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Feed the Future Ghana Agriculture and Natural Resources Management Project Annual Progress Report Fiscal Year 2016



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Feed the Future Ghana Agriculture and Natural Resources Management Project Annual Progress Report

Fiscal Year 2016 | May 2, 2016 to September 30, 2016

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ACTIVITY/MECHANISM Overview

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Name of Prime Implementing Partner:	Winrock International
Agreement Number:	AID-641-A-16-00010
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Major Counterpart Organizations	Government of Ghana Ministry of Food and Agriculture and Forestry Commission
Geographic Coverage (States/Provinces and Countries)	Upper East, Upper West and Northern Regions, Ghana, West Africa
Reporting Period:	May 2, 2016 – September 30, 2016

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ACRONYMS AND ABBREVIATIONS

ADVANCE	USAID Agricultural Development and Value Chain Enhancement Project
AgNRM	USAID Agriculture and Natural Resource Management Project
AGRA	Alliance for Green Revolution for Africa
AMEP	Activity M&E Plan
AOR	Agreement Officer's Representative
ATT	USAID Agriculture Technology Transfer Project
BA	Business Advisors
CA	Conservation Agriculture
CECOTAPS	Center for Conflict Transformation and Peace Studies
COP	Chief of Party
CREMA	Community Resource Management Area
CRIG	Cocoa Research Institute of Ghana
CSA	Climate Smart Agriculture
DCOP	Deputy Chief of Party
ECO	Winrock Ecosystem Services Team
EPA	Environmental Protection Agency
ES	Ecosystem Services
FC	Forestry Commission
FMNR	Farmer-Managed Natural Regeneration
FtF	Feed the Future
FY	Fiscal Year
GIS	Geographic Information System
GoG	Government of Ghana
GPS	Global Positioning System
GSA	Global Shea Alliance
IITA	International Institute of Tropical Agriculture
IMO	Institute for Marketecology
IPM	Integrated Pest Management
IP	Implementing Partner
M&E	Monitoring & Evaluation
MESTI	Ministry of Environment, Science, Technology and Innovation
METSS	Monitoring, Evaluation and Technical Support Services
MOFA	Ministry of Food and Agriculture
MOU	Memorandum of Understanding
MRI	Multidimensional Resilience Index
MUS	Multiple-Use Water Services
NCRC	Nature Conservation Research Centre
NGO	Non-Governmental Organization
NRM	Natural Resource Management
NRP	Natural Resource Product
NWP	Nature, Wealth and Power
ORGIIS	Organisation for Indigenous Initiatives and Sustainability
PES	Payment for Environmental Services
RING	USAID Resiliency in Northern Ghana Project

RMSC	Resource Management Support Centre
SARI	Savanna Agricultural Research Institute
SKGK	Sanyiga Kasena Gavara Kara
SNG	Shea Network Ghana
SOW	Statement of Work
	USAID Strengthening Partnerships, Results, and Innovations in Nutrition Globally
SPRING	Project
STTA	Short-term Technical Assistance
SWAT	Soil and Water Assessment Tool
TNS	TechnoServe
UDS	University for Development Studies
USAID	United States Agency for International Development
VSLA	Village Savings and Loan Associations
WCHS	Wechiau Community Hippo Sanctuary
WD	Wildlife Division
ZOI	Zone of Influence

I. ACTIVITY IMPLEMENTATION PROGRESS

The Feed the Future (FtF) Ghana Agriculture and Natural Resource Management Project (AgNRM) is a five-year, \$24,900,000 program that will run from May 2, 2016, to April 30, 2021. It is the main vehicle within the United States Agency for International Development's (USAID) Ghana FtF portfolio to address issues of environment and natural resource management in the north of Ghana. AgNRM is implemented by Winrock International in partnership with TechnoServe (TNS), Nature Conservation Research Centre (NCRC), and Center for Conflict Transformation and Peace Studies (CECOTAPS). The Fiscal Year (FY) 2016 annual progress report covers a five-month period from the start of the Cooperative Agreement on May 2, 2016, to September 30, 2016, and presents the project start-up actions and activities carried out during the partial Year 1.

The project supports USAID|Ghana's Development Objective 2 and the Ghana FtF Multi-Year Strategy. Winrock's AgNRM approach builds on USAID's resilience strategy and its investments in the FtF Zone of Influence (ZOI). Our approach focuses on mutually reinforcing, systemic changes that align with and augment the Government of Ghana (GoG) Food and Agriculture Sector Development Policy, and the Nature, Wealth and Power (NWP) framework. Our conceptual model adds health as a fourth dimension to that framework. This ensures integration of food security and water systems and highlights the importance of these factors to nutrition and resilience.

The Winrock AgNRM team will achieve the project goal of poverty reduction through sustainable increases in wealth and nutrition from natural and non-traditional agriculture products by addressing environmental, agricultural, governance, and natural resource management challenges. The AgNRM project interventions are expected to result in transformative change: adoption of improved practices, technologies, and behaviors; better functioning value chains and governance structures; more equitable access to land and resources; and increased capacity of organizations to improve natural resource management, address drivers of environmental degradation, and enhance rural livelihoods. AgNRM project activities are being implemented under four project outcomes: 1) Increased Incomes from Natural Resource Products; 2) Improved Food and Nutritional Security; 3) Increased Farmer and Community Security/Access to Land and Natural Resources; and 4) Strengthened Environmental Stewardship. The annual progress reports focuses on progress made toward achieving results under these four interrelated outcomes during Year 1.

This progress report is divided into three main sections: activity implementation progress, integration of cross-cutting issues, and planned tasks/interventions for the next reporting period. In subsequent progress reports additional sections will be included: lessons learned and updates on issues raised by the Agreement Officer's Representative (AOR) from the last progress report. However, since this partial year progress report corresponds to the project's inception period, this report is heavily focused on project start-up and mobilization.

1.1 Progress Narrative & Implementation Status

With the Cooperative Agreement signed in April 2016, the official start date of the AgNRM project was May 2, 2016. The first partial year of activity focused on project start-up, with a focus on operations and building the project team. Within the first six weeks, Winrock organized a Year 1 work planning meeting, which was held at Mole National Park on June 15-17, 2016. It was fitting that the AgNRM team ended Year 1 actively organizing the official project launch¹, once again at Mole National Park. During Year 1 a core set of project deliverables – the AgNRM Year 1 Work Plan, Monitoring and Evaluation (M&E) Plan, Environment Mitigation and Monitoring Plan (EMMP), first Quarterly Progress Report (FY 2016|Q3), and the Year 2 Work Plan were submitted (Annex A).

