and exploitation levels									
Project Goal Indicators									
1	Number of hectares in areas of biological significance and/or natural resource showing improved biophysical conditions as a result of USG assistance (EG 4.8.1-1)	610,900 marine	610,930	0	0	-610,930	See below: Fm will decrease but biomass increase expected to occur after end project due to lag in stock response to reduce Fishing mortality	If Fm decreases in YR5 biomass will increase in year following project end	Somewhat met during LoP – see sub-indicators below. The plan is to conduct assessment on all the woodlot and mangrove planting in the final year.
1.a	Biomass to produce MSY (B _{msy}) (Project Indicator)	Stable or increasing	Stable /increasing (Assumes major management measures put in place)	Biomass is low at B= 21,750MT. Biomass target for MSY set at 315,200 MT for 2017	Biomass is low at B= 21,750MT. Biomass target for MSY set at 315,200 MT for 2017	Decreasing	Increasing	Target will not be met in FY 19 but if Fm decreases project is it will occur in FY 20 after LOP	Not to be met by end of project

Ind. No.	Indicator	Original Year1 PMP LOP Target	Revised LOP Target (per FY 18 PMP)	Cumulative Actual Results (as of July 30 2018)	Projected cumulative through Sept 30 2018	Difference (revised FY 18 LOP - Projected Results through Sept 30) = Target remaining to be met)	Targets Per FY19 Workplan w/ expenditure slowdown	Difference in Revised LoP per FY 18 PMP versus new projected LoP (red =Previous LoP target will not be met, Black = LOP target will be met or exceeded)	% Projected LoP Results vs. Revised FY 18 LOP
1.b	Fishing Mortality at MSY (F _{msy}) (Project Indicator)	Stable or decreasing	Stable/decreasing (Assumes major management measures put in place (e.g. 2nd fishing holiday etc.)	Fishing mortality is F=0.88 which is very high. Rebuilding target for Fmsy set at F=0.30 for 2017	Fishing mortality is F=0.88 which is very high. Rebuilding target for Fmsy set at F=0.30 for 2017	Increasing	Stable or decreasing Target will be met if one or more of following implemented by MOFAD/FC: Closed season Second fishing holiday Cap on canoe registration	No change in target	Met
2	Number of indirect project beneficiaries (number), the percentage of which are female (percent) (Project Indicator)	130,000 marine fishers processors and marketers (23% women)	Counting 130,000 if the close season or second fishing holidays is adopted	0	5401 (fisherfolk benefiting from fishing closures in Densu, Pra, Ankobra estuaries)	-124,599	135,401	+5,401	104%

Ind. No.	Indicator	Original Year1 PMP LOP Target	Revised LOP Target (per FY 18 PMP)	Cumulative Actual Results (as of July 30 2018)	Projected cumulative through Sept 30 2018	Difference (revised FY 18 LOP - Projected Results through Sept 30) = Target remaining to be met)	Targets Per FY19 Workplan w/ expenditure slowdown	Difference in Revised LoP per FY 18 PMP versus new projected LoP (red =Previous LoP target will not be met, Black = LOP target will be met or exceeded)	% Projected LoP Results vs. Revised FY 18 LOP
Intermediate Result (IR) 1: POLICY: Strengthened enabling environment for marine resources governance									
3	Number of agricultural and nutritional enabling environment policies (1) analyzed, (2) consulted on, (3) drafted or revised,(4) approved and (5) implemented with USG assistance (RAA) (EG.3.1-12)	Fish Act	Fish Act – Step 3	Fish Act –Step 1	Fish Act – Step 1	Not yet met	Fish Act –Step 1	No change Target to be met	Target reset to step 1 with new MOFAD timeline
		Child labor	CLaT strategy – Step 4	CLaT strategy –Step 4	CLaT strategy – Step 4	Target met already	CLaT strategy – Step 4	Target met already	Already under impl but not full implementation
		Small pelagic	Co-mgt. policy –Step 4	Co-mgt. policy –Step 3	Co-mgt. policy –Step 3	Expected approval end 2018 calendar year	Co-mgt. policy –Step 4	No change Expected to be met Q1 Yr5	
		Demersal plan	NMFMP- Step 4	NMFMP-Step 4	NMFMP- Step 4	Target met already	NMFMP-Step 4	Target met already	Under implementation but not full implementation
		Pra Plan	Pra (CBMP) - Step 4	Step 3 Pra (CBMP)	Step 3 Pra (CBMP)	Target not yet met	Step 4 Pra	No change Target to be met	Target to be met
		Ankobra plan	Ankobra (CBMP) - Step 4	Step 3 Ankobra (CBMP)	Step 3 Ankobra (CBMP)	Target not yet met	Step 4 Ankobra	No change Target to be met	Target to be met

Ind. No.	Indicator	Original Year1 PMP LOP Target	Revised LOP Target (per FY 18 PMP)	Cumulative Actual Results (as of July 30 2018)	Projected cumulative through Sept 30 2018	Difference (revised FY 18 LOP - Projected Results through Sept 30) = Target remaining to be met)	Targets Per FY19 Workplan w/ expenditure slowdown	Difference in Revised LoP per FY 18 PMP versus new projected LoP (red =Previous LoP target will not be met, Black = LOP target will be met or exceeded)	% Projected LoP Results vs. Revised FY 18 LOP
			Densu (Oyster Plan) Step 4	Step 3-Densu (Oyster Plan)	Step 3-Densu (Oyster Plan)	Target not yet met	Step 4 Densu	Target to be met	Target to be met
				Gender Strategy -Step 4	Gender Strategy - Step 4	Target met already	Step 4	Target met already	Target met already
Intermediate Result (IR) 2: SCIENCE & RESEARCH:									
See cross cutting indicators									
Intermediate Result (IR) 3: CONSTITUENCIES: Constituencies and political will for policy reform & implementation built									
6	Number of information products disseminated in local media reports, radio shows, conference papers, and research studies (Project indicator).	140	157	201	208	+51	6	+57 Target met already	132%
Intermediate Result (IR) 4: APPLIED MANAGEMENT: Improved management of marine resources									
7	Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (EG 4.8.1)	735,241	628,319	628,319	628,344	25 Target met and difference is within error of GIS measures	Target Met	0 Target met already	Target met already
8	Number of DAs supported with USG Assistance (Ghana CDCS, IR 2.3 indicator)	4	5	6	6	+1	0	0 Target met already	120%

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9	Improvement in fisheries enforcement and prosecutorial chain to counter IUU fishing (increase/decrease in prosecutions and percent that lead to conviction) (Project Indicator)	Increasing	Increasing	Unknown due to inability to obtain good secondary data	unknown	unknown	Dropped due to inability to obtain good secondary data	N/A	N/A
10	Number of climate vulnerability assessments conducted as a result of USG Assistance (EG 4.5.1)	3	3	3	3	0	Target met already	0 Target met already	100%
11	Number farmers and others who have applied new technologies or management practices as a result of USG assistance (FtF 4.5.2)	111,000	111,000	200	1,171	-109,829	111,000 (assumes a mgt measure will be implemented by FC)	Target to be met if FC adopts one or more mgt measures	100% To be met
12	Number of micro, small and medium enterprises (MSMEs), including farmers, receiving business development services from USG assisted sources (FtF 4.5.2)	3,560	3,657	4,224 M - 511(12%) F-3713 (88%)	4,449	792 Target met already	700 Target met already	+1,492	122%
21	Value of agricultural and rural loans as a result of USG assistance (RAA) (WOG) EG.3.2-6	\$121,711	\$87,082	\$57,350 M - \$ 0 (0%) F- \$57,350 (100%)	\$58,582	-28,500	\$18,809	-9,691	67% Original LoP target will not be met
22	Number of MSMEs, including farmers, receiving agricultural-related credit as a result of USG assistance (RAA) EG.3.2-3	550	550	305 M-0 (0%) F- 305 (100%)	313	-237	100	-137	57% Original LoP target will not be met

Ind. No.	Indicator	Original Year1 PMP LOP Target	Revised LOP Target (per FY 18 PMP)	Cumulative Actual Results (as of July 30 2018)	Projected cumulative through Sept 30 2018	Difference (revised FY 18 LOP - Projected Results through Sept 30) = Target remaining to be met)	Targets Per FY19 Workplan w/ expenditure slowdown	Difference in Revised LoP per FY 18 PMP versus new projected LoP (red =Previous LoP target will not be met, Black = LOP target will be met or exceeded)	% Projected LoP Results vs. Revised FY 18 LOP
Intermediate Result (IR) 5: Gender									
See cross cutting indicators									
Intermediate Result (IR) 6: Public Private Partnership									
13	Value of new private sector investments in select value chains (FTF 4.5.2-38)	Tracked, no target	Track	\$67,205.23	\$67,205.00	\$67,205.00	Track	Track	N/A
16	Number of public-private partnerships formed as a result of Feed the Future assistance (S) (FTF 4.5.2(12))	2	2	2	2	0	0 target met already	0 Target met already	100%
Intermediate Result (IR) 7: Capacity Development									
4	Number of institutions with improved capacity to develop and implement managed access fisheries management plans	16	19	17	17	-2 (GITA and NAFTA not yet w/ improved capacity)	2	0 No change in target	100% Target to be met
14	Number of food security private enterprises, producers orgs., water users assns., women's groups, trade and business associations, and community-based orgs(CBOs) receiving USG assistance (RiA) (WOG) (FTF 4.5.2(11))	3	6 (4 old & 2 new (GITA& NAFAG)	6	6	0	6 Same groups, with ongoing support, no new groups	0 No change in target	100%

Ind. No.	Indicator	Original Year1 PMP LOP Target	Revised LOP Target (per FY 18 PMP)	Cumulative Actual Results (as of July 30 2018)	Projected cumulative through Sept 30 2018	Difference (revised FY 18 LOP - Projected Results through Sept 30) = Target remaining to be met)	Targets Per FY19 Workplan w/ expenditure slowdown	Difference in Revised LoP per FY 18 PMP versus new projected LoP (red =Previous LoP target will not be met, Black = LOP target will be met or exceeded)	% Projected LoP Results vs. Revised FY 18 LOP
15	Number of members of producer organizations and community based organizations receiving USG assistance (S)(FTF 4.5.2(27))	5,588	5,588	4,994 M – 826 (17%) F – 4168 (83%)	5,194	-394	8,200	+7,806	140% Target will be fully met
20	Number of individuals who have received USG-supported degree-granting agricultural sector productivity or food security training (RAA) EG.3.2-2	5	5	5 M-1 (20%) F – 4 (80%)	5 (3 graduated already)	0 (no new but continued enrollment of 2 at URI)	0 (no new but 2 more to graduate in FY19)	0	100% Target will be fully met
Cross Cutting Indicators									
5	Number of days of USG funded technical assistance in NRM and/or biodiversity provided to counterparts or stakeholders (EG 4.8.1-28)	3,566	3,346	3,242	3,342	-4	262	+258	108% Target will be fully met
17	Number of people receiving USG supported training in natural resources mgt and/or biodiversity conservation, and climate change, disaggregated by gender (EG 4.8.1-27/ 4.8.2-6)	5,804	6,946	6,335 M-3361 (53%) F – 2974 (47%)	6,440	-506	1,854	+1,348	119% Target will be fully met
18	Number of person hours of training in natural resources management and/or	58,040	93,407	78,646	80,146	-13,261	12,354	-907	99% Slightly below target but within

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	biodiversity conservation supported by USG assistance (FtF 4.8.1-29)								tolerance of predictability
19	Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training (RAA) (WOG) EG.3.2-1	6,387	8,261	6,479 M –2398 (37%) F – 4081 (63%)	10,889	+2,628	2,554	+5,182	163% Target will be fully met

A. ACTIVITIES AND RESULTS EXPECTED PER INTERMEDIATE RESULT (IR) AREA

This is the final year of the USAID/Ghana Sustainable Fisheries Management Project. As described in the opening section, this means appropriate and timely changes are being made to the implementation strategy to ensure priority activities are supported, life-of-project targets are achieved to the greatest extent possible, and contributions to the overall project goal of rebuilding targeted marine stocks are accomplished or at least set in motion. Also important in this final year is supporting SFMP implementing partners and government counterparts to transition effectively from SFMP support to sustainable implementation of SFMP-introduced program and policy innovations.

