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# The Integrated Coastal and Fisheries Governance (ICFG) Program for the Western Region of Ghana

## Year 2 Work Plan

2011

October, 2010 – September, 2011.

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Hen Mpoano

THE  
UNIVERSITY  
OF RHODE ISLAND  
GRADUATE SCHOOL  
OF OCEANOGRAPHY



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

Sustainametrix: <http://www.sustainametrix.com>

For more information on the Integrated Coastal and Fisheries Governance project, contact: Coastal Resources Center, University of Rhode Island, Narragansett Bay Campus, 220 South Ferry Road, Narragansett, Rhode Island 02882, USA. Brian Crawford, Director International Programs at [brian@crc.uri.edu](mailto:brian@crc.uri.edu); Tel: 401-874-6224; Fax: 401-874-6920.

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# Phase 2 Strategy and Year 2 Workplan

## *Hən Mpoano (Our Coast)*

### Integrated Coastal and Fisheries Governance Initiative (ICFG)

October 1, 2010 – September 30, 2011

Cooperative Agreement # 641-A-00-09-00036-00



October, 2010



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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](mailto:brian@crc.uri.edu); Tel: 401-874-6224; Fax: 401-874-6920

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**Cover Photo:** Western shoreline, Ghana

**Cover Photo Credit:** Coastal Resources Center – Ghana

**The Integrated Coastal and Fisheries Governance (ICFG) Initiative  
for the Western Region of Ghana**

**referred to nationally as the**  
*HƐN MPOANO* (Our Coast) Initiative

**Phase 2 Strategy and Year 2 Workplan  
October 1, 2010 – September 30, 2011**

**Cooperative Agreement No. 641-A-00-09-00036-00**

**Coastal Resources Center, University of Rhode Island**

**In partnership with:**

**The Government of Ghana  
Friends of the Nation  
SustainaMetrix  
The WorldFish Center**

**October, 2010**

## **List of Acronyms**

AO	Agreement Officer
AOTR	Agreement Officer Technical Representative
CB-FMC	Community-Based Fishery Management Committee
CEWEFIA	Central and Western Fishmonger's Improvement Association
CRC	Coastal Resources Center
CREMA	Community Resource Management Areas
CSO	Civil Society Organizations
EBM	Ecosystem-Based Management
EEZ	Exclusive Economic Zone
EPA	Environmental Protection Agency
ESS&F	Ecosystem Services and Functions
FAO	Food and Agricultural Organization (of the United Nations)
FON	Friends of the Nation
GEF	Global Environmental Facility
GCLME	Guinea Current Large Marine Ecosystem
ICFG	Integrated Coastal and Fisheries Governance (Initiative)
ICM	Integrated Coastal Management
IEC	Information, Education and Communication
IEE	Initial Environmental Examination
LME	Large Marine Ecosystem
NGO	Non Governmental Organization
PMP	Performance Management Plan
PMR	Performance Monitoring Reports
PMU	Program Management Unit
REDD	Reduced Emissions from Deforestation and Forest Degradation
SNV	Netherlands Development Organization
SO	Strategic Objective
STMA	Sekondi-Takoradi Metropolitan Assembly
UCC	University of Cape Coast
UG	University of Ghana - Accra
URI	University of Rhode Island
USAID	U.S. Agency for International Development
WERENGO	Alliance of Western Region NGOs

## Table of Contents

	<u>Page</u>
<b>1. Introduction .....</b>	<b>1</b>
1.2 <i>Summary of Accomplishments to Date</i> .....	3
1.2 <i>Critical Issues for Coastal Management in the Western Region</i> .....	6
<b>2. The Phase 2 Strategy .....</b>	<b>11</b>
2.1 <i>Key Results for Phase 2</i> .....	16
2.2 <i>Year 2 Activities</i> .....	20
<b>Component 1: Develop and Formalize a Nested Governance System</b> .....	<b>20</b>
Overview .....	20
Activity 1.1. Coordination of Activities & Assessment of Governance Options	21
Activity 1.2. Assessment of Legal/Institutional Options for a Nested Coastal	22
Activity 1.3: A Fisheries Working Group for the Western Region .....	23
<b>Component 2: Improved Governance of the Landscape</b> .....	<b>25</b>
Overview .....	25
Activity 2.1 Detailed Landscape Planning & Management in Three Areas ....	26
Activity 2.2 Land Use Management at the District Scale.....	29
Activity 2.3 Enhancing Livelihoods and Social Conditions .....	30
Activity 2.4 Value chain analysis of selected fisheries commodities .....	31
<b>Component 3: Governance of the Seascape</b> .....	<b>33</b>
Overview .....	33
Activity 3.1. Capacity development for BP in the Governance Fisheries.....	33
Activity 3.2. Strengthening Info. Base for Improved Fisheries Management ...	35
Activity 3.3: Strengthening Capacity: Fisheries Compliance & Enforcement ..	37
Activity 3.4: Marine Protected Areas (MPAs) .....	38
Activity 3.5: Water Quality Issues in the Fishing Grounds.....	40
<b>Component 4: Capacity Building</b> .....	<b>41</b>
Overview .....	41
Activity 4.1: Training of Trainers In the Concepts and Practice of Integrated..	41
Coastal Management.....	41
Activity 4.2: Training for Gov., civil society, community leaders on CEG .....	42
Activity 4.3: Development of Academic training programs .....	43
Activity 4.4: Develop and Implement the ICFG Communications Strategy ....	45
<b>Component 5: Monitoring and Evaluation</b> .....	<b>46</b>
Overview .....	46
Activity 5.1: Development and Implementation of the M&E System.....	47
<b>3. Program Management.....</b>	<b>50</b>
3.1 <i>Strategic Partners and Clients</i> .....	50
3.2 <i>Operational Staffing and Lines of Authority</i> .....	53
3.3 <i>Coordination with other Donors and Initiatives</i> .....	55
3.4 <i>Performance Management and Reporting</i> .....	56
3.5 <i>International Travel Schedule</i> .....	59

3.6 Environmental Monitoring and Compliance .....	60
3.7 Branding .....	60
<b>4. Budget.....</b>	<b>62</b>

### List of Figures

Figure 1: Workplan Retreat with CRC, Friends of The Nation and SustainaMetrix .....	4
Figure 2: Mangrove Festival and debris removal .....	5
Figure 3: Project meeting at the beach.....	6
Figure 4: Our Coast, Our Future, Newsletter.....	6
Figure 5: Artisanal fishermen .....	7
Figure 6: Fisherman catches.....	8
Figure 7: Fishermen arriving to the port .....	9
Figure 8: Mangrove forest in coastal wetland.....	9
Figure 9: Coastal Erosion in Ghana .....	10
Figure 10: Oil platforms close to the coast .....	11
Figure 11: The Western Region’s Coastal Zone .....	13
Figure 12: Amansuri Wetlands .....	14
Figure 13: Forest Reserve in the Cape Three Points Region.....	15
Figure 14: Eroded Beach in Shama District .....	16
Figure 15: Fisherman, Western coast of Ghana.....	50
Figure 16: Key Local Initiative Partners and Clients.....	53
Figure 17: Operational Structure of the In-Country Program Management Unit.....	55
Figure 18: Artisanal Fisherman in the Western Coast of Ghana .....	57
Figure 19: Children playing in a Ghana beach .....	69

### List of Appendixes

Appendix A: Summary of the Performance Management Plan .....	63
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### List of Tables

Table 1: Management and Administration Activity Implementation Schedule .....	57
Table 2: Key Staff Responsibilities for Major Activity Areas .....	58
Table 3: International Travel.....	59
Table 4: Synopsis of Planned Communication Items Affected by USAID .....	61
Table 5: Budget by component and class category.....	62
Table 6: The ICFG Initiative Results Framework.....	65
Table 7: ICFG Initiative Performance Indicators & Relationship to USAID/Ghana SO ..	66
Table 8: Targets per indicator are shown in the Table below: .....	67



## 1. Introduction

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 ***H&N MPOANO*** (Our Coast) Initiative. It is implemented through a 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 other key government, private sector and nongovernmental organizations (NGO) stakeholders along the coast and in the fisheries sector.

From a long-term perspective, the ICFG Initiative is working to support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable fisheries management and biodiversity conservation and thereby contribute to the following vision:

*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 ICFG Initiative has been structured into three phases. The first, which concluded in September 2010, emphasized consultation, information gathering and the preparation of a baseline that documents conditions and issues as they are perceived at the start of this Initiative. Phase 2 will be devoted to a wide range of activities designed to build capacity and assemble the preconditions for more effective and efficient coastal and fisheries governance. The third phase will emphasize consolidation of experience and, it is hoped, gaining commitment to formalize a coastal planning and management program for the Western Region and securing the resources required for its long term implementation.

Initiative activities will be conducted in focal areas within the six coastal districts of the Western Region, where coastal communities and the local government are the intended primary beneficiaries. Given the nature of some of the issues and the scale at which they need to be addressed, however, the Initiative will in several instances need to link actions in the Western Region with policy reform and actions at the national scale.

The primary clients and beneficiaries of the initiative include the Fisheries Commission at the national and regional level, the Western Region Coordinating Council, The six coastal districts in the Western Region, The University of Cape Coast, a number of local NGOs and civil society organizations as well as coastal residents, primarily fishing households living along the shoreline of the Western Region.

The **key results**, and the associated intermediate results, to which this initial four-year ICFG Initiative is contributing are organized by the Orders of Outcomes framework<sup>1</sup>.

#### First Order Results:

**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.

- Institutional capacity to develop and implement the policies and actions is strengthened both in the Western Region and at higher (e.g. national) levels in the governance system.
- Informed and supportive constituencies are present in the Western Region and composed of stakeholders in civil society, the business community and government agencies.
- Governmental commitment in support of the policies and actions is present both in the Western Region and at the national level.
- Unambiguous goals have been negotiated that define the social and environmental outcomes that a management program will strive to achieve over the long term.

#### Second Order Results:

**Result 2:** Changes in behavior at the local, regional, and national level 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 coastal resources use.

#### 3<sup>rd</sup> Order Results:

Some improvements in the quality of life of coastal communities and the condition of the environment may be achieved in the Western Region in this initial four-year project. Improved social and environmental outcomes can be achieved in the long term only if the necessary enabling conditions are put in place and good practices to achieve greater sustainability are implemented effectively over the long term.

An initial Phase 1 of the Initiative was completed during the first year from September 15, 2009 until September 30th, 2010<sup>2</sup>. The team used a participatory approach at the local, regional and national levels in its development of the first-year workplan and formally “launched” the Initiative in November of 2009. For project participants in the

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<sup>1</sup> The Orders of Outcome framework used by CRC has been described in greater detail in the Project Document, the Year 1 workplan and the Performance Management Plan.

<sup>2</sup> The workplan for Year 1 of the Initiative was altered by adding 15 days in order to conform to the USAID fiscal year for subsequent annual workplans.

Western Region, the Initiative is seen as being “in the right place at the right time” as the problems and issues for coastal and fisheries governance are demanding attention and there is a need for a fresh and integrated approach to how such issues are addressed. This document sets forth the objectives of Phase 2 and details the Year 2 (October 01, 2010 to September 30, 2011) workplan. Phase 2 is anticipated to extend into the early part of Year 4.

## **1.2 Summary of Accomplishments to Date**

During the first year of the Initiative, Phase 1 actions focused on:

- developing and conducting baseline studies;
- training of personnel;
- communicating the Initiative to diverse stakeholder groups; and
- conducting a series of early actions to develop solid partnerships at the regional and national levels for collaboration on future actions and building national capacity to apply the ecosystem approach to fisheries and coastal governance.

These activities developed a knowledge base on critical issues in the region and refined analyses on addressing these. This “learning” combined the development of partnerships in both the Western Region and in Accra that will allow the Initiative to pilot actions to address these issues over time and to do so with the needed support and understanding of various interest groups. The Following are highlights of Phase 1 accomplishments:

### Partnering and Collaboration

- Established an Advisory Council that serves as a multidisciplinary institutional anchor for the Initiative. Members include representatives of the Western Regional Directors or Executive Officers of the Western Region Coordinating Council, the Wildlife Division, Fisheries Commission, and the Environmental Protection Agency. The Council also includes individuals from the private sector as well as key civil society members such as a Paramount Chief, the Head of the Canoe Fishermen’s Council, and the Bishop of the Catholic Church in the Region.
- Catalyzed action for reopening dialogue/stakeholder consultations and targeted inputs into the Fisheries Regulations Bill that was recently passed into law (LI 1968 of 2010).
- Supported and initiated capacity building programs for WERENGO (an alliance of 76 NGOs in the Western Region) and the Fisheries Alliance (civil society groups with inclination to fisheries issues in Ghana).
- Developed memoranda of understanding (MOUs) with four university departments, three international NGOs, and 15 public-private sector agreements for collaboration on research or evolving rural development, conservation, or urban greening activities.

- Awarded 15 small grants totaling US \$65,124 for small scale conservation and diversified livelihoods activities implemented by local NGOs and private sector groups.
- Conducted planning processes—with hundreds of individuals from local government agencies—to identify and prioritize strategies for addressing critical coastal zone issues.
- Halted further conversion of the strategically important flood control wetlands in the Takoradi-Sekondi by catalyzing action from the Metropolitan Government, Wildlife Division and the Environmental Protection Agency, NGOs and community stakeholders. Plans drafted to gazette the three urban wetlands (over 600 hectares) as nature reserves.



Figure 1: Year 2 Workplan Retreat with CRC, Friends of The Nation and SustainaMetrix

### Training and Extension

- Conducted training exercises in natural resources management for 120 individuals from various agencies and organizations in the Western Region.
- Supported the Fisheries Commission in the collection of fisheries data and training on monitoring, control and surveillance of fisheries activities at sea and at landing beaches.
- Implemented a diverse communications program that included: a public launch of the Initiative; radio documentaries, jingles and drama; celebrations of special events; press conferences and articles; and other communications activities both in the Western Region and other parts of Ghana.



Figure 2: Mangrove Festival and debris removal held on 10/10/10 as part of a global work party in Essai Lagoon to model carbon reduction and stewardship activities in partnership with 350.org

#### Base lining and Research

- Developed the “Our Coast” Document (text and layout completed) for publication in October 2010. This seminal document outlines key coastal governance issues in the Western Region as identified through technical and participatory assessments conducted in Year 1 and sets the agenda for the contributions that Hɛn Mpoano will make to address these issues in Years 2 - 4.
- Produced several thematic reports that include: a Fisheries Sector Review; a Biodiversity Threats Assessment; a Diversified Livelihoods Study; a Gender Analysis and Approaches document; a Critical Habitats Assessment for biodiversity conservation; as well as several case studies on governance issues.



Figure 3: Project meeting at the beach

## 1.2 Critical Issues for Coastal Management in the Western Region

Phase 1 enabled the initiative to define and analyze critical issues posed by coastal and fisheries governance in the Western Region of Ghana as identified with key stakeholders.

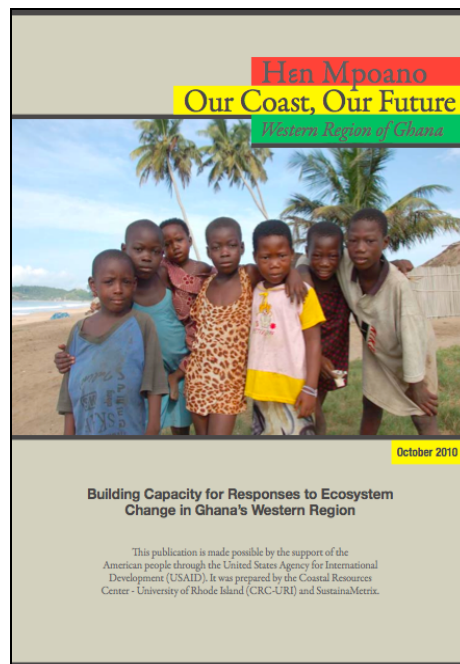


Figure 4: Our Coast, Our Future, Newsletter

These are presented in the “Our Coast” report which is a synthesis of findings and also outlines the initiative’s approach and proposed contributions to address these issues in the Western Region. A summary of the issues is presented below:

**The intensification of human pressures on Ghana's coast is diminishing essential ecosystem goods and services and thus the overall resilience of natural ecosystems and the human communities therein.** While the districts of Ghana's coastal zone represent only about six and a half percent of the land area of the country,

it is home to 25 percent of the nation's total population. The coastal population is growing at the rate of three percent per year. While various national surveys have shown overall poverty to be on the decline in the coastal zone and the Western Region, there is a widespread perception in coastal communities that quality of life and quality of public services are decreasing. The combination of increasing food and livelihoods insecurity, population growth, and environmental degradation contributes to a vicious cycle that negatively impacts the quality of human life in the coastal zone.