To kick off the AgNRM project, Winrock convened a planning and team building workshop from June 15-17 at Mole National Park in Ghana, to bring the prime and sub-grantees together for the first time. The goal of the workshop was to set the stage for the integrated approach that will drive the activities over the life of the project. The objective of the workshop was to collaboratively plan activities for Year 1, harmonize those activities into a coherent work plan, translate the activities into a performance monitoring plan and to familiarize partners with USAID's reporting and monitoring requirements. The fruitful discussions during the workshop were very useful for finalizing the Year 1 Work Plan, further refining the project's M&E Plan and laying the groundwork for developing the Year 2 Work Plan. Year 1 ended with the AgNRM team preparing for our second visit out to Mole National Park for the official launch of the project, which took place on the second day of Year 2.

Operations

Within five-days of the project start date, Winrock had a start-up team on the ground to ensure rapid mobilization. The team was in Tamale until mid-June to ensure an overlap with the Chief of Party's arrival in Ghana on June 11, 2016. At the end of Year 1 the AgNRM Tamale office was fully functional, an Accra presence established, and setting up the AgNRM Wa satellite office was well underway. At the end Q3, Winrock had signed sub-awards with all three sub-grantees: TechnoServe, CECOTAPS, and NCRC. At the close of Year 1 Winrock was putting the final touches on an AgNRM Operations Manual, Travel and Vehicle Use Policy and Project Security Management Handbook (Annex B).



¹ Although the AgNRM launch did not take place until two days into Year 2, the vast majority of the preparations took place in the last weeks of Year 1.

Staffing and Short-Term Technical Experts

Significant time and effort during the short Year 1 was dedicated to identifying and hiring the best people available to fill a wide range of positions on the project team. With a large team to build, hiring will take place in a staged manner. By September 30th, the AgNRM was 26 members strong, with an additional seven new staff scheduled to begin work within the first weeks of Year 2. Recruitment for a few remaining critical positions is on-going and will be completed within the first quarter Year 2 (Annex C).

Ms. Therese Tepe, Ms. Jennifer Norfolk, and Ms. Inga-Elisabeth Hawley from Winrock's home office traveled to Ghana during Year 1 to assist with start-up. Mr. Bocar Thiam worked with AgNRM partner, CECOTAPS, to develop an 18-month work plan and budget and introduced the organization to best practices for working as a technical partner on a USAID project. Shea value chain expert, Dr. Peter Lovett, was in the middle of a three week short-term technical assistance (STTA) to support the Outcome 1 team in the shea roadmap exercise as Year 1 drew to a close.

Procurement

Winrock had completed most of the larger procurement actions required under the project and was finalizing the remaining major procurements by the end of Year 1. In Year 1 Winrock had procured the following goods and services: three vehicles, generators, computers, printers, scanners, smart phones, software licenses, security services, office furniture, and other supplies (Annex D).

1.2 Implementation Challenges

Although project start-up can be challenging, Winrock did not face any particular difficulties during the first five months of activity.

1.3 Monitoring and Evaluation (M&E) Plan & Implementation

In FY 2016, the AgNRM team developed the Monitoring and Evaluation (M&E) plan, along with the Environment Mitigation and Monitoring Plan (EMMP), which were submitted to USAID on June 30, 2016. The team had also completed designing the overall architecture of the AgNRM web-based M&E system and had finalized the Terms of Reference for its development. The M&E team has developed nine (9) routine individual data collection/monitoring tools and a multidimensional resilience index measurement model. Since project inception, the M&E Director participated in several meetings and a training session organized by USAID's Monitoring, Evaluation, and Technical Support Services (METSS) project, USAID|Ghana's Economic Growth (EG) Office.

AgNRM Monitoring & Evaluation Plan

The AgNRM team developed and submitted a detailed Monitoring and Evaluation (M&E) plan to USAID within sixty days (60) from the date of the award. The AgNRM team, with support of Winrock's Home Office M&E team, developed the Activity Monitoring & Evaluation Plan (AMEP), which was submitted to USAID on the June 30, 2016, along with the Environmental Mitigation and Monitoring Plan (EMMP). USAID|Ghana approved both deliverables on August 8, 2016.

AgNRM M&E Database Development

Informed by the AgNRM Program Description and AMEP, the M&E team designed the architecture of the project's M&E system. The final design takes into consideration Winrock's global Management of Information Systems (MIS) strategy and Winrock's ability to provide on-going support to the AgNRM team. AgNRM's MIS Specialist completed the project database infrastructure with support from Winrock's Nepal-Bangladesh Office. Terms of Reference for the web-based application was also completed before the end of the reporting year. Early in FY 2017 AgNRM will contract the selected firm to begin working on the database development. The system, which will be the main project management tool, is expected to be ready to roll out at the beginning of FY 2017|Q2.

Data Collection Tools

AgNRM's M&E team collaborated with AgNRM technical staff to produce nine (9) basic monitoring tools. The current set of tools includes the following:

1. CREMA Identification Form
2. Collector/Processor Group Form
3. Direct Individual Beneficiary Form
4. Value Chain Actor Form
5. AgNRM Beneficiary Community Form
6. Training Registration Form
7. Training Schedule Form
8. Demonstration Plot Form
9. AgNRM Services Tracking Form

By the end of Year 1, the AgNRM Baseline Survey Questionnaire had been drafted and will be further refined and tested early in Year 2.

During this reporting period the M&E Director also developed a resilience measurement tool to be used to collect the information needed for the multidimensional resilience indicator (i.e., *the number of households demonstrating improvement in resilience index*). The Multidimensional Resilience Index (MRI) will be used to compute and track improvement in resilience among households within the project target areas. As part of the preparation towards undertaking the baseline, an assessment questionnaire is being developed and will be pre-tested in selected communities in the AgNRM target Community Resource Management Areas (CREMA) in the Upper West Region before the end of FY 2017|Q1. USAID|Ghana EG Office's M&E specialist, Mr. Ellis Ekeki; Mr. Saaka Adams, METSS Technical Director; and Mr. Sampson Konlan, USAID|Ghana EG Office Representative have reviewed and approved AgNRM's approach.

Capacity Building

In FY 2016, AgNRM's M&E unit organized and participated in meetings and training programs where important knowledge sharing and capacity building took place. The M&E Director participated in the AgNRM Year 1 work planning meeting in mid-June. The session provided AgNRM partners with a better understanding of the project indicators as well as the project's overall M&E approach.

2. INTEGRATION OF CROSSCUTTING ISSUES

During the first weeks of implementation, Winrock organized an AgNRM work planning and team building workshop with its three sub-grantees. Another major cross-cutting accomplishment during Year 1 was the preparation and submission of two work plans (FY 2016|Year 1 and FY 2017|Year 2) and one quarterly report (FY 2016|Q3). In addition to

submitting these cross-cutting deliverables, the AgNRM team selected six of the eight target CREMAs and built stakeholder relationships with fellow FtF projects and other projects and organizations working in northern Ghana.

2.1 AgNRM Target CREMA Selection

Following a rigorous and transparent selection process, the AgNRM project selected six of the eight target CREMAs in Year 1 and completed initial introductory visits to all of them. Year 1 ended with the entire AgNRM team preparing for the official launch at Mole National Park, at which representatives from all six CREMAs would be present.

