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

Final Report

September 2009 – January 2014

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



Hen Mpoano

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



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Cover Photo: Fishermen preparing for the next fishing expedition; and happy children after a clean-up exercise at their recreational grounds (the shore of the Essei Lagoon - Sekondi)

Photo Credit: Glenn Page.

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List of Acronyms

AFRICOM	United State Africa Command
AO	Agreement Officer
AOR	Agreement Officer Representative
AWG	Amanzule Working Group
BALANCED	Building Actors for Livelihood & Advancing Communities Excellence in Development
BCS	Behavior Change Support
C3P	Cape Three Points
CBD	Community-Based Distributors
CBO	Community Based Organization
CEC	Community Environmental Committees
CEWEFIA	Central and Western Fishmongers Improvement Association
CF	Conservation Foundation
CRC	Coastal Resources Center
CREMA	Community Resource Management Areas
CSLP	Coastal Sustainable Landscape Program
CSOs	Civil Society Organizations
DFID	Department for International Development
EBM	Ecosystem-Based Management
ECHNTS	Essiama Community Health Nurses Training School
EPA	Environmental Protection Agency
FBO	Faith Based Organization
FC	Forestry Commission
FiC	Fisheries Commission
FoN	Friends of the Nation
FTF	Feed the Future
FWG	Fisheries Working Group
GCC	Guinea Current Commission
GCLME	Guinea Current Large Marine Ecosystem
GES	Ghana Education Service
GHS	Ghana Health Services
GIS	Geographic Information System
GESAMP	Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection
GNCFC	Ghana National Canoe Fishermen Council
GoG	Government of Ghana
GNA	Ghana News Agency
GWS	Ghana Wildlife Society
HKI	Health Keepers International
ICFG	Integrated Coastal and Fisheries Governance
ICM	Integrated Coastal Management
ICT	Information and Communication Technology
IR	Intermediate Results
LI	Legislative Instrument
JDPA	Joint Development Planning Area
LOGODEP	Local Government Decentralization Program
LoP	Life of Program

M&E	Monitoring and Evaluation
MCS	Monitoring Control and Surveillance
MCMC	Marine and Coastal Management Committee
METSS	Monitoring and Evaluation Technical Support Services
MLGRD	Ministry of Local Government and Rural Development
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MTDP	Medium Term Development Plans
NADMO	National Disaster Management Organization
NEPAD	New Partnership for Africa Development
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NSP	National Service Volunteers
OLIVES	Organization for Livelihood Services
PCC	Platform for Coastal Communities
PCV	Peace Corps Volunteer
PFPI	PATH Foundation Philippines Incorporated
PHE	Population Health and Environment
PMP	Performance Monitoring Plan
RCC	Regional Coordinating Council
REDD	Reducing Emissions from Deforestation and Forest Degradation
SMART	Simple, Measurable, Achievable, Realistic and Timebound
SNV	Netherlands Development Organization
SO	Strategic Objective
SPAG	Spatial Planning Advisory Groups
STMA	Sekondi-Takoradi Metropolitan Assembly
TCPD	Town and Country Planning Department
UCC	University of Cape Coast
UG	University of Ghana - Accra
UK	United Kingdom
URI	University of Rhode Island
USA	United States of America
USAID	United States Agency for International Development
USG	United States Government
WARFP	West Africa Regional Fisheries Program (World Bank funded)
WERENGO	Western Region Development Network of Non-Governmental Organizations
WR	Western Region
WRCC	Western Regional Coordinating Council
WRSDF	Western Region Spatial Development Framework

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Executive Summary

In September 2009, USAID/Ghana and Coastal Resources Center (CRC) of the Graduate School of Oceanography of University of Rhode Island (URI), USA signed a four year cooperative agreement (No. 641-A-00-09-00036-00) for the implementation of the Integrated Coastal and Fisheries Governance (ICFG) Program in the Western Region of Ghana. The program requested for and received approval for 4 months no-cost extension in order to properly complete scheduled engagements, The ICFG Program officially closed on January 14, 2014.

The ICFG was largely funded through the Feed the Future, however, the initial funding and program design included activities that supported biodiversity, global climate change and sustainable landscapes.

The central objective of the ICFG Program was to work with partners at the local (Western Region coastal districts and their communities and other institutions) and national scales to assemble the necessary pre-conditions for a fresh approach to a formally constituted coastal and fisheries governance program that could serve as a model for Ghana. The program also supported USAID strategic objective of Feed the Future and activities were guided by the philosophy of ‘learning-by-doing’ and ecosystem-based approach to natural resources management.

The first Phase (Year 1) activities profiled coastal issues and capacity through governance baseline studies of target communities and institutions; the goals of the Initiative were communicated and the program engaged in some early actions to test the capacities of some institutions and identify partners for the design of appropriate models for addressing the issues profiled. This approach led to the building of a huge social capital which became the driving force behind the ICFG Initiative in subsequent years. The acronym ICFG did not resonate with beneficiaries, hence the need for a better identity which was accomplished through a program naming competition which resulted in the nickname *Hen Mpoano*, which means *Our Coast* in the Fante language widely spoken in beneficiary communities.

Phase I activities are summarized in the ‘*Our Coast, Our Future*’ publication [see reference 20] which set the agenda for the contributions that ICFG made in Phases II and III. Phase II activities reinforced the goal for improving coastal and fisheries governance in the target districts and generated examples of good practice in Integrated Coastal Management (ICM) and Fisheries governance at the district and sub-district scales. The central strategy was to build constituencies among stakeholders and enhance their capacity to carry forward more effective approaches to coastal and fisheries governance that will maintain the flow of environmental goods and services.

Two working modes were employed (i) addressed cross regional issues (covering fisheries, communications, population-health-environment and capacity development) and (ii) concentrated on community work in focal areas, featuring contiguous districts with similar issues/challenges that needed to be addressed in a holistic manner and brought them together as a focal unit. The focal area concept resulted in the selection of three bio-geographic units: Shama District, Greater Cape Three Points and Greater Amanzule wetlands identified as were priorities for both biodiversity and food security (Feed the Future). The program worked toward integrating coastal zone planning, improving social conditions and livelihoods of the coastal population. The working modes allowed for various concepts and mechanisms to be tested towards a fresh approach to improved governance in the fisheries and the coast while at same time building the capacity of key stakeholders. Using two modes also allowed for advancing the issues to the door-step of ordinary community folk and communicating the

goals and involving target beneficiary through participatory approaches as well as taking on board their concerns (bottom up approaches) to influence policy decisions.

Relative to capacity building, 1,225 individuals received short term training and 20 received long term training while 163 persons were trained in child health and nutrition. At least 588 individuals from producer and community based organizations received USG assistance. A total of 64 persons were recorded to be using climate change information in decision making, while 79 institutions were strengthened, 51 public-private partnerships were forged and 48 community-based and producer organizations received USG assistance.

The implementation of the ICFG Initiative generated over 100 reports and publications (see bibliography – **Section 8.0**) that focused on coastal and fisheries governance issues of the Western Region and Ghana. Over 80 of the publications have been uploaded on the internet as well as the USAID DECs clearing house. Detailed activity reports have been uploaded online at the CRC website: http://www.crc.uri.edu/projects_page/the-integrated-coastal-and-fisheries-governance-icfg-initiative-for-the-western-region-of-ghana/ (see also the websites of core implementing partners listed on page i of this document).

Communications targeted two audiences: stakeholders at the local and national levels (see Annex 3 for a sample of the visibility of ICFG and related programs). The flagship radio drama serial nicknamed “**Biribireba**” aired on 3 radio stations in coastal western Region, warmed the airwaves and homes and targeted over 500,000 people in fishing communities. National level audiences were reached through newspaper articles, press conferences, radio, social networking, face-to-face engagements and through coalitions, presentations, dialogues, conferences and public lectures.

The **proposal on integrated coastal management (ICM)** for a ‘*Joint Development Planning Area (JDPA)*’ was completed and received broad based but submission to the National Development Planning Commission (NDPC) encountered a setback due to the inability of the top hierarchy of the Western Regional Administration to endorse the Memorandum of Understanding (MoU) accompanying the proposal. The ICFG Initiative needed more time to negotiate the endorsement with the relatively new Regional Minister albeit very close to program completion. It was thus recommended that the MoU be followed through by emerging initiatives to strengthen coastal governance in the Western region.

A laborious and very extensive consultation process for the proposal was successful in garnering support from a very broad representation of stakeholders including Chiefs, DCEs, District Planners, a number of private sector entities, civil society groups and important career civil servants in the Regional Administration, as well as the national development planning Commission and the office of the president. The senior advisor to the president also the chair of the NDPC had advised the NDPC to meet and receive the signed proposal from us for consideration and submission to the President for consideration and subsequent declaration of a JDPA for the six districts.

The MoU for accompanying the proposal was to be signed by a cross section of Stakeholders to be witnessed by the Regional Minister, for onward submission to the NDPC. The event was organized for the signing ceremony at Busua Beach however this was not accomplished. One potential reason for the last minute reluctance to participate is that a high priority in the manifesto of the ruling government is for a Western Region Corridor Authority which will encompass the whole region and potentially include the Central Region as well. Concern potentially exists that it is more urgent to act on a larger proposal that would benefit most Western Region districts. At a regional forum held in April, 2014, for example, stakeholders from the Western Region in attendance at an Oil and Gas forum in Takoradi emphasized their

strong support for a Western Region Corridor concept. Nonetheless, the Chiefs and civil society have subsequently called on the ministers to provide reasons for their unwillingness to sign the JDPA proposal.

Subsequent to the close of the ICFG, personnel changes in regional government have resulted in the appointment of a new Regional Minister for the Western Region. Some steps will need to be retraced in order to establish awareness, understanding and support for the JDPA, which should be viewed as an early step that is fully compatible with the Western Region Corridor concept. Partners such as Hen Mpoano hope to work with the authorities to get the proposal passed and can envision that the USFS, through its Coastal Sustainable Landscapes project, would benefit from advocating the formation of the JDPA. The recently announced DFID effort to establish a Coastal Foundation and regional platform for stakeholders concerned with oil and gas development should also see a strong advantage in the establishment of a JDPA to institutionalize the innovations and initiatives that it spawns.

Another important output of the ICFG was the Integrated Coastal Management Toolkit – a first-of-its-kind-in-Ghana compendia of information products packaged for coastal districts to be used as a tool for district planners as they incorporate ICM issues into district medium-term development plans and spatial plans. This and other project related outputs and reports were handed over to relevant national institutions, the focal districts assemblies and other stakeholders as the legacy of the ICFG Initiative at the program close-out events in Accra and Takoradi.

The mid-term evaluation of the ICFG Initiative conducted in 2012 made specific recommendations that resulted in strengthening the strategies for communicating bottom-up approaches as input into national policy decisions and placing greater urgency on the final submission of two proposals to the government of Ghana for consideration and adoption. **A Fisheries Proposal** ‘*Solving the Fisheries Crises in Ghana: A Proposal for a Fresh Approach to Collaborative Fisheries Management*’ builds upon lessons learned on the ICFG Initiative and was presented to the Ministry of Fisheries and Aquaculture Development as a summary document on experiences, views and lessons learned from the implementation of the ICFG Initiative.

The path ahead for coastal and fisheries governance will not be easy but fortunately, through the ICFG/Hen Mpoano Initiative, the journey is already well underway. The Hen Mpoano Initiative has emerged as a powerful source of momentum aimed at shaping a more positive future and the voices documented in the final lessons learned report ‘*Our Coast, Our Future, Western Region of Ghana. Building Capacity for Adapting to a Rapidly Changing Coastal Zone: Lessons Learned*’ [75] declared how citizens in coastal districts are now paying attention to how their governance system responds to these changes.

It is expected that USAID will continue subsequent investments in Feed the Future to sustain the gains made by the ICFG alongside and complementary to other new initiatives such as the World Bank funded West Africa Regional Fisheries Program (WARFP), the USAID funded US Forest Service (Coastal Sustainable Landscape Program) and the evolving DFID Initiative on Ghana Coastal Foundation in the Western Region.

The original project design saw the need to build the enabling conditions that can ultimately lead Ghana being able to implement managed access and use rights regimes as part of its fisheries management strategies, for exemplifying leading to an increasing number of local fishing vessels are registered/ licensed. These approaches are viewed by most fisheries experts as highly effective at addressing the overfishing and overcapacity issue present in Ghana’s marine fisheries. Once all fishing vessels are registered, for instance, a cap can be

placed on their numbers and over time the number of allowed registrations reduced over time. This process acts to diminish overall fishing effort and reduce the excess capacity present in almost all of Ghana's fishing fleets.

Most canoe vessels in Ghana were not registered when the ICFG project started. The Fisheries Commission had only just begun to pilot test a registration program. The World Bank- supported WARF Project design, which was approved in 2011, at about the mid-point of the ICFG, has incorporated a significant amount of resources to enable the Fisheries Commission to undertake this work and scale it up throughout the coast. Once the ICFG project discovered that this was already built into the WARFP, it was determined that it would be counterproductive to make an investment in the vessel registration activity which was already slated to be supported with other donor funds. To do so would have just resulted in duplicative and inefficient efforts.

By the close of the ICFG project in January, 2014, the Ghana WARFP project had only gotten as far as a rudimentary start-up phase of the registration project with the help of a consultant. This leaves boat registration as an important problem that needs to be addressed if Ghana wants to move forward to managed access and use rights as proposed in the national fisheries policy. It is recommended that any USAID follow-on initiative carefully look at ways to coordinate closely with WARFP on this and other unmet needs, given the relative agility demonstrated by the first four years of the ICFG. In particular, USAID/Ghana should support the piloting and use of innovative mobile devices and web-based platforms for vessel registration similar to USAID efforts underway in the Philippines.

The original ICFG program design document stated that some of the results would likely include fisheries management plans adopted and implemented, specifically that "fisheries management plans are adopted and are implementing actions that demonstrate the ecosystem-based approach." This was based on the premise that that project could work with existing community-based management committees previously established by the Fisheries Commission under a World Bank funded project completed more than a decade earlier. ICFG's initial idea was to build on this work and coordinate among these committees to form district scale management plans. ICFG also assumed that district scale management plans could be adopted via devolved authorities to the district using bye-law mechanisms that could set harvest control measures to prevent overfishing.

Once the ICFG project started, the team re-examined these initial premises, and found out that some of them proved to be wrong, for several reasons. It quickly became clear in the first year of ICFG project operations, when conducting rapid village assessments, that virtually none of the community-based management committees created with World Bank support were still active. It turned out that the recently established pre-mix committees used to distribute fuel subsidies to canoe fishers were also highly troubled and controversial. Through the extensive fishermen consultation processes initiated by ICFG and its partners, it also became clear that the role of chief fishermen in the community-based committees was at times contentious in many places. In fact, ICFG discovered that there were no effectively functioning fisheries institutions at the community level in the Western Region. Initial assessments of district fisheries bye-laws conducted by the ICFG showed that within the recent ten year period, few bye-laws were written, and of those developed with the engagement of community management committees, few had been formally adopted by district assemblies and even fewer gazetted. In other words, virtually none of the drafted bye-laws had any effective legal legitimacy. Lastly, an ICFG fishery sector review revealed that small pelagic species were the most important fishery for the canoe sector. Such wide-ranging species must be managed in management units at the scale of the fisheries ecosystem

and range of the unit stocks. Consequently a solely community-based approach was not appropriate without some form of higher order nested governance arrangement.

ICFG concluded that almost all of Nobel Prize-winner Elinor Ostrom's core design principles for governing common pool resources proved not to be present in Ghana; in fact the entire co-management governance framework needed to be rethought. Rather than proceed with implementation of activities based on flawed premises, the ICFG team decided to rethink the whole project approach to fisheries co-management.

The redirected approach implemented in subsequent approved work plans meant that ICFG would not engage directly in any local scale fisheries management planning, which will continue to be likely fail until the enabling environment and legal basis for co-management in Ghana are strengthened. The highly successful national fisheries dialogues sponsored by the ICFG fostered a stakeholder based process of examining these issues. Together with the Fisheries Commission, the ICFG came up with a new proposed approach to co-management that better fits with the unique context of Ghana and was informed by the past experience and mistakes. Recommendations for a new approach to fisheries co-management are contained in several of the seminal documents of the Project, including A Proposal for a Fresh Approach to Coastal Governance in Ghana's Western Region [13], and the related policy briefs on A National Framework for Fisheries Co-management in Ghana: Issue Brief 4 [36] and Issue Brief 6 [24]. These recommendations were based on the outputs of the national dialogues and a number of other technical studies and legislative review [see references 72 and 74].