**Ecosystem governance is weak and nested systems of governance are dysfunctional.** Despite the decentralization reforms of the late 1980's, governmental functions remain centralized and there is neither a clear mandate nor the capacity to engage in pro-active land use planning and decision-making at the community, district and region scales. While land use planning is incipient in some portions of the coastal zone of the Western Region, it is complicated by unclear tenure over large areas and weak controls over a development process in which the cumulative impacts of many individual small development decisions is bringing major changes to the condition and qualities of the landscape. Population growth combined with rapidly evolving extractive industries for fisheries, plantation crops, hard minerals, and now petroleum, present challenges that regional and district government are not equipped to handle.



Figure 5: Artisanal fishermen

**Over-exploitation of fishery resources.** Fisheries are important both to Ghana's economy and its food security. Per capita fish consumption is 27 kg per annum compared to the world average of 13 kg per annum. Local demand for fish already

outstrips supply—and the gap between supply and demand is expected to increase over the next decade. This places increasing pressure on fish stocks that are already considered some of the most overexploited in the region, with several in danger of collapse.



Figure 6: Fisherman catches

In spite of the importance of fisheries to the nation in terms of gross domestic product (GDP), employment and food supply, the annual fish catch has been declining in recent years, especially among the small pelagic fisheries and demersal fisheries. This has been accompanied by a significant increase in fishing effort within the canoe and the semi-industrial fleets. These conditions are clear signs of a fishing sector that is severely overcapitalized and overfished. The present “open access” situation together with little to no enforcement of regulations governing how fisheries are conducted has resulted in a virtual “race to catch the last fish”—i.e., maximize catch rather than maximize the value of catch.

Individual fishermen are losing economic ground, and an important component of the nation and sub-region’s food security is increasingly at risk.





Figure 7: Fishermen arriving to the port

**Threats to Biodiversity Assets.** Wetlands, including coastal wetlands and mangroves, comprise approximately 10 percent of Ghana’s land surface. Along Ghana’s coast, there are approximately 90 lagoons that contain important resident and migratory birdlife (70 species). Five of these lagoons are designated RAMSAR sites. Coastal wetland losses were recently estimated at 6,000 hectares per year. The Western Region also contains important wetlands as well as two coastal forest reserves—the Cape Three Points Forest Reserve and the Draw River Forest Reserve—both of which lack adequate management. Increasing development trends place them at further risk. A particular concern is that these sensitive lagoons, which are important as nursery grounds for many demersal fish species, as bird habitat and as turtle nesting beaches, are becoming increasingly vulnerable to degradation from development.



Figure 8: Mangrove forest in coastal wetland

Ghana is home to five species of marine turtles—the green, hawksbill, leatherback, loggerhead and Olive Ridley turtles. Threats to these endangered and protected species are varied and numerous. Humpback whales also migrate through Ghana’s Exclusive Economic Zone (EEZ). While there are currently no marine protected areas (MPAs) within Ghana waters, the country’s Wildlife Division has been advocating for their creation. Given the importance of MPAs as a management measure for protecting marine ecosystems, consideration should be given to developing a network of MPAs within Ghana’s EEZ.

**Increasing flooding and erosion as a result of evolving impacts of Climate Change.** Climate change will severely impact Ghana’s shoreline and further weaken the resilience of coastal ecosystems and human communities living in these areas. Sea level rise will alter beachfronts and mangroves and requires setting aside buffers to enable them to retreat inland. Productivity of fisheries ecosystems will be altered and migration patterns of highly mobile stocks will likely change. Many coastal communities in the Western Region, as well as tourism infrastructure, have been damaged by floods and shoreline erosion associated with extreme weather events in the past few years. New development, if not planned properly, will face similar problems. Planning and adapting to climate change will be central to avoiding large economic losses from poorly planned coastal development. As such, climate change adaptation along the coast must be a core feature of future coastal governance.



Figure 9: Coastal Erosion in Ghana

**Oil and gas production offshore will be a major driver of the economy over the next few decades.** There have been several recent discoveries of offshore oil reserves in the Western Region along the adjoining edge of the continental shelf. This development raises many concerns. First, is the potential for increasing conflicts both with the fishing industry over the use of the marine space and conflicts on land over issues of land acquisition, distribution of benefits, and significant rises in the cost of living for average Ghanaians in the Western Region. In addition, the oil and gas industry could have negative impacts on coastal and marine habitats. In addition to working with private industry stakeholders on these challenges, the Initiative will work with key

government agencies to plan petroleum-related development in a way that minimizes conflicts and promotes the benefits that can be generated in the form of a new source of revenue and employment opportunities.



Figure 10: Oil platforms close to the coast

## 2. The Phase 2 Strategy

The learning-by-doing approach adopted by the Initiative will work in Phase 2 to build a body of tangible, lived experience in the practice of ecosystem stewardship that sets in motion the process of growing the necessary capacity and winning constituencies and commitment for an ecosystem based approach to planning and decision-making along the coast. Once people in the Western Region see the benefits of actions that are strategic, that address needs for both development and conservation, and that are conducted in an even handed and transparent manner, then, the political will can be mustered to gain commitment within central government. The hope is that tangible forward progress on the tangle of issues along the coast of the Western Region will provide a model for a national program and a potential source of experience and capacity for the Gulf of Guinea region.

A major strategy of the ICFG Initiative is to build partnerships with other projects and programs in the Western Region and elsewhere that can bring resources, experience and energy to the process. As phase 1 of the initiative draws to a close, several partnerships are emerging that range from collaboration with the Fisheries Commission and World Bank on fisheries reform, to a partnership with beachfront hotel owners to protect nesting sea turtles, to collaboration with international programs dedicated to strengthening the enforcement of fisheries rules.

In Phase 1, the ICFG Initiative focused geographically on the Western Region's six coastal districts and the inshore fishing grounds designated as the Inshore Exclusion

Zone. This definition of the coastal zone is shown in Figure 1 below. Phase 2 will concentrate activities that address on the issues within this zone.

Phase 2 activities are designed to build towards the goal of formulating a nested governance system in which the roles and responsibilities of the individual communities, the six coastal districts and coordination at the regional scale are made explicit and strengthened. The necessary actions are likely to require changes in the policies and procedures of some Ministries and could require legislative action. This requires that the Initiative maintain a presence in Accra and consult regularly with agencies of central government as the ideas for a strengthened coastal and fisheries governance system take shape and alternative courses of action are explored. This is particularly obvious in fisheries, where all policy making and monitoring and enforcement actions are planned and executed. The Initiative will be encouraging dialog at the scale of the Western Region through its Advisory Council chaired by the Region's Chief Director. Options for an integrated program and its initiatives will be integrated into a formal proposal supported by one or more "white papers" during Phase 3 of the Initiative in 2014.

During Phase 2, activities pertaining to fisheries and the seascape portion of the coastal zone will concentrate on improving enabling conditions on which management decisions are based. This includes ways to improve information on how and why effort is changing and its impact on fish stocks and fishing businesses, as well as potential strategies for improving the basis for collaborative management. The later point is quite important as previous efforts at collaborative management have failed and the current legislative and institutional arrangements for genuine participation of fisheries stakeholders are weak. The development of pilot fisheries plans was considered as an option for Phase 2. However, given that the most important fish stocks (pelagics) range nationally and internationally, and fishermen also migrate throughout their range, management plans at the scale of the Western Region or for smaller geographic units will not be useful until an improved co-management framework is in place that allows for nesting locally based management into larger scales at the district regional and national level. The only area based planning activities supported by the Initiative in Phase 2 is initial planning for the eventual establishment of proposed Marine Protected Areas (MPAs) within the Cape Three Points area where unique bottom habitats and critical spawning grounds for demersal species of fish are found.

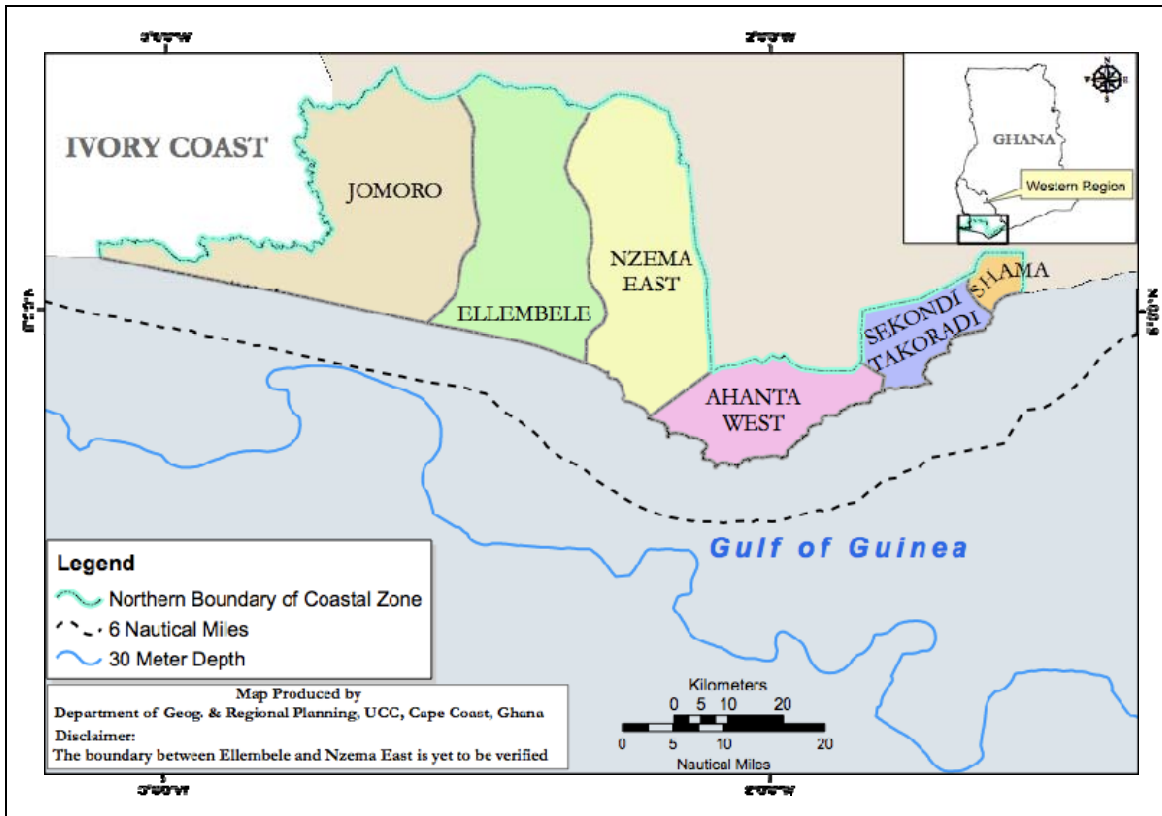


Figure 11: The Western Region's Coastal Zone

On the landscape side of the coastal zone, activities will concentrate on developing a number of pilot models for integrated coastal zone management and conservation in three focal areas that contain combinations of issues that are representative of the issues facing the coast as a whole. Each of the areas contains high biodiversity and ecological value where protection and the minimization of human activities is the primary goal. Each focal area also contains human settlements and sites where development or re-development is the priority. Each focal area will therefore address how such diverse needs can be integrated into a coherent strategy that addresses many issues simultaneously. The focal areas also have been selected for a range of conditions that span the relatively pristine and rural Amansuri wetland and associated shorefront area, to the urbanized Shama district where major new investments in infrastructure are being proposed. Between these two extremes, lies the Cape Three Points focal area with priority areas for conservation, and with several villages and small towns where the canoe fishery is the major source of employment and income and where shorelines are dotted with tourism lodges that hold the promise for new forms of economic development. Sea turtle nesting beaches are yet another important feature of the both the Amansuri and Cape Three Points focal areas. A summary of key features of the three focal areas follows.



Figure 12: Amansuri Wetlands

**The Greater Amansuri Wetlands** are probably the most biologically rich wetland area of Ghana. Yet it has no formal recognition as a conservation area of importance and there is no management plan for the conservation of its unique habitats and biodiversity. The Ghana Wildlife Society, however, has been active in tourism development and promotion, and rural development initiatives. The small population and low immediate threats within the wetland favor the establishment of a larger community co-managed protected area. That said, an extractive industries sector is rapidly evolving in the area and as such poses a potential threat. The paramount chief of the traditional area covering most of wetlands (Awulae Annor Adjae III), supports conservation and gaining protected area status for the area—as long as it is co-managed with clear roles for the communities, the chiefs, and the two districts.

**The Cape Three Points Region** contains a diversity of assets including some of the most attractive coastal sites for tourism, a number of important turtle nesting beaches, and several important historic sites of tourist interest. Migrating whales can be seen from several coastal overlooks. A major tourism enclave is being planned that will encompass a small lagoon and one of the most scenic areas of the Western Region. Offshore a number of areas of rocky bottom are possible sites for future Marine Protected Areas (MPAs).



Figure 13: Forest Reserve in the Cape Three Points Region

This region also contains a Forest Reserve containing the last remnant of coastal evergreen rainforest along the West African coastline. As home to five primate species and other significantly rare plant and animal species, it is of extreme importance for biodiversity conservation. Presently, the 51 square km reserve is poorly managed with only two conservation agents responsible for surveillance. The reserve is facing significant threats from poaching, illegal tree cutting for fuel wood and agriculture, and expanding rubber plantations.

**Shama District** has recently gained a measure of autonomy from the larger twin city Sekondi –Takoradi Metropolitan Area (STMA). Shama has recently adopted a land use plan and its District Chief Executive and her staff have a strong interest in working with the ICFG Initiative to plan for major new investments in infrastructure that include a large aluminum processing plant, an airport and free trade zone. Shama contains a densely developed landing beach and a shoreline that has been severely impacted by river flooding and erosion. A particular challenge in this focal area is the large population of third generation Ewe migrants who lack land ownership rights and who live as tenant farmers and fishers. The needs of this minority population must be a special focus of planning and management in this area. Another focal point in Shama and the adjacent STMA will be the important goods and services generated by the wetlands in these urban areas. These provide important flood control functions as well as recreational space, clean air, and are important reserves for biodiversity. The Initiative's Advisory Council has suggested moving quickly to prepare a metropolitan bylaw that would classify the three sites as urban nature reserves. Such a bylaw would help in both communicating the importance of these areas and in providing a basis for checking the threats to them. The subsequent step will be to prepare a management plan for the wetlands and develop strategies for its enforcement.



Figure 14: Eroded Beach in Shama District

## **2.1 Key Results for Phase 2**

The issues identified in Phase 1 and the strategies and actions for addressing them in Phase 2 were discussed with stakeholders in Takoradi at the end of August 2010. Outcomes of that workshop led us to organize Phase 2 activities into five components presented below along with the key results expected and the associated objectives per component: during phase 2. The specific results associated with each component and activities will be detailed in the Performance Management Plan (PMP) that will be completed in October 2010 and a draft summary is provided in Appendix A: Summary of the Performance Management Plan.

