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The Integrated Coastal and Fisheries Governance (ICFG) Program for the Western Region of Ghana Year 1 Annual Work Plan

2010

January 1 – September 30, 2010.

Hen Mpoano

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



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

**Phase One Implementation Plan
January 1 – September 30, 2010**

**Cooperative Agreement No. 641-A-00-09-00036-00
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Coastal Resources Center, University of Rhode Island

In partnership with:

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

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List of Acronyms

AO	Agreement Officer
AOTR	Agreement Officer Technical Representative
CB-FMC	Community-Based Fishery Management Committee
CRC	Coastal Resources Center
CSO	Civil Society Organizations
EBM	Ecosystem-Based Management
EEZ	Exclusive Economic Zone
EPA	Environmental Protection Agency
ESS&F	Ecosystem Services and Functions
FAO	Food and Agricultural Organization (of the United Nations)
FON	Friends of the Nation
GEF	Global Environmental Facility
GCLME	Guinea Current Large Marine Ecosystem
ICFG	Integrated Coastal and Fisheries Governance (Program)
ICM	Integrated Coastal Management
IEC	Information, Education and Communication
IEE	Initial Environmental Examination
LME	Large Marine Ecosystem
NGO	Non Governmental Organization
PMP	Performance Management Plan
PMR	Performance Monitoring Reports
PMU	Program Management Unit
SNV	Netherlands Development Organization
SO	Strategic Objective
URI	University of Rhode Island
USAID	U.S. Agency for International Development
WERENGO	Western Region NGO

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1. Introduction

The *Integrated Coastal and Fisheries Governance (ICFG)* Program is a four-year initiative supported by the U.S. Agency for International Development (USAID). It is implemented through a cooperative agreement with the Coastal Resources Center (CRC) University of Rhode Island (URI). Key partners include the WorldFish Center, SustainaMetrix, Friends of the Nation, the Department of Fisheries, coastal districts in the Western Region and other key government, private sector and nongovernmental organizations (NGO) stakeholders along the coast and in the fisheries sector. Program activities will be concentrated in six coastal districts of the Western Region, where coastal communities and the local government are the intended primary beneficiaries. Given the nature of some of the issues and the scale at which they need to be addressed, however, the Program will need to link local actions with national initiatives as well.

The goal of the ICFG Program is to support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable fisheries management and biodiversity conservation by contributing to the following vision:

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

This document describes the planned Phase 1 (January 1 – September 30, 2010) work activities of the *ICFG* Program. The workplan was developed using the Program Description as the starting point supplemented with input from discussions and outputs developed during several stakeholder meetings held in Accra and the Western Region. It is also shaped by discussions with various stakeholders during the October and November 2009 period.

The workplan is organized into five components. The first section describes the goal and key results expected over the life-of-the-Program. This is followed by a brief summary of Program accomplishments to date, and a detailed description of activities to be implemented in Phase 1. It includes task implementation schedules and expected outputs and results per activity area. For each respective activity area, the workplan also identifies the responsible Program staff and participating partners. This will help guide teams involved in implementing the activities. In addition, included is a description of the Program's management structure, monitoring and evaluation strategy, and performance and reporting framework. Summary budget information is also included. Appendix A is the performance management plan (PMP), which describes targets and results to be achieved for each performance indicator. The Initial Environmental Examination (IEE) based on the expected activities described in the Program Description and the Phase 1 workplan will be submitted in December 2009. The workplan, PMP and IEE are submitted to USAID for final approval prior to implementing any significant actions.

Program Background

Coastal regions are the primary habitat for the human species. Today, an estimated 40 percent of all humanity is compressed into 5 percent of the inhabited land-space along the margins of ocean, seas and great lakes. The activities of human society in industry, transportation and trade, energy processing, tourism, recreation, communications and services are all concentrated along coasts. As might be expected, coastal regions thus consume a similarly disproportionate share of manmade and natural resources and generate a similarly disproportionate amount of wastes. This makes the issue of how humanity manages its activities and its impacts on coastal ecosystems one of the great challenges of the 21st century.

Ghana's coastline is a microcosm of these global challenges. The ICFG Program will assist Ghana in addressing these issues by drawing on established good practices in coastal and fisheries management that have emerged from developing country experiences over the past two decades. The Program will focus its efforts in the Western Region, where good practices can be demonstrated at a regional scale. At the same time, it will also begin building constituencies and commitment at the national level. For instance, it will work with key fisheries stakeholder groups such as artisanal fishermen, coastal communities, District Officers, the Fisheries Directorate and the National Fisheries Commission to clearly define and identify priority management issues and long-term goals for management of selected fish stocks. The Program will use integrated coastal management (ICM) as the organizing framework as so many of the issues along Ghana's coastline are interrelated. The Program will contribute to addressing priority coastal governance issues including the long-term decline in fish stocks and the increasing conflicts in fisheries. Fisheries initiatives will emphasize the artisanal fisheries sector—a mainstay of employment and food security. The Program will also work to build the capacity of national level government agencies to support this reform by providing technical assistance and training. Government agencies need to show long-term commitment that extends beyond formally adopted goal statements and to ensure that national and local government budgets include specific line items to finance the implementation of reforms.

The following is a description of the issues posed by coastal and fisheries governance in Ghana:

Intensification of Human Pressures on Ghana's Coast. While the districts of Ghana's coastal zone represent only about 6.5 percent of the land area of the country, it is home to 25 percent of the nation's total population—with coastal populations growing at the rate of 3 percent per year. Poverty in coastal areas is extensive, and below that in large urban centers such as Accra. The combination of poor health, poverty and environmental degradation contributes to a vicious cycle that negatively impacts the quality of human life in the coastal zone.

Over 60 percent of Ghana's industries lie within the coastal zone. Just as the mining sector is a dominant source of employment inland, marine capture fisheries are the major economic activity along the coast. The Western Region is particularly dependent on the renewable and non-renewable natural resources that include not only fisheries, but also mining, oil and gas, and forestry, as well as a growing tourism industry.

Oil and gas production offshore will be a major driver of the economy over the next decade. There have been several recent discoveries of offshore oil reserves in the Western Region along the adjoining edge of the continental shelf and slope. This development raises many concerns—its potential to increase conflicts with the fishing industry over the use of the marine space, and its potential negative impacts on coastal and marine habitats. In addition to working with private industry stakeholders on these challenges, the Program will work with key government agencies to plan such development in a manner that minimizes conflicts and establishes mechanisms for conflict resolution.

These and other human activities that are focused on economic growth and development may jeopardize the health of Ghana's coastal ecosystems. In fact, there is strong evidence that Ghana's coastal ecosystems are *already* seriously degraded. The Ghana Environmental Action Plan identifies this as a key issue. The World Bank-supported 1996 Integrated Coastal Zone Management Strategy for Ghana highlighted seven priority coastal and marine environmental issues: domestic sanitation, fisheries degradation, wetland and mangrove degradation, industrial pollution of water resources, coastal erosion, biodiversity loss, and aquatic weed encroachment—with the first five classified as the highest priorities.

Climate Change. Another pressing consideration for Ghana is the impact of global climate change on its coasts and coastal resources. Climate change will severely impact Ghana's shoreline and further weaken the resilience of coastal ecosystems and human communities living in these areas. Sea level rise will drown mangroves and requires setting aside buffers to enable them to retreat inland. Productivity of fisheries ecosystems will be altered and migration patterns of highly mobile stocks will likely change. This means that management systems must be agile and adaptive enough to respond quickly as changes occur. Some coastal tourism and fisheries infrastructure is already at risk from erosion and flooding. New development, if not planned properly, will face similar problems. Planning and adapting to climate change will be central to avoiding large economic losses from poorly planned coastal development. Climate change adaptation along the coast must be a core feature of future coastal governance.

Over-exploitation of fishery resources. Fisheries are important both to Ghana's economy and its food security. Per capita fish consumption is 27 kg per annum compared to the world average of 13 kg per annum. Local demand for fish already outstrips supply—and the gap between supply and demand is expected to increase over the next decade. This places increasing pressure on fish stocks that are already considered some of the most overexploited in the region with some in danger of collapse.

On the economic front, Ghana's fisheries sector accounts for approximately 4.5 percent of GDP. According to frequently cited estimates, marine fisheries account for approximately 80 percent of the nation's total fish supply, and in 2008 yielded approximately 291,000 tons of fish catch that generated approximately US\$713 million in revenue. Inshore pelagic and demersal fisheries comprise the bulk of the marine landings (196,000 tons and 22,500 tons respectively in 2008) followed by the offshore commercial /industrial fishery with 72,000 tons in landings. The fisheries sector provides an estimated 200,000 persons with primary employment and an additional 300,000 persons with secondary employment. The artisanal fishery makes up the majority of the fleet with an estimated 12,000 small-scale vessels (canoes) operating from 334

landing centers in 195 fishing villages. In comparison, the semi-industrial fleet contains approximately 350 vessels and the large scale industrial fleet approximately 90 vessels. From an employment perspective, the artisanal fishery is of greatest importance and also contributes approximately 70 percent of the national landings. Within the Western Region, the fisheries sector consists of approximately 2,400 motorized and un-motorized dugout canoes operating from 80 landing sites. They produce approximately one-quarter of the total artisanal landings or about 48,000 tons annually.

In spite of the importance of fisheries to the nation in terms of GDP, employment and food supply, the annual fish catch has been declining in recent years, especially among the small pelagic fisheries. Demersal fisheries have also peaked and have been relatively stable in the last decade. The lack of major increases in fish catch has been accompanied by a significant increase in fishing effort within the canoe fishery as well as in the semi-industrial and industrial fleets. These conditions are clear signs of a fishing sector that is severely overcapitalized and overfished. In short, there is a “race to catch the last fish”—i.e., to maximize catch rather than maximize the value of catch. Individual fishermen are losing economic ground, and an important component of the nation and sub-region’s food security is increasingly at risk.

Threats to Biodiversity Assets. Wetlands, including coastal wetlands and mangroves, comprise approximately 10 percent of Ghana’s land surface. Along Ghana’s coast, there are about 90 lagoons that contain important resident and migratory birdlife (70 species). Five of these lagoons are designated RAMSAR sites. Coastal wetland losses were recently estimated at 6,000 ha/yr. The Western Region also contains two coastal forest reserves, the Cape Three Points Forest Reserve and the Draw River Forest Reserve. While many of the coastal protected areas in the Western Region are in good condition, development trends there will put them at risk. A particular concern is that the sensitive lagoons that are important bird habitat and turtle nesting beaches become increasingly vulnerable to degradation from development.

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

CRC Approach to the Governance of Coastal Ecosystems

Based on the overlapping and integrated nature of the issues facing Ghana and its coastal ecosystem, the ICFG Program believes the most effective approach to addressing these challenges is an ecosystem-based management approach (EBM). The following explains in more detail not only the EBM approach, but its relevance as a strategy to address the coastal resources management challenges facing Ghana at this time.

First, it is important to distinguish between EBM and traditional management efforts. The latter have been organized around particular uses such as fisheries or mineral exploitation and have resulted in separate governance regimes for each. Over time, sectoral approaches result in conflicts among users and are inadequate in sustaining the goods and services that flow from healthy ecosystems. The shift from management of individual resources to an integrated or “systems” approach has taken hold in a number of fields such as forestry and fisheries. The ecosystem approach recognizes that both the environment and the associated human population must be addressed simultaneously. It is concerned primarily with instigating the changes in human behavior that are required to restore and sustain the desired qualities of ecosystems.

For three decades, CRC has pioneered the practice of ICM, applying and refining the concepts and tools that apply the principles of the ecosystem approach to complex coastal systems in the U.S. and internationally. More recently CRC has recognized and been particularly concerned about the widening implementation gap—i.e., the failure to transition from issue analysis and planning to the sustained implementation of a plan of action that delivers the benefits of effective coastal management and governance. The CRC emphasis on participation and capacity building is designed to overcome this problem.

CRC has found that the design and administration of coastal management programs must be rooted in simplifying conceptual frameworks that are readily understandable by the multiple stakeholders in a coastal ecosystem stewardship initiative. Much effort was devoted initially to defining the sequence of “essential actions” that define the processes by which an initiative is organized. This is best captured by the five-step management cycle—directed at issue identification and analysis, then planning, and then the negotiation of the necessary authority and funding to implement a plan of action. Program implementation and evaluation of the process and its impacts round out the cycle as a “generation” of management. Ghana’s own experience in trying to establish ICM and community-based fisheries illustrates, however, that often it is only fragments of unconnected cycles that are completed. Investments in issue analysis and planning rarely lead to the sustained implementation of a plan or program of action. Too often, subsequent initiatives do not build strategically on a careful assessment of what could be learned from earlier attempts to address the same or similar issues

Analysis of experience in integrated forms of management (vs. sector specific management) has also shown that even a well designed and executed management process does not always lead to the desired outcomes. This has led CRC and its partners to develop the Orders of Outcomes framework. This disaggregates the ultimate goal of sustainable forms of development into a sequence of more tangible outcomes. The 1st Order Outcomes define the four enabling conditions for the sustained practice of the ecosystem approach. Experience suggests that the transition to the full scale implementation of an ICM program can be anticipated only when all four of the following conditions are present:

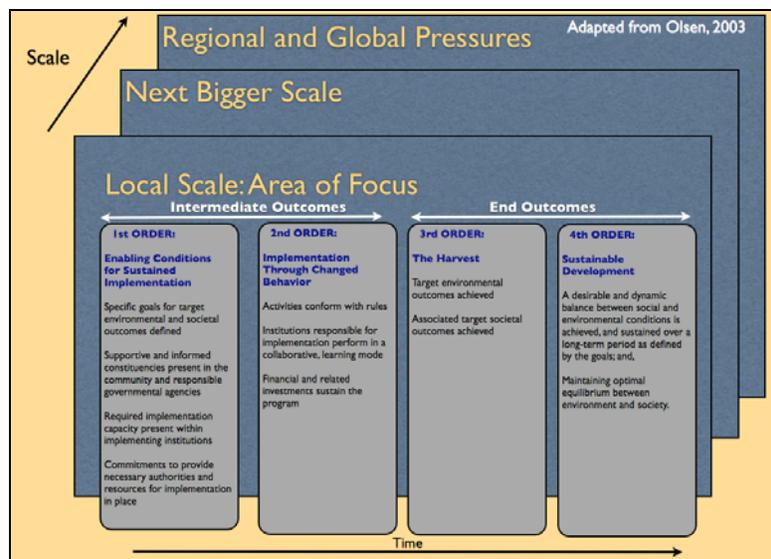
- A core group of well informed and supportive constituencies supports the program,
- Sufficient capacity is present within the institutions responsible for the program to implement its policies and plan of action,

- Governmental commitment to the policies of a program has been expressed by the delegation of the necessary authorities and the allocation of the financial resources required for long-term program implementation, and,
- Unambiguous goals define both the societal and the environmental conditions against which the efforts of the program can be measured.

These accomplishments result from the successful completion of the first three steps of the management cycle. The outcomes that signal the implementation of new or reformed practices of resource use and conservation are defined in the 2nd Order. These are changes in the behavior of governmental institutions; changes in the behavior of the relevant groups exploiting or otherwise affecting ecosystem conditions; and changes in the behavior of those making financial investments in the system. A critical feature of 2nd Order change is success in generating the funds required to sustain the program over the long term. The 3rd Order marks the achievement of the specific societal and environmental quality goals that prompted the entire effort. In ecosystems that are much altered by human activities, the achievement of a sequence of 3rd Order goals marks the path to sustainable forms of development that are defined as the 4th Order.