The recommendations lay out a tiered system for co-management whereby resources in rivers and estuaries could be managed through community-based approaches. Nearshore demersal fisheries could be handled via regional management plans along with co-management committees. The small and large pelagic fisheries could be addressed via national-co-management committees that represent all the fleets fishing these stocks and linked into regional GCLME arrangements as well. This governance approach incorporates a framework that takes essential ecosystem based principles into account: having institutional arrangements appropriate to the ecosystem scale of the management unit.

With fisheries management planning off the table for most of the life of the ICFG project, ICFG focused instead on working on a proposed new co-management framework. , the project was also able to undertake without this framework, other fisheries activities not dependent on co-management plans. This included communications and outreach to build higher rates of voluntary compliance with existing fisheries rules, improved enforcement and prosecutorial systems to make deterrence factors stronger, and diversified livelihood options for fishing households in selected communities.

Within the four year time frame of the ICFG project, the proposed changes in national fisheries legislation and the new approach to co-management could not be fully realized. These recommendations have been presented and discussed with the senior management team at the Fisheries Commission and with the Fisheries Minister himself. As the current World Bank Project also has elements working on reform of some of the other aspects of the fisheries act, it is likely that the co-management provisions will have to be bundled with others into one overall master revamp of the Fisheries Act. This process is likely to take several more years. In a USAID follow-on initiative, this legislative reform agenda should be carried out in close coordination with the WARFP's more comprehensive fisheries legislation reform effort.

The ICFG project also worked to protect critical habitats such as mangroves which are important nursery grounds for many species of fish, particularly shrimps and demersal

fisheries which make up a significant proportion of landings of the small scale and inshore fleet. This included work with Shama District and STMA twin municipalities in developing bye-laws and mapping of estuary and associated mangrove and wetlands that were to be set aside as protected areas.

1.0 Introduction

In September 2009, USAID/Ghana and Coastal Resources Center (CRC) of University of Rhode Island (URI), USA signed a cooperative agreement (No. 641-A-00-09-00036-00) for the implementation of the *Integrated Coastal and Fisheries Governance (ICFG) Program in the Western Region of Ghana*. It was planned for a 4-year period (September 4, 2009 to September 14, 2013) with an estimated funding of US\$10 million with match funding support of US \$2.5 million provided by the implementing partners. Due to some important national events in 2012, a number of engagements at the national level had to be delayed occasioning a request for a four-month no-cost extension. The ICFG Program officially closed on January 14, 2014.

1.1 Goals and Objectives

The ICFG Initiative locally known as “*Hen Mpoano*” was framed to support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable fisheries management and biodiversity conservation. The Initiative fits into the USAID strategic objectives as detailed in the results framework - Figure 1. The central objective of the ICFG Initiative was to assemble the pre-conditions (**Result 1 - 1st Order Outcomes**) for a formally constituted coastal and fisheries governance program that could serve as a model for the nation. The preconditions to be assembled are as follows:

- Clear **Goals** that define ICM and fisheries policies.
- Strengthened institutional **Capacity** to develop and implement policies.
- Informed **Constituencies** in civil society, business and government.
- Governmental **Commitment** in support of policies.

The program was designed to work across two scales – **local scale** (community and district level, bottom-up approach) where issues profiled provided the basis for **national level** engagements for policy decisions for effective and efficient nested coastal and fisheries governance. The Initiative’s activities focused on the six coastal districts assemblies (Shama, Sekondi-Takoradi, Ahanta West, Nzema East, Ellembelle, Jomoro) of the Western Region, (Figure 3), to build popular support for new approaches to coastal and fisheries governance.

Monitoring progress of how the ICFG program fared through the Life of Program (LoP) is captured under the Performance Monitoring Results (Section 6.0 - Custom Indicator 1). The process followed the steps in the learning or policy cycle (Figure 20 and at the end of the 4 years, the Program was adjudged through self-assessment by the ICFG team to be at Step 3 on the cycle.

1.2 Geographical Scope and Primary Beneficiaries

The primary clients and beneficiaries within the Western Region were the Western Regional Coordinating Council (WRCC), Ministry of Fisheries and Aquaculture Development (Fisheries Commission), the six coastal Districts and their communities (traditional authorities within the focal area). Due to the integrated nature of the project, no one national agency was designated as the key counterpart. However, the Program was anchored in the WRCC with the Chief Director serving as the Chairman of the nine-member Advisory Council.

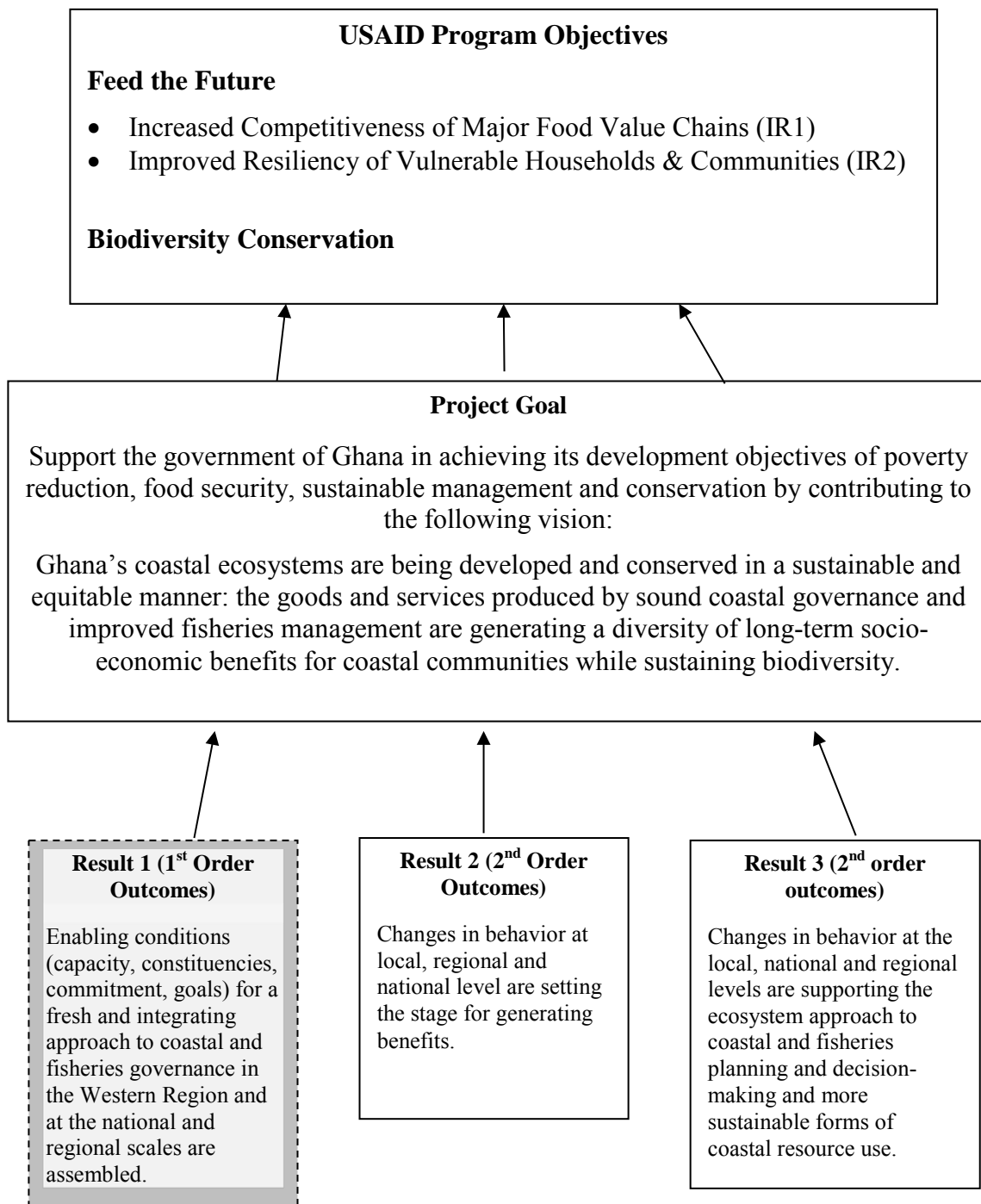


Figure 1: ICFG Results Framework in relation to USAID Program Objectives

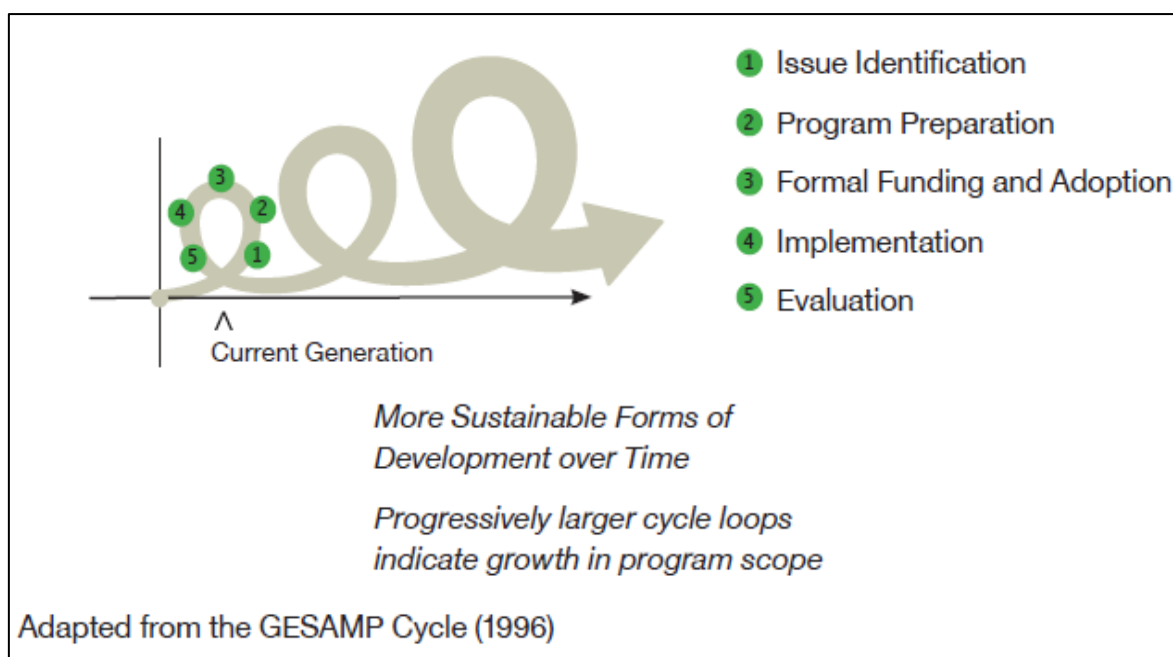


Figure 2: Steps in the Learning or Policy Cycle

Numerous civil society groups were also beneficiaries of the ICFG Initiative. They included the Platform of Coastal Communities (PCC), Fisheries Alliance, Western Region Development Network of NGOs (WERENGO), Ghana National Canoe Fishermen’s Council (GNCFC), DAASGIFT Quality Foundation and Central and Western Fishmongers Improvement Association (CEWEFIA) - a women’s empowerment group, among others.

1.3 Implementing Mechanism and Partnerships

Project implementation was led by the Coastal Resources Center at the University of Rhode Island (with a local project management unit based at Sekondi-Takoradi in the Western Region) working with several implementing partners. The core partners were:

- **Friends of the Nation** – an environmental advocacy group based in Sekondi, Ghana.
- **WorldFish** – an international, non-profit research organization (based in Malaysia with an African regional office based in Egypt) with global experience on tropical fisheries.
- **SustainaMetrix** – a private company based in Maryland Baltimore that supports effective communications and learning based approaches to monitoring and evaluation.

Other supporting partners included: Fisheries Commission (Ministry of Fisheries and Aquaculture Development), Ministry of Local Government and Rural Development (MLGRD), Ministry of Environment, Science, Technology and Innovation (MESTI), Forestry Commission, National Development Planning Commission (NDPC), University of Cape Coast, University of Ghana and Nature Conservation Research Center (NCRC), among others.

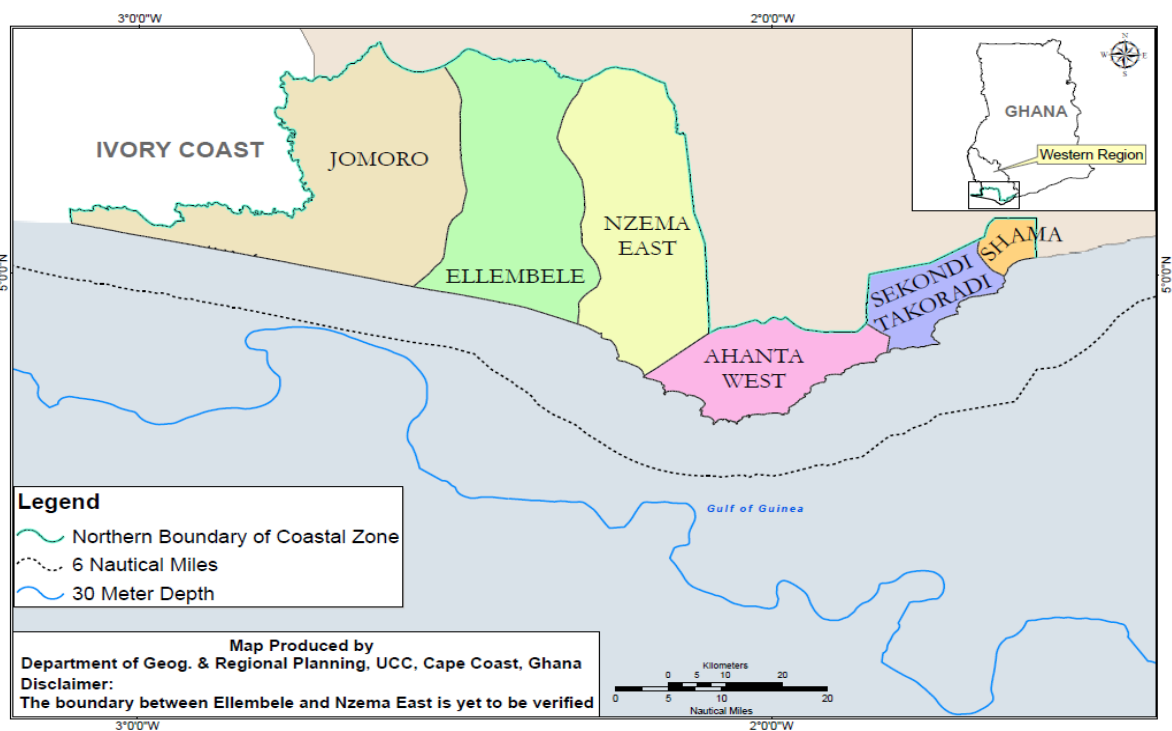


Figure 3: Geographical Scope of the ICFG Focal Districts

The program associated and networked with other local and international institutions which provided technical services with leveraged resources. They included Ghana Police Service, Attorney General’s Department, Ghana Wildlife Society (GWS), Organization for Livelihood Services (OLIVES), Conservation Foundation (CF), and many other civil society groups. Others were the US Peace Corps, the World Bank, AFRICOM, LOGODEP, BCS, FOCUS, Guinea Current Commission (GCC) and Path Foundation Philippines Inc. (PFPI), Blue Ventures International and Forest Trends

The Initiative adopted the philosophy of ‘learning- by -doing’ where project planning and implementation emphasized the need to involve all the relevant stakeholders in order for them to understand the issues that needed to be addressed and how to address them. This was underpinned by an ecosystem-based approach which recognizes the interconnectedness of ecosystems and human societies.

1.4 Organization of Program activities

The Program activities over the four year period were organized into three phases:

Phase I: context studies/baseline assessments and early actions.

Phase II: constituency and capacity building and setting up working models.