### **Component 1: *Develop and Formalize a Nested Governance System for the Coastal Zone of the Western Region***

- The Advisory Council has successfully developed political support to address the critical coastal and fisheries issues identified in Phase 1.
- Legal and institutional design options that provide alternative approaches of nested and integrated governance that address current issues in the coastal landscape and seascape of the six districts in the Western Region have been developed



## ***Component 2: Improve Governance of the Landscape***

- Management planning that is inclusive of all stakeholders is well advanced for the three focal and biologically rich natural areas as well as several smaller wetland sites.
- Networks and formal collaborative programs have been established for the conservation of these same biologically rich areas as well as for the sea turtles.
- Programs are developed and evolving relative to diversified livelihoods and value chain improvements for fisherfolk in coastal communities.
- Family planning programs have been re-introduced to coastal communities through collaborative programs.
- Several additional regional partner organizations have become active in the Initiative and have received capacity building support.
- Information on and consideration of ecological functions and services has been integrated into land use planning for the Cape Three Points areas of the STMA and the Takoradi – Axim Corridor project.
- Officials in four district offices are trained and equipped in land use and economic planning.
- Feasibility report and action plan developed for accessing REDD funding.
- Small grants program has developed procedures and improved strategies for delivering programmatic components through local and regional associations and NGOs and a minimum of 15 small grants are awarded to local civil society groups for conservation initiatives in the three focal areas.
- A collaborative action plan on value chain enhancement is underway in partnership with the ACDI-VOCA ADVANCE Program.

## ***Component 3: Improve Governance of the Seascape***

- Alternative fisheries data collection systems that improve understanding of changes in effort are being piloted together with the Fisheries Commission
- Fisheries stakeholders in the Western Region have identified and recommended to government how development of fisheries regulations can be improved and how improved compliance can be promoted
- Enforcement actions by government are improved in terms of better at sea and shore based surveillance and prosecutorial practices.
- Alternatives for nested systems for co-management of the fisheries as well as Community leaders and regional authorities are actively promoting MPAs and institutional mandates have been proposed for co-management
- Likely sources and causes of the “green-green” algae proliferations have been identified and recommendations to address causes or mitigate impact have been made.

#### ***Component 4: Build Capacity for the Governance of the Coastal Zone and Marine Fisheries***

- Targeted partner agencies and district government personnel have developed new capabilities to apply best practices in integrated coastal planning and associated climate change vulnerability and adaptation, as well as local scale conservation planning.
- Educational programs are developed and being tested for the secondary schools that facilitate involvement in participatory monitoring programs
- Several professional training and academic programs are evolving within the Universities of Ghana and Cape Coast that better address critical issues of ICM and fisheries co-management
- A communications program is targeting coastal communities with visual and radio mediums that build stakeholder awareness of critical coastal zone issues and ways they can change individual practices that contribute to solutions
- There is in place a unified and strong civil society platform that can successfully engage the oil and gas industry, as well as the Government of Ghana, in addressing the evolving social and ecological concerns and in putting in place measures that can potentially help avoid symptoms of the “curse” of oil exploitation

#### ***Component 5: Monitor and Evaluate Progress and Learning***

- With partners and stakeholders, the initiative is implementing a creative M&E system that measures progress and re-orientes interventions based upon a common participatory learning process, and which acts as a “social thermometer” that measures quality of life and food security in the Western Region.
- The Initiative is piloting a carbon neutral approach for donor-supported programs in Ghana by accounting for emissions and assessing options for offsetting actions.

Key results and proposed activities for components 2 and 3 above were selected using the following criteria:

- have the capacity to be successfully implemented within a two to three-year timeframe;
- address identified critical issues;
- have sufficient resources available (funds and skills);
- offer good prospects for positive community involvement and;
- are potentially transferable to other coastal areas in Ghana.

Each component will be addressed by an ICFG team drawn from the CRC Ghana staff and its Friends of the Nation (FON) partners. Each team will have a designated leader

(in some instances co-leaders) and will work closely with selected stakeholders drawn from government, civil society and business. Each team will be supported by one or more external experts.

The Overarching goal of all of the components mentioned above is the institutionalization of a new approach to governance in the coastal zone of the Western Region will require a decade or more of concerted effort and inspired leadership. The ICFG Initiative is designed to assemble the pre-conditions for long-term and effective ecosystem governance of the Western Region's coastal zone. This will be achieved when the following key outcomes are in place:

- A core group of well informed and supportive constituencies actively supports the Initiative,
- Sufficient initial capacity is present within the institutions responsible for the Initiative to implement its policies and plan of action,
- Governmental commitment to the policies of the Initiative has been expressed by the delegation of the necessary authorities and the allocation of the financial resources required for long-term implementation, and
- Unambiguous goals that address both societal and the environmental conditions have been adopted against which the efforts of the Initiative can be measured.

The governance scorecards featured in the Initiative's monitoring and evaluation (M&E) program (Component 5) provides for sets of graduated indicators for each of these outcomes. A second set of indicators will be applied to trace the evolution of the integrated governance process at the three geographic focal areas and in efforts designed to increase the effectiveness of fisheries management. This methodology will be used to measure progress towards the overarching goal mentioned above and for specific focal areas.

## **2.2 Year 2 Activities**

### **Component 1:      *Develop and Formalize a Nested Governance System for the Coastal Zone of the Western Region***

**Component Leader:**      *Kofi Agbogah (CRC)*

**FoN Counterpart:**      *Donkris Mevuta*

**Component Advisor:**    *Stephen Olsen (CRC)*

**Institutional Partners:** *Fisheries Commission – National and Regional, Western Region Coordinating Council, Six District Assemblies, USAID Program on Local Governance and Decentralization (LOGODEP), Ministry of Local Government*

### **Overview**

The primary objective of the ICFG Initiative is to obtain in Phase 3 a formal governmental commitment for a nested system of governance for the coastal districts and fisheries of the Western Region that provides a model for a future national program. The strategy is to assemble the enabling conditions for such a long-term program by engaging in Phase 2 in a variety of activities that build capacity and a constituency for a fresh approach to fisheries and coastal governance. These activities will apply a learning-by-doing approach that follows the steps of the governance process cycle in three focal areas in the coastal districts (Component 2) and for selected fisheries issues (Component 3). Experience from these activities will be reviewed semi-annually by the ICFG and its partners and discussed with the Initiative's Advisory Council. Options for the design of a nested system for coastal and fisheries governance will be developed with the assistance of Ghanaian experts and others familiar with the evolution of decentralized governance and the issues raised by land and sea use.

Component 1 will provide for the fora at which the options for a nested coastal and fisheries governance system will be discussed and the strategies for sustaining a coastal and fisheries program in the Western Region will be formulated. These are likely to include one or more "white papers" that are circulated among the relevant Ministries in Accra and members of Parliament that set forth the needs for, and benefits of, a national coastal governance program. Such discussion papers will draw upon the experience gained in the Western Region through the ICFG Initiative and identify options for strengthening the existing structures and procedures for addressing important land and sea use issues. Phase 3 of the ICFG Initiative is designed to focus efforts on a successful transition to a formally constituted coastal zone governance program in the Western Region that can serve as a model for the nation.

In Year 2, the emphasis of Component 1 will be upon structured and sustained discussion of the issues raised by the management of coastal lands and fisheries and the formulation of options for increasing the effectiveness of governance responses to

them. This will be designed to draw together individuals from the responsible government agencies, civil society and the business community in fora that will identify needs and opportunities for appropriate action at the community, District and regional scales. These will address:

- Strategies that emerge from Component 2 for strengthening the capacity at the community and district scales to manage land use and steer the development process towards desired outcomes.
- Strategies that emerge from Component 3 to strengthen contributions to more effective fisheries management at the community and District levels including the application of the new fisheries regulation and enhanced data gathering on landings and effort.
- Strategies for promoting informed and sustained dialogue across society through an innovative communication program that disseminates the findings and recommendations of the ICFG Initiative through radio programs, school programs, and a variety of printed and web-based media.

The objective of these fora is to provide for the exchange of ideas and experience in the six coastal districts in order to develop model bylaws that provide for consistent approaches to such common issues as land use planning and management, the protection of critical habitats and biodiversity; to develop responses to climate change; and to promote informed dialogue on the benefits and impacts of the petroleum industry.

### **Activity 1.1. Coordination of Activities and Assessment of Governance Options through the ICFG Advisory Council**

**Activity Leader:** *Kofi Agbogah*

**Lead External Advisor:** *Stephen Olsen*

**Team Members:** *Glenn Page, Mark Fenn, DonKris Mevuta, Dennis Aheto*

The terms of reference of the Advisory Council call for periodic meetings at which the experience and results emerging from the Initiative's activities are examined and at which there is discussion on the options for actions designed to increase the effectiveness and efficiency of planning and decision-making on land and sea use. Semi-annual events will be structured around the monitoring and evaluation process (Component 5) and designed to document lessons learned and progress made according the governance process and outcomes frameworks. Results of these lesson drawing sessions will be provided to and discussed with the advisory council. Additional meetings may address such topics as compliance and enforcement issues in fisheries, responses to the impacts of petroleum-related development and the anticipated impacts of climate change. The advisory council has also requested that the initiative move swiftly on actions to protect the urban wetlands in STMA (see Component 2) and therefore they will be asked from time to time to assist in facilitating the process and obtaining the political support necessary for this to occur.

### **Key Outputs and Milestones**

- Minutes of the Advisory Council working sessions and program review meetings
- Targeted communications, notably to the Sekondi-Takoradi Metropolitan Assembly, for bylaws to gazette the three urban wetlands areas for conservation

### **Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Advisory Council quarterly working session				
Semiannual program review meetings				

### **Activity 1.2. Assessment of Legal/Institutional Options for a Nested Coastal Governance System**

**Activity Leader:** *George Hutchful*  
**Lead External Advisor:** *Stephen Olsen*  
**Team Members:** *Kofi Agobogah, Mark Fenn, DonKris Mevuta*

Ghanaian consultants will be identified to prepare a review of the evolution of decentralized government since the 1980s. The review will address how expectations and objectives have changed over time and will assess the outcomes of decentralization as compared to expectations. The analysis will then identify options that may be pursued to strengthen and clarify authority and responsibility for land use and fisheries management at the community, district and region scales. One or more discussion papers will be produced that assess a range of short and long term options that range from capacity building designed to strengthen the existing system to policy reforms that would require modification to current policies and procedures in selected Ministries or new legislation. Findings and recommendations of the consultants will be fed back to the advisory council as well. This activity will collaborate with the new USAID-funded program for the Western Region on Governance and Decentralization (LOGODEP) and the Land Administrative Program that has developed land use plans for the Takoradi to Axim corridor.

### **Key Outputs and Milestones**

- Consultant terms of reference (TOR)
- Minutes of working sessions and roundtables
- At least one working paper on legal and institutional issues and associated recommendations

### **Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Prepare TORs for consultants				
Participation of consultants in M&E working sessions				
Conduct workshops/roundtables—one in Accra and one in Takoradi				
Prepare discussion papers on legal and institutional options for decentralized fisheries and coastal governance				

### **Activity 1.3: A Fisheries Working Group for the Western Region**

**Activity Leader:** *Donkris Mevuta*  
**Lead External Advisor:** *David Mills*  
**Team Members:** *Alex Sabah (Regional Director Fisheries Commission), Mark Fenn, Kyei Yamoah, Kofi Agbogah, Brian Crawford*

A recurring theme in Phase 1 was that communications between community level efforts in fisheries, the District Assemblies and fisheries authorities in Accra are weak. Consultation between governmental authorities and leaders in the fishing sector on such issues as the goals of fisheries management, fisheries policies and the enforcement of regulations is seen as poorly organized and frequently ineffective. This activity will create a Working Group that draws together Chief Fishermen, lead Fishmongers and leaders representing the different fishing fleets to provide a forum and a sounding board on fisheries issues in the Western Region. Since fisheries policies and regulations apply to the nation as a whole, such discussions must be well connected to the formulation of fisheries policy and strategies for enforcing the new fisheries regulations in Accra. The fisheries working group will discuss issues and options for addressing them with the Regional Office of the Fisheries Commission, the ICFG Advisory Council and other interested parties. In Phase 2, the Fisheries Working Group is anticipated to address three priority issues 1) fisheries–petroleum interactions at sea and at landing sites, 2) interagency collaboration on the enforcement of the new fisheries regulations, and 3) the potential merits of establishing Fisheries Committees or sub-committees in the six coastal District Assemblies and potential alternative structures and roles for fisheries co-management..

In late August 2010, new fisheries regulations that had been approved by Parliament were promulgated. It is apparent that voluntary compliance requires that the regulations are perceived as necessary and legitimate by fishermen and fishing communities and that their enforcement is even-handed. This is a major challenge as many leaders and participants in the industry feel strongly that the regulations were not adequately discussed and do not reflect the recognized needs for regulating fisheries. Light fishing, for example, is acknowledged as a major problem. What is far from clear is what strategies will be applied to limit or eliminate this widely used technique. Any approach

to creating voluntary compliance in coastal communities will need to involve the Chief Fishermen and their councils. The Fisheries Working Group will provide a forum for discussing how best to phase in compliance and enforcement of the regulations. This will include stakeholder meetings to elicit inputs on how the three priority issues mentioned above can be addressed. Communications campaigns are needed to communicate and justify the new regulations and how they will be administered.

In Year 2, activities will include:

- Preparation of the TOR that describes the purposes of the Fisheries Working Group, the scope of its activities and that proposes its membership. The TOR will be reviewed with the Advisory Council (the Director of the Regional Office of the Fisheries Commission is a member of the Advisory Council).
- Once constituted, the Fisheries Working Group will advise and assist in the design and execution of the activities undertaken in Component 3 in support of compliance and enforcement of the new fisheries regulations and the adjustments in the fisheries data collection system designed to produce better estimates of changes in fishing effort.
- The Fisheries Working Group will help identify strategies for minimizing conflicts and accidents at sea between fishing activities and those related to the petroleum industry.
- The Fisheries Working Group will also assist in framing the issues in the fishing communities and identifying potential responses to them as the activities in the three focal areas (Component 2) move forward.
- The Fisheries Working Group will also identify options for improving the connections between fishing communities and their District Assemblies.
- The working group will convene fora of fisheries stakeholders to get a more bottom-up and organically derived ideas and alternatives concerning the above mentioned priority issues.

### ***Key Outputs and Milestones***

- TORs for the Fisheries Working Group
- Minutes of the Fisheries Working Group meetings
- Recommendations from stakeholder fora to address fisheries issues such as co-management approaches and mechanisms for oil and gas interactions conflict resolution concerning oil and gas interactions.



### **Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Creation of Fisheries Working Group and Action Plan				
Bi-monthly meetings of Fisheries Working Group				
Stakeholder fora held				

### **Component 2: Improved Governance of the Landscape**

**Component Leader:** *Mark Fenn*  
**FoN Counterpart:** *Elvis Addae*  
**External Advisor:** *Stephen Olsen*  
**Institutional Partners:** *Advisory Council, Western Region Coordinating Council, Coastal District Assemblies and their planning offices, Wildlife division, Forestry Commission, Ghana Wildlife Society, CEWEFIA, Ministry of Lands, Ministry of Environment, Science, and Technology*

### **Overview**

Component 2 addresses the landscape portion of the coastal zone and will focus upon the issues identified in Phase 1. This includes the need for more effective land use planning at the community and district scales that addresses the many issues faced by shoreline communities at a time of mounting development pressures and climate change. This component is designed to address these development-related issues while simultaneously promoting the conservation of biodiversity and actions designed to sustain the flow of ecological goods and services. Long-term success will depend on changing behaviors and effective co-management of the landscape where communities and districts play a more significant role in steering the development process with the support of the traditional leadership provided by the Chiefs.

This component features three types of activities:

- Building capacity and commitment for fresh approaches to coastal landscape issues at three focal sites through efforts that will be sustained throughout Phase 2 activities
- Strengthening the capacity of district level planners and their respective Assemblies to address land use issues and steer the development process towards desired outcomes
- Engagement in cross-district coordination and learning through the semi-annual meetings of Component 1

This Phase will work to strengthen the mechanisms and capacities at the district level for designing and implementing landscape goals that take into consideration changing ecological and social conditions. It will pilot climate change adaptation strategies in selected communities, diversify livelihoods targeted at fishing households that do not cause the degradation of the environment, and promote family planning programs that seek to slow population growth. This component will provide training on “best practices” for decision-makers and investors within both the private and public sectors.