Table 1. AgNRM Targeted Community Resource Management Areas (CREMAs)

No	Site Name	CREMA Name	CREMA Status ²	District (Focal community)	Region	Biodiversity Corridor	Other Projects/ Donors/ NSBC Site ³
1	Zukpiri	Zukpiri	Certified ⁴	Nadowli (Zukpiri)	Upper West	Black Volta	GSOP ⁵
2	Wechiau	Wechiau Community Hippo Sanctuary (WCHS)	Certified	Wa West (Wechiau)	Upper West	Black Volta	GSOP
3	Dorimon	To be determined	Conception ⁶ stage	Wa West (Dorimon)	Upper West	Black Volta	GSOP
4	Wuru-Kayoro	Sanyiga Kasena Gavara Kara (SKGK)	Certified	Sissala East/ Kasena Nankana West (Kayoro)	Upper East	Western	SLWMP ⁷ (Site 1)
5	Bulsa-Yening	Bulsa-Yening	Inception ⁸ phase	Bulsa South (Wiasi)	Upper East	Western	SLWMP /GSOP (Site 3)
6	Moaduri-Wuntaluri-Kumwusasi	Moaduri-Wuntaluri-Kumwusasi (MWK)	Inception phase	Mamprugu/Moaduri District (Yezesi)	Northern	Western	SLWMP /GSOP (Site 3)
7	TBD						
8	TBD						

² Development and devolution stage of the CREMA initiative

³ Northern Savanna Biodiversity Conservation Project defined corridor site within which the CREMA initiative is located

⁴ The CREMA has obtained a certificate of devolution from the Ministry of Natural Resources Lands and Forestry

⁵ Ghana Social Opportunity Project- a world Bank funded project being implemented by the Government through the District Assemblies

⁶ The CREMA idea is currently being conceived.

⁷ Sustainable Land and Water Management Project (SLWMP)

⁸ CREMA processes are in very early stages

2.2 Stakeholder Engagement and Partnerships

Meeting with stakeholders has been an important activity during Year 1. The AgNRM team met with all stakeholders including national and regional-level government partners, local government officials in the three regions in the north of Ghana, staff of USAID and other donor-supported projects working in the ZOI, private sector actors, and other institutional partners. The AgNRM team gleaned best practices, challenges, opportunities for collaboration and new approaches from these key stakeholders and actors. Throughout Year 1, AgNRM technical team members met with ongoing projects and other stakeholders, including USAID's ADVANCE, FinGAP, RING, SPRING, Africa-RISING, and ASAP; Shea Network Ghana (SNG), Agape Moringa Processing Enterprise, SNV, Savannah Fruit Company Ltd (SFC), Boboboo Shea and Moringa Processing Enterprise, Northern Rural Growth Program, AarhusKarlshamn (AAK), and Cocoa Research Institute of Ghana's (CRIG) Bole substation to discuss program activities, approaches and opportunities for collaboration.

USAID organized introductory meetings with the Regional Ministers in all three northern regions: Northern Region, Upper East Region and Upper West Region at the end of August 2016 to formally introduce the AgNRM COP and DCOP to the regional representatives. The AgNRM team welcomed USAID representatives to the new AgNRM office in Tamale on two occasions and participated in one field mission, to visit CRIG's research sub-station in Bole with USAID|Ghana Mission Director, Mr. Andy Karas.

In Q4, the AgNRM project organized two one-day consultative meetings – one with managers and department heads of GOG agencies working in the AgNRM selected landscapes/CREMAs and a second with representatives from the University for Development Studies (UDS) to discuss opportunities for collaboration in Year 2.

2.3 Communications

Winrock recruited the Director of Communications in FY 2016|Q4 and was completing the recruitment for the Behavior Change Communications Specialist as the year came to a close. The two positions will contribute to implementing distinct dimensions of AgNRM's communication strategy, which will be developed in the first quarter of Year 2.

2.4 Gender Integration

AgNRM considers gender integration as a principal component to delivering project goals, and hence seeks to build on the gender diversity and inclusiveness in the target CREMA. In Year 1, all Outcome teams actively engaged women from Wechiau, Zukpiri and Dorimon CREMA in discussions, focus groups and training sessions. Participating women were individual community members and/or representatives from existing collector/processing groups. The newly recruited AgNRM Gender Integration Specialist, Ms. Diana Ndego, assumed her post on October 24, 2016 and will lead the development of the project's gender integration plan in Q1 of Year 2.

3. ACTIVITY PROGRESS BY OUTCOME

Outcome 1 – Increased incomes from natural resource products

Year 1 activities under Outcome 1 focused on two main areas: value chain mapping and analysis of existing market systems, including the shea sector. Building on existing knowledge and relationships with the private sector, the Value Chain Expert and Market Strengthening Lead, joined by Dr. Peter Lovett, shea subject expert, began mapping the existing market systems, including the more formal elements of the financial services sector. The work began in Year 1 with a desk study, and was followed by engagement with both upstream and downstream actors, which will continue into Year 2.

1.1 Natural resource value chains developed

During FY 2016|Q4 Outcome 1 team pursued a wide variety of stakeholder consultations to inform the team's development of value chain and market systems for tamarind, moringa and dawadawa. A detailed understanding of the current production systems of the selected natural resource products (NRPs) at the community level will facilitate the team's design of appropriate tools and technologies to address production gaps and explore the market potential of the NRPs. End market actors including exporters and processors for moringa, dawadawa and tamarind identified so far include SFC, Agape Moringa Processing Enterprise, AJA Organics, Yabco Focus Company and the Organisation for Indigenous Initiatives and Sustainability (ORGIIS). A number of collector/processor groups in the three Black Volta River CREMAs have also been identified and AgNRM expects that many, if not all, of them will be formally integrated into the project's NRP value chain and market systems activities.

In the last quarter of Year 1, the team focused on mapping the fragmented and undeveloped markets for the NRPs to ensure that collectors and processors benefit from a sustained private sector-led market, while meeting quality standards required by buyers and processors. This approach will help build on existing knowledge and relationships in the private sector and to provide an enabling environment for value chain actors to trade among themselves in a sustainable manner. This activity will continue into FY 2017|Q1.

In Q4, the focus was to identify producer/collector groups currently working with moringa, dawadawa and tamarind in the three Black River Volta CREMAs. During community entry visits, in three separate meetings, the Outcome 1 team sensitized over 150 women on the AgNRM project in Wechiau, Zukpiri and Dorimon.

1.2 Increased income from the shea better value chain

The AgNRM Outcome 1 team initiated a nationwide stakeholder engagement in July 2016, which is on-going; the result will be a detailed and sustainable road map for shea. The mapping exercise is aimed at building on existing knowledge and relationships in the private sector to provide an enabling environment for shea value chain actors to conduct business in a sustainable manner. Discussions to date have included buyers such as SFC, IOI Loders Croklaan, AAK, PBC Ltd, 3Fs and Wilmar and have centered on assessing opportunities for buying quality shea butter and kernels from the CREMA producer/collector groups at competitive prices. The AgNRM team has also engaged the Global Shea Alliance (GSA), SNG and CRIG, who play facilitating roles in the shea industry, to help identify propagation techniques and opportunities for collaboration among key market actors.