In a three to six year life-of-Program timeframe it is often feasible to produce evidence of all three orders at the local scale. In that same period, at the national level it is difficult to demonstrate anything more than 2nd Order Outcomes (at least any that could be reasonably attributed to a Program initiative) and at the regional level, the most that can be achieved is usually limited to 1st Order Outcomes. The Orders of Outcomes framework will be applied to the ICFG Program as the organizing framework for its key and intermediate results and the Program monitoring system.

The Orders of Outcome Results Framework



The accelerating decline and loss of quality of coastal ecosystems and fisheries worldwide—despite a multiplicity of investments—suggests that the challenges are those of governance rather

than management. Governance is defined as the product of the values, policies, laws and institutions by which a set of issues is addressed. Governance calls for a re-examination of the formal and informal arrangements, and the institutions that structure and influence resource exploitation. There are three principle sources of governance: the marketplace, government, and the institutions and arrangements of civil society. The manner and the mechanisms by which these interact with one another are complex and dynamic. The ICFG Program will work to orchestrate the contributions of the three sources of governance to the coastal and fisheries issues in Ghana. As noted earlier, capacity building is a key element of the CRC approach to development work. The ICFG Program will therefore tap into CRC and its partners' efforts to codify good practices in the ecosystem approach in coastal and marine settings.

Long Term Goals and Key Result Areas of the ICFG Program

As noted earlier in the Introduction section of this workplan, the goal of the ICFG Program is to support the government of Ghana in achieving its fisheries development objectives of poverty reduction, food security, sustainable management and conservation by contributing to the following vision:

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

The ICFG Program will work over an initial four year period to set the stage for achieving this vision by focusing upon the assembly of the 1st Order enabling conditions and generating an initial set of tangible 2nd Order good implementation practices. The Program will operate principally in the Western Region, but will be designed from the outset to establish strong linkages to governmental coordinating bodies and policy makers at the national level and to the region-wide Guinea Current Large Marine Ecosystem (GCLME).

The **key results**, and the associated intermediate results, to which this initial four-year ICFG Program will contribute are organized by the Orders of Outcomes framework.

First Order Results:

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

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

Second Order Results:

Result 2: Changes in behavior at the local and national level are generating social and economic benefits to resource users.

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

3rd Order Results:

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

Principles and Good Practices for Achieving More Sustainable Coasts and Fisheries

The following principles and good practices will be applied in implementation of the ICFG Program.

Apply an ecosystems-based approach. Recognize the linkages between coastal uses and livelihoods, biodiversity conservation, and fisheries. The central idea is to recognize that management and governance must focus on human behavior and to understand that loss of environmental goods and services reduces the long-term prospects for human quality of life.

Promote adaptive management. The ICFG Program will be structured to allow for monitoring progress and analyzing results. This process provides management with timely information on needed Program adaptations. Also, by disseminating lessons learned broadly it is possible to help other programs replicate successes and avoid repeating failures.

Strengthen in-country capacity at both the human and institutional levels (NGOs and government agencies). For government, this means helping to redefine their role in sector reform and management—moving from a “command and control” to an “enabling” role.

Commit to sector reform as a long-term process. It is essential to focus on instituting reform measures today that improve the enabling environment for concrete results in the medium to long-term. This requires building in-country capacity at all levels. Equally important, it requires identifying continued financing for the agencies responsible for policy, planning, and enforcement of the reform measures; and funding to continue activities that reflect such reform. Only by taking such a long-term view is it possible to sustain the progress achieved during the ICFG and similar Programs.

Promote the evolution of fisheries management from open access to managed access. The Program will promote movement from open access to managed access. This means eventually limiting additional entry into the fishery, and over the long run, the likelihood of reducing fleet capacity in the commercial and artisanal fisheries or implementing other management measures that reduce overall effort. Managed access may also include a "rights-based system" whereby individuals or groups are allowed to a certain share of benefits/catch. The Program will promote practices that provide fishers with an incentive to behave in a way that helps ensure long term sustainability and greater stewardship of the fisheries resource, rather than engage in a race to catch the last fish.

Incorporate climate change adaptation strategies. Climate change impacts present other challenges—to the ecosystem, coastal communities and fisheries infrastructure. Maintaining the resilience of coastal ecosystems is important to both people and to sustaining the goods and services that ecosystems produce.

Promote broad participation, social responsibility and equity. The ICFG will promote stakeholder participation in management planning, decision-making, and implementation through co-management approaches. This includes considering gender equity in terms of: 1) how decisions are made about marine resources use, and 2) who benefits economically from exploitation of those resources.

2. Accomplishments to Date

Administrative start-up. During the first ten weeks of the Program, various administrative start-up tasks were completed. This included the formal contracting of the three principle sub-contractors—i.e., SustainaMatrix, the World Fish Center, and the NGO Friends of the Nation (FoN). Personnel contracts were also signed with the Chief of Party (COP), Deputy Chief of Party (DCOP), and the National Policy Coordinator. Several additional staff positions are needed and a rigorous recruitment process is underway to hire to these. The Program has:

- drafted a manual for “Standard Operating Procedures” for administrative and financial operations
- opened a bank account, with funds now available in-country
- trained CRC personnel and FoN staff on URI’s administrative and financial procedures
- identified and signed lease agreements for office locations in Accra and Sekondi and for COP lodging
- initiated procurement of Program equipment

Program progress to date. To date, activities have focused on consultations at various levels—within communities (fishermen, chief fishermen, fish mongers and smokers); during two district level planning workshops, a national planning workshop, and through targeted working sessions with local and regional governments and institutions and traditional authorities. There were multiple purposes for the workshops and visits. One was to communicate to stakeholders the objectives of the Program. Another was to assess stakeholder understanding of the issues posed by fisheries and coastal zone management, and to seek stakeholder input that has now shaped this work plan. As a result of these communications/consultations, CRC and other Program partners have a better understanding of the issues, challenges, conflicts. There is also a greater understanding of issues that require further participatory analysis before the Program begins actions to address agreed upon priorities and enabling conditions for improved fisheries and coastal zone management.

Communications of the ICFG Program. In the Western Region, the Program’s senior management team paid official visits to Regional authorities and District Assemblies, and also to the principle fishing communities. Several meetings were also held with traditional authorities. This included a half day workshop with the Chiefs from several of the six coastal districts. In Accra, there were official visits with officials from the Ministry of Food and Agriculture including the Deputy Minister for Fisheries, the Chairman of the Fisheries Commission, the Director of the Fisheries Directorate, and various heads of departments within this Directorate. In addition were meetings with representatives of the World Bank, Food and Agriculture Organization (FAO) and the Global Environment Facility (GEF)-funded Guinea Current Large Marine Ecosystem Program. The Program was officially launched on November 16th in Takoradi. It was well attended and included keynote remarks by the USAID/Ghana Mission Director. National press attended the launch and shared news of the event and the ICFG Program through newspapers, national television and local radio stations.

3. Phase One Activities

3.1 *Baseline of Coastal Ecosystem Conditions and Governance in the Western Region*

Background

The issues that must be addressed in moving towards more sustainable coasts and fisheries are complex. Conditions are changing rapidly. This makes it necessary to assess current conditions and how the governance system is responding to key issues at the start of the ICFG Program. This will provide the baseline against which future changes can be objectively assessed. A summary State of the Coast document will provide an overview of the condition of coastal ecosystems in the Western Region. It will also examine how key issues are being addressed by the current governance system through laws, policies, and procedures enacted by government, and the rules of the traditional governance system. It will assess the degree to which there are constituencies for alternative courses of action. Assessing the capacities of key institutions to catalyze the necessary actions will be an important focus. The ICFG team will use the handbook *Assessing Governance Responses to Ecosystem Change* ([Olsen et al. 2009](#)) to structure this process. The approach includes a combination of technical assessments combined with key stakeholder processes that are described in detail in this section. The resulting analysis of the strengths and weaknesses of the existing governance system will have important implications for what this Program attempts to do and how it does it.

For the purposes of this baseline the coastal zone is initially defined as the inland boundary of the coastal districts of the Western Region seaward to the limit of the EEZ. However, in terms of analyzing the fisheries, the initial focus will be on the artisanal fisheries.

Objectives

- Document a reference point against which to gauge future change in the condition of coastal ecosystems and the governance system
- Reconstruct long term trends for key variables
- Analyze the authority, influence, objectives and strategies of the principle governance mechanisms
- Identify priorities for capacity building

Overview of the Participatory Baseline Process

The baseline will be prepared in a participatory manner that offers a sequence of opportunities for stakeholders to contribute to the information gathering and analysis process. The baseline will also serve to identify both what has occurred (the facts of the matter) and how the people of the place (individuals, groups, institutions) perceive and have responded to social and environmental change. The emphasis on perceptions is crucial because values influence perceptions and behavior as much—sometimes more—than objective facts. The baseline will be

assembled in a manner that incorporates the views and experience and knowledge of a wide diversity of stakeholders through a range of methods including:

- Unstructured conversations with individuals and groups
- One-on-one interviews with pertinent authorities and stakeholder spokespersons
- One or more structured workshops with people selected for their knowledge and concern for a topic or place
- Commissioned reviews and synthesis of secondary information enriched by strategically targeted field work

This baseline will be led by the CRC team and SustainaMetrix, working closely with the WorldFish Center, Friends of the Nation and other in-country partners.

Outputs

- A series of technical reports generated by activities 3.1.1 - 3.1.8 as described below
- A summary *State of the Coast Report* prepared for wide distribution in the Western Region and to relevant parties in the nation and the wider LME region
- A prioritized statement of capacity building needs and plan of action for addressing them

3.1.1 Program Partners Training and Phase 1 Mid-Term Assessment

Background

The partners of the ICFG Program will need to develop the shared language, skills, knowledge and values required to function as an effective team. This includes introducing the in-country Program team and partners to the principles and practices that have been developed by the CRC.

Objectives

- Introduce and build the capacity of the CRC in-country team and its Phase I partners in integrated coastal and fisheries management concepts and tools
- Foster buy-in to the key concepts, objectives and implementation strategies of the ICFG Program

Activities

The first training session will be conducted in late January 2010 and will focus upon the concepts and tools set forth in the handbook *The Analysis of Governance Responses to Ecosystem Change*. The focus will be on techniques for assembling a baseline through a highly participatory process that: 1) integrates available secondary information on the condition of the coastal zone and fisheries with traditional knowledge, and 2) identifies differences in government, civil society, and market sector stakeholder perceptions of the key issues and their causes.

The second in-country training will focus on digesting initial experience in participatory methods and in organizing and analyzing the initial information and ideas generated by the many

activities undertaken in the first months of Phase 1. It will include modules on such topics as responses to climate change and techniques for value chain analysis.

The third in-country training will focus on the integration of the results of the Phase 1 activities and how such results should be socialized at the community, district and national levels. This synthesis will focus upon the “major messages” to be conveyed by the State of the Coast report. It will include training modules that are designed to cover specific topics/issues that address some of the capacity building needs of the in-country team.

Timeline of Tasks

Task	Q2	Q3	Q4
Recruitment of Program personnel	Jan		
Training of all Program personnel	Jan-Feb		
Mid-term assessment and additional training		April	
Assessments training and Program development			Aug

Outputs

- An in-county team with demonstrated competencies in the fundamental concepts and tools of participatory coastal and fisheries management
- A training manual for Program personnel and partners that includes common definitions for subjects and issues, shared methods, tools and frameworks for understanding complex governance systems across the region and sharing lessons learned from across the globe
- A mid-term assessment report that orients development of the State of the Coast Report

3.1.2 Document and Analyze Responses to the Condition of Coastal Ecosystems

Background

An initial step in the preparation of the baseline will be to develop a timeline of events and expressions of environmental and societal change in the Western Region since 1950. This date was selected to ensure the inclusion of data on the conditions that were in place at the time of Ghana gaining independence from Britain. A shorter term analysis would not reveal the larger patterns of change that are shaping current conditions and would be less likely to reveal the traditions, strengths and weaknesses of the current governance system. This long-term perspective will also shed light on how power and influence is allocated and how the relationships between institutions are evolving. The process and structure for developing the timeline are described in section 2.3 of the Handbook. The timeline will provide a reference point for all elements of the governance baseline.

Objectives

- Document changes in the condition of the fisheries and coast of the Western Region in the form of a timeline extending from the 1950s to the present
- Generate graphs and explanatory text that trace the perceptions and available data on key human and environmental variables over the period covered by the timeline

Activities

A timeline will be assembled that identifies significant events that trace the trajectory of change in the condition of the fisheries and coast of the Western Region. Entries in the timeline will be segregated into three columns labeled: Pressures, State, Response (see worksheet 2.3 in the Handbook). These are defined as follows:

- **Pressure Entries:** describe internal or external events or forces that are believed to have contributed to changes in the State of the system (a major natural event, a change in the market price for a commodity, political change, greater access to the area and its resources through construction of roads and ports).
- **State Entries:** describe the magnitude, condition or change in natural, social and environmental variables (population size, annual fish catch, disease outbreak, estimated area of seagrass beds, changes in income, infant mortality).
- **Response Entries:** include actions by the governance system that are related to a pressure or a change in the State of the system (a new law or regulation, creation or change in the structure or behavior of an institution, provision or removal of subsidies, new or intensified forms of resource exploitation).

The ecosystem approach to governance requires a long term perspective on past and future change. This activity will also produce graphs (1950 to present) that provide a visual depiction of long term trends in important variables in the coastal zone of the Western Region. Since in many places the data needed to draw a graph does not exist or is present for only a few years, this section also calls for a brief description of the “projected” trendline. Such estimates will be drawn from a wide ranging process of consultation at the community level with governmental officials, university researchers and other stakeholders. Notes on the quality of data, and differences in perceptions of the shape of the trend line—as revealed by the consultative process—will be important. This activity is described in Sections 2.4 and 2.5 of the Handbook.

Accompanying each graphic will a brief description of the trajectory of change and comments on the likely causes and consequences of the trend and the quality of the available data (see Handbook worksheet #2.4). The graphics will differentiate between periods where the data used is from a reliable source vs. those where the data used was from “anecdotal” sources or a “best guess”. For example, the reliable source data might be indicated by a solid line, while that from anecdotal sources might show a dotted line. This element of the baseline will include at least one graphic and brief text for each of the following seven categories:

1. Trends in human population (total, urban and rural) in the system—where seasonal migrants are important (e.g., tourists) this may deserve a trend line too
2. Trends in quality of life (literacy, life expectancy, poverty rate, income)
3. Trends in condition of principle natural resources (abundance or annual harvests from fisheries, agriculture, mining, forest products)
4. Trends in the aerial extent and condition of important coastal habitats (such as beaches, wetlands, seagrass beds, oyster beds, coral reefs)
5. Trends in land use (woodland, cropland, pasture, desert, urbanized)

6. Trends in livelihoods (numbers of people engaged in agriculture, fisheries, industry, services)
7. Trends in water quality (size of area classified as polluted, incidence of toxic blooms, loadings or concentrations of pollutants)

The graphics will display each trend over the same time period and provide an initial basis for correlating patterns of change across variables. This visual display will highlight data gaps and as noted previously will distinguish between variables for which there is reliable data and those that are a “best guess”.

Task	Q2	Q3	Q4
Completion of Study	Feb-Mar	April-May	

Outputs

- A detailed timeline extending back to the 1950s that identifies significant changes in the state of coastal ecosystems in the Western Region, the pressures that have contributed to such changes and responses by the governance system
- Sets of graphs with explanatory text that estimate long term trends in important human and environmental variables
- A set of conceptual diagrams that convey the essential attributes of the ecosystem

3.1.3 Prepare Reviews of Governance Responses to Key Issues

Background

The previous steps in the assembly of a baseline set the stage for an analysis of governance. This section calls for the preparation of case studies that probe the nature and dynamics of governance in the Western Region. Case studies help to understand responses—or absence of responses—to changes in the condition of the socio-environmental system as revealed by past and current behavior of the governance system. This element of a governance baseline draws upon the Response column of the timeline and is described in Sections 3.1 through 3.4 of the Handbook.

