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

**HEN MPOANO (OUR COAST)
Annual Report 2013
October 1, 2012 – September 13, 2013**

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



October, 2013

Hen Mpoano

THE
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Cover Photo: Fishmongers buying fish from a canoe

Cover Photo Credit: Coastal Resources Center – Ghana

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List of Acronyms

AFRICOM	United State Africa Command
A-G	Attorney-General
AO	Agreement Officer
AOR	Agreement Officer Representative
AWG	Amanzule Working Group
BCS	Behavior Change Support
BUSAC	Business Sector Advocacy Challenge
C3P	Cape Three Points
CAFA	Civil Society Alliance for Fisheries Agenda
CBAG	Community Biodiversity Advisory Group
CBD	Community-Based Distributors
CB-FMC	Community-Based Fishery Management Committee
CBO	Community Based Organization
CCM	Center for Coastal Management
CDI	Carbon Decision International
CEC	Community Environmental Committees
CEMAG	Community Environmental Monitoring & Advocacy Group
CEWEFIA	Central and Western Fishmongers Improvement Association
CHF	Community Housing Foundation
COLANDEF	Community Land Development Foundation
CRC	Coastal Resources Center
CREMA	Community Resource Management Areas
CSOs	Civil Society Organizations
CSPG	Cross Sectoral Planning Group
CSR	Corporate Social Responsibility
CWOW	Citizen Watch on Water
DCOP	Deputy Commissioner of Police
DFID	Department for International Development
DQA	Data Quality Assessment
EBM	Ecosystem-Based Management
ECHNTS	Essiama Community Health Nurses Training School
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
ESS&F	Ecosystem Services and Functions
FAO	Food and Agricultural Organization (of the United Nations)
FC	Forestry Commission
FGEF	French Global Environmental Facility
FOAT	Functional Operational Assessment Tools
FoN	Friends of the Nation
FTF	Feed the Future
FWG	Fisheries Working Group
GCC	Guinea Current Commission
GCC-SL	Global Climate Change – Sustainable Landscapes Program
GCLME	Guinea Current Large Marine Ecosystem
GES	Ghana Education Service
GHS	Ghana Health Services
GIS	Geographic Information System

GNCFC	Ghana National Canoe Fishermen Council
GoG	Government of Ghana
GPSMU	Ghana Police Service Marine Unit
HKN	Health Keepers Network
ICFG	Integrated Coastal and Fisheries Governance
ICM	Integrated Coastal Management
ICT	Information and Communication Technology
IEC	Information, Education and Communication
INBAR	International Network of Bamboo and Rattan
IUCN	International Union for the Conservation of Nature
JCAMP	Joint Coastal Area Management Planning
LCA	Leadership for Conservation in Africa
LGU	Local Government Unit
LI	Legislative Instrument
LOGODEP	Local Government Decentralization Program
LME	Large Marine Ecosystem
LUPMIS	Land Use Planning and Management Information Systems
LUPMP	Land Use Planning and Management Project
M&E	Monitoring and Evaluation
MCS	Monitoring Control and Surveillance
MCMC	Marine and Coastal Management Committee
MDA	Ministries, Departments and Agencies
METSS	Monitoring and Evaluation Technical Support Services
MESTI	Ministry of Environment Science and Technology and Innovation
MLGRD	Ministry of Local Government and Rural Development
MoFA	Ministry of Food and Agriculture
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MTDP	Medium Term Development Plans
NADMO	National Disaster Management Organization
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development
NSP	National Service Volunteers
OIC	Opportunities Industrialization Center
OLIVES	Organization for Livelihood Enhancement Services
PCC	Platform for Coastal Communities
PCV	Peace Corps Volunteer
PDD	Project Description Document
PFPI	PATH Foundation Philippines Incorporated
PHE	Population Health and Environment
PIN	Project Idea Note
PMP	Performance Monitoring Plan
PMR	Performance Monitoring Reports
PMU	Program Management Unit
RCC	Regional Coordinating Council
REDD	Reducing Emissions from Deforestation and Forest Degradation
SDF	Spatial Development Framework
SNV	Netherlands Development Organization
SO	Strategic Objective

SOP	Standard Operating Procedures
SPAG	Spatial Planning Advisory Groups
SpD	Spatial Dimensions
STAR-Ghana	Strengthening Transparency, Accountability and Responsiveness in Ghana
STMA	Sekondi-Takoradi Metropolitan Assembly
TCPD	Town and Country Planning Department
UCC	University of Cape Coast
UG	University of Ghana - Accra
UK	United Kingdom
URI	University of Rhode Island
USA	United States of America
USAID	United States Agency for International Development
WAPCA	West African Primate Conservation Action
WARFP	West Africa Regional Fisheries Program (World Bank funded)
WERENGO	Western Region Development Network of Non-Governmental Organizations
WR	Western Region
WRCC	Western Regional Coordinating Council
WRSDF	Western Region Spatial Development Framework

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Executive Summary

This is the fourth and final Annual Report of the USAID funded Integrated Coastal and Fisheries Governance (ICFG) Program (popularly called *Hen Mpoano*) in the Western Region of Ghana. The four year (2009-2013) program was designed to assemble the enabling conditions for 'a fresh approach' to coastal and fisheries governance in Ghana. The program was carried out in three phases.

Phase I provided the context for understanding the governance arrangement and mechanisms of the place, building trust, respect and a supportive constituency (social capital). This was achieved largely through intense engagements (studies, listening and learning and participation) with the coastal communities and local institutions (governmental and nongovernmental); as well as some early actions in the form of small grants support for some identified institutions.

Capacity building through various mechanisms including: local and international studies tours; formation of Working Groups, rural radio drama; engagement with regional institutions eg. ICFG Advisory Council, universities, other state and non-state institutions including traditional authorities and private sector entities in the Western Region and at the national level was the thrust of Phase II.

The final phase of the Program was used to consolidate the gains as well as fashioning out exit strategies through focused communication with relevant national level institutions to ensure that the outcomes of the ICFG experiment in the Western Region feed into national policy discourse.

At the National Level, the ICFG program results were communicated aggressively to government ministries, departments and agencies as well as policy makers and top government appointees for their buy-in. Two high profile national dialogues in 2013 (3rd Fisheries Dialogue and Roundtable Discussion Coastal Planning and Governance) and recommendations therefrom, amply demonstrated the level of buy-in into the ICFG outputs at the national level.

The results of Initiative were widely publicized through a series of issue briefs (six in all) in the Daily Graphic newspaper which has nationwide circulation. The publications drew interesting comments and suggestions for scale up into other coastal regions. The issues briefs were repackage, printed and circulated to offices, hotels and libraries, universities and schools and other public places.

This extensive public consultations and outreach culminated in the drafting of two proposals which target governance reforms (one on fisheries and the other on coastal planning and management) in Ghana. These will be submitted by the close of the ICFG Initiative to the Government of Ghana for consideration and adoption the Government.

At the Regional level, the creation of the Marine Police Unit within the Ghana Police Service provided the ICFG the opportunity to work with the police hierarchy and the Fisheries Commission to train 25 police officers on fisheries issues and social policing in coastal communities. The Marine Police Unit was supported to reach out and engage with 77 coastal communities in the Western Region on compliance with the fisheries laws of Ghana. Meanwhile, institutions in the region involved in monitoring, enforcing and prosecution of fisheries violations (the prosecution chain) continued to be strengthened through building their capacity. This led to successful prosecution of 36 cases at the designated courts in the Western Region.

The Ghana National Canoe Fishermen's Council (GNCFC) as well as the Western Region Fisheries Working Group continued dialogues to improve fisheries governance in the regions. The GNCFC through the ICFG was reconstituted and for the first time allowed women to be represented on the Council. Fishmongers were also mobilized to form beach level as well as district associations to improve their voice relative to decision making at all levels. Similarly, the Fisheries Working Group, a creation of the ICFG, continued to provide a platform for dialogue on governance issues within the fisheries sector. The FWG is seen as an important body bridging the gap between state regulators and resource users in the fisheries industry. As an exit strategy of the ICFG Initiative, the group has considered rotating institutional hosting of meetings as a shared responsibility. The FWG made overture to the Fisheries Commission and the Ministry of Fisheries and Aquaculture Development for continued support after the exit of the ICFG.

At the District level, actions in the focal areas (Shama, Greater Cape Three Points and Greater Amanzule) were aimed at improving district government capacity for the practice of integrated coastal management. Activities focused on the development of model policies and processes for incorporating ICM into spatial and medium term development plans. To ensure sustainability of ICFG support, tool kits that summarize ICM information for each district were being compiled to serve as input into the next round of Medium-Term Development Plans and as guidance for future coastal planning and decision making.

In the Shama District, bylaws for management of the Anankwari river and estuary, Pra river estuary and the Shama shore front development were completed for adoption by the Assembly.

For improved management of the Cape Three Points forest reserve, floral, faunal and socio-economic studies were completed for the development of a new management plan for the reserve. To curb illegal activities in the reserve, community monitoring teams (CMT) were trained in monitoring techniques and have received long term leveraged funds from Tullow Oil to support their activities. Also, action plans were implemented to support restoration of CREMA wetlands in the Ahanta West District while two communities (Dixcove and Akwidaa) received support for livelihood activities.

In the Greater Amanzule focal Area, feasibility studies were completed on carbon stocks in the wetlands for potential access to REDD mechanisms. Based on the conclusions and recommendations of the studies, the thrust shifted to community conservation or 'plan vivo'. A memorandum of agreement between the traditional authorities (Nzema Manle Council), community representatives and the three district assemblies (Jomoro, Ellembelle and Nzema East) was signed in respect of community conservation of the Amanzule wetlands.

Capstone and final Program Reporting

A Capstone document which discusses the path forward and sustainability has been drafted and will be completed and circulated during the extended no cost phase of the program. It will highlight major successes, shortcomings and difficulties encountered as well as lessons learned and recommendations for sustaining ongoing activities. The document will place the ICFG program in the context of Ghana's coastal and fisheries governance challenges, and summarize the design and strategy of the initiative. Further, it will make recommendations for Ghana, USAID and other donors and offer insights aimed, as well, at the international communities of practice in fisheries and coastal management.

Closeout

In this final year, national events, i.e. the untimely death of the President, the transition and general elections occasioned the delay of some program engagements at the national level.

The ICFG Initiative thus applied for and received the approval from USAID for a no cost extension to allow for a smooth completion and closeout of the Program. The original program completion date was 14 September 2013 and with the no cost extension, the program will close out on 14 January 2014.

The program began to initiate closeout processes in June of 2013. Field based, notice of the project end and some employment contracts and sub-contracts were terminated by July 31, 2013 with only a core staff remaining for closeout actions. As a result of the approval for a no cost extension, a detailed close out plan will be developed and submitted to USAID by November 15, 2013, 60 days before the end date of January 14, 2014. Among others, all major project publications – special publications, technical reports, training reports, work plans and progress reports will be converted to PDF format and electronically archived at URI. Finally, an ICFG program final report which synthesizes the 4 year program outcomes, lessons, significant change stories and achievements will be completed to include also, activities undertaken during the no cost extension. This will be submitted to USAID within six weeks of the official program closeout.

Introduction

In September 2009, USAID/Ghana and Coastal Resources Center (CRC) of University of Rhode Island (URI), USA signed a cooperative agreement for the implementation of the ***Integrated Coastal and Fisheries Governance (ICFG) Program in the Western Region of Ghana***. This program was planned for a 4-year period ending September 14, 2013 with an estimated funding of US\$10 million and estimated match funding support of US \$2.5 million to be provided by the implementing partners. The ICFG¹ Program locally known as “***Hen Mpoano***” was designed to contribute to the long-term vision that:

Ghana’s coastal and marine ecosystems are being developed and conserved in a sustainable manner - the goods and services produced by coastal ecosystems and fisheries are generating a diversity of long term socio-economic benefits for coastal communities while sustaining biodiversity.

Key results articulated in the design were organized around CRC’s Orders of Outcome Framework which contribute to the expected results via networking, coordination and direct implementation but not necessarily be fully or directly attributable in all cases to the Program. Summary of the enabling conditions for achieving the desired outcomes under the framework are:

1. The enabling conditions for a fresh and integrating approach to coastal and fisheries governance in the Western Region and at the national and regional scale are assembled.
2. Changes in behavior at the local and national level are supporting enhanced social and economic benefits to resource users.
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.
4. Some examples of improvements in the quality of life and the condition of the environment may be achieved in this initial four-year Program, but no changes in fish stocks are expected.

The ICFG Results Frame work (Figure 1) shows how the program goals and results link to the USAID program objectives of *Feed the Future* and *Biodiversity*.

¹ In this report, ICFG and Hen Mpoano are used interchangeably

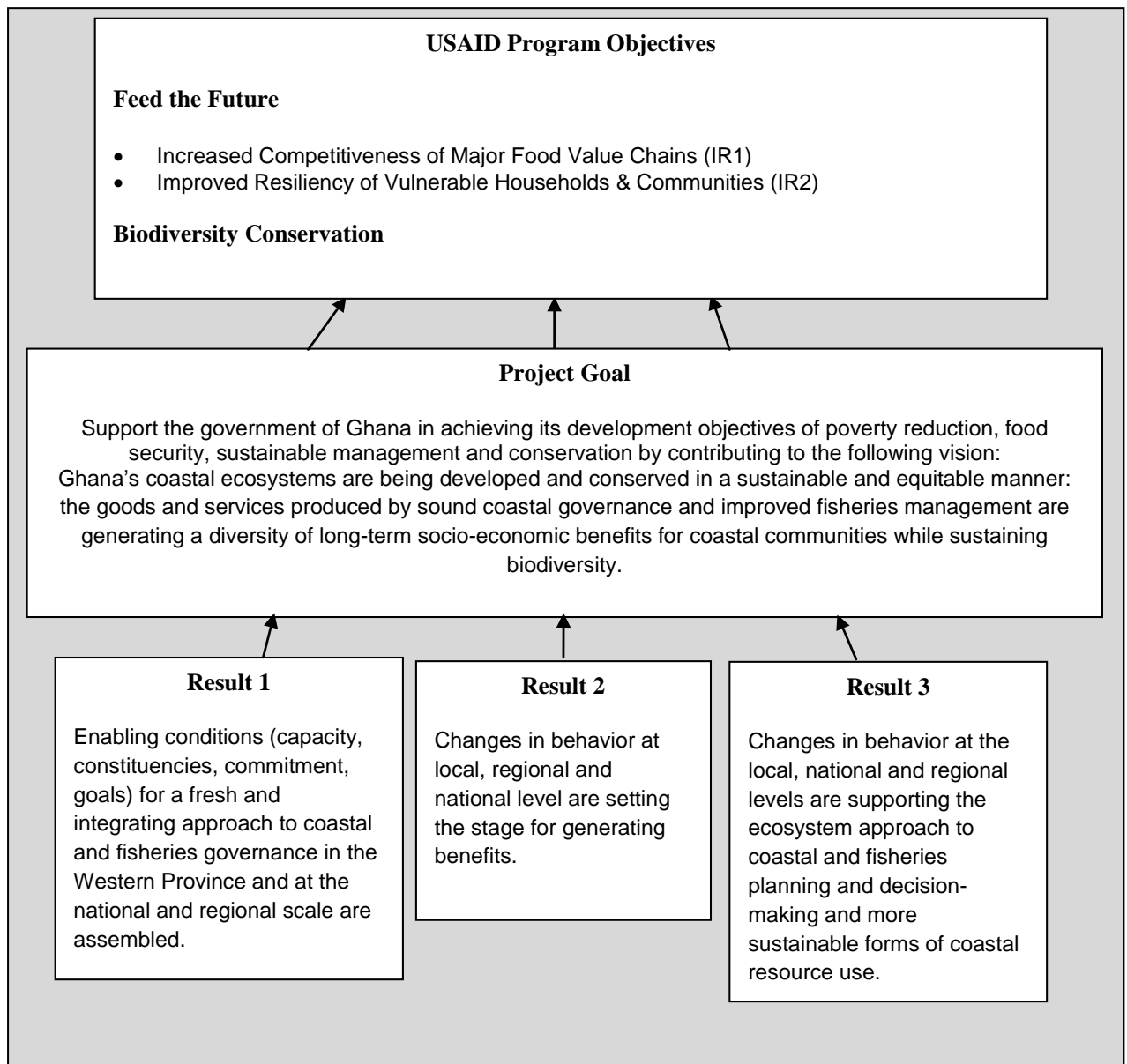


Figure 1: USAID Program Objectives and the Results Framework of the ICFG Initiative

Key Implementing Partners

The project is led by the Coastal Resources Center at the University of Rhode Island with several implementing partners including:

- **Friends of the Nation** – an environmental advocacy group based in Sekondi, Ghana
- **The WorldFish** – an international, non-profit research organization dedicated to reducing poverty and hunger by improving fisheries and aquaculture. It has its headquarters in Malaysia and with Africa regional offices
- **SustainaMetrix** – a private company based in Maryland Baltimore that supports effective communications and learning based approaches to monitoring and evaluation

The program has associated with many other local and international institutions that have also provided technical and training support as well as leveraged resources. They include the six coastal districts of the Western Region, Western Regional Coordinating Council (WRCC), Fisheries Commission, Forestry Commission, National Development Planning Commission,

Forestry Commission and Ghana Police Service, University of Cape Coast and University of Ghana, Others are Nature Conservation Research Center, Ghana Wildlife Society and many other civil society groups and traditional authorities, private consulting firms and US Peace Corps. The Initiative also networked with a range of institutions and other USAID programs and donor efforts including the World Bank, AFRICOM, LOGODEP, BCS, FOCUS, DFID, Guinea Current Commission and Path Foundation Philippines Inc., Blue Ventures and Forest Trends

Geographic Focus and Primary Beneficiaries

The project design emphasized on activities centered in the Western Region linked to higher national level coordination and also in the West African sub-Region where Ghana shares many fish stocks and other marine resources and challenges (like the green algae bloom menace). Within the Western Region, the ICFG Initiative focused on the six coastal districts (Figure 2) where there are considerable ecosystem linkages between land- and seascapes.