Outcome 2 – Improved food and nutritional security

AgNRM Outcome 2 team began identifying potential supply chain partners with which the project will work to disseminate Climate Smart Agriculture and Conservation Agriculture practices and inputs. AgNRM Outcome 2 lead met with several manufacturers and distributors to explore how linkages to CREMA-level producer groups can be established or strengthened to ensure access to new or improved technologies. The team met with other FtF projects and with relevant GoG ministries to ensure that the approaches are harmonized and build on lessons learned.

2.1 Intensified and diversified climate smart technologies for production

Outcome 2 activities in Year 1 focused on leveraging and learning from what has been done in climate smart agriculture under existing USAID|Ghana FtF projects and other donor-supported work in northern Ghana—and from information available from GoG technical agents and private sector actors—to identify best practices, lessons learned, and new opportunities for AgNRM in this arena. The AgNRM targeted areas are off the beaten path and, therefore, have not benefitted from many of the newly introduced climate smart production technologies, so information sharing will be a first step in introducing the new approaches to community members.

AgNRM partner, TNS, conducted field visits, and had more detailed discussions with leaders and members of the three Black Volta River CREMAs in September 2016. The objective of the site visits was to conduct a quick assessment of food security issues and priorities. In most of the communities visited farmers were using low yielding varieties of common crops, with very low plant population per unit of land. Additionally, most fields showed signs of significant insect pest attack and high *Striga* weed infestation. Mono-cropping was a widely observed practice. During initial exchanges with community members, the AgNRM Outcome 2 team explained that mixed cropping and mixed farming systems were effective strategies against pests and disease destruction, erratic weather patterns, and prolonged droughts.

2.2 Strengthened capacities for modifications to existing livelihoods and improved nutrition

During the team's interaction with community members, it was noted that the raising of livestock (poultry, sheep, goats and cattle) is a common alternative source of income for households. Observed practices provide useful information as the Outcome 2 team began developing a set of intervention options to improve livelihoods and food security in target CREMA households.

The initial field visits also increased the targeted communities' awareness of the AgNRM project, which has encouraged an appreciable number of traditional and local leaders to pledge support to the project.

Outcome 3 – Increased natural resource access and tenure security

In Year 1, AgNRM Outcome 3 team members delved into researching local rules and practices related to access to land and other natural resources, as well as resource tenure security and decision-making across northern Ghana. The deeper dive into local practices will

enable the team to support women in the targeted communities to gain greater and more secure access to land and other natural resources.

3.1 Strengthen women's access and rights to land and natural resources

AgNRM partner, CECOTAPS, initiated a combined desk and field-level assessment of the resource conflicts in the ZOI in Year 1. The assessment will improve the AgNRM project's knowledge and understanding of the local hierarchy of resource access and use rights, as well as the conflicts around NRP access and use, land boundaries and demarcation, and adjudication processes. The desk review examined the Ghana government's policy, legal and regulatory frameworks that influence access and rights of women and marginal groups in northern Ghana. The purpose is to identify gaps, issues and challenges related to land and natural resources access.



AgNRM partner, CECOTAPS, organized women-only forums with to ensure women felt free to express their opinions and discuss their concerns about natural resource access and use rights in their communities. Photo credit: CECOTAPS

Before the end of September 2016, field visits had started in the three Black Volta River CREMAs. The team completed two site visits, each lasting four days, to selected communities within the Black Volta CREMAs and held meetings with traditional chiefs, earth priests, community opinion leaders, men and women of different ages in each of the three CREMAs. During the visits, the Outcome 3 team:

- Conducted community focus group discussions and key informant interviews
- Collected data on land related conflicts and potential triggers of conflicts
- Created a platform for engaging feuding factions within the management of the Wechiau CREMA
- Collected GPS coordinates of communities visited to aid in spatial mapping and planning

Of the 319 people CECOTAPS interacted with during these focus group discussions, 61% were females. Provisions were made for all groups of people to have the opportunity to voice their concerns regarding land access, tenure and security.

AgNRM partner, CECOTAPS, mediated an on-going land conflict in the Wechiau CREMA during its first field visit. The tensions between the new management of the Wechiau CREMA, Naa Imoru Nandon Gomah (Wechiau Naa), Naa Bandanaa Chielinah (Metieu Naa) and out-going Board Chair, Tokali Naa were addressed. This simmering tension had culminated in Tokali Naa threatening to withdraw 14 of "his" communities from the CREMA. His threat was hinged on the fact that he interpreted his replacement as CREMA Board Chair to a *coup d'état* as well as a sign of ingratitude for all the sacrifices he had made in sustaining the Wechiau CREMA.



Participants and AgNRM team members at a recent CREMA orientation session in the Talawona, in the Weichau CREMA.

In an effort to resolve the conflict, AgNRM Outcome 3 team, with CECOTAPS' Father Clement as key mediator, met with all the factions involved in this issue and, with frank deliberations, Naa Danyagiri Walaman i I (Tokali Naa) rescinded his decision to withdraw the 14 communities from the CREMA. The Outcome 3 team will continue to monitor these issues during the coming months and work with all community members to further improve relationships with the CREMA management structures.

Outcome 4 – Environmental stewardship strengthened

By the end of Year 1, AgNRM had 1) identified the six out of the eight CREMA where project interventions will be targeted, 2) engaged with government and community stakeholders in the six targeted CREMA, and 3) had begun more in-depth assessments in a number of CREMA.

4.1 Improved management and conservation of select CREMAs and biodiversity corridors in the Volta Basin

Initiated an assessment of the selected CREMA. Following the selection of the initial CREMA at the beginning of Q4, the Outcome 4 team contributed to the design of an integrated assessment strategy, which began in the Black Volta River CREMAs in September 2016. The Outcome 4 team visited each of the three target areas to learn more about the current governance and development status of each CREMA. AgNRM sub-grantee, NCRC, drafted an “Ecological Monitoring” methodology, designed for internal use by the CREMA, which will be finalized in FY 2017|Q1.

Orientation for CREMA representatives. AgNRM Outcome 4 team organized an orientation session for representatives from the three CREMAs in the Black Volta River basin during the last week of Q4. The session was important to ensure that appropriate information about CREMA structures and functions was transmitted to the leadership and other community representatives. Eighteen representatives attended the three-day orientation, six from each of the three CREMAs; women represented 22% of the participants. Community representatives were joined by five AgNRM Outcome 1 and 2 team members to learn more about the CREMA structure and to ensure that livelihoods and food security work will be integrated into the CREMA management planning.