A good case study permits a well informed analysis of how planning and decision making on issues raised by ecosystem change have evolved. It is revealing to examine cases where, despite widespread concern over an issue or issues in the area of focus, the governance system was unable to achieve consensus and commitment to any actions. The purpose is not to pass judgment on past and current efforts to address issues of concern, but rather to document how the processes of governance have played out in specific instances. Some case studies that examine how well or poorly the issue analysis and planning have been linked to the subsequent implementation of a course of action. The case studies will not only examine the responses by government (laws, policies, officially sanctioned projects and programs), but will explore how business and NGOs have responded to a problem or opportunity. Case studies will be selected from the Western Region and at the national scale.

Objective

- Commission two sets of case studies that document and analyze responses of the governance system to issues posed by shifts in the condition of the coast and its fisheries

Activities

Case studies will be assembled that document and analyze both the processes of governance (by the management cycle) and the outcomes (by the Orders of Outcome framework). For many initiatives, it is expected there will be only fragments of unconnected cycles. The analysis will look for evidence of learning and adaptation between various attempts to address the same problem or geographic area. A second focal point is the degree to which an initiative has made the transition from planning and policy formulation to implementation and if it includes evaluation. The case studies will be commissioned in two rounds. The first round will commence in February 2010 and will address such issues as:

- The trawler fleets and efforts to regulate their activities at the national and LME scales
- Control of dynamite fishing and light fishing by the artisanal fleets
- Efforts to strengthen community-based fisheries management and the roles of the traditional Chiefs in the Western Region
- Evolution and impacts of controls over shorefront development in the Western Region and nationally

The first round will be completed in the second quarter. Based on the results of the first set of cases and the insights being generated from other actions, a second set of case studies will be commissioned for completion in the third and fourth quarters of Phase 1.

Task	Q2	Q3	Q4
Identification of consultants	Jan		
Completion of case studies	Feb-Mar		
Publication of selected studies		May	

Outputs

- A set of case studies that reveal processes and outcomes of initiatives by government, the traditional governance system and civil society in response to coastal and fisheries issues
- The best case studies also may be distributed as stand-alone documents

3.1.4 Biodiversity Threats Assessment

Background

The Program will conduct a threats assessment—in part owing to the fact that some of the ICFG funds are biodiversity earmarked. The assessment will ensure the ICFG Program meets the criteria for the biodiversity earmark and will provide information that feeds into the overall baseline and State of the Coast report. The threats assessment report will also identify and orient more detailed research activities that will need to be conducted during the life-of-the-Program in order to design biodiversity conservation strategies and actions, including a thorough coastal

habitats study (activity 3.7 below). This activity will primarily be a desktop activity that summarizes existing information available on coastal and marine biodiversity at two scales—at the national scale and at a scale that focuses on the Western Region. In addition to a desktop review, the team will conduct interviews with selected key informant and consultations with local experts. The USAID Biodiversity Guide (http://pdf.usaid.gov/pdf_docs/PNADE258.pdf) will be a key reference document when designing this activity and report. The University of Ghana/Legon and the University of Cape Coast will be contracted to conduct the threats assessment and develop the report.

Objectives

- Identify areas of coastal and marine biological significance in Ghana and document assets
- Identify key threats to these biodiversity assets
- Identify and orient further priority research activities that are needed to design and implement biodiversity conservation strategies and actions
- Provide recommendations of how the ICFG Program can address these threats

Activities

Contract University consultants—a small team of not more than three to four researchers—to undertake this activity in the first quarter of the Phase 1 implementation plan. Working with the ICFG Program Director (Chief of Party), the team will develop an outline for the report that summarizes the following information at the national and Western Region scales. This will include but not be limited to the following:

- General characterization of the coastal (geographically within the coastal administrative districts) and marine (shoreline to the outer boundary of the EEZ) environment
- Description of key ecosystems and habitats and those of unique value
- Identification of endemic, rare, threatened species and their location
- Identification of lagoon and wetland issues, changes in marine fisheries ecosystems, trends in populations and nesting of sea turtles, identification of areas of marine mammals— particularly whale migration areas—impacted by invasive species
- Identification and map of existing reserves and protected areas within the area of scope and critical areas of concern (turtle nesting sites, whale-calving grounds, important lagoons and wetland areas, etc.)
- Description of the legal and institutional framework for wildlife conservation and park management
- Identification of direct threats (habitat conversion, overexploitation, pollution, climate change, etc) and indirect or root causes such as population growth, poor policies, and implementation of laws, market distortions or pressures, and cultural concerns
- Prioritization of threats according to several factors, including urgency of addressing the threat, probability of success in mitigating the threat, area affected by the threat, feasibility of addressing the threat (e.g., culturally, politically, economically)
- Identification of priority research activities (for experts and graduate students) that are needed for designing conservation interventions and development of the related Terms of Reference for those who will carry out these activities
- Recommendations for the ICFG Program

The draft report will be vetted through a workshop that assembles key conservation experts and other stakeholder representatives to validate the information assembled and develop consensus among stakeholders about the level of threats and priorities the Program should address. A post-workshop report will be prepared that takes into account workshop inputs.

Timeline of Tasks

Task	Q2	Q3	Q4
Identify and contract threats assessment team	Jan		
Team develops initial outline for the report	Feb		
Team develops draft report	Feb		
Conduct expert consultation meeting		April	
Produce final report		May	

Outputs

- Biodiversity threats assessment report that meets USAID requirements
- List of priority research activities and Terms of Reference for each activity

3.1.5 Participatory Characterization of Coastal Communities and Environments

Background

A field characterization of the coastal communities and shoreline environments in the Western Region will be conducted to provide local scale information for the Baseline of Coastal Ecosystem Conditions and Governance in the Western Region. While Ghana has available considerable secondary data on the fisheries sector and coastal ecosystems in general, there are many gaps in the ICFG Program team’s understanding of these systems at the community level—particularly in the Western Region. In addition, there exists in the coastal communities a rich base of traditional ecological knowledge and local beliefs and these need to be documented and tapped. Equally important is the need to ground more fully the information on key resource management issues and perceptions gleaned from stakeholder meetings conducted as part of the work planning process. This activity, therefore, will be a field-driven assessment that will provide a community scale baseline of information on the more than 75 coastal communities within the Western Region. This will also provide staff and key local partners with an opportunity to undertake a considerable amount of community consultation and socialization concerning the ICFG program. The activity is also expected to obtain stories from resource users that can be used in communications activities and as case experiences that illustrate the human dimensions and individual impacts of issues described in the State of the Coast report. This activity will be implemented by Program staff and the Friends of the Nation.

Objectives

- Establish a community scale baseline of information on coastal communities, shoreline characteristics and resource management issues
- Introduce the ICFG Program to all coastal villages in the Western Region

Activities

Preliminary baseline information collected on each community will be in the form of a participatory rapid assessment and will include but not be limited to: population and social groups, public infrastructure (roads and landing facilities), degree of dependence on fishing and other household occupations, perceptions of changes in resource abundance, evolution of community institutions, and resource management issues. While a major emphasis will be on the fishing sector as one of the primary livelihoods in these communities, the aim is also to obtain information on other coastal livelihoods, local indicators of well-being or quality of life, coastal management and community development issues, and a preliminary characterization of the physical shoreline and habitats. Such information will include but not be limited to:

- Fisheries—quantitative and descriptive data collection on the number and type of vessels and gear used and ownership; crew sizes and share systems; post harvest marketing and processing systems; the role of women and children in the distribution of labor; traditional or defacto management practices and beliefs; mapping of fishing areas; the role of the chief fishermen and fisherwomen in harvest and marketing systems; and systems for accessing capital and credit
- Water and sanitation issues: locations and sources of water supply; human waste disposal and presence of latrines; water seal toilets; and means of solid waste disposal and drainage
- Characterization of public health services: degree of access to family planning and HIV/AIDS prevention services, in particular
- Identification of shoreline typology (rocky, sandy, spit or barrier, urban/engineered) and assessment of historical erosion rates from interviews of elderly community residents, and types of major shorefront construction and development—private and public (e.g., housing hotels, roads, landing facilities)
- Identification of key biodiversity assets—turtle nesting beaches, humpback whale-feeding and nursing grounds, marine habitats of particular significance, etc.
- Identification of basic conditions of coastal lagoons and wetlands, ecological functions and services for local communities, and potential management issues such as pollution and filling
- Community institutions including chief fishermen, community-based fishery management committees (CB-FMCs), fishermen associations, pre mix committees and distribution points

The sources for much of this information will be from direct observation and key informant interviews and from locally available secondary data available at the community level. The team will also use participatory appraisals processes such as focus group events—especially to identify key issues and opportunities at each community site. Once all coastal communities within a district have been surveyed, workshops will be held at the district level. These will include District Assembly and other leaders who will receive a summary of the field findings and the key issues that have been identified.

This work will involve three small teams of three individuals each that will travel the coast by boat or car to visit each village. Depending on the size of the village, it will take one to three days to complete the participatory rapid assessment. Each district has on average 10 villages.

Thus, the community surveys and district workshop are expected to take approximately one month per district. Since there are six districts, each team will be charged with undertaking the assessment of two districts. It will require approximately two months to complete the field work and workshops. A summary report will be completed in the subsequent month.

Prior to fieldwork, teams will be trained and oriented to their assignments and to methods for conducting the assessment. All three teams will work together as one team to conduct initial assessments in two villages. This provides the opportunity to test methods and processes and to ensure that once the teams are working independently, they are collecting consistent information in a similar format. After this initial joint effort, each team will head to their respective districts and conduct their assigned fieldwork.

Timeline of Tasks

Task	Q2	Q3	Q4
Identification of field team and contracting	Jan		
Training and orientation of field team	Jan		
Initial assessments in two villages	Feb		
Continuing community assessments by district team—first district	Feb		
First district workshop		April	
Teams reassemble and debrief		April	
Teams conduct assessments in second district		April	
Second district workshop		April	
Report preparation and assembly of information for all six districts		May	
Preparation of map(s)		May	

Outputs

- Report summarizing community information by coastal district
- Summary information on the major features of the coastline and coastal settlements in the Western Region for inclusion in the State of the Coast report
- Map of each district with location of coastal settlements, fish landings sites, fishing grounds, critical habitats and areas of concern, and shoreline characteristics

3.1.6 Conduct a Fisheries Sector Review

Background

A sector review will be conducted drawing on secondary data, fieldwork and expert consultations at the national and regional level. The review will address the following topics:

- State of the fisheries resource
- Fisheries management
- Evolution of the industrial and semi-industrial trawler fleets
- Markets, marketing systems and fish-based livelihoods

- Stakeholder analysis
- Cultural traditions relating to marine fishing
- Institutional and policy context (focus, shifts and processes)
- Key challenges and issues
- Preliminary recommendations and identification of opportunities

The Review document will serve as a key building block in design of fisheries management initiatives in the ICFG Programs Phase 2 and in the baseline assessment. While it will focus on the Western Region, it will “nest: the analysis in the national and regional context where relevant.

Although initially building on information from secondary sources, qualitative field assessments in the Western Region will also be needed. Expert consultations will contribute to the development of key hypotheses, whilst feedback and review sessions will help fine-tune those results. Both *fora* will foster ownership and buy-in. The WorldFish Center will lead this activity with support from an expert from CRC on the semi-industrial and industrial fishing fleets.

Objectives

- Provide key baseline information to inform the identification and design of Phase 2 ICFG Program activities
- Build consensus and foster buy-in to those critical building blocks for the ICFG Program

Activities

Although all components of the review are important, the ICFG team regards three parts as particularly critical building blocks needed as early as possible in Program implementation. These sections are those on: 1) the state of the fisheries resource; 2) a review of fisheries management (a good understanding of #1 and #2 is a pre-requisite for development of a durable fisheries governance system); and 3) the marketing analysis (may help explain fishing effort, but will also inform livelihood interventions).

The fisheries resource review will use secondary data, corroborated by field observations and expert consultations, to understand what has happened to stocks since 1950. The analysis of these long term trends will identify turning points, as well as the key factors contributing to shifts in the structure of the fisheries and the condition of fish stocks. This will include review of how fisheries data are collected and an analysis of fishing efforts and fishing technology in each of the major fisheries over time.

The fisheries management review will analyze fisheries management: its objectives, ownership of processes, different systems used over time and their effectiveness—whilst drawing out key lessons from this review (and elsewhere, where relevant) regarding what has worked well and less well.

The marketing analysis will characterize key markets for Western Region fish products and provide outline descriptions of the value chains (stakeholders, services and inputs provided, key institutions). It will also provide an overview of fish-based livelihoods (nature, number and

characterization of groups involved). A more detailed value chain analysis will be conducted later in the Program.

The review will be led by WorldFish Center, with input from fisheries ecologists and social scientists, working in close collaboration with the Program partners and, where appropriate, drawing on selected input from national experts. Whilst much of this study can be undertaken early in Phase 1, both the fisheries resource assessment and the marketing review will require some fieldwork during the main fishing season (July – December). Hence, completion of the study cannot occur until Year 2 of the ICFG Program.

Timeline of Tasks

Task	Q2	Q3	Q4
Desk research	Jan		
Field work on fish resource and markets		April - June	July-Aug
Industrial fishing fleet assessment		July	
Finalize report			Aug-Sept

Outputs

- Graphics and sections to be included in the baseline and the State of the Coast report that provide a synthesis of long term trends and a summary analysis of how the governance system has responded to changes in the fisheries and the condition of the stocks
- A clearly presented, accessibly written, key reference document on the fisheries sector that will serve as a key element of the foundation for the ICFG Program

3.1.7 Assess Status of Critical Coastal Habitats

Background

The Western Region has an abundance and wide diversity of coastal habitats that include rocky shorelines, sand beaches, dunes, estuaries, lagoons, mangroves and inland wetlands. With rapidly evolving development along the coastline of the Western Region—catalyzed by oil exploration, urban development, and tourism—a thorough assessment of the coastal habitats is needed for both development and conservation planning purposes. A detailed survey of the coastal habitats will be conducted in order to assess their importance for biodiversity and, equally important, their economic and ecological importance relative to the ecosystem services and functions (ESS&F) provided. While there is some secondary data available on coastal habitats in the Western Region, much of it is out of date and only concerns biological information. In order to promote wise management of coastal habitats, and to avoid anarchic development and sprawl, especially in wetlands areas, more information is needed on the role they play in the fisheries sector and in providing ESS&F for human communities. This information will then need to be transformed into communications and educational programs that assist communities, local governments, and regional institutions in planning exercises.

This assessment will build upon the biodiversity threats assessment (Activity 3.4 above) but will include field based data collection on the ecological state of the coastal habitats and the ESS&F

they provide. It will also assess past and present forms of habitat management and future perspectives from local communities and government. Finally, this assessment will orient ICFG Program interventions for coastal habitats for Years 2, 3, and 4.

Objectives

- Identification, mapping, and biological assessments of all coastal habitats in the Western Region
- Description of the evolution of the individual coastal habitats to their present state
- Ecological and economic assessments of the ESS&F of the habitats
- Assessment of the future of individual coastal habitats given present tendencies and in light of probable climate change impacts
- Prioritization of critical habitats for conservation and restoration programs
- Planning of ICFG interventions and investments in coastal habitat management actions for the remainder of the Program

Activities

The general orientation and Terms of Reference for the coastal habitats study will be shaped by the results of the Biodiversity Threats Assessment. A more detailed study plan will be developed together with the Wildlife Division of the Forestry Commission, which is responsible for wetlands conservation. The study will then be put out for tender to a short list of institutions and NGOs that have substantial research experience on coastal habitats and wetlands. A team made up of CRC personnel, a World Fish Center representative, as well as representatives from the Fisheries Directorate and the Wildlife Division will evaluate the offers received.

