



USAID
FROM THE AMERICAN PEOPLE

SMALL GRANTS RESULTS AND LESSONS LEARNED



2013

Hen Mpoano

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



This publication is available electronically on the Coastal Resources Center's website at <http://www.crc.uri.edu>

For more information contact: Coastal Resources Center, University of Rhode Island, Narragansett Bay Campus, South Ferry Road, Narragansett, Rhode Island 02882, USA. Brian Crawford, Director International Programs at Email: brian@crc.uri.edu; Tel: 401-874-6224; Fax: 401-874-6920

For additional information on partner activities:

WorldFish: <http://www.worldfishcenter.org>

Friends of the Nation: <http://www.fonghana.org>

Hen Mpoano: <http://www.henmpoano.org>

Sustainamatrix: <http://www.sustainamatrix.com>

Citation: Gormey, B. (2013) Small Grants Program- Lessons Learned Report: USAID Integrated Coastal and Fisheries Governance Initiative for the Western Region, Ghana. Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island. 27 pp.

Disclaimer: This publication is made possible by the generous support of the American people through the United States Agency for International Development (USAID)/Ghana. The contents are the responsibility of the authors as part of the Integrated Coastal and Fisheries Governance (ICFG) Project and do not necessarily reflect the views of the United States Government. Associate Cooperative Agreement No. 641-A-00-09-00036-00 for "Integrated Coastal and Fisheries Governance (ICFG) Program for the Western Region of Ghana," Under the Leader with Associates Award No. EPP-A-00-04-00014-00.

Cover Photo: Top left: Boat ride on Amanzule River: Top right: Mangrove forest

Down left: Women with Plastic bags: Down right: Women with Batik cloth

Cover Photo Credits: SNV-Western Portfolio, RECA, DAASGIFT, ANOOMSATU

ACKNOWLEDGEMENTS

I wish to express my heartfelt gratitude to the staff of Friends of the Nation and Coastal Resources Center – Ghana for their support and cooperation during the data collection exercise for the Small Grants Results and Lessons Learned Report.

I also extend my deepest appreciation and recognition to the following colleagues for the valuable contributions they made towards the writing of this report.

Mr. Richard Adupong Friends of the Nation- Ghana

Mr. Daniel Nii Doku Nortey Coastal Resources Center- Ghana

I also acknowledge the suggestions, the contributions and the experiences shared by all stakeholders during the production of this report.

ABSTRACT

The ICFG Initiative was framed in 2009 to support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable fisheries management and biodiversity conservation. This includes contributions to Ghana's National Food and Agriculture Sector Development Policy, Strategies for Biodiversity and Wetlands Conservation, Climate Change Adaptation, and the Fisheries and Aquaculture Sector Development Program. The Initiative's vision, or overall goal, is that:

Ghana's coastal and marine ecosystems are sustainably managed to provide goods and services that generate long term socio-economic benefits to communities while sustaining biodiversity.

In the four year period of its execution, the central objective of the ICFG Initiative is to assemble the pre-conditions for a formally constituted coastal and fisheries governance program that can serve as a model for the nation.

As part of its implementation strategy, the initiative implemented certain activities in partnership with some civil society organizations in six coastal districts of the Western Region of Ghana through award small grants. The purpose was to assist them to implement community based projects that would contribute to realizing the objectives of the Hen Mpoano initiative. The program covered the period 2010 to 2012 with 21 civil society groups receiving financial support. Activities under the small grants scheme focused in most cases on wetlands conservation, ecotourism, behavior change and diversified livelihood

At end of the grant period a survey was carried out to gather information the documentation of the results achieved and lessons learned during the implementation of the small grants scheme. Though it was an internal assessment exercise, much care was taken to reduce to the barest minimum personal biases that would affect the result. Its purpose was to guide future operations of the Small Grants Scheme Program.

The program on the whole made some modest impacts in the beneficiary communities with the following lessons learned.