4.2 Ecosystem Services Improved

Landscape-level NRM requires an understanding of ecosystem services and values. Ecosystem services benefit the population broadly, from supply of adequate clean water to pollination services for agriculture and supply of new income sources. An assessment of ecosystem services and values in the three corridors in the FtF ZOI will provide the evidence base for a public awareness campaign to increase knowledge and appreciation of ecosystem service values.

Develop background paper on ecosystem services in northern Ghana. Winrock's scientists in the Ecosystem Services Unit (ECO), conducted background research on ecosystem services in northern Ghana and authored a report that presents:

1. An overview of ecosystem services (ES) and payment for ecosystem services (PES) schemes
2. Which ES are important in northern Ghana and potential PES schemes for the region
3. Next steps on how to support ES valuation and potential PES schemes in northern Ghana

The Ecosystem Services in Northern Ghana Background Report seeks to open the conversation of on how AgNRM will support the development of ecosystem valuation for the Upper West Region, Northern Region, and Upper East Region and to integrate their intrinsic values into daily natural resource management. The report provided context for the AgNRM October 20th, 2016 ecosystem valuation stakeholder consultation workshop and subsequent stakeholder consultations.

Identify relevant experts and stakeholders. Through research for the background report on ecosystem valuation and AgNRM's existing network, AgNRM identified a list of stakeholders and experts that will be the focus of the consultation process. The stakeholders include, the Forestry Commission, Environmental Protection Agency, the Water Resources Commission, the Wildlife Division, the Volta River Authority, the Ghana Water Company, representatives from Mole National Park, the Ministry of Food and Agriculture (MoFA), District Assemblies in the CREMA areas, as well as CREMA representatives. Contact people have been identified in all the listed institutions so that they can be engaged for the stakeholder consultation workshop in Quarter 1 of FY 2017.

Within this group the project also plans to develop a working group that will advise the ecosystem valuation study to ensure that it responds to the realities on the ground throughout the study.

Identify economist to assess financial value of defined service. AgNRM has identified two potential teams of economists to support the program's ecosystem valuation work. Professor Charles Quansah led a feasibility study on payment for ecosystem services for the Ministry of Environment, Science, Technology and Innovation (MESTI) under the World Bank Sustainable Land and Water Management project (SLWMP) and has firsthand experience of ecosystem valuation in northern Ghana. Andy Murphy, the CEO of Zaina Lodge in Mole National Park, can support the ecosystem valuation study in identifying private sector actors that could be eventual buyers in a PES scheme. In the next quarter, both Mr. Murphy and Professor Quansah's teams will develop plans for their respective studies.

Design preliminary spatial analysis and identify data needs. As detailed in the Ecosystem Services in Northern Ghana Background Report, ECO has conducted a preliminary spatial analysis, predominantly using global data sets. These include global datasets of tree cover and forest loss, elevation, protected areas, burned area and rainfall. This preliminary analysis helps assess the supply of ecosystem services as well as the location of potential beneficiaries from those ecosystem services (see Figure 1 as an example). This information also provides a first step in identifying where the project will conduct more thorough modeling of ecosystem services, including using the Soil and Water Assessment Tool (SWAT) to estimate different components of the water cycle, including rainfall, runoff, evapotranspiration and groundwater recharge in a pilot sub-watershed (e.g., the Sissili sub-basin).

Through this study, we have identified a series of data needs which include records from rainfall and stream gauges in northern Ghana, data on timber volumes logged, volume of bush meat sold, habitat studies for key species and tourism statistics from protected areas.

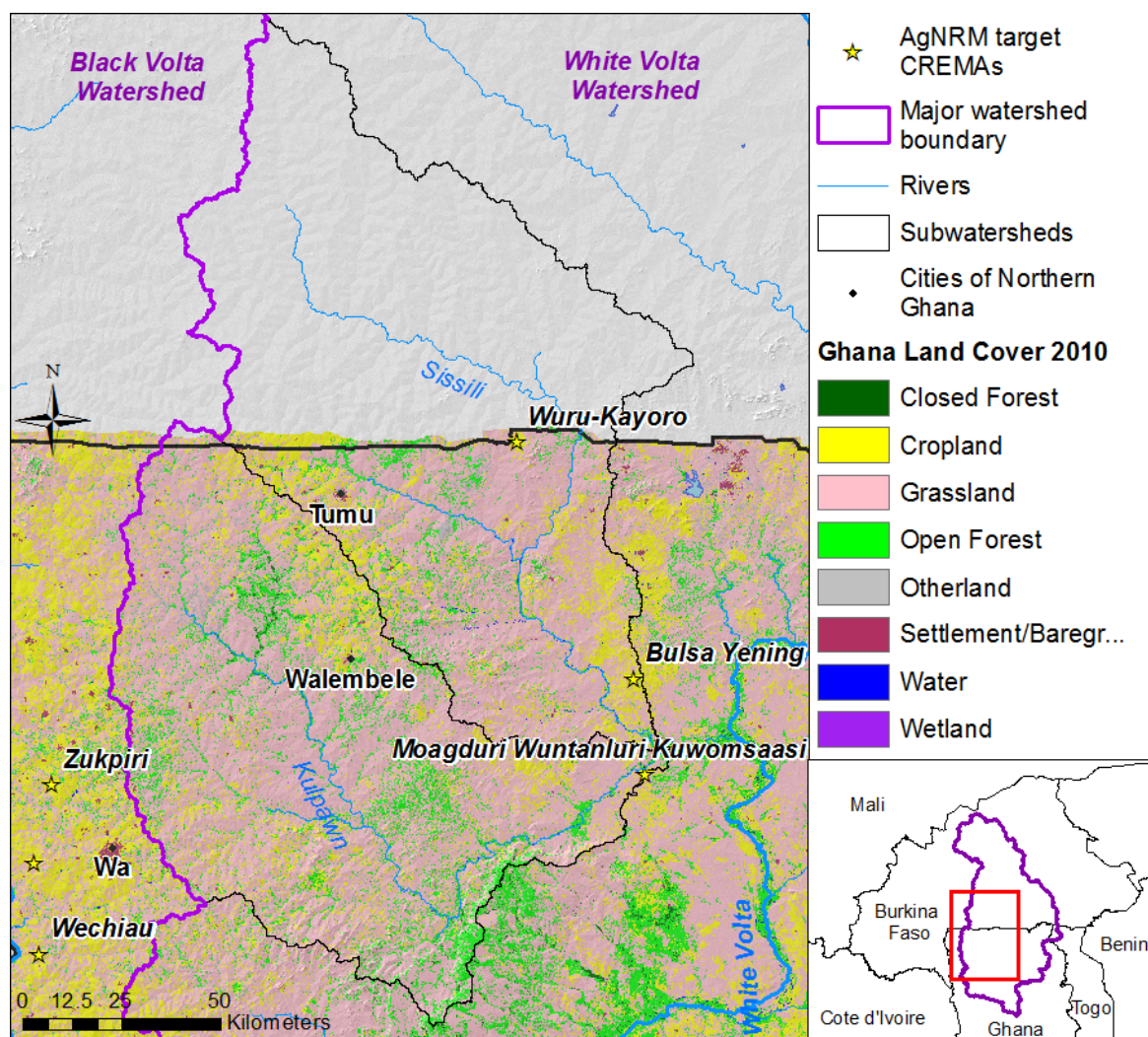


Figure 1. Example of preliminary spatial analysis of the sub-watersheds of the White Volta near target CREMAs.