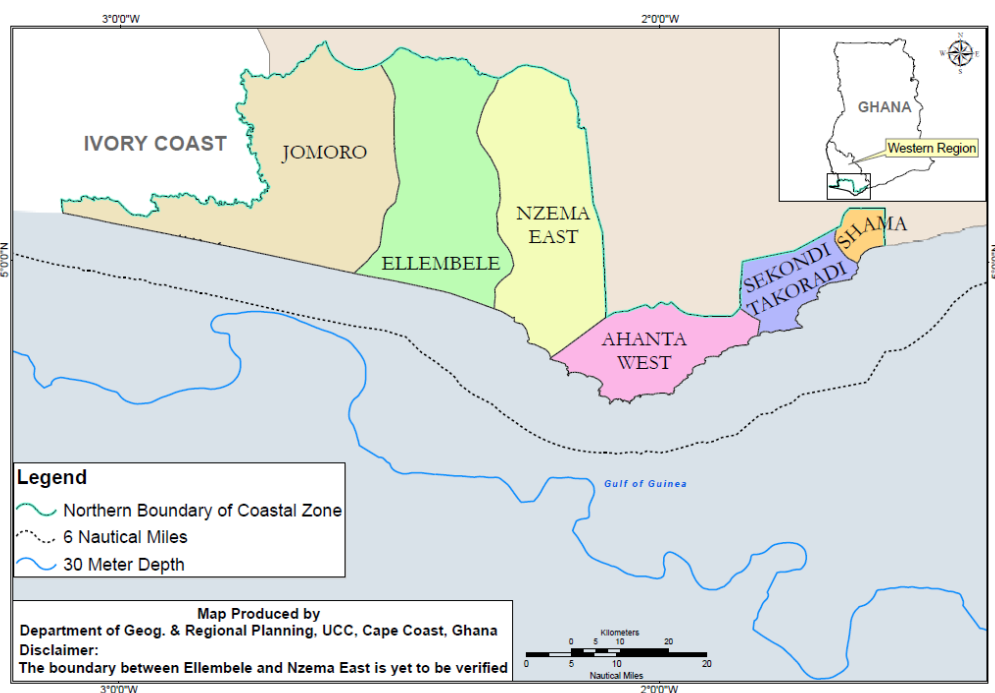


Figure 2: Map of the six focal districts of the Western Region and the adjoining seascape

Due to the integrated nature of the project, no one national agency was designated as the key counterpart. However, the most important at the national level are the Fisheries Commission (Ministry of Fisheries and Aquaculture Development), Ministry of Local Government and Rural Development (MLGRD), Ministry of Environment, Science and Technology and Innovation (MESTI) with a host of subordinate agencies [e.g. Town and Country Planning (TCPD) and Environmental Protection Agency (EPA)], among others.

Numerous civil society groups were also beneficiaries of the ICFG Initiative. They include the Platform of Coastal Communities (PCC), Civil Society Alliance for Fisheries Agenda (CAFA) now known as Fisheries Alliance, Western Region Development Network of NGOs (WERENGO), Ghana National Canoe Fishermen's Council (GNCFC) and Central and Western Fishmongers Improvement Association (CEWEFIA) - a women's empowerment group.

Overview of this Report

This Report covers the period October 1, 2012 to September 13, 2013 and focuses on activities designed to build capacity and assemble preconditions for more effective and efficient coastal and fisheries governance in the six districts and nationally with the following objectives:

- Increase political support to address the critical coastal and fisheries issues in Ghana
- Propose legal and institutional design options for nested governance that addresses priority issues in the coastal land- and seascapes of the Western Region.
- Instigate improvements in district and regional level information systems for coastal and fisheries management by increasing the knowledge, skills and attitudes of public officials, and community level stakeholders.
- Increase the capacity of regional institutions such as the University of Cape Coast and NGOs to provide training, extension and applied research services.

1.0 Designing Options for Nested Integrated Coastal and Fisheries Governance Systems

1.1 Options for a Nested Coastal Governance System for the Western Region

Activities focused on clarifying the future roles of district, regional and national government institutions in support of ‘a nested coastal and fisheries governance’ and building understanding among diverse stakeholders with the aim to obtaining governmental commitment on the proposed system. Some accomplishments under this activity are:

- Policy brief on nested governance was published in a national newspaper (the Daily Graphic 23 November 2012) and the governance options discussed at a Roundtable Dialogue May 2013.
- A drafted proposal has been undergoing further stakeholder review and refinement in preparation for submission to the Government of Ghana for consideration.
- The ICFG Advisory Council held four working sessions to review draft policy/issue briefs and the program’s capstone document as well as advise on transitioning and sustainability of the ICFG Initiative.



Figure 3: Dignitaries at the Nested Governance Dialogue

1.1.1 Working Paper on Joint Coastal Area Management Planning

The output of the dialogue informed the drafting of a proposal for nested coastal governance for the Western Region headlined *Joint Coastal Area Management Planning* (J-CAMP). The proposal that calls for high level governmental mandate and authority for coordinated planning and management of the six coastal districts of the Western region (see proposed structure for the JCAMP in Figure 4). The proposal, after validation and endorsement by stakeholders will be submitted to the Government of Ghana before the closeout of the ICFG Program.

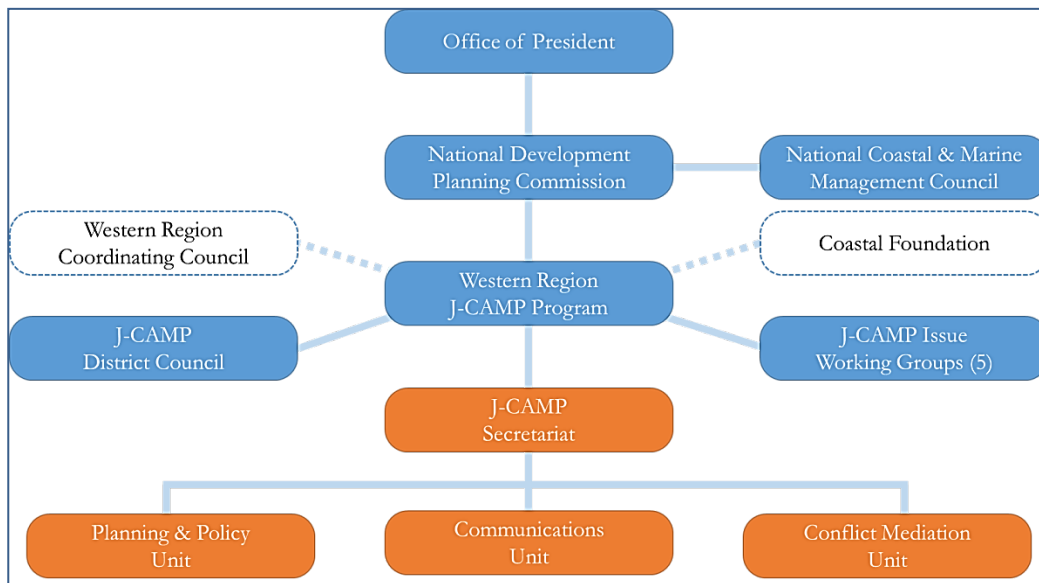


Figure 4: Proposed Structure for the Joint Coastal Management Area

1.1.2 Issues Briefs

Six (6) out of the 8 issue briefs were published in the Daily Graphic at various times during the year. The purpose was to bring to national attention some of the issues profiled in the coastal districts of the Western Region. Where possible, the publications were linked with national or international events.

- A nested coastal and marine governance system
- Managing our coastal wetlands: Lesson from the Western Region
- Integrating voluntary compliance with effective enforcement of fisheries regulations
- A national framework for fisheries co-management in Ghana
- Freshwater supply and distribution: A developing crisis in the Western Region
- A Fresh Approach to Fisheries Management : Creating Legal Space for Fisheries Co-management in Ghana

Two outstanding briefs (Shoreline Management and Climate Change) will be published during the no-cost extension phase. Outreach materials on the published briefs were packaged and widely circulated.



Figure 5: Five of the published issue briefs

1.1.3 Collaboration and Sustaining Momentum with other Initiatives

The ICFG Program maintained synergy and networks with evolving initiatives in the Western Region. The Initiatives included the Norwegian Agency for Development (NORAD) support for Spatial Planning, West African Regional Fisheries Program (WARFP), LOGODEP and DFID's Coastal Foundation, etc.

- Within this collaborative framework an MOU was signed with Town and Country Planning Department and the ICFG supported the setting up of a Regional Geographic Information System (GIS) hub within the premises of the Western Regional Coordinating Council (WRCC) which serves as a regional information, data and training center for coastal landscape decision support and spatial planning. The GIS Hub has also been used as a resource center for the training of other institutions including the Fisheries Commission, Global Communities (formerly Community Housing Foundation – CHF) and other personnel of the Town and Country Planning Department staff within Western Region.
- Studies were completed on the Assessment of Amanzule wetlands for prequalification for REDD+. A major outcome of the studies was the recommendation that a Project Idea Note (PIN) covering *Plan Vivo* or community wetlands conservation be developed for the Amanzule Wetlands. Further efforts on this were curtailed to allow for a new program by the US Forest Service (USFS) in the Region to take over conservation work in the Amanzule area in furtherance of programs initiated by the ICFG.
- ICFG Initiative made inputs into the WARFP inception activities and discussed the possibilities for replicating some activities of the Initiative in other coastal regions by the WARFP/Fisheries Commission.

While maintaining relationships other programs in the Western region, the ICFG focused efforts on sharing lessons and experiences generated through its 4-year lifetime. Specifically, the Initiative:

- integrated coastal planning, shoreline management and vulnerability assessments into the Western Regional Spatial Development Framework (WRSDF) and structure plans prepared for Ellebelle and Shama districts with funding support from the NORAD “Oil for Development Program”.
- shared mapping products, GIS data and information on the Greater Amanzule landscape with the USFS to orient further USAID investments and follow-up activities in this area,
- held briefing sessions with DFID and other consultations on the Coastal Foundation,
- supported the development of operational guidelines by COLANDEF (an NGO supported by STAR Ghana and LOGODEP), for the establishment of a multi-stakeholder dialogue forum to discuss and prioritize issues relative to oil and gas development in the Western region.
- incorporated nested coastal and marine governance lessons into a concept paper for the establishment of a Western Corridor Development Authority for consideration by the government of Ghana.
- engaged leaders of the WARFP on the potential for building on the successes of the ICFG including activities and processes towards the establishment of MPAs with a fisheries objective in Ghana.

1.1.4 GIS and Spatial Planning Capacity for Regional and District ICM

As outlined in Section 1.1.3, the ICFG Initiative the regional Town and Country Department (TCPD) to refurbish their regional office and transform it into a GIS Hub for the training and development of skills of personnel and data management. The following were also accomplished.

- Integrated Coastal Management (ICM) reports and mapping products were completed and integrated into spatial plans. ICM tool kits for each district will be completed during the no-cost extension phase
- Ten (10) TCPD personnel from the 6 coastal districts and regional office were trained on the use of GIS for local planning. This was followed by field exercises on local plan development focusing on strategies for integrating coastal hazards and climate change vulnerability considerations. To ensure that the regional GIS hub meets the growing needs of district planning departments, the ICFG facilitated ongoing support for digital data management through the provision of network cabling, a server and internet access.

1.2 Developing Nested Fisheries Governance in the Western Region

Activities implemented during the period include crafting the elements of a Legislative Initiative to inform fisheries co-management, communicating information to and strengthening capacity of fisheries stakeholders in support of reform. Other accomplishments include:

- Four (4) Issue Briefs communicated to key fisheries stakeholders.
- Orientations reports from Fisheries Alliance.
- Successfully completed the 3rd Fisheries Dialogue.
- Producing lessons learned documents on the engagement with the regional Fisheries Working Group (FWG) and Fisheries Violations prosecution chain.
- Strengthening Ghana National Canoe Fishermen’s Council (GNCFC) for reforms and policy advocacy. The reforms within the GNCFC have provided space for Fishmongers to serve on the Council to represent the voice of women in the fisheries sector. A “lessons learned” document on the engagement with GNCFC has also been completed.

1.2.1 Fisheries Co-management Legislative Initiative

The key conclusion from the 2nd Fisheries Dialogue held in April 2012 was that co-management was the way forward for sustaining Ghana’s fisheries and that its success would depend on a supportive legal framework. However, the structure of co-management institutions as well as the adequacy of existing legislative framework for implementing co-management was not clarified at the dialogue.

In 2013, ICFG initiated series of actions aimed at clarifying the policy environment and legislative framework to support of fisheries co-management. Notable among these actions included:

- Supporting the Fisheries Alliance (a national civil society advocacy group) to undertake consultations to solicit stakeholder inputs into the design of fisheries co-management models. Outputs of these consultations were proposals on co-management structures at the community, regional and national levels
- Engaging a fisheries law expert to undertake legal analysis on Ghana’s current fishery law to assess the scope for implementation of co-management systems as short term pilot trials and on a permanent basis. Conclusions of the legal analysis are indicated in Box 1.

The 3rd National Fisheries Dialogue held in February, 2013 aimed at informing stakeholders on the outcomes of the stakeholder consultation process; sharing results of the legal analysis and providing a forum for fisheries stakeholders to discuss ideas that would feed into the development of a co-management structure and legal framework for Ghana. The Dialogue generated practical recommendations and key messages on implementing fisheries co-management in Ghana. This was packaged and published in the Daily Graphic and widely disseminated. Box 2 provides highlights of the key messages.

Box 1: Conclusions from analysis of current framework and legal basis for fisheries co-management in Ghana

- There is sufficient policy recognition for fisheries co-management in Ghana, evidenced by the National Fisheries and Aquaculture Policy 2008, the Draft Fisheries and Aquaculture Sector Development Plan 2010-2015 and the current World Bank West African Regional Fisheries Program. However, it will be necessary for detailed guidelines and an implementation plan to be developed by the Ministry of Fisheries and Aquaculture Development, preferably, through a Cabinet Memorandum and accompanying legislative drafting instructions to give legislative effective to co-management in Ghana
- 3.
- The existing legal framework in Ghana (*Fisheries Act 2002* (Act 625) and relevant local government legislation (*Local Government Act 1993*, Local Government (Departments of District Assemblies) (Commencement Instrument) 2009 (LI1961), is not capable of supporting a co-management framework without amendment or supplementation.
 - In the short term, the *Fisheries Act 2002* can support a limited form of co-management through the establishment of fisheries advisory committees/groups without the need to amend the legislation. However, such committees/groups will have no decision-making powers.
- 4.
- In the longer term, however, legislative change either through (a) amendment to the *Fisheries Act 2002* by adding a new part on co-management and (b) accompanied by an appropriate Legislative Instrument on co-management will be necessary to implement effective fisheries co-management framework for Ghana.

In September 2013, the ICFG program drafted a proposal '*Solving the Fisheries Crises in Ghana: A Proposal for a Fresh Approach to Collaborative Fisheries Management*' that builds upon lessons learned during the life of the Initiative and also expatiates on the recommendations from the 3rd Fisheries Dialogue. This publication is available electronically on the Coastal Resources Center's website at www.crc.uri.edu. During the No Cost Extension phase of the ICFG program, the proposal and strategies for addressing challenges in Ghana's fisheries will be discussed with the Fisheries Commission, the Parliamentary Select Committees on Agriculture (Fisheries) as well as Subsidiary Legislation prior to submission to the Ministry of Fisheries and Aquaculture Development for necessary follow up action.

Box 2: Key conclusions from 3rd fisheries dialogue

- **Fisheries management in Ghana is currently centralized**, and this poses challenges for co-management. Depending on the type of fisheries, some major fisheries management tasks and responsibilities need to be decentralized. Authority will need to be maintained at the national level for the management of pelagics fish, but some authority could be devolved to lower levels of management (e.g., regions, district and communities) depending on the nature of the fisheries.
- **There should not be a ‘one-size-fits-all’ structure** for co-management as this, in most cases, does not work. Co-management structures will therefore differ with the biology/ecology and social structure of a fishery. It was generally agreed that there was need for three key structures:
- **National-level management for pelagic fisheries.** Laws will be developed to manage pelagic fish at the national level since they are highly migratory and cross regional and national boundaries. Management will also need to involve enforcement agencies (e.g. Marine Police and Navy).
- **Regional-level management of near shore demersal species and the Volta Lake.** Management authority should be devolved to the regions with **full** authority to approve management plans for fisheries resources in their areas. For rule making, two options were discussed: rules to be made at national level and implemented at regional level; and rules to be made at the regional level and approved/enacted at the national level. The Volta Lake was included under the regional level co-management structure as it crosses many regions.
- **Local management of lagoons and estuaries and small freshwater lakes.** Management and rule making powers devolved to local communities.

Improving Institutions for Governance in the Fisheries Sector

Western Region Fisheries Working Group (FWG)

The FWG continued to improve communications related to fisheries regulations among stakeholders and provided advisory services to the Western Regional office of Fisheries Commission. The Working Group expanded its membership to include the Ghana Airforce, which brought on board additional resources to strengthen marine surveillance operations and law enforcement. The Group organized a stakeholders meeting in May 2013 under the theme “*Addressing Challenges of Compliance and Enforcement of the Fisheries Laws*”. Deliberations concluded with participants unanimously issuing a communiqué on compliance and enforcement of fisheries laws of Ghana. Box 3 provides the text of the communiqué. The communiqué was submitted to the Fisheries Commission/Ministry of Fisheries and Aquaculture Development.