## **Activity 2.1 Detailed Landscape Planning and Management in Three Focal Areas**

### **Amansuri**

**Activity Leader:** *Mark Fenn*

**Lead External Advisor:** *Pam Rubinoff*

**Team Members:** *Stephen Kankam, Don Robadue, Emmanuel Mensah*

### **Cape Three Points**

**Activity Leader:** *Elvis Addae*

**Lead External Advisor:** *Don Robadue*

**Team Members:** *Nana Efua, Don Robadue, James Eshun*

### **Shama**

**Activity Leader:** *Stephen Kankum.*

**Lead External Advisor:** *Don Robadue*

**Team Members:** *Pam Rubinoff, Mark Fenn, Donkris Mevuta*

In the three focus areas, the planning and management process will follow the same basic process described by the coastal governance cycle. At these smaller scales, the expectation is that some areas will proceed through all five steps of the cycle—including the formal approval of a plan of action by an appropriate agency of government or district(s) and its initial implementation. During Year 2 the major activities are as follows:

- Documentation of baseline conditions following the same essential steps as the ones that guided the baseline for the coastal zone of the Western Region as a whole as summarized in the *Our Coast* paper. This will be a consultative process actively involving local stakeholders in determining which long term trends are described and in identifying current issues. These first steps are the basis for setting the boundaries of the areas to be addressed and defining the goals that an integrated management initiative will work to achieve.
- An important initial step will be to engage in a “visioning process” that involves a diversity of stakeholders in the process of defining the desired forms of land use and the associated environmental and societal outcomes.
- In each area, a Community Council—or similar forum—will be assembled that draws together individuals selected for their standing in their community, their knowledge of the issues, and their capacity to shape and promote the implementation of a plan of action. In shorefront communities, the Chief Fisherman and the lead fishmonger are anticipated to play an important role in such Community Councils. The strategy will

be to integrate across those who have participated in community-based fisheries management councils (CBFMCs), and the Zoil brigades (engaged in solid waste collection and disposal and response to oil spills). The Councils will not assume a role in fisheries management that extends beyond the community's jurisdiction over areas and activities on the land and beach. While Chief Fishermen will be supported and encouraged to strive for compliance with fisheries regulations and sustain their traditional roles in mediating conflicts among fishers both at sea and on the landing beach, the Community Council will not engage in the enforcement of fisheries rules until such time as they are granted statutory authority to do so.

- The areas slated for designation or reaffirmation as conservation areas, i.e. the Amansuri and Cape Three Points Forest Reserve, will require significant planning, consultations, and investments to ensure their maintenance and viability into the future. These will include:
  - Briefings to District DCE and staff (quarterly)
  - Socialization of baselines and selection of issues to be addressed
  - On-site meetings and trainings (monthly)
  - Consultations with communities, Chiefs, private sector landowners, other area leaders
- Joint action plans will need to be developed with the government institutions responsible for wildlife, wetlands, and forests while involving key NGOs, notably the Ghana Wildlife Society. Such planning will include feasibility studies for accessing long-term funding through carbon sequestration funds available with the REDD mechanism (Reducing Emissions from Deforestation and Forest Degradation). Several activities aimed at improving the livelihoods and social conditions for the people of the place will also be developed and tested.
- Shorelines of the three focal areas present a range of opportunities for applying the tools of integrated coastal management (ICM). This includes construction of setbacks and formulation of policies that respond to the challenges of flooding and erosion from rising sea level.
- In focal areas with sea turtle nesting beaches, the Initiative intends to develop and test a campaign and “flagship species program” by building on an evolving effort among beach hotel operators for the protection of nesting sea turtles. This activity will seek to build synergy among the existing private sector tourism operators, other programs in Ghana and sea turtle conservation initiatives elsewhere in the world. Through improved networking and coordination, this program can grow and serve as a model for other threatened species in the Western Region.
- The three focal areas will be the priority targets for the small grants program. Projects will be selected to support the planning and management strategies being developed in each area and provide for early small scale testing of the measures being considered for each area.
- The coastal community assessments completed in Year 1 identified teenage pregnancy and unwanted pregnancies as key social issues. Population growth is also a key threat to managing resources sustainably for future generations and for food security. This programmatic activity has been developed under CRC's USAID Washington-funded BALANCED (Building Actors and Leaders for Excellence in Community Development) Program. FoN will lead this collaborative effort for

promoting family planning in selected coastal communities in two of these focal areas.

**Key Outputs and Milestones**

- Baseline conditions, trends, governance case studies prepared
- Focal area council formed
- Co-management scenarios developed for the Amansuri focal area
- Strategic environmental inputs into the Takoradi-Axim Corridor Project
- Detailed climate change vulnerability assessments and recommendations for the Shama District
- Boundaries of management areas and desired land-use categories defined
- Long-term goals, near term objectives defined
- Risks to biodiversity and likely climate change impacts identified
- Analysis of legal/institutional issues in each focal area
- Second round of small grants program completed in focal areas

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Participatory mapping and visioning				
An assessment on the ecological and social landscape (including a biodiversity study) around the Greater Amansuri Wetlands				
Mapping of the Amansuri Wetlands including social aspects and habitats				
Reports from stakeholder consultation meetings				
Feasibility report and action plan for accessing REDD funding				
Directed small grants to local civil society groups for conservation initiatives in the wetlands area				
Action plan developed and initiated with several partners for strengthening co-management of the Cape Three Points Forest Reserve				
Development of a capacity building program for NGOs and schools to promote coastal wetland conservation.				
Coordinated efforts for sea turtle nesting conservation				
Educational programs and materials are produced				

## Activity 2.2 Land Use Management at the District Scale

**Activity Leader:** *Stephen Kankum*  
**Lead External Advisor:** *Don Robadue*  
**Team Members:** *Mark Fen, Kyei Yamoah, Emmanuel Mensah, James Eshun*

While the ICFG Initiative will focus its efforts upon the three focal areas, it will be essential to also involve the District Chief Executives and District planners in the activities and ensure that they are seen as examples of an approach to land use management that should be applied throughout each coastal district. The Initiative is investing in a geographic information system (GIS) based at University of Cape Coast (UCC) that will provide the coastal districts with the fundamental mapping and data processing tools needed for such planning. During Year 2, the districts that do not have a computer with access to the internet will be provided with the basic equipment. We will also pilot a web-based knowledge management system developed by SustainaMetrix that provides access to the information gathered during Phases 1 and 2 of the Initiative. This will be supplemented by training workshops associated with the semi-annual M&E events (Component 5).

### **Key Outputs and Milestones**

- 2 training events conducted for core teams
- Computers set up in targeted districts
- Base maps and GIS overlays prepared by UCC and installed in district computers

### **Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Mapping of physical and natural features in 2 districts				
Climate change vulnerability assessments				
Participatory mapping and visioning				
Purchase and delivery of computers to districts				
Training of District Planners				

## **Activity 2.3 Enhancing Livelihoods and Social Conditions**

**Activity Leaders:** *Balerty Gormey/Kwesi Johnson*

**Lead External Advisor:** *Glenn Page*

**Team Members:** *Ann Gordon, Godfred Ameyaw, Kofi Agbogah, Kwesi Johnson, Nana Efua. Victoria Kansoom*

During the first year of the Initiative, several activities were identified as those that could contribute to diversifying livelihoods, improving social conditions and quality of life, and making families and communities more resilient to ecosystem change. Targeted activities will be tested for viability and where appropriate, scaled-up for improved food security and poverty reduction. These activities will be funded through small grants to local NGOs or associations with technical support from CRC and FON. This activity will feature a collaborative program with Babson College in Massachusetts, USA and their on-going program for small enterprise development in the Western Region of Ghana. USAID funds will be used to support local researchers to work alongside students from Babson College as they identify markets and assess the feasibility of developing products for domestic and international markets. This activity area will also include support local associations and institutions to pilot Population Health and Environment (PHE) approaches to family planning and community health in the targeted areas of the Amansuri Wetlands area and Shama District. This program, co-sponsored by the USAID-Washington funded CRC-BALANCED Program, was developed in joint consultation with other evolving USAID Ghana programs during the Phase 1. This support will be used to leverage and orient funds from ongoing national programs for family planning towards coastal communities. Targeted livelihood activities will include:

- New or enhanced uses for coconut oil and bamboo
- Promotion of the Chocker fish smoker that has been demonstrated as more efficient in terms of wood consumption, producing quality smoked fish, and reducing the health risks caused by inhaling smoke
- Piloting of PHE programs in two focal areas

### ***Key Outputs and Milestones***

- Initial small grants awarded

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Develop Memorandum of Understanding with Babson College				
Feasibility studies leading to funding decisions on selected business plan implementation				
Selection of partners for Chocker demonstration				
Collaborative studies on coconut and bamboo products and markets with Babson College				
Testing of improved fish smokers				
Piloting of family planning programs				

**Activity 2.4 Value chain analysis of selected fisheries commodities**

**Activity Leader:** *Ann Gordon*  
**In-country counterpart:** *Patricia Aba Mensah*  
**Team Members:** *Kofi Agbogah, Nana Efua, George Hutchful, Victoria Kansoom*

This activity, led by the World Fish Center, will focus on analyzing current trends in the fish trade both within Ghana and internationally. The importance of sustaining livelihood opportunities in populous and poor coastal communities underlines the need to focus this activity upon the following tasks:

- analyses of the most important existing (a) fish value chains and (b) markets, to identify opportunities for (and constraints to) pro-poor growth; the latter focus requires a careful assessment of barriers to entry and the accessibility of different marketing chains and products—as these factors determine scale of participation;
- based on the above analyses, identify and develop pilot value chain “interventions” and then work with and through local actors, or in collaboration with other organizations, to promote facilitative (rather than interventionist) approaches to value chain development and livelihoods and foster post-project sustainability; and
- timely analyses of the livelihood impacts of significant planned or mooted investments targeting the fishing economy in the Western Region (e.g., new port or post-harvest infrastructure) and identification of key levers and/or approaches that would improve the poverty impacts of such investments; and
- training and workshop events to present, further develop and disseminate this work, and exchange visits between “pilot” groups (for learning and capacity development).

A collaborative program will be developed with ACIDI-VOCA (Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance) on their USAID-funded ADVANCE Program for the subsequent promotion of value chain enhancement opportunities.

**Key Outputs and Milestones**

- Fisheries commodities value chains and markets are assessed in a research report with orientations for pilot interventions
- Evaluation of livelihood impacts and opportunities for coastal fisherfolk relative to accelerating development of several economic sectors in the Western Region

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Analyses of the most important existing (a) fish value chains and (b) markets, to identify opportunities for (and constraints to) pro-poor growth				
Identification and development of pilot value chain “interventions”				
Analyses of the livelihood impacts of significant planned or mooted investments targeting the fishing economy in Western Region				
Training and workshop events				
Collaborative program with ADVANCE Program				



### **Component 3: Governance of the Seascape**

**Component Leader:** *Kofi Agbogah*  
**FoN Counterpart:** *Kyei Yamoah*  
**Component Advisor:** *David Mills*  
**Institutional Partners:** *Fisheries Commission, Canoe Fisherman's Association of the Western Region, International Monitoring-Surveillance-Control Network, Friends of the Earth, Six District Assemblies*

#### **Overview**

This seascape component of Phase 2 will focus primarily on piloting the enabling conditions for fisheries management in order to identify approaches that can serve the other three coastal Regions of Ghana. The component has been planned out, and will be implanted, in close cooperation with the National Fisheries Commission and their Regional Office in Takoradi. Additional organizations will be making significant contributions to activities aiming to build consensus on measures for improving the management of the sector, voluntary compliance for these measures, and monitoring and enforcement. Targeted support will be provided to the Fisheries Commission on improving overall data collection, enforcement, and training on co-management of the fisheries (which is elaborated upon in Component 4 on capacity building).

Steps have been initiated in the past year both within the Western Region and in Accra on the creation of Ghana's first MPAs. These evolving initiatives, catalyzed by the NGO Friend of the Earth and several private sector tourism operators, will be supported by the ICFG Initiative in Phase 2 at both the national levels and in the Western Region.

#### **Activity 3.1. Capacity development for Best Practices in the Governance of Fisheries**

**Activity Leader:** *Kofi Agbogah*  
**Lead External Advisor:** *David Mills*  
**Team Members:** *George Hutchful, Brie Finegold, Sally Deffor, Kyei Yamoah, Alex Sabah, Denis Aheto*

The baseline work conducted in Year 1 has highlighted the fundamental importance of a more effective marine fisheries management regime, but has also underlined the magnitude of the capacity development challenge this poses. Despite many years of official recognition of the need to improve fisheries management in Ghana, there has been almost no progress on implementing rules and procedures designed to regulate how fisheries are conducted. Indeed, during this period, factors that clearly exacerbate over-fishing have intensified (e.g., the pre-mix subsidy, light fishing, and the rapid increase in the numbers of semi-industrial boats and larger well-equipped canoes). The implementation of the 2002 Fisheries Act and recent regulations is impeded by ambiguous wording and by the absence of structures and procedures for their

enforcement. This component of the ICFG Initiative will build fisheries management capacities in three groups:

1. Policy-makers and senior Fisheries Commission staff—to foster better understanding, information and ultimately commitment at a senior level
2. Members of the Fisheries Working Group (Component 1) and those who can implement fisheries management on the ground
3. University of Cape Coast—to develop future capacities for integrated analysis and development of adaptive management in fisheries and GIS and other technical support services to districts

Activities will include:

- An expert consultation workshop, drawing together a small group of key individuals in the field to brainstorm on “best bets” for improved coastal and fisheries management in Ghana. The expert consultation in Ghana will enable key players in Ghana to interact with and probe the experiences of other relevant management regimes, and will help build consensus and to jointly identify appropriate strategies and steps required for improved marine fisheries management in Ghana;
- Guided study visits to other countries whose marine fisheries management experience will help inform the Ghanaian approach; contrasting approaches will be identified, if possible, to provide exposure to adaptive management and resilience-based approaches, voluntary compliance, community-based management and co-management, and enforcement practice
- One-day workshops and guest lectures (4-8) in Accra and in the Western Region, targeting a range of public, not-for-profit and fishing community stakeholders, to build capacities on particular aspects of adaptive management in marine fisheries (these would be conducted together with Ghanaian organizations, with Ghanaians presenting and leading the workshops wherever possible)
- Development and delivery of adaptive fisheries management training modules, for Fisheries Commission field staff, with staff at the University of Cape Coast (2 two-day courses), including participatory review, evaluation and modification
- With relevant partners (including the Fisheries Commission and NGOs), identify/develop and field test and review appropriate approaches to capacity-development for adaptive management within fisheries communities.

### ***Key Outputs and Milestones***

- Report from an expert international consultation
- Report on guided study visits with findings and lessons learned
- One-day workshops and guest lectures (4-8) in Accra and in the Western Region, targeting a range of public, not-for-profit and fishing community stakeholders, to build capacities on particular aspects of adaptive management in marine fisheries (these would be conducted together with Ghanaian organizations, with Ghanaians presenting and leading the workshops wherever possible)
- Fisheries management training modules

- Appropriate approaches to capacity-development for adaptive management within fisheries communities tested.

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Expert workshop				
International expert consultation				
Guided study visits				
Workshops and guest lectures (4-8) in Accra and in Western Region				
Development of adaptive fisheries management training modules				
Implementation of training modules				
Identify/develop, field-test and review, \ approaches to capacity-development for adaptive management within fisheries communities				

**Activity 3.2. Strengthening the Information Base for Improved Fisheries Management**

**Activity Leader:** *Godfred Ameyaw*  
**Lead External Advisor:** *Brie Finegold*  
**Team Members:** *Kofi Agbogah, Alex Sabah, Kyei Yamoah, George Hutchful*

The shift from an open access fishery to one that is sustainably managed is a big challenge facing fisheries in the Western Region and Ghana as a whole. A fishery in crisis is a particularly difficult context in which to introduce management changes. The rapid decline in the resource makes managers prone to heavy-handed measures with an emphasis on punitive enforcement at the same time as it makes fishers more resistant to effort-limiting measures at a time when they feel a need to increase effort in order to maintain their catches. These conflicting objectives lead to a breakdown in the trust and communication that must form the basis of the collaboration required for effective management. The introduction of management measures without a more complete understanding of the fishery can lead to unintended, unpredictable, and possibly undesirable results, as the system adjusts to the change. Much of the information required for a better understanding of the fishery in the Western Region is likely to be similar all along the coast, providing opportunities for scaling-up findings to the national level. The Fisheries Working Group will advise on this activity.