4. PLANNED ACTIVITIES FOR THE NEXT REPORTING PERIOD

The **Outcome 1** team aims to finalize the NRP road map in FY 2017|Q1. The team will pursue detailed consultations with relevant CREMA collector/processor groups and buyers to facilitate the development of mechanisms that will promote direct commercial links with large buyers to work with new producer/collector groups. SWOT analysis will be conducted on existing groups to determine key entry points for support.

In Q1 of Year 2, the Outcome 1 team will register existing collector/processor groups, along with any individual collectors/processors in the Wechiau, Dorimon and Zukpiri CREMAs. The team will conduct a needs assessment of the identified groups and begin mapping out an intervention plan that addresses the groups' key needs, both in terms of production and marketing.

Outcome 2 will focus on raising awareness about Conservation Agriculture and Climate Smart Agriculture practices that are the most appropriate for the targeted communities in the Black Volta River basin.

The **Outcome 3** field-level participatory assessment in the Black Volta River CREMAs will be completed in the first quarter of Year 2. AgNRM will plan a series of stakeholder meetings that will be organized in Year 2|Q1 to present the desk assessment findings to community members and local officials to further refine the analysis. After the desk and field assessments have been completed, community members along with AgNRM team members will identify and develop concrete strategies to improve women's access to and security over land and other natural resources.

Under **Outcome 4.1** a wide variety of activities aimed at strengthening the CREMA governance structures and documentation, including constitutions, by-laws, and management plans will be implemented throughout Year 2. CREMA-level biodiversity monitoring and boundary identification will commence in Q1 of FY 2017.

In the following quarter the project will reach out to the institutions identified by **Outcome 4.2** team members to gather local data required for the ecosystem services modelling and analysis and SWAT. The Terms of Reference for the financial valuation of select ecosystem services will be developed and the selected STTA will begin working on the ecosystem valuation study.

Please refer to Annex E for a Gantt chart of all FY 2017|Q1 activities.

5. PROJECT BUDGET EXPENDITURES FOR FY 2016 & FY 2017 Q1 PROJECTED EXPENDITURES

Budget Line Item	FY 2016 Expended	FY 2017 – Quarter I Projected			TOTAL FY 2017 Q1 (projected)
		Oct	Nov	Dec	
Direct	\$1,006,042.78	\$195,087	\$192,308	\$157,935	\$545,330
Indirect	\$199,682.23	\$57,211	\$52,046	\$45,580	\$154,837
Total	\$1,205,725.01	\$252,298	\$244,354	\$203,515	\$700,167

Annex A

FY 2016|Year I Deliverables

Name of Deliverable	Description	Delivery Date	Approval and/or Acknowledgement from USAID
Year I Work Plan	Partial (5-month) Annual Work Plan	June 30, 2016 Final submission: July 20, 2016	August 8, 2016
Monitoring and Evaluation (M&E) Plan	Life-of-Project M&E Plan	June 30, 2016 Final submission: July 25, 2016	August 8, 2016
Environmental Mitigation and Monitoring Plan (EMMP)	Life-of-Project EMMP Plan	June 30, 2016 Final submission: August 1, 2016	August 8, 2016
Bi-Weekly Progress Reports	Interim, bulleted report	Every two weeks; with Monday due day. A total of ten Bi-weekly Bulletins submitted	Approval not required. USAID confirmed receipt of all Bi-Weekly Bulletins submitted.
Q3 FY 2016 Quarterly Progress Report	Quarterly Report	August 1, 2016	Approval not required. USAID confirmed receipt on August 1, 2016.
Year 2 Work Plan	Full Fiscal Year 2017 Work Plan	September 8, 2016	October 25, 2016

Annex B

Progress on Year I Operations Plan

No.	Action Item	Due Date	Completion Date
1.	Set up bank accounts	Within first 30 days	Account established on May 16, 2016
2.	Lease signed and AgNRM office in Tamale functional	Within first 80 days	Lease signed on May 31, 2016 and office furniture received on July 11, 2016
3.	Secure office space in Accra	Within first 60 days	Co-location agreement negotiations between Winrock and TechnoServe completed on June 30, 2016
4.	Set up internet services and network system	Within first 60 days	Internet connection established with network wiring and server system finalized
5.	Engage security services – Tamale	Within first 60 days	Security services agreement signed on June 15, 2016
6.	Winrock Financial Management Training for AgNRM Senior Finance Manager	Within first 60 days	June 20-24, 2016 in Accra
7.	Develop operations manual	Within first 90 days	Operations manual drafted and finalized
8.	Secure office space in Wa for first satellite office	Within 120 days	Staff started working from Wa office on September 1, 2016
9.	Web-based M&E system development	Within 120 days	Terms of Reference finalized and development progressing

Annex C

AgNRM Staff Mobilization during FY 2016

No.	Title	AgNRM Partner Institution	Name	Status at end of FY 2016
1.	Chief of Party (COP) – Key Personnel	Winrock	Julie E. Fischer	Arrived in Ghana on June 11, 2016
2.	Deputy Chief of Party (DCOP) and Technical Office Chief – Key Personnel	Winrock	Patrick Adjewodah	Assumed post on May 2, 2016
3.	Governance, Land & Conflict (GL&C) Specialist – Key Personnel	Winrock	Martin Yelibora	Assumed post on July 20, 2016
4.	M&E Director	Winrock	Ussif Ayinga	Assumed post on May 3, 2016
5.	Senior Finance Manager	Winrock	Antoinette Akanlise	Assumed post on May 17, 2016
6.	Management Information Specialist and Information Technology (MIS/IT) Specialist	Winrock	Eric Yartey	Assumed post on August 10, 2016
7.	Accountant	Winrock	Margaret Oketola	Assumed post on August 18, 2016
8.	Senior Operations and Human Resources Manager	Winrock	Baptista Sara Gebu	To assume post on November 7, 2016
9.	Procurement Officer	Winrock	Joyce Adongma Abugre	Assumed post on August 15, 2016
10.	Administrative Assistant	Winrock	Diana Donkoh	Assumed post on September 26, 2016
11.	Communications Director	Winrock	Abdul Wahab Gibril	To assume post on October 10, 2016
12.	Gender Integration Specialist	Winrock	Diana Ndego	To assume post on October 24, 2016
13.	Behavior Change Communications Specialist	Winrock	Abdul-Wahab Musah	To assume post on November 17, 2016
14.	Natural Resource Management/Multiple Use Systems Specialist	Winrock	TBD	Recruitment on-going
15.	Geographic Information Specialist	Winrock	TBD	Recruitment on-going
16.	Grants Manager	Winrock	TBD	Recruitment on-going
17.	Value Chain Expert (VCE) – Key Personnel	TechnoServe	Abdulai Abdul Nafeo	Assumed post on July 20, 2017
18.	Food Security and Agronomy (FS&A) Expert – Key Personnel	TechnoServe	Kweku Koranteng	Assumed post on May 17, 2016
19.	Market Strengthening Lead (MSL)	TechnoServe	Ruth Wallace	Assumed post on May 2, 2016
20.	Business Advisor	TechnoServe	Patricia Layo Matey-Akuffo	Assumed post on September 1, 2016
21.	Business Advisor	TechnoServe	Owusu Sampah	Assumed post on September 1, 2016