It is expected that this assessment on each habitat will include:

- A mapping exercise that includes historical information on the habitat and ground-truthing of the current status
- Biodiversity assessment over time
- Water quality assessment of the wetlands
- Economic and ecological assessments of the ESS&F
- Threats assessment
- Development of criteria for prioritization of habitats for conservation and restoration
- An expert consultation meeting for prioritizing actions for coastal habitat conservation and management actions for the remainder of the Program

Timeline of Tasks

Task	Q2	Q3	Q4
Mapping and remote sensing exercise		April	
Field work		April-June	
Expert Consultation			July
Finalize report			July

Outputs

- Report with detailed information on the current status of coastal habitats including the evolution of the habitats, future scenarios, value of ESS&F, and threats
- Detailed spatial information and maps of the coastal habitats
- Planning for priority interventions and investments for coastal habitats for the remainder of the ICFG Pprogram

3.1.8 Assemble a State of the Coast Report

Background

All the above information will be analyzed and integrated into a State of the Coast report. The report will be a readable and attractive document that puts forth major findings from the participatory process that documented and analyzed coastal ecosystem change in the Western Region. The report will describe how the existing governance system has (or not), and is (or not), responding to the issues generated by such change. It will illustrate the application of a learning-based approach to ecosystem governance And will identify the existing strengths and weaknesses in the governance system. It will place a major emphasis on the need to build towards a nested governance system that decentralizes responsibility and authority while building linkages among planning and decision making at the community, district, regional and national scales. The intent is to move from a management approach that focuses only on target resources to one that takes a wider ecosystem view, integrating human well being with environmental conditions.

Objectives

- Assess the degree to which enabling conditions for more effective planning and decision making over fisheries and coasts are present in the Western Region
- Provide a well informed basis for the design of Phases 2 and 3 of the ICFG Program
- Identify priorities for capacity building within the Western Region
- Identify which behavior changes are more feasible and which will be more difficult to achieve when management plans and programs are implemented
- Provide a reference point against which to gauge future change in the condition and management of the coast and its fisheries
- Provide a basis for “tailoring” good practices to conditions in the Western Region

Activities

The State of Coast report will be assembled in parallel with a sequence of training sessions for the Program’s in-country team and partners (see section 3.1.1). It will be enriched by the processes of consultation and dialog catalyzed by activities undertaken in support of the baseline. This process will be led by SustainaMetrix. A preliminary outline of the report is as follows:

- Definition of the Western Region coastal zone and its contributions to the economy and well-being of the Western Region and the nation
- A brief introduction to the features of a learning-based approach to coastal governance

- An overview of long-term coastal societal and environmental trends in the Western Region, their causes and their implications
- The priority issues (problems and opportunities) to be addressed by an integrated program for the fisheries and coasts of the Western Region
- A critical analysis of the current frameworks for planning and decision making for fisheries and for coastal development/conservation
- Conceptual diagrams that convey the core attributes of the social-ecological system and compare and contrast current to more desired conditions
- The past and present governance capacity as informed by case studies that detail the processes and outcomes of the current governance system
- A prioritization of the field actions, capacity building strategies

The final section will look to the future and refine long term goals for the fisheries and coastal areas of the Western Region and near-term objectives and strategies of the ICFG Program. Stakeholder engagement at this stage is crucial. This final section will also identify capacity building needs and suggest strategies by which they may be filled. An appendix to the State of the Coast report will detail a baseline for the enabling conditions against which future progress and change in the management of coasts and fisheries will be assessed during the Program.

Timeline of Tasks

Task	Q2	Q3	Q4
Training workshops with data gathering group to assemble an outline and plan document preparation	Jan - March		
Fieldwork, workshops and further development of detailed layout and conceptual diagrams		April-June	
Preliminary drafts and identification of data gaps; and socialize the baseline and revise as necessary			July-Aug
Finalize report, finalize short report (publish and distribute in Q1 of Year2)			September

Outputs

- A State of the Coast report written (produced as a high end document in Q1 of Year2) for wide distribution that synthesizes and presents in an attractive and readable format the highlights and conclusions reached through the baselining process
- A one to two page summary version for distribution to policy makers that includes simple conceptual diagrams in which key features and major issues are displayed
- Summary versions of the report for public distribution

3.2 Early Actions

Background

While the ICFG Program completes a series of assessments building up to the State of the Coast report, Phase 1 will also include a sample of early actions targeted at coastal management and

fisheries issues identified through the stakeholder engagement processes. At the national level, the early actions of the ICFG Program will seek to improve networking and communications among the stakeholders involved in the fisheries sector. At the regional level, early actions will work to test the viability of strategies for diversifying and strengthening the livelihood options. This early action strategy is also designed to develop communications and to build goodwill with stakeholders and the commitment to responsive action by the Program. One of the identified early actions will include the initiation of a small grants program that will serve to support civil society associations in implementing activities that are coherent and complementary to the ICFG Program objectives and to assess the potential of these associations as future Program partners.

Objectives

- Communications and networking at the national and regional levels that contributes to synergy and evolving partnerships
- Identification of regional and local associations that have the potential for becoming program implementation partners
- Testing of several pilot activities
- Demonstration of the ICFG Program commitment to local communities

3.2.1 Early Actions at the National and Regional (LME) Scales

3.2.1.1 Targeted support for stakeholder input into revised Fisheries Regulations

At the national level, the ICFG Program will provide targeted support for stakeholder input into revised fisheries regulations being prepared by the Fisheries Commission for submission to the Ghanaian Parliament for approval. Many stakeholders have expressed concern that the consultation process was inadequate and the regulations may not be appropriate. The ICFG Program will organize a series of meetings with stakeholders at the national level in an attempt to keep ongoing the discussions and debate around the regulations until such time as all parties have provided input. Regulations on the trawler fleet and how these will be applied are unclear at this point..

3.2.1.2 Network meetings of Western Region Donors

The ICFG Program will also initiate quarterly network meetings of Accra-based representatives of NGOs and donor programs operating in the Western Region. The objective of this informal network will be to build synergy and share information and experiences on investments and actions in the Western Region. The ICFG Program will initially serve as the secretariat for this network as it evolves, but the goal over time is to rotate the secretariat function amongst the various NGOs and donors. Members of Parliament from the Western Region and other key resource people will also be invited to attend these meetings.

3.2.1.3 Fisheries Sector Meetings

During the national workshop held by the ICFG Program in November 2009, it was evident that many of the Accra-based actors involved in the fisheries sector at the national and international

levels did not know each other nor had much information on each others' programs. The ICFG Program will attempt to remedy this situation by organizing informal gatherings of Accra-based representatives on a semester basis.

The Fisheries Alliance, a national alliance of NGOs working in the fisheries sector, will be provided support as they seek to develop their advocacy capacities. This support will include assistance in: 1) formalization of the alliance and communication of their existence and objectives; 2) a training program on coastal zone management and climate change adaptations and; 3) support for communications initiatives.

Timeline of Tasks

Task	Q2	Q3	Q4
Meeting of fisheries sector actors and the NGO National Fisheries Alliance and Planning	February		
Training of Fisheries Alliance on coastal zone management and climate change adaptations		May	
Western Region network meeting	February	May	August
Additional Accra fisheries sector gathering	March	May, June	Aug, Sept

Outputs

- Strategy for the Fisheries Alliance
- Newsletters for the Fisheries Alliance and for the Western Region Network group
- Shared reports from the fisheries sector gatherings

3.2.2 Early Actions in the Western Region

3.2.2.1 Support for WERENGO

WERENGO is a loosely based alliance of Western Region NGOs. The Director of FoN presently serves as the Chairman for the alliance. The full potential for synergy amongst the NGOs in this alliance, and their capacities for partnering with the ICFG Program, has yet to be identified. The ICFG Program intends to support the development of the alliance with the goal of it becoming a strong and focal network and sounding board for planned investments in the region. It is also envisioned that WERENGO evolves into a civil society network with the capacity to engage the oil and gas industry to promote wise investments for mitigation measures, communications, mediation of conflicts with local stakeholders, and holding corporations to their social responsibility ethics. In addition to an assessment of capacity building needs, the Program will provide training on advocacy programs (in relation to the oil and gas industry), on fund- raising and proposal development, and on climate change communications and strategies for adaptation.

3.2.2.2 Small Grants

A small grants fund will be set up with an initial sum of \$100,000 and provide a maximum of 10 grants in Phase 1 with a maximum grant amount of \$12,000. A Grants Committee will be

established by the ICFG Program together with representatives of the Fisheries Directorate, FoN, Ghana’s Environmental Protection Agency (EPA), and the Wildlife Division. Grant evaluation criteria will include actions that are complementary to the Program objectives and that test the association’s capacities to implement programs. The ICFG Program will hire a Projects Coordinator to provide all grantees with training on grant management, with support on overall monitoring, and with technical assistance support. In this Phase 1 of small grants, all will have an implementation calendar not to exceed six months. It is envisioned that grants will involve, but not be restricted to, the following actions: educational and/or literacy programs; small scale aquaculture or gardening programs; piloting improved fish smoking technologies, water or sanitation projects; training or in-country study trips; conservation or restoration programs; entrepreneurship training for fisheries sector individuals; establishment of savings and credit schemes in coastal communities; and development of diversified livelihoods. It is important to note that there will be clear guidelines on those activities/costs which can not be funded by this small grants program. Examples include but are not limited to travel outside of Ghana and actions that increase pressures on existing natural resources.

3.2.2.3 Pilot Wetlands Conservation Initiative

Since 2008, FoN has been planning a program for the restoration and conservation of three wetland areas within the Takoradi-Sekondi metropolitan area. As a means of initiating both educational and conservation activities, a pilot program will be initiated to both communicate the ecological, esthetic, and economic value of wetlands and the development of management plans for the three urban wetlands. Activities will include: the placement of billboards that highlight the importance of wetlands; public awareness programs in the peripheral neighborhoods; the mapping of the wetlands including privately owned peripheral lands; and planning sessions with community authorities and urban planners. Management plans for these wetlands will be developed and implemented in Phase 2 of the ICFG Program.

Timeline of Tasks

Task	Q2	Q3	Q4
<i>3.2.2.1 Support for WERENGO</i>			
Conduct WERENGO meeting & plan capacity building	Jan		
Training for WERENGO	Mar	April-June	
<i>3.2.2.2 Small Grants</i>			
Set up of Small Grants Fund (SGF) Committee; announcement of the SGF and criteria for being awarded a small grant	March		
Evaluation and awarding of grants		April	
Training and support for grantees		May-June	July-Aug.
Evaluation of small grants program			Sept
<i>3.2.2.3 Wetlands Initiative</i>			
Establish wetlands communications boards	Mar		
Develop public awareness programs	Mar	June	
Map the urban wetlands		May	

Outputs

- An action plan for WERENGO and reports from three training sessions
- Evaluation report from the pilot small grants program and individual reports from training sessions
- Management planning initiated for three urban wetlands
- Targeted communications actions in wetland peripheral communities

3.3 Public-Private Partnerships

Background

The Western Region has a wide diversity of private sector stakeholders with whom the ICFG Program could catalyze public-private sector initiatives either with the Program itself, or with Program partners, and civil society groups. Initially, the Program has identified two private sector stakeholder groups that it will seek to engage and catalyze partnerships over time—1) the tourism operators and; 2) the oil and gas industry. Each of these groups has a vested interest in coastal zone management and governance and has an interest in the restoration and/or maintenance of the fisheries sector.

Objectives

- Identify and engage private companies from sectors relative to the Program objectives
- Identify and plan public-private sector partnerships and activities for subsequent years

3.3.1 Tourism

In the Western Region, there exists an association of coastal tourism operators that was catalyzed by the SNV (the Netherlands Development Organization). The SNV provides ongoing technical support only and thus many of the activities envisioned by the association have yet to be initiated. It is hoped that the tourism operators can be engaged in joint efforts for coastal zone management and conservation of critical habitats and species (activities that could include mangrove restoration, estuary and beach clean-up, sea turtle nesting site monitoring, ecotourism training for personnel, community projects). The ICFG program will participate in the association meetings and determine the kinds of public-private sector activities that could be supported in years 2 to 4. The Program also plans to provide these operators with training on “best practices” for coastal tourism development.

3.3.2 Oil and Gas

Given the present climate around the oil and gas issue in the Western Region, and the fact that the government and local governments are still uncertain on the roles they will play and benefits they should be entitled to (including traditional governance—the chiefs), this is an extremely sensitive topic. As such, the ICFG Program needs to take caution to ensure it is not pre-judged as having a “stand” on the industry and to ensure it maintains an image of a Program that focuses on fisheries and coastal zone governance. That being said, oil and gas development is also a subject that can not be avoided. The ICFG Program is positioned to play a role in facilitating

information exchange and providing training and educational programs to targeted individuals—assisting them in engaging the oil and gas industry to seek transparency and “win-win” scenarios. To this end, the ICFG Program will train members of WERENGO in strategies for engaging the oil and gas industry, in advocacy, and in how to serve as an honest broker relative to communication and conflict mediation with local communities. The Program also envisions sending three to four key decision makers from the region (from both the government and traditional governance structures) on a study trip to the Gulf Coast of the United States, and possibly one other country, to observe “best practices” and to learn about engaging the oil and gas sector. Finally, the Program will make contacts with the oil and gas companies present in the Western Region in order to: 1) share information about the Program; 2) express the Program team’s willingness to facilitate dialogue with regional stakeholders; and 3) to provide an orientation on how to best implement the required mitigation measures outlined in the Environmental and Social Impact Studies and as part of their planned corporate social responsibility investments.

Timeline of Tasks

Task	Q2	Q3	Q4
<i>3.3.1 Tourism</i>			
Workshop with tourism alliance and action plan	January		
Training program for tourism operators on “best practices” for coastal and beach tourism infrastructures		May	
Identification of fish processing and trading companies (implication in value chain study)	February		
<i>3.3.2 Oil and Gas</i>			
Presentations to oil and gas sector companies	February		
Study trip for key decision makers and other influential individuals	March		
Contact made at all levels (local, national, international) with oil and gas actors present in the Western Region	January		
Post-study tour training of WERENGO and other stakeholders (study tour participants)		April	

Outputs

- Reports from the two training sessions that include follow-up recommendations
- A strategic plan for engaging the private sector in the ICFG Program for Years 2 to 4

3.4 Initial Communications Program

Background

A well targeted information, education and communication (IEC) strategy shall be applied to facilitate the adoption of the desired knowledge, attitudes and practices required for the sustainable exploitation of fisheries resources. This is especially needed for fisheries actors that

lack adequate knowledge, will, and motivation on co-management of fisheries resources. The communications strategy shall also specifically target key stakeholders to win their collaboration and commitment for successful implementation of the ICFG program. Therefore, this strategy would facilitate information flow among fishery sector stakeholders as well as encourage wise use of the fisheries resources guided by ecosystem-based management.

The communication strategy will be developed towards the end of Phase 1 and draw heavily from the State of the Coast Report to identify key messages. Communications activities will use of local radio programs, communicative bill boards and posters, news papers, and communicative T-shirts. Activities will also inculcate media capacity building events to build the capacity of pressmen to promote dialogues for the desired behavioral changes required.