ACRONYMS

AWDA	Ahanta West District Assembly
CF	Conservation Foundation
CCSF	Code of Conduct for Sustainable Fisheries
CRC	Coastal Resources Center
CREMAs	Community Resource Management Areas
FCF	Fisheries Co-management Forum
GWS	Ghana Wildlife Society
ICM	Integrated Coastal Management
RECA	Rural Environmental Care Association
STMA	Sekondi –Takoradi Metropolitan Assembly

Table of Contents

SMALL GRANTS -----	1
RESULTS AND LESSONS LEARNED REPORT -----	1
ABSTRACT -----	iii
ACRONYMS -----	iv
LIST OF FIGURES -----	vi
CHAPTER ONE: INTRODUCTION AND BACKGROUND -----	1
1.1 Project Goals and Objectives -----	1
1.2 Geographic Focus and Primary Beneficiaries -----	2
1.3 The Small Grants Program -----	2
1.4 The Report -----	3
CHAPTER TWO: RESULTS OF PROJECTS IN COMMUNITIES -----	4
2.1 Wetlands/Mangrove Conservation -----	4
2.2 Behavior Change through Awareness Creation -----	4
2.3 Diversified Livelihood -----	6
2.4 The Poultry Project -----	7
2.5 Creating Livelihood through Cleanliness -----	8
2.6 The Eco Tourism Project by GWS: Development of a tourism trail -----	10
2.7 West Coast Destination Project by SNV-Western Portfolio -----	11
2.8 OTHER ACHIEVEMENTS -----	12
CHAPTER THREE: LESSONS LEARNED FROM GRANT ADMINISTRATION -----	13
3.1 Lessons Learned# One: Focus of Grants (Consider and Fund Priority Areas) -----	13
3.2 Lesson Learned # Two: Capacity for Quality Delivery: (Inadequate Capacity of Local Civil Society Groups) -----	13
3.3 Lesson Learned # Three: Diversified Livelihoods (Diversified Livelihood Must be Based on Resources Available in the Community) -----	13
3.4 Lesson Learned # Four: Wetlands/Mangrove Conservation (Link Conservation Schemes to Ecosystem Enterprises) -----	14
3.5 Lesson Learned # Five: Sustainability of Projects (Long Term Funding for Conservation Work Will Yield Lasting Impact) -----	14
CHAPTER FOUR: CONCLUSION AND RECOMMENDATIONS -----	15
APPENDIX -----	16

LIST OF FIGURES

<i>Figure 1: Community Fisheries Forum members at a meeting</i> -----	5
<i>Figure 2: Women producing tie & dye material</i> -----	6
<i>Figure 3: Poultry beneficiary in Ahanta West District</i> -----	8
<i>Figure 4: Woman sowing plastic bag</i> -----	9
<i>Figure 5: Trail to the Domunli Lagoon</i> -----	10
<i>Figure 6: The two project canoes</i> -----	11

CHAPTER ONE: INTRODUCTION AND BACKGROUND

The Integrated Coastal and Fisheries Governance (ICFG) Initiative is a four-year project supported by the U.S. Agency for International Development (USAID). It is locally referred to as the *HeN MPOANO* (Our Coast) Initiative. It is implemented through a US AID cooperative agreement with the Coastal Resources Center (CRC) of the University of Rhode Island (URI). The principle implementing partners of the Initiative include the Worldfish Center, SustainaMetrix, Friends of the Nation, the Department of Fisheries, coastal districts in the Western Region and the Western Regional Coordinating Council. Other government, private sector and nongovernmental organizations (NGO) along the coast and in the fisheries sector are key stakeholders. The Initiative covers a four year period from September 15, 2009 to September 13, 2013.

1.1 Project Goals and Objectives

The ICFG Initiative was framed in 2009 to support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable fisheries management and biodiversity conservation. This includes contributions to Ghana's National Food and Agriculture Sector Development Policy, Strategies for Biodiversity and Wetlands Conservation, Climate Change Adaptation, and the Fisheries and Aquaculture Sector Development Program. It is also important to note that the Initiative is directly supporting National Land Use and Environmental Policies through technical assistance and training for district level spatial planning that considers food and livelihoods security and ecological functions of the land and seascape. From a long-term perspective, the Initiative's vision, or overall goal, is that:

Ghana's coastal and marine ecosystems are sustainably managed to provide goods and services that generate long term socio-economic benefits to communities while sustaining biodiversity.

In the four year period of its execution, the central objective of the ICFG Initiative is to assemble the pre-conditions for a formally constituted coastal and fisheries governance program that can serve as a model for the nation.

The key results, to which this four-year ICFG Initiative is contributing, are:

Result 1: The 1st Order enabling conditions for a fresh and integrated approach to coastal and fisheries governance in the Western Region and at the national and regional scale are assembled. These include:

- Strengthened institutional capacity to develop and implement policies
- Development of informed constituencies in civil society, business and government
- Governmental commitment in support of policies
- Clear goals that define what ICM and fisheries policies

Result 2: Changes in behavior at the local, regional, and national levels are setting the stage for generating social and economic benefits to resource users.