22.	Business Advisor	TechnoServe	Eric Ayamga	Assumed post on September 1, 2016
23.	Business Advisor	TechnoServe	Felix Ayambire	Assumed post on September 1, 2016
24.	Business Advisor	TechnoServe	James Kpengoy Dakora	To assume post on October 5, 2016
25.	Business Advisor	TechnoServe	Christian Koduah	To assume post on October 20, 2016
26.	Business Advisor	TechnoServe	Erik Heinno Botir	To assume post on October 20, 2016
27.	Senior Business Advisor, Collector Groups	TechnoServe	Michael Kweku Dorgor	To assume post on November 1, 2016
28.	Senior Business Advisor, SME	TechnoServe	Iddi Zakaria	TBD
29.	CREMA Coordinator Officer	NCRC	Thomas Awini	Assumed post in August 2016
30.	Deputy CREMA Coordinator 1	NCRC	Haruna Eluysu	Assumed post in July 2016
31.	Deputy CREMA Coordinator 2	NCRC	Sulamana Bawa	Assumed post in July 2016
32.	Trainer	CECOTAPS	Lazarus Angkyere	Assumed post on June 10, 2016
33.	Trainer	CECOTAPS	David Dum	Assumed post on June 10, 2016
34.	Field Officer	CECOTAPS	Nansata Yakubu	Assumed post on June 10, 2016
35.	Field Officer	CECOTAPS	Anita Zimpaq	Assumed post on June 10, 2016
36.	Driver	Winrock	Michael Boakye	Assumed post on September 12, 2016
37.	Driver	Winrock	Julius Akelibila	Assumed post on September 24, 2016
38.	Driver	Winrock	Abdulai Seidu	To assume post on October 3, 2016
39.	Driver	Winrock	TBD	Recruitment on-going
40.	Driver	Winrock	TBD	Recruitment on-going
41.	Driver	Winrock	TBD	Recruitment on-going

Annex D

AgNRM Equipment Procurement during FY 2016

1.	Procure three of six project vehicles	Within first 90 days	Three project vehicles delivered on August 12, 2016
2.	Procure Generator	Within first 90 days	Generators delivered on September 2, 2016
3.	Procure remaining three of six project vehicles	Within 120 days	Three project vehicles ordered and awaiting release based on finalized exemption form. Delivery scheduled for October 31, 2016
4.	Procure eight of twelve motorcycles	Within 120 days	Delivery scheduled for November 11, 2016

Annex E. Gantt Chart of AgNRM Activities for FY 2017|Q1

Activity	Responsible Person	Linkages	FY 2017 Quarter I		
			O	N	D
Start-Up					
Procurement					
<i>Project vehicle procurements</i>	Chief of Party, WI-HQ				
Establish AgNRM Satellite Offices					
<i>Set up AgNRM office in Wa</i>	AgNRM Procurement	ADVANCE, TNS			
Recruitment					
<i>GIS Specialist, Behavior Change Communications Specialist, Senior Operations and Human Resources Manager, NRM/MUS Manager, M&E Officers</i>	Chief of Party, WI-HQ				
Finalized AgNRM Operations Manual, Employee Manual of Procedures, and AgNRM Project Security Manual	Chief of Party, WI-HQ				
Engagement of Short-Term Technical Experts for development of a shea road map and shea related capacity building activities for Outcome 1, Red Volta Basin CREMA assessment, EMMP	Chief of Party, WI-HQ				
Development of grant activities	Grants Manager, WI-HQ				
Cross-Cutting					
Quarterly Partner Meetings	Deputy Chief of Party	TNS, NCRC, CECOTAPS, USAID projects, stakeholders			
Entry work in first six (6) CREMA sites	Deputy Chief of Party	Wildlife Division of the Forestry Commission			
Activities in Black Volta CREMAs	Deputy Chief of Party				
Signed Memorandum of Understanding (MoU) with key partners	Chief of Party and Deputy Chief of Party	Wildlife Division of the Forestry Commission, Environmental Protection Agency, others			
Six formal inaugural CREMA events	Chief of Party and Deputy Chief of Party	traditional authorities, USAID Ghana, government			
GoG Regional Level Stakeholder Meetings	Chief of Party and Deputy Chief of Party				
<i>Black Volta Corridor</i>	Chief of Party and Deputy Chief of Party				
Gender Integration Plan	Gender Integration Specialist	USAID, partners			
Communications/Outreach Strategy	Communications Director, Behavior Change Communications Specialist				
Deliverables					
Bi-weekly Reports	Chief of Party				
Quarterly Reports - FY 2017	Chief of Party				
Refine AgNRM EMMP for Fiscal Year 2017	Chief of Party				

Annex E. Gantt Chart of AgNRM Activities for FY 2017|Q1

Activity	Responsible Person	Linkages	FY 2017 Quarter I		
			O	N	D
Monitoring and Evaluation					
Database Design, Customization and Set-Up	Director-M&E				
Baseline Assessments	M&E team, WI-ECO	METTS, STTA			
Data Quality Control	M&E team				
Collect, analyze and produce geospatial information	M&E, GIS	WI-ECO			
Capacity Development of AgNRM staff and STTA to collect quality monitoring and survey data	Director-M&E				
Knowledge Management and Learning: use data to inform and improve implementation	Director-M&E	STTA, relevant institutions			
Observe and document changes occurring as a result of AgNRM interventions	Director-M&E				
Documentation and Reporting	Director-M&E, Director-Communications				
Outcome I: Increased incomes from natural resource products					
1.1 Natural resource value chains developed					
1.1.1 Greater understanding of the income generation potential of select natural resource products					
	Value Chain Expert, Market Strengthening Lead, Business Advisors	Department of Cooperatives, MOFA, Trade Associations, Chiefs and opinion leaders, CREMA management councils, development partners			
Conduct sector and market systems analysis on selected natural resource products (NRPs)					
1.1.2 Organize and strengthen producer/collector groups					
	Value Chain Expert, Market Lead	Department of Cooperatives, Trade Associations, MOFA, Chiefs and opinion leaders, management of CREMA, development partners			
Improve organization and structures of collector/producer groups in targeted CREMAs					
1.2 Increased income through the shea butter value chain					
1.2.1 Develop a comprehensive roadmap for shea sector investments					
	Value Chain Expert, Market Lead	SPRING, GSA, Savannah Fruits Company, The Pure Company, IOI Loders & Crokiaan			
Map existing shea laws of Ghana and other relevant literature on developing a sustainable shea value chain					
Engage potential shea investors (e.g., Global Shea Alliance and exporters) on opportunities and weaknesses of the shea sector in					