Specific Stakeholder Targets

The communications strategy would target:

- **Fishers** (artisanal fishers; industrial and semi-industrial fishers; fishing input marketers and importers; fisher mongers/processors; and coastal communities). The communication to this group would be geared towards encouraging wise use of resources as well as promoting participatory management of the fisheries resource.
- **Policy Makers, Fisheries Regulators, Coastal District Assemblies and Traditional Leaders** to promote pro-poor policy development and participatory governance of the sector. The communication would be geared towards re-orientating and building the capacity of these duty bearers to encourage them to respond favorably to demands for change. It would also encourage social accountability and promote responsible and efficient regulation of the sector—where these duty bearers would understand their role and be proactive and committed to discharging their duties for sustainable management of the sector. The communication would encourage co-management through effective community participation as well as promote dialogue among the various stakeholder institutions to strengthen the enforcement of the fisheries laws.
- **Civil Society Organizations (CSOs) and the Media;** the communication strategy for this group would seek to build their capacity to appreciate ICFG Program vision, goals, and objectives and its basis in an ecosystem-based approach for integrated coastal zone management. It would also encourage joint action and would promote desired behavioral changes on the part of both resource users and managers. In addition, it would build their capacity to access the Program's small grants to pilot local projects in support of the action.

Objectives

- Create awareness of the ICFG Program and educate stakeholders about the Program vision, goals, activities and strategies
- Contribute to behavioral change among fisheries actors
- Sensitize and create awareness on key issues such as the importance of wetlands, climate change and contributing factors to fish stock depletion

Activities

The communications and advocacy element of the ICFG Program will use innovative strategies that aim at advancing citizens' empowerment and community participation; that builds communal networks; and that provides district and regional platforms for national level advocacy in the fisheries sector. This would be achieved through;

Radio and Television programs

- Radio and TV talk shows shall be organized on local stations, especially on Tuesdays. The panel for the talk shows shall include local fishermen and other stakeholders to discuss sustainable management of the sector.
- Drama developed in local languages will be aired on various local radio stations and used to carry messages that promote behavioral change. Community discussion groups would be formed to promote discussions and dialogue around the topic of these dramas.
- Local language jingles will be developed to send simple messages for behavioral change to resource users and managers. The jingles will be changed periodically to vary the messages.

Communicative bill boards, posters, T-shirts and information brochures

- Design and implement a contest for a ICFG Program slogan
- Design and produce at messages for behavioral change to be posted on at least four billboards: at Kwame Nkrumah Circle, Takoradi; at Agona Nkwanta Circle, Axim Junction, and at Half Assini Junction. Messages will be changed periodically to vary the messages. Posters designed with diagrams and cartoons would also be produced and pasted in fishing communities to convey behavior change messages to community actors.
- T-shirts and informational brochures with the ICFG Program vision and goals will also be designed, printed and distributed to the various actors

Media Engagements

- Workshops will be conducted with the goal of building journalists' capacity to join in actions to promote sustainable fisheries management. By providing them with important information about fisheries issues and building their understanding of the importance of the sector and the ecosystem system-based management approach, the goal is to increase their interest and commitment to the issues and the role that the ICFG Program can play in helping address pressing fisheries issues.
- Newspaper publications and press conferences will be organized to target policy makers and regulators as well as fisheries actors, with the purpose of sharing information and sensitizing these individuals to the need for change. Newspapers would also share research findings along with the ICFG Program vision, goals and objectives. Collectively these steps are intended to promote stakeholder collaboration.

Timeline of Tasks

Task	Q2	Q3	Q4
Conduct contest for ICFG Program slogan	Feb		
Secure spot on radio programs		April-June	July-Aug
Design and produce communicative		May	

Task	Q2	Q3	Q4
billboards, posters, T-shirts, etc			
Conduct capacity building workshop for journalists			July
Secure coverage in newspapers		May	
Produce newsletter			Sept
Hold press conferences			Aug

Outputs

- An IEC strategy and action plan for the Program
- Media capacities developed to support the Program
- Documented community discussions on sustainable fisheries management
- 10 radio talk shows, 4 radio theatre productions, and 4 thematic radio documentaries
- A minimum of 4 press releases and one press conference

3.5 Institutional Capabilities and Capacity Building Needs

Background

Phase 1 will feature the preparation of a capacity building needs assessments that draws upon the baseline and all other Phase 1 activities. The competencies identified by CRC for the certification programs for MPA and coastal management professionals will provide the standards against which to assess capacity to practice ICM in the Program’s focus areas of Ghana.

Objectives (all components)

- Develop a clear gender strategy for the ICFG Program
- Specify the priority training needs to be addressed by the ICFG Program and the strategies for addressing them in Phase 2
- Identify the most feasible activities for diversifying livelihoods
- Identify a vision for the future roles and responsibilities for government institutions that are involved and regulate the fisheries sector
- Provide a work plan, with clear milestones for Phase 2 of the ICFG Program

3.5.1 Training on Effective Integrated Coastal and Fisheries Governance

CRC has identified the key competencies required of ICM practitioners and those involved in the management of MPAs. These will be the basis for assessing capacity building needs at both the individual and institutional levels. All Phase 1 activities will be focused on gathering information on the current capabilities to practice integrating methods for the management of coasts and fisheries. An initial capacity building needs assessment and strategies for addressing these in Phases 2 and 3 of the Program will be included in the State of the Coast Report. These findings will be the basis for:

- Selection of participants in the CRC Summer Institute in coastal management and the Institute in Fisheries Management that will be held in the final months of Phase 1
- Two candidates will also be selected for Masters Degree scholarships in the US for the 2010-2011 academic year and three Ghanaian Masters students to conduct their field research in the Western Region on the needs and opportunities for developing modules on coastal and fisheries topics in school and tertiary education programs.
- Recommendations for improving the curriculum at the Universities of Ghana (East Legon) and University of Cape Coast

3.5.2 Development of a Gender Strategy

The ICFG program includes women as a key target group. It is important that the gender strategy for the Program is developed in a participatory way that generates buy-in as early as possible, so that its findings may be incorporated into early Program planning. A WorldFish Center gender specialist will work with a national gender expert to develop a gender strategy for the ICFG Program, focusing on the following:

- Program recruitment and skill needs
- Training needs for ICFG Program team and field collaborators
- Data collection needs
- Gender mainstreaming identification of particularly important areas of focus for women (e.g., fish processing and marketing)
- Required follow-up including review, monitoring and self-evaluation

Subsequent inputs will depend on the outcome of the initial review and recommendations. The team is keen to undertake this review early in second quarter, so that its findings may be substantively taken up by and woven into other Program components.

3.5.3 Preliminary Identification of Potential Sectors for Livelihood Diversification

The Program's approach to livelihood diversification is likely to be two-pronged: 1) punctual interventions in selected sub-sectors to promote commercial development and employment generation; and 2) development of more generic skills to improve capacity and choices of individuals for livelihood diversification. The objective of this action is to identify a short-list of sub-sectors which have the potential for livelihood diversification. The WorldFish Center will lead this review in collaboration with national partners.

The purpose of this study would be to identify a short-list of sub-sectors (which might include, for example, the eco-tourism and coconut oil sub-sectors)—from amongst the array of current economic activities in the coastal zone—that merit a more detailed analysis of their potential (analogous to the aquaculture sub-sector review proposed above). This would include consideration of marketing, and the institutional and supply dimensions.

Part of this study will assess the feasibility of the potential for aquaculture activities in the Western Region. Here, as in other parts of Ghana, there is strong interest in aquaculture development due to robust and growing domestic markets, and due as well to an increasing gap between supply and demand that is leading to rising real prices. If there is potential for aquaculture in the coastal zone, this could create an important source of alternative livelihood. The objective of this action is to determine if aquaculture development in Western Region is feasible, and if it is feasible, to indicate which technological and institutional options are likely to have the best potential. The study will review key factors affecting aquaculture potential:

- the availability of land and private investment for aquaculture in the coastal zone
- the availability and cost of inputs (particularly fry and feeds, as well as know-how)
- the availability of markets, market services and pricing (example, could Western Region aquaculture products compete with other fish products in the Accra market, or are there other markets that can be reached directly from the Western Region?)
- the suitability of different producer structure options (medium-scale investor, contract farmer scheme, small-holders in producer organizations, etc), as well as different technologies

3.4.4 Capacity Building Strategy for Fisheries Department

One important hypothesis relative to the long-term success of the ICFG Program is the institutional engagement of the Fisheries Department and their capacity to support and monitor co-management of the fisheries and marine areas and to regulate the industrial and semi-industrial fishing fleets. Presently, the Regional Fisheries Department has limited resources to promote and assist the Program with actions aimed at community co-management of coastal resources. In addition, it is apparent that limited resources do not allow for monitoring of fish catch at the artisanal or industrial levels. If co-management of inshore areas and more regulated industrial fishing are Program objectives, then the status quo both in terms of means and present roles will not allow for this service to evolve. An expert from CRC will analyze the present capacities of the Fisheries Directorate with a focus on the Western Regional Fisheries Department. A participatory study will then be conducted with various stakeholders to propose a vision of the role this department should play in the upcoming decade. An action plan will then be developed that seeks engagement at the national level which supports creative capacity building at the regional level that allows for an evolution of the roles and interventions of the Department of Fisheries.

Timeline of Tasks

Task	Q2	Q3	Q4
Assess the capacity building needs at the community, district and national levels		April	
Develop a gender strategy			July
Identify “best bets” – preliminary identification of potential sectors for livelihood diversification and aquaculture feasibility		May, June	
Develop a capacity building strategy for the			July

Task	Q2	Q3	Q4
Fisheries Department			

Outputs

- An accessible, written, clear and validated practical document that addresses the full suite of capacity building needs and strategies for effective coastal and fisheries governance
- A clear analysis of the potential for private sector aquaculture development in the Western Region including (in the event of a positive outcome) suggestions on appropriate technological and institutional arrangements
- A review that provides a short-list of sub-sectors, with justification for these choices (including reasons for excluding others) and suggestions on next steps
- An action plan for capacity building for the fisheries service
- A work plan with clear targets for capacity building

3.6 Design of Phase 2 Program and Year 2 Workplan

During the months of August and September 2010, the ICFG Program team will design and develop the Phase 2 Program for Years 2 to 4 of the program. This will serve as the introductory chapters of the Year 2 work plan.

The Phase 2 program description will include the following:

- Anticipated future pressures on coastal ecosystems including projecting existing trends and impacts of climate change
- Refined four year Program objectives and strategies
- Medium and long term goals for the coast and fisheries of the Western Region and a description of the underlying hypotheses and enabling conditions essential for success
- The selection and justification of issues to be addressed and the priority activity components
- A refined qualitative and quantitative framework for assessing progress and adaptive management that serves the Program, local to national management and governance structures, and builds up into USAID and GEF monitoring indicators.

The Year Two workplan, from October 2010 to September 2011, will emanate from the Phase 2 Program description as well as build upon the experiences of the “Early Actions” completed during Year 1 of the Program.

Task	Q2	Q3	Q4
Completion of Phase 2 Program description and Year 2 workplan			Aug-Sept

4. Program Management

4.1 Strategic Partners and Clients

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

- **Friends of the Nation/FoN** is a local socio-environmental NGO that has on-going activities to address the crises in Ghana’s fisheries sector, especially in the Western Region. FoN has worked with fishery communities for over 12 years to achieve “Good Governance” by advocating for institutional reforms in the fisheries sector for more effective regulation and management. FoN applies an advocacy strategy that aims at citizens’ empowerment, community participation, building communal networks and providing district and regional platforms for national level advocacy in the fishery sector.
- **The WorldFish Center’s** West Africa regional team has extensive experience in West Africa and Ghana, especially on fisheries co-management, governance, market analysis and livelihoods, and will provide technical support services to the ICFG Program.
- **SustainaMatrix** is a “Guide Service” institution for communities and organizations that seek to create a desirable future. It builds the capacity needed for a more sustainable path of development. It does this by working with clients to help build/transfer the skills, knowledge and attitudes that are necessary to understand the complex terrain of adaptive ecosystem-based management and to chart a course that is rooted in a deep understanding of the place.

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

- Fisheries Directorate of the Ministry of Food and Agriculture
- National Fisheries Commission
- Ministry of Environment, Science and Technology
- Ministry of Lands and Natural Resources
- University of Ghana and University of Cape Coast

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

- **Community-Based Fisheries Management Committees (CBFMCs)** established to help decentralize fisheries management at the local level—with its membership including Chief fishermen, fisheries stakeholders and government representatives.

- **Other Civil Society Organizations** in the Western region and others with coastal and fisheries interests
- **Fishermen Associations** including the National Association of Canoe Fishermen and other user group associations

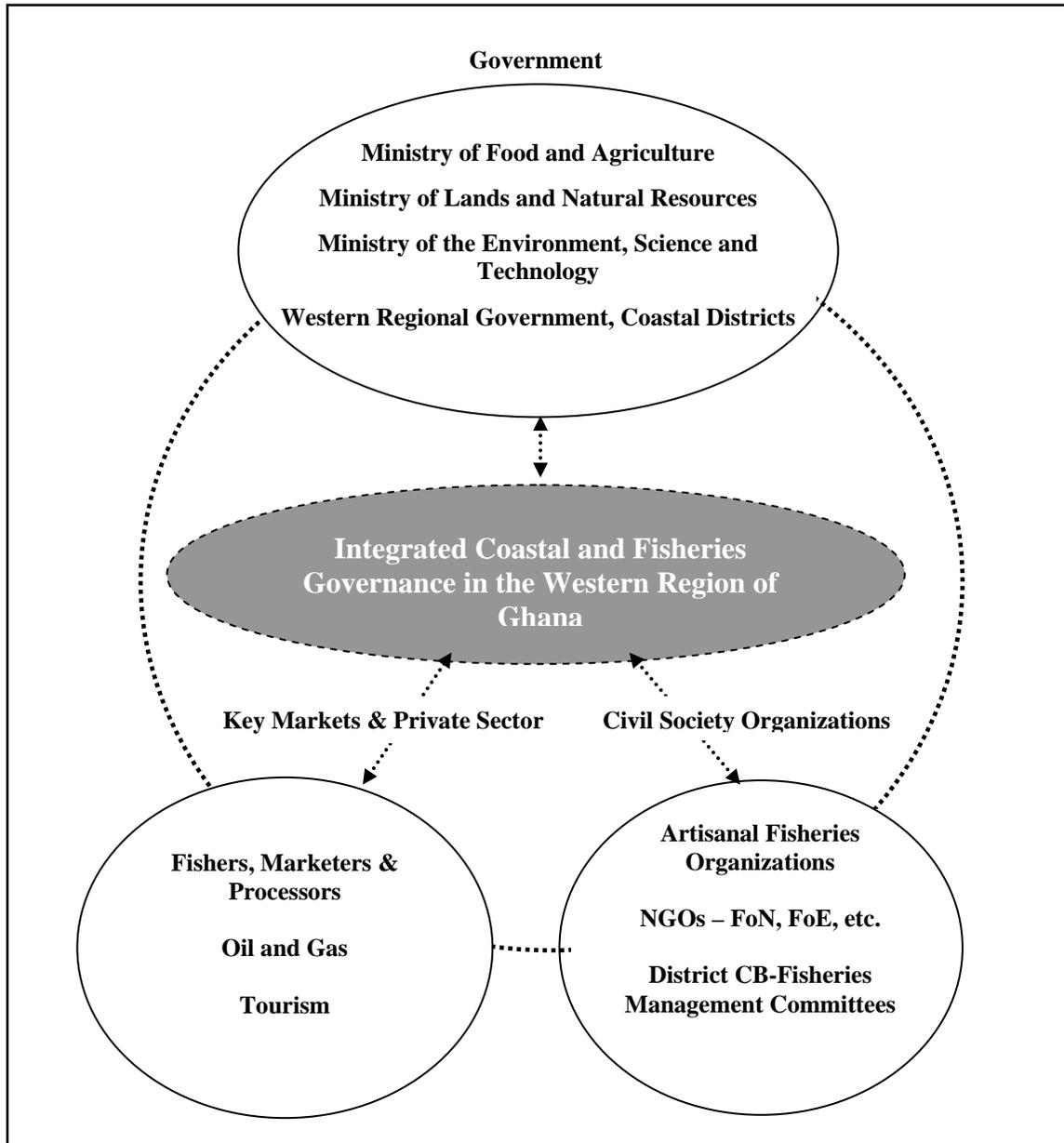


Figure 1: Key Local Program Partners and Clients

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

4.2 Operational Staffing and Lines of Authority

The Program is implemented by a core of capable in-country staff, under the leadership of a Program Director. The In-country Program Management Unit (PMU), or Office, a legal entity of URI, has highly decentralized authority for financial management including all local purchasing and contracting—with the exception of international and US-based sub-recipients and personnel. Programmatic authorities are also decentralized. The PMU, through its Director, is responsible for implementation of approved annual workplans and achievement of performance targets and serves as the main point of contact for USAID. He also is responsible for preparing annual workplans, progress reports, developing detailed terms of reference for local consultants and partners, and the supervision and management of local personnel. Figure 2 depicts the internal operational structure of the Program. The Program Coordinator, working under the direction of the Program Director, will be responsible for implementation of day-to-day field operations and overseeing field personnel.