Phase III: deepening engagements at the regional and national level to inform policy decisions



Figure 4: The ICFG implementation team and partners

2.0 Governance Baseline and Issues Identification

Major activities completed in Phase I (2009-2010) were the compilation of governance baselines and issues profiled in 89 coastal communities in coastal Western Region [18]¹ and addressed governance capacity in a number of documents [1, 2, 3, 4, 12, 13, 14, 32, 37 and subsequent reports, 38, 40, 51, 58, 65, 71, 72, 74, 81] . Also, the program objectives were widely communicated to diverse stakeholder groups; while a series of early actions developed solid partnerships at various levels (community, district, regional and national) for collaboration on future actions and building national capacity to apply the ecosystem approach to fisheries and coastal governance were initiated. Key highlights of accomplishments in Phase I included:

- Established a nine-member Advisory Council that served as a multidisciplinary institutional anchor for the Initiative. Members included representatives of the Western Regional Coordinating Council, Wildlife Division, Fisheries Commission and Environmental Protection Agency as well as individuals from the private sector and key civil society members such as the head of the Canoe Fishermen’s Council (Western Region), a Paramount Chief and the Bishop of the Catholic Church in the Region.
- Catalyzed action for the reopening of the dialogue/stakeholder consultations on the fisheries Bill and made targeted inputs into the bill which was passed into law, the Fisheries Regulations (LI 1968 of 2010).
- Supported and initiated capacity building programs for WERENGO (an alliance of NGOs in the Western Region) and the Fisheries Alliance (civil society groups with an interest in 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 [62].
- Conducted planning processes - with dozens of individuals from local government agencies—to identify and prioritize strategies for addressing critical coastal zone issues in the Western region.
- Halted further conversion of the strategically important flood control wetlands in the Sekondi-Takoradi area by catalyzing actions aimed at the STMA, Wildlife Division and Environmental Protection Agency, NGOs and community stakeholders. Plans were drafted to gazette the three urban wetlands (over 600 hectares) as nature reserves and completed studies on their ecology and biodiversity [5].
- Conducted training exercises in natural resources management for 120 individuals from various agencies and organizations in the Western Region.
- Supported the National Fisheries Commission in the collection and analyses of fisheries data and training on monitoring, control and surveillance of fisheries activities at sea and at landing beaches.

¹ [18] Refers to the report number listed in the bibliography at the end of this document. This and others are the detailed reports relative to each activity and the reports are uploaded online at the CRC website: http://www.crc.uri.edu/projects_page/the-integrated-coastal-and-fisheries-governance-icfg-initiative-for-the-western-region-of-ghana/

- Implemented a diverse wide-reaching communications program that included: a public launch of the Initiative; radio documentaries, jingles and drama; celebrations of special events; press conferences and written articles; and other communications activities both in the Western Region and other parts of Ghana (see Press and Communications -- Annex 3)².
- Produced several thematic reports³ including : Fisheries Sector Review [58]; Biodiversity Threats Assessment [56]; Assessment of Critical Coastal Habitats [19]; Governance Case Studies of the fisheries sector [2]; Diversified Livelihoods Study [60]; Gender Analysis [77], among others.

The results of activities completed in Phase I are summarized in the widely distributed report *'Our Coast, Our Future'* publication [20]. This publication outlines key coastal governance issues in the Western Region coastal districts as identified through technical and participatory assessments. It sets the agenda for the contributions that ICFG made in Phases II and III (Years 2-4) to address the issues profiled.

2.1 Profile of the Fisheries and Coastal Issues of the Western Region

Under Phase I, the issues profiled within the focal areas (including 5 of the 6 coastal districts) and at the national level in fisheries and coastal governance included:

- Overfishing and food insecurity
- Competition among the fleets
- Ineffective enforcement
- Climate Change
- Loss in environmental goods and services
- Threats to coastal biodiversity
- Expanding population
- Oil and Gas development
- Weak ecosystem governance
- Dysfunctional nested systems of governance

These issues set the path for the subsequent years' activities which were categorized into the five components as follows:

- Develop and formalize a nested governance system for the coastal zone
- Improve governance of the landscape
- Improve governance of the seascape
- Capacity building of stakeholders
- Monitoring and evaluation

These components reinforced the goal for improving coastal and fisheries governance in the focal areas and generated examples of good practice in Integrated Coastal Management (ICM) and fisheries governance at the district and sub-district scales. The central strategy was to build constituencies among key stakeholders and enhance their capacity to carry forward more effective approaches to coastal and fisheries governance that will maintain the flow of environmental goods and services.

² Press and communications in Annex 3 are linked to the original sources on the internet

³ Bibliography contains titles of various reports generated under the ICFG Program. All documents have been uploaded online at. www.crc.uri.edu OR www.henmpoano.org

2.2 'Hen Mpoano' as a Movement

During the first year of implementation, communicating the program name or acronym (ICFG) was met with some difficulties as it did not resonate with local people. A slogan contest identified an appropriate name or catch phrase that the local people related to and reflected the aspirations of the Initiative. The slogan *Hen Mpoano*, which means 'Our Coast' in the local *Fante* dialect, emerged as the expression of choice to refer coastal and fisheries issues. However, project documents and communications followed the official USAID project title and branding per the branding plan.



Figure 5: The Abuesi Drama Troupe - use rural drama to communicate issues of the coast in the Shama District

3.0 Working Modes

To effectively address the issues profiled in Phase I, ICFG devised two modes for working with stakeholder groups. These were (i) cross regional issues such as Fisheries, Communications, Population-Health-Environment and Capacity Development; and (ii) focal areas including Shama District, Greater Cape Three Points (Ahanta West and Nzema East) and Greater Amanzule (Ellembelle and Jomoro Districts), see Figure 6.

3.1 Cross Regional Issues

3.1.1 Fisheries

Major issues profiled within the fisheries sector [58] for which the ICFG program set out to assemble the enabling conditions for a fresh approach to fisheries management included:

- Pervasive use of illegal fishing methods [54], overcapacity and open access and declining harvest, [12, 69, 71].
- Poor enforcement of fisheries laws and regulations, a result of law enforcement agencies not very conversant with the fisheries laws and a capacity gap in law enforcement and prosecution [7, 38, 40, 70, 73].
- Policy gaps in fisheries sector [81], over-centralization of fisheries (heavily top-down) and weak capacity for fisheries management at local and national levels [73].
- Fishers' livelihoods under constant threat [9,10,60,61,67].

Measures to communicate the issues among stakeholders and to discuss new strategies were initiated, aimed at more detailed analysis and broader understanding of the challenges. These included:

- **Ghana National Canoe Fishermen's Council (GNCFC) strengthened.** The Ghana Canoe Fishermen Council–Western Region (GNCFC-WR) was strengthened to reorganize its internal structures for adaptive fisheries management and encourage participation of women fish processors in the decision making within the Council and at the beach level.
- **Fisheries Working Group (FWG) established.** The FWG, constituted by stakeholders (leaders of the fleet, fish processors, law enforcement agencies, and civil society) from the Western Region, met regularly to discuss issues and challenges within the sector. [69] It also provided advisory services to the Regional Director of the Fisheries Commission in the Western Region. The group was endorsed by the national Fisheries Commission.
- **Fisheries Prosecution Chain strengthened.** Initiative successfully advocated for the creation of a Western Region environmental court system to adjudicate environmental and fisheries offences. Institutions (Monitoring, Control and Surveillance Unit of Fisheries Commission, Navy, Marine and Judicial Police, Air Force, Attorney-General's Department and Judges) were identified and trained to ensure successful prosecution of fisheries infractions [70]. During the period, 38 infractions were recorded, and 37 successfully prosecuted.
- **Marine Police trained** – In collaboration with the Fisheries Commission and other stakeholders, trained the first batch (25 officers) of the Marine Unit of the Ghana Police Service [40] on the ecological justifications of the fisheries laws and social policing in fishing communities followed by further support for the Unit for outreach and education in the fishing communities. The outreach activities covered over 70 coastal communities in the Western Region.

- **Support for Passing Fisheries Regulations (L.I. 1968)** - Analysis and inputs were made regarding the Fisheries (Bill) Regulations. ICFG actively participated and supported meetings and workshops which led to the passing of the new Fisheries Regulations (LI 1968 of 2010).
- **District and Community Fisheries Fora.** The fisheries fora targeted fishing communities and the district assemblies and educated them on fisheries issues, eg. fishers activities that have resulted in a decline in fish catches, justifications of the fisheries regulations/laws. The fora led to the selection of ‘champions’ to lead the campaign for responsible fisheries and strengthening through capacity development for better fisheries management at the district and in communities in a co-management arrangement. In Dixcove (Ahanta West District), for example, a fishers association – the Dixcove Fisheries Co-management Forum was borne out of the process while in the Shama District, the Abuesi Fishers Drama Troupe was formed.
- **Livelihood surveys completed** –A baseline was provided for interventions in simplified nutrition in households in target communities and identified opportunities for livelihood diversification.
- **Concept of Adaptive co-management introduced** – Fisher folks’ conceptual base and understanding of adaptive co-management was deepened in the face of dwindling fish stock and climate change impacts in coastal communities and oil and gas activities. These are squeezing fishers out of their traditional fishing grounds and landing sites. Fishers were also equipped with necessary skills for implementing co-management in practice.
- **Targeted Leadership Training** – Capacity development was designed to strengthen the capacity of stakeholders to participate in co-management of fisheries identified by stakeholders as the best way forward for reversing the downward trend in fish production.
- **Diversified livelihood interventions for women.** A group of 30 women trained in dressmaking and hairdressing in collaboration with Opportunity International Center (OIC). This was in recognition of the role of women in fisheries and how their income earning activities can be used to reduce pressure on fishing through household income support. Introduction of concepts in livelihood skills such as improved education, business development and other business services (e.g., information centres, micro-finance) was aimed at improving individual abilities to identify and seize new livelihood opportunities.

3.1.2 Population, Health, and Environment (PHE)

Three institutions – Central and Western Fishmongers Improvement Association (CEWEFIA), Essiama Community Health Nurses Training School (ECHNTS) and US Peace Corps; (with support from the BALANCED Project based in the US and Path Foundation Philippines Inc (PFPI).) actively collaborated to implement PHE initiatives in the Western Region. Other institutions that became associated with the program were the Ministry of Health, Ministry of Education, Ghana Education Service (GES) Behavior Change Support (BCS) and FOCUS (USAID supported Programs) and Health Keepers International (HKI), among others. The PHE Initiative used integrated approaches [55, 80] (outreach programs, awareness creation, drama, film shows, talks and community durbars) on subjects including relative to family planning and reproductive health, population and environmental resource management to educate coastal communities in the focal districts.

Accomplishments during the ICFG program included facilitated access to health services, 24 tutors from 1st and 2nd Cycle schools trained in PHE, 15 PHE school clubs formed, 100

student-nurses of ECHNTS trained and delivering outreach services on PHE, 564 counseling visits conducted for family planning/reproductive health (FP/RH), 182 school children (aged 12-18) received information on PHE through membership of PHE Clubs, over 40 peer educators and community based distributors (CBD) trained 150 nursing mothers and pregnant women in healthy dietary practices through demonstrations and facilitated improvement of nutrition for 800 families.

3.1.3 Capacity Development

As part of the strategy to improve capacity on coastal and fisheries management issues staff and associates of the Initiative participated in various capacity development trainings [9, 10, 78, 79]. Others benefitted from short courses and programs at the University of Rhode Island including Fisheries Leadership (4 persons), Climate Change (3 persons), Coastal Planning and Geographic Information Systems (3 persons), Oil and Gas (4 persons) and PHE (2 persons). International study tours to Senegal, Ivory Coast, Tanzania and Philippines on fisheries and coastal management (total 37 persons). Within Ghana, over 100 community people participated in study tours to (Volta, Northern, Upper West, Ashanti and Brong-Ahafo Regions to observe, engage and learn from other communities some best practices in community-based natural resources management.

Nine (9) persons obtained postgraduate degrees. Six (6) of these were completed at the University of Cape Coast and additional degrees were awarded at the University of Ghana (1) and University of Rhode Island (2). Other trainings were targeted at district planners, staff of National Development Planning Commission (NDPC), National Disaster Management Organization (NADMO), Ministry of Local Government and Rural Development, faculty from the University of Cape Coast and University of Ghana, Fisheries Commission and chiefs, chief fishermen, fish queens/processors, opinion leaders in communities and civil society and community-based organizations (CSO/CBO), among others. (see Performance Monitoring Plan – Annex 1 for more detail).

3.1.4 Communications

Communications throughout life of the Program was targeted at two main audiences; stakeholders at the local (community and district and regional levels including faith based groups [1]) and at national level (through newspaper articles, press conferences, radio, billboards, social networking face-to-face engagements, network of alliances and other coalitions, presentation at local and international conferences and public lectures. (see Annex 3 for media visibility of ICFG and related issues). A major push in communications targeted at national level audience was reserved for the Years 3 and 4 of the Initiative; a strategy reinforced by the recommendations of the mid-term program evaluation.

The program communication strategy at the local level included the production of education, information and communication materials like brochures, newsletters [20, 31, 32, 78, 79], T-shirts, bill boards and community notice boards. Presentation of program results, documentaries, media encounters, community dramas, district and regional fora and film shows were all part of the communication strategy. The flagship communication activity was the radio drama serial nicknamed **"Biribireba"** which ran on 3 radio stations and targeted over 500,000 people. The radio drama/magazine show featured a panel of experts discussion and addressed responses from community persons through interactive telephone call-in sessions.

The strategy adopted at the local level brought the ICFG program to the doorstep of ordinary community persons in the focal districts and the Initiative became very much accepted and respected by fisher folk, traditional authorities, district (government) officials and the private

sector. The capstone lessons learned document [75] features the voices of stakeholders within the Western Region who have lived the ICFG experience.

3.2 Focal Area concept

The focal area concept identified priorities for both biodiversity and food security as well as for developing models for integrated coastal zone planning, improved social conditions and livelihoods of the coastal population. The concept demonstrated the ecosystem approach to coastal resources management based on the differences and similarities of coastal issues in the focal districts within areas small enough so that a concentrated effort could succeed in advancing ICFG goals.

Three focal areas (Shama, also including areas within STMA, Greater Cape Three Points – covering Ahanta West District and Nzema East Districts; and Greater Amanzule –Ellembelle and Jomoro Districts) were prioritized (Figure 6).

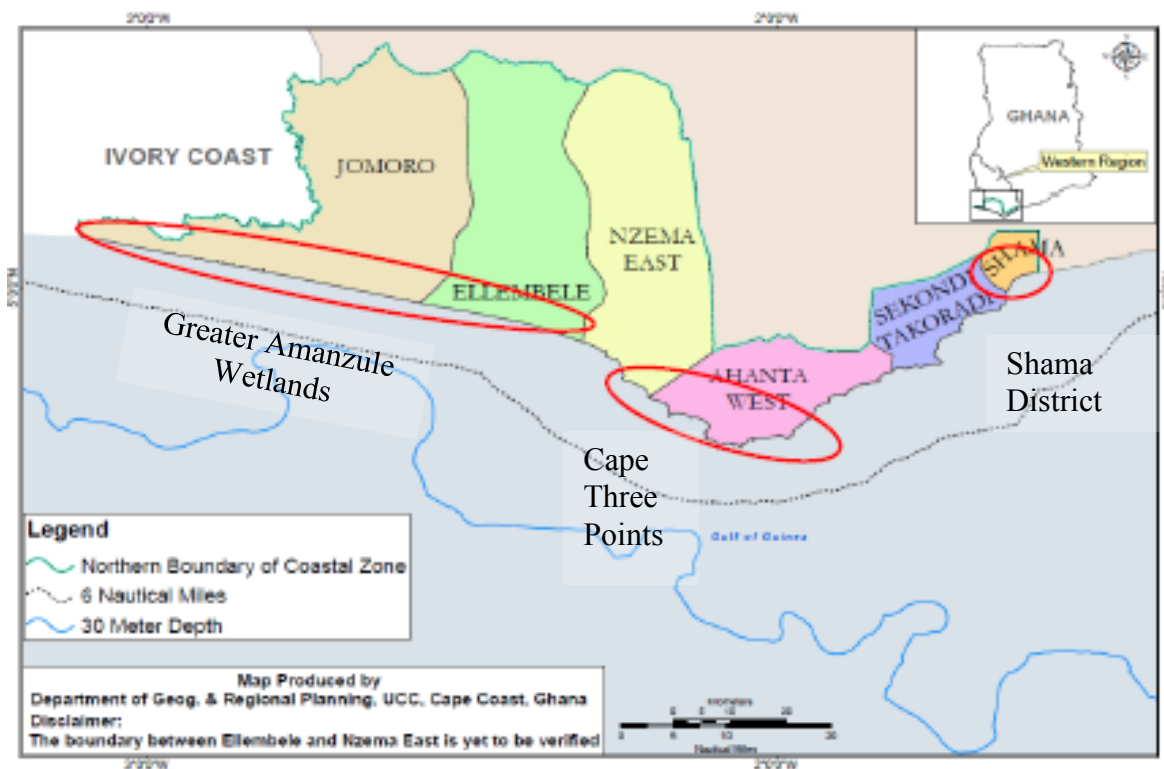


Figure 6: Map of the six Districts of the Western Region showing the focal areas

Accomplishments in the three focal areas broadly covered:

- Improved capacity and commitment for fresh approaches to managing coastal landscapes.
- Strengthened capacity of district planners and their respective assemblies to address land use issues and steer the development process towards desired outcomes
- Improved capacity and ability to engage in cross-district coordination and learning

3.2.1 Shama Focal Area

The **Shama** focal area provided the opportunity for a full demonstration of how District ICM planning can be integrated into conventional land use [57, 50, 65] and development planning. One coastal village (Anlo Beach) combined integrated community based fisheries

management, livelihood and landing site improvements, wetlands restoration and management for harvest of wild shellfish, coastal hazards and climate change adaptation. Important products and legacies from the ICFG program in this area included:

- Adopted bylaws for flood prevention in the rivers Pra and Anankwari flood plains and a flood early warning system.
- Adopted shorefront zoning and management bylaws.
- Endorsed coastal management sub-committee within the Shama District Assembly.
- Improved adaptive capacity for climate change, resettlement and livelihood resilience at Anlo Beach.
- Contributed ICM sessions as inputs into District Spatial Development Framework (SDF).
- Completed ICM Toolkit for Shama [50] - a compendium of products for district ICM that informs spatial and medium term development plans.