Result 3: Changes in behavior at the local, national and regional levels are supporting the ecosystem approach to coastal and fisheries planning and decision-making and more sustainable forms of use.

In broad terms, these results consist of among others:

Critical issues relating to food security in the coastal districts of the Western Region are understood, and proposed measures for addressing these them that are mainstreamed into regional and district level planning processes.

The role of women is highlighted within civil society groups, and more Western Region women are empowered to influence supply practices, or mobilize resources for livelihoods improvement.

Good practical examples of community-based approaches to fisheries management operational at the local scale and demonstrations of the value of community resilience and livelihood interventions as a component of fisheries governance reform and as a tool to ensure legitimacy of management interventions.

A cadre of Ghanaians with the capacities and the commitment to carry forward the values and initiatives of the ICFG Initiative are supported through improvements to district and regional level information systems for coastal and fisheries management and increased knowledge, skills and attitudes of public officials, and community level stakeholders.

1.2 Geographic Focus and Primary Beneficiaries

The Initiative is working in the six coastal Districts (Shama, STMA, Ahanta West, Nzema East, Ellembelle, Jomoro) of the Western Region, with emphasis on three focal areas (see Figure 1), to build popular support for new approaches to fisheries and coastal governance while strengthening the existing governmental institutions at the District and Western Region levels. Given the nature and scope of many of the coastal and fisheries issues and the scale at which they need to be addressed, the Initiative links regional scale activities, where appropriate, with policy reform and actions at the national scale.

1.3 The Small Grants Program

Purpose

The purpose of the Small Grants Scheme was to assist Non-Governmental Organizations, community Based organizations and other civil society groups in six coastal districts of the Western Region to implement community based projects that would assist in biodiversity conservation, food security and coastal governance. This is consistent with the objective of the Hen Mpoano Initiative that is, establishing enabling conditions for behavior change in the management of coastal resources. The program covered the period 2010 to 2012 with 21 civil society groups receiving financial support. Activities under the small grants scheme were focused on the following objectives

1. Increasing community awareness about fisheries and coastal governance
2. Increasing community awareness about coastal resources such as wetlands, coastal forests, mangroves, turtle nesting sites, and the need to conserve them through community participation
3. Building capacity of civil society organizations to ensure
 - a. Wetlands conservation
 - b. Ecotourism
 - c. Behavior change
 - d. Diversified livelihood

As much as possible grants were awarded to civil society groups to implement projects to conform to the activities set out for the small grants scheme.

1.4 The Report

This report is therefore a documentation of the results achieved and lessons learned during the implementation of the small grants component of the Hen Mpoano Initiative. The information is based on data obtained through grantees/beneficiaries survey conducted at the instance of the management of the Small Grants component. Some staff members of CRC-Ghana and Friends of the Nation were involved in the exercise. Though it was an internal assessment exercise, much care was taken to reduce to the barest minimum personal biases that would affect the result. Its purpose was to guide future operations of the Small Grants Scheme Program.

CHAPTER TWO: RESULTS OF PROJECTS IN COMMUNITIES

The projects, despite the short comings made some impacts in the communities.

2.1 Wetlands/Mangrove Conservation

Mangroves and for that matter wetlands are very crucial to livelihoods. This, unfortunately, is lost to many people including fishers and non-fishers. CRC-Ghana, having realized this, decided as one of its piloted actions under the Small Grants scheme to support some partner NGOs- involved awareness creation through public education about the socio-ecological importance of mangrove vegetation and partial rehabilitation of some degraded areas. This was done within the framework of co-management of natural resources.

The mangrove forest at Butre in the Ahanta West district was being destroyed by the local people through uncontrolled harvesting for fuel. Through the intervention, the chiefs and the community came together to make by-laws to regulate the exploitation of the mangroves. The first of its kind, it provides the framework for the sustainable management of the resource which hitherto was under serious threat of extinction in the area. The intervention also created awareness about the importance of mangroves to sustainable fisheries livelihoods in the community in particular and Ghana as a whole. The bye-law on mangrove conservation has been adopted by the Ahanta West District Assembly.

As one respondent in Butre remarked, “about five years ago we used to see monkeys, water birds and crocodiles in this community, but when we started cutting the mangroves these animals went away. Now they are back because we have stopped cutting the mangroves”

The initial work done at Butre attracted additional financial support from Tullow oil Company which led to the strengthening of Community Resource Management Areas (CREMAs). These groups have received official recognition from the district assembly.