CRC provides technical and administrative backstopping and oversight to the in-country team as needed. However, the day-to-day implementation of activities is led by the in-country Program Director and his management team. The Director has authority to delegate responsibilities to task managers for managing respective activity budgets and delivery of associated results. Task managers supervise junior technical staff and are responsible for overseeing implementation of activities and subcontracts within her/his areas of expertise. The goal of this model of staffing is to empower local staff in order to build local technical and managerial capacity that will continue to reside in and benefit Ghana long after the Program has ended.

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

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

The local administrative and fiscal support staff in-country work from the Western Region Program office. The local administrative team is backstopped by a CRC/URI administrative team which conducts periodic internal audits of the in-country office and local sub-recipients,

compliance with the TraiNet tracking system and USAID branding requirements, and ensures submission of relevant Program documents and materials to the USAID Development Experience Clearinghouse.

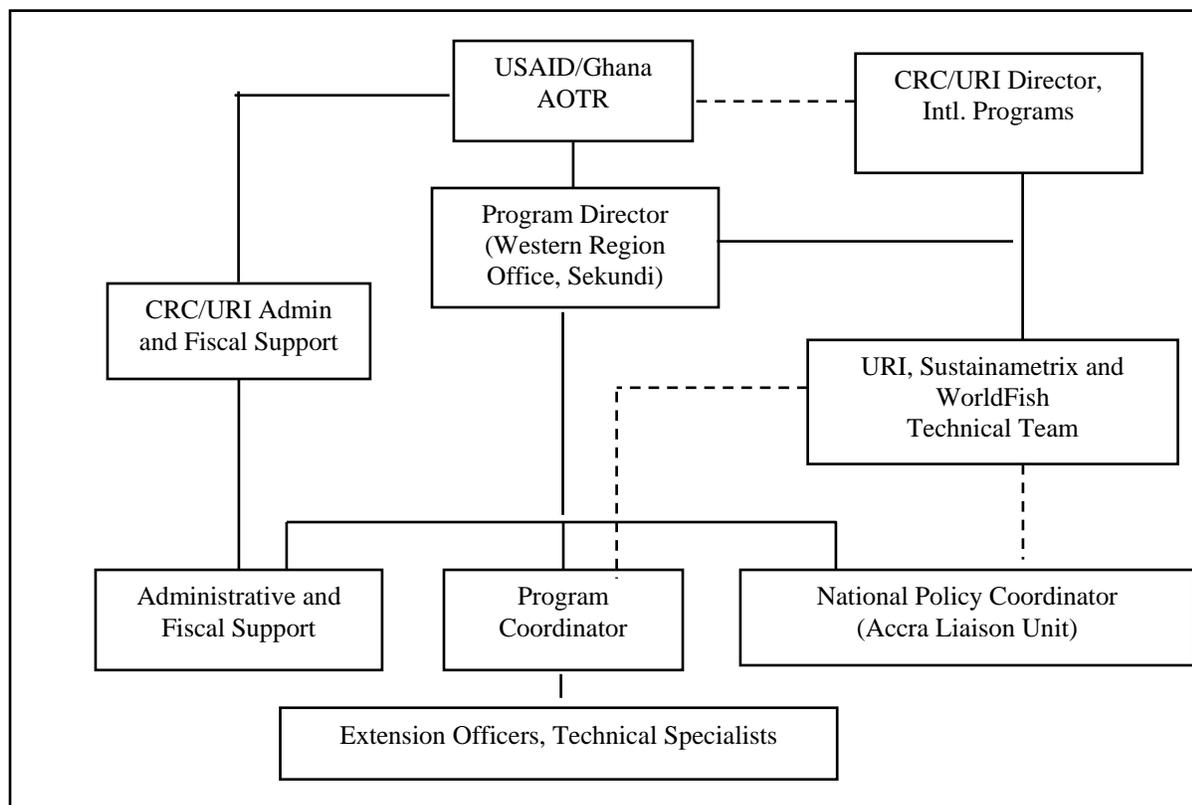


Figure 2. Operational Structure of the In-Country Program Management Unit

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

4.3 Coordination with other Donors and Initiatives

There are several related projects and programs ongoing in Ghana that are important to coordinate with over the life of the ICFG Program. This takes the form of periodic meetings with these other projects/programs. The purpose of these meetings is to share each project/program's activities to avoid duplication, and to identify areas where cross-project cooperation could result in synergies, programmatic efficiencies and added value. The ICFG Program also organizes annual learning symposiums where projects and programs can share experience and analyze strengths, weaknesses, gaps, and lessons learned.

4.4 Performance Management and Reporting

The goal of performance management and evaluation is to encourage adaptive management and learning within the Program and to report results to USAID/Ghana. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Program's Performance Management Plan (PMP) is presented in Appendix A. The PMP includes key results, refined performance targets disaggregated by year, specific monitoring parameters, and source(s) of data for each indicator. At this early stage of the Program, setting LoP and annual targets is difficult and reflects our first approximation of what the Program hopes to achieve. Time-bound targets will be refined at the end of Phase 1 through the work planning process and in consultation with local partners and beneficiaries. These targets will be reviewed annually and adjusted as necessary based on Program progress, experience and lessons learned.

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

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

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

- Preparation and submission of semi-annual progress reports to USAID/Ghana AOTR (Agreement Officer Technical Representative)
- Timely and regular input of data into the USAID TrainNet for all training activities
- Annual self-assessment of progress and annual workplan preparation and submission by CRC/WWF for approval by USAID
- Collection, analysis and reporting of data to USAID on Program indicators and targets for Program performance monitoring, submitted semi-annually as part of the standard semi-annual progress report
- Financial reports submitted to USAID AO (Agreement Officer) and AOTR from URI

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

Management and Administration Activity Implementation Schedule

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

BC-Brian Crawford (CRC), KK-Kim Kaine (CRC), CM-Cindy Moreau (CRC),
MF – Mark Fenn), BD – Brian Dusza (USAID)

Key Milestones and Staff Responsibilities for Major Activity Areas

Program Areas	Lead Partner	Date for completion	ICFG Supervisor	CRC Backstopping Tech Support
3.1 Baseline				
3.1.1 Training	SM	Feb	MF	BC, SO
3.1.2 Document & analyze response	SM	May	MF	SO
3.1.3 Governance Response	SM	May	KA	SO
3.1.4 Biodiversity Threats	UG	May	KA	BC
3.1.5 Coastal Communities	FON	May	KA	BC
3.1.6 Fisheries Sector	WF	Aug	MF	KC
3.1.7 Coastal Habitats	UG	July	MF	BC
3.1.8 State of Coast Report	SM	Sept	MF	SO
3.2 Early Actions				
3.2.1.1 Fisheries regulations	ICFG	Mar	HB	BC
3.2.1.2 Network meetings	ICFG	ongoing	HB	BC
3.1.3 Fish sector meetings	ICFG	ongoing	HB	BC
3.2.2.1 WERENGO support	FON	ongoing	KA	MF
3.2.2.2 Small Grants	ICFG	Sept	MF	BC
3.2.2.3 Pilot wetlands	FON	Sept	MF	BC
3.3 Public-Private Partnerships				
3.3.1 Tourism	ICFG	July	MF	DR
3.3.2 Oil and Gas	ICFG	April	MF	JT
3.4 Communications				
Communications development	FoN	August	MF	BC
3.5 Capacity Building				
3.5.1 Technical training	URI	Sept	MF	BC
3.5.2 Gender	WF	July	MF	BC
3.5.3 Diversified Livelihoods	WF	Sept	KA	KC
3.5.4 Fisheries Department	URI	July	KA	KC
3.6 Design Phase 2				
Phase 2 Design	ICFG	Sept	MF	BC, SO

SM-SustainaMatrix, FON-Friends of the Nation, WF –WorldFish Center, UG-University of Ghana, URI – University of Rhode Island, MF-Mark Fenn, KA-Kofi Agbogah, HB-Harry Barnes-Dabben, BC-Brian Crawford (CRC), SO-Stephen Olsen, DB-Donald Rubinof, KC-Kathy Castro, JT-Jim Tobey

4.5 International Travel Schedule

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

MONTH	CRC-URI	WorldFish Center	SustainaMetrix
Jan.	CRC (2) to Ghana for ICFG training and research orientations (Jan 25 – Feb 10)		SM (1) to Ghana for ICFG training and research orientations (Jan 25 – Feb 10)
Feb.	CRC (1) to Ghana for administrative support (Feb 01-10)		
March	-ICFG staff (1) to Washington DC (USAID SUCCESS Project Learning workshop on Sustainable Livelihoods) -GoG and Traditional chiefs (3 to 4) to USA on oil and gas study trip		
April	-CRC (2) to Ghana for mid-term assessments and 2 nd ICFG training (April 15-30) -URI (1) to Ghana for wetlands assessment	-WF (1) to Ghana for mid-term assessments and fisheries sector study (April 15-May 30)	WF (1) to Ghana for ICFG for mid-term assessments and 2 nd ICFG training (April 15-30)
May			
June	Ghana Participants in URI Coastal (3) and Fisheries Institutes (2)		
July	-URI (1) to Ghana for capacity building assessment at Universities in Ghana (July 15-30) -URI (1) to Ghana for trawler fleet study and Fisheries Department capacity building action plan (July 15-30)	WF (2 or 3) for gender study, livelihoods diversification assessment, and aquaculture feasibility study (July 1-30)	
August	-CRC (3) to Ghana for finalization of reports and Phase 2 development and Year 2 workplan and budget (Aug 15-30) -University of Ghana MS students (2) to URI for Masters Program	WF (1) to Ghana for finalization of reports and Phase 2 development and Year 2 workplan (Aug 15-30))	SM (1) to Ghana for finalization of reports and State of the Coast Report (Aug 25-Sept 10)
Sept.			

4.6 Environmental Monitoring and Compliance

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

4.7 Branding

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

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

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

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

5. Budget

The Year 1 summary budget (Start-up period of Sept 15 – December 31, 2009, and Phase 1 – Jan. 1 to Sept.2010) of USAID funds is shown below by: (1) major accounting (object class) line items, and (2) estimates of funds allocated by major activity category. URI and partner cost share is included.

BY ACTIVITY	USAID	Cost Share	Total
Baseline of Coastal Ecosystem Conditions and Governance in the Western Region of Ghana	654,451	114,391	768,842
Early Actions	482,024	75,680	557,704
Public Private Partnerships	81,230	210,580	291,810
Communication Program	106,329	59,944	166,273
Institutional Capacity Building	363,877	105,773	469,649
Program Management and Coordination	837,783	67,108	904,892
Total	2,525,694	633,475	3,159,170

BY OBJECT CLASS CATEGORY	USAID	Cost Share	Total
Personnel	144,994	140,841	285,834
Students	50,896	-	50,896
Fringe	68,147	57,745	125,892
Consultants (Includes Chief of Party, In country staff, local and international consultants)	445,715	-	445,715
Other Direct Costs	509,874	241,451	751,325
Travel	187,013	-	187,013
Subcontracts	610,127	141,808	751,934
Capital Equipment	102,767	-	102,767
Tuition	20,936	-	20,936
Total Direct Costs	2,140,469	581,843	2,722,312
Indirect	385,226	51,632	436,858
Total	2,525,695	633,475	3,159,170

Appendix A. Performance Management Plan

The goal of performance management and evaluation is to encourage adaptive management and learning within the Program and to report results to USAID/Ghana. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Program's Performance Management Plan (PMP) is presented in Appendix A. The PMP includes key results, refined performance targets disaggregated by year, specific monitoring parameters, and the source(s) of data for each indicator. At this early stage of the Program, setting LoP and annual targets can only reflect our first approximation of what the Program hopes to achieve. Time-bound targets will be refined at the end of Phase 1 in September 2010 after a detailed program planning process made in close consultation with local partners and beneficiaries. The targets will be reviewed annually and adjusted as necessary based on Program progress, experience and lessons learned.

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

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

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

- Preparation and submission of semi-annual progress reports to USAID/Ghana AOTR (Agreement Officer Technical Representative)
- Timely and regular input of data into the USAID TrainNet system for training activities
- Annual self-assessment of progress and annual workplan preparation and submission by CRC for approval by USAID
- Collection, analysis and reporting of data to USAID on Program indicators and targets for Program performance monitoring, submitted semi-annually as part of the standard semi-annual progress report

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

The Orders of Outcome Results Framework as described in the ICFG Program Description and shown below groups indicators for each key Results area. Initial Life-of-Program targets are shown in the subsequent tables. However, these can only be rough approximations until they are refined through the stakeholder driven analysis of the baseline conditions and current governance system during Phase 1.

ICFG Program Key Results and Associated Indicators

The ICFG program contributes to the USAID/Ghana's overarching goal of equitable economic growth and accelerated poverty reduction within a system of sound democratic governance, and supports the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable resources management and conservation through the ICFG Program's long term contribution to the following goal:

Ghana's coastal ecosystems are being developed and conserved in a sustainable and equitable manner: the goods and services produced by sound coastal governance and improved fisheries management are generating a diversity of long-term socio-economic benefits for coastal communities while sustaining biodiversity.

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

This goal and the integrated nature of the program means that the Program will contribute to key strategic objectives of USAID Ghana:

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

The ICFG Program will contribute to several USAID cross cutting themes on gender, decentralization, empowering Ghanaians, food security, and public-private partnerships.

A major element of the State of the Coast report to be completed by September, 2010 will be a detailed documentation of baseline conditions as these relate to the Orders of Outcomes framework. This baseline will be the basis for setting targets and selecting the indicators that will be tracked to measure process and assess learning on all aspects of the ICFG Program. The following is therefore an initial framework that will be refined and made specific once the Program has set realistic and well informed targets.

First Order Outcomes are articulated as follows and will be the major emphasis of the Program in the first four years.

Result 1: Enabling conditions for an integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled. (This result area defines targets on issues of local, national and regional governance, policy reform and communication, and private partnerships and alliances).

Once a sufficient threshold of enabling conditions are achieved, Progress on achieving the Second Order outcomes are possible as expressed in the following two result areas:

Result 2: Changes in implementation practices at the local and national level that are supporting enhanced social and economic benefits to resource users.