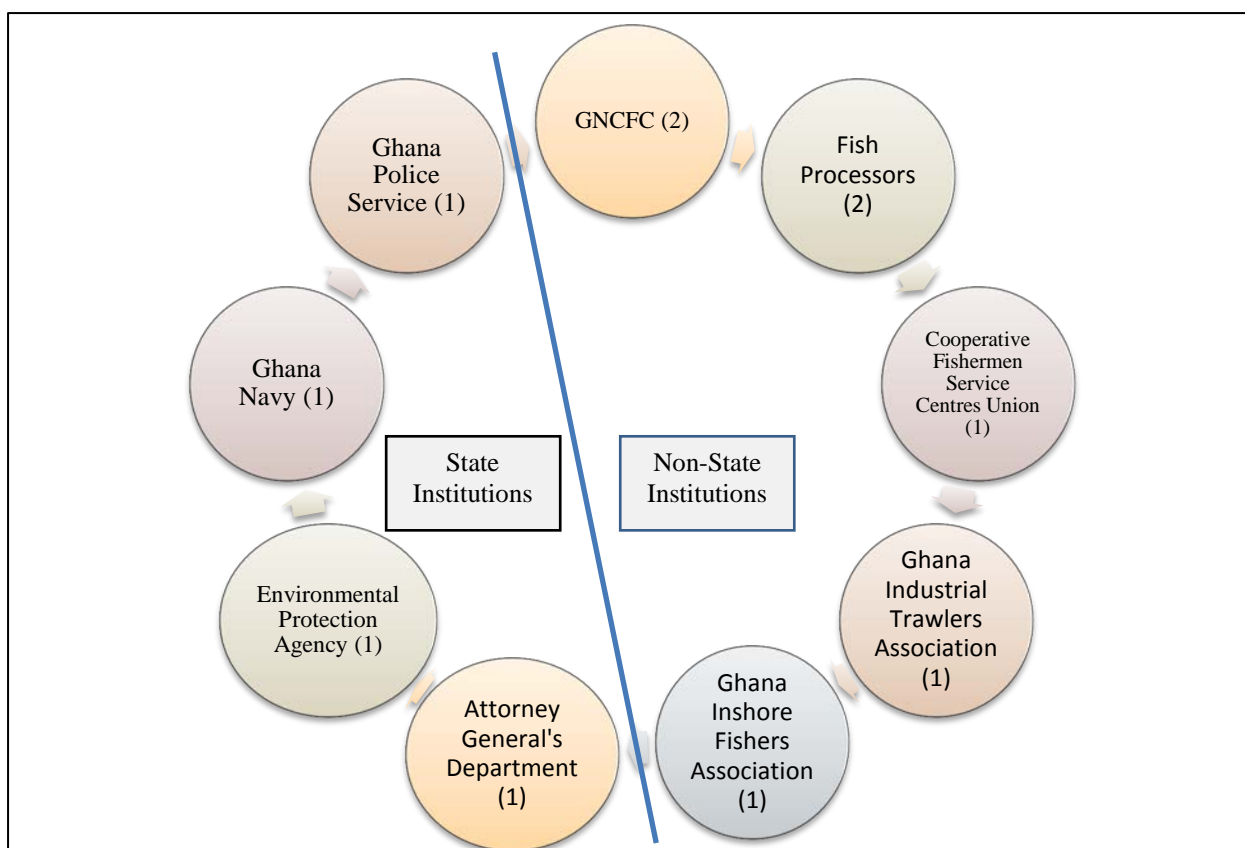


Figure 6: Fisheries Working Group with membership representation in brackets

Summary lessons learned document that outlines the operational procedures of the FWG as well as its successes and challenges has been drafted. During the no-cost extension phase, this will be validated and widely disseminated among key stakeholders including the WARFP and Fisheries Commission/Ministry of Fisheries and Aquaculture Development (MOFAD) to facilitate possible replication in other coastal regions.

Ghana National Canoe Fishermen's Council

The Ghana Canoe Fishermen Council–Western Region (GNCFC-WR) focused on reviving their internal structures which encouraged women participation in the decision making processes of the Council. District-wide elections were held and for the first time, women were elected into official positions on the Council. Fishmongers were supported to map strategies for boosting their participation and decision making at the beach level. With the assistance of ICFG partner Friends of the Nation, the GNCFC-WR secured funding from the Business Sector Advocacy Challenge (BUSAC)² for advocacy on implementation of fisheries

² The BUSAC Fund aims at contributing to the creation of a more enabling business environment for development and growth of the Ghanaian private sector through empowering business membership organizations, trade unions and the media, to influence public policy formulation. The BUSAC is being supported by USAID, European Union with DANIDA as the lead donor.

policies. The Council also received STAR-Ghana grants to support the documentation of the impacts of oil on the fishing industry in the Western Region.

1.2.2 Strengthening the capacity of stakeholders for compliance and enforcement

The ICFG Initiative continued to support the strengthening of national institutions for fisheries governance.

Training of Marine police

The ICFG in collaboration with the Fisheries Commission and other stakeholders trained the first batch (25 officers) of the Marine Unit of the Ghana Police Service on the ecological justifications of the fisheries laws and social policing in fishing communities. This was followed by further support for the Unit for outreach and education in the fishing communities. The outreach activities covered over 70 coastal communities in the Western Region. Through these trainings and field visits, marine police officers improved their skills in detecting fisheries related infractions at the beach level and enhanced their capability to communicate with fishing communities.

Besides educating fishermen on the fisheries laws, their activities also involved night time observation and surveillance trips on the beach fronts of to familiarize with illegal fishing activities as they happen at sea, especially light fishing, the operations of trawlers in the inshore artisanal fishing zone. The night patrols afforded the Marine Police an opportunity to validate information received from the communities. The outreach improved the skills of the beneficiary police personnel on community entry, communication and intelligence gathering.

A “lessons learned” document on the training and outreach activities have been drafted. Also, the ICFG hired a consultant to draft a Standard Operating Procedure (SOP) to orient the activities of the Marine Police and other institutions involved in fisheries law enforcement. The draft SOP was submitted to the Police administration and other relevant institutions for review and comments.



Figure 7: Marine Police interacting with women (left) and a church congregation (right)

Continued Training of Fisheries Prosecution Chain

Two more review sessions were held for the identified institutions on fisheries law enforcement and prosecution chain – Navy, Marine Police, Air Force MCS Unit of Fisheries Commission, Attorney-General’s Department and the Judiciary. The sessions reviewed the successes and challenges over the period of collaborative engagements instigated by the

ICFG. The value added role of the marine police at the beach level was acknowledged. The Attorney-General's Department reported on 36 cases of fisheries infractions which have been prosecuted in the law courts in the Western Region.



Figure 8: Experience sharing by actors in the prosecution chain

2.0 Improved Coastal Governance at the District and Coastal Settlements

This component explored ways to strengthen governance of coastal resources at the community level emphasizing ICM activities in the three focal areas (Shama, Greater Cape Three Points and Greater Amanzule). The priority was to consolidate experiences in practicing ICM approaches within communities and districts and at the national level orient and provide guidance for policy formulation that support content development for district medium-term development plans.



Figure 9: Map of Six Coastal Districts showing ICFG Focal Area

2.1 Shama Focal Area

2.1.1 District Level Coastal Management

The innovative process in the Shama Focal Area has become a model for other coastal districts in the Western Region. The following was accomplished.

- Drafted Toolkit – A compendium of products for district ICM tool kit that informs spatial and medium term development plans was completed
- Contributions towards District Spatial Development Framework (SDF) drafting and approval - ICM incorporated into district spatial development framework and structure plans

- GIS data and other data delivered in final format - Digital and hard copies of maps delivered to district planning office
- Livelihood activities that contribute to Anlo Beach community resilience were completed

The ICFG Initiative facilitated the incorporation of shorefront management and zoning policies into the Structure Plan (SP) prepared with NORAD funding support to manage land use in fast developing areas of the district, especially along the entire stretch of the coastal zone. Working sessions for the *District Advisory Committee* were facilitated to refine the district Spatial Development Framework (SDF) which was prepared with funding from the Jubilee Partners.

The General Assembly also endorsed the transitioning of the *District Advisory Committee* into a sub-committee of the Assembly to oversee coastal management.

Through ICFG support the General Assembly of the Shama District endorsed the SDF to guide spatial management in the district. Similarly, the Structure Plan which incorporates shorefront management and zoning policy contributions was endorsed by the Statutory Planning Committee of the Assembly. As legacy for the District, the ICFG Initiative has compiled ICM information into a toolkit for integration into district policies, plans and programs. Table 1 shows priority zones in the Shama structure plan.

Table 1: Priority Coastal Use Zones in Shama District Structure Plan

Zone	Location	Permissible	Prohibitive
Conservation, protection and recreation (CA)	Pra River to Shama town (1 km inland from the shore)	Tourism, Water transport Fishing, Traditional small scale industries related to sea or water body	Sand winning, Animal Husbandry, Mechanical workshops, Large scale industry, Residential Development, Intensive cultivation, Dumping of Waste
Mixed uses with fishing, high and low density housing	Shama, Abuesi, Aboadze (1 km inland from the shore)	Fish processing, Canoe mooring, canoe building and repair, Haulage and berthing.	Same as Above
Water front industrial zone (CZ)	VRA thermal power facility, and extend 1km inland from the shore	Similar Thermal Power General Plants Water dependent industries	Same as in row 2 column 4
Tourism, recreation	Amenano to Abuesi and extend 1km inland from the shore	Tourist facilities Hotels/ Resorts, Local craft industry	Same as in row 2 column 4

2.1.2 Anankwari Floodplain and Pra River Estuary

Strategies for addressing flooding in the Anankwari plains and wetland conservation in the Pra river estuary were designed. These were accomplished through:

- The technical details of the Bye-laws for preventing and mitigating flood hazard on Anankwari river sub- basin and for the conservation of Pra river estuary and Anlo Beach wetlands have been drafted. However, the solicitor for the Assembly was yet to complete the legal drafting.

Anlo Beach Wetlands

Preliminary results of a PhD student funded by the ICFG Initiative to assess the health of the Pra river estuary/wetlands and livelihood strategies of the Anlo Beach community pointed to the need for sustainable utilization and management of this ecosystem. Options developed with the community to achieve this objective were:

- A bye-law to re-instate some traditional norms
- A bye-law to conserve the estuary and wetlands which mimic the Community Resource Management Area (CREMA) approach (see Section 2.2.2).
- Restoration and enterprise development (*with leveraged funds from the Small Grants Initiative of the French Global Environmental Facility - FGEF*).

In June 2013, an ICFG partner, Friends of the Nation, facilitated the formation of a wetland management committee through leveraged funds from the Small Grants Initiative of the FGEF. This committee with membership of 23, (16 being males and 7 females) is tasked with providing oversight functions for mangrove restoration and management of the Pra estuary. This activity is part of a 2-year effort led by Friends of the Nation to sustain and build upon ICFG interventions in this community.

2.1.3 Shama Shorefront Management

In 2012, the Shama District Assembly requested assistance to advance shorefront management based on a survey of shoreline condition and use initiated by ICFG with support from the University of Cape Coast. This was in response to accelerating infrastructure developments that are impacting the shorefront and other marginal areas. In this regard, the technical details of a shore zoning and management bye-law were completed with recommendations for erosion control and shoreline protection.

The bye-law harmonizes with the Shama Structure Plan and stipulates shorefront construction setbacks, erosion management policies and prohibited uses of shore and water area. This was yet to be subjected to stakeholder review; however the policies and regulations for shorefront

Box 3: Highlights of ICM policies extracted from spatial plan

The preparation of a local plan that specify land zoning and use categories in the coastal areas will ensure that the location of development activities in the coastal zone does not contribute to or aggravate erosion and that development does not occur in hazardous areas. This method reduces the rates of run-off thus avoiding extensive flooding of settlements.

Implementation of these proposals will be achieved through sustained dialogue with and public education of resource users on the benefits of wetland and mangrove conservation. Zoning along the wetlands and shorelines has been categorized into four classes supported by the District bye-laws developed with technical assistance from the USAID-funded ICFG program.

management have been integrated into the Structure Plan and endorsed by the Statutory Planning Committee of the Assembly for implementation (*see section 2.1.1 above*).

2.1.4 Livelihood Resilience and Adaptive Capacity for Anlo Beach

Activities targeted strengthening community level institutions to build their resilience and adaptive capacity to imminent impacts of climate change and low/declining fish harvest.

Pilot livelihood strategies were initiated with about 80 women (fishmongers, farmers, traders, etc.). Through visioning exercises, women of Anlo Beach identified dressmaking and hair dressing as viable alternatives to fishery-based livelihoods. Thirty (30) women have

completed and successfully graduated after undergoing 6 months training in hair dressing and dressmaking. Training assistance was by the Opportunities Industrialization Center (OIC), a vocational training institute based in Takoradi.



Figure 10: Beneficiaries of training at graduation ceremony

Adaptive capacity and resettlement

The Anlo Beach community with the collaboration of the Shama District Assembly identified and scribed out a site for future resettlement. This was the result of participatory mapping exercises facilitated by ICFG Initiative in Year 3. Consistent with the resettlement strategy, women in the community requested for assistance to construct a fish market at the proposed site. Support for the construction of the market was dropped due to unforeseen circumstances and delays on the part of the community and the District Assembly as ICFG headed for a close.

Population, Health and Environment

As part of the program phase-out strategy, PHE activities in the Shama District were concluded at the end of the first semester of Year 4. Through this effort, the Central and Western Fishmongers Improvement Association (CEWEFIA) and collaborators (Behaviour Change Support (BCS), Health Keepers Network (HKN) and Ghana Health Service (GHS) with the support of ICFG trained:

- 21 peer educators and community based distributors on approaches to infant nutrition and preparation of healthy diets. The peer educators have been involved in knowledge transfer to nursing mothers through home based visits and distribution family planning materials.

- 150 nursing mothers and pregnant women in healthy dietary practices through demonstration.

A ‘lessons learned’ document that illustrates NGO approach to PHE in coastal communities was completed and disseminated to inform the implementation of similar initiatives in other parts of the country. Key lessons are summarized in Box 4 below.

Box 4: Highlights from PHE Lessons Learned Document

- When outreach programmes are combined with service delivery, higher success is likely to be attained. For instance, chiefs and opinion leaders in some of the communities where CEWEFIA’s PHE interventions were conducted have banned totally sand winning activities in the communities. Now Individuals are gradually appreciating the need to stop sand winning and cutting of mangroves. Broadly, the Integrated PHE interventions have resulted in significant reduction in sand winning; the number of new family planning users has increased and maternal and infant mortality has reduced.
- Selection of households for counseling was very good since the work of the PEs were easily measured. It helped CEWEFIA to know whether indeed the trained PEs were doing the work they were trained to do. CEWEFIA realized from the home based visits that 90% of these households selected were faced with poverty due to the fact that they do not plan their families and do not practice any birth control methods. This has led to most families given birth to more children than they can take care of or feed. Ignorance abounds in the communities. People are not even aware of the fact that certain situations make them vulnerable and that they must control birth.
- One observation gathered was that many community members were not accessing FP methods because of the mind-set that the methods have many side effects. CEWEFIA learned that drama performances do not only entertain viewers but they also help to correct some human activities that cause harm to the environment.

2.2 Greater Cape Three Points

The Cape Three Points Focal Area covering Ahanta West and Nzema East Districts provides the best opportunity for demonstrating land and seascape planning. The important natural features of the area under increasing threat from development (oil and gas related; and rubber and oil palm expansion). The ICFG approach in the focal focused on a coastal belt strategy that highlights the need to maintain critical ecosystem services and functions for food and livelihood security and to ensure that developments follow ‘best practices’.

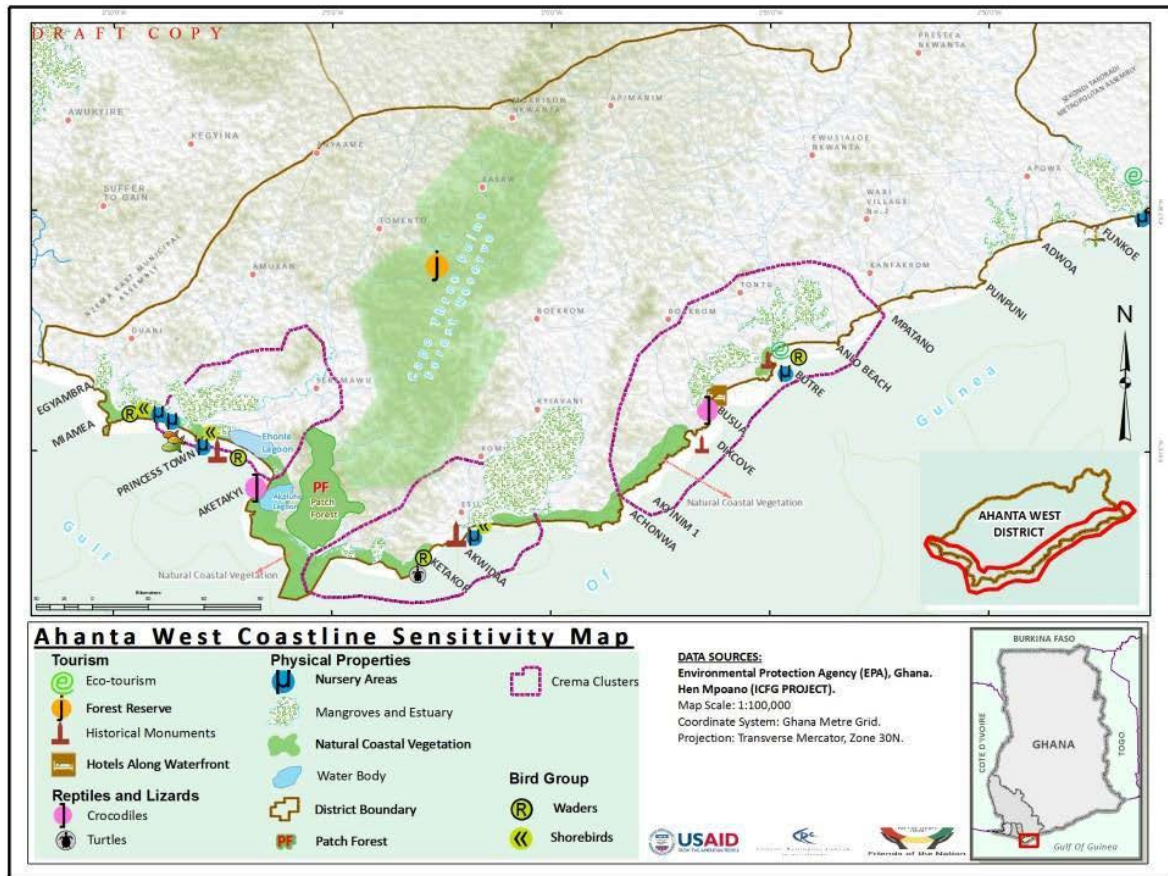


Figure 11: A Green Belt Map for the Cape Three Points Focal Area

2.2.1 District Level Coastal Management

Over the life of the projects, the ICFG collaboration with the two districts in the focal area resulted in a number of products. To sustain the accomplishments of the ICFG Initiative, the following have been developed:

- Compendium of products for district ICM tool kits that informs spatial and medium term development plans
- Contributions towards District Spatial Development framework drafting and approval
- Mapping and best practices guidebook for development of the Cape 3 Points Green Belt
- GIS data compiled for the districts

The toolkits will serve as a legacy, resource and reference material for inputs into future medium term development plans relative to coastal issues.