Ampain is a community in the Ellebelle district in which RECA, one of the partner NGOs was supported by CRC-Ghana to do mangrove conservation education and awareness. At the end of the project the people understood the importance mangrove to fisheries livelihood. As the chief of the town put it, *“We understood the ecological importance of mangroves and we have decided to ban the harvesting of mangroves in our area because my people catch fish and crabs in the mangroves and if they are gone we cannot catch fish anymore”*

The major challenge has been lack of long term funding to sustain the interventions in order to keep community trust. Relative this is the issue of direct benefit communities will derive from conserving the resource. As the chief of Nzuleloanu bluntly put it:

“We have been protecting these mangroves for years, that is, why they are still here. However, the people don’t have anything for doing that. We are getting hungry, and we cannot continue protecting them if we are not assisted to derive direct benefits from them. Help us to protect them”

2.2 Behavior Change through Awareness Creation

One of the means adopted to encourage behavior change was awareness creation in fishing communities. This was done through drama performances by OGSford in Dixcove, a fishing community in the Ahanta West District. This community, hitherto, had a high incidence of illegal fishing (blast fishing, use of aggregating devices, undersize nets, etc).

With a goal of engendering community approval, buy-in and voluntary compliance of the *Fisheries Regulations* in many fishers in Dixcove, the *West Coast Green Acts* provided effective and culturally appropriate platforms for the dissemination and sharing of knowledge

on the devastating effects of some fisheries practices. The fishers also came up with two engagement initiatives which brought together fishers and other stakeholders together to engage on pertinent fisheries issues. These consist of the holding of a Peer Learning Session every Tuesday and the organization of a General Assembly at the end of each quarter.

As a result of the *Green Coast Acts* and subsequent focal group discussions, the fishers resolved not to tolerate bad fisheries practices in Dixcove. Practices which were deemed to be acceptable were on the other hand endorsed as their *Code of Conduct for Sustainable Fisheries* (CCSF). This CCSF sets out standards of acceptable practices regarding some fishing methods and the use of set-nets. The CCSF also offers guiding principles on the sale of fishing nets and gears, purchase of fish and the handling of incidental catches. Additionally, it discourages the landing of small sized fish species, the harvesting of sea turtles and carrying out of fishing activities around the oil and gas installations.



Figure 1: Community Fisheries Forum members at a meeting

Regarding the use of set-nets, the CCSF discourages the use of small-sized multifilament set-nets and the use of all monofilament set-nets by the fishermen in Dixcove. Concerning the landing of the various fish species and the purchase of fish at the Dixcove landing beach, the CCSF opposes the landing of juvenile fish species by fishermen as well as the purchase of such fish by the public. On the other hand, it supports the immediate release of juvenile fishes that are caught accidentally (by-catches or incidental catches) into the sea. On the subject of the sale of fishing nets and gears in Dixcove, the CCSF does encourage traders to only sell fishing net or gear that have wider mesh sizes. Pertaining to the acceptable fishing methods, the CCSF promotes fishing methods that do not aggregate fish by light attraction while discouraging pair-trawling and the use explosives and obnoxious chemicals like carbide for fishing. As regards sea turtles, the CCSF opposes their harvesting while encouraging the

immediate release of those accidentally caught back into the sea. Further, the CCSF is against fishing activities within oil and gas installations.

CCSF was presented to the AWDA for adoption and gazetting into the by-laws of the District Assembly to make it binding in Dixcove. Seeking an effective implementation of the anticipated revised bye-laws, the FCF also sought the necessary powers from the local government authorities to enable the FCF to play a leading role in the enforcement in Dixcove. They requested for the power to carry out monitoring of fishing operations, inspection of fishing gears and examination of landed fish and other actions in the enforcement of these bye-laws.

2.3 Diversified Livelihood

Livelihoods play an important role in the management of natural resources in local communities. In these communities people exploit resources to make a living. Thus the decline in the quantity and quality of resources has a direct effect on the quality of life of the people. The grants scheme therefore supported three diversified livelihood initiatives in three districts on pilot basis.

Results

Tie and Dye

Twenty (20) female youth have now acquired basic knowledge in shapes and designs used in the production of batik and tie and dye. They can differentiate and name colours used for batik and tie and dye production. Participants can also dye and print on pieces of cloth and prepare liquid and bar soap.