This work plan also includes an overview of the close-out activities and approach that ensures lessons learned and project results are captured and disseminated. A national symposium is planned as a wrap-up event that will be delivered in conjunction with the University of Cape Coast (UCC). The national symposium will provide a venue for highlighting USAID's broader impact in Ghana through the efforts of its two flagship projects in fisheries management and university capacity development. Print and electronic copies of documents and materials from SFMP will be disseminated as appropriate. For SFMP, a legacy set of the best-of-the-best documents and studies will be produced as a reference set to anchor future work by partners in Ghana and development partners supporting them.

The following information on activities and results for the SFMP Year 5 is organized around the four primary intermediate results (IRs) areas described in the theory of change in the original program description (http://www.crc.uri.edu/download/PGM001_508.pdf) along with the additional cross-cutting result areas of gender, public-private partnerships and capacity development. Each IR section presents the overall strategy description and a brief overview of the key activities for Year 5. For each activity area, a table is provided in **Section D: Implementation Schedule** that serves as the main reference for task details, related outputs, results targets, sequencing of tasks over the year by month and the lead person and organization responsible.

IR 1: Strengthened Enabling Environment for Marine Resources Governance

Key outcomes and results expected over the Life of Project (LoP) for IR-1 as described in the Program Description include:

- Recommendations for the amendment of the Fisheries Act with explicit language for co-management and use rights;
- Strategies for fishing capacity reduction, fuel subsidy phase-out discussions, and other policy options presented to MoFAD/FC;
- Policies and 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 (see discussion above on difficulty acquiring primary or secondary data).

LoP Progress to Date

Alignment with the schedule of Ghana government required that a major push for amendment of the National Fisheries Act be scheduled for SFMP Year 5. In preparation for this push, a website was brought on line in which all related legal instruments could be consolidated for public and used as a reference for those working on commenting on proposed amendments to the law (<http://rhody.crc.uri.edu/gfa/sample-page/>).

Strategies for capacity reduction, fuel subsidy phase out discussions and of fisheries management policies are at different stages. As expected, these discussions are sensitive and the first four years of the project focused on building understanding and public and institutional constituencies supporting progress.

Competency training was provided to the Fisheries Enforcement Unit of the Fisheries Commission that helped them understand core competencies necessary to improvement enforcement and successful prosecution of IUU cases. Leading up to the 2018 proposed closed fishing season for all fleets, as well as after it was postponed to 2019, the results of this training were visible through new approaches to enforcement that was compliance-based rather than strict policing approaches.

Teams from SFMP worked with the MOFAD and FC, as well as other ministries such as the Ministry of Gender, Children and Social Protection, to draft fisheries sector policies fighting child labor and trafficking, and gender mainstreaming internally for government fisheries sector agencies and in outreach and engagement approaches for greater gender balanced representation in public engagements. Both policies have been signed by the Minister and implementation has started.

Priorities for Year 5

- Approval of the co-management policy: A final draft national co-management policy has been submitted to the ministry for consideration supported by ongoing fisher-to-fisher dialogues in all regions, regional fisheries management working group meetings, and SFMP-supported internal government meetings between MOFAD, FC and FC regional offices. With the co-management policy now moved to cabinet consideration, we expect adoption and implementation of the fisheries co-management policy in Year 5.
- Approval of the community based management plans for 3 estuaries: Demonstrating the application of co-management in Ghana, SFMP has supported the development of three community-based fisheries co-management plans in Ankobra, Pra, Densu estuaries. Year 5 will see formal adoption of all of these parallel with the adoption of the national co-management policy, followed by transition of these communities to sustained management without SFMP support.
- Assist in drafting revisions to the Fisheries Act. The Ministry's strategy over the last several years was to completely rewriting of the Fisheries Act and this approach was supported by the World Bank West Africa Regional Fisheries Management Project. The thinking in the Ministry has changed with the new approach being to just make minor changes in specific provisions. This change has come about in part from stakeholder consultations and concerns raised about whether a full rewrite was really needed. An amendment process is now viewed as being a shorter and less cumbersome process and therefore the preferred approach.
- SFMP efforts to reduce of child labor and trafficking in the fisheries sector in target regions, especially the central region, are visible through the formation of child protection committees in many communities, declarations by paramount chiefs that CLaT will not be tolerated in their areas of influence, and by increased cooperation and communication of agencies positioned to detect and stop child labor and trafficking. In Year 5, CLaT leadership will be transitioned to the Fisheries Commission and other agencies working in the area and a final documentation of lessons learned will be produced documenting successes. Along with anti-CLaT activities, gender is mainstreamed into other ongoing activities, funding is at proportionately similar levels as previous years, and there is an increase in attention on institutional adoption, visibility and local government budgeting

for these activities. Lessons learned and progress will be documented in a final wrap up document that will be presented at a national seminar in July 2019.

- While it is unlikely that SFMP will be able to assist in preparing the next five-year update of National Fisheries Management Plan that lapses at the end of 2019, SFMP will attempt to catalyze preparations with the MOFAD and FC with informal recommendations that can form the foundation for stakeholder engagement necessary for adoption of the National Fisheries Management Plan 2020-2025.

1.1 Fisheries Co-Management Policy

Adoption and implementation of the fisheries co-management national policy and approval of the three SFMP supported co-management demonstration sites (Ankobra, Pra, Densu estuaries) are the final results of SFMP's five-year effort to introduce and institutionalize co-management of fisheries resources in Ghana. The final draft of the national co-management plan has been sent to the MOFAD for transmission to Cabinet for review and endorsement. This is the final step before signing by the Minister.

It should be noted that under existing law, local management plans must be endorsed by the national Fisheries Commission, approved by the Minister, and nationally gazetted. This could be a lengthy process that would delay final gazetting of the Pra, Ankobra and Densu estuary community-based fisheries management plans. Amendments to the National Fisheries Act that will shorten this process will be drafted but amendments to the act itself are not likely to be completed by the end of SFMP. However, by the end of SFMP, the project team, working with the Fisheries Commission staff, will bundle all three plans into a single submission to the Fisheries Commission and Minister for consideration and processing after they are reviewed and endorsed by the Regional Fisheries Directors and other local authorities and leaders. Once the Co-management policy is approved, the three management plans will be submitted for approval. As a second generation of co-management pilots, we expect these can be approved quickly.

A new draft fisheries co-management policy framework was completed in Year 4 with SFMP support through a coast-wide stakeholder consultative process. The final draft is expected to be approved by the Minister in the first quarter of Year 5 after presentation to the Cabinet for endorsement. (see IR 4.2).

Once approved, the policy will be launched at a public event organized by the Fisheries Commission. Approximately 100 stakeholders and officials will be invited to the launch and copies of the document will be distributed. Prior to the launch a two-day workshop with traditional authorities, senior government personnel, the FC Board, FC Directors/Deputies and 10 regional Directors to expose the contents and clarify roles and responsibilities related to implementation. Hard copies of the final document will be printed and distributed to support implementation of the policy.

1.2 Legal Reform

The Ministry of Fisheries and Aquaculture Development (MoFAD) is revising the National Fisheries Act to improve fisheries management in Ghana. Timing for completion of the drafting instructions to inform law experts within the government on what is desired in the actual amendments is expected around March 2019. This timing represents a unique window of opportunity for the SFMP to support what is typically a once in a decade opportunity to support fisheries legal reforms to reflect the latest best practices including co-management, use rights, methods of achieving compliance with the latest scientific knowledge on appropriate fishing gear use, and others amendments that reflect Ghana's current obligations under international fisheries management conventions. The legislative drafting committee,

that includes SFMP, will renew its efforts to complete the required amendments by March 2019.

Once the drafting instructions are complete, stakeholder engagement is required before the amended act can be presented to Parliament. Given the reduction in funding for the beginning of FY19 (SFMP Year 5), it is likely that SFMP will not be positioned to support the necessary public consultation required. This likely will not stop the government from moving forward with the law, but will mean that the public consultation normally required will not be possible by the end of SFMP. SFMP will attempt to support the completion of the drafting instructions by retaining two legal experts who will work directly with the ministry through March 2019.

1.3 Harmonizing Regional Fisheries Policies

The SFMP continues to have regular communications with the FCWC about regional harmonization, including the achievement of appropriate coordination on the timing of regional closed seasons. The national seminar schedule for July 2019 will be the summary event for both SFMP and UCC funded projects, and will provide a venue for discussion on how to move forward with regional coordination on closed seasons just before the August 2019 closed season in Ghana. SFMP plans to work with FCWC to invite representatives of the FCWC and its member countries participants, personnel linked to the USAID Regional Mission, WaBICC to participate and learn about USAID's fisheries and coastal program impacts and lessons learned in Ghana.

Previous regional assessments conducted by FAO/CECAF considered the stocks between Liberia and Nigeria as a shared unit. Under this assumption, Ghana accounts for about 80% of landings within this management unit and is therefore considered the dominant force in the stock collapse. A genetic (DNA) analysis of regional sardinella stocks, to be completed by the end of Year 4 by a Ghana graduate student studying at URI, will establish the extent of shared sardinella stocks along the West Africa coast. The results of this study will be highlighted to inform needed Ghanaian vs regional fisheries management actions, and will support national actions being taken by Ghana to manage its own fisheries stocks.

IR 2: Science and Research Applied to Policy and Management

The Fisheries Commission Fisheries Statistical Services Division (FSSD) has been provided with successful demonstrations of electronic data collection and its capacity to conduct its own stock assessments of small pelagic and demersal fisheries has been increased. What is now an ad-hoc Science and Technical Working Group, the formation of which was supported by SFMP, provides a peer review group that serves to validate Ghana stock assessments through the participation of government, academia, industry, traditional authorities, fishers and fish processors, and NGOs. Fisheries Commission staff trained at the University of Rhode Island are now back at the FSSD and bring post-graduate Master's Degree expertise to the FC stock assessments. In addition to increasing science and research expertise in the FSSD, two UCC Department of Fisheries and Aquatic Sciences (DFAS) staff completed master's degrees at URI, with a the third who will complete his Ph.D. in August, 2019. SFMP staff, and through its links with URI, will continue to support the coming 2018 stock assessment to be published in early 2019, but at a reduced level due to funding constraints.

2.1 Scientific and Technical Working Group (STWG)

In Year 5, the Science and Technical Working group will be supported for a minimum of 2 meetings. A key SFMP outcome in Year 5 is to work with the Fisheries Commission and Minister to establish the STWG as an official advisory body of the FC and Ministry on a wide range of issues but particularly to serve as a multi-stakeholder body that supports the

FSSD in monitoring and evaluating the effectiveness of annual stock assessments, results of closed seasons, and other fisheries management measures.

2.2 UCC/DFAS/CCM Capacity Development

The SFMP continues to work closely with and support the University of Cape Coast Department of Fisheries and Aquatic Sciences and Center for Coastal Management and in Year 5 includes the following:

- *UCC and FC Student training*: Five PhD students from UCC will attend one semester abroad at URI for enhanced education and work on their dissertation topics during the Fall quarter of Year 5.
- *Fisheries Extension*; SFMP will continue to support CCM extension agents conducting outreach activities related to water quality in the Densu estuary and the potential for a CBFM in the Narkwa estuary.
- *Cooperation on a National Seminar highlighting USAID impacts over the past 5 years*: A national seminar will be conducted in cooperation with UCC to exchange and disseminate knowledge developed and lessons learned between and across the two programs. Current discussions consider a 5-day program that includes field trips, mini-trainings on specific topics and several days of thematic presentations and workshops focused on assessing Ghana's current status with fisheries and coastal management measures and futures needs.
- *UCC Fisheries Data Portal*: SFMP will contribute materials to the *UCC Fisheries Data Portal and Ghanalinks* including electronic copies of SFMP legacy set of documents that represents the best of SFMP-produced studies, analysis, and lessons learned.
- SFMP staff will contribute to the UCC Journal of Coastal and Fisheries Management including selected articles and, depending on funding, may consider supporting printing of a special edition on SFMP, UCC and CSLP experiences across the USAID/Ghana suite of coastal projects.

2.3 Advanced Spatial Data Collection and Processing for SFMP, the Coastal Sustainable Landscapes Project and the University of Cape Coast

In previous years, SFMP worked to build capacity in Hen Mpoano and UCC to utilize small unmanned aircraft (SUAs) for high resolution mapping and coastal planning. This required a long process of initial training, acquisition of aerial vehicles, training in data processing and pilot preparation. SFMP has demonstrated success with its partners in using smaller helicopter types of unmanned aerial vehicles. Larger fixed-wing unmanned aerial vehicles have proved problematic in terms of technology problems, including loss of function and unplanned landings resulting in aircraft damage. While the data captured by the larger aircraft is proving very useful, repair requirements have revealed a potential weak link in Ghanaian institutions in terms of their ability to maintain more expensive and larger aircraft. Year 5 activities will emphasize image processing, analysis, and submission of GIS information to USAID data portals.

