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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Organizational Capacity Assessment Report for government and Public University Units

September 2015



Hen Mpoano



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Citation: Kent, K. (2015). Organizational Capacity Assessment Report for government and Public University Units. The USAID/Ghana Sustainable Fisheries Management Project (SFMP). Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island and SNV Netherlands Development Organization. GH2014_CAP003_SNV. 36 pp.

Authority/Disclaimer:

Prepared for USAID/Ghana under Cooperative Agreement (AID-641-A-15-00001) awarded on October 22, 2014 to the University of Rhode Island and entitled; the USAID/Ghana Sustainable Fisheries Management Project (SFMP).

This document is made possible by the support of the American People through the United States Agency for International Development (USAID). The views expressed and opinions contained in this report are those of the SFMP team and are not intended as statements of policy of either USAID or the cooperating organizations. As such, the contents of this report are the sole responsibility of the SFMP Project team and do not necessarily reflect the views of USAID or the United States Government.

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ACRONYMS

CRC	Coastal Resources Center/The University of Rhode Island
CSO	Civil Society Organization
DFAS	Department of Fisheries and Aquatic Sciences (UCC)
FA	Fisheries Alliance
FC	Fisheries Commission
FDF	Fisheries Development Fund
FEU	Fisheries Enforcement Unit
FoN	Friends of the Nation
FSSD	Fisheries Scientific Survey Division of the Fisheries Commission
GIS	Geographic Information Systems
GOG	Government of Ghana
HM	Hen Mpoano
IGF	Internally Generated Funds
IT	Information Technology
MCS/FC	Monitoring, Control and Surveillance Unit of the Fisheries Commission
MTEF	Medium Term Expenditure Framework
MOFAD	Ministry of Fisheries and Aquaculture Development
NCFC	National Canoe Fishermen's Council
OCA	Organizational Capacity Assessment
OCD	Organizational Capacity Development
PHU	Post-Harvest Unit of the Fisheries Commission
PMP	Performance Monitoring Plan
PSC	Public Services Commission
RCC	Regional Coordinating Council
SFMP	Sustainable Fisheries Management Project (USAID/URI-CRC)
UCC/CCM	University of Cape Coast/ Center for Coastal Management
WARFP	West Africa Regional Fisheries Project (World Bank)

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BACKGROUND

The Sustainable Fisheries Management Project

The objective of the USAID/Ghana Sustainable Fisheries Management Project (SFMP) five-year project (October 2014-October 2019) is to rebuild marine fisheries stocks and catches through adoption of responsible fishing practices. The project contributes to the Government of Ghana's fisheries development objectives and USAID's Feed the Future Initiative. Working closely with the Ministry of Fisheries and Aquaculture Development and the Fisheries Commission, USAID/Ghana SFMP aims to end overfishing of key stocks important to local food security through achievement of the following intermediate results:

- improved legal enabling conditions for co-management, use rights and effort-reduction strategies
- strengthened information systems and science-informed decision-making
- increased constituencies that provide the political and public support needed to rebuild fish stocks
- implementation of applied management initiatives for several targeted fisheries ecosystems

More than 100,000 men and women involved in the local fishing industry are expected to benefit from this project. Working closely with stakeholders and the Government of Ghana, if appropriate management measures are implemented, tens of thousands of metric tons of additional high quality low cost food supply from fisheries can be regained via improved and sustainable management of the marine fish stocks in Ghana's waters.

The Coastal Resources Center (CRC) at The University of Rhode Island's Graduate School of Oceanography is the lead implementer of the SFMP. In leading the project, CRC works with The Ministry of Fisheries and Aquaculture Development (MOFAD) and the Fisheries Commission (FC) along with a consortium of international and local partners, including SNV Netherlands Development Organization, SSG-Advisors, Hen Mpoano, Friends of the Nation, and the Central & Western Fish Mongers Improvement Association in Ghana/CEWEFIA, Daasgift Quality Foundation Development Action Association (DAA), and Spatial Solutions. The project also will contribute to the strengthening of marine and fisheries management capabilities at the University of Cape Coast and coastal spatial planning capacity of district authorities in the Central and Western Regions.

The SFMP builds on the accomplishments of the USAID-Ghana Integrated Coastal and Fisheries Governance (ICFG) Program, known locally as the Hen Mpoano (Our Coast) initiative. In this follow-on, the USAID/Ghana SFMP is focusing efforts on the small pelagics fisheries along the entire coastline as well as the demersal fisheries and essential mangrove fish habitat in the Western Region. The project will promote ecosystem-based and adaptive management approaches. Additionally, improvements in the value chain of smoked fish, important to tens of thousands of women fish processors and marketers will be supported. The project also will implement activities aimed at reducing child labor and trafficking in the fisheries sector in the Central Region of Ghana.

SFMP Organizational Capacity Development Component

SFMP's Intermediate Result 7 is Organizational Capacity Development (OCD). The success and the sustainability of SFMP's contribution to sustainable fisheries management in Ghana

depends on the engagement and the capacity of stakeholder institutions over time. As stated in the Project Description and in Section 7/IR7 of the SFMP Year 1 (Fiscal Year 2015) Work Plan, organizational needs evolve continuously, thus the SFMP capacity development initiative intends to facilitate organizational strengthening. The objective of the capacity development initiative is to facilitate and support the development and strengthening of capacities of key local partner organizations:

- For effective implementation of the SFMP and sustainability of the fisheries sector results it supports.
- To improve the quality and sustainability of the services local organizations provide to their constituencies
- In the case of CSOs to position them to be ready and capable of receiving direct funding from USAID and other donors.