3.2.2 Greater Cape Three Points

Greater Cape Three Points was a demonstration of Landscape to Seascape "Green Belt" planning in the area surrounding Cape Three Points Forest and adjacent coast and marine areas [11]. It employed best practices in a shorefront planning for shore tourism sites; local plans for climate resilient villages (Akwidaa and Dixcove) as well as an application of rapid techniques for hazard and climate change vulnerability assessment. Important products and legacies included:

- Strengthened Community Resources Management Areas (CREMAs) and adoption of CREMA bylaws by the Ahanta West District Assembly [46].
- Established and trained community volunteers (160 volunteers) for monitoring of Cape Three Points Forest Reserve and leveraged funds from Tullow for community monitoring activities.
- Established a functional Marine and Coastal Management Committee (MCMC) of the Assembly with co-opted non-assembly members for Ahanta West, and a Spatial Planning Advisory Group (SPAG) in the Nzema East District Assembly
- Developed an MoU with Forestry Commission and supported the drafting of a new Cape Three Points Management Plan.
- Completed studies on nearshore rocky sea floor [11] as potential best location for the first Marine Protected Area (MPA) in Ghana.
- Climate Change and Natural Hazards Vulnerability Assessment and Adaptation Plan for Akwidaa and Dixcove [44, 45].
- Completed Case Studies in Good Management Practices in the Coast of Ahanta West District [47].
- Completed ICM Toolkit for Ahanta West District [16] and Nzema East District [17].

3.2.3 Greater Amanzule Wetlands

The **Greater Amanzule** Wetlands, shared by Jomoro and Ellembelle Districts and the adjoining barrier beach and dune system occupied by dozens of small villages was an opportunity for advancing a permanent governance mechanism for sustainable landscapes management in a shared wetland system and planning for vulnerable small coastal settlements and articulating local concerns that needed to be addressed in energy facility siting. The following outlines some of the achievements:

- Toolkit for coastal zone planning and inputs into the spatial dimensions for the district medium term development plans was completed and submitted to the district assemblies [18, 48, 49].
- Detailed habitat characterization of the Amanzule wetlands using the state of the art satellite imagery and GIS tools completed [84, 85, 86].
- Vulnerability assessment of shorefront communities to climate change [66] completed and results presented to the traditional authorities and district assemblies.
- Modalities for the conservation of the Greater Amanzule wetlands [3] completed and endorsed by traditional authorities and district assemblies.
- Customary Laws for protecting the Amanzule wetlands documented [4].
- Bamboo feasibility to orient private sector investment completed.
- Various studies towards the consideration of the Amanzule Wetlands for REDD+ mechanism completed [6, 8, 83].
- Studies on sources and causes of the green algal bloom (‘green-green’) in coastal waters of western Ghana and Ivory Coast completed. This oriented further actions by the Ministry of Environments Science and Technology and Innovation [63, 82].
- Successful collaboration with US Peace Corps and the Essiama Community Health Nurses Training School (ECHNTS) to outreach to communities on PHE as well as capacity development for faculty of ECHNTS to teach PHE.
- Private sector (hoteliers) with shorefront facilities and shorefront communities strengthened for coherent sea turtle conservation programs

In broad terms, the focal area activities resulted in:

- Critical issues relating to food security in the coastal districts of the Western Region understood and proposed measures for addressing them mainstreamed into district and regional level planning processes.
- Good practical examples of community-based approaches to fisheries management were operational at the local scale and demonstrated the value of community resilience and livelihood interventions as a component of fisheries governance reform and tool to ensure legitimacy of management interventions.
- National institutions engaged and supportive of ICM models, plans and policies; and programs established to support structures to move models into practice.
- Policy proposals initiated for a fresh approach to both ICM and fisheries governance for the Western Region are nested within national policy frameworks that supported local level actions at the district and community scales.
- The role of women highlighted within civil society groups and empowered to influence supply practices and mobilize resources for livelihoods improvement.
- A cadre of Ghanaians with the capacities and the commitment to carry forward the values of the ICFG Initiative are supported for coastal and fisheries management through continuous improvements in knowledge and skills.

3.3 Recommendations of the Mid Term Evaluation

The mid-term program evaluation conducted in the first half of calendar 2012 made specific recommendations for the final phase (Phase III) of the Initiative to reinforce the strategies of communicating bottom-up approaches as input into national policy decisions. The evaluation recommended the need to:

- document lessons learned.
- communicate lessons to upper level, high visibility policy and decision makers.

- empower women to be more organized to develop better markets, products, and marketing strategies.
- invest in networking and relationship building at the regional and national levels
- think carefully about sustainability of the Initiative.

Implementation of most of the recommendations of the evaluation was incorporated in subsequent work plans for the ICFG program.

4.0 National Engagement and policy proposals

In Phase III of the ICFG Program a two track nested approach to communication was adopted. Lessons and experiences from the community and district levels formed the basis for engagements at the national level aimed at influencing policy decision. Dialogues with relevant national agencies, one-on-one discussions with decision makers, issue and policy briefs in the national newspapers/brochures, memos, critiques and inputs into policy documents, regional consultations, workshops and seminars formed part of the strategy.

4.1 Fisheries

- **Issue Briefs.** Briefs related to fisheries management were published [24, 36, 37, 38, 54, 81] to focus the issues that engaged the ICFG Initiative and allowed for stakeholders reflections and set the stage for national discussions/debates.
- **Regional Consultations.** The Fisheries Alliance, a coalition of fisheries interest civil society groups was supported to consult and seek the views of fisheries stakeholders from across the four coastal regions and the Volta lake area on the preferred mode of collaborative or co-management of fisheries in Ghana.
- **Seminars.** Closed door seminars were held with technical staff of the Ministry of Fisheries and Aquaculture Development and West Africa Regional Fisheries Program (WARFP) to share experiences and lessons and to provide some orientation for the implementation of the WARFP. Uptake/replicating some of the ICFG initiated programs by WARFP in other coastal regions of Ghana was highly considered.
- **Institutional and Legal Analysis:** ICFG reviewed the fisheries laws and policy for their adequacy to support fisheries co-management in Ghana [81] and submitted to the Ministry of Fisheries and Aquaculture Development. It provides recommendations for the path forward.
- **National Fisheries Dialogues:** Three national fisheries dialogues were held over the life of the ICFG program. The first dialogue brought together stakeholders to deliberate on general fisheries management issues in Ghana and to test their readiness to engage civil society in future deliberations, while the second dialogue generated a shared understanding among stakeholders on critical lessons and pathways for fisheries co-management success in Ghana in response to calls from both fishing communities and the Government for a radical change in the way fisheries resources are managed. It recommended the need for a framework for a new phase of fisheries co-management in Ghana [72]. The 3rd Dialogue [74] informed stakeholders on the outcomes of the regional consultation process by the Fisheries Alliance; shared results of the legal and institutional analysis of the fisheries sector and discussed ideas for the development of a co-management arrangement and legal framework for managing fisheries in Ghana.
- **A Fisheries Proposal:** A proposals '*Solving the Fisheries Crises in Ghana: A Proposal for a Fresh Approach to Collaborative Fisheries Management*' [51] that builds upon lessons learned on the ICFG Initiative, including recommendations from the 3rd Fisheries Dialogue was presented to the Ministry of Fisheries and Aquaculture

Development as a summary document on experiences and views of the ICFG Initiative.

4.2 Integrated Coastal Management

Lessons and experiences generated through piloting coastal and fisheries governance models at the focal areas were highlighted through various communication channels to national level stakeholders. These channels included:

- **Issues Briefs.** – A number of briefs were produced and published in the national press in the first half of 2013, including *A nested coastal and marine governance system* [37], *Managing our coastal wetlands* [39], *Freshwater supply and distribution* [25], *Coastal Hazards and Flooding Risk* [22], *Improving adaptive capacity for climate change* [23] were published and widely circulated.
- **Consultations and Seminars.** One-on-One consultations with policy makers, traditional authorities, civil society, private sector and persons with relevant expertise in coastal resources management. Ideas/inputs were consolidated at seminars organised in Accra and Takoradi. These provided the bases for a national roundtable discussion on new approaches for coastal governance in Ghana.
- **National Roundtable.** The national roundtable dialogue held in mid-2013 created greater attention at the policy level for ICM especially the issues that have engaged the ICFG and its relevance to reforms in national coastal zone management policy.
- **National Development Planning Commission and Coastal Management.** ICFG oriented NDPC's guidance for the preparation of district mid-term development plans by advocating the inclusion of coastal issues in all coastal district Mid-Term Development Plans. The ICFG provided written contributions to ICM policy statements and strategies to inform the drafting of two thematic areas – sustainable natural resources management and human settlements - of the national mid-term development plan. These contributions covered coastal hazards, vulnerability and resilience, joint planning for coastal areas, fisheries co-management, siting of coastal infrastructure and large facilities. These have been mainstreamed into the 2014 -2017 national medium term development policy by the NDPC.
- **Integrated Coastal Management Toolkits.** A compendium of information products known as Integrated Coastal Management toolkits [16, 17, 48, 49, 50] were packaged for coastal districts served as the main tool for district planners to incorporate ICM issues into district medium-term development plans and spatial plans.
- **Joint Development Planning Area.** A key lesson from the ICFG Initiative was the constraints and limited mandate and capacity of district assemblies to address certain critical coastal issues as well as the decision making authority over, for instance, coastal infrastructure siting and shoreline abatement. The ICFG catalyzed discussions that advocated a joint approach to coastal management [13] through which authority and mandate for planning, decision making and management are clarified among district, regional and national level institutions. Government, in principle, committed to the pilot JPDA concept for the coastal districts of the Western Region. The process to effect a fully-fledged mandate for the JDPA required negotiations at various levels, the first step of which was the signing of a Memorandum of Understand by stakeholders. The MoU was yet to be signed at the close of the ICFG Initiative. It was recommended that this MoU be followed through by emerging initiatives to strengthen coastal governance in the Western Region.

4.3 National vision for strengthened local and regional governance

One key recommendation of the mid-term evaluation was to accelerate efforts to link advances in the district and regional level to a national discussion of how regional and decentralized planning and decision making could be carried out.

4.3.1 Proposals for a Western Region Authority

The Government of Ghana announced as part of its critical policy actions, a proposal to establish a Western Corridor Development Authority as a cross-sectoral, cross-regional (Western and Central Regions) Initiative. The Authority when fully established, is expected to co-ordinate key development initiatives among government agencies, district assemblies and implementing partners to deliver funded programs which are over and above existing mainstream programs, including investment in infrastructure, which is presently being driven by mining and oil and gas sectors.

Specifically, the Authority is to (i) prepare the ground for economic development with high local content, (ii) conduct joint action by national agencies for energy and transport to drive implementation of infrastructure development projects at sub-national level (roads and rail, energy, airport, harbor), providing the setting for “industrialization” (iii) foster skills-based education (iv) initiate processing clusters (mining and metals; oil and gas; and agri-processing), (v) conserve the marine and coastal environment (fishing, tourism, education and leisure), and (vi) ensure a future co-existence of forests and agriculture (cocoa, oil palm and rubber).

As there has been no defined institutional and legal framework for the setting up of the Authority, progress has been slow and the proposal from key stakeholders was an ad-hoc ‘task force’ to begin the coordination process, pending the full set-up of the Authority.

Nonetheless, the ICFG concepts for incorporating marine and coastal management components remain compatible with the overall thrust of the Corridor discussion.

4.3.2 Joint Development Planning Areas (JDPA) Concept

This is an important Initiative of the ICFG Program, elaborated on in detail in publication [13]. The proposal is a carefully thought through output of the four-year ICFG program to support and strengthen governance at the local district and sub-regional level. The proposal derives from the authority of the existing National Development Planning Commission (NDPC) and Local Government laws of Ghana and is widely accepted and supported by stakeholders. The JDPA represents an important step forward in activating existing law that authorizes joint planning, however the ICFG’s proposal remain compatible with an incremental approach to improving inter-regional governance. The initial idea is to carry out joint development planning and management under a mandate that embraces fisheries and coastal management in the frontline districts that are directly impacted by the emerging oil and gas sector.

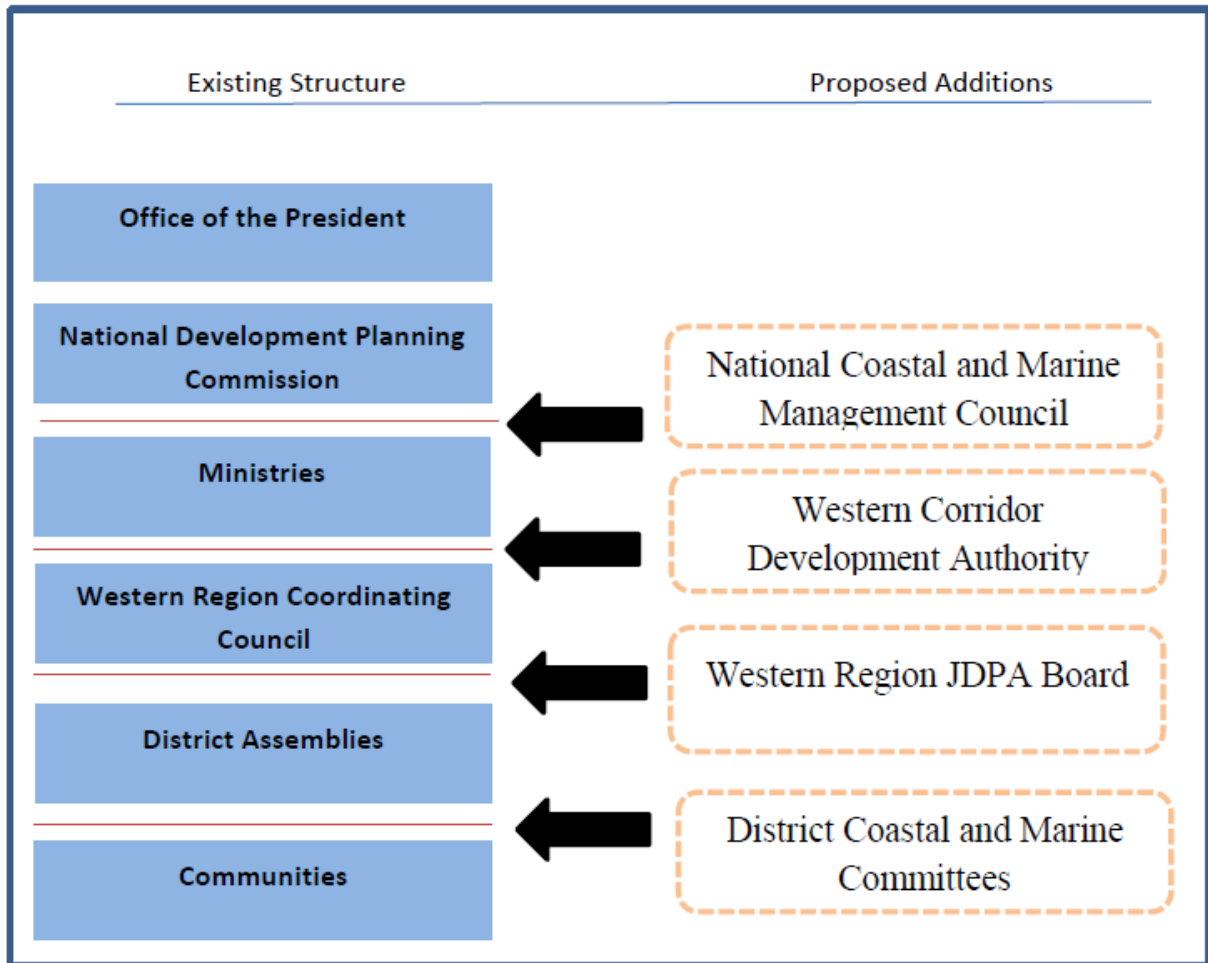


Figure 7: Existing national coastal governance structure with proposed additions based on ICFG Program outcomes

4.3.3 USAID Follow-on Investments

After the completion of the 4-year ICFG initiative in the Western Region, there are indications that USAID will continue to invest in efforts at sustainable fisheries and coastal management in the Western Region and along coastal Ghana. This new investment is expected to complement others such as the new West Africa Regional Fisheries Project (WARFP) funded by the World Bank and the New Partnership for Africa Development (NEPAD). As the WARFP was likely to expand on, support or initiate complimentary projects in the fisheries sector, it may be important to draw up synergies and design Feed the Future programs which take into consideration programs of WARFP. During the implementation, ICFG made suggestions, inputs and recommendations for the consideration of WARFP. The already secured Coastal Sustainable Landscape Program (CSLP) in the Western Region (2013-2016) by the US Forest Service in large measure is a spin-off in sustaining the gains of the ICFG.