The ability to utilize small unmanned aircraft (SUAs) for high resolution mapping and coastal planning has been successfully demonstrated and will be completed early in Year 5. A key priority is to finish processing the large collection of several hundred thousand images taken by the fixed wing UAV earlier in 2018. These will be assembled in large mosaics that can serve both as base maps and for creating derivative maps with land cover and land use information, and made available to the University of Cape Coast and USAID data portals.

The fixed wing was damaged and subsequently repaired by the manufacturer C-Astral which slowed down completion of this work in Year4. The craft will be fully tested to insure that it can carry out trouble-free flights. A final decision on the disposition of the fixed wing craft will be based on the strength of UCC or another local partner's interest, capability to fly the UAV including necessary licenses, pilots and insurance, and ability to sustain the operation of the UAV over the life of the equipment. The priority is to keep the UAV in Ghana, however, CRC recognizes that the risk and responsibility may be greater than any partner is able to accept. UCC has already indicated that it has questions about funding availability for routine maintenance, repairs, etc. In the absence of a Ghana-based host, the equipment will be returned to URI and deployed in other USAID-related projects as opportunities arise. Hen Mpoano, the other alternative also raises questions about the financial capability for these same costs.

IR 3: Creating Constituencies and Stakeholder Engagement

In the final Year 5, SFMP will align its activities with Fisheries Commission's self-identified needs. A coordination and alignment meeting with FC and MoFAD personnel was already conducted and ongoing meetings and discussions ensure we stay aligned and adaptive to government communication needs, particularly in terms of supporting IEC efforts not covered under government budgets but are critical for success.

3.1 Communications Campaign on Implementation of the NFMP and MOFAD Policies

The central organizing document for SFMP work has been the Ghana National Fisheries Management Plan. SFMP communications have highlighted the existence and awareness of the NFMP, and appropriately highlighted the main components that together will reduce fishing effort and contribute to the restoration of threatened stocks, especially small pelagics on which so many Ghanaians depend. While ultimately postponed, the near successful declaration of a closed season for all fleets in 2018 put a 2019 closed season squarely into the national political agenda. SFMP's communications support for the closed season will continue in order to maintain momentum toward the 2019 closed season period. It is expected that the 2019 closed season will be declared in January 2019 after which SFMP will increase communications support through March or April, which closeout of SFMP must begin. Another key component of reducing effort is registration and capping of the canoe fleet currently operating in Ghana, which the expectation that registration and capping canoe numbers will eventually lead to sustainable level in the future.

Through SFMP, USAID has made significant investments in developing, demonstrating and rolling out the new *Ahotor* fish smoker technology. There are still challenges that must be overcome that relate to culture perceptions biased in favor of the traditional *Chokor* smoker. A communication campaign will seek to widen adoption of the *Ahotor* fish smoking technology as well as support increased use of micro-finance options for purchasing *Ahotors*, an area that has been especially problematic. Linked to the YEAR 5 wrap up of support for the *Ahotor* will be limited support for the final institutionalization of the Class I certification scheme for fish handling that certifies specific fish processors have achieved a minimum level of hygienic fish processing, especially in the separation of receiving, washing, processing and packaging of smoked fish.

The broader objectives of the SFMP communications program will continue to support key elements of the program including adoption of the national co-management policy, results of direct public participation through the fisher-to-fisher program, summary documentary films of achievements made with USAID support, progress on amending the National Fisheries Act, and other fisheries management areas.

3.2 Legacy Documentation

Throughout Year 5, SFMP implementing partners will be assessing progress, challenges encountered, remedial actions taken, and what worked and what didn't work. Documentation of successes and lessons learned will be captured and consolidated into a legacy set of publications that will be published in print and electronic formats. These documents will be distributed through a range of channels such as the UCC and CCM portals, university libraries, Ghanalinks, USAID Docs, implementing partners and relevant government agencies.

The SFMP CivicCRM contact database that currently holds nearly 5000 contacts engaged by SFMP over the life of the project will be migrated to the Fisheries Commission along with other tools such as mNotify, a low-cost, text-based communication platform. All GIS data will be collected, consolidated and archived in the appropriate institutions including UCC and related USAID-connected data warehouses.

In collaboration with UCC, a national seminar will be produced in July 2019 to highlight USAID contributions to fisheries management and university capacity development over the past five years.

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

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
- Approximately 3,000 people, a majority being women, benefiting from diversified livelihoods, access to micro-credit, adoption of more profitable smokers and product value additions
- Several fishing communities more resilient to climate impacts
- Capacity of more than a dozen district authorities to promote and support resilient community policies and initiatives increased.

4.1 Implementing the NFMP with Emphasis on Small Pelagics Fisheries Management

4.1.1 Closed Season

A national closed season for all fleets was declared in July 2018 in line with the National Fisheries Management Plan. Although ultimately postponed, this action put a national closure for all fleets squarely into the national political agenda. In postponing the August 2018 closed season, the Minister of Fisheries and Aquaculture Development promised declaration of an all fleets closed season in August 2019. Opponents of the 2018 closed season all agree on the need of a closed season during the most productive spawning period of the year to allow fish stocks recover. The Minister is expected to declare the 2019 closed season in January 2019 and with a long notice it is highly likely that the 2019 season will be a success.

In Year 4, SFMP engagement in supporting the MOFAD and the Fisheries Commission implementation of the NFMP directly led to the declaration of a national closed fishing season in August for all fishing fleets. August is the more biologically significant time for fish spawning and represents one of the three most important fishing capacity reduction actions that can be taken in Ghana (the other two are licensing and capping the size of the canoe fleet, and control and ultimate elimination of the premix fuel subsidy). Although the

closed season for 2018 ultimately was rescinded the initial decision was actively discussed in the President's office putting is permanently on the national agenda. There is a high degree of confidence that an all fleets closed season will be implemented in 2019. This is critical to achieving the project goal as without some level of management interventions to address overfishing, the fish stocks cannot be rebuilt and improved catches and profitability in the long term cannot be achieved. To ensure its success, SFMP will work with the Ministry to increase engagement and facilitate coordination between Parliament members, fishers, fish processors, industry and government.

The postponed closed fishing season in August is arguably the most significant fisheries management measure that can be introduced in Ghana, closed followed by capping and reducing the number of canoes. It is expected that the Minister will announce the 2019 closed fishing season in January 2019 and SFMP is ready to support this closure through approximately April or May with communications and constituency mobilization support, as well as designing the monitoring and evaluation approach that can be implemented by government and university staff. However, given the closeout timing of SFMP, the project will not be able to support any baseline monitoring and evaluation before, during, or after the closed season. Particular areas of focus will be direct engagement of the multi-party subcommittee on natural resources, as well as engagement of regional district assembly members, traditional authorities, chief fishermen, and others to ensure broad and non-partisan support for the closed season.

The majority of SFMP support for the closed season will be focused during the period January-April 2019, after which project closeout processes will begin and support will necessarily be curtailed. Although support for the closed season would ideally run up to and through the 2019 closed season, the process of closing SFMP (staff demobilization, consolidation of documentation, final financial audits, closing bank accounts, etc.) requires that field activities largely come to an end prior to the closed season (as well as the time when amendments to the national law will be debated).

4.1.2 Artisanal Canoe Registration

Contributing to the LoP target of reducing fishing effort, SFMP will support the Fisheries Commission in a major push toward registering all canoes operating in the coastal marine area and the issuance of smart-cards for each canoe. This is a critical achievement that will enable the government to declare a moratorium on new entrants into the canoe fishery, effectively capping fishing capacity at current levels. Registration and capping new entrants into the canoe sector is the first step in eventual reduction of the number of canoes to sustainable levels that will happen after the end of SFMP. While not set, SFMP current is in discussions with the National Premix Committee about linking the smart-cards to the purchase of Premix. While this doesn't eliminate the subsidy, linking the smart cards to canoe allocations of subsidized fuel it is a first step toward tighter control of subsidized fuel distribution.

In SFMP Year 4, funding was allocated to support the registration of all canoes and the using of smart cards for each canoe owner or captain (as determined by the owner). An initial list was completed but contained duplicates and listing of non-operational boats. In addition, the Fisheries Commission was not able to move forward with consensus on the details of the smart cards.

At the end of Year 4, the Fisheries Commission renewed its efforts to push forward registration of all canoes and the issuing of smart cards. In addition, SFMP and the FC met with members of the national Premix Committee to discuss links between registration,

issuing smart cards, and the increased control and management of premix subsidized fuel distribution.

Based on these discussions, SFMP will work with the Fisheries Commission and National Premix Subsidized Fuel Committee under the Ministry of Energy to complete a cleaned national registration of all coastal canoes, issue smart cards to all coastal canoe owners or captains (TBD), and link the smart cards to premix subsidized fuel distribution.

This is a very aggressive effort for any project in a closeout year. However, close working relations with the Fisheries Commission and newly established relationships with the National Premix Committee indicate that it may be possible to complete this effort prior to starting project closeout in 2019.

4.1.3 Other Management Measures

In Year 4, SFMP worked with the Ghana National Canoe Fishers Council (GNCFC) through the Fisher-to-Fisher Dialogue (F2F) meetings in all regions to reach consensus in all coastal regions that an additional non-fishing holiday would be declared across the entire coastal region. A public meeting was scheduled in April 2018 to announce establishment of additional non-fishing holidays in each region but this declaration was at the last minute put on hold by the Ministry in fear that it would jeopardize chances of successfully declaring a closed season for all fishing fleets in August later in 2018.

Based on an already established consensus for the declaration of an additional non-fishing holiday in all regions, SFMP will engage the GNCFC to reintroduce the fishing holiday in all regions early in Year 5.

4.2 Implement Community-Based Fisheries Management Pilots

Participatory community-based fisheries management plans have been developed for three areas – The Densu, Pra and Ankobra estuaries. These plans were drafted by several of the SFMP implementing partners, DAA, FoN and Hen Mpoano, working closely with the Fisheries Commission zonal officers and regional offices, and the resource users themselves. The process relied mainly on local ecological knowledge of the resource users and secondary information available from other sources. The plans provide goals for management of key fisheries resources and associated habitats and management measures to achieve these goals. An important component of the plans, once approved by the Fisheries Commission and MOFAD, is the provision of exclusive use rights and delegation of management responsibilities to resource user associations under the supervision and guidance of the Fisheries Commission. This would be the first examples of allocation of fishery use rights in Ghana. Use rights are considered a global best management practice for successful fisheries management and provides an invaluable practical experience in how to apply this principle in a Ghana context through these pilot exercises.

These management plans were developed in parallel with the development of the national policy framework on co-management (see section on IR1) and serve as examples of how the policy can be practically implemented for small scale community-based fisheries management systems in estuarine areas.

In this final year, these plans will be submitted for final approval once the co-management policy is approved by MOFAD. We project that the plans this will be approved in the first half of the workplan year. Parallel with the formal approval process, the three implementing partners will continue to build the capacity of the community based associations that will be granted use rights to the fishery to ensure sustainability beyond life-of-project of their ability to monitor and manage the selected fisheries in these estuaries. In addition, a number of

management actions in the plans and already being implemented informally. Additional implementation actions will be supported through March including mangrove reforestation, implementation and monitoring of area and seasonal closures.

The process for formulating community-based fishery management plans and their implementation, including establishment of institutional arrangements and use rights will be the subject of a final project legacy document – a “How To” guidebook on co-management (see section on IR3) that draws on the lessons learned, experience and examples from these sites.

CEWEFIA has been working with a youth group on establish and manage a woodlot of approximately 10 hectares that has been replanted with fast growing tree species and developed as an example of an integrated approach to providing sustainable fuel wood supply for fish smokers rather than cutting mangroves and protected forests. This activity will be ending by March with emphasis on capacity development of the youth group for sustaining the woodlot beyond life-of-project.

In partnership with the CCM at UCC, SFMP has been supporting two UCC PhD students to provide support services on community-based ecological monitoring (see IR 2) in the Densu estuary and support other CCM outreach activities. In this final year the students will be supported through May (final year for their studies) and will focus on additional participatory monitoring of water quality (mainly E. coli) in two lagoons where shellfish is harvested, processed, sold and consumed by women gleaners – in the Densu and Narkwa estuaries. The Densu is a SFMP supported area whereas CCM has been supporting oyster aquaculture trials in the Narkwa lagoon.