Activities will include:

- Strengthened the fisheries data gathering system resulting from the updating of the census (FRAME survey) of the three fishing fleets (canoe, semi-industrial vessels, industrial vessels) operating in Ghana's marine waters and piloting data collection on how fishing effort is changing. The data collection work will be completed in a program using Ghana National Service Volunteers that are recent graduates from the Fisheries Department and the Oceanography Department of the universities of Cape Coast and Ghana respectively.
- The World Fish Center will pilot techniques that can generate improved estimates of the catches by each fleet and changes in their effort—information that can help tell a more complete story about effort “creep”. This will involve further interviews with a larger group of fishers, with interview questions specific to the major gear types. The initiative will support the costs of conducting this survey in the Western Region in collaboration with the Marine Fisheries Research Division of the Fisheries Commission
- A detailed assessment of the interaction between environmental forcing factors (upwelling etc), fish biology (reproduction, etc.) and fishery/fisher behavior (gear types, etc. used when fishing). This would provide empirical input on productive ways of improving management and would inform a co-management process.
- A survey-based assessment of displaced effort and related particularly to light fishing. This will involve looking at past practices and identifying which resources are likely to be under greatest pressure if fishing for small pelagics in the *harmattan* season becomes unviable.
- Development of improved indicators for monitoring as information is collected on the changes over time to each fishery.

### ***Key Outputs and Milestones***

- Report on the FRAME survey
- Report on assessment of the interaction between environmental forcing factors, fish biology and fishery/fisher behavior.
- Report on the survey-based assessment of displaced effort related to light fishing. Recommendations to the Fisheries Commission on improved indicators for monitoring

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Updating the census of the three fishing fleets (canoe, semi-industrial vessels, industrial vessels) operating in Ghana’s marine waters				
Piloting data collection on how fishing effort is changing				
A detailed assessment of the interaction between environmental forcing factors fish biology and fishery/fisher behavior				
A survey based assessment of displaced effort and related particularly to light fishing				
Development of improved indicators for monitoring				

**Activity 3.3: Strengthening Capacity for Fisheries Compliance and Enforcement**

**Activity Leader:** *Kyei Yamoah*  
**Lead External Advisor:** *Marcel Kroese*  
**Team Members:** *Mark Fenn, David Mills, Donkris Mevuta, Alex Sabah, Gerooge Hutchful, Sally Deffor*

Though CRC and FoN will not participate directly in any enforcement actions at sea or on landing beaches, the Initiative will partner with the US Office of Naval Research (ONR) and the International Monitoring, Control, and Surveillance Network (IMCS) to assist with the local coordination and preparation of training for personnel from the Fisheries Commission, Chief Fishermen from communities and their representative councils, the Ghana Navy, and the newly created marine police units. This will entail identifying the participants for the training and supporting some of the operational costs and logistics for the theoretical training aspects of encouraging compliance and local citizen observer groups that report to law enforcement and denounce infractions publically. The ONR and IMCS will support the practical training exercises. The ICFG Initiative will also serve as a facilitator in the creation of a Western Region environmental court system included in the legislation but which has not yet been established. In Year 2, this will be completed through advocacy actions directed towards the Fisheries Commission and Attorney General’s Office to follow through with the implementation of provisions set forth in the new fisheries regulations for establishing such courts. The Initiative will advocate for and seek to support the piloting of the environmental court in the Western Region and will collaborate with the IMCS to ensure training of designated prosecutors and judges on the environmental legislation in Ghana and ratified international treaties relative to the environment. Orientation seminars for selected judges and prosecutors will be conducted. In addition a program on safety

measures at sea for fishermen that includes support for obtaining safety gear such as radar reflectors for fishing boats

**Key Outputs and Milestones**

- Report from field training of various stakeholders involved in the surveillance and enforcement process (to be completed by IMCS and ONR)
- Coordination with the Fisheries Working Group and the Fisheries Commission Regional Office for enforcement activities at sea and on landing beaches
- Printing of manuals and guidelines relative to enforcement
- Orientation seminars for selected judges and prosecutors conducted
- safety gear such as radar reflectors for fishing boats obtained and distributed

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Field training in surveillance and enforcement process				
Support for strategic planning for enforcement activities at sea and on landing beaches				
Printing of manuals and guidelines relative to enforcement				
Facilitation of the establishment of an environmental court in Sekondi and training for selected judges and prosecutors on environmental legislation				
Develop a program on safety measures at sea for fishermen that includes support for obtaining safety gear such as radar reflectors for fishing boats				

**Activity 3.4: Marine Protected Areas (MPAs)**

**Activity Leader:** *Mark Fenn*

**Lead External Advisor:** *Brian Crawford*

**Team Members:** *Elvis Addae, Nana Efua, Alex Sabah, George Hutchful*

This is a feature of the work to be undertaken in the Cape Three Points focal area. The concept of MPAs will need to be woven into the visioning and planning process for that area in a way that builds local constituencies and demonstrates how protected areas are an essential element of integrated landscape and seascape governance. Ghana presently has no MPAs, fishing reserves, or closed seasons where fish breed or spawn. However, there is significant local knowledge about the ecology of some fish and areas

that are known to be of importance to them. In former times, some of these areas were considered off limits and today many fishermen do not fish there due to the risk of entangling their nets on rocky sea floors. According to a preliminary reconnaissance survey completed in collaboration with some private sector tourism operators in September 2010, the potential sites for MPAs are also potential sites for promoting scuba diving. This reconnaissance leads us to believe that the best opportunities for Ghana's first MPAs would be a network of protected areas stretching from the estuary and inland mangrove areas of the Ankobra River east to the rocky shores bordering the community of Butre.

This activity will unfold at two levels in Year 2. It will play out at the community level through stakeholder discussions and as an element of a large scale planning and management effort. At the national level, it will unfold as an action plan for the creation of a national network of MPAs. The socialization of the MPA concept will include an additional survey or inventory of the potential sites with local fishermen. This will culminate in an action plan for the establishment of an MPA network in Years 3 and 4 of the ICFG Initiative.

### ***Key Outputs and Milestones***

- Reports from an initial reconnaissance survey of potential sites of bio-diversity significance with private sector operators and local fishermen knowledgeable of the sea floor and fish behavior
- Reports from meetings of the inter-ministerial commission at the national level to develop an action plan for establishing MPAs in Ghana
- Document from a study tour for selected fishing community leaders, opinion leaders, Wildlife Division and Fisheries Commission personnel to countries with established MPAs (likely Kenya)
- Reports from initial stakeholder consultations in coastal communities regarding MPAs in Cape Three Points area

### ***Timeline of Activities and Tasks***

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Reconnaissance of potential sites				
Inter-ministerial commission meetings				
Study tour				
Stakeholder consultations				
Potential MPA sites identified				
Institutional mandates for MPA proposed				

### **Activity 3.5: Water Quality Issues in the Fishing Grounds**

**Activity Leader:** *Kofi Agbogah*

**Lead External Advisor:** *Scott Nixon*

**Team Members:** *Brian Crawford, Mark Fenn, Alex Sabah*

As mentioned in previous reports, the two western-most districts of the Western Region have seen a proliferation of the algae *Enteromorpha* (known locally as green-green) in the inshore waters that has seriously curtailed fishing activities and is fueling food insecurity and poverty in many coastal communities. Targeted research will be undertaken to determine whether the *green-green* phenomena is caused by anthropogenic land-based sources of pollution or is a naturally occurring marine bloom. In addition, if anthropogenic, the research will determine whether the nutrient source is emanating mainly from the Abidjan lagoon or whether rivers or lagoons in Ghana are also contributing to this phenomenon, and whether the nutrients come from human waste or agricultural origins.

Due to the transboundary nature of this issue, it will be coordinated with the Gulf of Guinea Large Marine Ecosystem (LME) Secretariat and possibly co-sponsored. It will involve scientists from Ghana and the Ivory Coast working in collaboration with URI and scientists from the United States Environmental Protection Agency that have developed analytic techniques to determine the source of nutrients that create the algal blooms. Due to the specialized equipment and techniques needed for this analysis, it will be performed in URI and USEPA labs in the United States. A URI water quality specialist with prior experience working with scientists in Ghana, will work with Ghanaian and Cote D'Ivoire researchers on planning the research design and collecting water, sediment cores and algae samples. Dr. Scott Nixon, a world renowned coastal ecologist, will provide overall direction and technical support to this effort as part of URI's cost share contribution. Upon completion of the research, findings and recommendations will be presented and discussed in an outreach workshop in Ghana. Co-sponsorship of this workshop from the Guinea Current LME (GCLME) Project/Secretariat is confirmed.

In 2010, fishermen have also complained of milky sea water in which they are unable to catch fish and it is necessary to identify the source of this change as well. Developing systems for collecting water samples for monitoring small and large spills and identifying their source will be increasingly important as offshore oil production activities increase.

#### **Key Outputs and Milestones**

- Report from working sessions among Ivorian and Ghanaian authorities and researchers on the *Enteromorpha*/green-green algae proliferation together with the GCLME
- Research reports attempting to source the exact cause of the *Enteromorpha* proliferation



- Developed systems with the Ghana Environmental Protection Agency for rapid analysis of sea water quality when changes are observed by fishermen

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Research on algae proliferation				
Workshop on algae proliferation				
System for water quality assessments				

**Component 4: Capacity Building**

**Component Leader:** *Mark Fenn*  
**FoN Counterpart:** *Kwesi Johnson*  
**Component Advisor:** *Brian Crawford*  
**Institutional Partners:** *University of Cape Coast, University of Ghana*

**Overview**

The major focus of capacity building efforts in Year 2 will be training community leaders and government representatives in the three focal areas on the concepts and tools that support effective land use planning and good practices in the management of the coastline and co-management of fisheries. Training programs of a more academic nature, in secondary and tertiary institutions, will serve to prepare the human resources required for sustained land and seascape governance in an era of accelerating climate change.

This component includes the communications program that will focus its activities in the three focal areas but also target audiences in the Western Region as a whole and, in some instances national level decision and policy makers.

**Activity 4.1: Training of Trainers In the Concepts and Practice of Integrated Coastal Management**

**Activity Leader:** *Denis Aheto*  
**Lead Advisor:** *Pam Rubinoff*  
**Team Members:** *Don Robadue, Sally Deffor, Denis Aheto, leaders of three focal areas*

The members of the CRC Ghana team and the staff of Friends of the Nation have had little or no exposure to the concepts and practice of ICM. Since a primary focus of Phase 2 is to engage in a sustained effort to demonstrate ICM practice in the three focal areas as described in Component 2, it will be essential to invest in the leaders of each team through a training-of-trainers event designed to equip them to lead the process

outlined for each and the design of capacity building activities within their focal area and associated district. The team leaders played a central role in the community surveys conducted in Phase 1 and are familiar with conditions and issues in the focal areas. This event will, therefore, occur once some of the initial steps concerned with baselining conditions and initial consultation with local Chiefs, leaders and authorities have been completed and maps of each area have been generated by UCC. This initial training-of-trainers will also serve as a means for assessing capacity building needs that must be addressed as Phase 2 unfolds. This initial event is scheduled for early 2011.

**Key Outputs and Milestones**

- Reports from a training-of-trainers exercises for ICM
- Development of manuals for ICM for use in training programs in Ghana
- Reports from training in the three focal areas

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Training of ICFG partners				
Development of manuals				
Training of stakeholders in focal areas				

**Activity 4.2: Training for government representatives, civil society groups, and community leaders on and coastal ecosystem governance.**

**Activity Leader:** *Kyei Yamoah*

**Lead External Advisor:** *Dave Mills*

**Team Members:** *Stephen Kankam, Dennis Aheto, Elvis Addae, Nana Efua*

Trainings will build upon Activity 4.1 to place a special focus on the following subject areas:

- Potential benefits and impacts of the petroleum industry both on the seascape and the land areas where petroleum related facilities and supporting business will be placed
- Management of critical habitats and ecosystem services
- Strengthening civil society to better engage government and the oil and gas industry on “best practices”
- Strategies for adaptation to climate change

Training activities in Phase 2 will have a special focus upon local capacities for addressing the critical coastal zone issues outlined earlier in this document. The training will be designed to support the activities undertaken in the three focal areas in support of improved more effective coastal zone management. This will provide practical training on co-management systems for local natural habitats that provide

essential services and functions as represented by the three focal areas. The training will involve participatory analysis of case studies in Ghana (such as community-based forest management) and elsewhere as well and study trips and exchanges with practitioners of co-management in other countries. This activity will emphasize gender inclusion into co-management scenarios as women play key roles in resource utilization and investments. This training component will be developed together with the Wildlife Division and Forestry Commission to facilitate its adoption in other regions in Ghana.

There is increasing interest among various sectors of civil society to come together and work with oil and gas industry executives and the responsible Ministries in Accra to address the many issues posed by establishing a major new industry in the Western Region. A series of meetings will be held with the traditional chiefs of the Western Region coastal zone, prominent faith-based leaders, and representatives of NGOs with an objective of creating a forum and an agenda for discussing, and formulating strategies for responding to specific issues. The Initiative intends to support the forum through capacity building that addresses transparency and accountability when formulating near and long term responses to such issues as: the construction of major new on-land facilities, the provision of adequate public services (water, electric power, schools, transportation infrastructure, policing) and the channeling of employment opportunities to local businesses.

### **Key Outputs and Milestones**

- Reports from training programs on the following four subject areas: 1) the potential benefits and impacts of the petroleum industry both on the seascape and the land areas where petroleum-related facilities and supporting business will be placed, 2) co-management of fisheries, and 3) strategies for adaptation to climate change

### **Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Training on co-management in fisheries				
Training on climate change				
Technical support and training for the civil society oil and gas platform				

### **Activity 4.3: Development of Academic training programs**

**Activity Leader:** *Dennis Aheto*

**Lead External Advisor:** *Pam Rubinoff*

**Team Members:** *Mark Fenn, Brian Crawford, Don Robadue*

This activity will focus on two levels, coastal zone high schools and the Universities of Ghana and Cape Coast (with targeted investments in the latter university). For the coastal zone high schools, an ICM curriculum package will be developed that includes

the ecology of coastal zone habitats, fisheries issues, and climate change scenarios. Through this educational program, high school students will gradually become involved in data collection relative to ecosystem change and a participatory monitoring program for important local habitats.

At the University level, graduate level scholarships will be provided to support field research and professional development on the critical issues posed by coastal governance. The National Service Volunteer program is also oriented to professional development and volunteers working on aspects of Component 3.2 will be trained on fisheries and data collection techniques needed for their assignments. In addition, a curriculum assessment will be completed within selected departments of UCC to determine the priority needs for improving professional training on coastal governance subjects. This will include developing an “institute-like” short course program on climate change that is similar to the course already provided by UCC, but with a focus on the West Africa Region and targeting participants from West African counties. Out of this program seminars on climate change that will target government and civil society professionals as well as those from the private banking and insurance sectors will be designed.