A critical aspect of the ICFG which has resonated with the coastal communities, their traditional and district and regional authorities as well as the government of Ghana in the evolution of the oil and gas production off the west coast of Ghana and its growing impacts (as well as the imminent impacts of Climate Change) is **coastal planning and management**. Important initiatives like the Joint Development Planning Area concept, the use of spatial information for the delivery of good coastal governance, the strengthening of district

assemblies to support sustainable developments in their communities so far appears much less prominent in the debate or indications for future funding support by development partners. USAID could consider this aspect in its priority funding for the coast of Ghana.

4.3.4 Coastal Foundation, Oil and Gas Sector and Livelihoods

The British Department for International Development (DFID) is expected to commit £9.5 million for the next 5 years (2014 – 2018) to set up a program known as the Coastal Foundation to organize and support effective dialogue between the oil companies, the communities and government agencies, and to make effective use of corporate social responsibility funds that private sector companies have for development.

The oil and gas and other private sector companies are considering committing an additional £16 million over the same period. DFID's contribution covers the establishing a strong dialogue through a *Coastal Foundation and Citizen's Advisory Council, Community Conversation and Development Fund* with the aim to increase transparency and to deepen accountability between stakeholders, and to improve the impact of available development funds, to help residents earn more income and more local businesses to supply the large multinationals operating in the Western Region.

The key objective of the Coastal Foundation is to improve the prospects for continued stability and more inclusive growth in the Western Region and it is anticipated that the Foundation will be useful for the duration of oil and gas production which is expected to last 30-40 years.

The expected result of this investment will at all times take on board the concerns of local people to decrease conflict risks, improve the livelihoods of negatively affected communities, mainly fishermen and farmers through better targeted support and programs from both CSR initiatives and government interventions and develop local skills in the oil and gas industry value-chains and create more local jobs.

5.0. The Way Forward

The path ahead for coastal and fisheries governance will not be easy but fortunately, through the Integrated Coastal and Fisheries Governance Initiative, the journey is already well underway. The coastal zone and marine resources of Ghana's coastal districts face an uncertain and unpredictable future, like most of the Western Region where the program has focused. The ICFG program has emerged as a powerful source of momentum aimed at shaping a more positive future.

The voices documented so clearly in the final report *Our Coast, Our Future, Western Region of Ghana. Building Capacity for Adapting to a Rapidly Changing Coastal Zone. Lessons Learned* [75], declare how citizens in coastal districts are now paying attention to how their governance system responds to these changes. The voices have asserted that as they walk this new path, "Our Coast" means advancing with serendipity, conviction, some risk taking and faith. People have learned that paradoxes abound but that in the midst of profound uncertainty in the Western Region, the goal is for deeper understanding and commitment to dealing with economic, social and environmental change with improving governance. Reducing social, physical and economic vulnerability means taking risks. The ICFG signifies that the path to changing others' behavior begins with changing one's own.

The path ahead involves an unlearning of old ways of thinking about and doing things and affirming the commitment of the people of the Western Region to engage in and support governance change. Much of what has proven successful, especially in the dynamic combination of bottom-up and top-down perspectives into a nested governance approach can be spread and scaled up to other coastal regions, districts, and communities.

The challenges facing Ghana's coast and its people also offer opportunities for taking advantage of the momentum of ICFG and other emerging and ongoing efforts to improve marine and coastal resources management.

5.1 Renewal of fisheries

Strong national leadership on fisheries management and legislative movement toward needed legal and administrative improvements, along with significant assistance becoming available from key funders such as the World Bank and USAID, have been bolstered by the successful Fisheries Dialogue series hosted by the ICFG, where listening and discussion has created a crucial window of opportunity for progress. Windows open, but also close, so the time frame for converging on reform and making concerted efforts to implement needed changes is now, in 2014.

In addition to important steps such as establishing and strengthening the Ministry of Fisheries, improving fisheries data, vessel registration, national enforcement capacity and scientific study of key stocks. However, much can be done to expand the stakeholder dialogue to reach all coastal regions, test out approaches to co-management, and improve enforcement and compliance, drawing from the approaches used in the Western Region. Much also needs to be done to address the livelihood, nutrition, education and health needs of fish landing sites and their surrounding communities so they can become much more resilient. Reducing overfishing for the benefit of all will occur only if practical, feasible and acceptable options become available to meet fisher household needs.

5.2 Spatial planning in coastal districts and marine areas

Land based coastal development including rapidly growing human settlements and industrial facilities are causing environmental damage to wetlands and flood plains and coastal ecosystem modifications, as well as displacing settlements and businesses of low-income

people in fishing communities and shorefront settlements. The Ghanaian capacity to plan for coastal development has remained low, well behind the pace of change. Through the efforts of the ICFG and other initiatives, greater attention is being paid to improving local governance performance with respect to land use planning and mid-term development planning but few coastal districts have put robust plans and programs in place. With modest continued funding and technical support such as the Western Region Coordinating Council GIS Lab, it is well within possibility to consolidate gains for all coastal districts in the Western Region as well as follow a similar, but accelerated approach to attaining similar or greater progress in the coastal districts of the Central, Accra and Volta regions.

The Regional Coordinating Councils can follow the lead of the Western Region to develop specialized capability in their respective districts and carry out the collaborative, participatory issue and adaptive capacity diagnoses that became a hallmark of ICFG work in the Western Region. Utilizing the opportunities provided by updating Mid-Term Development Plans, and engaging in the creation of district spatial plans as prescribed by current law, will create important pathways for acknowledging and addressing coastal and fisheries issues in ways that are appropriate to the legal mandates of the regions and districts. Specifically, districts can play a much more significant role in protecting the nursery grounds of fisheries such as lagoons, estuaries and mangroves, as well as take the lead in focusing on the creation of far more resilient fish landing sites, as Shama and Ahanta West districts have already done in the Western Region.

5.3 Resilient livelihoods and poverty alleviation

The important role of women engaged in fisheries value chains through buying, processing and related small businesses needs much greater attention. Women fish mongers have key responsibilities but little voice in fisheries management decisions, and their economic contributions are hampered by bottlenecks in the availability of credit to expand, the ability to assure buyers of the safety and wholesomeness of their products, the low efficiency of available technology for fish smoking and handling and the vulnerability of their beach-side operations to environmental hazards such as flooding and erosion, and economic threats such as displacement by other types of development such as ports, urbanization and tourism.

Beyond this critical need, surveys of Western Region coastal communities revealed a surprising and disturbing array of problems, from exposure to multiple sources of natural hazards, weak leadership, poor ability to respond to community emergencies, low engagement in efforts to exert stewardship over local natural resources and critical ecosystems, public health and sanitation challenges and a desperate need for youth employment in most locations. This will be especially important to address as the need for reducing fishing effort as well as the number of vessels and people involved in fishing becomes more apparent in order to rebuild stocks and increase the overall income and value of small scale fisheries. Programs are needed that take a more integrated approach to meeting the employment needs for youth, improving the economic, social and physical resilience of coastal settlements, and being prepared to address the potential social issues generated by improving fisheries management as well as addressing the displacement of households from natural hazards and the rapid urbanization of traditional fishing settlements.

5.4 Towards an effective marine and coastal resources management

The first four years of work in the Western Region lead easily to the conclusion that the emphasis needs to be placed on the marine and coast as a vital human life support system. This is a common thread through the *Our Coast, Our Future* [20] and *Lessons Learned* [75] reports, as well as the issue briefs and policy proposals. This also underpins the idea of

advancing the designation of the first Joint Development Planning Area in Ghana, that would encompass the six coastal districts, using existing legal frameworks. There are several issues that cannot be fully addressed at the community or district level including wetlands, water supply, sustainable landscapes, conserving fisheries habitat, shore erosion, river basin management, the stewardship of the Amanzule Wetlands, and the orderly development of land-side development detonated by the oil and gas industry.

The *Proposal for a Fresh Approach to Coastal Governance in Ghana's Western Region* [13], called the JDPA in the proposal, sets out to:

preserve, protect, develop, and where possible restore, for this and succeeding generations, the resources of the coastal zone of the Western Region. This would be accomplished through comprehensive and coordinated long range planning and management designed to produce the maximum long-term benefit for society. The sustainable use of socio-ecological systems would be the primary guiding principle upon which alterations and new uses in the coastal zone would be measured, judged and regulated.

It is worth pointing out that these objectives are essentially the same aims as the Rhode Island coastal management law (where the Coastal Resources Center pioneered innovative approaches to ecosystem management beginning in the 1970s) as well as the 1972 Coastal Zone Management Act in the United States, which was highly effective in boosting state efforts to adopt and carry out ecosystem-based approaches to marine and coastal management. The difference between the four decades of experience in the USA and in Ghana in addressing problems from an ecosystem viewpoint does not reside in the urgency of the issues, nor the rate of shore erosion, nor the extent of poverty, not the degree of contamination or decline in traditional marine livelihoods, nor in the limitations of the legal framework. There is great similarity between the situation of the 1970s in the USA and that of Ghana now.

The only difference is that now there are much better scientific tools available to help Ghana sharply define the issues, build an increasingly well-trained generation of young leaders, scientists and professionals available to help, learn from many more examples of effective marine and coastal management from developed and developing countries, draw upon an emerging group of civil society organizations able to inform, mobilize and engage citizens, and gain assistance from a wider array of international institutions on standby waiting to help Ghana find its way forward. *Hen Mpoano* is the call to action within Ghana to usher in a new era of coastal and fisheries governance based on ecosystem principles, a commitment to stakeholder engagement and social equity and the need to help a network of governance actors, in and outside of government, to work effectively together.

6.0 Performance Monitoring Plan

Designing a fresh approach for the ICFG program using an ecosystem approach in the Western Region of Ghana required the development of a practical and efficient Performance Management Plan – PMP – especially throughout the program implementation.

The PMP guided the developmental process of the Initiative and allowed for smart projections to be made while tracking progress of field activities as well as generating timely and accurate results to USAID.

Over the life of the program, the Initiative employed monitoring and evaluation (M&E) tools to monitor performance through the design of a basic performance monitoring and evaluation system in order to track progress, make projections for subsequent years and scale up resources and time to implement and periodically assess effectiveness of projects while learning by doing.

As at September, 2013 the Initiative was reporting on 13 Indicators (Annex 1), 10 of which were Feed the Future Indicators, 2 Global Climate Change Indicators and 1 Custom Indicator (which is the Governance Scorecards tool – Annex 2A and B). While the standard indicators allowed for meeting targets as outlined in the USAID Results Framework, the ICFG custom indicator allowed the Initiative to measure progress on the Orders of Outcomes and Policy Cycle Framework in relation to USAID Development Objectives.

A governance score-carding evaluation tool was applied periodically with a team of both external and internal partners periodically. The ICFG program was able to ascertain the level of success of program goals, the level of commitment of partners, the level of capacity and constituencies built over the project life, (See Annex 2A and 2B). Results of this evaluation tool was confirmed by an external evaluation report which indicated that the ICFG had built a commendable and overwhelming social capital and that relevant institutions now understood the Initiative's program goals and supported it.

Overall, 1225 individuals received short term training and 20 received long term training while 163 persons were trained in child health and nutrition and 588 individuals from producer and community based organizations received USG assistance. A total of 64 persons were recorded to be using Climate Change information in decision making. Relative to institutions, 79 were strengthened, 51 public-private partnerships were forged while 48 CBO and producer organizations received USG assistance.

Seven (7) climate change adaptive capacity and vulnerability assessments were completed [four District reports are compiled in document 66, two village assessments within Ahanta West district in documents 44 and 45, and a summary of hazards and adaptation planning in the Shama ICM Toolkit, document 50] A total of 33,720 Ha of areas of biological significance were put under improved management as a result of USG assistance.

7.0 Program Management

7.1 ICFG Program Management Challenges

Among the challenges encountered by the ICFG during its four years, two were noteworthy. The first was the resignation in November 2012 of the Chief of Party, Mr. Mark David Fenn to take up a new appointment in Viet Nam. This occasioned the promotion of the Project Coordinator Mr. Kofi Agbogah to the Position of the new Director while Mr. Stephen Kankam, a Program Officer from Friends of the Nation (an implementing partner) was appointed the new Program Coordinator/Deputy Director. The all new Ghanaian leadership of the Program was provided with additional support from Dr. Donald Robadue of the Coastal Resources Center, University of Rhode Island along with other CRC staff taking on some additional temporal duty (TDY) assignments. The Ghanaian led team successfully steered the program to a logical and fruitful close-out.

A second major challenge was the inability, before ICFG closed, to get the endorsement from the very top hierarchy of the Western Regional Administration for the Joint Development Planning Area (JDPA) proposal for the coastal districts of the Western Region. Among the objectives of the ICFG was that, by the close-out, the program propose for a fresh approach to coastal planning and management, particularly in the Western Region, with implications and lessons for other coastal districts in Ghana facing similar coastal management challenges.

While the JDPA idea is supported by Ghanaian laws and received the essential endorsements from various stakeholders (chiefs, district assemblies and civil society) and not least, the National Development Planning Commission (NDPC), the ruling government on the other hand, proposed plans to create a Western Corridor Development Authority (WCDA) which is a higher order Authority but whose legal and institutional framework was yet to be decided on.

Coming at the tail end of the ICFG program, there was the need for the team to fully convince the new western regional political heads (the Regional and Deputy Regional Ministers) to fully understand and appreciate the merits of the JDPA proposals. The potential confusion or seeming duplication of a WCDA proposal by government versus a JDPA proposed by a civil society group did not result in the signing of the Memorandum of Understanding (MoU) which needed the endorsement by the Regional Minister which would have accompanied the proposed JDPA concept for consideration by the NDPC and Government. A very strong coalition of stakeholders backed the proposal throughout, but as of the moment of the project close-out, the final remaining signature of endorsement could not be obtained.

Although the ICFG is officially closed, the new Hen Mpoano NGO is expected to ensure that the process is continued for the JDPA to be endorsed by regional political appointees.

7.2 No-Cost Extension

The Initial contract was for the ICFG to complete its activities by September 14, 2013. However, in June 2013, the ICFG Initiative requested for and got approval from USAID for a 4 month no-cost extension to enable the Initiative completely wrap-up its program activities. The need for a no-cost extension was the result of two important national events, that is, the death of the President of the Republic of Ghana and the General Elections of December 2012 and consequently, the constitution of a new parliament and appointment of new ministers and decision makers.

As the final Phase (Phase III) was set aside largely to engage and influence national policy and decision making relative to the coast, the events caused delays in planned engagements

with top government officials, politicians and other decision makers. It took a while to secure appointments and engagements and commitments. The no-cost extension allowed the Initiative to successfully complete its program activities by the new target date of January 14, 2014.

7.3 Close-Out Events

Two close-out ‘Thank You’ events were held in Accra and Sekondi-Takoradi on January 8 and 10, 2014, respectively. The events were held to appreciate and thank stakeholders for their support throughout Life of the Program. The Accra event was graced by the Senior Advisor to the President and Chairman of the National Development Planning Commission, Honourable Paul Victor Obeng, who has supported the initiative throughout its tenure.

His remarks were widely reported including by the Government of Ghana. (<http://www.ghana.gov.gh/index.php/2012-02-08-08-32-47/general-news/4393-fisheries-to-promote-co-management-concept>) Also present at the ceremony was the USAID Mission Director, Mr. James Bever, the Minister for Fisheries and Aquaculture Development, Hon Nayan Biliyo and Brian Crawford, Interim Director of the Coastal Resources Center, University of Rhode Island. The event was witnessed by a cross section of Ghanaians and foreign personalities. Products, publications and proposals from the ICFG Initiative were presented to the decision makers and distributed to relevant institutions.