4.3 Value Chain and Post-Harvest Improvements in Small Pelagic Fisheries

In the first four years of SFMP, significant support focused on organizing and strengthening women’s fish processing and marketing groups with an emphasis on three main pillars: (1) promoting more profitable and efficient fish smoker designs (*Ahotor*), (2) improving fish quality, storage facilities, handling and traceability from nets to table including the “Healthy Fish” campaign aimed at fish consumers and intermediaries, and (3) livelihood activities that add value to the products and services of small to medium sized businesses.

Working closely with the Fisheries Commission Post-Harvest Unit (PHU) on implementation, SFMP focused on various aspects of these themes in different geographic regions of the country. As implementing partners under SFMP, SNV worked in the Volta Region, the Development Action Association (DAA) worked in the Greater Accra Region and the eastern portion of Central Region, and the Central and Western Fish Mongers Improvement Association (CEWEFIA) worked in the Central and Western regions. Resonance Global focused developing a more robust rollout plan and micro-finance related to *Ahotor* adoption.

Promoting Ahotor stove including demonstrations and micro-finance: In Year 5. SFMP is focused on jumpstarting adoption of the technology and energizing growth. This includes an increased effort to collaborate with the FC Post-Harvest Unit’s rollout program based on the adoption of the *Ahotor* technology by the Minister. Working with the FC PHU, SFMP has developed a plan to support a significant number of additional *Ahotor* beneficiaries to increase visibility of the *Ahotor* smoker. In addition, Resonance worked other SFMP partners (CEWEFIA, DAA, SNV), with FC and with the National Fish Processors and Traders Association to identify at least 180 individuals who are interested and qualify for micro-finance loans to build their own *Ahotor* smokers. Both these efforts will move forward in the early part of year 5. Construction of additional smokers will be completed by December

2018, and micro-finance efforts will end in March 2019, just prior to the start of SFMP closeout.

Certification of Class I Kitchens: Working with the Fisheries Commission, the Ghana Standards Authority, and the Ghana Industrial Standards Testing Authority, SFMP supported the development of a certification scheme promoting hygienic fish handling. Designed as a three tier scheme, the requirements for Class I certification were completed in Year 4. In Year 5, SFMP will support the first round of audits and certifications in all regions in cooperation with the Fisheries Commission Post Harvest Unit and FC zonal officers from all regions. These efforts will be combined with small business skills training for recipient fish processors and traders.

Improved Micro-Finance Ahotor Ovens: Improving access to micro-financing for *Ahotor* oven smokers has been particularly challenging for SFMP. Fishers and many processors are very mobile and move depending on the season, making them very hard to track, and hence accountable, for repayment of loans. Income streams or assets on which loans, including micro-finance loans, are based is extremely low in most fishing communities. In addition, there is a steady underlying mistrust of banks and loans among fishing and fish processing communities. Finally, most fish processor transactions are based on credit and cash schemes, and so familiarity with loans and related interests is minimal.

To address the challenge of jump-starting micro-finance options for fish processors, and thereby jump-start adoption of the relatively expensive (compared to traditional *Chokor* mud and brick ovens) *Ahotor* smokers, SFMP hired a new staff person in 2018 with specific expertise in micro-finance. Working with partners and direct contact with communities enabled her to identify a group of approximately 180 persons who qualified and wanted micro-finance loans to build *Ahotor* ovens. These women were also willing to up-front share a percentage of the total costs of building *Ahotor* ovens. This demonstration and expansion of micro-finance opportunities has already started and will be rolled out in the first 6 months of Year 5 and end in March when all field activities end and sub-agreements begin to phase out, as reflected in the current SFMP closeout plan.

MSME business development: A pillar of SFMP work in the post-harvest value chain is sustaining the positive effects of efforts by implementing partners to build the business skills of fish processors and traders.

4.3.1 DAA Activities

The Development Action Association was a major beneficiary of USAID support in Years 3 and 4 with the construction of the DAA Fisheries Training and Demonstration Center. The Center has the capacity to train over 300 women fish processors per year, as well as set up its own self-sustaining fish smoking and selling business based on the new Class I hygienic fish handling and processing certification scheme. In Year 5, DAA will focus on consolidating its sustainable business plan, begin training of fish processors under government and other development partner funding, and facilitating the F2F Dialogues in their areas of work on the 2019 closed fishing season.

4.3.2 CEWEFIA Activities

CEWEFIA was the beneficiary of refurbishment of their fisheries processing training center in Elmina, Central Region. Serving as the main fish processing and training center for Central and Western Regions, CEWEFIA is already in discussions with other development partners about training activities in these two regions. The refurbishment of the CEWEFIA training center enables it to comply with Class I hygienic fish handling requirements and is expected to receive this certification in early Year 5. With the Class I certification and its refurbished

training facility, CEWEFIA is capable of training over 200 fish processors per year. In Year 5, CEWEFIA will focus on consolidating its sustainable business plan, begin training of fish processors under government and other development partner funding, and facilitating the F2F Dialogues in their areas of work on the 2019 closed fishing season.

4.3.3 SNV Activities

SNV has been an important implementing partner for SFMP. It coordinated annual anti-CLaT planning across all partners in all regions and coordinated anti-CLaT and gender engagement at the national level. SNV managed the development and initial demonstration of the new Ahotor stove technology and was responsible for the early micro-finance demonstrations with local finance institutions. SNV also managed the construction of the DAA fisheries training and demonstration center in the Greater Accra Region and the refurbishment of the CEWEFIA training center in Elmina, Central Region. SNV also played a key role in organizational development and capacity assessment for key partners including NAFPTA, GNCFC, and NAFAG. It also was a key counterpart in capacity assessment for SFMP government partners and implementing partners across the project.

Overall Ahotor fish smoker demonstrations are largely complete with only the micro-finance component to be finalized that will allow for sustained scale-up. This will be the focus of Resonance's post-harvest work which will wrap up in March as part of the SFMP closeout plan. SNV will largely end SFMP support activities in December 2018. SNV's remaining time will focus on the last capacity assessments for key partners and capturing lessons learned from their role in SFMP.

4.3.4 Resonance Activities

Resonance has been the main implementer for the public-private partnership component of SFMP, including the Fishers' Future Plan (FFP) that provides mobile phone-based micro-insurance and savings plans to fisherfolk across the coastal regions. Resonance facilitated and helped private sector partners define and refine micro-insurance and savings products, and the FFP now has approximately 3500 paying subscribers. In Year 4, Resonance partnered with SNV to move the Ahotor oven micro-finance work stream and has largely assumed the lead role for this effort.

4.3.5 Evaluation of Ice Chest Experiments with FC PHU

In Year 4, SFMP worked with the Fisheries Commission Post-Harvest Unit to develop an experiment to test and demonstrate the use of ice chests for fish processors to reduce post-harvest loss. This experiment will be evaluated within the first six months of Year 5 to determine level of use/adoption of this for small and medium size fish processors.

4.4 Promoting and Sustaining the DAA and CEWEFIA Fisheries Training Centers

In Year 5, the SFMP core team will work with DAA and CEWEFIA staff to update and finalize business plans for revenue generation post-SFMP, including proposal writing training. In addition, SFMP will provide small business development training and facilitate meetings with potential funders (e.g. Star Ghana). SFMP will support the expansion of already ongoing activities such as providing fisheries based training and serving as a hub of improved post-harvest knowledge exchange.

4.5 Reducing Child Labor and Trafficking in Fisheries in the Central Region

Though Ghana recently has been upgraded from Trafficking in Persons (TIP) Tier 2 Watch-List to Tier 2 by the US State Department; human trafficking issues still pose socio-economic challenges to the country with dire implications on national development. Child labor and

trafficking within the fisheries sector remains a main area of concern, particularly in the Central Region which is a major source area for trafficked children.

Through its anti-child labor and trafficking (CLaT) interventions since 2014, SFMP has contributed to institutional strengthening and awareness raising on CLaT in the coastal districts of the Central Region and supporting the Ministry of Fisheries and Aquaculture Development in producing a fisheries sector CLaT strategy.

In Year 5, SFMP will consolidate the achievements of the previous years. Notable milestones will include the development of anti-CLaT actions incorporated into the Medium Term Development Plans (MTDPs 2018 - 2021) of the ten (10) Coastal District of the Central Region and the adoption of the National Fisheries Sector Anti-Child Labour and Trafficking Strategy by MOFAD. SFMP partners including FON, CEWEFIA, DAA, SNV and other interested partners/agencies/organizations will work together to implement the specific actions within the national strategy, by strengthening relationships between national, regional and district actors focus on CLaT, with a particular emphasis on sustainability and continuity.

Through FoN, SFMP will coordinate platforms for the implementation of the anti-CLaT actions in the MTDPs in collaboration with District Assemblies, MOFAD, Department of Social Welfare (DSW), regulatory agencies; traditional leaders, faith-based organizations (FBOs) and community-based actors. FoN, CEWEFIA, and DAA will work with stakeholders to organize strategic regional stakeholder workshops in the Central Region that focus on strengthening demand for District Assemblies to budget anti-CLaT activities in their annual work-plans. Key outputs of the engagements are expected to include a draft unified region-wide approach for the implementation of the anti-CLaT actions in the MTDPs. Supporting a unified regional-wide action will be a consistent set of key messages for anti-CLaT campaigns to be used by CSOs and FBOs working in the region.

FoN will take a leadership role in facilitating coordination with CEWEFIA and DAA to communicate key messages to the National Steering Committee (NSC) Against Child Labour and other national level actors. Key outputs are expected to include CLaT prevention in the marine fisheries sector receiving improved recognition by the NSC with the objective of increased funding at regional and district levels for anti-CLaT activities. Engagement of the NSC will also facilitate continued mainstreaming of marine fisheries CLaT prevention actions into the National Plan of Action program (NPA 2017-2021) for Combating Human Trafficking and contribute to increased resources at regional and district levels for integrated local anti-CLaT efforts.

Working together, FoN, CEWEFIA and DAA will provide support to actively facilitating collaboration of MOFAD/FC with the leadership of District Assemblies on the planning of the anti-CLaT interventions contained in the MTDPs 2018-2021. Working with DAA and CEWEFIA, FoN will conduct field monitoring visits and support communication of the designed key messages on cultural/religious-based local pro-child welfare awareness and actions.

IR 5: Gender

Organizational capacity assessments conducted by SFMP against a baseline reveal a significant increase in the participation and voice of women engaged in the fisheries sector in Ghana. Gender is an important cross cutting theme for SFMP in which we have made significant investments in previous years. Many gender activities in the Year 5 work plan are mainstreamed into the other IRs such as capacity development of women fish processor organizations, micro-finance targeted at women-owned MSMEs, business skills development and VSLAs primarily geared towards women-owned MSMEs (fish processors), community-based management and use rights for women oyster harvesters in the Densu Estuary (IR 7 and 4). Capturing our work, lesson drawing and final program legacy products and related outreach products will include gender issues in fisheries (IR3 - building constituencies) in ways that highlight the importance of women in the fisheries sector and progress made on

their inclusion in decision-making and increased voice and agency regarding fisheries management. Provisions in the co-management policy submitted to the Ministry for approval (developed under IR-1 and developed with SFMP support) that requires women inclusion on co-management committees while not precluding them from leadership roles as committee chairpersons as compared to previous practice will be highlighted in outreach activities once the co-management policy is approved. A particular area of emphasis in Year 5 will be to consolidate gains made to date by strengthening the partnership and joint work/business planning between three local partners that focus almost exclusively on women's issues. Joint leadership training will be provided to the Development Action Association (DAA) that works with women's oyster pickers in the Densu Delta, Central and Western Fish Mongers Improvement Association (CEWEFIA), and the National Fish Processors and Traders Association (NAFPTA) with the purpose of strengthening their individual and joint efforts towards greater gender inclusion in fisheries management in Ghana.

In the first quarter of Year 5, a SFMP gender assessment report will be completed that looks at SFMP's accomplishments, challenges and lessons learned on gender mainstreaming.

SFMP will consolidate the micro-finance efforts in the first six months of Year 5 led by Resonance which will close out its work in March of 2019. Facilitated by SFMP, more than 190 micro-finance applications were submitted in the last quarter of Year 4 to a local micro-finance institution and are currently being reviewed. SFMP will continue to follow these into the first two quarters of Year 5 to help SFMP meet its overall LoP targets.