Under SFMP, this effort includes 7 civil society organizations (CSOs)¹ and 9 Government of Ghana and Public University units. The Government of Ghana and Public University Units are:

- Monitoring, Control and Surveillance Unit of the Fisheries Commission (MCS/FC)
- Fisheries Scientific Survey Division of the Fisheries Commission (FSSD/FC)
- Post-Harvest Unit of the Fisheries Commission (PHU/FC)
- Marine Fisheries Division of the Fisheries Commission (MFD/FC)
- University of Cape Coast/Center for Coastal Management (UCC/CCM)
- University of Cape Coast/Department of Fisheries and Aquatic Science (UCC/DFAS)
- Western Region Regional Coordinating Council (RCC)
- Central Region RCC
- Fisheries Enforcement Unit (FEU), an interagency body.

Positioning for direct funding from USAID and other donors is not an explicit objective of SFMP capacity development efforts for the 9 government agencies as it is for most of the CSO partners. This is because SFMP is not providing sub-grants to government and public university units as it is for CSO partners who might have the ambition of “graduating” to direct USAID awardee status over the medium to long term. Also, for government units SFMP is not well positioned to make major contributions to improving the overall administrative and financial systems that are a key factor in eligibility for direct USAID funding. These systems are generally government-wide and are often beyond the control of the individual agencies and units partnering with SFMP. The World Bank West Africa Regional Fisheries Project (WARFP) is providing technical and financial support to MOFAD and the FC to address needs for improvement at that level. UCC/DFAS has already received significant direct funding from USAID/Ghana to strengthen UCC's capacity, including operationalization of the UCC/CCM. SFMP's role is to support capacity development of DFAS and CCM to achieve the objectives of that project.

The Life of Project process envisioned for planning, implementing, monitoring and reporting on SFMP organizational capacity development support to Government of Ghana agencies, including universities and research units is an iterative one. It includes:

1. OCD strategies and activities identified in the original SFMP Project Design in

¹ CSOs include CEWEFIA, DQF, DAA, HM, FoN, FA, NCFC

- consultation with GOG units.
2. Baseline Organizational Capacity Assessment of each GOG unit in Year 1, including a consolidated Baseline Organizational Capacity Assessment (OCA) Report for GOG units that presents findings on the status of organizational capacity and validates and/or recommends adjustments and additions to the originally proposed SFMP support for OCD strategies and activities.
 3. Annual work-planning and work-plan implementation as the framework for integrating and taking action on OCD recommendations.
 4. Quarterly monitoring, documenting and reporting of OCD activities (including annual roll-up)
 5. Mid-term OCA in Year 3 (2017) to evaluate overall progress and outcomes and to make necessary adjustments.
 6. Final OCA in Year 5 (2019) to evaluate and document overall progress and outcomes and to make recommendations for the post-project period.

The SFMP Performance Monitoring Plan (PMP) aims to achieve proposed targets of 7 CSOs and 9 GOG and Public University units for IR2 Indicator 4, “Number of institutions with improved capacity to develop and implement managed access fisheries management plans” in 2017 when the midterm OCA is conducted.

Objectives: GOG and Public University Units Baseline OCA

- Identify opportunities and tailor collaboration to develop the capacity of 9 selected Government of Ghana units to sustainably contribute to the fisheries sector results supported by SFMP.
- Meet USAID PMP requirements for SFMP IR 2, Indicator 4. “Number of institutions with improved capacity to develop and implement managed access fisheries management plans.”²

Methodology: GOG and Public University Units Baseline OCA

This assessment was designed to provide meaningful and timely baseline information for the two assessment objectives. It is a qualitative assessment designed to provide an overview of perceptions by leaders, staff and key informants of each GOG unit’s core purpose and approach to achieving that purpose. The survey also aims to identify perceptions of each unit’s key strengths and challenges, its’ vision for collaboration with SFMP and the outcomes such collaboration might achieve. It uses a semi-structured interview format conducted with focus groups and/or key informants. For the GOG and public University units, SFMP has intentionally chosen not to apply the more comprehensive and standardized, quantitatively scored USAID OCA used for CSO partners. The GOG assessment approach represents a level of effort aligned with strategic decisions made during SFMP project design about collaboration with stakeholders and partners to achieve project results. This assessment was conducted in Year 1 of the Project during the period from March – August 2015. It was carried out by Karen Kent of URI/CRC with SFMP Ghana staff Kofi Agbogah of HM, Najih Lazar of URI/CRC and Stephen Kankam of HM. Targeted needs and capacity assessments conducted by URI Technical Specialists Chris Damon (GIS) and Bob Bowen (IT) during this period were also considered.

The OCA process included the following steps:

² See SFMP IR2, Indicator 4 Performance Indicator Reference Sheet (PIRS).

1. Review existing OCA Reports

- The World Bank Draft WARFP *Working Paper – C3 Organisational Capacity Review Capacity Needs Assessment (Task 3.4)* dated January 2015. Shared with SFMP on March 18, 2015.