Mission Director Bever spoke on the theme of “Working Together on Fishery Management”, his remarks can be found here: http://ghana.usembassy.gov/pr_010814.html

The USAID mission also provided live coverage of the proceedings via Twitter, which can be viewed here: <https://twitter.com/search?q=%23ICFGproject&src=hash&f=realtime>

The event in Takoradi targeted stakeholders (chiefs, district assembly officials, Advisory Council members, fishermen and women, civil society organizations, the universities and private sector institutions) who have associated with the ICFG Initiative. Documents and publications arising out of the Initiative were presented to the various institutions. The event was supported by the Western Region Coordinating Council.

7.4 Assets Disbursement

At the close of the ICFG Program, an assets disbursement plan was submitted to USAID for considerations and approval. The assets, both capital and non-capital, were distributed among partners and associates of the ICFG Initiative and the new USAID Initiative (CSLP) in the Western Region. The beneficiary organizations included:

- US Forest Service (Coastal Sustainable Landscape Program)
- Friends of the Nation
- Hen Mpoano NGO
- Fisheries Commission (Western Region)
- Ghana National Canoe Fishermen Council - Western Region,
- Wildlife Division of the Forestry Commission and
- Ghana Wildlife Society.



Figure 8: Hon Nayon Bilijo making a statement at the close-out ceremony. With him are Kofi Agbogah (Chief of Party, ICFG), Brian Crawford (Interim Director (Interim Director, CRC/URI, Rhode Island) and James Bever (USAID Ghana, Mission Director)

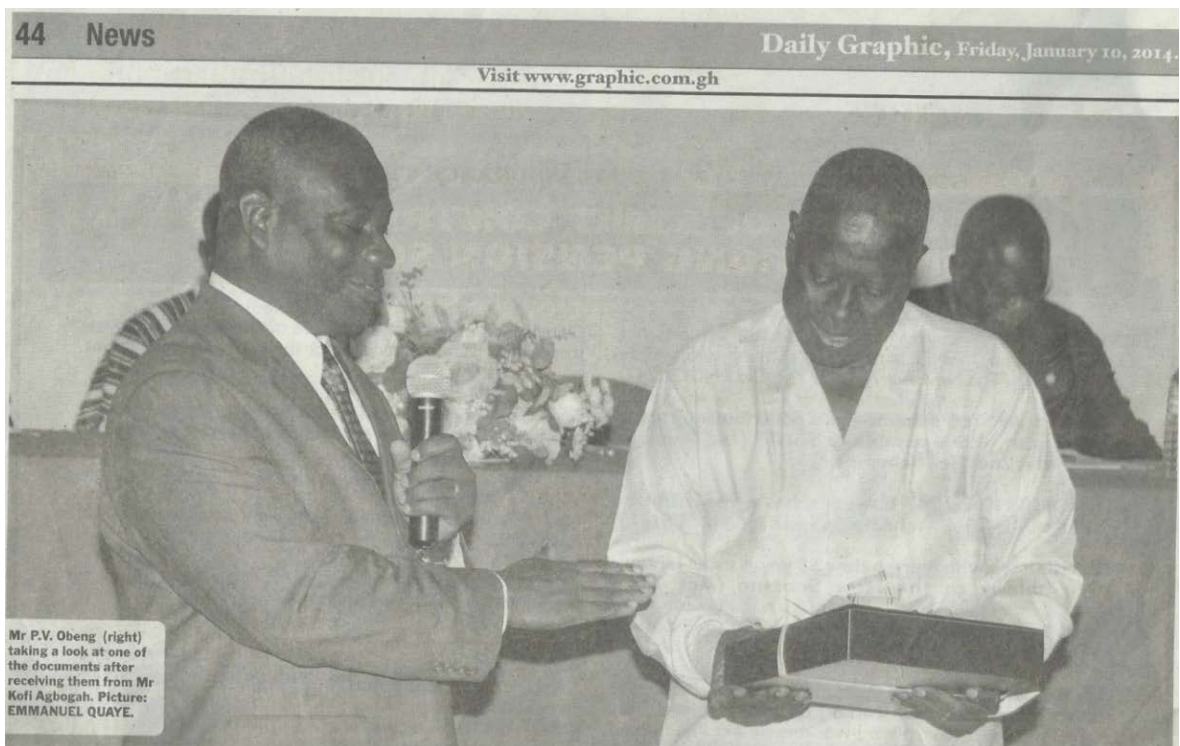


Figure 9: Senior Advisor to the President & Chairman of the National Development Planning Commission Hon. P.V. Obeng receiving ICFG documents from the Program Director

Others beneficiaries include:

- Department of Social Welfare (Sekondi)
- Department of Parks and Gardens (Sekondi)
- Central and Western Fishmongers Improvement Association (CEWEFIA)
- Town and Country Planning Department at WRCC
- The focal coastal District Assemblies of Shama, Ahanta West, Nzema East, Ellebelle and Jomoro.

7.5 Transformation of CRC-Ghana Office

The mid- term program evaluation, among others, recommended the need to think carefully about the sustenance of the ICFG/Hen Mpoano Initiative in the Western Region and along the coast of Ghana. This was due to the groundswell innovations and the massive social capital the Initiative generated for effective coastal and fisheries governance in the country. The recommendation of the mid-term evaluation was also endorsed by the 9-member Advisory Council of the Initiative. The implementation of the ICFG Initiative over the 4 year period brought to the fore the need to have a strong civil society institution working in parallel to governmental to champion coastal and fisheries agenda for the country.

In closing out, there was massive endorsement by stakeholders to transform the Coastal Resources Center – Ghana office and its in-country staff who have successfully managed the ICFG Initiative to keep together and be the a credible civil society institution around which fisheries and coastal issues would evolve. It is also the considered view of stakeholders and even high government officials that four years of ICFG in assembling the enabling conditions for a fresh approach to coastal and fisheries governance was not enough and that more needs to be done.

The incorporation of *Hen Mpoano* as a new Ghanaian civil society organization is the call to action within Ghana to usher in a new era of coastal and fisheries governance based on ecosystem principles, a commitment to stakeholder engagement and social equity and the need to help a network of governance actors, in and outside of government, to work effectively together.

Hen Mpoano is now available to support any future investments in the fisheries and coastal sectors in conformity with the new USAID/Forward policy.

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Annex 1: ICFG Final Performance Monitoring Plan Indicator Results

	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results	LOP Target/ Result
Indicator 1: CUSTOM INDICATOR. Improvements on a governance scorecard covering, goals, constituencies, commitment and capacity dimensions.									
	Areas for score carding determined (See Annex 2)	4 areas selected for baselining Western Region (W/R) baseline completed	Increasing	Baselines completed for: Shama, Cape Three Points and Amanzule Time 2 W/R – Increasing	Increasing	Time 2 : Shama, Cape Three Points and Amanzule Increasing Fisheries compliance and enforcement - Increasing Time 3 W/R – Increasing	Increasing	Time 4 Shama- Increasing Cape Three Points Increasing Amanzule- Increasing Fisheries – Increasing W/R – Increasing	Target(T) : Increasing Result (R): Increasing
Indicator 2: FTF SUB IR 1.3: #s of Policies/ Regulations/ Administrative Procedures in each of the following stages (Analyzed (1), Drafted (2), Presented for Legislation (3), Passed (4), Implementation(5)) of development as a result of USG assistance									
	Target Areas determined	8 Areas selected: 3 Urban wetlands; Shama; Cape 3 Points and Amanzule	3 Urban Wetlands Byelaw	1st Stage – (3) 3 Urban Wetlands	1 Cape Three Points Community wetlands Byelaw	1st Stage – (5) Cape Three Points Byelaw 4 Shama Products 2nd Stage – (8) Cape Three Points Byelaw 3 Urban Wetlands 4 Shama Products. 3rd Stage – (1) 1 Shama Product	1 Amanzule Regulation	1st Stage – (1) Amanzule Regulation 2nd Stage – (1) Amanzule Regulation 3rd Stage – (5) Amanzule 3 Shama byelaws Cape Three Points Byelaw 4th Stage – (6) Amanzule Cape Three Points Byelaw 4 Shama byelaws	T: 8 Policies / Byelaws R: 9 Policies / Byelaws 1st Stage (9) 2nd Stage (9) 3rd Stage (6) 4th Stage (6) 5th Stage (5)

	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results	LOP Target/ Result
								5 th Stage – (5) 4 Shama byelaws Cape Three Points Byelaw	
Indicator 3 – Global Climate Change (GCC) Indicator: Number of Institutions/ Organizations Undertaking Capacity/Competency Strengthening									
	53 targeted	30 institutions strengthened	15	21	16	19	33 (both new and continuing)	15 (continuing)	Target: 53 Result: 79
Indicator 4 - FTF SUB IR 1.1: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training									
	100 For both long and short term trainings)	216 Long/ Short term trainings	100 For both long/ short term)	393 Short Term	500 For both Long/ Short term trainings	1610 Short Term Trainings/ Resource Management Meetings.	300 Short term	216 Short Term Only	Target: 1,000 Result: 1,225
Indicator 5- FTF SUB IR 1.1: Number of individuals who have received USG supported long-term agric. sector productivity or food security									
	100 For both long and short term trainings	216 Long/ Short term trainings	100 For both long/ short term	12 Long Term	500 For both long and short term trainings	3 Long Term	0	0	Target: N/A Result: 20 (8 MSc, 1 PhD, 11 National Service Volunteers)
Indicator 6 - GCC Indicator: Number of hectares in areas of biological significance under improved management as a result of USG assistance									
	Target Areas determined	Targets set	600 Ha Sekondi-Takoradi Metropolitan Area	240 Ha Sekondi Takoradi Metropolitan Area	11,100 Ha Cape Three Points	11,100 Ha Cape Three Points	21,000 Ha Amanzule	21,000Ha- Amanzule 1,380Ha –Shama Pra river Estuary and wetlands)	Target: 32,700 Ha Result: 33,720 Ha
Indicator 7 - FTF SUB IR 1.2: Number of climate vulnerability assessments conducted as a result of USG assistance									

	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results	LOP Target/Result
	Not reported on				5 Surveys	5 surveys conducted	1	2 In Akwidaa /Dixcove	Target: N/A Result: 7 Assessments
Indicator 8 - FTF SUB IR 1.2: Number of rural households benefiting directly from USG interventions									
	0	70	50	110	260	1,046	150	194	Target: 460 H Holds Result: 1,420 Households
Indicator 9: FTF IR 3: Number of public-private partnerships (PPP)formed as a result of FTF assistance									
	Not reported on	Cumulative – see FY12 Results	Not reported on	Cumulative – see FY12 Results	Tracked but no target	6 new PPPs 44 Continuing	Tracked but no target	3 PPPs 1 New 2 Continuing	Target: N/A Result: 51 PPPs
Indicator 10 - FTF SUB IR 1.1: Number of stakeholders using climate information in their decision making as a result of USG assistance									
	Not reported on			9 Institutions	10 Institutions	42 stakeholders (12 Institutions)	27 stakeholders	22 Stakeholders	T: N/A R: 64 stake- holders 30 Institutions
Indicator 11 - FTF Sub IR 1.1: Number of members of producer organizations and community based organizations receiving USG assistance									
						306 Members	224 members	282 members	T: N/A R: 588 Members
Indicator 12: FTF IR : Number of food security private , producer organizations and community-based organizations (CBOs) receiving USG assistance									
	Not Reported On					22 Organizations	28 Organizations	26 Organizations	T: N/A R: 48 CBOs/ POs
Indicator 13 - FTF IR 8: Number of people trained in child health and nutrition through USG-supported programs									
	Not Reported On						150	163 Women trained	T: N/A R: 163 Persons trained

Annex 2A: Process Score Card for ICFG Custom Indicator (Indicator 1)

Time 4 Results at the End of the ICFG Program (January 14 2014) for the Process of Establishing a Nested Governance Program for the Coastal Zone of the Western Region: Steps and Actions of the Management Cycle. (For Rank Time 4 results, see steps on the policy cycle – Figure 2).

▼ = Not Initiated; ▲ = Underway; ● = Completed

STEP	INDICATORS	PROGRESS
STEP 1: <input type="checkbox"/> Issue Identification <input type="checkbox"/> and Assessment	Principal environmental, social and institutional issues and their implications assessed	●
	Major stakeholders and their interests identified	●
	Issues upon which the HEn Mpoano will focus its efforts selected	●
	Goals of the Initiative defined	●
	Stakeholders actively involved in the assessment and goal setting process	●

Time 1 Comments on Progress in Step 1: The issues and objectives for actions undertaken in both the landscape and the seascape will be defined in greater detail in consultation with stakeholders as phase 2 of the HEn Mpoano Initiative unfolds.

Time 2 Comments:

1. The issues at the regional scale are weak governance, response to climate change, etc. (in the 3 focal areas: fairly advanced in Shama but less advanced C3P and Amanzule. Some of the issues have been fully identified and assessed but others have not.)
2. Stakeholders and their interests have been identified. BUT group needs to discuss and strategize and come up with an implicit strategy to make clearer who other stakeholders in the region are. Need an internal document needs to be formulated and communicated internally (maybe externally) Perfect knowledge is not possible so difficult to “keep up with” new game players. External actors associated with the program need to be included in this. Summary document needs to be compiled to brief Advisory Council and other actors. this would help inform the planning process. It has been done for Shama but it has not been written up. Also needs to be expanded to 2 other focal areas.
3. This was selected last year and no longer holds. It has been initiated but formal commitment still needs to be established.
4. Ground work has been done more generally but it terms of developing what a regional program should look like, it has not yet been initiated. The process is underway. To get to green: evidence for completion would be if the advisory council were transformed into some kind of “coastal commission” as a pilot that would integrate issues of the landscape and seascape and goals would be defined.
5. We need to get the Regional Coordinating Director to accept the pilot the project is proposing. If it’s not the coordinating council it must be someone. This must be demand driven. To get to green: Need to test with the RCC to get a sense we would need to discuss with the advisory council first.

Time 3 Comments: In the series of M&E sessions in July, the team agreed that the issues that the program will address have largely been identified and specific goals and objectives have been defined. Given the emergent and dynamic nature of the context of the Coastal Districts of the Western Region, issues will continually emerge, however, the program has now defined the central issues and the goals for the focal areas and for fisheries.

Time 4: Stakeholders are actively involved in the goals setting through the mid-term external evaluation; the score cards process also involves stakeholders in the assessment such as the fisheries commission, District assemblies and other relevant stakeholders.

▼ = Not Initiated; ▲ = Underway; ● = Completed

STEP 2: Design of a Nested Governance Program for the Coastal Zone of the Western Region	Scientific research on selected management questions been conducted	●
	Boundaries of the area of focus defined (C3P land and seascapes to be determined)	●
	Baseline conditions documented	●
	Institutional framework for the nested governance system designed	●
	Institutional capacity for implementation developed	●
	Pilot activities implemented at selected sites model necessary changes in behavior of resource users and governance institutions	▲

Time 1 Comments on Progress in Step 2: As of this baseline, Step 2 activities of HEn Mpoano have been defined but the implementation of specific actions on the landscape and seascape are yet to begin. The seaward extent of the area of focus for the

HEn Mpoano Initiative where actions are to be undertaken will be refined as strategies to support new fisheries regulations are defined.

Time 2 Comments:

1. Answered some but some are yet to be answered. It is an ongoing process. Pressing questions: good handle on data system as it exist and its weaknesses, the effort creep methods, unintended consequences, legal institutional analysis that's ongoing.
2. Boundaries at the area of focus are defined by the ...
3. institutional baseline being conducted. Still underway.
4. Institutional framework design is underway
5. Institutional capacity is underway. various training and study trips have occurred and other training programs are being developed.
6. On the coastal side we are piloting activities at the focal areas. Fisheries side too with the exception of law enforcement, not much has been piloted. To get to green: need to go through the steps of design and harmonizing it with the activities of the World Bank.

Time 3 Comments: While data gathering activities will continue in Year 4, the research on selected management issues such as Green-Green has been completed. Spatial boundaries are being defined in Shama, and will serve as the model for the other districts. Baseline conditions have been documented for some shoreline characterizations, some community vulnerability assessments, community characterizations etc. The institutional framework for the nested system has been proposed and is currently in a final stage of completion as the first Issue Brief. Institutional capacity is still being built and will be a central topic for year 4. Pilot activities have been underway at the focal areas and for fisheries and are now being integrated at four target landing beaches in the Western Region.