Lessons learned through the SFMP experience will be shared in the final closeout event (national seminar) to be conducted in July 2019 in cooperation with the University of Cape Coast, Central for Coastal Management.

IR 6: Public-Private Partnerships

Digital financial services are new to Ghana. Although mobile phone usage is prevalent, use of smart phone capacities is limited. Working with Resonance, SFMP supported the facilitation of private sector partners to test the demand and delivery of mobile phone-based micro-insurance and savings for fisherfolk in Ghana. In the first three months of Year 5, Resonance will wrap up its facilitation and private sector partners will take the lead to the program will transition to 100% industry led at the end of December 2018.

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

SFMP develops the capacity of key local organizations in Ghana involved in fisheries to catalyze and drive the transformational change needed in the sector to reverse unsustainable resource exploitation and secure fisheries livelihoods. These include government institutions (Fisheries Commission Units and Divisions, Regional Coordinating Councils, interagency units, and public university departments and units at the University of Cape Coast), as well as civil society organizations (producer/processor membership organizations and local NGOs) and the private sector. Since the beginning of SFMP, the organizational capacity of 16 local organizations involved in fisheries management was improved to effectively implement sustainable fisheries initiatives, and to improve the quality and sustainability of services they provide to their constituencies. In the case of SFMP's 5 local CSO sub-awardees, their readiness to receive direct USAID funding is already documented as improved through previous organizational capacity assessments. Final organizational capacity assessments (OCAs) will be conducted for all engaged organizations and the results will be compared to baseline assessments. Progress and lessons learned will be documented and recommendations generated for each organization to consolidate capacity developed and additional needs.

In addition, two Ghana students studying at URI will complete their studies. One is a PhD candidate from UCC preparing his dissertation on the sardinella stocks, and who has met all other graduation requirement. He is expected to defend in the summer of 2019 and return to Ghana by end of August. The second student is completing her thesis on a regional analysis of sardinella DNA to determine the extent and number of unique stocks along the West African coast. Her findings will be important for verifying existing regional fishery management units for sardinella species requiring regional cooperation. She is scheduled to graduate and return to Ghana in December 2018

B. SFMP PROJECT MANAGEMENT

B.1 SFMP Close Out

B.1.1 Closeout Plan Preparation

SFMP will comply with USAID's closeout procedure requirements as per the grant agreement. No financial expenditure will be incurred after October 29, 2019. All reports will be handed over to USAID within the time stipulated in the agreement. A draft final report shall be submitted to the AOR 60 calendar days after the end date of the award, and copy of the final report will be submitted to the AOR within 90 calendar days after the end date. The final report shall meet the requirements set forth in 22 CFR. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, notable impacts, and detailed financial information.

B.1.2 Sub-Recipient Agreement Closeout

All sub-recipients' agreements shall be closed at least four months before the final closeout of the project. However, different sub-recipients agreements will be closed at separate times depending on completion of their work, achievement of targets and the spending slow-down plan requested by USAID. The sub-recipient closeout process will document the extent to which each partner has successfully completed core mandates and key activities in their respective sub-award. SNV will be closed out in December 2018 following completion of the final organizational capacity assessment of local implementing partners. The sub-agreement with Resonance (formerly SSG) will be ended in March 2019, however its support will be a phased close out. Resonance support for the private sector partnership on the Fishers' Future Plan micro-insurance and savings program will end in December 2018. Resonance support for micro-financing for Ahotor ovens will end in March 2019. All other sub recipients' contracts will be formally closed on April 30, 2019. Pre-closeout letters shall be sent to all sub-recipients three months before final closeout dates. There will be limited support for sub-recipient staffs to work after March 30, 2019 through to the end of April 2019 to ensure the submission of all final reports and disposition of all project equipment according to the SFMP capital equipment disposition plan. Close out of all project-related bank accounts and the return of any unspent project funds to the University of Rhode Island will be completed by April 30.

Final closeout letters shall be issued to all sub-recipients after submission of final reports both narrative and financial. This will serve as a release letter on all sub-contracts and in pursuant of all obligations under the sub-award agreements.

B.1.3 SFMP Office Closeout

The project office in Accra will be closed and handed over to original owner by August 31, 2019. Beyond this date and until the final closeout, the project will work from the offices of the Ministry of Fisheries and Aquaculture with a minimal staff who will see to the proper disposition of all equipment and complete the compilation of final financial and technical reports. Final closeout of the project will be done on or about October 29, 2019.

B.1.4 Staffing Demobilization Plan

Sub-recipients shall end project staff contracts related to SFMP by March 30, 2019 with the exception of the executive director, project coordinator(s) [as approved by the CoP], finance manager and one administrative staff to help complete the final report and audit of the project. Percentages of salary for each of these positions will be included in the close out letters but will not be full time. The SFMP project office in Accra will end all staff contracts

by June 30, 2019 and will also be a phased ending based on project needs. The administrative manager, communication manager, fisheries advisor and one finance and administrative assistant will continue until August 31, 2019 to support closeout activities of the project. The finance manager will remain at post until October 29, 2019 to assist with final reporting, all project clearances and final audit of the project, as well as ensuring the final close down of all projects accounts and the return of any unspent funds to URI.

B.1.5 Final Audit

The University of Rhode Island will conduct an audit of all Ghanaian sub-recipients and the SFMP project office in Accra in Quarter 2 or beginning of Quarter 3 of Year 5. This audit will include Years 4 and 5 funding. This audit review will include a report on the fund accountability statement, cost sharing, internal controls, compliance, and status of prior audit finding recommendations. This audit serves also as a final financial capacity building activity for the local partners that have demonstrated significant progress on improved financial and administrative management systems.

B.2 Internal Coordination and Project Management

The CoP is the primary liaison with USAID/Ghana and main point of contact for the USAID/Ghana AOR. The CoP is the main liaison with the URI home office through the CRC based Project Manager and URI “principal investigator” (responsible person) for the grant. The CRC-based Ghana Coordinator provides oversight of the in-country fiscal and administrative team and reviews all in-country direct expenses of CRC as well as the invoices and back up documentation provided by implementing partners. The CRC and URI fiscal team prepare accrual reports submitted to the AOR and process sub-agreements and payments to sub-recipients through URI. The URI administrative and fiscal team will be responsible for preparation of the final administrative and financial reporting to USAID as described in the close out section of the work plan noted above. The Chief of Party and Program Manager will be responsible for preparation of the final project report to USAID. Both the Chief of Party and In-country fiscal manager will spend several weeks at URI in the final two months for preparation of these final reports.

Operational and regular communications include the following

Implementing partner meetings – The executive Directors of the implementing partners or their designee and their fiscal managers meet quarterly with the senior SFMP management team to review project progress and address challenges and opportunities.

Periodic communications meetings: Held quarterly to address communications, branding and marking requirements among partners.

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

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

Document production and distribution -: All project documents are submitted to Ghanalinks, USAID Development Clearing House, and are also available on the Coastal Resources Center website.

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

SFMP Newsletter – highlights major milestones and success stories gathered under the project.

SFMP Google Calendar – Key project wide events are tracked. The calendar is publically available at this address. http://www.crc.uri.edu/activities_page/sfmp-program-calendar/

B.3 Reporting Requirements

Close Out Plan: A close out plan including disposition of all project equipment will be submitted to the AUSAID AOR by end of April 2019.

Activity Reports: As per the URI Cooperative Agreement, the first, second and third quarterly reports are due to the AOR by the last working day of December, March, June, respectively. The fourth quarter progress report will be an Annual Activity Report with a descriptive analysis of activities conducted during that USG fiscal year, a description of actual achievements versus planned activities for the year, in both narrative and in data performance table formats. The Annual Activity Report reports against all indicators established in the PMP, and the data performance table which include accomplishments for the fiscal year against the year's targets. The Annual Activity Report is due to the AOR by the last working day of October following the work plan year end but since the Cooperative Agreement ends on October 29th, it will be submitted on the last day of the agreement October 29th.

Work plan: This work plan is for a 13-month period and includes the FY 20 period from October 1 – October 29, 2019. October 29th is the end date of the Cooperative Agreement. Hence there will be no subsequent work plan developed at the end of Year5.

Final Report: As per the cooperative agreement, the draft final report covering the entire duration of the project is due to the AOR on December 29, 2019 which is 60 calendar days after the end of the cooperative agreement, and a final copy provided to the AOR 90 days after project ending on January 28, 2020.

B.4 Coordination with MOFAD, other GoG Agencies and Key Donor Projects

The SFMP coordinates closely with MOFAD and the FC and World Bank West Africa Regional Fisheries Project (WARFP) through periodic meetings. MOFAD and the FC each have designated project points of contact to serve as the main liaisons with the project who are invited to attend meetings and to receive all project reports. SFMP staff and implementing partners maintain close interactions on a regular basis with a number of FC staff in central headquarters, and in the regions depending on the activity.

B.5 Monitoring and Evaluation

B.5.1 PMP Monitoring, Evaluation, and Progress reporting

The detailed Monitoring and Evaluation (M&E) Plan, including a Performance Monitoring Plan (PMP) and a Knowledge Management and Learning Plan (KM&L Plan) is a separate stand-alone document that was approved in March 2015 and updated in 2016, 2017 and 2018. The 2018 M&E plan is not yet approved by USAID pending review of GAO findings and revision to align with resulting recommendations. This workplan includes additional modifications on final targets not captured in the 2018 M&E plan. The project M&E Plan uses a three-pronged learning-based approach to methodologically evaluate and communicate the SFMP's relevance, effectiveness, efficiency, impact and sustainability. The performance monitoring plan (PMP) is tied to the project's goal and intermediate results and serves as a tool that allows for effectively implementing the M&E plan. The KM&L Plan is an important way that the SFMP strategy based on adaptive management, sound science for management, stakeholder participation and periodic self-evaluation is carried out. This

knowledge management strategy is designed to share information, results and lessons—and solicit input and feedback for adaptive management. The communications strategy for the project complements monitoring and evaluation through dissemination of project lessons and results to ensure accountability to USAID and the Ghanaian and American people. The M&E plan covers the entire period of performance of the SFMP and adjusted annually during the work planning process. Changes are based on any changes in planned activities and lessons learned during implementation that may require adjustments and with the approval of the SFMP AOR.

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

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

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

M&E unit will conduct data quality assessment for partners. The unit will conduct routine monitoring visits to partners to verify and validate data and deliverables reported on monthly basis. Joint monitoring visits will also be conducted by the M&E unit as lead, with finance and programs teams, to conduct performance assessment on partners based on their work plan.

In this final year and based on the expenditure slow down, targets have been modified and previously shown in Table 1. The table shows targets per this work plan relative to targets in the initial PMP and changes being made over LoP All field activities will be completed by March with some closeout events held in Q4 (national symposium in July). Final reporting and compilation of information on project results vis a vis FY 19 and LoP targets will be compiled by end of August and incorporated into the annual report and final project report

B.5.2 Coordination with Final Project External Evaluation

The M&E Unit in the Accra office in Year 5 will prepare for and assist in the final external project evaluation expected to take place in Q 2.

B.5.3 Repeat of Baseline Assessment for Final Impact Assessment

Baselines were established in Year 1 for all of the indicators proposed in the PMP. These include impact indicators on status of fish stocks and other socio-economic indicators that are not part of the PMP targets but which the SFMP is tracking over LoP to gauge impacts and track trends. This includes trends include quality of life and poverty measures such as household hunger scale, women's dietary diversity index, perceptions of changes in individual wellbeing, as well as other measures on perceptions of changes in abundance of

fish stocks and catches, attitudes and perceived prevalence of child labor and trafficking and selected aspects of the USAID agricultural empowerment index (gender). Originally scheduled for the first quarter of Year5, this will be deferred until the third quarter due to the expenditure slowdown through March.

B.5.4 Data and Information Archiving

During Year 5, the SFMP will complete the compilation and processing of all spatial information from mapping and UAV-based aerial photography projects and make these available to the respective regional offices of the Land Use Planning Authority and the University of Cape Coast Centre for Coastal Management. The GIS data sets and other quantitative data sets e.g. household surveys, for upload to USAID Data Portal. CRC will also compile and provide required data from social and environmental studies carried out during the life of the project.

The Ghanalinks portal is an online management resource that was put together by USAID METSS to make data and information available to relevant stakeholders and the general public. This portal seeks to function as the clearinghouse or data hub for all geospatial data produced by USAID implementing partners in Ghana. Chris Damon of the Environmental Data Center and HM's GIS officer will work closely with the SFMP M&E team and the METSS team to provide relevant data and map products that have been generated during the life of project. An inventory of the geographic locations of SFMP interventions will also be completed.