2. Conduct Focus Group/Key Informant Surveys of each GOG Unit

The survey used to guide focus group and key informant interviews as well as the detailed survey results for each unit are filed at the SFMP offices in Accra, Ghana. The survey tool included:

- introduction of the assessment team
- introduction to the SFMP project
- review of the proposed collaboration between SFMP and the GOG unit in question, including the envisioned role of the unit and envisioned support to be provided by SFMP
- objectives of the assessment
- 12 questions/discussion points, including a gender lens

The survey was designed to be conducted by a team of at least two, one outsider not involved in day to day project management with the partner and one local SFMP team member responsible for follow-up on planned capacity development activities with the unit. In practice, only the two RCCs and MFD surveys were conducted in this manner. The others were conducted by the SFMP activity lead for the project components involving a given GOG or public University unit. The survey was to be conducted at the offices of the agency/unit and this was generally the case. It aimed to engage a cross section of participants from both central and decentralized offices (if relevant) and from various functions within the unit, including:

- Leadership and Sr. Management
- Administrative and Financial Management Heads
- Technical Program Heads
- Technical Staff

This parameter was achieved with mixed results due to workload and time constraints of URI short-term TA, SFMP staff and GOG unit staff. Table 1 below summarizes OCA implementation by unit.

3. Conduct Specific Technical Needs Assessment Visits

Specific needs/capacity assessments conducted by URI technical specialists in GIS, IT and capacity development were also taken into account in this baseline OCA. Table 1 below identifies these. They are also referenced in the Profile for each Unit.

4. Create a Profile for each Unit

A Profile for each of the 9 GOG and Public University units was created. The primary purpose of the Profiles is to document and monitor for project management decision-making, SFMP's role in capacity development of the nine selected Government of Ghana units to sustainably contribute to the fisheries sector results supported by SFMP. The Profile includes:

- i. Description of the Unit

- ii. Role in SFMP
- iii. Summary of OCA Findings and Recommendations (Baseline, Midterm, Final)
- iv. Plans for SFMP Capacity Development Support
- v. Tracking of Capacity Development Implementation (Updated semi-annually)

Table 3 in the Findings and Recommendations Section of this report summarizes the key conclusions of the baseline OCA that are documented in each Profile. The Profiles will be updated semi-annually to track capacity development/actions implemented with SFMP assistance and documented outcomes of those actions. The Profiles will serve to demonstrate attribution of achievements on PMP indicator (IR 2, Indicator 4), “Number of institutions with improved capacity to develop and implement managed access fisheries management plans” to SFMP.

5. Consolidate into a Draft OCA Baseline Report

This consolidated report was circulated in draft to SFMP staff on August 19, 2015 and to 20 FC and other GOG Points of Contact on August 27, 2015 for review and comment.

6. Finalize and Validate the Report

This report presents a summary qualitative snapshot of capacity at the 9 GOG and Public University units at the beginning of the SFMP. Annual work-plan implementation will be the framework through which the iterative process of continuous re-assessment of capacity and adjustment of actions to address capacity needs will be undertaken by stakeholders as they implement SFMP supported activities together.

Table 1 Summary of OCA Implementation

Government or University Unit	Survey Date	Survey Team	Participants	TA Dates	TA
Monitoring, Control and Surveillance unit of the Fisheries Commission (MCS/FC)	3/17/15 6/16/15	Karen Kent, CRC Kofi Agbogah, HM	Kyei Yamoah, FoN Mr. Godfrey Baidoo-Tsibu, Head MCS, Tema		
Fisheries Scientific Survey Division (FSSD/FC)	7/14/15	Najih Lazar, CRC	Paul Bannerman, Deputy Director FSSD (for IT TA) Emmanuel Dovlo Hawa Bint-Yaqub, Assoc. Deputy Dir. Kofi Amador and Sylvia Ayivi	6/22/15	Bob Bowen, CRC IT Najih Lazar, CRC
Post-Harvest Unit (PHU/FC)	6/22/15	Kofi Agbogah, HM	Samuel Duodu Manu, Head Post-Harvest Unit		
Marine Fisheries Division (MFD/FC)	3/23/15	Karen Kent, CRC Kofi Agbogah, HM	Matilda Quist, Head MFD Samuel Manu, Head Post Harvest Unit, Paul Bannerman, Deputy. Dir. FC Thomas Insaadoo, Technical Liaison Officer Papa Yaw, Director Central Region (for IT TA)	7/1/15	Bob Bowen, CRC IT

Government or University Unit	Survey Date	Survey Team	Participants	TA Dates	TA
University of Cape Coast/Center for Coastal Management (UCC/CCM)	8/3/15	Najih Lazar, CRC	Professor John Blay, UCC/CCM Dir. Dr. Denis Aheto, UCC/PM USAID Support Project	April 2015 May 2015	Chris Damon URI/EDC Rick Burroughs, URI/CELS
UCC/Department of Fisheries and Aquatic Science (UCC/DFAS)	8/5/15	Najih Lazar, CRC	Professor John Blay, UCC Dr. Denis Aheto, UCC	May 2015	Rick Burroughs, URI/CELS
Western Region Regional Coordinating Council (RCC)	3/19/15	Karen Kent, CRC Stephen Kankam, HM	Ebenezer Dadzie Paintsil, Reg. Dir. TCP Richard Jones, Reg. GIS Hub Chapman Owusu, Head GIS, Accra	April 2015	Chris Damon URI/EDC
Central Region RCC	3/20/15	Karen Kent, CRC Stephen Kankam, HM Justice Mensah, HM	Michael Kally, Reg. Dir. TCP Andrew Ohene Agyekum "Bishop", Reg. Technician, TCP	April 2015	Chris Damon URI/EDC, CRC, HM, SSG
Fisheries Enforcement Unit (FEU), an interagency body.	8/7/15	Kofi Agbogah, HM	7 Marine Police, 10 Navy, 2 MCS	May 22- June 2015	Glenn Ricci, CRC