Time 4: The institutional framework for the nested governance system has been designed in the issues brief. Piloting of activities is underway and this is informing practices of institutions at all levels.

▼ = Not Initiated; ▲ = Underway; ● = Completed

STEP 3: Formal Adoption and Funding of a Nested Governance Program for the Coastal Zone of the Western Region	Policies/plan formally endorsed and authorities necessary for their implementation provided.	▲
	Funding required for program implementation obtained	▲

Time 1 Comments on Progress in Step 3: The Hen Mpoano Initiative hopes to catalyze the actions associated with Step 3 by 2014. The activities undertaken in Step 2 are being designed to create the capacity and political will required by the formalization of a sustained coastal governance program.

Time 2 Comments: Evidence of underway: External to us these processes are underway at the scale of landscape and seascape. It has also been funded already. It is a shift in focus from when the program was initiated. We are now trying to influence “the game”.

Time 3 Comments: This becomes the central challenge of year 4 and the team is working on both formal endorsement and continued funding through a range of partners and the establishment of a structure that would aggregate resources from corporate partners in the region and other donor investments.

Time 4: policies and plans are still being negotiated with stakeholders for endorsement. The upcoming nested governance dialogue will provide the forum for formalization and endorsement. Discussion ongoing with WAREP, DFID, Government of Ghana, etc. for sustained funding for long term program implementation.

▼ = Not Initiated; ▲ = Underway; ● = Completed

STEP 4: Implementation of a formally constituted Nested Governance Program for the Coastal Zone of the Western Region	Behaviors of strategic partners monitored, strategies adjusted	▼
	Societal/ecosystem trends monitored and interpreted	▼
	Investments in necessary physical infrastructure made	▼
	Progress and attainment of goals documented	▼
	Major stakeholder groups sustain participation	▼
	Constituencies, funding and authorities sustained	▼
	Program learning and adaptations documented	▼

Time 1 Comments on Progress in Step 4: The implementation of a future coastal program for the Western region will be informed by the pilot scale activities undertaken in Phase 2. During Phase 2, steps for actions will be seen at the community and District scales.

Time 2 Comments: While pilot scale activities are underway, implementation of a proposed nested system should occur after formal endorsement in Year 4.

Time 3: Pilot scale activities are well underway and can be completed by July 2013, implementation of a proposed nested system will occur after formal endorsement in Year 4.

Time 4: Piloting of activities such as M & C committee in Ahanta West, and other activities that demonstrate the nested governance approach at the focal areas are underway. Monitoring of stakeholder behavior is being done at the focal area scale is also underway.

▼ = Not Initiated; ▲ = Underway; ● = Completed

STEP 5: Self-Assessment and <input type="checkbox"/> External Evaluation	Program outcomes documented	▲
	Management issues reassessed	●
	Priorities and policies adjusted to reflect experience and changing social/environmental conditions	●
	External evaluations conducted at junctures in the program's evolution	▲
	New issues or areas identified for inclusion in the program	●

Comments on Progress in Step 5: Monitoring and evaluation lies at the heart of adaptive ecosystem governance and will be a major feature of both Hen Mpoano and the nested governance program that it hopes to catalyze. During Phase 2 of Hen Mpoano, the results of monitoring will be the basis for self-assessments and adjustments to the program's activities. In Phase 3, the progress made towards establishing a sustained governance program will be evaluated as a source of experience for a national coastal and fisheries governance program.

Time 2 Comments: We are underway with our own internal M&E which provides internal assessment. Reflects process towards it.

Time 3 Comments: Through detailed monitoring and evaluation practices including a self-reflection between Year 2 and Year 3, an external assessment in Year 3 and ongoing internal M&E sessions, the team has built a culture of learning by doing and reassessed management issues, documented some developing program outcomes and have adjusted policies to reflect experience and highly dynamic social and environmental conditions.

Time 4: Documentation of program outcome and assessment is underway through the annual and semi-annual reports, score cards and Mid-Term evaluation.

Annex 2B: Outcome Score Card for ICFG Custom Indicator (Indicator 1)

Establishing a Nested Governance Program for the Coastal Zone of the Western Region. Time 4 Results (July 3, 2013): Process of Assembling the Enabling Conditions (1st Order Outcomes). Progress in Time 1 = October 1, 2010. Time 2 = July 29, 2011. Time 3 = July 24, 2012. Time 4 = July 3, 2013. (For Rank Time 4 results, see steps on the policy cycle – Figure 2).

UNAMBIGUOUS GOALS AND OBJECTIVES (3 INDICATORS)					RANK TIME	RANK TIME	RANK TIME	RANK TIME
KEY QUESTIONS					1	2	3	4
Have management issues been identified and prioritized by the ICFG Initiative?	0	1	2	3	2	2	2	3
	No action to date	Broad issues identified by project team; some stakeholder involvement	Specific issues identified with stakeholders; prioritization underway	Issues have been identified and prioritized with stakeholders	Justification for current (Time 4) rank:			
<p>Time 1 Comments – The community surveys, a series of technical reports and the Our Coast document have identified the issues associated with trends in the social and environmental conditions and current human activities in the coastal zone. To varying degrees the issues have been discussed with stakeholders but the process of prioritization, the setting of objectives and selecting the strategies for addressing them -is incipient. As Phase 1 draws to a close, these crucial decisions are being addressed through the preparation of the Phase 2 workplan and initial discussions with the Advisory Council.</p> <p>Time 2 Comments: There is currently a deeper understanding of the issues and have begun to be identified and prioritized (World Bank). e.g. Activities in the 3 focal areas. To get to 3: specific action plans for the 3 focal areas as well as the formation of a “coastal commission” with prioritized mandates.</p> <p>Time 3: Prioritization of the issues has been completed at the three focal areas and donors are engaged towards the formation of a Coastal Foundation (linked to an idea of Coastal/Marine Council), notably NORAD and DFID. To get to 3, secured commitments for one or two priority issues in each focal area, as well as the establishment of a Coastal Foundation.</p> <p>Time 4 Comments: issues have been identified in each focal area and prioritized with stakeholders. For instance in all focal areas, similar issues such as flooding, shoreline erosion and development, wetland and forest degradation, declining fisher folk livelihoods; weak enforcement of and low compliance with fisheries laws and weak institutional capacity.</p> <p>Time 4B: Prioritization of specific issues has been achieved through the Fisheries Dialogue and Nested Governance Roundtable Dialogue where issues of co-management in fisheries and joint approaches to coastal management as the way forward.</p>								

Do the ICFG Initiative goals define both desired societal and environmental conditions?	0	1	2	3	1	0	1	3
		No goals defined	Goals are being negotiated but have not been formalized	Desired long-Term goals address either societal or environmental outcomes	Goals define both desired societal and environmental outcomes	Justification for current (Time 4) rank:		
<p>Time 1 Comments – A long term goal (10–20 years) for the coasts and fisheries of Ghana to which ICFG hopes to contribute was defined in broad terms in the submission to USAID. Specific societal and environmental goals at the scale of the coastal zone of the Western Region have been discussed with participants in general terms.</p> <p>Time 2 Comments: Due to new external actors we are unclear of what their goals are so a definition is difficult. There may be evidence at the national scale but in the WR (MDGs). The spatial planning process has indicated a goal of a nested system but the program has not yet defined the goals.</p> <p>Time 3: The issues brief series is underway and will be the process to define the goals in both societal and environmental outcomes. To get to 3, the issue briefs will need to be produced and detailed “listening” that incorporates feedback that links to both desired societal and environmental outcomes.</p> <p>Time 4: the Hen Mpoano goals define both societal and environmental outcomes and have been formalized through the publication and socialization of the issue briefs.</p> <p>Time 4B: Six issue briefs published so far. In addition, formal proposals on co-management and nested governance will be presented to the government (NDPC) for consideration. Follow-up meetings are ongoing.</p>								

Are the ICFG Initiative goals detailed through time bound and quantitative targets (how much, by when)?	0	1	2	3	0	0	2.5	3
	No targets defined	Targets are expressed in non-quantitative terms	Targets specify either a date or a quantitative measure, but not both	Targets have been defined in quantitative terms (how much, by when)	Justification for current (Time 4) rank:			
<p>Time 1 Comments – Specific goals for a future coastal zone governance program for the Western Region have not been discussed with stakeholders. Quantitative targets as required by USAID are in the process of being defined for some elements of the program.</p> <p>Time 2 Comments: Because goals have not been defined, the time bound and quantitative targets have not been set.</p> <p>Time 3: The team dedicated a week on July to define clear time bound and measurable goals for the remainder of the project - by July 2013.</p> <p>Time 4: Goals were defined and quantitative targets by July 2013 were clarified for both fisheries management and landscape governance.</p> <p>Time 4B: same as Time 4 comment</p>								

UNAMBIGUOUS GOALS AND OBJECTIVES (3 INDICATORS)					RANK TIME	RANK TIME	RANK TIME	RANK TIME
KEY QUESTIONS					1	2	3	4
<p>Do the user groups who will be affected by the actions of the ICFG Initiative understand and support its goals, strategies and targets?</p>	<p>Many important user groups are unaware of the program's goals, strategies and targets</p>	<p>User groups are aware of program's goals and targets but the degree of support varies</p>	<p>With a few important exceptions, key user groups understand and support the program</p>	<p>Relevant user groups understand program goals and targets and actively support them</p>	1	1.5	2	3
					<p>Justification for current (Time 4) rank:</p>			
<p>Time 1 Comments: While many important groups in government, civil society and the market are aware of the Initiative they do not yet know its goals, strategies or targets since these have thus been expressed only in general terms.</p> <p>Time 2 Comments: We have a sense of our strategies but we are not clear about our targets looking at the scale of the WR. There have been significant achievements for the program but there is still a long way to go (at this scale).</p> <p>Time 3: The team is now defining clearly the goals of the program, and needs to be shared with relevant user groups. To get to 3, the team will need to complete the Issue briefs, and share our goals at the focal areas, fisheries team and the program at a whole - at the National level. The goals of the fisheries group needs to be defined and may remain uncertain until funding has been defined for Year 4 and beyond.</p> <p>Time 4: improved communication with relevant user groups has occurred within the last year of the project through issue and policy briefs. There is also improved national level understanding of the need to move ahead with reform on co-management through the 3rd national fisheries dialogue. This has resulted in general acceptance of the program at all levels – district, regional and national.</p> <p>Time 4B: More significantly is our recent input on coastal and fisheries governance into the national MTD Framework. In addition, specific district level acceptance/ support for the program goals including the Amanzule declaration for wetland conservation, and the formation of committees at the district and regional levels to carry forward coastal management. Linkages with national level stakeholders have been intensified evidenced by the recent inputs to the MTDP and have influenced</p>								

	0	1	2	3	1	2	2.5	3
<p>Is there public support for the ICFG Initiative?</p>	<p>There is little public awareness or support of the program within institutions that could be important partners during implementation</p>	<p>While pertinent institutions are aware of the program, their degree of awareness and support is incipient</p>	<p>Public support is building up due to public education efforts, positive press coverage, endorsements from community leaders</p>	<p>Evidence (surveys etc.) shows that pertinent institutions understand and strongly support the program, and are or will be involved in implementing the program's goals and targets</p>	<p>Justification for current (Time 4) rank:</p>			
<p>Time 1 Comments: During Phase 1 of the Initiative, selected stakeholders have participated in work-shops and the community survey introduced the program to residents on coastal settlements. Media attention has been growing and a detailed communications plan is being developed.</p> <p>Time 2 Comments: Significant progress has been made. Evidenced by: MOUs, mandates from institutions to lead certain programs, outside investments in certain areas that have been leveraged. There have been some isolated issues denouncing the program but not widely felt.</p> <p>Time 3 Comments: The external evaluation was clear about the vast social capital that has been built around the program, there are other indicators that public support is building, however, there is still work needed to engage pertinent institutions to implement aspects of the program's goals.</p> <p>Time 4: some pertinent institutions have been engaged by the program since the mid-term evaluation. These institutions include marine police, women fisher folks, some district committees, forestry commission, Ghana national canoe fishermen association, national development planning commission, ministry of local government etc. These institutions have shown strong support for the program after capacity building programs for these institutions.</p> <p>Time 4B: Relevant institutions like the NDPC support the Initiative's nested governance proposal and have considered aspects for up-coming government policy.</p>								

Do the institutions that will assist in implementing ICFG understand and support its agenda?	0	1	2	3	1	2	2.5	3
	There is little awareness of the program within institutions that will be important partners during implementation	While pertinent institutions are aware of the program, their degree of awareness and support is unclear	With few exceptions pertinent institutions understand and support the program and have publicly endorsed it	ICFG program recognized as important and legitimate by institutions that will be involved in implementing plan of action	Justification for current (Time 4) rank			
<p>Time 1 Comments: Institutions believed to be important to the implementation of the program have agreed to serve on the Advisory Council. Traditional Chiefs have been invited to program events and have expressed interest in the program as have the planners in the coastal districts and at the regional level, representatives of some national agencies and the Fisheries Commission as well as several university faculty members have begun to participate in program activities.</p> <p>Time 2 Comments: The following have given us lead roles to play: MEST, District Assemblies, Fisheries Commission, Forestry C, etc. Some support from other NGOs and Market sector as evidence by collaboration with Tullow.</p> <p>Time 3: There is a current gap regarding the level of communications (which may or may not mean support) of the World Bank, to get to 3, a formal MOU is needed to provide evidence to local action. There is strong support by other donors, beside the World Bank, notably the fact that Hen Mpoano is on a small team to develop a Coastal Foundation. Strong encouragement by organizations to expand into the Central Region provides further evidence that the team is making progress. The support is in place but a number of unknowns exists that could determine future actions such as presidential elections, who the World Bank hires etc.</p> <p>Time 4: improved communication with relevant formal and informal institutions at all levels – district, regional and national. Development partner programs such as that of the DFID, NORAD etc are being informed by the programs actions/policies and activities.</p> <p>Time 4B: Institutions such as NDPC, TCPD/NORAD, District assemblies, Marine Police, traditional authorities are implementing aspects of the program as evidenced by the formation of committees at the district level, and adoption of proposed coastal management policy at the national level.</p>								

FORMAL COMMITMENT (3 INDICATOR)					RANK TIME	RANK TIME	RANK TIME	RANK TIME
KEY QUESTION					1	2	3	4
Have the ICFG Initiative policies and plan of action been formally approved by the appropriate level of Ghanaian government?	0	1	2	3	0	0	1.5	2
	Formal approval process has not been initiated	There is a governmental mandate for the initiative	Policies and actions are being negotiated with appropriate authorities	The plan of action and policies have obtained approval required for implementation	Justification for current (Time 4) rank:			
<p>Time 1 Comments: A proposal for a nested governance system for the coastal zone of the Western Region of Ghana has not been initiated.</p> <p>Time 2 Comments: Same comments as time 1. Mandate for actions in focal areas is a build up for a regional program. No formal document exists that links us with an anchor federal agency with GoG.</p> <p>Time 3: There is government benediction for the program, via Ministry of Local Government and NDPC, the issue briefs are a method to further this dialogue and work towards a level of 3. Formal commitment is needed to be expressed by many authorities, a government endorsement of the Coastal Foundation which would support a marine and coastal council at the regional level which would be a model that could be adopted at the national level. If there is support for a nested system at the level of the president, actual formal commitment and early implementation would require at least 1-2 years after the election.</p> <p>TIME 4: Ranking 2. Policies and actions are being negotiated with the relevant government institutions including: NDPC, Fisheries commission, Forestry Commission, WARFP, Local Government, etc. Negotiations are underway through the publication and socialization of the issues briefs.</p> <p>Time 4B: Negotiations are still on-going relative to two formal proposals on fisheries co-management and nested governance.</p>								

FORMAL COMMITMENT (3 INDICATORS)					RANK TIME	RANK TIME	RANK TIME	RANK TIME
KEY QUESTIONS					1	2	3	4
Has the government provided the ICFG Initiative with the authorities it needs to successfully implement its plan of action?	0	1	2	3	0	0	1.5	2
	No government support	Acknowledgement by some leaders of necessary authorities needed - support for long-term is unclear	Commitments are being negotiated between government representatives and responsible institution(s)	formal commitment (law, decree, or decision) cements legitimacy of program	Justification for current (Time 4) rank:			
<p>Time 1 Comments: While collaborative relationships have been established with governmental institutions in the Western Region and at the national level, a proposal for a nested governance system for the coastal zone of the Western Region of Ghana has not been initiated.</p> <p>Time 2 Comments: Mandates for actions in focal areas is a build up for a regional program. No formal document exists that links us with an anchor federal agency with GoG. This is both an advantage and disadvantage. This way the program was able to blend issues.</p> <p>Time 3: We're in the process of piloting a nested governance program, particularly through the briefs, which would be a coastal/marine authority at the regional level. Support exists from Government at the level of Districts as evidenced by the work at the focal areas.</p> <p>TIME 4: Ranking 2: the issues briefs are being used to negotiate with government representatives and responsible institution(s) for support for the implementation of program and actions.</p> <p>Time 4B: Some coastal management policies and Bye laws have been adopted at the district level like Shama and Ahanta West,</p>								