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

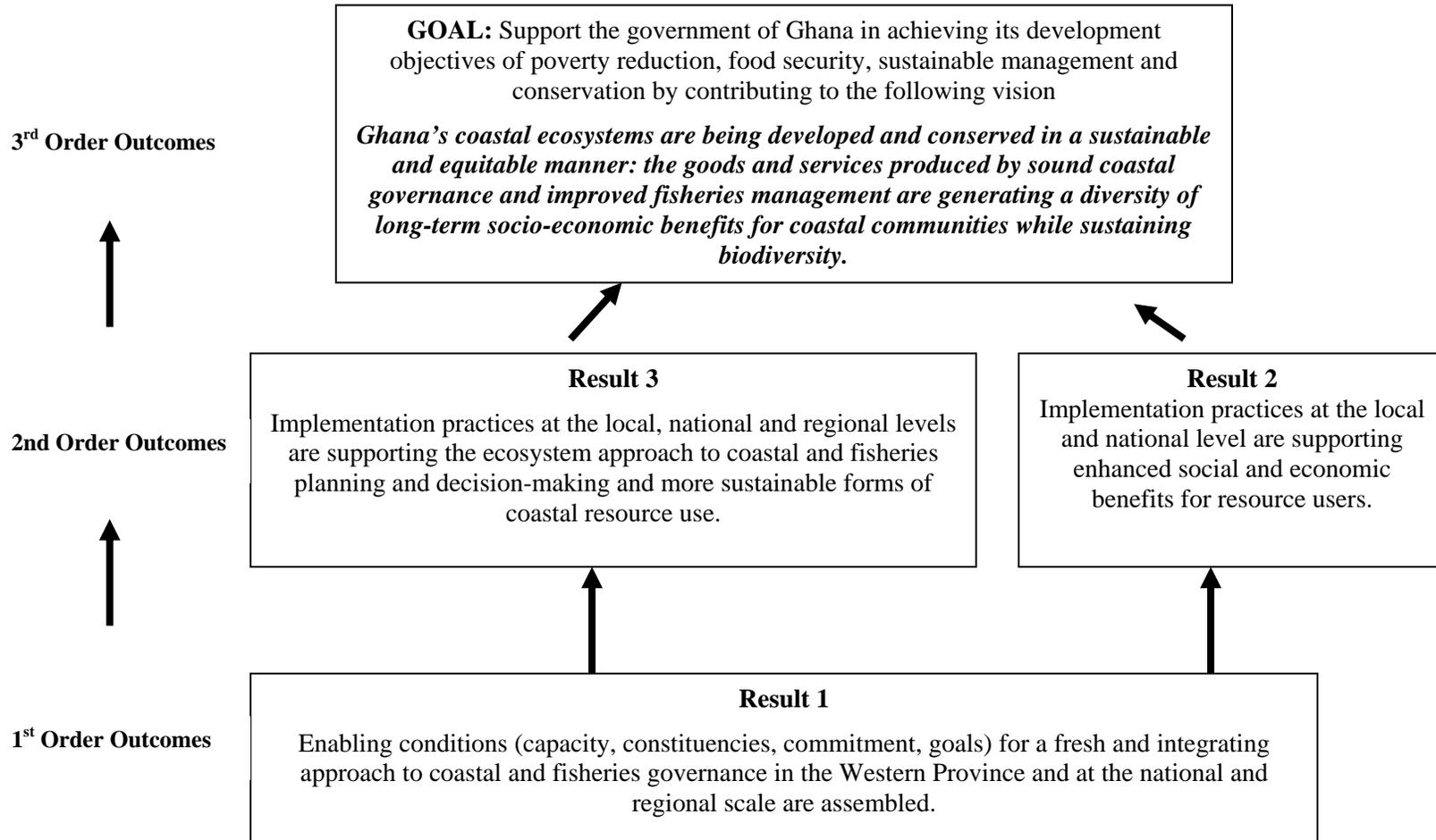
As these Second Order outcomes are achieved, then the Third Order Outcomes as expressed in the goal statement can be achieved. Together, the goal statement and the sequence of orders of outcome results described above, make up our results framework and development hypotheses. Initial indicators to judge progress towards achieving these results are listed in the table below by Orders of outcome and also showing their relationship to USAID strategic objectives and crosscutting themes.

Indicators for Each Program Result Area in Relation to USAID Strategic Objectives

Indicator	USAID SO/ Cross-Cutting Theme
1st Order enabling conditions (Result 1)	
Improvements assessed by a governance scorecard addressing goals, constituencies, commitment and capacity dimensions	SO1 Governance
Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by government w/ time bound quantitative environmental & socio-economic targets	SO1 Governance SO2 Economic Growth (biodiversity, food security)
Amount of private sector and/or government agency resources (\$\$) allocated for planning or implementation of ICM and fish management plans or strategies	SO2 Economic Growth (biodiversity, food security)
Number of CSOs and government agencies strengthened	SO1 Governance SO2 Economic Growth (biodiversity)
Number of formal partnerships developed w/ partners with initiatives in the region	Public-Private Partnerships
Number of stakeholders participating in resource management initiatives, workshops regional meetings/exchange visits	SO1 Governance SO2 Economic Growth (biodiversity), Gender
Number of public education & outreach events	SO1 Governance Gender
Number of government personnel, community leaders and private sector stakeholders trained	SO1 Governance Gender
Hectares(terrestrial and marine) in areas of biological significance under improved management such as: <ul style="list-style-type: none"> - Shoreline development management plan (~170km coastline X 1 km inland) - Western region fish mgt plan and/or area of District coastal and fisheries mgt. plans/ regulations adopted by district councils (~50km x 170 km) - Wetlands mgt by districts (~1000hct) - Area of MPAs and fisheries no-take reserves established (TBD) - Area of restored coastline habitat (e.g. mangroves, seagrass) (TBD) 	SO2 Economic Growth (biodiversity)
Evidence of ICM or fisheries management best practices being implemented as demonstrated by such indicators as the following. <ul style="list-style-type: none"> - Tourism businesses that adopt best practices for coastal development/siting - Plans adopted and impl. taken that demonstrate ecosystem-based approach - Fishing units w/ tech. innovations that reduce destructive fishing /overfishing 	SO2 Economic Growth (biodiversity)
Policies adopted and implemented at the local or national level that foster co-management, such as: <ul style="list-style-type: none"> - District level natural resources management plans ~ 6, - District by laws ~ 3 - Decentralized national coastal management policies ~ 1 - Reforms to national fisheries policies ~ 1 	SO2 Economic Growth (biodiversity)
2nd Order Changed Practices (Result 3)	
Number of enterprises or households benefiting economically from interventions: <ul style="list-style-type: none"> - households receiving assistance packages (assets, grants, training) - households with improved access to loan capital (benefiting from microfinance) 	SO2 (Economic Growth) Food Security, Gender
3rd Order (Long-term Goal)	
Hectares under effective management (targets set at end of year 1)	SO2 (Biodiversity)
Number/percent of beneficiary households with increased diversity of income sources security (will be measured but no targets)	SO2 (Economic Growth)
Average household dietary diversity score in targeted coastal communities (will be measured but no targets)	Food Security

Results Framework

Integrated Coastal and Fisheries Governance Program



Performance Indicator Reference Sheet on Definitions and Quality Control

<p>Result Area : GOAL: Support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable management and conservation by contributing to the following vision:</p> <p>Ghana's coastal ecosystems are being developed and conserved in a sustainable and equitable manner: the goods and services produced by sound coastal governance and improved fisheries management are generating a diversity of long-term socio-economic benefits for coastal communities while sustaining biodiversity</p>
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 1
Name of Indicator: Number of hectares in areas of biological significance under effective management - showing improved biophysical conditions for selected parameters
DESCRIPTION
Precise Definition(s): Area under improved management is where there is biophysical monitoring data showing stability, improvement, or slowing in the rate of decline in one or more selected parameters over time.
Unit of Measure: Number of hectares
Disaggregated by: Location
Justification & Management Utility: The purpose of this indicator is to document the geographic area where we see an improvement in biophysical condition as a result of project activities in natural resources management.
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: biophysical monitoring of various parameters depending on habitat
Method of data acquisition by CRC/URI field surveys
Data Source: project records, survey reports, MoFA reports, GIS maps
Frequency and timing of data acquisition: Every 2-3 years
Estimated Cost of Data Acquisition: \$1000 per management area
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): This is a good indicator to measure the real changes in the environment. However, it is a costly indicator since it requires biophysical monitoring and it does not always prove that the changes in environmental condition can be directly attributed to project activities.
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Targets set at end of Year 1
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

<p>Result Area : GOAL: Support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable management and conservation by contributing to the following vision:</p> <p>Ghana's coastal ecosystems are being developed and conserved in a sustainable and equitable manner: the goods and services produced by sound coastal governance and improved fisheries management are generating a diversity of long-term socio-economic benefits for coastal communities while sustaining biodiversity</p>
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 2
Name of Indicator: Average household diversity score
DESCRIPTION
<p>Precise Definition(s): A food access indicator measuring the number of different food groups consumed by a household over a 24-hour recall period. It is collected through a household questionnaire consisting of one single question, using 12 standard food groups, asked of the person responsible for food preparation in the household. The population-based survey is usually conducted during the hungry season, on all the households selected in a representative sample. The questionnaire and instructions for data collection, tabulation, and analysis can be found in the Indicator Guide at http://www.fantaproject.org/publications/hdds_mahfp.shtml</p>
Unit of Measure: Household
Disaggregated by: Gender
<p>Justification & Management Utility: This indicator is a proxy for household socioeconomic status used as a food access indicator and not a measure of dietary quality. Improved socio-economic status is expected to improve access to food.</p>
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: Household survey
Method of data acquisition by CRC/URI survey
Data Source: survey report
Frequency and timing of data acquisition: Quarterly.
Estimated Cost of Data Acquisition: \$5,000 per survey
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
<p>Known Data Limitations and Significance (if any): This is only one measure of food security within the coastal communities – food access but is relatively simple to measure. Not covered as a food security indicator is that a more effectively managed fishery sustains food supply that could be lost from poor management or gains in food quality or supply through value chain improvements where benefits may be provided to Ghanaians well beyond the targeted coastal communities</p>
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Measured but no targets
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

<p>Result Area : GOAL: Support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable management and conservation by contributing to the following vision:</p> <p>Ghana's coastal ecosystems are being developed and conserved in a sustainable and equitable manner: the goods and services produced by sound coastal governance and improved fisheries management are generating a diversity of long-term socio-economic benefits for coastal communities while sustaining biodiversity</p>
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 3
Name of Indicator: Average no. of household income sources in targeted coastal communities
DESCRIPTION
Precise Definition(s): No. of household income sources is the sum total of all sources of income and other "productive activities" (food production or harvest solely for subsistence purposes) from all members of the household. It is collected from a household questionnaire asking the head of household to list all productive activities of all members of the household. These are summed and then averaged for a community or beneficiary group. For procedures see
Unit of Measure: Household
Disaggregated by: Gender
Justification & Management Utility: This is an indicator of household economic diversification. Economic diversification makes coastal households more resilient to economic and ecological shocks from impacts climate change for instance. Diversification of livelihoods reduces dependence on fishing of fishing household which will mitigate socio-economic dislocation if managed access forces some individuals out of the fishing sector.
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: Household survey of beneficiaries
Method of data acquisition by CRC/URI survey
Data Source: Report of household survey
Frequency and timing of data acquisition: every 2-3 years.
Estimated Cost of Data Acquisition: \$5,000 per survey
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): This is a relatively easy socio-economic measure to obtain accurately and consistently from household surveys. Diversity of income is a proxy for household resilience and may not necessarily be correlated with household income
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Result 3: Changes in implementation practices at the local, national and regional levels are supporting the ecosystem-based approach to coastal and fisheries planning and decision-making and more sustainable forms of coastal resource use
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 4
Name of Indicator: Hectares in areas of biological significance under improved management
DESCRIPTION
Precise Definition(s): Improved management indicates that the project or program area has undergone a management process that is laying the groundwork for improving environmental and resource conditions. "Improved Management" includes activities that promote enhanced management of natural resources for the objective of conserving biodiversity in areas that are identified as biologically significant through national, regional, or global priority-setting processes. Management should be guided by a stakeholder-endorsed process following principles of sustainable natural resource management (NRM) and conservation. Management plans or strategies developed are examples. The area claimed as improved for fisheries management plans is the range of fishing fleets targeting stocks covered, or area community managed zones, including no-take areas, or area of any officially designated MPA (Marine Park or fishery no-take reserve).
Unit of Measure: Hectares
Disaggregated by: Location
Justification & Management Utility: The purpose of this indicator is to document the geographic extent of natural resources falling under improved management regimes as part of supported field activities
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: GIS mapping of area and review of management plans or other relevant documents
Method of data acquisition by CRC/URI copies of documents, GIS map
Data Source: project records and records from government sources
Frequency and timing of data acquisition: Semi-annually.
Estimated Cost of Data Acquisition: \$500 per area
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): A good indication of natural resource governance, but it does not show if the management had an impact on changing natural resource conditions
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Targets set at end of Year 1
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Result 3: Changes in implementation practices at the local, national and regional levels are supporting the ecosystem-based approach to coastal and fisheries planning and decision-making and more sustainable forms of coastal resource use
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 5
Name of Indicator: Evidence of ICM or fisheries best practices being implemented best practices
DESCRIPTION
<p>Precise Definition(s): Best practices in ICM can be defined broadly and include the following types of practices:</p> <ul style="list-style-type: none"> – Number of tourism businesses that adopt best practices for coastal development and siting – Permitting systems implemented by districts to regulate coastal construction or sand mining <p>For fisheries, indicators here are behavioral/regulatory target reference points (TRPs) that are put in place to achieve Biological TRPs.</p> <ul style="list-style-type: none"> – Fisheries mgt plans adopted and where implementation actions are being taken that demonstrate ecosystem-based approach – Number of vessels registered /licensed – Number of illegal fishers effectively sanctioned by DoF and local traditional institutions through enforcement actions – Technological innovations: gear or fisher behaviors and/or effort restrictions (rules or regulations) that reduces bycatch <p>Licensing and registration are sometimes defined differently. Registration refers to the fact that the vessel has paid a registration fee and is recorded by the registration authority (DirFish, Coast Guard, etc.) as to who the owner is and what port or landing site it operates out of and size and engine capacity of the vessel. Licensing refers to official permission for the vessel to operate within a certain fishery using certain gears, in certain areas, with gear and engines of a certain size or power. Registration is often a first step prior to licensing or goes hand and hand with licensing.</p>
Unit of Measure: Qualitative narrative
Disaggregated by: Location
<p>Justification & Management Utility: The purpose of this indicator is to determine whether appropriate or good practices such as regulations and/or innovations are being implemented that will lead to improvements in environmental or resource conditions such as to reduce unwanted and incidental by-catch from fishing or prevent overfishing. Reducing by-catch improves the overall ecosystem balance of species assemblages and abundance and can also reduce negative impacts of one fishery on the target species of another. Open access that leads to overfishing is a common problem: too many fishermen and boats and too much effort, chasing too few fish. Therefore regulations or actions that are preconditions for managed access such as limiting the number type, size and power of boats and gear or specific use rights granted, will require a licensing scheme to be in place and operational as a precondition for establishing management access regimes. Vessel registration and licensing is required under The Ghana 2002 Fisheries Act but has not yet been implemented for the canoe fleet</p>
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: Direct observation of fishing practices, tourism construction etc and writing of narrative describing practices in use
Method of data acquisition by CRC/URI Field survey by Program staff
Data Source: Project reports
Frequency and timing of data acquisition: Annually.
Estimated Cost of Data Acquisition: \$1000/year.
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
<p>Known Data Limitations and Significance (if any): This indicator must be defined broadly as there are a large number of best practices in fisheries and ICM that can lead to improved environmental and ecological conditions. However, depending on the degree of implementation or type of practices, it may have varying degrees of success at leading to improved environmental conditions. For instance, development of innovations that can reduce by-catch is a necessary milestone in achieving by-catch reduction goals. However, unless the innovation is adopted by a large number of fishermen, is it is unlikely to have any impact on ecosystem health. IN another example, registration alone is insufficient to manage a fishery sustainably unless coupled to licensing that manages or restricts access to effort levels that prevent overfishing.</p>