SUMMARY OF FINDINGS AND RECOMMENDATIONS

Alignment of SFMP and WARFP OCA/OCD Efforts

The World Bank funded West Africa Regional Fisheries Project (WARFP) conducted an Organisational Capacity Review of the Fisheries Commission entitled, *Draft WARFP Working Paper – C3 Organisational Capacity Review Capacity Needs Assessment (Task 3.4)* dated January 2015. SFMP received it on March 18. The WARFP Mid-Term Review (MTR) that this paper was prepared to feed into happened in February 2015 and some recommendations (i.e., not to support a research vessel) had apparently already been acted upon at the time of this assessment.

The draft report looks at the Fisheries Commission overall rather than at the specific units SFMP has identified to work with. Important points of entry for SFMP to avoid duplication of effort and add value based on its areas of greatest influence in this overall FC Organizational Development and reform effort include the points highlighted in the third column of Table 2 below. Within the context of these “opportunities”, SFMP will make effective contribution aimed at the decentralized level in the 4 regional FC offices, including MCS, FSSD, PHU personnel as well as 2 regional commands within the FEU. In particular SFMP is well positioned to address the weaknesses identified in communication with, delegation to and engagement of Regional Offices by the center, and of communities and CSOs by the Regional Offices. SFMP will also contribute in the area of inter-institutional linkages and capacity development of CSOs, Community based management institutions and the private sector.

Table 2 Potential SFMP Contributions to Opportunities Identified in the WARFP OCA Conclusions and Recommendations

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
1. Revision of FC organizational structure.	Recommendations made by WARFP consultants.	Not a key focus area
2. Ongoing FC & Public Services Commission (PSC) work to reflect recommendations on org. structure, functions & work process guidelines.	FC & PSC aware of this need.	Not a key focus area

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
3. Annual work planning of activities and budgets to ensure activities & outputs/indicators linked better to policy areas & targets specified in the Development Plan (DP), & are more comprehensive. Identify & track Evaluation indicators for targets/outcomes specified in DP.	WARFP MTR to consider a M&E expert to work with FC on M&E processes and indicators. Aim to complete early 2015, well in advance of budget hearings with the Ministry of Finance for 2016 budget allocations.	Not a key focus area
4. Annual planning processes to be more participatory with greater involvement of staff within regional fisheries offices.	More a question of attitude, approach and leadership, than an action/activity requiring WARFP funds.	Not a key focus area
5. SOPs to be developed so FC can guide Divisions & regional office staff, including for running and management of FDF.	Will develop standard SOP template & some SOPs. Will propose other SOPs which might be developed by other technical experts with inputs provided by WARFP.	Not a key focus area
6. Output performance to be communicated regularly internally to FC. Selected indicators made available to the public on proposed FC website. Need for internal & external communications strategy.	Responsibility of new Communications Unit within proposed new organogram. WARFP may consider technical input to build capacity of Unit by collaborative process to assist FC to develop & implement communications strategies.	Not a key focus area

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
7. Staff numbers to be reviewed & increased where necessary for specific functions (and particularly for field-based enforcement officers and observers).	Supporting this opportunity will require, and be based on agreement between the PSC and FC on org. structure & increased financial resourcing of the FC.	SFMP to support shore based and community level MCS improvements and to a lesser extent on understanding and coordinating regional IUU fishing issues. Will provide limited material support and training to FEU (including MCS personnel)
8. A revised/validated Technical Needs Assessment (TNA) to feed into a detailed training strategy/plan to be prepared.	WARFP MTR to consider short technical input to recruit a TNA expert.	Ensure FC considers SFMP supported targeted fish stock management initiatives needs and contributions in revised TNA and strategy/plan.
9. Establish a routine data collection system to generate key HR status and performance indicators. Increased rigor in staff forecasting, recruitment and appraisal.	WARFP support not considered necessary. FC's HR function should be able to establish such improved data collection and reporting.	Not a key focus area
10. A participatory process to be completed within FC to articulate a vision and mission.	FC should feel able to act on this without WARFP support, but advisers may be able to facilitate & support the process.	Leadership & Cap. Dev. activities aim to provide perspectives among key stakeholders on both the content and the process.
11. Greater responsibility for leadership to be provided to and taken up by regional fisheries officers.	In part this will require action to increase funding/resourcing of FC. But it also requires a shift in attitude within FC's leadership	Leadership & Cap. Dev. activities aim to provide perspectives for attitudinal shift at leadership and decentralized levels.