**Key Outputs and Milestones**

- Development of a high school ICM curriculum package
- Volunteers trained on fisheries and data collection (see Component 3.2)
- Awarding and orienting in-country and overseas scholarships for degree training
- UCC curriculum assessment report with recommendations for technical refinement
- Development of an initial CRC “institute short-course” on climate change at UCC

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Development of a high school ICM curriculum package				
AUCC curriculum assessment				
Awarding and orienting in-country and overseas scholarships for degree training				
Development of an institute short-course on climate change at UCC				

#### **Activity 4.4: Develop and Implement the ICFG Communications Strategy**

**Activity Leader:** *Sally Deffor*

**Lead External Advisor:** *Glenn Page*

**Team Members:** *Kwesi Johnson, Elvis Addae, Patricia Ada Mensah*

In Phase 1 of the Initiative, a comprehensive communications strategy was developed that aims to reach stakeholders at all levels within the Western Region, in Accra, and externally. This document outlines communications objectives for different stakeholder groups as well as strategies and mediums for achieving those objectives. Monitoring will be a key aspect of this strategy in order to assess the impact of the communications actions. The following capacity building activities will be implemented in support of the communications strategy:

- training on how to develop a custom graphics identity look and feel for the national name of the Initiative “Hɛn Mpoano” through with sessions that focus on how to build consistency of message; on the importance of a consistent look and feel of documents; and on the uniform use of fonts, logos, templates for letters, presentations, etc. A two-day training session on the development and use of a “Look Book” will include an introduction to USAID branding and US 508 compliance requirements and on other considerations when planning a press briefing, special events etc.
- techniques for capturing and cataloging quality digital still photographic images of the project, training on composition, metadata and use of digital still images to develop outputs such as posters and sign boards and the use of high quality still digital images in publications
- a subcontract with PCI Media Impact to build capacity for the use of a custom Entertainment Education (EE) strategy to design and implement a media program to both entertain and educate, in order to increase knowledge about specific issues defined by the Year 2 Workplan and help to grow what the Hɛn Mpoano Initiative considers favorable attitudes at the individual and community levels. The content of the Year 1 governance baseline will be woven into an entertaining storyline rooted in local experience and local people. The content is also connected to issues that are relevant and reflective of audience members in the coastal districts of the Western Region. The objective is for the programs to promote concrete actions, inviting the audience to participate and become part of the solution.

The above mentioned training activities will further develop the skills of the CRC/FoN Team with the continuation of ongoing communications activities that include regular radio programs, posters, rural community drama presentations, rural community radio events, billboards, and a newsletter for the Initiative. The Initiative also plans to co-sponsor the celebration of a minimum of five special events within the Western Region each year, events that are also celebrated nationally or internationally such as Earth Day.

### **Key Outputs and Milestones**

- A refined communications strategy and guidelines document for the H&N Mpoano Initiative
- Developed radio and community drama plans and presentation reports
- A library of visual images
- Documented information and examples of radio programs as well as visual images and messages used in posters and billboards
- Two newsletters produced annually
- 5 special events celebrated through co-sponsorship

### **Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Communications standards for H&N Mpoano				
Development of radio and community drama				
Visual Images Library				
Regular radio programs				
Installation of billboards				
Initiative newsletters				
Celebration special events				

### **Component 5: Monitoring and Evaluation**

**Component Leader:** Godfred Ameyaw  
**FoN Counterpart:** Stephen Kankam  
**External Advisor:** Glenn Page  
**Institutional Partners:** USAID/Ghana, USAID/Washington, University of Cape Coast

#### **Overview**

M&E will play a critical role in adjusting the priorities and strategies of the Initiative as its learning-by-doing approach unfolds. It will also play a critical role in sharing what is being learned as part of the ICFG initiative and in documenting the program outcomes. There will be three forms of monitoring:

1. Monitor activities and report on these using nine indicators for performance reporting to USAID, including standard USAID programmatic indicators (IEHA/Initiative to End Hunger in Africa; GFSR/Global Food Security Response Indicators; and Biodiversity Conservation) that have been selected for reporting to USAID /Ghana

2. Monitor activities using the CRC indicators for assessing progress based on the “Orders of Outcome” framework, which provides the conceptual framework for the ICFG Initiative and which includes “Ecosystem Governance Process Scorecards” that allow for assessing progress on the sequence of actions that contribute to a governance initiative using indicators that estimate progress in assembling the preconditions for ecosystem governance
3. Monitoring will be to update information on coastal/marine ecosystem trends at the scale of the Western Region and Ghana using information that is collected by various entities and that can keep the ICFG informed of how the larger context is evolving. This approach will involve communities in the monitoring of natural areas and of climate changes, will use scorecards to assess the status of protected areas developed by the International Union for the Conservation of Nature, and will monitor the carbon footprint of the Initiative itself.

The M&E component is designed around periodic self assessment events scheduled at six month intervals. These events are meant to provide time to analyze and reflect on progress and, more importantly, to engage the participants in a process of collaborative learning and integration across issues and sectors. Year 2 will be a critical period for developing the capacity of all of the key partners to participate in these retreat-like self assessments

### **Activity 5.1: Development and Implementation of the M&E System**

**Activity Leaders:** *Godfred Ameyaw, Stephan Kankam*  
**Lead Advisor:** *Glenn Page*  
**Team Members:** *Brian Crawford, Mark Fenn, Kofi Agbogah, Stephen Kankum, Sally Deffor*

SustainaMetrix will work with the Program Director and members of his team in mid-October 2010 to design the M&E system and draft the PMP that will accompany the Year 2 workplan. This requires selecting the USAID indicators that will be applied to the Hɛn Mpoano Initiative and identifying the additional indicators that will be associated with each USAID indicator to explain the context and significance of the actions taken and the learning associated with each. Decisions must be made on which activities in the landscape and seascape will be documented by the governance process and outcomes scorecards set forth in the handbook *The Analysis of Governance Response to Ecosystem Change* (Olsen et al 2009). An initial application of the scorecards as they apply to the Hɛn Mpoano Initiative as a whole (presented in the Annex of the *Our Coast* report) will be reviewed at this October working session. This session will also specify additional indicators (e.g.. the World Bank – WWF Management Effectiveness Tracking Toll for Protected Areas) that may be suitable for characterizing efforts on specific topics or areas such as a future Amansuri wetland conservation area and the Cape Three Points Forest Reserve. Selected secondary data collected by government agencies will be compiled and tracked so as to inform the Initiative of changes in the broader social and economic context of the area. As part of the M&E system, the project will also

collect primary data on the average household food diversity index as well as other quality of life indicators for households in coastal communities. These indicators are collectively referred to as the Initiatives “social thermometer.”

Supporting activities for this Component will include facilitation for two assessment workshops and a testing of a web-based portal for sharing information on the Initiative. The workshops will be designed as a review and analysis of Components 1-4 of the Year 2 workplan. These self assessment workshops will be a principle source of the information to be included in the semi-annual progress reports to USAID. Each semi-annual report will note those differences that are considered to be significant in the governance and bio-physical context within which H&N Mpoano is operating and then proceed to summarize both progress made and lessons learned on major activities undertaken through each Component of the Year 2 workplan. It is anticipated that the full involvement of CRC in-country staff and representatives of partner institutions will require targeted training on the M&E methods and their use. These needs will be identified at the October event and then training will occur during visits of SustainaMetrix staff during Year 2.

The Initiative will also develop a simple wetlands health scorecard that will involve participatory methods using community citizen monitors and local secondary schools to monitor the health of the many small scale wetland areas found along the coastline in the Western region. This monitoring scorecard will be modeled after the successful Chesapeake Bay score card and volunteer monitoring program.

While most of the Initiative’s activities will have no significant impact on the environment, some of the livelihood activities or activities conducted in the small grants program may have the potential for environmental concern, even though small in scale. The Initiative has already established an environmental screening process to assess environmental risks and consider monitoring and mitigation measures if needed ( see Section 3.6 – Environmental monitoring and compliance).

The web-based portal designed by SustainaMetrix will provide a first draft of a knowledge management system that will be accessible by ICFG program participants as the foundation for tracking program progress.

Finally, the Initiative has begun tracking the carbon footprint of activities and is assessing ways that carbon emissions could be offset through local conservation activities. CRC has already started asking for voluntary contributions from international travelers, the funds which would be used to co-sponsor offset actions supported by the Initiative.

### ***Key Outputs and Milestones***

- Training report on M&E system and requirements of local partners
- Summary documentation on Semi-annual and end-of-year reviews
- Environmental screening and review of small grant activities



- Social thermometer index developed
- Summary report on the household food diversity index baseline completed in selected coastal communities in focal areas
- Community wetlands health scorecard developed and ready for application
- IUCN monitoring criteria applied for future protected areas in two of the focal areas (Cape Three Points Forest and Amansuri Wetland)
- Plan for monitoring carbon footprint and carbon sequestration offsets of the Initiative.

**Timeline of Activities and Tasks**

<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Finalization of all M&E planning and training of ICFG personnel and partners				
Semi-annual reviews				
Development of social thermometer				
Collection of data on the average household diversity index				
Environmental screening of small grants				
TraiNet reporting				
Development and training on community wetlands scorecard				
IUCN protected areas evaluations				
Monitoring carbon footprint				

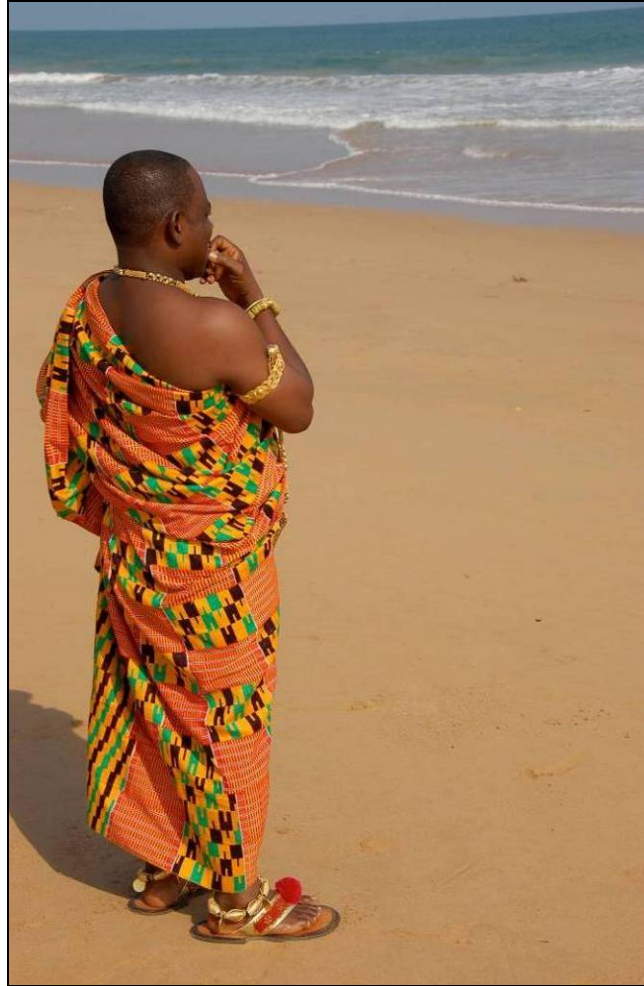


Figure 15: Fisherman, Western coast of Ghana

### 3. Program Management

#### 3.1 *Strategic Partners and Clients*

The Coastal Resources Center (CRC) at the University of Rhode Island (URI) remains the lead institution responsible for overall Program management and implementation including Program performance and financial reporting to USAID/Ghana. Several other international, national and local organizations will play critical partnership roles with implementation. Key implementing partners are Friends of the Nation, The WorldFish Center, and SustainaMetrix.

**Friends of the Nation/FoN** is a local socio-environmental NGO based in the Western Region that has on-going activities to address the crises in Ghana's fisheries sector as well as advocacy programs relative to local rights and industrial exploitation of natural

resources. During the Phase 1, FoN played a critical role in introducing the Initiative throughout the Region, preparing for all of the regional and local stakeholder forums and, conducting the coastal community assessments. They remain the principle on-the-ground partner for the program, notably for the social coordination and capacity building in the coastal communities and those communities in the periphery of the proposed conservation areas. FoN is viewed as the organization that can follow through and provide longer-term support with the ICM and governance initiatives as the CRC team is slowly phased out or moves on to the other coastal regions in Ghana. FoN, as a national NGO, is also better placed than CRC to lead certain support programs to local and regional organizations that are advocating for co-management scenarios for natural resources or areas and, in the case of the evolving oil and gas industry, the civil society platform that seeks to engage the industry in “best practices”.

**The WorldFish Center’s** West Africa regional team has provided targeted technical support for the Initiative in Phase 1 through the Fisheries Sector Review and additional studies relative to the livelihoods of fisherfolk in the coastal communities. In Phase 2, WFC will continue to lead research, critical thinking, and orientations on creating the conditions for improved fisheries management. WFC will also begin the capacity development programs for best practices in fisheries management based upon successful experiences in similar contexts elsewhere in the world. Finally, WFC will be piloting activities relative to value chain enhancements in the fisheries sector.

**SustainaMetrix** was instrumental in the Phase 1 in training the Initiative team and partners to conduct baseline surveys and to understand and assess governance issues in the coastal districts. They led the compilation of the Phase 1 in the production of the forthcoming “Our Coast” document that is set to communicate and guide a new path forward for the coastal zone of the Western Region. As the Phase 2 unfolds, SustainaMetrix will guide the Initiative on monitoring, evaluation, and learning. They will also provide significant backstopping to communications activities as well as networking support for targeted livelihoods diversification and biodiversity conservation programs.

The primary clients of the Initiative are the coastal communities and government agencies in the six coastal districts in the Western Region. Other implementing partners and beneficiaries are:

- National Fisheries Commission and their Regional Office (and personnel) of the Fisheries Commission
- Ministry of Lands and Natural Resources - Regional Office of the Forestry Commission and the Regional Office of the Wildlife Division
- Ministry of Environment, Science and Technology - Regional Office of the Environmental Protection Agency
- Western Region Coordinating Council
- University of Ghana and University of Cape Coast
- Destination Management Organization of the West Coast (a public – private sector organization for tourism promotion in the Western Region coastal areas)

The ICFG Initiative also works closely with the civil society sector in Ghana, which includes international, national, and local nongovernmental organizations (NGOs), especially those with on-going programs on environmental and community-based resources management in coastal areas of the Western Region. This includes:

- **Traditional Chiefs and Queen Mothers**
- **International NGOs** programs of CARE, SNV, Friends of the Earth, and *Ricerca e Cooperazione*
- **Functioning Community-Based Fisheries Management Committees** (CBFMCs) and/or Chief Fishermen and their councils established to help decentralize fisheries management at the local level—with its membership including Chief fishermen and fisheries stakeholders.
- **Western Region Alliance of NGOs**
- **Other Civil Society Organizations** in the Western region such as localized community associations and faith-based groups
- **Fishermen Associations** including the National Association of Canoe Fishermen and other user group associations

Private sector partners include the semi-industrial and industrial fisheries sector, especially concerning conflicts with the artisanal sector, the oil and gas industry, as well as fish marketing and processing enterprises (mainly small scale domestically oriented supply chains), and the tourism sector.

Finally, the ICFG has worked in close collaboration with the development and initial planning of several other donor programs that will be focusing in the Western Region. These include a 50 million dollar investment from the World Bank into the fisheries sector for 2011 through the Ministry of Food and Agriculture and the Fisheries Commission. Collaborative programs have also been developed with evolving USAID investments in the Western Region, notably the Behavior Change Project led by Johns Hopkins University and the Local Governance and Decentralization Project led by Management Systems International.