The categories of data in the inventory of intervention locations include:

- Post-harvest interventions
- Child labor and trafficking interventions
- Community based management pilots
- Constituency-building
- Private sector partnerships
- Institutional strengthening
- Trainings in Natural Resources Management

B.6 Environmental Compliance and Management

A final EMMR will be prepared in April 2019 as all field activities will be completed in March. After March the only activities being undertaken fall under the categorical exclusions.

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

The EMMP covers all activities currently anticipated under this work plan as well as over the LoP. The EMMP conforms to IEE requirements regarding negative determinations with conditions. Environmental screening and review procedures for project activities that do not fall under a categorical exclusion have been adopted however, no activities with moderate, unknown or high risk are planned.

No construction activities are planned or continuing in Year 5. Construction of the DAA Training Center and CEWEFIA processing center were completed in Year4 along with a number of fish smoking stoves in various communities along the coast. Final monitoring and review of all these will be undertaken in Year 5 and findings incorporated in to the final EMMR. B.7 Marking Strategy and Branding

B.7 Marking Strategy and Branding

The approved marking strategy and branding plan is contained in the URI Cooperative Agreement. All implementing partners follow the plan and it is contained in the standard provisions of their sub-awards.

C. BUDGET

The Year 5 budget for the USAID/Ghana SFMP totals \$3,592,575 for the period of October 1, 2018 through October 29, 2019. This is a 13-month period and takes us through final implementation of field activities, through a phased close out of all sub-recipient agreements by June of 2019, project office closure and shut down in August, and up to the end date of the cooperative agreement. As per the memo of the Regional Agreement Officer of August 23, 2018 on the notice of slowdown of expenditures, we have planned a budget through the period of March 30, 2019 that assumes a \$250,000 carry over in unexpended balance of obligated funds of \$19,070,830 based on Modification 8 and includes the recent addition of \$1,750,000 in Modification 9 for a total funding availability through end of March of approximately \$2 million. For the period of April 1, 2019 through October 29, 2019 we estimate at this time that the project will require an additional obligation prior to April 1, 2019 of \$1,592,550 to carry us through the end of the project.

A detailed breakdown of the budget for the two time periods of October 2018 – March 2019, and, April – October 2019 is provided below by cooperative agreement cost categories and by Intermediate Result Areas. As per the Federal Financial Report of URI (SF-425) through June 30, 2018, the required recipient share of funds of \$4,798,565 has been completely met already and no additional match is therefore shown or will be reported for the Year 5 period.

C.1 Budget by Line Item

ITEM	USAID (US\$)	OCT'18- MAR'19	APR'19- OCT'19	BUDGET (%)
Direct	2,407,751	1,180,663	1,227,088	67
Subcontracts	543,605	498,086	45,519	15
Training	15,204	14,304	900	< 1
Construction	-	-	-	0
Total Direct	2,966,560	1,693,053	1,273,507	83
Indirect	626,015	306,972	319,043	17
Total	3,592,575	2,000,025	1,592,550	100

C.2 Budget by Program Element

ITEM (Intermediate Result Areas)	USAID (US\$)	OCT'18- MAR'19	APR'19- OCT'19	BUDGET (%)
Strengthened Policy Enabling Environment	625,301	483,540	141,761	17
Science and Research Applied	385,991	162,916	223,075	11
Creating Constituencies	975,189	183,590	791,598	27
Applied Management	1,226,820	893,946	332,874	34
Gender Mainstreamed	92,575	60,197	32,378	3
Public Private Partnerships	168,608	168,608	-	5
Capacity Development	118,092	47,227	70,865	3
Total	3,592,575	2,000,025	1,592,550	100

C.3 International Program Management and Technical Assistance Travel Schedule: October, 2018 to October 2019

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

This represents a major reduction of international travel compared to 56 planned trips in Year 4, and corresponds with a substantial drop in international technical assistance while maintaining essential travel for program management and close-out purposes. International travel during the October – March period is minimized.

Traveler	Purpose (IR)	Total # of trips	Q1	Q2	Q3	Q4
Senior Coastal Manager – Brian Crawford	1.1,4.2	4	1	1	1	1
Research Associate - Najih Lazar	1.2,2.1,2.3	2	0	1	1	0
Research Associate IV – Chris Damon – final UAV image processing and data archiving	2.2,4.2,8.0	2	1	0	1	0
Marine Research Specialist –Robert Bowen – data archiving and cleaning all computers prior to disposition	8.0	1	0	0	0	1
Marine Research Associate – Karen Kent – final institutional assessments for capacity development results	7.0	1	0	0	1	0
Marine Research Specialist – McNally – final impact survey comparing YR1 baseline on key project result areas	8.0	1	0	0	1	0
Post-harvest and CLaT activities final assessment, Kristine Beran	4.3	1	0	1	0	0
Ghana URI PhD student Evans Arizi returns to Ghana	7.1	1	0	0	0	1
Ghana URI masters student Evelyn Takyi returns to Ghana	7.1	1	1	0	0	0
CoP Maurice Knight to URI (final program report writing)	8.0	1	0	0	0	1
CoP Maurice Knight repatriation to home	8.0	1	0	0	0	1
Finance Manager Enoch Appiah to URI (financial close out)	8.0	1	0	0	0	1
Int'l Coordinator –Woodring (admin/finance close out)	8.0	1	0	0	0	1
CRC Business Manager– Moreau close out	8.0	1	0	0	0	1
TOTAL		19	3	3	5	8

D. IMPLEMENTATION SCHEDULE

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

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

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER												Person Responsible		
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP			
	1				Strengthened Enabling environment for Marine Resources Governance																	
	1.1	1	1		Fisheries Co-Management Policy (Kofi & Brian)																	
CRC-GH	1.1.1	1	1	1	<i>Develop guidelines manual for implementation of the co-management policy</i>																	Kofi
CRC-GH	1.1.1	1	1	1	Two -2 day workshops for 20 people(FC and SFMP staff)	Report, Trainet forms	Ind 17&19: 20 people Ind 18: 320hrs New GFSS-34: 20		x													Kofi
CRC-GH	1.1.1	1	1	1	Printing of Guideline Manual					x												Kofi
CRC-GH	1.1.2	1	1	2	<i>Training of zonal and regional directors</i>																	Kofi
CRC-GH	1.1.2	1	1	2	2 day training for 25 people (FC staff)	Trainet forms	Ind 17&19: 25 people Ind 18: 525hrs New GFSS-34: 25					x										Kofi
CRC-GH	1.1.2	1	1	2	One day field visit as part of the training (Bus hire)						x											Kofi
CRC-GH	1.1.2	1	1	2	Produce facts sheets on co-management	Copy of fact sheet	Ind 6: 1 fact sheet						x									Kofi
CRC-GH	1.2	1	2		Legal Reform																	

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER									Person Responsible			
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP
FoN	3.1.3	3	1	3	(F2F) Zonal fisher folks Consultation and Review Engagement meetings on the National Fisheries Management Plan NFMP) 500 fisher folks to be engaged in Western Region	Report	Ind 17&19: 500 fisher Ind 18: 3000hrs New GFSS-34: 500 people	X	X	X	X									Kyei / Kusi
HM	3.1.4	3	1	4	(F2F) NFMP Consultation and Review Engagement meeting with the identified stakeholders - Volta Region	Report	Ind 17&19: 200 Ind 18: 1200 hrs New GFSS-34: 200 people	X												Cephas/Kusi
HM	3.1.4	3	1	4	(F2F) NFMP Consultation and Review Engagement meeting with the identified stakeholders - Western region (Dixcove and Jomoro)	Report	Ind 17&19: 150 Ind 18: 900 hrs New GFSS-34: 150 people	X												Cephas/Kusi
CRC-GH	3.1.2	3	1	2	CRC-communication activities															
CRC-GH	3.1.2	3	1	2	Quarterly technical committee meeting with MoFAD/FC	Report				x										Nii Odenkey
CRC-GH	3.1.2	3	1	2	Monthly news articles publication	Clippings		x	x	x	x	x								Fanny
CRC-GH	3.1.2	3	1	2	Monthly radio and TV discussions	Audio and video recordings	Ind 6: 3 radio talk shows					x	x	x	x	x				Fanny
CRC-GH	3.1.2	3	1	2	Production of Factsheets/Briefs on Fisheries Co-management, Fishers Future Plan, hygienic fish handling and F2F dialogue	Factsheets	Ind 6: 3 Media clipping	x	x	x										Nii Odenkey
CRC-GH	3.1.2	3	1	2	Development of success stories/photo stories	Success and photo stories				x			x			x				Nii Odenkey
CRC-GH	3.1.2	3	1	2	Printing of Quarterly reports	3 quarterly report					x			x			x			Nii Odenkey
CRC-GH	3.1.2	3	1	2	Printing of year 4 Annual Report			x												Nii Odenkey
CRC-GH	3.1.2	3	1	2	Printing of year 5 work plan	Work plan Printed		x												Nii Odenkey
CRC-GH	3.1.2	3	1	2	Communication training for MoFAD/FC staff		Ind 17&19: 10 Ind 18: 300hrs New GFSS-34: 10 people					x								Nii Odenkey

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER									Person Responsible			
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP
CRC-GH	3.1.2	3	1	2	Printing of quarterly Success Stories	2 success stories	Ind 6: 2 - Success story on				x			x			x			Nii Odenkey
<i>CRC-GH</i>	<i>3.2</i>	<i>3</i>	<i>2</i>		<i>Close out legacy documentation and outreach communications (NII and MIKE)</i>															
CRC-GH	3.2.1	3	2	1	<i>CRC-GH</i>															
CRC-GH	3.2.1	3	2	1	Media outreach event	Media clippings, TraiNet forms	Ind 6: 1 Media clipping - Media engagement			x					x					Fanny
CRC-GH	3.2.1	3	2	1	IEC materials for Ahotor Oven	Printed materials	Ind 6: 4 - IEC materials on Ahotor Oven	x	x	x										Nii Odenkey
CRC-GH	3.2.1	3	2	1	National closeout seminar in collaboration with UCC	Media clippings	Ind 6: 1 Media clipping – national seminar										x			Nii Odenkey / Mike
	4				Applied Management: Improved Management of Marine Resources to Reduce Over-exploitation, to conserve Biodiversity and Provide Other Benefits															
	4.1	4	1		Implementing the NFMP with emphasis on small pelagics fisheries management (Socrates and Kofi) and Najih															
CRC-GH	4.1.1	4	1	1	<i>Closed season (Socrates Kofi NAJIH)</i>															Socrates
CRC-GH	4.1.1	4	1	1	Closed Season, Moratorium on New canoes, Canoe Registration and Fisherman ID															Socrates
CRC-GH	4.1.1	4	1	1	Sensitization with communities (Through F2F)			x	x	x	x	x	x							Socrates
CRC-GH	4.1.1	4	1	1	Collection and capturing of Biodata					x	x	x								Socrates
CRC-GH	4.1.1	4	1	1	Procurement															Socrates

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER									Person Responsible			
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP
CRC-GH	4.1.1	4	1	1	Smart IDs for Canoes (plus printing)	15000 smart cards						x	x							Socrates
CRC-GH	4.1.1	4	1	1	Vessel Registry Linkup (Authorization card)							x	x							Socrates
CRC-GH	4.1.1	4	1	1	Fishermen management system (Fishermen Card)							x	x							Socrates
CRC-GH	4.1.1	4	1	1	Launch of Fishermen ID cards							x	x							Socrates
CRC-GH	4.1.1	4	1	1	Official launch of Fishermen ID cards at World Fisheries Day by Hon Minister of MoFAD	Report on launch							x							Socrates
CRC-GH	4.1.1	4	1	1	Stakeholder GNCFC & NAFPTA) meeting with FC on additional non-fishing day implementation	Meeting report						x								Socrates
CRC-GH	4.1.1	4	1	1	F2F regional meeting			x												Socrates
CRC-GH	4.1.1	4	1	1	Training for partners on F2F approach	Minutes	Ind 17&19: 4 persons Ind 18: 124 hrs New GFSS-34: 4 people	x												Socrates
CRC-GH	4.1.1	4	1	1	Prepare an operational plan and assign responsibilities and deliverables in collaboration with partners, FC and stakeholders	Final Operation plan		x												Socrates
CRC-GH	4.1.1	4	1	1	One Day - Training event in four districts in Greater Accra (no per-diem for an open meeting) ADA, NINGO/PRAMPAM, NUNGUA & JAMESTOWN	Regional agreement	Ind 17&19: 400 persons Ind 18: 2400 hrs New GFSS-34: 400 people	x	x											Socrates
CRC-GH	4.1.1	4	1	1	<i>One Day - Training event in two districts in Volta (no per-diem for an open meeting) KETU SOUTH & KETA</i>	Regional agreement			x											Socrates
FoN	4.1.2	4	1	2	Implementing the NFMP with emphasis on small pelagics															