12. Leadership to consider best use of staff time for focus on activities & outputs, as well as meetings.	WARFP support not necessary.	Flexibility and coordination with non-SFMP FC activities.
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WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
13. FC specific emails.	WARFP already supporting.	
14. Further detailed assessment of potentially practical and effective ways to ensure increased motivation of staff.	WARFP MTR to consider short dedicated technical input to provide specific recommendations to the FC.	Share lessons with FC on competency based professional certification programs for fisheries management and enforcement.
15. Fisheries Act and Regulations revisions to provide a more enabling and supportive legal environment within which FC operates, and necessary for implementation of the DP.	WARFP recommendations on the aquaculture sector, on co-management & on legal changes necessary to comply with EU requirements on IUU fishing.	Facilitate FC learning on co-management legal enabling environment.
16. Survey levels and status/condition of all FC assets and offices. Identify a prioritized set of investment needs for possible funding by govt. and donors in the immediate term, or via a planned asset replacement program as part of the FC's annual budget planning process.	FC has started. WARFP assistance may be needed to complete it and to develop a clear asset replacement plan.	Coordinate with this effort to provide some assets and office needs primarily at the regional decentralized level.

<p>17. Focus on and evaluation of potential cost efficiencies in expenditure and improvements in value for money that could be realized.</p>	<p>FC may feel well able to act on this without WARFP support, but WARFP may be able to assist on specific technical areas e.g. the completion of cost efficiency analysis in MCS. Plan to fund a research vessel must be questioned given other needs. This issue should be considered by the MTR.</p>	<p>-Research and stock assessment capacity development for targeted fisheries stocks.</p>
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WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
<p>18. A strong business case to be developed and better explained to GOG on need for increases in FC budgets from current Cedi 9-10 million/yr. to Cedi 35-40 million.</p>	<p>FC needs to prepare well for 2016 budget hearings assisted by existing WARFP component advisers and experts. A specific short-term technical and public relations input may also be considered.</p>	<p>Not a focus area</p>
<p>19. Donors potentially provide needed FC costs in the short term until sector performance has improved allowing for increased extraction of benefits from the private sector.</p>	<p>WARFP already providing considerable support to FC on many activities to turn performance of the sector around. FC with WARFP advisors' support should explore potential for other donors to fund specific activities after WARFP.</p>	<p>FC is a major beneficiary of SFMP including material support to various units, staff strengthening, but USAID/SFMP not providing direct budgetary support to MOFAD or FC. Increase stakeholder engagement in support of sustainable management of targeted fish stocks and implementation of the National Fisheries Management Plan. Contribute to the tracking progress in the targeted fish stock management and improve capacity of FSSD.</p>

<p>20. Develop a clear policy for generation of IGFs and their use through the FDF to support sector developments. A sub-committee of the Board could be established specifically for approving a FDF expenditure plan to be developed by the FC and then assessing compliance.</p>	<p>This policy can and should be developed by the FC itself.</p>	<p>Support FC to consider use of IGFs & FDF for financing co-management entities to be considered as part of the legal reform process on co-management.</p>
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WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
<p>21. In the longer-term, all income extracted from the private sector to go to the central treasury. All fisheries expenditure for FC identified within GOG budgets in line with a Medium Term Expenditure Framework (MTEF) with clear budget lines for admin./governance functions for both FC & MOFAD. Separate identification for sectoral development funds to be channeled in the FDF.</p>	<p>May be considered a long-term goal. In the more immediate term, other recommendations on strengthening the Board, development of a clear policy for generation of IGFs and their use, and Board oversight of the FDF, should be acted on to ensure transparent and good use of funds.</p>	<p>Not a focus area.</p>
<p>22. Re-constitution of the Board and the basis by which members are selected.</p>	<p>Recommendations made to improve representation of private sector organizations, less govt. institutional representation, and specification of technical areas of competence the Board must contain. MOFAD and FC should consider a final proposed composition for inclusion in the revised Fisheries Act.</p>	<p>Discussion on membership of the Board to be considered as part of the SFMP legal reform and co-management frameworks dialogues.</p>

<p>23. Education and awareness building with the Board & MOFAD on their respective roles <i>vis a vis</i> oversight of the FC and setting of policy.</p>	<p>Such education is reported to be an important factor in improved governance & day to day autonomy of the Forestry Commission. Additional WARFP resources not required beyond component 1 technical adviser.</p>	<p>Retreats and seminars for Board members.</p>
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WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
<p>24. Existing and potential inter-institutional linkages and networks strengthened through increased resourcing and clear articulation of shared problems, objectives, approaches/processes to be followed.</p>	<p>Will be addressed through the increased funding for the FC proposed, and as part of the SOPs to be developed.</p>	<p>Will foster linkages among GOG actors, including public Univ. & between GOG, community level, user apex organizations, CSOs and private sector actors for targeted fisheries stocks management.</p>
<p>25. Support provided for the creation and institutional development of representative private sector and community-based management organizations.</p>	<p>Already considered and supported to some extent under WARFP for women's processors. The WARFP MTR should consider funding needs more generally for such institutional support and development, noting the challenges and long-term nature of such institutions.</p>	<p>Strengthening producer organizations including DAA CEWEFIA, NAFPTA, GNCFC, FA</p>
<p>26. Consideration given to the merits of a FC policy adviser to be seconded to MOFAD to ensure good policy linkages.</p>	<p>Reflects a change from current WARFP support for a policy adviser to MOFAD, as importantly the policy adviser would be FC staff on secondment. Has proved effective in other Commissions</p>	<p>Not a focus area.</p>