FORMAL COMMITMENT (3 INDICATORS)					RANK TIME	RANK TIME	RANK TIME	RANK TIME
KEY QUESTIONS					1	2	3	4
Jomoro/Ellembelle / Nzema East (Greater Amanzule). However, negotiations are still on-going with government relative to formal commitment towards the notion of co-management in fisheries and joint planning in ICM.								
Have sufficient financial resources been committed to fully implement the program over the long-term?	0	1	2	3	2	2	2	2
	No financial resources committed for implementation of the plan of action over the long term	Some pledges and commitments, but significant funding gap remains	Adequate short term funding (3–5 years) secured for program design	Sufficient financial resources in place to fully implement program over long term	Justification for current (Time 4) rank:			
<p>Time 1 Comments: USAID has committed to fund the project for an initial 4 year period. Similarly the World Bank is planning major investments in fisheries reforms at the national scale and other donors are sponsoring activities that can contribute to the outcomes promoted by this program. However, no proposal for a Western Region fisheries and coastal governance program has been proposed to the government. This proposal is anticipated to emerge in years 3 and 4 of the program.</p> <p>Time 2 Comments: The funding for the World Bank has now emerged but is very sectoral in its focus (fisheries).</p> <p>Time 3: Many of the initiatives have funding support that is either adequate or sufficient, however, many aspects of the programs main goals are in need of long term funding. The program is aggressively leveraging support from both the public and private sectors as evidenced by the development of the Coastal Foundation.</p> <p>Time 4: Ranking is 2: negotiations are underway for sufficient long term funding for the program through engagements with the WARFP, and other partners including DFID through the proposed coastal foundation.</p> <p>Time 4B: Ranking is still 2. Some level of low funding are being committed by the District assemblies (Ahanta West) and also by the W/R Fisheries commission for extended support for FWG, etc. On the fisheries aspect, the WARFP has exhibited some commitment to implement some aspect such as MPAs, co-management and voluntary compliance activities. On aspects of coastal management, the USFS has also shown commitment to address coastal forest issues</p>								

INSTITUTIONAL CAPACITY (4 INDICATORS)					Rank Time	Rank Time	Rank Time	Rank Time
KEY QUESTIONS					1	2	3	4
Does the ICFG Initiative possess the human resources to implement its plan of action?	0	1	2	3	2	2	2	3
	No personnel have been assigned responsibility for program implementation	Staffing for program implementation is in place but likely inadequate	Staffing is adequate for SOME of the project's needs but not in others	Sufficient human resources are in place to fully implement the program	Justification for current (Time 4) rank:			
<p>Time 1 Comments: Staffing appears to be adequate for the initial implementation for the Phase 2 Work plan. Capacity to practice the ecosystem approach in the Districts and in institutions responsible for fisheries is weak. Capacity building needs are being identified and are being addressed through a variety of activities.</p> <p>Time 2 Comments: Technical capacity is needed to implement certain aspects of the program. E.g. GIS, Conservation, Fisheries. However, the program continues to benefit from strong involvement from all the core partners.</p> <p>Time 3: Targeted investments are being made in multiple institutions to build the capacity needed to implement the program's goals, however gaps remain and the future capacity that's needed to implement is unclear.</p> <p>TIME 4: Ranking is 3: Sufficient human resources are now in place within partners to fully implement the program. GIS officer, Conservation Planner, and improved staffing for fisheries.</p> <p>Time 4B: Same as time 4</p>								

Has the ICFG Initiative demonstrated their institutional capacity to implement its plan of action?	0	1	2	3	2	2	2	3
	Institutional capacity necessary to implement program is not present	Institutional capacity to implement program is marginal	Institutional capacity is adequate but there are important weaknesses in others partner institutions	Sufficient institutional capacity is present in partner institutions with responsibilities for implementing program	Justification for current (Time 4) rank::			
<p>Time 1 Comments: The ICFG team is building its internal capacity through a combination of training and learning by doing activities. Capacity in partner institutions at the regional and national levels in many instances is weak. Capacity building needs are being identified and are being addressed through a variety of activities.</p> <p>Time 2 Comments: When the need arises other institutions will be brought on board to strengthen capacity. Emerging programs: Tullow, WB, Korean program, etc.</p> <p>Time 3: From a fisheries perspective, strong capacity has been built with on-the-ground field staff, there is always room for improvement in the development of essential capacity. The program has focus on end goals and is refining goals and objectives to match the capacity that exists.</p> <p>TIME 4: ranking is 3: Sufficient institutional capacity is present in partner institutions with responsibilities for implementing program such as Marine Police, FiC, FC, etc. through capacity strengthening programs, but there is room for improvement.</p> <p>Time 4B: Same as time 4 comment</p>								

Has the ICFG Initiative demonstrated the ability to practice adaptive management?	0	1	2	3	1	2	3	3
	No evidence of adaptive management	Practice of adaptive management is incipient and is being expressed as minor adjustments to operational procedures	Important institutions engage in periodic self assessments and have modified their behavior based on experience and learning	Program as a whole has demonstrated its ability to learn and adapt by modifying important targets and/or policies	Justification for current (Time 4) rank::			
<p>Time 1 Comments: It is not possible to assess the practice of adaptive management at such an early stage of a new initiative.</p> <p>Time 2 Comments: Evidenced by: working together with a lot of other partners and stakeholders and continuously adapting.</p> <p>Time 3: The program has made multiple adaptive adjustments - both improvements to the program - and program developments where the model itself has been changed. The nested governance program that we are proposing, we have been discussing what is feasible and what is realistic - and that is clear evidence of adaptive capacity. The program has been learning by doing and listening. A key aspect is to allow for continued listening to the response to the issue briefs and allow others to “take the ball and run with it.” The World Bank will come in with ideas of co-management, we will need to make the best of this and avoid pitfalls. The external evaluation has supported this.</p> <p>TIME 4: ranking is 3: Program as a whole has demonstrated its ability to learn and adapt by modifying important targets and/or policies. Feedback from constituencies has been factored in program review and implementation. Livelihoods activities in Shama and C3P focal area are responses to community demands.</p> <p>Time 4B: Recommendations for the Mid-term review has been factored in the program implementation especially increase engagement with women fishers and improved national level communication. There is also improved response to demands from the national level to contribute to policy formulation on fisheries and coastal management</p>								

Is the focal area for ICFG, the coastal zone of the Western Region, structured as a decentralized planning and decision making system?	0	1	2	3	1	1	1.5	2
	Power and responsibility are concentrated at one level in the governance system; planning and decision making will likely be unilateral	Program provides for some responsibility and initiative at various levels	Decision making and responsibility is increasingly decentralized, but there are significant coordination and efficiency issues	Program successfully integrates top-down and bottom-up planning and decision making; it is structured as a decentralized system without sacrificing efficiency	Justification for current (Time 4) rank::			
<p>Time 1 Comments: While the decentralization of government has in actuality retained power and authority within central government, there are nonetheless opportunities for building a decentralized system.</p> <p>Time 2 Comments: Time one comments still holds. Proposals do exist to move from 1 to 2 evidenced by land use bill which mandates districts to do land use planning, spatial development framework.</p> <p>Time 3: Decentralization of structure requires the capacity built within the system to make the structural move and this has been evidenced by the spatial planning work with the town and Country planners. In Shama District, the fisheries subcommittee and formal recognition of the fisheries working group provides evidence that there has been structural adjustments towards decentralization in the Western Region. There is progress but it is small at best</p> <p>TIME 4: Ranking is 2: Decision making and responsibility is increasingly decentralized both at the District Assemblies, Fisheries Commission, Forestry Commission, etc. But there are significant coordination and efficiency issues.</p> <p>Time 4B: Same as time 4 above</p>								

Have important actions and policies been successfully tested at the pilot scale?	0	1	2	3	1	1	1.5	2
	No pilot programs have been initiated	Pilot programs are underway to assess viability of actions and policies	Pilot programs are completed and outcomes have shaped actions and policies	Action plans and policies have been successfully tested at pilot level	Justification for current (Time 4) rank::			
<p>Time 1 Comments: Pilot activities are being designed at the time of this baseline.</p> <p>Time 2 Comments: Pilot programs are underway in focal areas and experiences are to consolidated and inform action plans and policies for a formally constituted coastal and fisheries governance program.</p> <p>Time 3: Pilot programs are well underway but they not were completed and have not been formally reviewed for lessons learned. To get to 3, the project will need to compile the relevant issue briefs and a detailed summary of lessons learned for the project.</p> <p>TIME 4: ranking is 2: Important actions have been piloted such as Small Grants, Study tours.etc and lessons documented through external evaluation, annual and semi-annual reports</p> <p>Time 4B: Important actions such as piloting of ICM committees at the focal areas have been tested, voluntary compliance actions has been tested with the Marine police, fisheries commission and the Fisher folks communicators. Pilot activities have informed the development of the proposals on fisheries and ICM.</p>								

Annex 3: Press and Communications

Integrated Coastal and Fisheries Governance Project Media Coverage, 2009 to 2014

The following listing is a hyper-linked collection of online news coverage and other web information about the ICFG project. Duplicated headlines refer to news articles picked up and covered in a separate newspaper or media outline, illustrating the different contexts where the information appeared. In most cases local editors have modified stories originating from the Ghana News Agency (GNA). It is also important to note that none of the news stories are based on press releases created by the ICFG, rather they reflect coverage of ICFG events, document publication, interviews or public speeches by team members and stakeholders engaged with and making reference to Hen Mpoano or the ICFG.

Mouse over the link, then use CTRL + Click to open the link in a browser. Not all links may continue work over time. These are valid as of April, 2014.

2014

[First phase of Integrated Coastal and Fisheries Governance Initiative ends](#)

[Ghana's Minister of Fisheries To Promote Co-Management Concept](#)

[Thank you Rhode Island University Coastal Resources Center for working with us on the Hen Mpoano project. @URICRC @URINews](#)

[Ghana imports 50 per cent of fish needs](#)

[Global Fisheries Enforcement Training Workshop. 17-21 February 2014 – San Jose, Costa Rica](#)

[Project to change attitude of people towards ecosystem ends](#)

[The decline of fisheries resources in Ghana that the country has to import 50% of the demand for seafood products of this country.](#)

[The declining stocks of fish has made Ghana a net importer of 50 per cent of the fish needed to feed its people.](#)

[Working Together on Fishery Management](#)

2013

[3rd STATE OF THE ENVIRONMENT FORUM](#)

[Ahanta West inaugurates Marine Committee to protect fisheries resources](#)

[AHANTA W: Assembly inaugurates Marine Committee to protect fisheries resources](#)

[Black gold in Ghana: crude days for fishers and farmers?](#)

[Collaboration and Sustainability: A Multi-Sectoral Path for Growth](#)

[Educational Trip to Western Region of Ghana](#)

[Facing the Future: Empowering Youth to Protect Their Health and Environment](#)

[FISH CRISIS LOOMS ... Fisheries Commission warns](#)

[Fish crisis could hit Ghana in next two years: official](#)

[Fisheries Commission blamed for poor catch](#)

[From the Wilson Center: Facing the Future: Empowering Youth to Protect Their Health and Environment in Ghana and the Philippines](#)

[Ghana: OIC Trains Anlo Beach Women in Dressmaking](#)

['Ghana must resolve development challenges'](#)

[Ghana's Fishing Sector Heading Towards A Crisis](#)

[Ghana's peak fish catch reduces from 120000 to 30000 metric tonnes in ten years USAID](#)

[Ghanaians Gain Ground on Accountability for Oil Wealth](#)

[Ghanaian government work on dwindling fish stock](#)

[Halt The Poisoning Of The Pra River Now](#)

[Indiscriminate leveling of hilly areas causing flooding-NGO](#)

[JOMORO: Assembly adopts a medium term development plan](#)

[Livelihoods and poverty reduction in coastal communities in the Western Region of Ghana: Analysis of livelihoods baseline data of the ICFG Program](#)

[OIC Trains Anlo Beach Women In Dressmaking](#)

[Women receive training at Anlo Beach](#)

[Shama District Assembly to introduce sanitation bye-laws](#)

[P.V. Obeng Calls For Effective Spatial Planning For Coastal Districts](#)

[Unsustainable fishing practices dwindles Ghana's fish catch – USAID](#)

[USAID's ICFG donates market to Akwidaa community](#)

[World Wetlands Day celebrated with a clean-up exercise at Busua](#)

2012

[African scientists on climate change at university of Rhode Island \(URI\) Coastal Resources Centre](#)

[Ahanta West takes steps to protect environment](#)

[Atuabo – A town in Ghana about to change, after oil and gas](#)

[Biribireba \(Ghana\)](#)

[Blue Carbon Efforts in Ghana](#)

[Chiefs appeal to government to solve the algae problem](#)

[Climate Change Adaptation for the Coastal Communities of Ghana's Western Region](#)

[Coastal Ghana: increased effort needed to combat environmental threats](#)

[Community takes measures to prevent encroachment on lands due to oil find](#)

[Des pêcheurs balisent leur chemin pour trouver du poisson](#)

[Different fish, same problems....](#)

[Disaster Risk Management and Spatial Planning: An Examination Of The Proposed Spatial Planning Act Of Ghana](#)

[Enhancing climate adaptation through land use planning in Shama district, Ghana](#)

[Environmental Resources Management \(ERM\) is a leading global provider of environmental, health, safety, risk, social consulting services and sustainability related services](#)

[Expert demands environmental impact assessment report on Gas processing plant](#)

[FISCHEREI/031: Ghana – Gift und Dynamit, illegale Fangmethoden in überfischten Gewässern \(IPS\)](#)

[Fishermen attribute sargassum attacks to oil production](#)

[Fishermen wail over sea weed; blame oil production](#)

[Fishing for the Future: The Why and How of Nature's Most Abundant Protein Source](#)

[Fishing Stock In Danger](#)

[Five students from Queen's Project on International Development go to Accra and Takoradi to intern with local NGOs.](#)

[FoN supporting STMA to enact byelaws to protect wetlands](#)

[Ghana Fact Sheet Environment Project Peace Corps](#)

[Ghana fishermen cry over sea weeds](#)

[Ghana: Bad Fishing Methods Depleting Fish Stock](#)

[Ghana's peak fish catch reduces from 120,000 to 30,000 metric tonnes in ten years – USAID](#)

[Ghanaian Fisherfolk Blasting Their Way to Finding Fish](#)

[Ghanese vissers kunnen niet meer zonder DDT en dynamiet](#)

[Green-Green in our Western waters](#)

[\(Excerpt\) ICFG/Hen Mpoano, Strategic Mid-term Evaluation \(PDF\)](#)

[Illegal gold mining, sand winning on the ascendancy in the Ahanta West District](#)

[Illegal chainsaw operation poses threat to forest reserve](#)

[IUCN Mention of Hen Mpoano](#)

[Jomoro District Assembly calls for amendment of the Mineral Resources Law](#)

[Les pêcheurs attribuent l'attaque de la sargasse à l'exploitation du pétrole](#)

[Let's Protect our Coast Lines](#)

[No Env'tal Report On Gas](#)

[Our coastal resources are in jeopardy – Mr Agbogah](#)

[Participatory mapping, a tool for spatial planning: A case study of Shama district in the Western Region of Ghana.](#)

[Profitability of Small-Scale Fisheries in Elmina, Ghana](#)

[Publication on coastal areas in Western Region launched](#)

[Radio Soap Opera Educates 2.5 million Ghanaians about coastal resources management](#)

[Radio Active: Biribireba makes waves in Ghana](#)

[Shama prepares towards land protection against encroachment](#)

[Stakeholders urged to make use of fisheries research findings](#)

[Study of wetlands in Sekondi-Takoradi launched](#)

[The creeping death of a fishery: Ghana \(1980-2012\)](#)

[The First 1000 Days: A Window of Opportunity for Women and Children's Health](#)

[Wassa Domama Rock Shrine](#)

[Water Related Project Videos and Podcasts](#)

[West African Primate Conservation Action](#)

[Western Ghana's Fisherfolk Starve Amid Algae Infestation](#)

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