Actions Taken or Planned to Address Data Limitations:			
Date of Future Data Quality Assessments:			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis:			
Presentation of Data:			
Review of Data:			
Reporting of Data:			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			No quantitative targets but qualitative evidence that increasing number of good practices being implemented and/or number of resource users and mgt agencies adopting good practices.
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Result 3: Changes in implementation practices at the local, national and regional levels are supporting the ecosystem-based approach to coastal and fisheries planning and decision-making and more sustainable forms of coastal resource use
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 6
Name of Indicator: Policies adopted and implemented at the local or national level that foster co-management
DESCRIPTION
Precise Definition(s): Policies, laws, agreements and regulations include those formed and formally endorsed by government, non-government, civil society, and/or private sector stakeholders with the intent to strengthen sustainable natural resource management. Examples of policies and strategies are: laws, decrees, agreements, regulations, ordinances, guidance, and best management practices (BMPs). The policy must be “adopted” and some indication that it is being implemented to be counted here
Unit of Measure: Number.
Disaggregated by: Location/Policy
Justification & Management Utility: Implementing policies and strategies are critical enabling conditions to achieve healthy ecosystems and sustainable resource management. The purpose of this indicator is to document advances in implementing ICM related policies and strategies. It is similar to hectares under improved management but here counts number of policies rather than hectares covered by those policies and plans
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: collection of copies of any new policies, agreements etc. the Program assisted in developing
Method of data acquisition by CRC/URI photocopy of documents
Data Source: project records and records from government
Frequency and timing of data acquisition: Semi-annually
Estimated Cost of Data Acquisition: \$5 per policy/agreement
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): While this indicator gives information on increased willingness of officials to manage natural resources it does not indicate degree to which a budget was allocated for activities or degree to which action was taken. However, most legislative processes involve long review and public debate and this should be a good indication of the initial governmental commitment to NRM
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Targets set at end of Year1
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Result 2: Changes in implementation practices at the local and national level that are supporting enhanced social and economic benefits to resource users
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 7
Name of Indicator: Number of persons benefiting economically from interventions such as the following
DESCRIPTION
Precise Definition(s): This indicator measures the number of persons benefiting economically by receiving economic assistance packages or improved access to loan capital. Therefore if one business was assisted with a training activity and it has 10 employees, then 10 persons benefited. All persons that received some form of direct assistance package - grants of materials, cash, loans, training, technical extension visits, etc are counted. Anyone participating in a savings and credit association of any form is counted, as long as they are a member that is depositing funds in a savings account and/or taking a loan from the association. These can be government registered associations or informal community associations or groups
Unit of Measure: Number of persons
Disaggregated by: Gender
Justification & Management Utility: This indicator measures the number of men and women who are engaged in micro-enterprises and other natural resource-based livelihood development schemes that have been provided some form of assistance package by the project. By being engaged in these activities, it is assumed that the men and women will achieve increasing tangible and equitable economic benefits. Another key constraint to improved economic benefits of persons and small businesses in fishing communities is lack of access to capital or access to loans with reasonable interest rates. By establishing community credit and savings associations, village banks and revolving loan fund schemes, this constraint can be partially addressed and is assumed to lead to increased economic benefits for those taking and repaying loans, or building savings in an account.
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: Collection of relevant project reports, documents and lists of participants in relevant activities and summing of numbers of persons
Method of data acquisition by CRC/URI: Collection and review of records
Data Source: Project documents and records
Frequency and timing of data acquisition: Quarterly.
Estimated Cost of Data Acquisition: none other than M&E coordinator time
Individual responsible at CRC/URI: Field site M and E coordinator and Local Project Partners
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): This indicator is an indirect measure and not every person receiving assistance will necessarily benefit economically, however, it is much easier to collect this data and evidence than tracking income data of every person assisted. This is an easy indicator to measure as membership lists of associations are readily available. Some individuals may be double counted if they receive training and participate in a savings scheme for instance
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Targets will be set at end of Year1
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 8
Name of Indicator: Improvements on a governance scorecard covering, goals, constituencies, commitment and capacity dimensions, including measures that legislation and regulations are being implemented and complied with, and budgetary investments by government in fisheries management
DESCRIPTION
Precise Definition(s): Governance capacity includes the enabling conditions (goals, constituencies, human resource capacity, and commitment of government of resources and funds) and related behaviors of management institutions, resource users, and evidence of physical infrastructure development. The scorecard used is adapted from a scorecard based on governance indicators in UNEP/GPA Ecosystem Based Management Guide and the LOICZ Handbook on The Analysis of Governance responses to Ecosystem Change
Unit of Measure: Number. (summed score on various dimensions of governance)
Disaggregated by: Location and Gender
Justification & Management Utility: The purpose of this indicator is assess the degree to which enabling conditions from a holistic perspective are in place as a necessary precondition for effective governance. Weak governance is considered a key constraint to sustainable management of fisheries resources
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: Facilitated discussion on each of the more than a dozen governance dimensions and determining a consensus score of from 1-5, supplemented by explanation of reasons for the specific score. Once all dimensions are scored, scores are summer for a total score.
Method of data acquisition by CRC/URI Convening of small expert group to score each governance dimension
Data Source: Summary report of expert group assessment
Frequency and timing of data acquisition: Annually.
Estimated Cost of Data Acquisition: \$500/year
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): While a numeric score is provided for each management system which makes for ease of comparison over time and between fisheries, the score is based on expert opinion or judgments of people familiar with the fishery and may be subject to some bias
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Baseline set in 2010
2010	Increasing score		
2011	Increasing score		
2012	Increasing score		
THIS SHEET LAST UPDATED ON:			

Result Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 9			
Name of Indicator: Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by govt w/ timebound quantitative environmental & socio-economic targets			
DESCRIPTION			
Precise Definition(s): This definition is not just a count of the plans and strategies that have been formally adopted. The plan or strategy must be adopted and then the specifics of the plan examined and a judgment made by expert opinion as to whether the goals are clearly defined in quantifiable and timebound language			
Unit of Measure: Qualitative			
Disaggregated by: Location			
Justification & Management Utility: This indicator is to determine to what degree are the policies and plans being adopted include quantifiable and timebound goals. Absence of such goals often leads to poor implementation so this is one indicator of the quality of such plans and strategies			
PLAN FOR DATA ACQUISITION BY CCP			
Data collection method: Collection of policy or plan adopted by the Program and then review by an expert to determine degree that goals are well quantified			
Method of data acquisition by CRC/URI Copying of report and review by expert opinion			
Data Source: Short Report by expert on each policy, strategy, etc.			
Frequency and timing of data acquisition: Annually			
Estimated Cost of Data Acquisition: \$500 / year			
Individual responsible at CRC/URI: Field site M and E coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment:			
Known Data Limitations and Significance (if any): This indicator assesses whether the plan or policy is well written form a goal perspective but does not indicate how well it is implemented			
Actions Taken or Planned to Address Data Limitations:			
Date of Future Data Quality Assessments:			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis:			
Presentation of Data:			
Review of Data:			
Reporting of Data:			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 10			
Name of Indicator: Amount of private sector and/or government resources allocated for planning and implementation of ICM and fisheries management plans or strategies			
DESCRIPTION			
Precise Definition(s): This indicator documents the amount of budgetary resources committed to implementation of a plan or policy			
Unit of Measure: Number in US \$			
Disaggregated by: Location and Gender			
Justification & Management Utility: The purpose of this indicator is to determine degree of commitment to implement plans and policies that are formally adopted.			
PLAN FOR DATA ACQUISITION BY CCP			
Data collection method: Compilation of budget information from district and regional government offices and private sector and CSO groups			
Method of data acquisition by CRC/URI copy of relevant documents			
Data Source: copies of government budgets and other documents showing budgets allocated for planning or implementation			
Frequency and timing of data acquisition: Semi-annually.			
Estimated Cost of Data Acquisition: \$500/year			
Individual responsible at CRC/URI: Field site M and E coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment:			
Known Data Limitations and Significance (if any): This indicator documents that money has been allocated, not how much was actually spent and whether spend on intended activities, nor on the quality of implementation			
Actions Taken or Planned to Address Data Limitations:			
Date of Future Data Quality Assessments:			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis:			
Presentation of Data:			
Review of Data:			
Reporting of Data:			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Baseline collected in 2010
2010	Increasing		
2011	Increasing		
2012	Increasing		
THIS SHEET LAST UPDATED ON:			

esult Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: 11

Name of Indicator: Number of formal partnerships developed w/ partners with initiatives in the region

DESCRIPTION

Precise Definition(s): Formal partnerships means MOUs, agreements, letter of understandings or joint workplans that demonstrate collaboration between stakeholders or partners with joint goals where collaboration can provide synergies for results

Unit of Measure: Number.

Disaggregated by: NA

Justification & Management Utility: The purpose of this indicator is to assess the degree to which there is integration among activities agencies and public and private sector interests

PLAN FOR DATA ACQUISITION BY CCP

Data collection method: Collection of copies of all MOUs or agreements where the Program has assisted in establishing, and summing of the number

Method of data acquisition by CRC/URI Copy of each MOU

Data Source: Project documents and documents of other organizations

Frequency and timing of data acquisition: Semiannually.

Estimated Cost of Data Acquisition: \$500/ year

Individual responsible at CRC/URI: Field site M and E coordinator

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any): This indicator documents intent for institutions to collaborate but not whether that collaboration actually occurred or quality of the collaboration in terms of expected outcomes

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis:

Presentation of Data:

Review of Data:

Reporting of Data:

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2009			Targets set in 2010
2010			
2011			
2012			

THIS SHEET LAST UPDATED ON:

Result Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled
PERFORMANCE INDICATOR REFERENCE SHEET
Indicator Number: 12
Name of Indicator: Number of CSOs and govt agencies strengthened such as local NGOs, alliances of NGOs, trade associations or community management committees or advocacy groups (biodiversity), district natural resources offices, etc
DESCRIPTION
Precise Definition(s): Government agencies include line agencies responsible for fisheries management such as the department of fisheries, or supporting agencies such as the NEA or Dept of Parks and Wildlife Conservation, as well as co-management committees with community and private sector membership. Strengthened means they have been provided training , materials or other assistance to build capacity. Created means legally formed through a decree, ordinance or law by national or local government, or through traditional practices of a village council or tribal chief.
Unit of Measure: Number.
Disaggregated by: NA
Justification & Management Utility: The purpose of this indicator is to determine if the main government agencies and management institutions created or tasked with management responsibilities are being properly targeted and assisted in building their capability to carry out their duties and responsibilities
PLAN FOR DATA ACQUISITION BY CCP
Data collection method: Collection of project and partner documents that shows activities undertaken to strengthen the respective institution
Method of data acquisition by CRC/URI Copying of project records or records of local partners
Data Source: project and partner documents
Frequency and timing of data acquisition: Semi-annually.
Estimated Cost of Data Acquisition: \$500/year
Individual responsible at CRC/URI: Field site M and E coordinator
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any): Number of agencies strengthened does not tell you if the most important agencies or bodies have been strengthened without accompanying narrative to that effect. In addition number alone does not tell the degree to which each body has been strengthened, however, that measure attempts to be captured through the governance scorecard for selected fisheries, but at a systems scale not an individual agency level.
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis:
Presentation of Data:
Review of Data:
Reporting of Data:
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Targets set in 2010
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 13			
Name of Indicator: No of stakeholders participating in resource management initiatives			
DESCRIPTION			
Precise Definition(s): Number of stakeholders participating is defined as all persons participating in a substantive way in an exchange visit or meeting. This would not include administrative support staff, drivers, etc. It includes resource users and government officials and other stakeholders - fish buyers, exporters, processors, etc			
Unit of Measure: Number.			
Disaggregated by: Location and Gender			
Justification & Management Utility: This indicator documents that there are processes underway that provide opportunity for dialogue and discussion among stakeholders to resolve issues concerning management as well as drawing lessons about what works and does not work concerning effective management and that may have applicability or transferability in each country.			
PLAN FOR DATA ACQUISITION BY CCP			
Data collection method:			
Method of data acquisition by CRC/URI			
Data Source:			
Frequency and timing of data acquisition: Semi-annually.			
Estimated Cost of Data Acquisition: \$500/year			
Individual responsible at CRC/URI: Field site M and E coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment:			
Known Data Limitations and Significance (if any): Meetings alone do not tell us the degree to which the management issues and policy needs are being addressed, but is a process indicator and a good benchmark that actions are being taken to achieve that longer term result.			
Actions Taken or Planned to Address Data Limitations:			
Date of Future Data Quality Assessments:			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis:			
Presentation of Data:			
Review of Data:			
Reporting of Data:			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 14			
Name of Indicator: Number of public education and outreach initiatives			
DESCRIPTION			
Precise Definition(s): A public education and outreach event is any form of event be it radio, theatre, television of news article, beach clean up, etc that has been prepared and circulated, or conducted. Signboards with key messages placed in strategic locations will be considered an "event"			
Unit of Measure: Number of events/initiatives			
Disaggregated by: Location and Gender			
Justification & Management Utility: The purpose of this indicator to assess whether key outreach messages are being communicated to the target audiences with the assumption that this will help build constituencies and consensus concerning priority issues and actions needed. Strong constituencies among stakeholder groups are considered necessary to elicit commitment form decision makers			
PLAN FOR DATA ACQUISITION BY CCP			
Data collection method: collection of outreach materials or photographs of billboards, events			
Method of data acquisition by CRC/URI Copying of relevant reports and documents or materials			
Data Source: Project and partner records			
Frequency and timing of data acquisition: Semi-annually			
Estimated Cost of Data Acquisition: \$500/year			
Individual responsible at CRC/URI: Field site M and E coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment:			
Known Data Limitations and Significance (if any): This indicates that messages are being delivered but does not assess quality of messages, or understanding of intended audience			
Actions Taken or Planned to Address Data Limitations:			
Date of Future Data Quality Assessments:			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis:			
Presentation of Data:			
Review of Data:			
Reporting of Data:			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			

Result Area : Enabling conditions for a integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale are assembled			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: 15			
Name of Indicator: Number of government personnel, community leaders and private sector stakeholders trained			
DESCRIPTION			
Precise Definition(s): This indicator tracks the number of individuals (gender disaggregated) that are trained. It will measure participation in a broad range of training activities, including classroom trainings, workshops, study tours, and twinning (mentoring). Regional trainings will not be reported under this indicator. They should be reported under the main BALANCED indicator reporting.			
Unit of Measure: Number of persons			
Disaggregated by: Gender			
Justification & Management Utility: The purpose of this indicator is to measure the number of people who receive training and/or mentoring on natural resources management			
PLAN FOR DATA ACQUISITION BY CCP			
Data collection method: collection of project records and summing of numbers of participants trained			
Method of data acquisition by CRC/URI Copy of TraiNet records and document, printout of TraiNet web reporting entries			
Data Source: TraiNet reporting records			
Frequency and timing of data acquisition: Semi-annually			
Estimated Cost of Data Acquisition: \$500/year			
Individual responsible at CRC/URI: Field site M and E coordinator			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment:			
Known Data Limitations and Significance (if any): Indicator is a simple measure of the number of individuals that are reached by BALANCED training programs. It does not measure the quality of trainings or the extent to which individuals use the knowledge gained.			
Actions Taken or Planned to Address Data Limitations:			
Date of Future Data Quality Assessments:			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis:			
Presentation of Data:			
Review of Data:			
Reporting of Data:			
OTHER NOTES			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009			Targets set in 2010
2010			
2011			
2012			
THIS SHEET LAST UPDATED ON:			