<p>27. The case to be made to abolish pre-mix scheme. Funds used instead for alternative, more productive fisheries management and sectoral support to increase likelihood of acceptance by policy-makers and communities.</p>	<p>FC with WARFP technical component advisers support, should build support with MOFAD and the Ministry of Finance. May also require a clear public relations message on the issue to be developed and supported.</p>	<p>Support the case with evidence of impact on sustainable management of targeted fisheries stocks.</p> <p>Policy alternatives researched and presented to MOFAD</p>
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WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions
<p>28. Community sensitization and awareness program on need for fisheries management changes, improvements and enforcement of regulations, to make the enforcement role of the FC increasingly accepted over time.</p>	<p>Already being funded to some extent by WARFP. The WARFP MTR should consider whether funding provisions are sufficient.</p>	<p>Strong contribution through Fisheries Dialogues, Communications Strategy, development of co-management approach, and CSO engagement for targeted fisheries stocks.</p>
<p>29. Increased resourcing and technical expertise for engagement with intl. fora, and compliance with their mandatory requirements and recommendations on voluntary action/best practice.</p>	<p>WARFP already providing support, e.g. on fulfilling EU IUU and ICCAT requirements. Increased funding for the FC will also assist to ensure this opportunity is realized.</p>	<p>Support engagement of Ghana for small pelagics management with FCWC.</p>

Note the following forthcoming (or possibly available already) reports that SFMP should try to track, get copies of and engage with FC and WARFP on in order to coordinate efforts:

- WARFP Working Paper 3.1. This paper considered and reported on current networks and organizations with inter-institutional functional linkages with the FC.
- M&E processes and indicators. This should be completed early in 2015.
- WARFP Task 3.5 SOPs. This will include procedures for the Fisheries Development Fund.
- Technical Assistance Reports on FC internal and external communications strategies.
- WARFP Training Needs Assessment (TNA) of FC and all its Offices.
- Detailed assessment of potentially practical and effective ways to ensure increased motivation of staff
- FC Assets Inventory and Replacement Plan

- FC Policy for the generation of IGFs (Internally Generated Funds)
- Cost efficiency analysis in MCS
- Fisheries Management Plan of Ghana 2015-2019 (Marine Fisheries Sector) Draft 13/02/2015 (3rd Version):
- WARFP Draft Co-Management Policy Review.

Unit by Unit Summary of SFMP OCA Findings and Recommendations

Table 3 below summarizes the OCA findings and recommendations for each GOG and Public University Unit. These are the same findings and recommendations presented in each Unit's Profile.

A key crosscutting finding is that all units surveyed could benefit from a gender strategy and gender awareness training both internal to their staff and with regard to their work with constituents and beneficiary groups. The SFMP will develop a gender and Child Labor and Trafficking CLAT strategy for the FC.

Table 3 Summary of GOG and Public University Unit OCA Findings and Recommendations

Monitoring, Control and Surveillance unit of the Fisheries Commission (MCS/FC)

Findings	Recommendations
<p>The greatest strength lies in cooperating and collaborating and partnering with other Governmental agencies such as the Attorney General’s Department, Ghana Navy, Marine Police, National Security, Ghana Maritime Authority, Ghana Ports and Harbors Authority, Customs Division and also NGOs and the fisheries industry.</p> <p>Big bottleneck is the number of MCS staff and logistics resources for them to be mobilized for their duties (i.e., in the WR 6 coastal Districts cover 90 communities with only 5 MCS officers all based in Takoradi). Ideally there would be 2 per District = 30 Total. Gap highlights the need for co-management and greater incentives and systems to promote voluntary compliance.</p> <p>(FoN, Oct. 2014) In practice semi industrial fishing vessels are constructed with little or no authorization from GMA. As a result of lack of coordination of management in the control of the semi industrial vessel entry into the fisheries by these vessels cannot be properly monitored by FC. Current WARFP supported FC effort for vessel registration is aimed at addressing the problem, but FC and GMA are critical to success.</p> <ul style="list-style-type: none"> • Eventually among fishing communities to the detriment of the overall fisheries enforcement process. • Ineffective and uncoordinated port State measures. • Lack of investment in fisheries management in an extremely overcapitalized fishery. 	<ul style="list-style-type: none"> • SFMP Project Description and Year 1 WP planned support should be maintained. <ul style="list-style-type: none"> - Focus more on shore based and community level MCS improvements and to a lesser extent on understanding and coordinating regional IUU fishing issues - Support to develop strengthened capacities for problem solving through open and transparent communications and shared decision making. • The SFMP planned support for renovation of Elmina Fisheries Office. The CR/FC has indicated that the old structure at the Elmina Beach is too close to the sea. They are in a process of accessing new land/location for construction of a new structure with support from SFMP. It is not likely that pre-construction activities can be undertaken in year 1 of SFMP. Support activities could only begin when FC working in concert with the regional/district administrations and the landowners have delivered the land. • Provision of vehicles for the regional offices for effective delivery of MCS/FEU activities.