Annex E. Gantt Chart of AgNRM Activities for FY 2017|Q1

Activity	Responsible Person	Linkages	FY 2017 Quarter I		
			O	N	D
Collect and analyze data on shea production, processing and marketing in Ghana					
Engage Cocoa Research Institute of Ghana on the measures to reduce the gestation period for shea seedlings					
Engage large scale shea buyers, processors and exporters on demand and supply of shea in northern Ghana					
Determine the commercialization margins of shea					
Map out a strategy to establish a relationship between the key market actors and the collector/producer groups					
Determine the shea infrastructure needs in six (6) targeted CREMAs					
1.2.2 Maximize market opportunities through private sector and collector/processing groups	Value Chain Expert, Market Lead	GSA, Savannah Fruits Company, The Pure Company, IOI Loders, Ecocert			
Identify and engage key actors to assess market dynamics for shea kernel and butter					
Develop guiding principles for market engagements					
Select forty (40) collector/processor groups in six (6) CREMAs					
Map and engage financial service providers and other value chain actors to invest in identified market systems					
Engage financial service providers to develop and implement innovative and female-friendly products for collector/processor groups and members of trade associations					
1.2.3 Increase quality and quantity of shea products	Value Chain Expert, Market Lead	GSA, Savannah Fruits Company, The Pure Company, IOI Loders, Ecocert			
Assess both quality and quantity of shea demand and supply					
Conduct a needs assessment of the collector/producer groups capacity around quality and quantity issues					
Conduct a series of training sessions on quality and quantity of shea supplies					
Facilitate use and production of appropriate clean energy cook stoves, dryers and roasters					

Annex E. Gantt Chart of AgNRM Activities for FY 2017|Q1

Activity	Responsible Person	Linkages	FY 2017 Quarter I		
			O	N	D
Outcome 2: Improved food and nutritional security					
2.1 Climate smart technologies for production intensified and diversified					
2.1.1 Promote conservation agriculture and agroforestry adopted by farmers at scale across project zones	Food Security and Agronomy Expert	SARI, Conservation Alliance, IITA			
Collaborate on a regional forum on CA/CSA to share and learn known/adoptable technologies	Chief of Party	FC, MOFA, FRI, NGOs in forestry/wildlife conservation, agroforestry, conservation agriculture (AGRA) and others			
Support learning and sharing visits to on-going demos for willing individuals, organized groups and institutions on afforestation/agroforestry interventions					
2.1.2 Promote integrated soil fertility management, agriculture water management, and integrated pest management adopted by farmers	Food Security and Agronomy Expert	IITA, SARI, MOFA			
2.1.3 Develop productive water management technologies and systems	Food Security and Agronomy Expert, NRM/MUS Manager				
Develop water strategy and collect water-related data					
Engage stakeholders on appropriate water management ('key-hole garden' and drip irrigation) and technologies					
2.2 Capacities for modifications to existing livelihoods and improved nutrition strengthened					
2.2.1 Increase women's ability to save and manage finances	Business Advisor(s)				
Organize community forums of women to discuss intent and purpose of VSLA					
Support registration and required documentation exercise					
2.2.2 Increased diversity of nutritious plants produced and consumed by households	Business Advisor(s)	MOFA, SARI			
Improve the productivity of home gardens					
Support education on utilization of nutritious plants					
2.2.3 Develop women's time saving activities	Business Advisor(s)	Targeted equipment dealers, Rural Technology Enterprise of district assemblies, USAID's ATT & ADVANCE projects			
Outcome 3: Increased security of farmers and communities seeking access and rights to land and natural resources					
3.1 Women's access to land and natural resources strengthened					
3.1.1 Increase understanding of land and water access rights and ownership	Governance, Land, and Conflict Specialist	Traditional and formal authorities, CREMA management			
Complete an assessment on access to land, resource tenure security, and resource-related decision-making processes in targeted CREMAS sites					

Annex E. Gantt Chart of AgNRM Activities for FY 2017|Q1

Activity	Responsible Person	Linkages	FY 2017 Quarter I		
			O	N	D
Convene stakeholder forums with community, district and regional leaders to present findings and formulate recommendations on strengthening access to land					
3.2.3 Develop mechanisms to mediate land disputes and promote peace and order	Governance, Land, and Conflict Specialist	Traditional and formal authorities, CREMA management			
Develop early warning and response system to prevent conflict					
Build capacity for managing the early warning and early response systems in six (6) CREMAs					
Develop an ADR training manual tailored to natural resource conflicts					
Outcome 4: Environmental stewardship strengthened					
4.1 Improved management and conservation of select watersheds and biodiversity corridors in the Volta Basin					
4.1.1 CREMA and Farmer Managed Natural Regeneration (FMNR) associations established	NCRC	CREMA management, local government agencies, WD and District Assembly			
Community engagement on CREMA foundation (3 sites)					
Formalization of Community Resource Management Committee (2 sites)					
Engagement with relevant local government agencies					
Training of CREMAs patrol teams					
Support to CREMA field teams (4 sites)					
4.1.2 Improve NRM through community based initiatives	NCRC	CREMA management, local government agencies, WD and District Assembly			
Natural Resource Management and CREMA training					
Boundary agreement and zoning					

Annex E. Gantt Chart of AgNRM Activities for FY 2017|Q1

Activity	Responsible Person	Linkages	FY 2017 Quarter I		
			O	N	D
4.2 Ecosystem services strengthened					
4.2.1 Develop values for ecosystem services in targeted areas					
	WI-HQ/Deputy Chief of Party	GoG partners			
Convene stakeholder and expert meeting	WI-HQ/Deputy Chief of Party	Forestry Commission (CCU, RMSC and FSD), EPA, Wildlife division, Water Resource Commission, CREMA communities)			
Spatial analysis of Payment for Ecosystem Services (PES) in northern Ghana	WI-HQ	RMSC Spatial Unit			
Economic Analysis	Local STTA				
4.2.2 Increase understanding of the links between ecosystem services and livelihoods on the part of all stakeholders					
	WI-HQ/Deputy Chief of Party	GoG partners			
Introductory training on PES in northern Ghana	WI-HQ/Deputy Chief of Party	CREMA communities, other local stakeholders			
4.2.3 Improved accounting of carbon stocks in target zones					
	WI-HQ/Deputy Chief of Party	GoG partners			
Establishment of national Forest RL and assessment of data gaps for northern Ghana	WI-HQ	Ghana FC			