Integrated Coastal Management Tool kits

A 2-day development forum held in April 2013 at the Ahanta West District Assembly validated and updated ICM issues of relevance to the district. The result was an action plan developed for incorporating coastal planning and management into the district's MTDP. Key ICM outputs have been integrated into a draft tool kit to assist the district to develop the next

round of their MTDP. A similar draft product has been developed for the Nzema East District and would be completed before the ICFG Program closes out.

Spatial planning

The Tullow-funded Spatial Development Frameworks two districts were finalized in collaboration with the ICFG Initiative. Products from the exercise included:

- profile of vulnerability issues
- maps of the coastal zone
- policies supporting the maintenance of ecosystem goods and services.

The 4th General Assembly Meeting of the Ahanta West District Assembly endorsed the formation of a Marine and Coastal Management Committee (MCMC) mandated to advance the policies, plans and actions for confronting coastal and marine issues in the district. The ICFG facilitated capacity building sessions for the MCMC with a focus on climate change vulnerability assessment and adaptation planning. An exchange visit to the Shama District was organized for the committee to learn and share experiences with a counterpart in that District



Figure 12: Members of Marine and Coastal Management Committee (MCMC) deliberating at a field visit

Box 5: Coastal management policies in Ahanta West Spatial Development Framework

- Successful, rehabilitated, modest-scaled fishing communities integrated with small scale destination tourism and one or two carefully sited recreational harbors.
- Improved management for all the urban pollution that is being generated by interior settlements and the industrial sites (Environment Management Systems) together with improved sanitation in coastal communities
- Improved utilities and road access accompanied by tight land use controls emphasizing agro-ecological approaches to plantation and food production that take into consideration evolving climate change impacts an adequate and equitable distribution of agricultural areas for cash crop plantations (perennial tree crops) and local food production, possibly including land-banks
- Identified zones for procurement of building materials (sand and gravel) that do not impact the shoreline or the esthetic beauty of the landscape all wetland/estuary systems designed as areas of critical concern for wetlands protection, small catchment management for water supply and pollution control, and fuel wood management and production programs initiated.
- Expand existing CREMAs conservation management clusters to cover other important coastal wetland areas.

2.2.2 Conservation of Critical Sea and Landscape Habitats

As part of the sustainable landscape objectives (Indicator #6, [GCC Indicator EG 8.1] see Annex B) and within the Cape Three Points focal area 4 products were secured. These were:

- Bye-law for Community Resource Management Areas (CREMA) wetlands conservation
- Draft schools wetland curriculum
- Flora, fauna and socio-economic surveys to update the Cape Three Points Forest Management Plan
- Leveraged from Tullow Oil to support Cape Three Points Forest monitoring

Wetland Conservation

The General Assembly of the Ahanta West District adopted CREMA bye-laws which provided legal backing for improved management planning of wetlands. It allowed for the expansion of CREMA activities in 9 more communities thus increasing the CREMAs from 11 to 20 communities in the District. Three hectares of degraded mangrove forests were replanted with some 5000 mangrove seedlings. Figure 13 shows some wetland conservation areas and CREMA areas around Cape Three Points Forest Reserve.

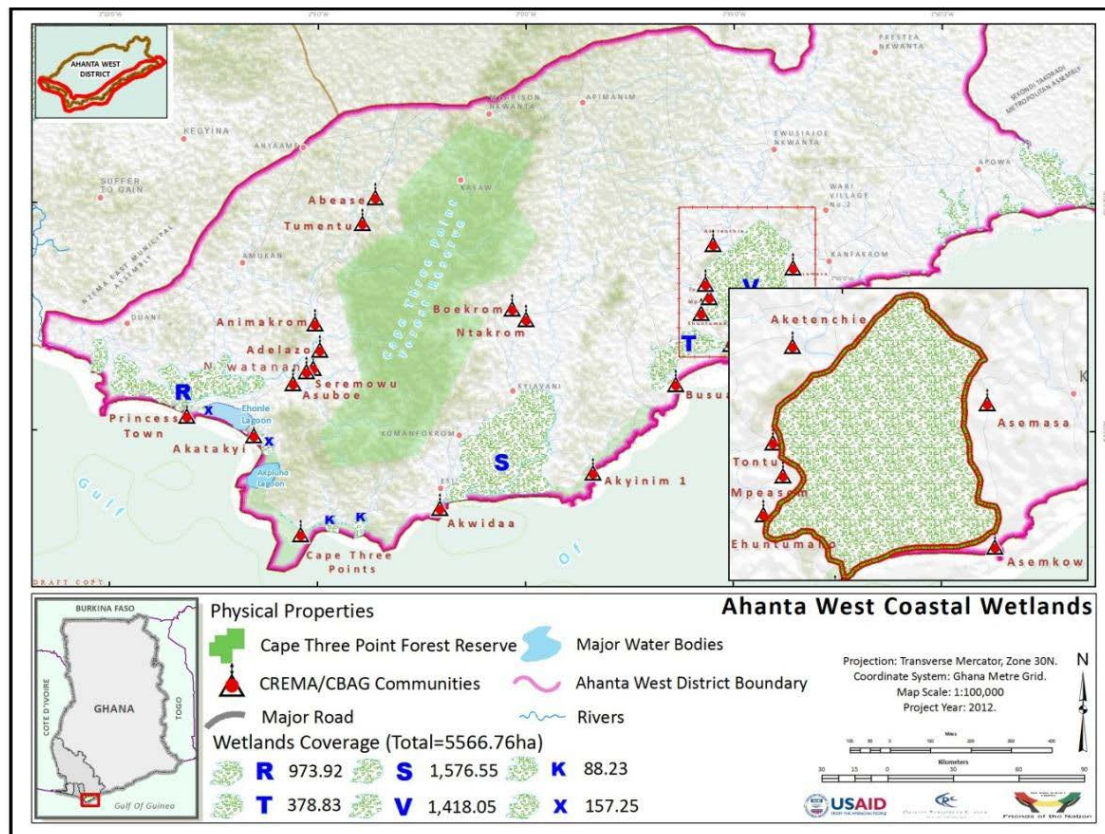


Figure 13: CREMA areas around Cape Three Points Forest Reserve

Piloting wetland curriculum

A draft wetlands curriculum was been developed through ICFG’s collaborative program with the Fisheries and Aquatic Sciences Department of the University of Cape Coast and the Ghana Education Service. A teachers and students guide and basic field exercises to monitor wetland ecological health were produced building on initial pilot testing of modules in Junior High Schools in the Ahanta West district. The curriculum will be integrated into the Junior High Schools environmental studies/activities in the district, with strategy for replication coastal districts of the western region which has the largest concentration of wetlands in coastal Ghana.

Conservation of Cape Three Points Forest Reserve

The Cape Three Points Working Group a product of the ICFG Initiative is a coalition of institutions with interest in the conservation and sustainable use of the Cape Three Points Forest Reserve and adjoining wetlands. The Working Group, among other tasks, facilitated the training of 160 persons from 16 communities, including 30 women, in the basics of the forest and wildlife laws, the identification of illegal activities in the forest, health and safety and offence handling. Community monitoring teams (CMTs) were formed from within the trainees to monitor the Cape Three Points forest reserve on continuous basis. The ICFG Initiative provided the trainees with tools and materials for their monitoring activities while Tullow Oil Corporate Social Responsibility funds were leveraged to support monitoring activities of the monitoring teams.

In line with the MoU signed between the Forestry Commission, the Cape Three Points Working Group, the ICFG supported a process for updating the Cape Three Points Forest Reserve Management Plan. Two assessments were completed; a flora and socio-economic survey and fauna inventory. The results of the assessments are being synthesized to revise to update the management plan for the reserve.

2.2.3 Akwidaa and Dixcove Fish Landing Sites Livelihood Resilience

Rapid vulnerability assessments conducted in coastal communities informed the prioritization of Akwidaa and Dixcove as pilot sites for detailed assessment and adaptation planning efforts. In collaboration with the Ahanta West District Assembly, Town and Country Department (TCPD) and leaders of these Akwidaa and Dixcove communities, participatory field exercises were conducted to identify specific vulnerabilities and develop adaptation responses. Through the exercise, actions were identified to address community needs while improving their capacity to adapt to the impacts of natural hazards and climate change.

In Akwidaa, the assessment resulted in prioritization of a market to be built on higher ground. ICFG provided support for the construction of the market with in-kind contributions from the community. The market will directly benefit 12 women for selling fish and other commodities and an additional 600 fisher folk- individual household members involved in fishing activities - will indirectly benefit from improved economic activities to be generated by the market.

The Akwidaa market site is in Akwidaa New Town and is part of the space that is earmarked by the district assembly for such purpose. The site for the market is fairly level ground with slope of less than one percent. During the construction phase, the assembly detailed the Works Engineer who provided professional advice throughout the process. Nonetheless, ICFG acknowledges the need for environmental screening of the newly constructed market facility and therefore proposes to undertake this task during the no-cost extension phase.



Figure 14: A near complete Akwidaa Market donated by USAID and the ICFG Initiative

In Dixcove, the community prioritized shoreline sanitation improvement through enhancing fish handing and processing. Consequently, ICFG supported the construction of 7 fish tables for hygienically handling fish landed. This will benefit over 50 fish processors. The Dixcove Fisheries Co-management Forum has since assumed responsibility for the management of the fish tables.

Livelihood Interventions

During the period, the ICFG provided funding support to Daasgift to facilitate the selection and training of youth in Dixcove in the conversion of “waste” plastic sachet bags into reusable materials. ICFG support also enabled the organization to establish a plastic waste recycling centre at Dixcove to produce “Trashy Bags” from water sachet bags. The project provided employment for 5 youths (3 female and 2 male) as well as a means to increase household incomes through the sale of plastic waste. The project also provided a source of income for plastic waste pickers.



Figure 15: Production of trashy bags from sachet water plastics (left) and (right) women displaying trashy bags

2.3 Greater Amanzule

The Greater Amanzule wetlands stretch from the Ankobra River estuary to the Ivory Coast border. Work in the Amanzule focal area focused on areas including the coastal plains of the Ellebelle and Jomoro Districts and to a little extent, the Nzema East District. The wetlands have no formal recognition as conservation area of importance and there is no management plan for conserving these unique habitats and their biodiversity.

The Amanzule wetlands face threats from mining and development of oil and gas facilities and uncoordinated and unplanned development from human migration into the area as a result of opportunities created by oil and gas exploration and production. In addition, most coastal communities in Ellebelle and Jomoro districts are suffering from the consequences of shoreline change, periodic flooding, incidence of marine algal bloom (green and brown), poor infrastructure and ecosystem changes.

2.3.1 District Level Coastal Management

Significant accomplishments in Year 4 under this activity include contributions to spatial development frameworks for Jomoro and Ellembelle and drafting of ICM toolkits for the district assemblies

Support for District Spatial Planning

ICFG maintained collaboration with Spatial Dimensions (a private contractor) for the preparation of Spatial Development Framework and Structure Plans for the oil and gas enclaves in both Ellembelle and Jomoro districts. ICFG contributed coastal issues profile and climate change vulnerability and adaptive capacity analysis sections of the spatial plans.

ICM Tool kits

As legacy for Ellembelle and Jomoro, ICFG initiated the compilation of information on marine and coastal management generated for these districts. This will enhance coastal planning and decision making as well as facilitate integration of ICM into next round of MTDPs for the districts.

Validation of Coastal Vulnerability Assessment Report

The results of the participatory process to assess climate change impacts and resilience in 48 coastal communities in the Ellembelle and Jomoro Districts were validated and updated with key stakeholders including the *Nzema Manle Council*, community leaders and the two District Assemblies. This has promoted further understanding of the issues and catalyzed joint planning activities by both districts to help address the issues.

2.3.2 Conservation of Greater Amanzule Wetlands

A number of activities geared toward the conservation of the Amanzule wetlands were completed. They included:

- Amanzule Working Group developed preferred conservation management scenario for Amanzule wetlands
- Amanzule wetlands satellite imagery analyzed for habitat discrimination and land use land cover change
- Bamboo feasibility studies to orient private sector investment for diversified livelihood activities and employment generation
- Studies on carbon stocks in wetlands and REDD+

Identification of certification methodologies and preparation of a Project Identification Note

The pristine wetlands of Amanzule has been determined in previous studies by the ICFG to have high carbon sequestration potential as well as providing important ecosystem services including fish nursery grounds and coastal protection.

ICFG partnered NCRC and Carbon Decisions International (CDI) to conduct a pre-feasibility assessment of a potential mangrove/swamp forest restoration carbon project for the Amanzule wetland. The assessment revealed that a proposed afforestation/restoration project within the REDD+ framework is not feasible for the Amanzule, notably:

- Amanzule is a relatively small area.
- The ecosystem is highly fragmented.
- There is low potential for reduced emissions because of the comparatively high soil carbon stocks of post deforestation land use.
- High cost of generating all required data and scenarios.

The findings put on hold the subsequent phases of the process - the preparation of a Project Design Document (PDD) and validation/registration of the PDD under Verified Carbon Standards (VCS). The assessment strongly recommended a Plan Vivo (community conservation) project designed for the Amanzule would be more suitable for attracting funds for biodiversity and other environmental and socio-economic services.

The entry of the US Forest Service with its new initiative in coastal Western Region provides an added impetus for conservation activities in the area.

Compilation of Customary laws and practices in wetland areas

An exercise was conducted to compile the customary laws and practices for wetland management in 22 communities within the districts. The study showed that the traditional systems that revolved around traditional rulers helped to protect wetlands in the past as the wetlands were regarded as sacred places. The AWG is leading the re-instatement of these norms to support improved management of the Amanzule wetland.

Support for Amanzule Working Group

The Amanzule Working Group catalyzed a process which led to the endorsement of a conservation scenario for the Amanzule wetlands by key stakeholders (Nzema Manle Council, Wildlife Division of Forestry Commission and the District Assemblies and community leaders). Following the endorsement ceremony, the following next steps were agreed upon:

- Intensive socialization of the Endorsed Conservation Scenario in the three districts (Nzema East, Ellembelle and Jomoro)
- Communication of the endorsed model/scenario with the District Assemblies at the General Assembly meetings for additional resolutions to make the document accepted and binding
- Consultative process to prepare community bye-laws for protection and conservation of the Greater Amanzule
- Detailed community resource mapping exercise.

Also, the ICFG initiated discussion with the US Forest Service team to adopt and continue with these important milestones in its work planning and implementation in the CSLP program to ensure continuity.

Sustainable Landscapes Mapping

Through ICFG support, follow-up mapping was completed to quantify land use, land cover change in the Amanzule Region 2002 – 2012. A classified Landsat 30m image was used to

represent 2002 ground conditions while a classified RapidEye 5m image represented 2012 conditions. Both images were validated using field observations at the time of classification.

Figure 16: Map of the Amanzule study area in the Western Region of Ghana



Five primary types of variation were described. The RapidEye imagery represents a much improved land cover classification for the Amanzule, and should be considered the new baseline for future work in this area. The RapidEye image products provides an effective tool for developing land cover products for Ghana's Western Region with low cost, good spatial resolution and short return periods make the RapidEye products an attractive option for regional data acquisition. The products have been socialized with the USFS team leading the CSLP in the Western region to facilitate continuity.