Findings <i>continued</i>	Recommendations
<p>Vision for changes it would like to see over 5 years with SFMP support: That Fisheries Commission's activities will be defined more by research. It is also expected that a fully-fledged and functional FC will be operational.</p> <p>See also FEU findings. Key weaknesses of MCS in marine fisheries:</p> <ul style="list-style-type: none"> • Inadequate HR to perform all its functions • Inadequate fin. and budgetary resources • Prosecution system is slow even though circuit courts have been designated for handling fisheries related offense. This discourages arresting officers • Judges from the high court and circuit court designated to adjudicate fisheries cases do not have in general the minimum background on the rationale behind the fisheries legal and regulatory framework. • Ignorance of most fisheries stakeholders on procedures for out-of court settlements. • Inadequate political commitment and support for prosecution of offenders. • Fishers are not convinced by the validity of fisheries management and its impact on their livelihoods, and fishers association as well as local decision makers would not be willing for political reason to support changing mentalities and promote voluntary compliance within fishing communities. <p>Lack of equity in enforcement (selective enforcement) which contributes to conflicts among different sub-sectors and</p>	

Findings	Recommendations
<p>The FSSD benefited from the availability of two projects to improve its operation and resources and hire temporary staff. The West Africa Regional Fisheries Program (WARFP) and the South Korean- Ghana cooperation program provided two vehicles, computers, and technical assistance.</p> <p>Key challenges include:</p> <ul style="list-style-type: none"> • The FSSD relies on human resources to collect landings and biological data from over 300 landings sites. The FSSD lost about 30% of its field staff due retirement without a plan to train and replace vacant positions. Hiring full-time employees is frozen by Govt. wide austerity measures put in place in 2009. The quality of the data collection has been compromised. A review and evaluation study is underway by the WARP project to highlight and propose corrections. A final report will be released by end of 2015. • The FSSD lacks capacity in stock assessment and data management. • The FSSD does not have a Research Vessel. • The increased demand of fisheries management needs due to the severe overfishing situation has increased the work load of FSSD to provide real-time data in its policy and management meetings at the national and international levels. • The FSSD is unable to meet the demand of MOFAD and research institutions in fisheries data, stock assessment and monitoring and evaluation reports. • The FSSD does not have computer equipment at the regional offices to process data and communicate electronically with the central office. 	<ul style="list-style-type: none"> • Information on FC plans for a new data system structure, architecture, location and start up timeline are needed to make more specific recommendations for SFMP. • Provide better IT services (e.g., better internet service, piloting of mobile technologies for data collection). • Collaborate with UCC Fisheries and Computer Science departments to provide training in data analysis methods using both SQL queries, providing they have direct database access, and MS Excel techniques like macro writing and pivot tables. • Training of the existing and any new (if hired) data collectors is needed. • A review of the current data collection systems and identification of the means by which it can be improved is needed. • Advanced degree training in information management and stock assessment is needed.

Findings <i>continued</i>	Recommendations
<ul style="list-style-type: none"> • Data are not transmitted to the central office on time. Some field data are transported once per quarter in large volume causing a backlog in data entry. • Field data officers do not have means to communicate with the central office in Tema. Staff uses their personal cellphones for urgent business. <p>Capacity challenges fisheries data management and analysis.</p> <ul style="list-style-type: none"> - Staff lacks skills to access SQL database to get data & to use MS Excel macro tools to analyze data. - Internet connectivity limited by volume/month, cuts when used up. - Server configuration and access not clear. <p>Hardware (computers & LAN) seems adequate.</p>	

Post-Harvest Unit of the Fisheries Commission (PHU/FC)

Findings	Recommendations
<p>The Post Harvest Unit was established in 2014. There are Officers in the region who have some basic training to handle Post-harvest issues in the region. Rejection of processed fish exported to the EU is a concern as Ghana needs Foreign Exchange.</p> <p>Challenges:</p> <ol style="list-style-type: none"> 1. Capacity of staff in Fish Inspection, Safety and Quality Control from farm to table. 2. Logistics in the form of equipment, mobility and software programs for Post-harvest. Unit has only 1 vehicle. 3. Resources to be able to make available to Fish processors improved technologies. 4. Challenges of the Unit are the same as any start-up project. <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ol style="list-style-type: none"> 1. Fish inspection at our landing sites. 2. Better handling of fish, using ice by the Fisherman, and introduction of fiber glass insulated boxes. 3. Re-icing at landing sites. 4. Processing fish in improved processing ovens and drying on raised racks 5. Marketing locally processed fish at the supermarkets and malls. 	<ul style="list-style-type: none"> • SFMP is well placed to provide support for the development of a Strategic Plan for the PHU • While SFMP support for post-harvest activities will engage the PHU and strengthen its capacity to achieve post-harvest improvements in the marine fisheries sector, SFMP is not in a position to ensure the start-up and operating costs of the PHU. • Contact and conduct an organizational capacity assessment of the newly established National Fish Processors and Traders Association (NAFPTA) supported by FC (via WARFP) to understand its potential role in post-harvest initiatives supported by SFMP and the PHU. • Support scale up strategies for improved fish processing and handling through coordination between the PHU, DAA, CEWEFIA, DQF and SNV.