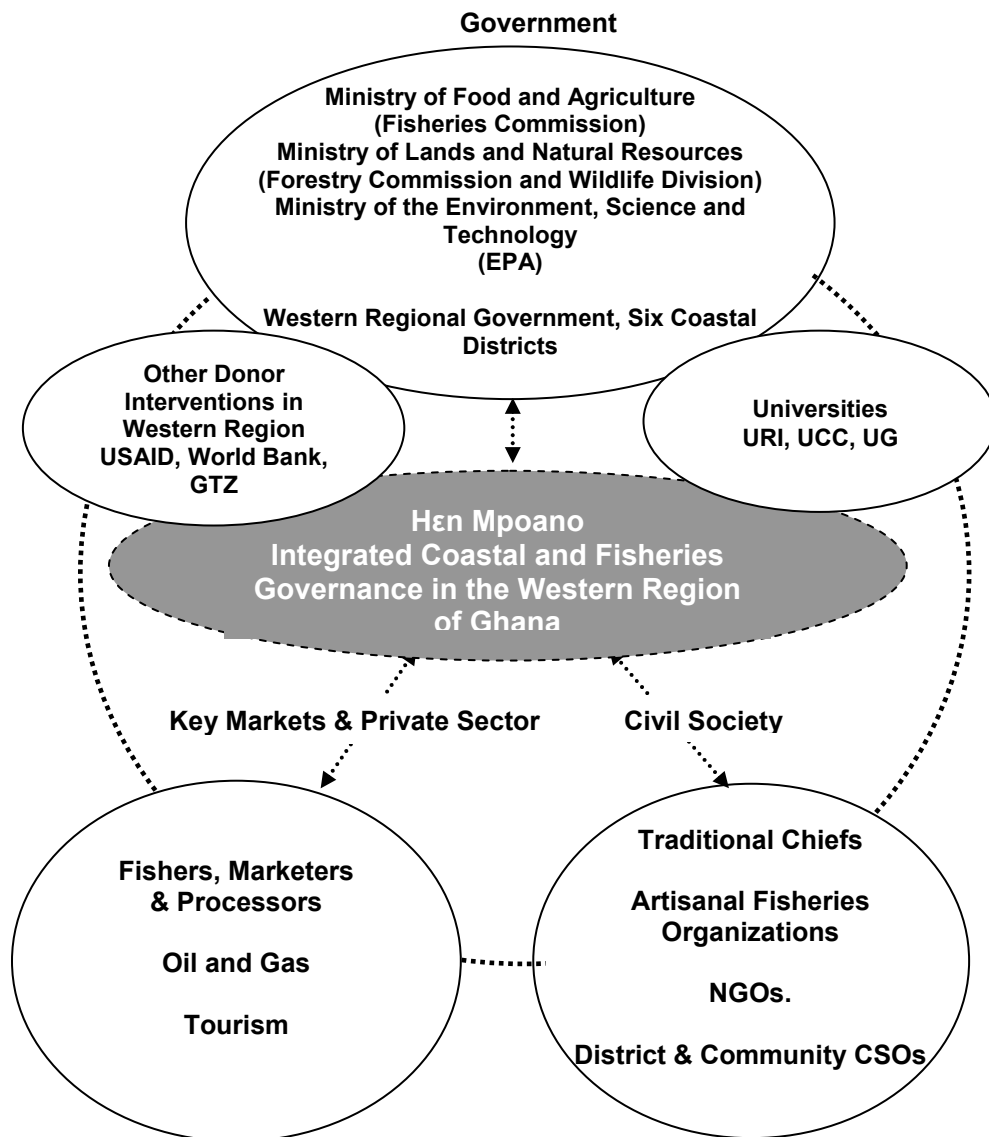


Figure 16: Key Local Initiative Partners and Clients

### 3.2 Operational Staffing and Lines of Authority

The Initiative is implemented by a core of capable in-country staff, under the leadership of a Program Director (Chief of Party). The In-country Program Management Team (PMT), or Office, a legal entity of URI, has highly decentralized authority for financial management including all local purchasing and contracting—with the exception of international and US-based sub-recipients and personnel. Programmatic authorities are also decentralized. The PMT (that includes the Program Director, Program Coordinator, Finance and Administrative Manager and the National Policy Coordinator), is responsible for implementation of approved annual workplans and achievement of

performance targets and serves as the main point of contact for USAID. He also is responsible for preparing annual workplans, progress reports, developing detailed terms of reference for local consultants and partners, and the supervision and management of local personnel. Figure 2 depicts the internal operational structure of the Program. The Program Coordinator (Deputy Chief of Party), working under the direction of the Program Director, will be responsible for implementation of day-to-day field operations and overseeing field personnel.

CRC provides technical and administrative backstopping and oversight to the in-country team as needed. However, the day-to-day implementation of activities is led by the in-country Program Director and his management team. The Director has authority to delegate responsibilities to task managers for managing respective activity budgets and delivery of associated results. Aside from the Administrative and Financial staff, CRC has programmatic managerial officer positions that are for: small grants and rural development; monitoring and research coordination; communications; and private – public sector partnerships. These programmatic officers are responsible for overseeing implementation of activities and subcontracts within her/his areas of expertise. The goal of this model of staffing is to empower local staff in order to build local technical and managerial capacity that will continue to reside in and benefit Ghana long after the Program has ended.

The Program holds annual work planning workshops with partners to discuss key accomplishments, implementation challenges, lessons learned and to plan the next year's activities; while quarterly meetings with key implementation partners and The Advisory Council help efficiently coordinate field activities. Monthly meetings are held with the Regional Fisheries Commission Director and the National Director. Finally, weekly meetings are held internally among CRC staff and additionally with the FON team. All partners are trained in performance monitoring and reporting, *TraiNet* reporting, and USAID branding and marking policies as well as environmental compliance procedures. The PMT, with CRC oversight, provides reports to USAID Ghana. Official financial reporting to USAID will be carried out by URI, although the Program team in coordination with CRC provides periodic unofficial expenditure estimates and pipeline analysis as requested by USAID.

The Program management office is in the Western Region of Ghana, where the Initiative Director and main staff will be located. This office is co-located in the Sekondi-based office of FON—a key partner for on-the-ground activities in this region. A small office is maintained in Accra where the National Policy Coordinator represents the Initiative. In the Accra office, the National Policy Coordinator will be responsible for guiding all of the national level work to be undertaken by the Initiative, including but not limited to working with local consultants to undertake national policy and governance reviews; developing policy recommendations; assisting in the development and implementation of public-private sector partnerships and liaising with other national/regional projects related to the ICFG Initiative funding not only by USAID but other donors as well.

The local administrative and fiscal support staff work from the Western Region Program office. The local administrative team is backstopped by a CRC/URI administrative team which conducts periodic internal audits of the in-country office and local sub-recipients, compliance with the TraiNet tracking system and USAID branding requirements, and ensures submission of relevant documents and materials to the USAID Development Experience Clearinghouse.

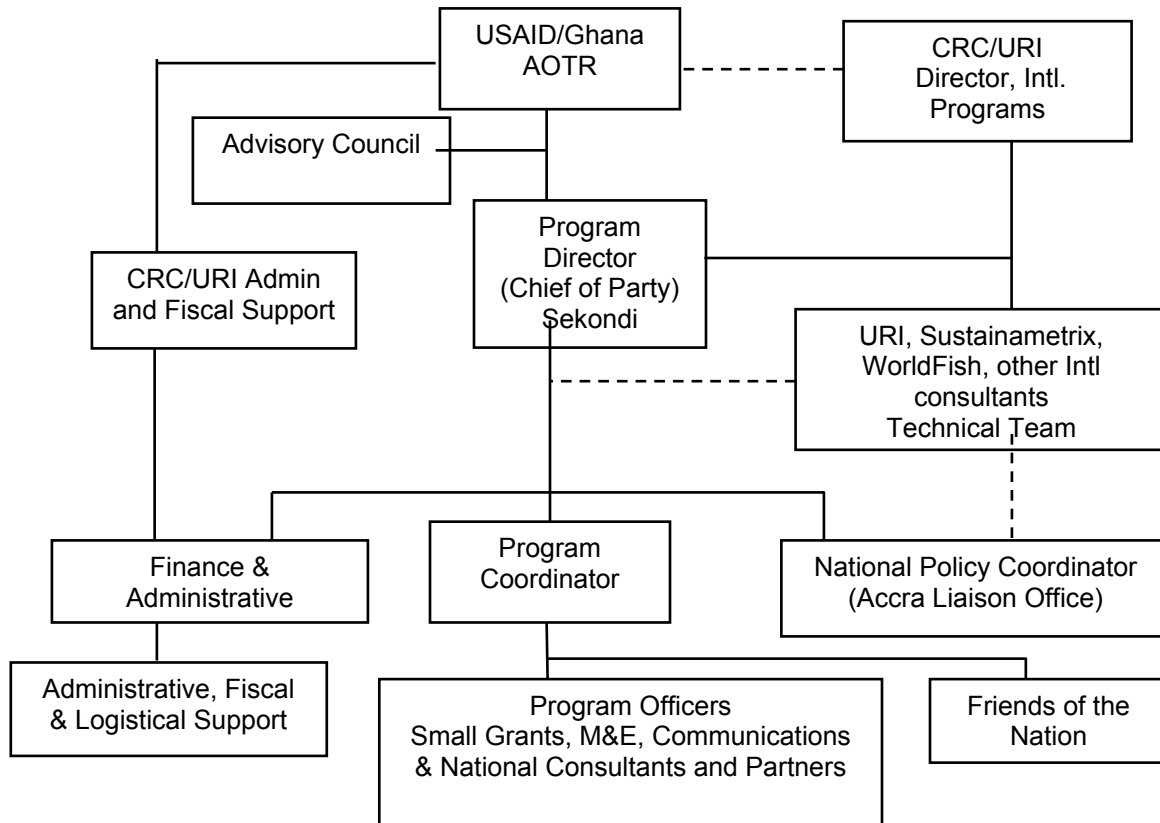


Figure 17: Operational Structure of the In-Country Program Management Unit

USAID substantial involvement in this Initiative includes approval of annual workplans, designation and approval of key personnel, approval of the monitoring and evaluation plan (PMP) and involvement in monitoring progress towards achieving Program objectives.

### 3.3 Coordination with other Donors and Initiatives

As previously mentioned, there are several related projects and programs that have begun, or soon will, in Ghana that are important to coordinate with over the life of the ICFG Initiative. This takes the form of periodic meetings with these other projects/programs. The purpose of these meetings is to share each project/program's activities to avoid duplication, and to identify areas where cross-project cooperation

could result in synergies, programmatic efficiencies and added value. The ICFG Initiative also organizes annual learning symposiums where projects and programs can share experience and analyze strengths, weaknesses, gaps, and lessons learned.

### **3.4 Performance Management and Reporting**

The goal of performance management and evaluation is to encourage adaptive management and learning within the Initiative and to report results to USAID/Ghana. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Initiative's Performance Management Plan (PMP) is presented in Appendix A. The PMP includes key results, refined performance targets disaggregated by year, specific monitoring parameters, and source(s) of data for each indicator. Time-bound targets have been refined at the end of Phase 1 through the work planning process and in consultation with local partners and beneficiaries. These targets will be reviewed annually and adjusted as necessary based on Program progress, experience and lessons learned. The Initiative's own monitoring and evaluation activities that are in addition to the USAID PMP Indicators will be refined in the first quarter of the Year 2 workplan.

Semi-annual performance monitoring reports (PMRs) are submitted to the USAID AOTR (Agreement Officer Technical Representative) which document progress on achieving results. These reports include: 1) a comparison of actual accomplishments against the targets established for the period; 2) explanation of quantifiable outputs generated by Project activities; 3) reasons why goals were or were not met. The data reported is supported by evidence collected and filed in the Main field office. CRC's Monitoring and Research Officer is responsible for collection of performance management information *vis-a-vis* each indicator including keeping on file evidences supporting the results reported, and maintaining quality control assurances on data and information collected. The CRC home office provides quality control measures to ensure the PMP system is properly implemented through periodic internal auditing of PMR systems.

The *ICFG Initiative* invests resources in monitoring and reporting to foster learning and adaptive management. Learning and sharing occurs across implementation sites and with other projects and programs. An internal self- assessment is conducted annually in conjunction with the work-planning events.

Regular Program management and annual reporting activities are carried out by the Initiative's senior management team. Main tasks and reporting requirements include:

- Preparation and submission of semi-annual progress reports to USAID/Ghana AOTR (Agreement Officer Technical Representative)
- Timely and regular input of data into the USAID TraiNet for all training activities
- Annual self-assessment of progress and annual workplan preparation and submission by CRC/WWF for approval by USAID



- Collection, analysis and reporting of data to USAID on Program indicators and targets for Program performance monitoring, submitted semi-annually as part of the standard semi-annual progress report
- Financial reports submitted to USAID AO (Agreement Officer) and AOTR from URI

The schedule for producing the above listed management tasks and reports are provided in the table below.

Table 1: **Management and Administration Activity Implementation Schedule**

Activity	2010 - 2011												Responsible Person
	O	N	D	J	F	M	A	M	J	J	A	S	
<b><i>Routine Reporting</i></b>													
Monthly activity updates to CRC													MF
Monthly key staff (In-country office w/ CRC) Skype conference calls													BC
Semiannual PMP reporting													MF/KA/GA
Draft semiannual report to URI for review													MF
Review comments from CRC													BC
Semi-annual reports to USAID													MF/KA
Input PMP training data into the USAID TraiNet													KK/SD
Stakeholder progress reporting and annual planning													MF/KA
Workplan to USAID													BC
Workplan approval by USAID													AF
<b><i>Financial Management</i></b>													
Monthly account reports from in-country to CRC													MF
Expenditure reports to USAID from CRC/URI													CM

BC-Brian Crawford (CRC), KK-Kim Kaine (CRC), CM-Cindy Moreau (CRC), MF – Mark Fenn (CRC), KA - Kofi Agbogah (CRC), SD - Sally Deffor (CRC), GA - Godfred Ameyaw (CRC) - AF – Allen Fleming (USAID)



Figure 18: Artisanal Fisherman in the Western Coast of Ghana

**Table 2: Key Staff Responsibilities for Major Activity Areas**

Program Areas	Lead Partner	Date for completion	ICFG Supervisor	CRC Backstopping Tech Support
<b>Component 1: Develop and Formalize a Nested Governance System</b>				
1.1 Advisory Council Coordination	CRC	quarterly	MF	SO
1.2 Assessment of Legal Options	CRC	February 11	GH	SO
1.3 Fisheries Working Group	FON	bi-monthly	DM	DM
<b>Component 2: Landscapes</b>				
2.1 District Landscape Visioning	FON	February (2)	MF	DR/PR
Amansuri Planning	CRC	July	MF	PR
Cape Three Points	FON	July	EA	DR
Shama	FON	May	SK	DR/SM
2.2 Land use spatial planning	FON	March	SK	SO
2.3 Livelihoods Diversification	CRC	July	BG	WF/SM
PHE	FON	July	KJ	LB
2.4 Value Chains Fisheries	WF	March	PM	WF
<b>Component 3: Seascales</b>				
3.1 Conditions for Fisheries and Mgt	WF	August	GH	DM
Capacity on best practices	WF	Feb	GH	DM
3.2 Improved Fisheries Data collection	WF	Jan	GA	BC
3.3 Voluntary Compliance Campaign	FON	March	KY	WF
Enforcement Capacity MCS	CRC	August	MF	IMCS
3.4 MPA	CRC	ongoing	MF	BC
3.5 Water Quality	CRC	Dec	KA	SN
<b>Component 4: Capacity Building</b>				
4.1 Training on ICM	CRC	Feb	PR	SO
4.2 Training co-management	FON	May	KY	DM
4.3 Academic Program Development	CRC	April	DA	PR
4.4 Communications	CRC	Ongoing	SD	GP
<b>Component 5: Monitoring &amp; Evaluation</b>				
Development of M&E System	SM	October	GA	GP

SM-SustainaMatrix, GP – Glenn Page

FON-Friends of the Nation, DK - Donkris Mevuta, KY – Kyei Yamoah, SK – Stephen Kankum, EA – Elvis Addae, KG – Kwesi Johnson

WF –WorldFish Center, DM – Dave Mills, AG – Ann Gordon

UCC, DA – Denis Aheto

URI/CRC, MF-Mark Fenn, KA-Kofi Agbogah, GH – George Hutchful, BC-Brian Crawford (CRC), SO-Stephen Olsen, DR-Donald Robadue, PR – Pam Rubinoff, LB – Linda Bruce, SD = Sally Deffor, GA – Godfred Ameyaw, BG – Balerty Gormey

### 3.5 International Travel Schedule

The following table provides tentative dates and purposes for all international travel budgeted by the Initiative during the implementation plan period. This travel is shown for each of the main international partners. Travel of any local partners or CRC international consultants is subsumed under the CRC-URI column.