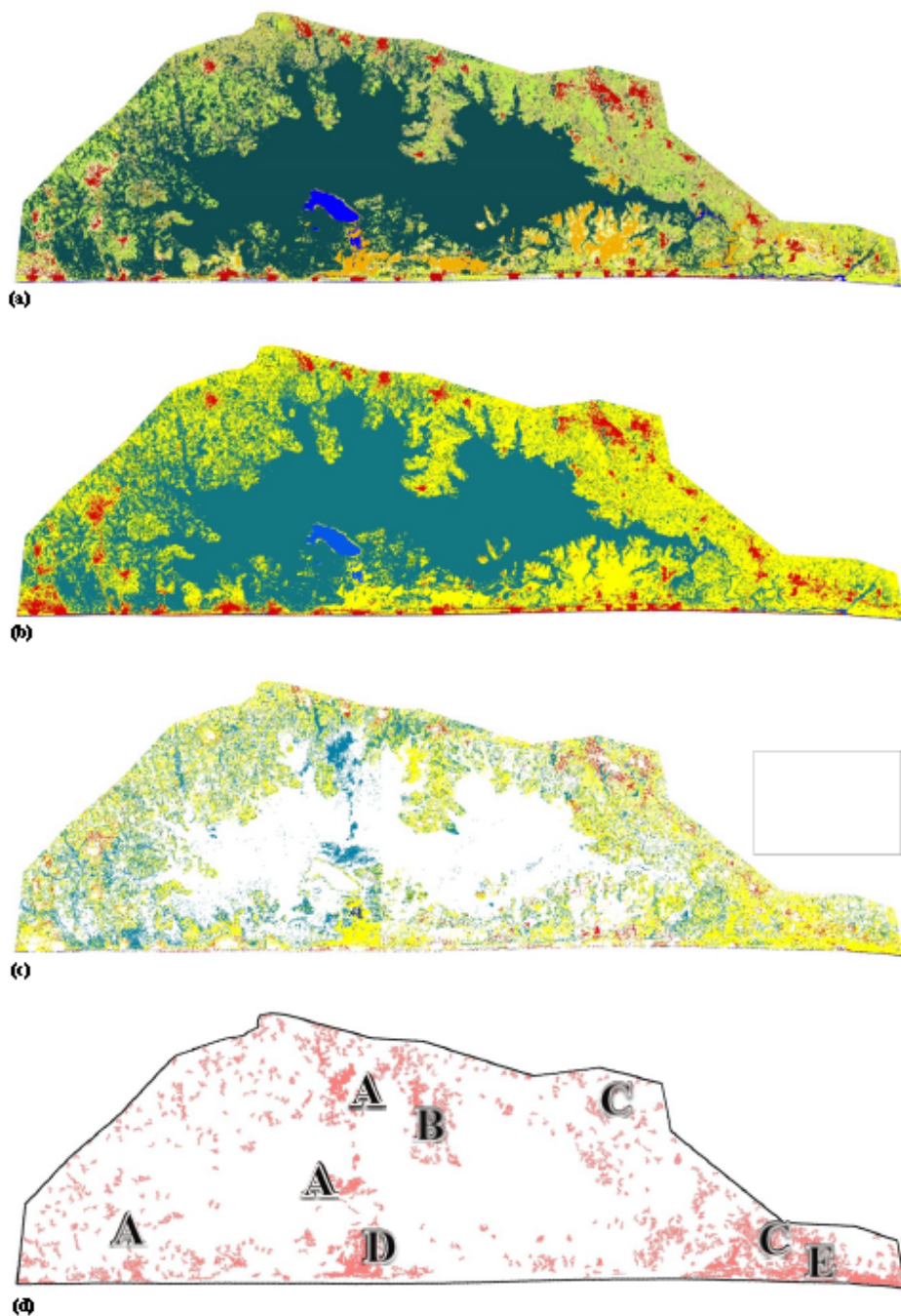


Figure 5 Amanzule collage displaying land cover change between 2002 and 2012. (a) Generalized, 30m land cover map of the Amanzule study area; (b) Amanzule land cover condensed to 5 classes prior to performing the change analysis; (c) Results displaying all areas where change was detected. Colors indicate what classes the land cover was converted to; and (d) Areas of change > 2 hectares in size. Letters indicate the primary types of change that were detected.

Figure 17: Land cover map (2012) of the Amanzule wetland complex. The classified image was developed using RapidEye© imagery with a ground resolution of 5 meters.

For a more detailed explanation of the analysis depicted in Figure 18, consult 85) Wang, Y.Q., Damon, C., Archetto, G., Inkoom, J., Robadue, D., Stevens, H., Agbogah, K. (2013). Quantifying a Decade of Land Cover Change in Ghana's Amanzule Region, 2002-2012. USAID Integrated Coastal and Fisheries Governance Program for the Western Region of Ghana. Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island. DAZ002. 18 pp.

3. Communications and Documenting Lessons Learned

3.1 Communication and Liaison between Regional and National Scales

In the final year, the ICFG Initiative deepened national and regional level engagement. The major thrust was continued interaction through high level discussions to link results of the ICFG Initiative to national programs. Through these engagements, the ICFG had the opportunity to contribute to policy formulation in fisheries and coastal management. Significantly ICFG participated in:

- A consultation process with the Fisheries Commission, Attorney General's Department, Ministry of Local Government as well as with other national and regional level stakeholders, on the development of a Legislative Initiative for fisheries co-management. In Ghana
- As part of his familiarization, the Minister of Fisheries and Aquaculture Development (MOFAD), Hon. Nayon Bilijo led a high powered team to visit, thank and learn more about the ICFG Initiative support for the fisheries in Ghana.
- Supported the Fisheries Alliance to undertake regional level consultations with fisheries stakeholders to design of options for fisheries co-management in Ghana. Outputs of the consultation process fed into the 3rd Fisheries Dialogue
- Discussions with Ghana Police Service on formalizing collaboration between the Minister of Interior and Ministry of Fisheries and Aquaculture Development to support the Marine Police Unit after the exit of the ICFG. The ICFG also developed a Standard Operating Procedures (SOP) for collaborative work between the Ghana Police Service and other stakeholders in fisheries law enforcement. This SOP document will be submitted to the new Fisheries Enforcement Unit for consideration and adoption.
- The Cross Sectoral Planning Group (CSPG) working sessions to assist with the identification and incorporation of key coastal and fisheries governance issues into the agenda of sector ministries for the 2014 – 2017 National Medium Term Development Policy Framework
- The Program leadership engaged key policy decision makers and experts in government and civil society and solicited their views for refining the policy proposals for Joint District Planning.
- Further consultations are planned during the no-cost extension phase to discuss the strategies and emerging opportunities for addressing challenges facing the fisheries sector. This will involve the Fisheries Commission and the Ministry, Parliamentary select committees on Agriculture and subsidiary legislation. Also, deliberative sessions are planned to be held with officials at the NDPC and Office of the President on the policy proposals on nested coastal governance.
-

3.2 Communications at the Local and Regional and National Scale

Communications at the regional level were undertaken to strengthen existing relationships with key fisher folk constituencies and stakeholders in government as well as civil society. Outputs of the ICFG Initiative was communicated across several media including calendars, bill boards, photo exhibitions, town hall presentations, radio and television appearances, video shows and a special rural radio serial drama (*Biribireba*) on three local FM stations.

A post-survey on the radio drama in 20 communities within and outside the program focal area targeted 160 people was conducted to gauge changes in knowledge and attitudes compared with the baseline survey conducted prior to airing the drama.

Similarly, over 50 community level and government stakeholders were interviewed to capture their “voices” and perspectives as part of a capstone document that summarizes the lessons learned over the 4-year lifetime of the ICFG Initiative (see section 3.3). In addition, the ICFG held consultations with District Chief Executives (DCEs), District Coordinating Directors (DCDs) and Planning Officers of all the six coastal districts of the Western region to solicit comments and reactions on the draft proposal for nested coastal governance in the region. Feedback has been collated and will inform the last round of consultations on the nested coastal governance during the no-cost extension phase.

Consultations with the law enforcement agencies especially the Judicial Service, Ghana Navy and the Regional Police Command as well as the educational and social outreach activity by the marine police trainees reinforced the need for compliance with the fisheries laws and regulations at the beach level.

The ICFG increasingly focused attention on women consultation and participation in program activities. Noteworthy, was the support ICFG provided for 2 women to lead the mobilization of fish mongers and fish queens within the ranks of the Ghana National Canoe Fishermen’s Council. For the first time, fish queens in the Western Region have met and elected their leaders at the regional and district levels. Two women now serve on the executive of the canoe fishermen’s council. Women were also prioritized and consulted at the community level during the development of diversified livelihood opportunities in Anlo Beach in the Shama District and building livelihood resilience against hazards in Akwidaa in the Ahanta West District. This led to the training of over 30 women in Anlo Beach as hairdressers and seamstresses and the building of market stalls to be used by women in Akwidaa.

3.3 Capstone Document

The views of over 50 stakeholders representing government, civil society, traditional authorities and the private sector were collated to reflect voices of Ghanaian practitioners associated with the ICFG Initiative. These views and perspectives have been summarized into a capstone document that also discusses the path forward after the 4 years of the Initiative.

Sustainametrix, the lead organization on this activity has developed a website (<http://www.sustainametrix.com>) that exemplifies local ownership of the ICFG Initiative.

The Capstone document highlights major milestones of the ICFG Program and provides recommendations for Ghana, USAID and other donors while offering insights aimed as well at international community of practice in fisheries and coastal governance. Box 6 features a few voices of people who have been touched in the fisheries sector by the ICFG (Hen Mpoano) Programme, and Figure 19 shows a page from the final document layout.

What does Hen Mpoano mean to you?



To me what they are doing is they are helping in fisheries governance and promoting the livelihood of fishermen. They are friends to fishermen, they are making them aware of what is going on. Simply I would say the name Hen Mpoano means fishermen's friend to me.

Regional Fisheries Officer

For my part in Hen Mpoano, I worked with the Radio Drama called "Ekebinba" which means "something's coming" in our local language. From this work, I think Hen Mpoano is all about the changes in behavior that are needed to make sure we still have fish to eat, wetlands and forests to sustain us and a new form of governance so we can be more involved in the decisions that affects our lives.

Dioc Jockey

The main purpose of Hen Mpoano is to sensitize and educate communities around coastal areas to look at impact of human activities on the beach and how it can be prevented. Hen Mpoano did this through sensitizing stakeholders, fishermen and women who can be instruments of change to the people living along the coast. They also collaborate with the health workers in order to take good care of the people.

District Director of Health

With Hen Mpoano, we now share the knowledge gained from activities that go on at the coast with our students and during our outreach programs and now we can communicate better with the women in the community so that they can bring a change.

Teacher

Hen Mpoano is a program to educate people in the coastal areas and why these people are very poor. This program proves to us that we have to be the richest but we don't have the knowledge of management. Hen Mpoano is a project that helps us build our capacity to help us to a better job with development.

Traditional Chief

I am happy with everything Hen Mpoano has done...To me, Hen Mpoano has been wonderful.

District Chief Executive

Officer For me, I've always equated Hen Mpoano to food security. Everything about Hen Mpoano is about fish food security. From day one, getting the marine police to work, creating awareness at the beaches, the indigial coastal development approaches - everything about Hen Mpoano to me is fish food security.

Monitoring Control and Surveillance Officer

Hen Mpoano is all about the dissemination of information and the engagement of people along the shores, this was all very useful.

Member of District Assembly

Hen Mpoano, to me in our language means "our coast." What is it about the coast? We got to know that initially fishing within the communities had that serene atmosphere - everything was ok with them, they get good catch. But with time we realized that there are a lot of illegal activities going on and that because of that Hen Mpoano wanted the police to come in to help. So Hen Mpoano to me basically is an organization that is coming to make sure that illegal or unconventional activities that go on would be curtailed.

Police Officer Assigned to Marine Law Enforcement

Before the inception of Hen Mpoano concept, the District Assembly like other district assemblies here in Ghana was sort of having a top-down approach, but when Hen Mpoano came it was bottom to top approach. It was different. It was the opposite and in fact the people embraced it, because the people were consulted, actively involved, they participated to the full and that has not been the case as people received us in the communities with joy.

District Assembly

Hen Mpoano means it is our coast. But what I really like is their involvement along the coast, with the fishing communities - educating them on various issues about fishing. There are some issues that the fishermen are not able to bring forward on their own to the appropriate quarters so Hen Mpoano has been of help to the fisher folks, showing them how they can channel their grievances and educating them also on certain issues. Maybe there are some issues they may think it is the government that has to do this or do that but not necessarily the government but it is us the fisher folks who have to help ourselves.

Fish Monger

So far as I'm concerned Hen Mpoano means real and lasting help to the people of this place.

Chief Fisherman

Hen Mpoano means "Our Coast." That is important to those living in the coast because we have to be vigilant about the use of coastal resources and its sustainability. So in short Hen Mpoano came to educate us to know more about the coastal issues.

Fisherman

What readily comes to mind is the way Hen Mpoano was able to educate the fishers at Dacovo to the extent that when the other communities are having problems with government in terms of abiding with the new fisheries regulations the people of Dacovo embraced it and work with it without any police intervention as compared to the other communities.

District Chief Executive

HM is about taking care of the coast and other environment activities that goes on at the beach. People deliberate and throw refuse around and it is our responsibility to ensure our coast is maintained.

Town and Country Planner

Thinking about the coming in of Hen Mpoano - what was our reaction? Seriously, how is it going to ensure our forward movement? Do we were a bit skeptical. Well as a national institution we said, "then let's try and see how it would work." So initially we were a bit not sure of what it would be like but when it went on, we'd we derived a great deal from it - it has taught us how to structure our system of governance so we can deal with the issues that we face.

District Planner

Hen Mpoano is about how to maintain our beaches and take care of ourselves - simply the proper management of our area.

Council of Elders

Figure 18: A page from the Capstone report featuring voices of stakeholders

Box 6: What Does Hɛn Mpoano Mean to You

Regional Fisheries Officer: What they are doing is helping in fisheries governance and promoting the livelihood of fishermen. They are making fishermen aware of what is going on. I would say it means fishermen's friend.

Monitoring Control and Surveillance Officer: I've always equated Hɛn Mpoano to food security. Everything about it is about fish food security. Getting the marine police to work, creating awareness at the beaches, the integrated coastal development approaches – everything about Hɛn Mpoano to me is fish food security.

Chief Fisherman: So far as I'm concerned it means real and lasting help to fishermen

Officer Assigned to Marine Law Enforcement: Through Hɛn Mpoano, we got to know that there is a lot of illegal activities going on and that Hɛn Mpoano wanted the police to come in to help. To me, it is making sure illegal or unconventional fishing would be curtailed.

Fish Monger: What I really like is their involvement with the fishing communities – educating them on various issues, bringing forward fisheries issues to the appropriate quarters. It has been of help to the fisher folks and shown us how to channel our grievances. There are some issues that you may think it is the government that has to do this or do that. Sometimes it is not necessarily the government but it is we the fisher folks who have to help ourselves.

Disc Jockey: I worked with the Radio Drama called "Biribireba" which means "something's coming". I think Hɛn Mpoano is all about behavior change needed to ensure we still have fish to eat, wetlands and forests to sustain us and a new form of governance so we can be more involved in the decisions that affects our lives.

Traditional Chief: Hɛn Mpoano is a program to educate people in the coastal areas and why these people are very poor. This program proves to us that we have to be the richest but we don't have the knowledge of management. It is a project that helps us build capacity to help us to a better job with development

District Director of Health: The main purpose of Hɛn Mpoano is to sensitize and educate communities in coastal areas to look at the effects of human activities on the beaches and how it can be prevented. They have sensitized fisher folk to be instruments of change along the coast.

Teacher: With Hɛn Mpoano, we now share the knowledge gained from activities that go on at the coast with our students and during our outreach programs and now we can communicate better with the women in the community so that they can bring a change.

Member of District Assembly: Hɛn Mpoano is all about the dissemination of information and the engagement of people along the shore, this was all was very useful.

District Chief Executive: What readily comes to mind is the way Hɛn Mpoano was able to educate the fishers at Dixcove to the extent that when the other communities are having problems with government in terms of abiding with the new fisheries regulations the people of Dixcove embraced it and work with it without any police intervention as compared to the other communities.

4. Program Management

4.1 Program Leadership, Structure and Staffing

Staff transition

Mr. Mark Fenn resigned his position as Chief of Party with effect from November, 2012 to take on a new position with Winrock International on a USAID supported program on Climate Change in Vietnam. CRC in consultation with USAID promoted from within, the senior full time in-country Deputy Chief of Party, Mr. Kofi Agbogah to position of Chief of Party (Program Director) and Mr. Stephen Kankam, the technical lead for the district planning activities as Deputy Chief of Party (Program Coordinator). Dr. Don Robadue of CRC/URI assumed the role of overall program manager based in Rhode Island and increased his presence in Ghana. Dr. Brian Crawford maintained his oversight role as Director of CRC.

ICFG (Hen Mpoano) Advisory Council

The political transition in Ghana at the beginning of 2013 saw the transfer of Mr. David Yaro, Chief Director of the Western Region Coordinating Council and Chair of the ICFG Advisory Council from the Western Region to Accra. He takes on a new position as the Chief Director of the Ministry of Chieftaincy and Cultural Affairs. As the ICFG Initiative is anchored within the WRCC, the new Chief Director Mr. Kwaku Osei-Poku, who had on occasions deputized for Mr. David Yaro on the Advisory Council assumed the position of the Chairman of the Council. Mr. Kwaku Osei-Poku is a beneficiary of the study tour to the Philippines organized by the Initiative in May 2012 and very much abreast with the activities of the Hen Mpoano Initiative.

Awulae Agyefi Kwame III, Paramount Chief of the Nsein Traditional Area and member of the Hen Mpoano Advisory Council tendered in his resignation from the Hen Mpoano Advisory Council on grounds of ill-health and advanced age. He has since been replaced by Awulae Amihere Kpanyili II, Paramount Chief of the Eastern Nzema Traditional Area.

In January 2013, Rt. Rev. John Martin Darko Bishop Catholic Diocese, Sekondi-Takoradi, Advisory Council Member passed on to glory. He has been replaced on the Council by Reverend George Pepra Addo, General Secretary of Religious Groups in the Western Region

4.2 Strategic Partners, Clients and Collaboration

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

Collaborative programs and MOUs have also been developed with evolving USAID investments in the Western Region, notably: The LOGODEP Governance Project implemented by Management Systems International on capacity building of district assemblies and civil society groups; the Behavior Change Project led by Johns Hopkins University and the Local Governance and Decentralization Project led by Management Systems International, the US Peace Corps (currently 5 Volunteers serving with ICFG), and the BUSAC Advocacy Fund (four grants to ICFG partners).