Figure 2: Women producing tie & dye material

The major obstacle to realizing the full benefit of this project has been its poor linkage to the marketing channels or the value chain available in the community. The service provider could dispose of the materials produced in order to sustain the project. In addition to this the

beneficiaries could not access credit to enable them establish their own small scale businesses as envisaged at the beginning of the project. As one of them remarked:

“We learned a lot and we can say that the project has been beneficial to us. However, we have not been able to get loans from the banks or the district assembly to start our own enterprises. We are too poor to start our own businesses; our family members are also not willing to help us and the district assembly has also disappointed us. In future small loans should be attached to the project to assist beneficiaries start their own businesses.”

2.4 The Poultry Project

Results

- A training manual to build the capacity of the beneficiaries in backyard local poultry management was developed. The manual has been used to train the 200 beneficiaries.
- Facilitated the establishment of 100 improved rural poultry housing systems for role modeling and experimentation using local materials
- Purchase and distributed 1000 improved cockerels and other inputs to trained women
- Purchase and distributed extra 90 improved cockerels to 30 secondary beneficiaries in place of passing-on the gift.
- Some of the trained beneficiaries failed to continue with the project due to their fishing activities and thus could not mobilize materials for their coop construction. Typical of this is found in Asemko, where only 3 out of the 20 trained beneficiaries were able to construct their coops. However, new interested beneficiaries close to the targeted communities were sensitized to participate in the project
- During the period of adaptation of supplied cockerels to the local environment, it is expected that there may be a mortality of 5 % to 10 %. However, as at the project completion, there had been 258 deaths across the project communities representing about 26 % of the cockerels distributed. Post mortem examinations by the District Veterinary Officer indicated that the chicks got infections from poor feeding environment.



Figure 3: Poultry beneficiary in Ahanta West District

However, they have been able to make some impacts on beneficiaries such as gaining new knowledge in poultry keeping, new techniques in tie and dye production. A beneficiary of the poultry project at New Amanful had this to say:

“I graduated from the University of Ghana in 2010; I had no job, so I was praying to God to provide me with something to do. I came into contact with OLIVES which introduced me to animal rearing. I extended the same idea into turkey rearing and have plans to start duck rearing very soon. My parent sometimes put pressure on me to get ‘a more meaningful job’”, but I always tell them this is what I love doing and nothing will stop me. I am grateful to OLIVES and CRC-Ghana because without them I would have been unemployed.”

2.5 Creating Livelihood through Cleanliness

This project was implemented with grants awarded to Daasgift, a local NGO which specializes entrepreneurship development. The goal was to create livelihoods in Shama and Dixcove by utilizing plastic wastes which are not managed properly thereby worsening the sanitation situation in the two coastal communities. The initial grant to Shama was to help to collect plastic waste and gather them at a point and later sell to a buyer. By sensitizing the people and linking them to a buyer of plastic wastes, they have been able to keep the community clean and are also making some money to sustain their activities.

The second grant was an extension of the previous project in a different community with the aim of training people to use plastic wastes for finished products such as carrier back and folders for sale.



Figure 4: Woman sowing plastic bag

Results

- The two projects succeeded in creating a better use for plastic wastes in the two communities.
- Community members have started earning income from wastes they were throwing away. As one beneficiary observed,
- “Trained three people who are acting as trainers of trainees in Dixcove in plastic waste bags
- ***“We did not know that we could do a lot with these plastic bags our communities. We were only burning them, but now we have learned to use them for bags which we hope to sell for money. We also happy that the project trained us in the making of bags and other products which we can always rely on to make money”***
- Raised awareness about environmental sanitation
- Establishment of a center to train more people in plastic bag production

Challenge

The main challenge confronting the project is relative to increasing the sales outlets for the products by convincing people outside the project area to buy them.

2.6 The Eco Tourism Project by GWS: Development of a tourism trail

The major eco-tourism projects were implemented by the Ghana Wildlife Society (GWS) and SNV-Ghana Western Portfolio.

GWS reaches out to the community and the schools in an effort to educate the population about conservation. As a result of the project a tourism trail has been developed on the main Domunli Lagoon and this trail was developed after two test trials were organised on the Domunli lagoon. The trip is about one hour twenty minutes boat ride from Egbazo to Old Kabenlasuazo. The boat trip offers visitors the opportunity to see the beautiful scenery of water formations and intact mangrove forest, watch birds mainly migratory (October –April) ones from Europe and a shrine of the Domunli deity.



Figure 5: Trail to the Domunli Lagoon

Two new local canoes were constructed. These canoes are being used to safely transport tourists from both Egbazo to Old Kabenlasuazo. Two paddles and six life jackets have also been acquired by the project for the safe and easy transportation on the lagoon.