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER									Person Responsible		
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG
					fisheries management (Socrates and Kofi) and Najih														
FoN	4.1.2	4	1	2	Fisheries Working Group Legislative Review Engagement meetings (zonal and National meetings with the identified stakeholders)	I report	Ind 3, Ind. 15 150 members			X	X	X	X						Donkris
FoN	4.1.2	4	1	2	FWG Multi-Stakeholder Coordination meetings on NFMP with District Assemblies, Fisheries Commission, Traditional Leaders, etc. Support the implementation of the National Fisheries Management Plan,	1 minutes	Ind. 15: 70 fisher folks				X	X	X						Kwesi Johnson
FoN	4.1.2	4	1	2	Documentation and Lesson Drawing (NFMP, Enforcement, Pra, etc.)		Ind 6. 4 lesson learned reports shared.	X		X		X							Nana Efua
	4.2	4	2		Implement Community based Fisheries Management Pilots (Brian with HM, DAA, FoN)														
DAA	4.2.1	4	2	1	DAA and Densu (DAA)														
DAA	<i>4.2.1</i>	<i>4</i>	<i>2</i>	<i>1</i>	<i>Mangrove Planting and Restoration</i>														
DAA	4.2.1	4	2	1	One Day-Training on Mangrove Nursery Establishment - 10,000 seedlings	Trainet Forms, Participant list, photos report	Ind 17&19: 50 (New), Ind 18: 300 Hrs. New GFSS-34: 50 people	X	X										Abraham Asare/Courage Derfor
DAA	4.2.1	4	2	1	5 Phases of Mangrove Replanting at Densu Delta	Participant list, photos report				X	X	X	X						Abraham Asare/ Courage Derfor
DAA	4.2.1	4	2	1	<i>Implementation of Densu Estuary Oyster Management Plan</i>														

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER									Person Responsible			
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP
DAA	4.2.1	4	2	1	One day Training on Oyster Culture and Establishment of Oyster Reef enhancement in Tsokomey/Bortianor and Tetegu for 50 DOPA Members	Trainet Forms, Participant list, photos report	Ind 17&19: 20 (New), Ind 18: 120 Hrs. New GFSS-34: 20 people			X										Abraham Asare/Nii Adamafio
DAA	4.2.1	4	2	1	Densu Delta 2nd "Closed Season" Stakeholder engagement Meeting by DOPA (Management planning committee), Traditional Leaders, District Assembly, MOFAD/FC, Community members, etc. and Announcements	Photos of community sensitization	Ind 11: 200 pickers EG.3.2-17: 200 people	X	X											Abraham Asare/Courage Derfor
DAA	4.2.1	4	2	1	DOPA Capacity Building and Support															
DAA	4.2.1	4	2	1	CBFM Knowledge Exchange and Sharing Tours															
DAA	4.2.1	4	2	1	DOPA exchange and knowledge tour to CBFM Associations in Pra and Ankobra + leadership training	Trainet forms, participant list, Report	Ind 17&19: 100 (30 new) Ind 18: 600 Hrs. New GFSS-34: 30 people				X	X								Irene Sepenya/ Courage Derfor
FON	4.2.2	4	2	2	FON and PRA															
FoN	4.2.2	4	2	2	Integrated governance in the Pra. Working with Fisheries Commission and Stakeholders Training Workshop on the Adopted Co-mgt Plan. (with Traditional leaders, District Assemblies, Agencies, Media and community members, etc.)	1 summarized report	Ind. 3: Stage 4 of CBMP. Ind.7: Hectares under improved management, Ind. 17(40 pp) , Ind 18 200hrs, Ind 19 (40 pp)	X	X	X	X	X	X							Kyei Yamoah
FoN	4.2.2	4	2	2	Implementation of Pra Fisheries Co-mgt Plan. Field monitoring visits by Fisheries Commission, Shama Assembly, etc. (transport & refreshment support cost)	1 summarized report	Ind. 3: Stage 4, Ind.7: Ind. 1: EG.3.2-17: 200	X	X		X		X							Theophilus

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER												Person Responsible		
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP			
FoN	4.2.2	4	2	2	Implementation of Pra Fisheries Co-mgt Plan: Communication, Reporting, Documentation of meetings (Videography, etc.)	1 summarized report	Ind. 3: Stage 4, Ind.7: Ind. 1:	X	X		X		X									Nana Efua
	4.2.3	4	2	3	HM Ankobra (HM)																	
HM	4.2.3	4	2	3	<i>Mangrove Reforestation</i>																	
HM	4.2.3	4	2	3	Sustainable mangrove management training	Report, manual, Trainet	Ind 17&19: 30 people trained, Ind 18: 180 hrs New GFSS-34: 30 people	x														Daniel
HM	4.2.3	4	2	3	<i>Monitoring impact of closed areas</i>																	
HM	4.2.3	4	2	3	Training of CBFM Association members on monitoring and evaluation of the Plan and to carry out monitoring of closed areas	Report, manual, Trainet	Ind 17&19: 20 persons (18 new) Ind 18: 120 hrs New GFSS-34: 20 people EG.3.2-17: 20 people	x														Cephas
	4.2.4	4	2	4	Limited activities in Narkwa Lagoon with UCC (BRIAN)																	
	4.2.5	4	2	5	CEWEFIA Woodlot (CEWEFIA)																	
CEWEFIA	4.2.6	4	2	5	Capacity building training workshop for woodlot management committee and key stakeholders in sustainability of the woodlot management after close out	Trainet forms, training reports	Ind 17 &19: 40 persons, Ind 18: 240 hrs New GFSS-34: 40 people			x												Josphine O Addo /Michael Takyi
	4.2.6	4	2	6	CB Management GIS data processing and analysis of mgt areas																	

IP	IRS	IR	Sub IR	Task	Task Description	Output (Product/report) Published Docs	Result Target per indicator	Target Due Month PUT BY QUARTER									Person Responsible			
								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP
HM	4.2.6	4	2	6	Provide Program wide Geospatial support, services and product(Responsive)			x	x	x	x	x	x							Justice
HM	4.2.6	4	2	6	UAV Image analysis and processing (Ankobra, Pra and Densu)	GIS maps		x	x	x										Justice
HM	4.2.6	4	2	6	Provision of Geospatial data for USAID GhanaLINKS Portal			x	x	x	x	x	x							Justice
HM	4.2.6	4	2	6	Geospatial support for SFMP			x	x	x	x	x	x							Justice
	4.3	4	3		Value Chain and Post-harvest Improvements in Small Pelagic Fisheries															
DAA	4.3.1	4	3	1	DAA activities (DAA)															
DAA	4.3.1	4	3	1	<i>Ahotor Oven and Mini kitchens</i>															
DAA	4.3.1	4	3	1	Train 5 mini kitchens (MSMEs) on final certification and recognition for class 1 from MoFAD/FC		Ind 12&19: 5 MSMEs (new) New GFSS-34: 5 people		x	x										Nii Adamafo/Emelia Nortey
DAA	4.3.1	4	3	1	<i>Business Skills Development, Hygienic Fish Handling and Fire Safety</i>															
DAA	4.3.1	4	3	1	Training on post-harvest Hygienic fish Handling, Business Skills Development and fire safety for 100 MSMEs (fish processors of which 10% are youth) - Total of 2 Days	TraiNet forms, Report	Ind 12&19: 100 MSMEs (New) New GFSS-34: 100 people EG.3.2-17: 100 EG.3.2-7: 1 (Hygienic fish handling)	x		x										Emelia Nortey/Nii Adamafo/Lydia Sasu
DAA	4.3.1	4	3	1	Training in Hygienic fish handling at sea, Business skills development, fisheries management and hazards prevention at sea for 50 MSMEs	TraiNet forms, Report	Ind 12&19: 50 MSMEs (New) New GFSS-34: 50 people				x	x								Emelia Nortey/Nii Adamafo/Lydia Sasu

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								OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP
					(fishermen based) - Total of 2 days		EG.3.2-17: 50													
CEWEFIA	4.3.2	4	3	2	CEWEFIA activities															
CEWEFIA	4.3.2	4	3	2	Business development training for new MSMEs in Sekondi, Shama and Axim	Trainet forms, training reports	Ind 12 & 19: 200 Members. New GFSS-34: 200 people					x								Rose Affel
CEWEFIA	4.3.2	4	3	2	Training on the use and maintenance of Ahotor Oven - Anlo, Elmina, Shama, Moree, Axim, Asanta, Ankobra, Sekondi	Trainet forms, training reports	Ind 12 & 19: 200 Members (125 New) New GFSS-34: 125 people EG.3.2-17: 125 people						x							Josphine O Addo
CEWEFIA	4.3.2	4	3	2	Facilitate the women fish processors to produce and sell value added fish to new markets in Central and Western Regions (e.g. supermarket) Ahotor promotion	Pictures report	Ind 12 & 19: 40 Members (New) New GFSS-34: 40 people		x	x	x									Josphine O Addo
CEWEFIA	4.3.2	4	3	2	Bi-monthly follow up meetings with members on Post-Harvest value chain improvement, Ahotor Oven and the long and short term benefit of closed season	Report	Ind. 15: 750 members	x		x		x								Hannah Antwi/Rose Afel
SNV	4.3.3	4	3	3	SNV activities															
SNV	4.3.3	4	3	3	Continuous training on the use of Ahotor oven and Class 1	Report & News	Ind 12&19: 60 processors (50 new), Ind 6: 1 media clip New GFSS-34: 50 people EG.3.2-7: 2 (Ahotor & class 1 certification)		x	x	x									Hopeson

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SNV	4.3.3	4	3	3	Certification of Ahotor oven builders	Certificates				x	x									Hopeson
SNV	4.3.3	4	3	3	Documentation of the pains and gains of the Ahotor oven improvement process	Report		x	x	x										Hopeson
SNV	4.3.3	4	3	3	Success story and factsheet on Ahotor oven	2 stories & 2 factsheets	InD 6: 2 Success stories on Ahotor		x	x										Benedicta & Hopeson
SNV	4.3.3	4	3	3	Develop a user guide for the implementation of the Class 1 scheme & print 200 copies	200 copies user guide book	InD 6: 1 guidebook on Class 1 scheme		x	x										Benedicta
SNV	4.3.3	4	3	3	Design and Print 300 copies of Ahotor user guide	300 copies	InD 6: 1 guidebook on Ahotor oven use	x	x	x										Benedicta
Resonance	4.3.4	4	3	4	Resonance activities		Ind 5: 120 days													
Resonance / CRC-GH	4.3.4	4	3	4	Continue awareness campaign through the development of IEC materials and documericals with support from the communications team	Copies of IEC materials	InD 6: 2	x	x	x	x	x	x							Doris Owusu, SFMP Comms. team
Resonance	4.3.4	4	3	4	Identify and support Ahotor oven champions as part of awareness campaign	Trainet forms	InD 12 & 19: 10 persons New GFSS-34: 10people	x	x	x	x	x	x							Doris Owusu
Resonance	4.3.4	4	3	4	Link processors with Class 1 certification with end markets						x	x	x							Doris Owusu
Resonance	4.3.4	4	3	4	Document success and challenges with financing efforts for the Ahotor oven	Success story; summary as part of final report (under Task 4.3.9)							x							Doris Owusu
Resonance	4.3.4	4	3	4	Identify 4 new fabricators of fat collectors			x	x	x										Doris Owusu
Resonance	4.3.4	4	3	4	Certify and strengthen artisans network to improve on quality of ovens			x	x	x	x	x	x							Doris Owusu