4.2.1 New Opportunities

New Ministry of Fisheries and Aquaculture Development

Fisheries issues has become more prominent and gained increased policy attention as a result of the establishment of the Ministry of Fisheries and Aquaculture Development and the involvement of Ghana in the West Africa Regional Fisheries Program (WARFP). The sector is now poised to achieve its full potential and address the declining trend in its performance with the support of development partners and collaboration of some Non-Governmental Organizations. The ICFG has maintained a cordial relationship with the Ministry and Fisheries Commission and by so doing, enhanced communication on fisheries policy development and implementation. The WARFP on the other hand, could serve as a vehicle for replicating ICFG best practices in fisheries governance.

Collaboration with the National Development Planning Commission

Participation of personnel of the NDPC in climate change course organized by the ICFG in collaboration with the University of Cape Coast, initiated ICFG's collaborative relationship with the NDPC towards the formulation of national mid-term development policies, especially on coastal and fisheries governance. ICFG was invited to meetings convened by the NDPC and contributed to orienting national policies on coastal and marine management. Furthermore, NDPC's enactment of the legislative instrument on Joint Development Planning Area lays the foundation for piloting ICFG's proposed joint approach to coastal management for the Western region.

Coastal Sustainable Landscapes Project

The entry of the USFS in the Western region as the lead implementer of the CSLP offers an opportunity to follow-up on and builds upon components of the ICFG Initiative involving the Cape Three Points and Amanzule Wetlands focal areas. This includes building upon experiences with the CREMAs as well as expanding the successes of the wetlands management initiatives, especially the joint planning and management arrangement among a diverse group of stakeholders for conservation of the *Amanzule* landscape. This also creates an opportunity to build upon the social capital generated through the 4 year life-time of the ICFG in the focal areas of the CSLP.

Transition of ICFG to Hen Mpoano.org for Sustainability

The ICFG Initiative recently formalized as a civil society organization and officially adopted the name '*Hen Mpoano*'. Together with Friends of the Nation, a working relationship has been forged to ensure local ownership and sustainability of ICFG efforts at the local, regional and national levels. Future projects now being planned by a variety of donors in Ghana's coast, each with their own unique objectives, names and operational structures, will be able to take advantage of the professional skills, extensive contacts and technical knowledge of Ghana's fisheries and coastal communities built up by the core team.

4.3 Monitoring, Evaluation, Performance Management and Reporting

The ICFG Monitoring and Evaluation (M&E) strategy is an essential tool that has over the last four years allowed the Initiative to monitor performance through the design of a basic performance monitoring and evaluation system in order to track progress, make projections for subsequent years and scale up resources and time to implement and periodically assess the effectiveness and learn by doing.

The Performance Monitoring Plan is a tool that describes what the Initiative seeks to achieve in succeeding years of the project life, how information that is generated on the programme is used and allows for delivering timely and accurate results to USAID.

As at September, 2013 the Initiative was reporting on 13 Indicators, 10 of which are Feed the Future Indicators, 2 Global Climate Change Indicators and 1 Custom Indicator which is the Governance Scorecards tool. The PMP Results update in this document illustrates progress made since Year 1.

Monitoring and Evaluation (M&E) activities of the ICFG Initiative were based on the CRC's Orders of Outcome framework and the USAID indicators. The Program's custom Governance scorecards for the three focal areas as well as fisheries were updated to guide subsequent priorities and actions – ICFG Custom Indicator 1.

5.0 Project Closeout

The project initiated the closeout process in June 2013. The liaison office in Accra was closed. By 31 July all project field activities were curtailed for all partners and some technical and administrative staff employment contracts were terminated. A core staff remained for closeout actions that include report writing and transitioning of activities to program partners.

No Cost Extension and Program Sustainability

The program applied for and got approval from USAID for a no cost extension until January 14, 2014 to enable it complete all outstanding engagement that were delayed due to reasons and/or occurrences at the national level (death of the President and General Elections) which did not allow the program to engage meaningfully at the national level. The grant of the no cost extension will allow for outstanding engagements, consultations and the submission of two important proposals to the government of Ghana for consideration and adoption as promised in the project design.

Two proposals below have been drafted and will be subjected to stakeholder validation before submission

- Solving the fisheries crisis in Ghana: A proposal for a fresh approach to collaborative management
- Towards a fresh approach to Coastal Governance in Ghana's Western Region

Fisheries Governance

Extensive fisheries governance mechanisms and approaches characterized the 4 years of ICFG program implementation. This culminated in the 3rd National Fisheries Dialogue, the outcome of which is the fisheries and legislative reforms being proposed to be submitted for the consideration by Government. During the no cost extension phase, further discussions will be held with the MoFAD and the Fisheries Commission on the proposals as well as engaging the Parliamentary select committees on Agriculture (also responsible for fisheries) and Subsidiary Legislation to sensitize them on the content of the document and before it is officially submitted to Government.

Coastal Governance

Consultations on the coastal governance proposal when completed in the No Cost Extension phase is expected to lead to the signing of a Memorandum of Understanding between the coastal districts, traditional authorities, other stakeholders. The MoU will bring together stakeholders for the declaration of coastal Western Region for Joint Coastal Area Management Planning (JCAMP) as provided for in Ghana planning legislations (NDPC Act 479 of 1994, Systems Planning Act, Act 480 of 1994 and Local Government Act, Act 462 of 1994). The districts, by the MoU will seek a mandate of the Government to initiate the JCAMP process.

Closeout plan

Equipment Disbursement

A plan will be developed in consultation with USAID Ghana for disposition of ICFG purchased supplies and capital equipment. Disposition of capital equipment (e.g. vehicles) will need approval of the project contract officer prior to transfer. Other non-capital equipment will be disposed at the discretion of URI in consultation with USAID. It is

expected that a portion of this equipment will go to in-country partner institutions and/or transferred to other USAID contractors. Preference for disposition to contractors or local partner institutions will be given to those involved in implementation of the Fisheries and ICM strategy and involved in coastal elements of USAID Ghana mission strategy.

Closeout Plan

A detailed close out plan will be developed and submitted to USAID Ghana 60 days before the end date of January 14, 2014. This will include a schedule for the following:

- Equipment disposal and transfer plan
- Letters of recommendation
- Vetting of administrative files and a pre-defined inventory. Original files and financial documents will be shipped to URI for archiving. This will include manual, personnel contracts, sub-contracts contracts, major publications, PMP files, etc.
- All major project publications – special publications, technical reports, training reports, work plans and progress reports will be converted to PDF format and electronically archived at URI
- Reports (reference materials) – tool kits, maps, project reports on fisheries and coastal management will be widely distributed to relevant institutions.

Annex A: ICFG M&E Indicator Reporting to USAID

№	INDICATOR	TYPE
1.	Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	CUSTOM INDICATOR
2.	Numbers of Policies/ Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	#4.5.1-24 (FTF Sub IR 1.3)
3.	Number of Institutions/ Organisations Undertaking Capacity/Competency Strengthening As A Result of USG Assistance	(GCC Indicator EG 5.1)
4.	Number of individuals who have received USG supported Short-Term Training on agric. sector productivity or food security	#4.5.2 - 7 (FTF Sub IR 1.1)
5.	Number of individuals who have received USG supported Long-Term Training on agric. sector productivity or food security	# 4.5.2 - 6 (FTF sub IR 1.1)
6.	№ of hectares in areas of biological significance under improved management	(GCC Indicator EG 8.1)
7.	Number of climate change vulnerability assessments conducted	#4.5.1-21 (FTF Sub IR 1.2)
8.	Number of rural households benefiting directly from USG Interventions	#4.5.2-13 (FTF Sub IR 1.2)
9.	Number of PPPs formed as a result of FTF Assistance	#4.5.2-12 (FTF IR 3)
10.	Number of stakeholders using climate change information in their decision making as a result of USG assistance	#4.5.2-32 (FTF Sub IR 1.1)
11.	Number of members of producer organisations and community based organisations receiving USG assistance	#4.5.2-27 (FTF Sub IR 1.1)
12.	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	4.5.2-11 (FTF IR)
13.	Number of people trained in child health and nutrition through USG-supported programs	#3.1.9-1 (FTF IR 8)





















Annex B: Customized Governance Scorecard for the ICFG Initiative











Governance Scorecards: Time 1 and Time 4 Results for the Process of Establishing a Nested Governance Program for the Coastal Zone of the Western Region:

Steps and Actions of the Management Cycle

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

STEP	INDICATORS	PROGRESS	
		2010	2013
Issue Identification and Assessment	Principal environmental, social and institutional issues and their implications assessed	▲	●
	Major stakeholders and their interests identified	▲	●
	Issues upon which the H&N Mpoano will focus its efforts selected	●	●
	Goals of the Initiative defined	▲	●
	Stakeholders actively involved in the assessment and goal setting process	▲	●
<p>Time 1 Comments on Progress in Step 1: Our understanding of the issues, their implications and the major stakeholders involved have of course evolved over time as work proceeded in the focal areas for the coastal management phase of the programme as what had been perceived as topics in Phase 1 took on depth and coloration. Issues at the scale of the Western Region also became increasingly clear while understanding of the complexities of the coastal governance system at the national scale only began to come into focus in Phase 3. On fisheries topics, the wide-ranging nature of the small pelagic stocks quickly required understanding the dynamics of fisheries governance at the national scale. Fisheries work at the scale of individual communities and the Western Region as a whole enabled the project to understand the dynamics of fisheries issues in a firsthand and detailed manner. The issues posed by petroleum development came into focus towards the end of Phase 2. In the series of M&E sessions, the team agreed that issues that the programme will address have largely been identified and specific goals and objectives have largely been defined. Given the emergent and dynamic nature of the context of the goals for the focal areas and for fisheries. Stakeholders are actively involved in the goals setting through the mid-term external evaluation; the scorecards process also involves stakeholders in the assessment such as Fisheries Commission, district assemblies and other relevant stakeholders.</p>			
STEP 2: Design of a Nested Governance Program for the Coastal Zone of the Western Region	Scientific research on selected management questions been conducted	▲	●
	Boundaries of the area of focus defined (C3P land and seascapes to be determined)	▲	●
	Baseline conditions documented	▲	●
	Institutional framework for the nested governance system designed	▼	●
	Institutional capacity for implementation developed	▼	●

	Pilot activities implemented at selected sites model necessary changes in behavior of resource users and governance institutions		
<p>Comments on Progress in Step 2: The boundaries of the area of focus were defined pragmatically in Phase 1. Baseline conditions were documented also in Phase 1 through the Our Coast document and the associated community-by-community assessments that in hindsight consumed too much energy. Pilot activities were undertaken initially through a small grants programme that built some goodwill for the Initiative. Other than a diagnostic on the source of algal blooms referred to locally as ‘green-green’, no primary scientific research was undertaken because none was needed. The strategy was instead to apply scientific and technical techniques with skilled practitioners in order to understand the trends in important variables – as illustrated by the increases in fishing effort that are not documented by the fisheries statistics. Similarly, GIS technology and the application of knowledge of shoreline processes were essential to documenting and analyzing information on the shoreline. This became the basis for assessing the magnitude of risks and the management policies and tools that could be applied. The learning-by-doing approach in the coastal districts was the major capacity building. In this project, study tours were particularly important. The Institutional framework for the Nested Governance system has been designed in the issues brief. Piloting of activities is underway and this is informing practices of institutions at all levels.</p>			
STEP 3: <input type="checkbox"/> Formal Adoption and Funding of a Nested Governance Program for the Coastal Zone of the Western Region	Policies/plan formally endorsed and authorities necessary for their implementation provided.		
	Funding required for program implementation obtained		
<p>Comments on Progress in Step 3: As of July 2013, it is far from certain whether the ‘fresh approach’ to either fisheries or coastal governance will receive any formal endorsement by high level Ghanaian institutions or whether the funding required to sustain the ideas put forward by this project will be provided by international agencies. While individual districts could act upon and fund the coastal management actions may be incorporated in their next medium-term development plans, it is unlikely that funds provided by central government will be sufficient to result in their implementation. As of October 2013, policies and plans were still being negotiated with stakeholders for endorsement. A 2nd nested governance roundtable meeting will provide the forum for formalization and endorsement. Discussions ongoing with WARFP, DFID, GoG, etc. for sustained funding for long term programme implementation.</p>			
STEP 4: Implementation of a formally constituted Nested Governance Program for the Coastal Zone of the Western Region	Behaviors of strategic partners monitored, strategies adjusted		
	Societal/ecosystem trends monitored and interpreted		
	Investments in necessary physical infrastructure made		
	Progress and attainment of goals documented		
	Major stakeholder groups sustain participation		
	Constituencies, funding and authorities sustained		
	Program learning and adaptations documented		
<p>Comments on Progress in Step 4: The implementation of a future coastal management programme for the Western Region has been informed by pilot scale activities as well as a set of policy briefs, white papers and proposals for a fresh approach for both coastal and fisheries governance. The future coastal programme will require a formal mandate, ideally from the President of Ghana, as well as other key stakeholders for implementation to begin.</p>			

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

Comments on Progress in Step 5: Monitoring and evaluation lies at the heart of adaptive ecosystem governance and has been a major feature of both HEn Mpoano and the nested governance programme that it hopes to catalyse. During Phase 2 of HEn Mpoano, the results of Monitoring will be the basis for self-assessments and adjustments to the programme's activities. In Phase 3, the progress made towards establishing a sustained governance programme will be evaluated as a source of experience for a national coastal and fisheries governance programme. Through detailed monitoring and evaluation practices including a self-reflection between Year 2 and Year 3; an external assessment in Year 3 and ongoing internal M&E sessions, the team has built a culture of learning-by-doing and reassessed management issues, documented some developing programme outcomes and have adjusted policies to reflect experience and highly dynamic social and environmental conditions. As of October 2013, the documentation of programme outcome and assessment is underway through the annual and semi-annual reports, scorecards and lessons learned document.

Annex C: Results to Date (FY10-FY13, September, 2013)

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
1	CUSTOM IND. Improvements on a governance scorecard covering, goals, constituencies, commitment and capacity dimensions.	Areas for score carding determined	4 areas selected for baselining Western Region baseline completed	Increasing	Shama Baseline completed March 2011. Cape Three and Amanzule baselines completed in July 2011 Western Region Time2 scorecard completed in July 2011	Increasing	Time 2 Scorecards for Shama, Cape 3 Points and Amanzule completed with increasing scores Scorecards for fisheries compliance and enforcement completed with increasing scores Western Region Time 3 scorecards completed in July 2012	Increasing	Time 4 Scorecards completed for 5 programme areas in March 2013: Shama-19/3/13 C3PS-19/3/13 Amanzule- 20/3 Fisheries – 20/3 Western Region – 21/3/13 03/7/13

Comments: Four initiatives are being tracked with the ecosystem governance process and outcome scorecards: Western Region as a whole and 3 focal areas: Shama, Cape Three Points Forest Reserve and the Amanzule wetlands. Scorecard is also being used to track progress of Fisheries Enforcement and Compliance and Rural Radio Drama but not as performance targets. Western Region baseline was established in FY10 and published in the Our Coast, Our Future Document. At the review workshop in July 2011, Shama, Cape Three Points forest reserve and the Amanzule wetlands baselines were developed. Pilot models for Integrated Coastal Management and conservation have been developed for the 3 focal areas and the Western Region as a whole. Some of the pressing issues identified in Shama were unregulated shorefront development resulting in conflict among coastal communities, pressure on land use due to the discovery of Oil and Gas in the Western region and more people moving from the STMA to Shama due to congestion in the city, lack of portable water supply, flooding, population growth, construction in flood plains, competing land uses and poor urban development. The Shama participatory land use mapping and planning facilitated by Hen Mpoano and the District Assembly was a clear case of a demand driven process, where local chiefs and community people also participated fully. The learning and experiences gained from the Shama process would serve as model for Cape Three Points and Amanzule Focal Areas in FY 2012 and FY 2013.