Figure 6: The two project canoes

Two persons from the communities have been recruited and trained by the project as tour guides to send tourists to the Domunli Lagoon. The training involved effective communication Skills, Information about the attractions on the trail, Personal Hygiene and care and importance of wetlands.

2.7 West Coast Destination Project by SNV-Western Portfolio

The projects aimed at building the capacity of local community actors in destination management. A total of one hundred and sixty people received direct training in eco-tourism related activities. Beneficiaries noted the following impacts of the three projects such as

- Keeping clean beaches
- Increase in tourist visits
- Increased income from tourism
- Show casing of tourism potentials

A carpenter and a bar operator at Akwidaa in the Ahanta West district, during the lessons learned exercise had this to say.

“I have gained a lot of new business ideas from the training I received from SNV. I have expanded my bar and improved my customer relations especially with tourists. Currently, I am constructing a two- bedroom - house for tourists. Even though I did not receive any money from SNV, the ideas I gained through the training workshops has enabled me to improve upon my business. I wish SNV will continue to train us more on business and development in tourism. I thank SNV and CRC-Ghana for this project.”

2.8 OTHER ACHIEVEMENTS

The small grants scheme also achieved the following results:

- provided CRC-Ghana an opportunity to develop new partnerships and collaborations with other organizations
- strengthened capacity of recipients in wetlands conservation
- introduced some grantees to coastal management for the first time
- helped to focus attention on mangrove and for that matter wetland conservation in the Western Region more than ever before.

CHAPTER THREE: LESSONS LEARNED FROM GRANT ADMINISTRATION

The following lessons were learned from the administration of the Small grants:

3.1 Lessons Learned# One: Focus of Grants (Consider and Fund Priority Areas)

Focusing on a few areas would make the most impact. The grant scheme, in an attempt to satisfy many demands, covered many areas with a small budget. Though it was meant to build partnerships and create a constituency for integrated coastal zone management, it attempted to do many things that could not be sustained by the organizations involved after the end of the scheme. For example grants awarded for inter-faith activities would take a longer time to make an impact for which the scheme might not stay to evaluate.

3.2 Lesson Learned # Two: Capacity for Quality Delivery: (Inadequate Capacity of Local Civil Society Groups)

Capacity for quality delivery is very important in any grant program. The grants scheme took the risk to support and also strengthen some civil society groups to be able to implement activities relative to sustainable coastal zone management. During the first year of administration it was realized that most of the grant applicants did not have the capacity to undertake the projects they proposed to implement. It was for this reason that the program was only able to fund a small number of proposals of acceptable quality.

Though attempts were made to build capacity, more still needs to be done to bring them on board in the specific area of coastal resource management. Some grantees, to all intents and purposes were found not to be resident in the local communities and this affected the effective execution of projects. Others were also affected by high staff turnover which also impacted negatively on quality of service provided.

Some grantees have not been able to complete and report on their activities though they have spent almost eighteen months on the projects. For this reason, some grants had to be cancelled after the mid-term evaluation.

3.3 Lesson Learned # Three: Diversified Livelihoods (Diversified Livelihood Must be Based on Resources Available in the Community)

For any diversified livelihood program to become successful or sustainable it must, of necessity, be based on the resources available in the community. Importing what has worked in a different environment to another will surely face many challenges.

The diversified livelihood schemes in poultry, rabbit rearing and grass cutter rearing have great potentials in ensuring food security. However, the grantees could not adhere to the required animal husbandry practices to be able to obtain the maximum benefits. For example, vaccination of animals was not properly done, hence the high mortality rate observed. Furthermore, it was an attempt to introduce a new idea to people whose livelihood was based on fishing and allied activities.

Training in batik tie and dye as a diversified livelihood activity as a whole is gradually yielding diminishing returns as more and more people enter that industry without a clearly defined marketing strategy supported by adequate start-up capital for business development. Furthermore, the influx of cheaper textiles is also creating more problems. Most of the people who received training are still in the house doing nothing with their skill. The grantee (ANOOMSATU) could not as of now sell the product to be able to use the proceeds as a

revolving fund for the training of others as was agreed in the grant agreement. This aspect of livelihood scheme needs serious re-thinking since the prospects do not look bright as more people enter into it with corresponding poor results.

There is always the temptation to justify the introduction of such initiatives on the grounds that they are demand/community driven. New ideas will always excite would-be beneficiaries, but their impact on poverty reduction in the medium and long term should be the overriding consideration.