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Resonance	4.3.4	4	3	4	Document oven uptake by women fish processors as well as user feedback	Report														Doris Owusu
CRC-GH	4.3.5	4	3	5	<i>Evaluation of Ice chest experiments with FC PHU (Margaret and Kristine)</i>															
CRC-GH/Resonance	4.3.5	4	3	5	Monitor economic impact and user interest with M&E	Monitoring report		x	x											Bakari & Doris
CRC-URI	4.3.5	4	3	5	Final ice experiment evaluation and reporting	Evaluation report				X	X									Beran
Resonance	4.3.6	4	3	6	<i>Post-harvest coordination activities</i>															
Resonance	4.3.6	4	3	6	Organize quarterly post-harvest coordinating meetings	minutes, participant list				x				x						Doris Owusu
Resonance	4.3.6	4	3	6	Quarterly meetings with Fisheries Commission and MoFAD	minutes, participant list				x				x						Doris Owusu
Resonance	4.3.6	4	3	6	Support Healthy Fish Handling Campaign	Participants list		x	x	x	x	x	x							Doris Owusu
Resonance	4.3.6	4	3	6	Support Ahotor oven awareness creation and construction	field notes		x	x	x	x	x	x							Doris Owusu
Resonance	4.3.6	4	3	6	Organize health screening for NAFPTA members	Participants list	Ind 15: 900 NAFPTA members				x	x	x							Doris Owusu
Resonance	4.3.6	4	3	6	Support Class 1 certification scheme activities			x	x	x	x	x	x							Doris Owusu
Resonance	4.3.6	4	3	6	Participate and monitor partners activities to provide technical assistance and inputs	Capture keynotes		X	X	X	X	X	X							Doris Owusu
	4.4	4	4		Promoting and sustaining the DAA and CEWEFIA Fisheries Training Centers															
DAA	4.4.1	4	4	1	<i>DFTC Capacity Building, Outreach events and Advocacy</i>															
DAA	4.4.1	4	4	1	Peer to peer Review and knowledge exchange meetings for fisherfolk - Quarterly	Participant list, Photo & Minutes	Ind 15: 100 DAA Members.				X			X						Nii Adamafo/Emelia Nortey

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FON	4.5.3	4	5	3	Provide Support to District Assemblies for planning Anti-CLaT Intervention in MTDPs	Participant list, I report	Ind 8: 10 DAs incorporate Anti-CLaT activities in MTDPs	X	X	X	X	X											Kwesi Johnson
	5				Gender																		
CRC	5.1.1	5	1	1	Publish gender impact assessment	report		x															Elin
CRC	5.1.2	5	1	2	Develop journal manuscript based on gender impact assessment	manuscript								x									Elin
CRC	5.1.3	5	1	3	Provide guidance and technical assistance to Danielle Bileki as she develops her master's thesis based on the Ghana gender work (Densu estuary).	Thesis										x							Elin
Resonance	5.1.4	5	1	4	Leadership training for women organizations	Training report	Ind 17&19: 15 people Ind 18: 210 hrs New GFSS-34: 15people					x											Doris
CRC-GH	5.1.5	5	1	5	Support DAA, NAFPTA and CEWEFIA in developing database of membership	Database			x														Fant
CRC-GH	5.1.5	5	1	5	Hiring of consultant to assist NAFPTA set system and office		Ind 5: 22 days	x															Consultant
CRC-GH	5.1.5	5	1	5	Hiring of interim staff for NAFPTA admin and accounts officers			x															COP
Resonance	5.1.6	5	1	6	Strengthening the organizational relationship among CEWEFIA, DAA and NAFPTA to ensure synergy of operation		New GFSS-28: 3 organizations (Captured already)		x	x	x												Doris
CRC-GH	5.1.7	5	1	7	Improve Financing Channels																		

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Resonance	5.1.7	5	1	7	Establish 10 new VSLAs in the Volta Region	Constitution with list of members	Ind 12 & 19: 120 persons New GFSS-34: 120 people GNDR-2: 90% New GFSS-24: 10%	x	x	x													Doris Owusu, SNV	
Resonance	5.1.7	5	1	7	Continue loan facilitation with MASLOC	Evidence of loan disbursement	Ind 11: 50 Ahotor beneficiaries Ind. 21: \$24,468 Ind. 22: 50 persons GNDR-2: 90% New GFSS-24: 10%	x	x	x	x	x	x											Doris Owusu
	6				Public-Private Partnerships																			
Resonance	6.1	6	1		FFP: Act as partnership secretariat																			Nii Tackie Otoo
Resonance	6.1.1	6	1	1	FFP: Community education and marketing activities in new communities			x	x	x														Nii Tackie Otoo
Resonance	6.1.2	6	1	2	FFP: Oversee partnership M&E	Reporting on partnership targets and outcomes (e.g., private sector investment and number of customers enrolled)	Ind. 13: tracking of value of new private sector investment in select value chains				x													Nii Tackie Otoo
Resonance	6.1.3	6	1	3	FFP: Support ongoing implementation activities			x	x	x														Nii Tackie Otoo
Resonance	6.1.4	6	1	4	FFP: Develop a final summary report for FFP	Final summary report				x														Nii Tackie Otoo
Resonance	6.2	6	2		TFN: Act as partnership secretariat																			Nii Tackie Otoo

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Resonance	6.2.1	6	2	1	TFN: Community education and marketing activities in new communities			x	x	x									Nii Tackie Otoo
Resonance	6.2.2	6	2	2	TFN: Oversee partnership M&E	Reporting on partnership targets and outcomes (e.g., private sector investment and number of customers enrolled)	Ind. 13: tracking of value of new private sector investment in select value chains			x									Nii Tackie Otoo
Resonance	6.2.3	6	2	3	TFN: Support ongoing implementation activities			x	x	x									Nii Tackie Otoo
Resonance	6.2.4	6	2	4	TFN: Develop a final summary report for TFN	Final summary report				x									Nii Tackie Otoo
	7				Capacity Development														
	7.1	7	1		GOG Capacity Assessment														
CRC-URI	7.1.1	7	1	1	Conduct final GOG OCA assessment, oversee SNV final CSO OCA assessments	Final GOG OCA assessment report - Review of SNV Final CSO OCA Reports and Synthesis report							X	X	X	X			Kent
SNV	7.2	7	2		CSO Capacity Development														
SNV	7.2.1	7	2	1	End of Project organizational Capacity Assessment for Hen Mpoano and FON	2 Reports	Ind. 4: 2 organizations New GFSS-28: 2 organization	x	x										Sarah & Tsikata
SNV	7.2.2	7	2	2	End of Project organizational Capacity Assessment for CEWEFIA and DAA	2 Reports	Ind. 4: 2 organizations New GFSS-28: 2 organization		x	x									Sarah & Tsikata
SNV	7.2.3	7	2	3	End of Project Organizational Capacity Assessment for GNCFC and NAFPTA	2 Reports	Ind. 4: 2 organizations New GFSS-28: 2 organization			x	x								Sarah & Tsikata

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SNV	7.2.4	7	2	4	End of Project organizational Capacity Assessment for GITA and NAFAG	2 Reports	Ind. 4: 2 organizations New GFSS-28: 2 organization	x				x	x											Sarah & Tsikata
SNV	7.2.5	7	2	5	Storytelling and documentation of Partner's result on Organizational Development in transforming their organization.	Stories / Documentation	Ind 6: 2 stories on partners OD				x	x	x	x										Sarah & Tsikata
CRC/URI	8				SFMP Project Management																			CoP and URI PM
CRC/URI	8.1	8	1		SFMP Close out Plan																			Woodi and Enoch
CRC/URI	8.1.1	8	1	1	Prepare close out plan	Close out plan and equip disposition list to USAID							x	x										Woodi and Enoch
CRC/URI	8.1.2	8	1	2	Close out of sub recipient contracts					x	x	x	x	x	x	x								Woodi and Enoch
CRC-GH	8.1.3	8	1	3	Close out SFMP Office																	x		Woodi and Enoch and Nafisa
CRC-GH	8.1.4	8	1	4	Staffing demobilization			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	CoP
CRC/URI	8.1.5	8	1	5	Final Audit	Final audit report from E&Y									x	x								Critcher and Moreau
CRC/URI	8.2	8	2		Internal Coordination and Project Management																			
CRC-GH	8.2.1	8	2	1	Executive Dir and implementing partners meetings							x			x									CoP
CRC/URI	8.3	8	3		Reporting Requirements																			
CRC-GH	8.3.1	8	3	1	Annual report	report		x															x	CoP
CRC-GH	8.3.2	8	3	2	Progress reports	report						x		x							x			CoP
CRC/URI	8.3.3	8	3	3	Accrual reports to USAID	report					x			x							x			Woodi and Crawford

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CRC/URI	8.3.4	8	3	4	Final program report	Report 60 days after program end)												X	Crawford and CoP
CRC/URI	8.3.5	8	3	5	Final financial report	Report (90 days after project end)												x	OSP /URI controller
CRC/URI	8.4.1	8	4	1	<i>Coordination with MOFAD, other GoG Agencies and Key Donor Projects</i>			x	x	x	x	x	x	x	x	x	x	x	CoP
CRC-GH	8.5	8	5		Monitoring and Evaluation														
CRC-GH	8.5.1	8	5	1	PMP monitoring and evaluation and progress reporting														
CRC-GH	8.5.1	8	5	1	Data Quality Assessments (M&E system compliance and field Audit)	Field notes							x						Bakari
CRC-GH	8.5.1	8	5	1	Routine Monthly Monitoring of project activities	Field notes		x		x		x							Bakari, Fant & Mary
CRC-GH	8.5.1	8	5	1	Collate and report GIS, Social and Economic data from activities and surveys							x	x	x	x	x			Bakari & Fant
CRC-GH	8.5.1	8	5	1	Collate Final Project report								x	x	x				Bakari / Mary /Fant
CRC-GH	8.5.1	8	5	1	Mass mailing and dissemination of project information to relevant stakeholders and groups	Field report		x	x	x	x	x							Mary/Mumin
CRC-GH	8.5.1	8	5	1	Conduct quarterly tracking of documents (deliverables)				x			x			x				Fant/ Mary
CRC-GH	8.5.1	8	5	1	Updating contact management database with incoming data from events and activities of partners			x	x	x	x	x	x						Mary
CRC-GH	8.5.1	8	5	1	Coordinating and monitoring of status of documents and project reports production	Monthly update		x	x	x	x	x	x	x					Mary
CRC-GH	8.5.1	8	5	1	Monitoring of closed season data collection activities with MoFAD/FC	Field notes		x		x		x		x					Bakari & Fant

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<i>CRC-GH</i>	8.5.2	8	5	2	<i>Coordination with final project external evaluation</i>														
CRC-GH	8.5.2	8	5	2	Coordinate with CoP and CRC on in-country evaluation visit and briefs (external Program Evaluation with USAID contractor)	Contractor's report		x	x	x	x	x	x	x	x	x			Bakari & Maurice
CRC-GH	8.5.2	8	5	2	Preparation of evaluation essays on themes									x	x	x			Bakari
<i>CRC-GH</i>	8.5.3	8	5	3	<i>Repeat of baseline assessment for final impact assessment</i>														
CRC-GH	8.5.3	8	5	3	Recruitment of field enumerators									x					
CRC-GH	8.5.3	8	5	3	Training of Enumerators		Ind 17&19: 8 person Ind. 18: 320hrs New GFSS-34: 8 people							x					Bakari & Fant
CRC-GH	8.5.3	8	5	3	Community Entry	Field notes								x					Bakari & Fant
CRC-GH	8.5.3	8	5	3	Field Work	Field notes								x	x				Bakari & Fant
CRC-GH	8.5.3	8	5	3	Data Cleaning										x				Bakari & Fant
CRC-GH	8.5.3	8	5	3	End-line survey report	Report										x			Bakari & Kathy
CRC-GH	8.5.3	8	5	3	Dissemination of findings											x			Bakari & Fant
CRC-URI	8.5.3	8	5	3	Design final project impact assessment household survey questionnaire with Brian Crawford and Bakari Nyari and determine which statistical analyses will be performed to compare the final survey and baseline survey results.	Final household survey questionnaire								x					Cathy McNally
CRC-URI	8.5.3	8	5	3	Program household survey questionnaire with Bob Bowen into KoBo Toolbox.	Household survey questionnaire programmed into KoBo Toolbox								x					Cathy McNally

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						hard drives for return to CRC/URI																
CRC-URI	8.5.4	8	5	4	In-Country equipment disposition plan and distribution completed	Determine disposition for all SFMP equipment. Implement disposition								X	X	X	X	X	X		Bowen	
CRC-URI	8.5.4	8	5	4	Returning office to original condition prior to vacating	Remove external wire channels and cabling													X		Bowen	
	8.6	8	6		<i>Environmental Compliance and Management (Adiza)</i>																	
HM	8.6.1	8	6	1	Environmental Compliance - site inspection for Ahotor stoves construction			X	X	X	X	X	X									Adiza