FY12 Comments: Work has started in the Cape Three Points Focal Area where issues of expansion of perennial tree crops (rubber, Palm) have been underlined as major threats to food security as well as loss of livelihoods as tenant farmers lose their lands to rubber outgrower schemes and other infrastructural development being driven by the oil sector. ICFG has been able to engage rubber sector stakeholders for drawing funding for small scale vegetable crop production especially for tenant farmers, who have lost their lands to rubber production. Interventions such as Vulnerability and Resilience Surveys have been completed for both the Cape 3 Points and Amanzule Focal Areas and results are feeding into a larger spatial planning process at the district level for both focal areas. It is good to note that support is building up for the Initiative in both Focal Areas and traditional authorities and key district assembly representatives as well as government agencies such as Forestry Commission have endorsed and are committed to the cause. Scores for all the 4 initiatives (Western Region, Shama, Cape 3 Points and Amanzule) being tracked show increasing results. The last quarter of Year 3 focused on designing end game plans towards year 4 completion of the ICFG program. Goals of the programme are now clearly defined with stakeholders especially through validation exercises after the vulnerability and resilience surveys. Cape 3 Points.

and Amanzule Focal Areas both have Spatial Planning Advisory Groups for pushing ICFG's ICM agenda forward at the district level. Key ICFG outputs include a coastal foundation model for the Western Region, which has received support from major donor organisations like DFiD and NORAD. Also, final products include the production of issue briefs (drafting underway) that would allow for communicating ICFG's propositions to both national, district and local level stakeholders. This would allow for bridging the communication gap between ICFG and pertinent national institutions as identified during the Mid-Term Evaluation

FY13 Comments: Process and Outcome Score-carding for 5 programme areas (W/R as a whole, Shama, C3Ps, Amanzule and Fisheries) have been completed and show significant improvements over the previous (time 3) scores. That for the Western Region has been further updated. Issues for all 5 programmes have been identified with stakeholders while goals have now been clearly defined and major ones summed up in issue briefs. Six discussion papers and briefs on 'the Proposed Nested Governance System', 'Fisheries Enforcement and Compliance', National Framework for Fisheries Co-Management', Creating Legal Space for Fisheries Co-Management, 'Wetlands' and 'Water Quality and Supply' have been published in a national newspaper. For all focal areas, prioritisation of issues has been completed through socialization of the vulnerability and resilience survey results with stakeholders. All action plans for the various focal areas of the Initiative specified time bound and quantitative targets with project closeout slated for July 2013. Relative to constituencies, relevant institutions involved in programme implementation (such as National Development Planning Commission, the WARF Programme, national Fisheries Commission and Forestry Commission, district assemblies, Marine Police, etc) now understand and support the Initiative partly evidenced by representation at the Nested Governance Roundtable and 3rd National Fisheries Dialogues as well as by formal endorsement by the Shama District Assembly in a letter commending the Initiative for her support to the Assembly. Some commitments have also been garnered as office space has been given by both the Ahanta West District Assembly (for C3Ps Working Group) and Fisheries Commission, MOU with the Forestry Commission signed (for C3Ps WG) while funding for 5years has been secured for the C3Ps Community Monitoring Team (through PPPs with Tullow Oil) and a budgetary allocation of GHC15,000.00 also secured to support the newly established Coastal and Marine Resources Committee in Ahanta West District Assembly. Long-term funding for the implementation of a nested governance programme is however still underway and negotiations ongoing with potential donor agencies. Capacity for programme implementation is relatively high as training sessions have been completed for institutions as Marine Police, District and Regional planners and technicians, WorldFish livelihoods beneficiaries and other fisher folks. Most of the steps on the policy cycle for the 3 focal areas and Fisheries show improvements (either completed or still underway), while indicators for step 4 (implementation of a formally constituted Nested Governance Programme) for the Western Region were recently initiated through the hosting of the Roundtable policy dialogue as well as subsequent discussions and stakeholder consultations meant to feed into a White Paper/Proposal for influencing policy for the nested governance programme for coastal Ghana.

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
2.	FTF SUB IR 1.3 #s of Policies/ Regulations/ Administrative Procedures in each of the following stages (Analysed, Drafted, Presented for Legislation, Passed, Implementation) of development as a result of USG assistance	Areas requiring management plans, strategies, policies and bye-laws determined	Areas selected: 3 STMA wetlands Shama Cape Three Points Amanzule	3 wetlands in S.T.M.A targeted	1 st Stage underway – Analysis stage (Work on management plans, policies and district bye- laws underway in STMA and Shama.)	4 (Cape 3 Points and community wetlands	C3Ps - 1 st /2 nd Stages underway. (Review of CREMA Wetlands Bye-laws underway in Cape Three Points) Gazetting of 3 STMA wetlands – 1 st /2 nd stages underway. (Socio economic survey completed. Boundary survey underway) Shama 3 products - District ICM Policy (1 st /2 nd stages completed. 3 rd Stage underway) Shorefront Management Byelaw (1 st stage completed. 2 nd Stage underway) 2 Wetland Byelaws (1 st stage completed, 2 nd stage underway)	1 (Amanzule)	Amanzule: Conservation Management Scenario – Stages 2, 3 and 4 completed Shama: Shama District ICM Policy – Stages 3, 4 completed. Stage 5 underway Shoreline Mgt Byelaw – Stages 3, 4 completed. Stage 5 underway Anankwar Flood Hazard Mitigation Byelaw – Stage 2, 3 completed Pra Estuary Wetland Conservation Byelaw – Stages 2, 3 completed C3Ps CREMA Constitution/ Wetland Byelaw review – Stages 3, 4 completed, Stage 5 underway STMA Urban Wetlands Byelaw - Stage 2 underway

Comments: Scientific studies have been conducted to inform decision makers about the importance these wetlands have for food security, flood control and bio-diversity significance. Several meetings have been held with town planners at STMA and legal consultants as well as the Wildlife Division of the Ghana Forestry Commission to legally establish ordinances at the district level as protected areas. Maps are being prepared for each of the three wetlands. Consultative processes on the way forward are still ongoing amongst the different institutions for the purpose of gazetting the 3 STMA wetlands but the process has not been smooth due to issues of bureaucracy. Hen Mpoano local partner Friends of the Nation have also conducted a series of social studies using graduate interns from the University of Cape Coast to do a stakeholder analysis of the wetland areas. The next process is to assemble a team of district government personnel to undertake an assessment of existing social and economic conditions to inform the regulations that will finally be gazetted. There are plans to also include other wetlands of biological significance in the STMA under improved management in FY 2012 and 2013. After the socio-economic studies followed by the technical land survey there would be validation engagements and negotiations to have a proposal tailored before the Assembly to consider for promulgation. For the Cape 3 Points Focal Area, CREMAs have been revived for 20 fringe communities of the Cape 3 Points Forest Reserve for the protection of wetland areas as well as the forest reserve. Leadership training for the CREMA Executives has been completed. Collation of data for the amendment of management plans, constitution and byelaws have also been completed.

2012 Comments – The Cape 3 Points Wetlands byelaw and CREMA Constitution are already existing documents undergoing review. **This no longer involves just 4 wetlands but 20 community wetland areas covered by a single integrated byelaw for the umbrella CREMA body.** **1st Stage – Analysis:** Community meetings have already been organized for the 20 fringe communities relative to trend analysis of health, value and benefit of the wetlands. **2nd Stage – Drafted:** Data from the stakeholder consultation processes have fed into the draft management byelaw towards amendment of the CREMA Constitution. For Shama, The District ICM component will feed into the district’s spatial development framework. The **1st Stage – Analysis** - started with a review of existing information with stakeholders including Coastal Sub-Committee and the Advisory Committee; the output from the 1st stage fed the **2nd Stage (Drafting)**. The first draft of the SDF has been presented to stakeholders at the district assembly level leading to initiation of the **3rd (Presentation) Stage**. Relative to the Shama Shoreline Management Byelaw, the district’s Statutory Planning Committee has assisted with the analysis of existing shoreline management characteristics (**1st Stage**) whose output has been summarized into a draft working document (**2nd Stage**). For the 2 Wetlands, analysis of detailed physical vulnerability has been done with district stakeholders and information from the process has been collated into a draft working document. In STMA, the analysis stage of wetlands boundary survey is still ongoing; together with the socio-economic survey, the two would feed the draft stage of the byelaws development. In Amanzule, several planning sessions have also been completed with traditional authorities, district assemblies, and government institutions relative to conservation and management scenarios for the Amanzule Wetlands and a working group has been formed to propose the preferred scenario. Alongside of this, carbon stock assessments are ongoing in the diverse wetland areas in order to assess the feasibility for long-term conservation funding through diverse offset mechanisms and carbon funds.

2013 Comments: For the Amanzule Focal Area, a survey on customary laws has been developed to support the drafting of the preferred “Conservation Management Scenarios” for the Greater Amanzule Wetland Area. Other secondary data from a pilot programme in the area by the Ghana Wildlife Society (Project Management Concept) and from the CREMA Concept by the Wildlife Division of the Forestry Commission have formed the basis for the development of the draft ‘Conservation Management Scenarios’ local plan. The Amanzule Working Group (made up of representatives from the 3 traditional (Eastern & Western Nzema and Gwira Traditional Areas) in the areas, the Ellebelle and Jomoro District Assemblies, the Wildlife Division, Ghana Wildlife Society and Hen Mpoano) completed a final draft of the local plan which was presented for approval at a retreat of traditional authority and district assembly representatives where it was passed in June 2013.

Relative to the revision of the **C3Ps CREMA Constitution**, the draft byelaw was presented for legislation to the Justice and Security sub-Committee which in turn was submitted for final approval by the General Assembly and was passed in April 2013. In Shama Focal Area, a Spatial Development Framework which has embedded the **ICM policy and strategy** has been passed. The **Shoreline Management Byelaw** which is also embedded in the District Structural Plan has been adopted at the last General Assembly in May 2013. Initial implementation for both the ICM Policy and Shoreline Byelaw has begun. Prior to that, technical assessment of shoreline features and functions were carried out, including an estimation of annual rate of erosion for different sections of the shoreline. Drafting of the regulations were aligned with the drafting of the Structure Plan for Shama District to ensure consistency and coherence between those two regulations. **Anankwar Wetland Byelaw** and **Pra Wetland Conservation Byelaw** - draft bye-law have been completed and consultation sessions on the draft have been held with the development planning sub-committee, statutory planning committee and agriculture and coastal management sub-committee of the assembly. The byelaws have been presented to the General Assembly and awaiting final approval and implementation.

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
3.	GCC Indicator Number of Institutions/ Organisations Undertaking Capacity/Competency Strengthening as a Result of USG Assistance	53 targeted, qualitative narrative provided in PMP on how each is being strengthened. Figure also stands for the LOP target	30 institutions strengthened	15 targeted	21 strengthened, qualitative narrative provided in PMP on how each was strengthened	16, qualitative narrative provided in PMP on how each is being strengthened	19 strengthened qualitative narrative provided in PMP on how each is being strengthened	33 (both new and continuing)	15 (continuing) organisations as of September 2013 <i>2 extra organisations (GNCFC & Co-Mgt Forum) have been dropped and will be accounted for by a different indicator.</i>

Comments: 53 organizations were targeted for strengthening as the main targets. The Initiative has worked with most of these in Year 2 but expects strengthening to continue through to end of project so no annual increase in targets. Friends of the Nation, WERENGO (association of 45 NGOs in the Western Region), Hotel Operators Association, Oil and Gas platform, NGOs/CSOs are receiving small grants to conduct resource management and livelihood development activities (~15), Fisheries Commission, Coastal districts (6), University of Cape Coast Department of Geography, Centre for Coastal Management and Department of Fisheries & Aquatic Sciences, Community Health Workers college. The number of organizations receiving assistance is now at 58. University of Cape Coast and Community Health Workers College are also receiving contracts for specific work. The strategy here is to have these organizations learn by doing and mentors or advisors are assigned to each group. Many of these organizations are also being strengthened via training of the personnel and these results are captured in Indicator No. 6 – see below. Other forms of strengthening include the provision of working equipment and enhancement of office space. Partnerships have been formed with these organizations and Memorandum of Understanding have been developed and signed with all. The Western Regional Town and Country Planning Department has been strengthened by refurbishing their main drawing room with computers and accessories and training sessions organized for them.

FY12 Comments: The conference room of the Western Regional Fisheries Commission has been refurbished as well as an office space to be fitted with computers and accessories where Hen Mpoano will be coordinating some of their fisheries activities. The Platform for Coastal Communities has received support for the establishment of district offices. Others include mentorship, direction and financial support for CREMA executives in the Cape 3 Points Focal Area to carry out education/sensitization of residents. The Ghana National Canoe Fishermen Council has also received support in the form of funds to revive the Association for enforcement and compliance activities in the area of fisheries. Hen Mpoano has also assisted them to draw up their constitution. The Initiative has also (for some communities) revived and constituted (new ones) 20 CREMAs in fringe communities of the Cape 3 Points Forest Reserve. Hen Mpoano has also supported WAPCA to conduct a series of primate surveys and to spearhead bilateral collaborations amongst fringe communities of the Amanzule in Ivory Coast and Ghana for conservation and protection of wetland areas which are key to food security.

FY13 Comments: The organisations/institutions and type of strengthening include **Marine Police** (Planning and programme development, provision of sectoral expertise for community outreaches), **Regional TCPD** (Furnishing of GIS hub, additional GIS training); **Nzema East Municipal Assembly** (Additional training on GIS), **Ellembelle and Jomoro District Assemblies** (planning/programme development of Amanzule Working Group, additional GIS training); **Ahanta West District Assembly** (Support for formation of Marine and Coastal Resources Committee, capacity building for climate change related planning – Akwidaa, Dixcove); **Shama District Assembly** (Formation of Agric. and Coastal sub-Committee, contribution to spatial development framework, development of ICM/fisheries strategies - byelaws); **Fisheries Alliance** (Small grants for stakeholder consultations on co-management legislation); **DAASGIFT** (Small Grants for livelihoods/sanitation project); **CEWEFIA** (Small grants for PHE interventions), **Esiama Community Nursing School/Ghana Health Service** (PHE interventions), **GES** (provision of sectoral expertise for facilitating implementation of wetlands curriculum package in schools); **PCC** (Programme planning and development, funding of Oil/Gas lessons learned study tour); **Forestry Commission** (Financial Resources for review of the C3Ps Forest Management Plan) **GNCFC** (Strengthening on gender involvement, funds leveraging, governance support).

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
4.	FTF SUB IR 1.1 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	100 – (for both long and short term trainings)	216 Males - 170 Females – 46 Long & short term trainings	100 (for both long and short term trainings)	Total number of people trained in FY 11 is 393; 280 males and 113 females. (for both long and short term trainings)	500 (for both long and short term trainings)	1610 short-term trainings - 628males & 382f. Producers - 468, Gov't – 125, Private sector - 18, CSO - 999	300	213 162 males & 51females Producers – 23 Gov't - 34 CSO – 147 Priv. Sect. - 9

Comments: Year 1 results seemed high and it is due to the fact that some meetings were being counted as training workshop when they probably should not have been. Measures to rectify this situation underway and only truly training events and training workshops or study tours captured here.

As at the end of March, 2011, 260 people (government personnel, National Service Volunteers, graduate students, community leaders and private sector stakeholders - 171 Males and 89 Females) had been trained. A total of 99 people were trained between March and July 2011; 82 males and 17 females. 32 people were trained between July and September, 26 male and 6 females and 2 graduate students, 1 male 1 female started Masters training at URI.

Employees from the Fisheries Commission, the Environmental Protection Agency, the District Assemblies, Fishermen Associations, the Civil Society Platform for Oil and Gas, Friend of the Nation, the University of Cape Coast Department of Fisheries and Aquatic Sciences and the Department of Geography and Regional Planning all benefited from Hen Mpoano trainings. 4 graduate students from the University of Ghana and the University of Cape Coast were awarded field research grants and were trained to undertake research in the Western Region for their Masters' thesis. Hen Mpoano in collaboration with the World Fish Center also organized a training on Adaptive Management of Small-scale fisheries for staff of the Fisheries Commission and local fishermen. There was also a Population-Health-Environment training on Youth Peer Educator Trainer-of-Trainers which took place in the Ellembelle and Nzema East districts of the Western Region. There was a training for faith-based leaders (Muslims, traditionalists and Christians) in all 3 coastal districts for the purpose of management of coastal resources in Takoradi. There was a training on primate monitoring and survey in the Ahanta West district of the Western Region. There have also been several trainings on Integrated Coastal Management and just recently a training on Adaptive Responses to Climate Change in collaboration with the University of Cape Coast that targeted Western regional District Planners and the Western regional branch of the National Disaster Management Organization as well as for all Hen Mpoano technical staff. District Fisheries representatives in the 6 districts as well as town and district planners and technicians in the 6 districts are also undergoing training in GIS proficiency and use. Some community artisans (woodcarvers, graphic designers, etc) have also received capacity building for the development of business plans and for records/keeping and good management skills.

FY12 Comments: These short term trainings include leadership trainings, Marine Police Training, Faith-based trainings for the 3 remaining coastal districts with A Rocha. Others include video trainings, a series of PHE/Peer Educators Trainings with the Esiamia Community Nursing School, Business Management training for the Babson artisans, ICM training for the vulnerability and resilience surveys in 4 districts. Others include a PHE and Fisheries Leadership Summer short courses in Rhode Island as well as computer trainings for Fisheries Commission staff in all 6 districts and the 2nd UCC Climate Change Short course for national and regional level planners. GIS – 13 planners, 16 technicians.

Deviation Narrative: In the previous years, ICFG counted only individuals who were trained in activities related to agriculture production (regarded more as food security) and did not count individuals who went through natural resource management trainings as part of this indicator. Given the review of the indicator definition by BFS in April 2012, all trainings that are natural resource focus and agric. production related are all counted towards this indicator. This therefore, accounted for why the target was exceeded in FY2012. The target for FY2013 has therefore, been revised in accordance with the new definition

FY13 Comments: Includes trainings for C3Ps Community Monitoring Teams, GIS follow-up trainings for district planners and technicians, Anlo Beach Livelihoods training, Leadership Training for fisherfolks and fisheries staff, etc.