Diversified livelihood initiatives should also be carefully planned as part of an overall project with long term funding supported by constant monitoring, mentoring and evaluation. For example, six months is not enough to train high caliber dressmakers and beauticians in a community as the World Fish Center intervention in Anlo Village in the Shama district has sought to do.

3.4 Lesson Learned # Four: Wetlands/Mangrove Conservation (Link Conservation Schemes to Ecosystem Enterprises)

Mangroves/wetlands are important coastal resources that need to be conserved sustainably. However, conserving them for the sake of conservation would be self-defeating. There is therefore, the urgent need to tie their conservation to ecosystem enterprises to motivate local communities. Towards this end, more effort is needed to design appropriate enterprises with right linkages in a value chain. This will ultimately guarantee the sustainability of any conservation effort.

Mangrove/wetland conservation education through capacity building and increased funding to local actors is essential due to their crucial role in sustaining fisheries livelihoods. This is also informed by the initial success achieved in mangrove conservation in Ahanta West and Ellembelle. However, the issue of urban wetlands/mangroves needs to be of priority concern since there is the possibility of most of these wetlands being destroyed in the face of massive developments in the coastal districts of the Western region.

3.5 Lesson Learned # Five: Sustainability of Projects (Long Term Funding for Conservation Work Will Yield Lasting Impact)

Short to medium term projects and programs cannot lead to desirable outcomes in the long run, especially the conservation of natural resources. The financial support provided by the grants scheme is woefully inadequate compared to the need of the communities in the coastal areas. The grantees have not been able to obtain additional sources of funding as envisaged so they have not been able to make the desired impact. Long term funding for conservation will lead to long term impact.

CHAPTER FOUR: CONCLUSION AND RECOMMENDATIONS

The small grants scheme was instituted to enable the Hen Mpoano Initiative assess the capacity of civil society organizations in managing coastal resources in the various local communities in the Western Region of Ghana. The results have been mixed and the lessons offer a useful insight into the operational capabilities of civil society groups in relation to proposed interventions in coastal areas. These lessons cannot be ignored in any future initiative if mistakes are to be avoided.

Those groups which succeeded in achieving some notable results will have to be encouraged to do better in future. Those who could not measure up to standard have also provided a useful lesson in dealing with a wide variety of stakeholders in a complex program such as integrated fisheries and coastal governance.

On the whole, it made a contribution towards socializing the Hen Mpoano Initiative in the local communities that benefitted. It is an abiding legacy that can assist any organization with similar objectives to succeed.

Sustainability of conservation interventions is crucial in local communities since it promotes trust and confidence. Such interventions should also be firmly grounded in organizational policy and strategy. The long term funding arrangements should also be considered before implementation.

Multiple or complex interventions should not conflict with community arrangements for the conservation of natural resources. Clear goals for such interventions and the expected results and impacts should be clearly spelt out.

Creating and nurturing ecosystem enterprises should be the cornerstone of a future livelihood strategy. This will sustain community interest in coast resources management. This should however, follow a clearly defined capacity development program at both the community and organizational level.

APPENDIX

LIST OF SMALL GRANTS RECIPIENTS

No	Name of organization	Area of operation	Project output	Immediate impact and remarks
1. a&b	Conservation Foundation	Wetlands conservation education in Ahanta West District-phase 1&2	<p>Development of community mangrove conservation bye-laws</p> <p>Replanted of 8000 mangroves-white mangrove in degraded areas</p> <p>12 public education sections</p>	<p>The Butre community understood the need to conserve mangroves leading to the adoption of community bye-laws for mangrove conservation by chiefs and people.</p> <p>Other communities not covered by the project have been harvesting the mangroves at the other side. The initial success led to the expansion of the project in the second phase of the small grants program to cover 11 more communities in the district.</p>
2	Crisis Action Solution	Wetlands conservation education at STMA	<p>Ensure good sanitation around Essegi lagoon in the STMA</p> <p>Educate communities around lagoon on the need to conserve it</p> <p>Formation of 3 school clubs</p> <p>Slow down destruction of mangrove forest</p>	<p>Cutting of mangrove for fuel especially by Ghana Prison Service halted.</p> <p>Three wetlands clubs from schools around the lagoon formed to educate the public</p> <p>General sanitation around lagoon improved.</p> <p>Efforts are under way to put this and other lagoons under protection by the city authorities.</p>
3	Essemaman Development Association	Conservation education at Shama	<p>4 public education sections</p> <p>2,000 educational materials</p>	<p>Awareness has been created but the vastness of the wetland would need more of such projects to make the</p>