Table 3: International Travel

MONTH	CRC-URI	WorldFish Center	SustainaMetrix
Oct	BC – finalize M&E/PMP		GP = Finalize M&E/PMP
Nov	CRC/FON/FC to Ivory Coast for study trip on Fisheries Governance		
Dec	PR and DR for ICM Training and climate change vulnerability assessments	BF – Set up new fisheries data collection DM – Training program fisheries management	
Jan	CM – for audits		
Feb.	SO for support to Advisory Council MF and small team to URI for ICM training	DM – training on best practices	GP for M&E and communications support
March	DR for landscape visions and support to UCC	AG for value chains and livelihoods	
April	PR – climate change seminar development and development of academic programs		
May	BC – Training on co-management of fisheries	DM – Training on Co-management of fisheries	
June	CRC partners (4) to Summer Institute Training at URI		
July			
August	BC – workplan MF to URI for workplan		GP for M&E
Sept.	CO – workplan budgeting		

URI-CRC BC – Brian Crawford; SO – Stephen Olsen, DR – Don Robadue, CM – Cindy Moreau, PR – Pam Rubinoff, MF – Mark Fenn  
 WF AG – Ann Gordon, BF – Brie Finegold, DM = Dave Mills  
 SM GP – Glenn Page

### **3.6 Environmental Monitoring and Compliance**

The Initial Environmental Examination (IEE) was submitted in December 2009 subsequent to submission of this first implementation workplan. Monitoring schemes were put in place in Year 1 to ensure no significant environmental impacts are occurring for those actions or projects which are identified as possibly causing minor environmental impacts. In Year 1, almost all of the activities fall under categorical exclusions (e.g. trainings, meetings, assessments, environmental surveys). There are no plans at this time to implement gear exchanges, which in some instances can have an impact on endangered species of marine mammals or marine turtles depending on the type of gear exchanged and the type of new gear provided. Some of the small grant activities, notably relative to small grants for sanitation or diversified livelihoods programs, are anticipated to require some monitoring and may require minor mitigation measures to avoid any significant impacts. These are any early actions taken at some of the coastal landing sites—e.g., possible construction of water and sanitation systems or other minor infrastructure improvements, and/or construction of small scale marketing, processing or landing facilities. Possible mitigation measures include actions to reduce erosion or sedimentation into adjacent water bodies during and after construction, to ensure proper siting of wells or bore holes dug. The specific actions will depend on results of the participatory appraisals, the needs identified by the communities, and the results of the feasibility studies.

### **3.7 Branding**

The ICFG Initiative provides information through many existing channels. This includes through presentations at meetings, conferences, outreach sessions and other forums as well as through print media—e.g., peer-reviewed articles in professional journals, locally produced Information, Education and Communication (IEC) materials, pamphlets, brochures, policy briefs, guides, and PowerPoint presentations. The main target audiences include local communities, local government agencies, national policymakers, grassroots NGOs, and other donors. Acknowledgement is always given to the generous support of the American people through USAID in all Initiative communications and materials. Also recognized are partnerships and support from local government ministries, agencies and departments who participate in various activities of the Initiative.

**Table 4: Synopsis of Planned Communication Items Affected by USAID Marking/Branding Regulations (ADS 320/AAPD 05-11)**

<i><b>Item</b></i>	<i><b>Type of USAID marking</b></i>	<i><b>Marking Code</b></i>	<i><b>Locations affected/ Explanation for any 'U'</b></i>
Press materials and success stories	USAID logo (co-branded as appropriate)	M	Primarily a Ghanaian audience
Project brief / fact sheet	USAID logo (co-branded as appropriate)	M	Primarily a Ghanaian audience
PowerPoint presentations at meetings, workshops and trainings	USAID logo (co-branded as appropriate)	M	Primarily a Ghanaian audience
Billboards and informational signs	USAID logo (co-branded as appropriate)	M	Primarily a Ghanaian audience
Initiative Technical Publications	USAID logo (co-branded as appropriate)	M	Both Ghanaian and International Audience
Radio productions	Mention of USAID funding	Stated	Primarily a Ghanaian audience
Brochures/posters/T-shirts on environ. issues	USAID logo (cobranded where/as appropriate)	M	Primarily a Ghanaian audience
Landing or marketing site facility improvements	USAID logo / stickers (cobranded where/as appropriate)	M	Primarily a Ghanaian audience
Project Offices in Sekondi and Accra	Project sign in English but no USAID identity	M	Primarily a Ghanaian audience
Project vehicles, office furnishings, computer equipment. purchased for project administration	No USAID identity used	U	Standard exclusions under USAID marking guidelines/policies

Marking Codes: M = Marked, U=Unmarked, PE = Presumptive Exception, W=Waiver

## 4. Budget

The Year 2 summary budget (Sept 30, 2010 – October 31, 2011) of USAID funds along with URI and partner cost share are shown below by: (1) major accounting (object class) line items, and (2) estimates of funds allocated by major activity category. The Year2 summary budget includes USAID requested funds of \$ 2,500,000 and \$349,963 carry over from year one.

Table 5: **Budget by component and class category**

<b>By Component</b>	<b>USAID</b>	<b>Cost Share</b>	<b>Total</b>
Nested Governance System for CZM	188,767	62,632	251,399
Governance of the Landscape	684,607	50,500	735,107
Governance of the Seascape	564,343	146,989	711,332
Capacity Building	459,529	274,113	733,642
Monitoring and Evaluation	223,070	48,598	271,668
Project Management and Coordination	729,646	125,000	854,646
<b>Total</b>	<b>2,849,963</b>	<b>707,832</b>	<b>3,557,795</b>
<b>By Object Class Category</b>	<b>USAID</b>	<b>Cost Share</b>	<b>Total</b>
Personnel	152,775	143,573	296,347
Students	19,757	-	19,757
Fringe	68,014	58,132	126,146
Consultants	621,362	60,571	681,934
Other Direct Costs	389,559	125,000	514,559
Travel	256,480	-	256,480
Subcontracts	939,152	268,112	1,207,264
Capital Equipment	-	-	-
Tuition	10,798	-	10,798
<i>Total Direct Costs</i>	<i>2,457,897</i>	<i>655,389</i>	<i>3,113,286</i>
<i>Indirect</i>	<i>392,066</i>	<i>52,443</i>	<i>444,510</i>
<b>Total</b>	<b>2,849,963</b>	<b>707,832</b>	<b>3,557,795</b>
<sup>1</sup> Includes Chief of Party, In country staff, local and international consultants			

## Appendix A: **Summary of the Performance Management Plan**

The goal of performance management and evaluation is to encourage adaptive management and learning within the Initiative and to report results to USAID/Ghana. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Initiative's Performance Management Plan (PMP) was drafted as part of Year 1 work planning activities. However, given the evolving nature of the objectives and activities in Phase 2, based largely on the outcomes of Phase 1, projecting the best indicators for use over life-of-project and respective targets was not fully possible. As the Phase 2 design was developed as part of the Year 2 work planning process, the PMP was revised to fit with a process for undertaking periodic monitoring and evaluation, learning and adaptive management of the initiative. The final PMP will be submitted to USAID at the end of October 2011. However, a summary of key indicators is provided below. Time-bound targets per indicator, where appropriate are being refined after a detailed planning process made in close consultation with local partners and beneficiaries. The targets will be reviewed annually and adjusted as necessary based on Initiative progress, experience and lessons learned. The PMP will include the Initiative's own monitoring and evaluation activities and indicators in addition to the USAID oriented Indicators and targets.

Semi-annual performance monitoring reports (PMRs) are submitted to the USAID AOTR (Agreement Officer Technical Representative) which document progress on achieving results. These reports include: 1) a comparison of actual accomplishments against the targets established for the period; 2) explanation of quantifiable outputs generated by Project activities; 3) reasons why goals were or were not met. The data reported is supported by evidence collected and filed in the Main project office. A PMR coordinator has been appointed that is responsible for the collection of performance management information on each indicator and who maintains a file of the evidence supporting the results reported, and maintain quality control assurances on data and information collected. The CRC home office provides further quality control measures to ensure the PMP system is properly implemented through periodic internal auditing of PMR systems.

The *ICFG Initiative* invests resources in monitoring to foster learning and adaptive management (also see Component 5). Learning and sharing occurs across implementation sites and with other projects and programs. An internal self-assessment is conducted annually in conjunction with the work-planning events where performance results and targets are reviewed, and then work activities or targets modified if needed.

Regular Project management and annual reporting activities are carried out by the Initiative's senior management team. Main tasks and reporting requirements include:

- Preparation and submission of semi-annual progress reports to USAID/Ghana AOTR (Agreement Officer Technical Representative)

- Timely and regular input of data into the USAID TraiNet system for training activities
- Annual self-assessment of progress and annual workplan preparation and submission by CRC for approval by USAID
- Collection, analysis and reporting of data to USAID on Initiative indicators and targets for Program performance monitoring, submitted semi-annually as part of the standard semi-annual progress report

The ICFG Initiative will be working to influence complex systems in which a variety of human activities are contributing to ecosystem change. It will be working in large measure to assemble the enabling conditions for a sustained long-term effort to address deeply rooted patterns of human behavior that are degrading and misusing the coastline and inshore fisheries. If it is to practice an adaptive, learning-based approach it will be essential that the Initiative address conditions using a variety of both qualitative and quantitative tools for assessing change in the pertinent human and environmental systems. We refined the tools suggested by the [LOICZ Handbook](#) for the ICFG Initiative for tracing advances as measured primarily by the 1<sup>st</sup> Order (enabling conditions) and 2<sup>nd</sup> Order (changes in organizational and resource use practices) of outcomes and by the steps in the policy cycle (see pp. 76-82). The application of worksheets and methods in the handbook constitute our assessment of baseline conditions at the initiation of the ICFG Initiative. Periodic assessments of progress will be made in reference to this baseline.

The Orders of Outcome Results Framework as described in the ICFG Initiative Description and shown below groups indicators for each key Results area by order of outcome. The table of indicators below shows the major USAID indicators that the program will use for semi-annual reporting. Choice of some of the indicators, such as for food security, are still under consideration and will be finalized in October, 2011.

During the initial four years of the ICFG Initiative, the emphasis will be placed on achieving the 1st order enabling conditions that are considered essential to achieving this long term goal within a geographic focus area primarily in the Western Region. However, applying an ecosystems based approach requires consideration of larger scales of governance for the Gulf of Guinea Large Marine Ecosystem as a whole. Therefore, some effort will also be placed on improving enabling conditions at the national and regional scale as well. This goal and the integrated nature of the Initiative mean that the Initiative will contribute to key strategic objectives of USAID Ghana:

- Democracy and governance (SO1)
- Economic growth (SO2)
- Sustainable management of natural resources and biodiversity conservation (SO2)

While the Initiative will contribute to several USAID cross cutting themes on gender, decentralization, empowering Ghanaians, food security, and public-private partnerships however, the primary focus of the ICFG Initiative will be to contribute directly to the first two strategic objectives described above and provide support for the third. The focus



on monitoring will be based on documentation of baseline conditions as these relate to the Orders of Outcomes framework (see Section 2 for a more in-depth discussion of the ICFG Initiative Performance Monitoring Framework) as well as USAID indicators. The baseline will be the basis for setting targets and selecting the indicators that will be tracked to measure process and assess learning on all aspects of the ICFG Initiative. The following is therefore an initial framework that will be refined and made specific once the Initiative has set realistic and well informed targets.

**Table 6: The ICFG Initiative Results Framework**

3rd Order Outcomes	<p style="text-align: center;"><b>GOAL</b></p> <p>Support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable management and conservation by contributing to the following vision:</p> <p>Ghana’s coastal ecosystems are being developed and conserved in a sustainable and equitable manner: the goods and services produced by sound coastal governance and improved fisheries management are generating a diversity of long-term socio-economic benefits for coastal communities while sustaining biodiversity.</p>	
2nd Order Outcomes	<p style="text-align: center;"><b>Result 3</b></p> <p>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 coastal resources use.</p>	<p style="text-align: center;"><b>Result 2</b></p> <p>Changes in behavior at the local, regional, and national level are setting the stage for generating social and economic benefits to resource users.</p>
1st Order Outcomes	<p style="text-align: center;"><b>Result 1</b></p> <p>Enabling conditions (capacity, constituencies, commitment, goals) for a fresh and integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale is assembled.</p>	

As these 2nd Order Outcomes are achieved, the potential for building evidence toward achievement of 3rd Order Outcomes as expressed in the goal statement become possible. Together, the goal statement and the sequence of orders of outcome results described above, make up our results framework and development hypotheses. Indicators to judge progress towards achieving these results are listed in the table below by Orders of Outcome are shown in the Table below. It also shows their relationship to USAID strategic objectives and crosscutting themes. Detailed descriptions of each indicator including their definition, frequency of collections, evidence required, etc. are provided in the full PMP.

**Table 7: ICFG Initiative Performance Indicators and Relationship to USAID/Ghana Strategic Objectives**

USAID Indicator	USAID SOs and Cross Cutting Themes
<b>1st Order Enabling Conditions (Result 1)</b>	
Improvements assessed by a governance scorecard (Addressing goals, constituencies, commitment and capacity dimensions)	SO1 Governance
Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by government w/time bound quantitative environmental & socio-economic targets	SO1 Governance SO2 Economic Growth (biodiversity, food security)
Number of organizations and government agencies strengthened	SO1 Governance SO2 Economic Growth (biodiversity)
Number of stakeholders participating in resource management initiatives, workshops regional meetings/exchange visits	SO1 Governance SO2 Economic Growth (biodiversity), Gender
Number of government personnel, community leaders and private sector stakeholders trained	SO1 Governance Gender
Hectares (terrestrial and marine) in areas of biological significance under improved management:	SO2 Economic Growth (biodiversity)
<b>1<sup>st</sup> Order Enabling Conditions and 2nd Order Changed Practices (Result 3)</b>	
Amount of private sector and/or government agency resources (\$\$) allocated for planning or implementation of ICM and fish management plans or strategies	SO2 Economic Growth (biodiversity, food security)
<b>2nd Order Changed Practices (Result 2)</b>	
Number of rural households that benefit directly from USG Assistance	SO2 (Food Security, Gender)
<b>3rd Order Social, Economic and Environmental Improvements (Goal)</b>	
Average household food group diversity score	SO2 (Food Security, Gender)

Table 8: Targets per indicator are shown in the Table below:

USAID Indicator	Year 2 Target	Life of Project Target
<b>1st Order Enabling Conditions (Result 1)</b>		
Improvements assessed by a governance scorecard (Annex C) addressing goals, constituencies, commitment and capacity dimensions (Initiatives tracked – Western region as a whole, and 3 focal areas of Shama, Cape Three Points and Amansuri)	Increasing (Baseline for Western Region established in Year 1)	Increasing annually. 4 initiatives tracked – Western Region as a whole and 3 focal areas. Scorecard may be use for tracking smaller scale planning efforts internally (e.g. community wetland plans) but not reported here.
Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by government w/time bound quantitative environmental & socio-economic targets (3 wetlands in STMA, Cape Three Points reserve, Amansuri, 3 community wetland areas)	3 wetlands in STMA	8
Number of organizations and government agencies strengthened Friends of the Nation, WERENGO (assn of 45 NGOs), Hotel Operators assn, Oil and Gas platform, NGOs/CSOs getting small grants (~15), Fish. Comm., Costal districts (6), UCC Dept of Geog and Dept of Ocean. and Fish., Community Health Workers college	53, qualitative narrative provided in PMP on how each is being strengthened	53 organizations being strengthened as the main targets. Initiative is working with most of these in Year2 but expects strengthening to continue through end of project so non annual targets, but qualitative narrative of strengthening efforts provided.
Number of stakeholders participating in resource management initiatives, workshops regional meetings/exchange visits	Tracked	Tracked but no targets
Number of government personnel, community leaders and private sector stakeholders trained	100	400

USAID Indicator	Year 2 Target	Life of Project Target
Hectares (terrestrial and marine) in areas of biological significance under improved management: Amansuri – 21,000 hct Shama - hct TBD STMA wetlands 600 hct Cape Three Points 5,100 Community-based (CREMA) wetlands – 6000 hct	600 hct (STMA wetlands)	32,700 hct (initial estimates but more precise estimates provided on UCC has district and focal area GIS mapping completed)
<b><i>1st Order Enabling Conditions and 2nd Order Changed Practices (Result 3)</i></b>		
Amount of private sector and/or government agency resources (\$\$) allocated for planning or implementation of ICM and fish management plans or strategies	Tracked	Tracked but non targets, expected to be increasing annually
<b><i>2nd Order Changed Practices (Result 2)</i></b>		
Number of rural households that benefit directly from USG Assistance	50	300
<b><i>3rd Order Improved social economic and environmental conditions (Goal)</i></b>		
Average household food group diversity score	Tracked	Tracked but no target as impossible to demonstrate or expect project attribution at the community or district scale



Figure 19: Children playing in a Ghana beach