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
5.	FTF SUB IR 1.1 Number of individuals who have received USG supported long-term agricultural sector productivity or food security training	N/A See above – short-term training target	216 Males - 170 Females – 46 Long & short term trainings	N/A See above – short-term training target	12 – 6females, 6males 2 URI Master Students (1male/1female) 10 National Service Volunteers	500 (for both long and short term trainings)	3 – long-term trainings: 2males/1females	0	0
<p>Comments: 10 National Service Volunteers have received a year-long training aimed at assisting the Initiative to collect fisheries data to strengthen the information base on fisheries in the Western Region. Two graduate students have been awarded scholarships to study at the University of Rhode Island beginning the 2011/2012 academic year.</p> <p>FY12 Comments: 21 Town and Country planners and technicians have benefitted from a series of geographic information systems (GIS) trainings. These are 4 training blocks with each block lasting two weeks over a period of 6 to 7 months. The URI Masters programme is in continuation.</p> <p>FY13 Comments: There were no long-term trainings planned for year 4</p>									

Nº	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
6.	GCC Ind. Number of hectares in areas of biological significance under improved management as a result of USG assistance	Areas of biological significance to be considered for improved management determined	Targets set	600 hectares (3 wetlands in S.T.M.A.) targeted	240 hectares (total area): Butuah lagoon – 27.3 hectares Whin estuary – 204.9 hectares Essei lagoon – 8.0 hectares	11,100 hectares Cape Three Points 5,100 hectares CREMA wetlands 6000 hectares	11,100 hectares Cape Three Points undergoing improved management	Amanzule – 21,000 hectares	21,000Ha-Amanzule 11,000Ha – C3Ps (Forest Reserve and Wetland areas) 1,380Ha – Shama (Pra Estuary and wetlands)

Comments: 32,700 hectares (initial estimates but more precise estimates provided on UCC has district and focal area GIS mapping completed). We plan to disaggregate this by hectares under planning, adoption and implementation phases Amanzule – 21,000 hectares Shama - hectares TBD, S.T.M.A. wetlands 600 hectares, Cape Three Points 5,100 hectares, Community-based (CREMA) wetlands – 6000 hectares

Hen Mpoano is working closely with the Wildlife Division of the Forestry Commission, S.T.M.A. and the Survey Department to demarcate the 3 wetlands in S.T.M.A. for improved management. The Survey Department is in the process of budgeting for the demarcation while the S.T.M.A. and the Wildlife Division are also working with Hen Mpoano to draw management plans, policies and to enact district bye-laws to govern these wetlands. The same processes are being followed in the Cape Three Points forest reserve and the Amanzule wetlands in FY 2012 and FY 2013 respectively. Actual hectares of the three wetland areas in STMA (water + vegetation area only) is 240.2hct only as per GIS mapping done by consultants from CCU – see Tech report – Rapid biodiversity assessment on Essei and Butuah lagoons and Whin River Estuary – so the initial estimate of 600hct was wrong. A conservative estimate of size using only the water extent in 2010 and vegetated area in 2010 was used in the calculation.

In the Cape 3 Points Area, 20 Community Resource Management Areas (CREMAs) have been reconstituted for the wetland and forest areas and are already carrying out community sensitization and education programmes as well as collection of data for amendment of management plans and byelaws. For the Amanzule Area initial carbon stock assessment has been completed for over 18 mangrove sites in the area.

FY12 Comments: (Refer to Indicator 2) Cape 3 Points activities in year 3 which include mobilization and training of CREMAs for wetland areas and the Forest Reserve, collaborations with Forestry Commission and Conservation Foundation towards effective co-management, establishment of community monitoring teams and primate surveys as well as international events such as world environment day celebrations among others are contributing towards improvement in management of the Cape 3 Points areas of biological significance.

In the Amanzule focal Area, carbon stock assessments and resource management meetings with Ivorian and Ghanaian fringe communities have been conducted (and still ongoing) and aim at developing scenarios for effective co-management towards possible REDD funding.

FY13 Comments: The Amanzule Working Group (which comprises of Wildlife Division, Ghana Wildlife Society, 3 coastal district assemblies and traditional authorities) has produced a final draft of a ‘conservation management scenario’ document covering the Greater Amanzule Wetland, which has been presented before the traditional authorities and district assemblies and has been approved. The local plan is intended to guide fringe communities to manage the Amanzule collectively.

For the Cape 3 Points Forest Reserve, a Community Monitoring Team has been inaugurated and has started patrolling the GSBA. Relative to the wetland areas, two significant events have characterized conservation of the area: World Wetlands Day clean-up exercise in the Busua wetlands and community mangrove replanting (about 10,000 seedlings) exercise at Asemkor. The Cape 3 Points CREMA Constitution byelaw has finally been adopted and implementation underway. The Pra Estuary and Wetlands Byelaw (covering a biologically significant area) has passed the draft stage and has now been presented to the Shama District General Assembly for legislation. A study tour to the Volta Region has also been organised for residents of Anlo Beach to build their capacity for managing portions of the Pra Estuary and Wetlands area.

Nº	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
7.	FTF SUB IR 1.2 Number of climate vulnerability assessments conducted as a result of USG assistance	Not reported on	Not reported on	Not reported on	Not reported on	5 Surveys for 3 focal areas covering 5 districts	5 surveys conducted in 3 Focal Areas covering 5 Districts: Cape 3 Points Area – Ahanta West and Nzema East districts Amanzule Area – Ellembelle and Jomoro Districts Shama District	1	2 Akwidaa Vulnerability and Resilience Survey completed Dixcove Vul/Res Survey completed

FY12 Comments: In Shama Focal Area, the spatial planning process has identified vulnerable areas and byelaws are being crafted to arrest development there. Early warning systems for vulnerable areas that are settled are being developed in partnership with the Meteorological Service and NADMO. A Livelihoods resilience survey has also been successfully completed with analysis underway.

For the Cape 3 Points Area, the Vulnerability and Resilience survey covered 33 communities – Ahanta West (22) and Nzema East (11). Issues have been identified, discussed and prioritized with stakeholders. Key issues in the focal area include flooding and high erosion impacts, loss of main livelihoods – fisheries and farming due to decline in fish stocks (as a result of illegal fishing methods, increase in efforts, impact of oil industry) and conversion of farmlands into rubber plantations and other infrastructural developments.

For the Amanzuri Focal Area, the survey covered 47 communities – Ellembelle (18) and Jomoro (29). Issues have been identified, discussed and prioritized with stakeholders. Key issues include erosion and sea level rise leading to loss of properties and landing sites, markets, etc. The algal bloom phenomenon which threatens the fisheries livelihood is a major issue where fishermen catch green algae in nets instead of fish. Other issues include flooding and loss of land for farming and settlement due to influx of investors tapping into oil industry. Results from the survey would feed into a larger spatial planning process at the district level.

FY13 Comments: Vulnerability and Resilience surveys have been completed for Akwidaa and Dixcove. This would lead to the development of local plans for the two communities. A third survey which was to be completed for Anlo Beach was dropped and activity not initiated due to limited time to ICFG project completion and prioritisation of other activities.

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
8.	FTF SUB IR 1.2 Number of rural households benefiting directly from USG interventions	0	70	50	110 community persons benefitted: 23males and 87females	260	1,046 rural community persons: 534 females / 512 males.	150	92 households – Beneficiaries (55females, 37males) 31 females for the Anlo Beach livelihoods project and 61 CMTs

Comments: Life of project numbers are cumulative. Rural households were supported through the Small Grants Program of Hen Mpoano to undertake different projects in the fishing communities of the 6 coastal districts of the Western Region. Small grants have been awarded to qualified applicants again for the following fiscal years. Households that benefitted are beneficiaries or recipients of the small grants program. Three small grants focused on livelihood development and included: Batik and soap making for 20 women; improvement of fish monger stalls for 30 fishmongers and assistants; training of 20 women and supply of inputs for poultry production. In these cases number of households benefiting for each activity were 20, 30 and 20 respectively.

FY11 Comments: In the second round of small grants, 100 community persons benefitted from training and inputs for the poultry project while 10 others benefitted from training and inputs for rabbitry and grass-cutter household project. **(trainings are reported under the short term training indicator)**

FY12 Comments: 58 persons are benefitting from a small grant project for the renovation of 3 community boreholes. 863 community people also benefitted from PHE home counseling visits some of which focused on nutrition, family planning/sexual and reproductive health, sanitation as well as the distribution of IEC materials to the households through the Peace Corps/Esiama Health Nursing School home visits. Also 5 care givers each from 25 communities in Shama through CEWEFIA's PHE activities benefitted from training on nutrition values and Population-Health-Environment for the well-being of families/households.

Deviation Narrative: ICFG did not plan to implement activities that could contribute data to this indicator. However, in the middle of the year, decisions were taken to work with other CBOs to respond to some development challenges in some rural communities in the coastal areas culminating in the indicator actual attained for FY2012

FY13 Comments: Beneficiaries include women for the Anlo Beach livelihoods project by WorldFish in Anlo Beach – Shama and the C3Ps Community Monitoring Team members who benefitted from logistics for surveillance activities in and around the forest as well as beneficiaries of some fish tables presented to the Dixcove Fisheries Co-Management Forum.

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
9.	FTF IR 3 Number of public-private partnerships formed as a result of FTF assistance	Not reported on	Cumulative – see FY12 Results	Not reported on	Cumulative – see FY12 Results	Tracked but no target	6 new partnerships formed in FY12 bring to 50 number of PPPs formed since program inception.	Tracked but no target	3 PPPs formed as at September 2013: 1 new – Marine Police 2 old – CEWEFIA / DAASGIFT

Comments: The Initiative has formed a considerable number of PPPs which have over the years proved very useful for effective implementation of Hen Mpoano activities aimed at producing mutual benefits. Some of the partnerships have contractual agreements, while others are just by mutual understanding. The Initiative has about 40 partners which could translate to over 150 groups and agencies (A cumulative number gleaned from beginning of 1st Phase of ICFG programme). The Western Region Network of NGOs (WERENGO) is one such group with over 60 NGO members that the initiative supports with trainings and Small Grants. Tullow Oil and Jubilee Partners are in partnership to support Cape 3 Points CREMAs for conservation projects aimed at promoting food security. LOGODEP (USAID IP) is working with ICFG for establishment of Coastal Fund (together with COLANDEF) and is supporting Platform for Coastal Communities (formed with support and direction of Hen Mpoano) with needs assessment programme. Fisheries Commission, Forestry Commission/Wildlife Division, the 6 coastal District Assemblies are all partners of the Initiative. Working Groups include Fisheries WG, Cape 3 Points WG, GNCFC, Hen Mpoano Advisory Council Members and Shama District Steering Committee. Other groups include the Destination Management Organisation (for tourism best practices), hoteliers for turtle conservation, Environmental Journalist Group and 2 local radio stations for Hen Mpoano radio drama series.

A Rocha is a faith-based organisation for conservation activities; they collaborated with Hen Mpoano for training of faith-based leaders – 6 Interfaith based groups have been formed to carry out resource management messages in each of the 6 coastal districts. Other partners include Blue Ventures, NCRC and Forest Trends for wetland conservation and carbon offset programmes as well as for establishing baselines for Ghana’s first MPA. The Peace Corps programme, Babson Artisans (artisans supported by Initiative with business plans and management trainings), Ministry of Environment, Science and Technology (MEST), GCLME and Ivory Coast Environment Ministry and Fisheries Commission are all partners for the promotion of livelihood resilience and for catalyzing actions for algal bloom menace. Agric-based partners for the promotion of food security and reduction of impacts of perennial tree crops (rubber/palm) include B-BOVID (a local agro-based company) and Ghana Rubber Estates. Other groups for advocacy purposes include Fisheries Alliance and the Community Environmental and Monitoring Advocacy Groups (CEMAGs). The West African Primate Conservation Action (WAPCA) and Central and Western Regions Fishmongers Improvement Association (CEWEFIA) are also key partners for carrying out resource management and population, health and environment objectives respectively.

FY12 Comments: For FY12, new collaborators or partners include the Town and Country Planning Department/Ministry of Environment and Science - MEST, Ghana Education Service and Shama Radio and Goodnews FM, WAPCA and COLANDEF/ LOGODEP. Other partnerships since programme inception are ongoing and building stronger, hence the cumulative nature of results/figures.

FY13 Comments: For Year 4, three partnerships have been formed: One (new) with the Marine Police for fisheries compliance and enforcement activities as outlined in the year4 strategy and two (old) with DAASGIFT and CEWEFIA for the implementation of small grants livelihoods and PHE interventions respectively.

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
10	FTF SUB IR 1.1 Number of stakeholders using climate information in their decision making as a result of USG assistance	No target set as this was not yet an indicator	Not reported on	No target set as this was not yet an indicator	9 Institutions RCC 6 District Assemblies NADMO UCC	10 additional institutions	42 stakeholders (12 Institutions (RCC + 6 District Town and Country Planning units, NDPC, NADMO, Ministry of Local Govt/ Rural Devt. now using climate change information. Meteorological Services and Spatial Dimensions are also being oriented to incorporate climate change information in plans	27 stakeholders (9 Institutions)	17 from Akwidaa 5 from Dixcove (20males, 2 females)

Comments: District representatives from the National Disaster Management Organisation (NADMO) across the 6 districts have also undergone training aimed at better preparing them for proactive measures to disasters as opposed to reactive measures. The University of Cape Coast's (UCC's) Centre for Coastal Management and Geography departments are all receiving capacity building – in terms of training and provision of equipment – for addressing climate change issues.

FY12 Comments: 6 town and country/physical planners (TCPPs) & district planners and 15 technicians from the Western Regional Coordinating Council (RCC) and the 6 coastal district assemblies have undergone GIS proficiency and use aimed at beefing capacity to better address ICM issues. Through this as well as the UCC Climate Change short course and vulnerability and resilience surveys conducted in the 5 districts, the attention of district town and country planners, NADMO officers, National Development Planning Commission and the Ministry of Local Government have now been drawn to climate change issues and relevant information being used in decision making. Through the Shama Focal Areas, participatory mapping and issues profiling exercises, the Meteorological Services has started using 'early warning systems' to prompt flood-prone communities of impending hazards. Spatial Planning Advisory Groups in 5 districts (excluding STMA) have been formed from district assembly staff and community people for making ICM contributions into Medium Term Development Plans of District Assemblies. Spatial Dimensions also relying on ICFG's ICM inputs for district level planning.

Deviation Narrative: ICFG previously counted number of institutions and not number of stakeholders (defined as individuals in institutions) for this indicator. Though the target was reviewed to reflect the new definition, ICFG exceeded it due to increased usage of climate information by an increased number of stakeholders whose capacity was built in FY2012. There are many stakeholders (individuals) whose capacity has been built in FY2012 than in previous years.

FY13 Comments: Relative to the development of local plans for Akwidaa and Dixcove, a vulnerability and resilience survey has been conducted for each of the communities. Stakeholders involved in the process include staff of 3 district assemblies (Ahanta West, Ellembelle and Jomoro DAs), members of the Marine and Coastal Resources Committee, Ahanta West (traditional authorities, district planners, fisheries officers, fishmongers and assembly members). Climate information used includes coastal erosion/flooding (through a mapping exercise), salt water infiltration and water quality and access. In Shama, climate information provided inputs for the development of draft byelaws. Climate information used is similar to the above-mentioned and was also ascertained through mapping exercises in communities.

No	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
11	FTF Sub IR 1.1 Number of members of producer organizations and community based organizations receiving USG assistance	N/A	N/A	N/A	N/A	N/A	306 Members 217males, 89females Producer Organizations – 135 CBO – 171 members	224 members	107 members GNCFC -46members (M - 16, F - 30) C3Ps CMTs - 61members (M - 37 ,F -24) Dixcove Co-Mgt Forum -

FY12 Comments: ICFG did not previously contribute data to this indicator. No targets were therefore, set for FY2012 and the previous years. However, a target has been set for FY2013. # of members of Ghana National Canoe Fishermen's Council (45 active communities presenting 3 members from each community to the council). # of CREMA executives trained is 171 – 127males, 44 females. In FY2013, ICFG would engage district level GNCFC members: 6 district councils x 18 members each = 108members. The C3Ps CREMA Monitoring Teams (CMTs) to be engaged in Year 4 include 116 members.

FY13 Comments: These include members of the C3Ps Community Monitoring Teams who benefitted from training on Monitoring and also received some logistics to support their field operations. The Ghana National Canoe Fishermen Council is receiving support relative to governance by ensuring active involvement of women on the leadership board of the group. Further strengthening and assistance to the group includes the development of a constitution guiding the selection of the leadership as well as the reconstitution of the other district level groups. The Dixcove Fisheries Co-Management Forum also benefitted from some fish cutting tables that would generate minimum revenue for maintenance and for future prospects relative to the tables.

Nº	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
12	FTF IR Number of food security private , producer organizations, water users associations, women's groups and community-based organizations (CBOs) receiving USG assistance	N/A	N/A	N/A	N/A	N/A	22 CBOs and Producer Organizations	28 (22CBOs - CREMAs/CMTs) (7 GNFCs)	29 21 CBOs (C3Ps CREMA is a CBO) 7 POs (GNCFC is a Producer Organisation) 1 CBO (Dixcove Co-Mgt Forum)

FY12 Comments: ICFG did not previously contribute data to this indicator. No targets were therefore, set for FY2012 and the previous years. However, a target has been set for FY2013. The FY12 actuals include 1 Producer organisation which is the apex body (regional) of the GNCFC plus 22 CBOs (C3Ps Forest Reserve CREMA apex body and 20 CREMA in the fringe communities). FY13 target includes 1 GNFC regional body + 6 district level groups, then 20 CREMA groups + 1 apex body covering entire C3Ps Forest Reserve.

FY13 Comments: The C3Ps Forest Reserve fringe communities have 20 active Community Resource Management Areas (CREMAs) and one apex body. The groups are receiving support through the Community Monitoring Teams' project in and around the forest reserve. The GNCFC is represented in all 6 coastal districts of Western Region and have an apex regional body. The Fisheries Co-Management Forum is a single organisation based in Dixcove. *For level of support refer to Indicator 11 above.*

№	Indicator	FY10 Target	FY10 Results	FY11 Target	FY 11 Results	FY12 Target	FY12 Results	FY 13 Target	FY13 Results
14	FTF IR 8 Number of people trained in child health and nutrition through USG-supported programs	N/A	N/A	N/A	N/A	N/A	N/A	150	96 Women trained
<p>This is an entirely new indicator to be used for PHE reporting. No targets and results were achieved for the previous years because ICFG was not reporting on it. Targets for FY13 would however be set.</p> <p>FY13 Comments: CEWEFIA’s PHE activities include nutrition components which by this indicator definition makes it appropriate to capture all nutrition trainings here and not for ‘short-term trainings’ indicator. For the period under review, CEWEFIA organized structured trainings for pregnant and nursing mothers in Shama.</p>									