No	Name of organization	Area of operation	Project output	Immediate impact and remarks
			Formation of 200 member school club to educate community on the need to conserve Pra river estuary mangroves	needed impact. However, those communities around the lagoon have reduced the harvesting of mangroves to some extent.
4	RECA	Wetland conservation at Ellebelle District	4 community engagements Educational materials Preparation of a wetland management plan	The communities have accepted the importance of the wetlands and the need to save them from further destruction. The management plan has been put on hold because other stakeholders need to be brought on board since the wetlands in the area form part of the greater Amanzuri wetlands which would be considered under year three of the Hen Mpoano initiative.
5	Nzimitianu Biodiversity Association	Wetland conservation education in the Jomoro District	4 community engagements Production of education materials And replanting of mangroves and their associates	The community members for the first time got educated on the importance of wetlands. This led to more people joining the association than anticipated. As a community based organization it benefitted a great deal in the capacity building programs organizes by CRC-Ghana. More villages in the area as a result of this project appealed for support to conserve wetlands in the Amanzure area.

No	Name of organization	Area of operation	Project output	Immediate impact and remarks
6	Ghana Wildlife Society	Wetlands Conservation in Domunli in the Jomoro District with a component for eco-tourism	Replanting of 800 mangroves 5 community engagements Education materials Provision of eco-tourism facilities	Community awareness created for wetlands conservation 2 canoes provided for boat tours to mangrove forest. The project is behind schedule as a result of the inability of GWS management to streamline procedures for release of funds. They have capacity to deliver but procedures have delayed project. Project discontinued after presentation of interim report.
7	Foundation of Action and Development	Survey on Sanitation at Egyresia in STMA	To produce a research document to guide CRC-Ghana on sanitation	The report gave a clear indication on the task involved in managing waste which CRC-Ghana cannot fund
8	Ghana Instinct	Eco-tourism at Cape three Point in Ahanta West District	Train 20 people in eco-tourism related activities Provide 10 bike to aid hiking through Cape 3 point forest reserve Produce promotional materials	Implementation is far behind schedule. Assessment done on organization revealed certain weakness to be addressed if the project is to succeed.
9-a&b	OLIVES	Food security through domestic poultry at Ahanta West-phase 1&2	Train a total of 120 rural women in domestic house hold poultry production Provide each of them with 10 chickens to raise	Women were trained and provided with 10 chickens each. There has been 65% survival rate as some of the women stopped following the feeding guide lines, while others did not vaccinate theirs. It has helped improved

No	Name of organization	Area of operation	Project output	Immediate impact and remarks
				upon the nutritional status of household as status in project proposal.
10	Anoomsatu	Training female youth in livelihood skills in STMA	20 female youth in batik, tie and dye Equipping them with basic marketing skills	The training has been done successfully. However, the beneficiaries have not been able to start their own businesses as planned due to their inability to get capital. The STMA has also not been able to help. The sale of the cloth to enable the project continue in the second year has not taken place. Only a few yards have been sold.
11	Master Care Ministries	Rehabilitation of stalls for fishmongers at Shama as part of fisheries livelihood	30 women to be provided with 10 sheds Establishment of a savings scheme to enable them maintain sheds in future	30 women were provided with 10 sheds. They no longer smoke fish in the open. Their children have a place to rest or sleep while mothers smoke fish. The savings scheme has started but contributions are slow in coming
12-14	SNV- Western Portfolio	Promotion of eco-tourism in 5 districts with 3 projects	Training of 140 tourist guides and eco-tourism operators from the 5 districts. Production of 4 district Tourism development plans Production for tourism promotional materials for 5 districts.	4 district tourism plans developed for the districts but they are yet to implement them Materials to promote tourism sites in the 5 five districts have been produced. These are helping to promote the sites to tourists 140 tourism guides trained are at the various sites where they apply what they learned

No	Name of organization	Area of operation	Project output	Immediate impact and remarks
				from the training.
16	Merhan Foundation	Rearing of grass cutters and rabbits	Training of 20 people in rabbit and grass cutter rearing	Project executed but certain unforeseen technical challenges limiting success
17	OGsford	Green Coast Act	Three plays acted leading to formation and strengthening of Coastal Fisheries Forum at Dixcove	Project objectives achieved. It would be a nice idea to extend it to other communities in other districts in future
18 a&b	Daasgift	Improving livelihoods through cleanliness in Shama and Dixcove	Training 50 community members in producing plastic waste bags Built center for training people Established MoU with Plastic processing company to buy waste	Phase one successfully completed Phase two almost done