Findings	Recommendations
<p>Reforms in the key functional areas of the MFD are under development with World Bank WARFP assistance. http://www.warfp.gov.gh/?q=content/west-africa-regional-fisheries-programme-ghana .</p> <ul style="list-style-type: none"> • A Marine Fisheries Management Plan (2015-2019) has been drafted and is in its 3rd version as of February 13, 2015. • A Fisheries Co-Management Policy will be proposed in May 2015 along with a framework for pilot implementation studies to test and further develop the policy. • An <i>Organisational Capacity Review Capacity Needs Assessment</i> of the Fisheries Commission, including identification of capacity development opportunities was conducted by WARFP in January 2015. Additional associated specific assessments such as assets inventory and replacement, communications plan, management of the Fisheries Development Fund and others are either completed or forthcoming. <p>A theme strongly expressed is the need to avoid past mistakes of community-based co-management efforts (10 years ago) that were top down and did not take into account the lack of legal authority to make the promised participation and power sharing real.</p> <p>The desire is to focus on capacity of the decentralized staff in regional offices and the next generation of leaders, decision-makers and managers who will bridge the outreach, communications and implementation gaps with marine fisheries stakeholders at the regional, district and community levels. Few staff have Master's degrees.</p>	<ul style="list-style-type: none"> • Keeping abreast of the analyses, recommendations, decisions and investments resulting from WARFP that impact SFMP investments in capacity building of the FC/MFD is challenging but important. The MFD in Accra should be informing SFMP of relevant developments in a timely manner and for suggesting how SFMP support can best be complimentary. • SFMP could consider support for short course or Master's Degree programs for MFD staff from Regional offices primarily who could gain specialist skills in marine coastal management, extension and communication, statistics, post-harvest, and governance in particular. SFMP may not have time to support PhD's through completion given the time needed to set it up and complete. • If WARFP is not doing so, SFMP could assess the connectivity options at the FC in Accra and provide recommendations? Power outages need to also be considered when proposing options. • Regional Directors CR/WR also indicated the need of their staff development through relevant training but should be part of the overall staff development of the FC.

Findings, <i>continued</i>	Recommendations
<p>Regional FC offices – vessel registration data collected on paper input in region & stored in NITA server. Access online with limited query options.</p> <p>Limited ability to link landings data (collected on paper, input in Tema) in one database and the registration data in another database.</p> <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> • Well-equipped office • Staff professionalism <p>Stakeholders respond positively to resource management initiatives</p>	

Findings	Recommendations
<p>There is a strategic plan 2012-2017 reviewed by Dr. Richard Burroughs (see May 2015 Trip Report, Attachment C)</p> <p>DFAS provides admin. and technical support to the CCM.</p> <p>An MOU between the UCC and URI provided an overarching framework for CCM to cooperate with SFMP.</p> <p>As of April 2015:</p> <ul style="list-style-type: none"> • Rehab of UCC facilities to house the CCM is nearly complete. • The group is in the process of signing other MOUs and developing a roll-out plan for Year 2. • DFAS/CCM is developing outlines for short courses in coastal management, fisheries management and GIS training. 	<ul style="list-style-type: none"> • While there will be cross-over between UCC/CCM and CR RCC in data usage, the 2 data centers are unique (both in data holdings and activity mandates) and will complement one another rather than compete against each other. • District training and support are likely better handled by TCPD CR. CCM has limited capacity (although there is some new capacity in the Geography Department) to train district planners with MapMaker/QGIS, and developing this capacity will reduce their effectiveness at developing the much needed ESRI/ArcGIS capacity in-house, which is required to support their key role in the creation of new information and for scientific applications. • SFMP GIS assistance requires further discussion to determine UCC needs. • Mentor and pilot collaborative research and extension programs in fisheries and coastal management to make it more relevant to the coastal client base for CCM. • Create graduate degree and short term training for faculty and staff in selected areas of need. • Provide technical support for strategic and business development planning for CCM. <ul style="list-style-type: none"> • Consider public dissemination of the strategic plan, including figures and illustrations to capture themes and directions of the Centre. • The strategic plan should be viewed as a living document with revisions every 2 years.

Findings, <i>continued</i>	Recommendations, <i>continued</i>
<p>Challenges:</p> <ul style="list-style-type: none"> • lack of a dedicated administrator, although it has a Director, Dr. Blay • No dedicated building for CCM • no dedicated technical staff <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> • Capacity building in leadership and research agenda defined in the CCM's strategic plan. • Capacity building in fisheries management. • Capacity building in Extension and policy dialogues. • Supplementary livelihoods. <p>Improved capacity in climate change adaptation for district planners</p>	<ul style="list-style-type: none"> • Early on it is essential to consider funding sources for CCM to expand activities and provide continuity after the USAID grant. Analysis of potential funders to include national and multi-lateral donors (JICA, SIDA, and WB, GEF, etc.) with a history of funding coastal and fisheries projects. Begin letters of inquiry by year 2. <ul style="list-style-type: none"> ○ Create a rate sheet for the services available for faculty/students, government, and private sector. <ul style="list-style-type: none"> ▪ Environmental sample collection/analytcs ▪ Social sample collection and analysis ▪ Mapping services • University support will be important as the CCM negotiates with donors, and it may be needed in the form of space, technical staff, and new faculty positions. • Dialogue with the Univ. of Miami, Univ. of Oregon, and Woods Hole Oceanographic Institution among others. Establish at least one more MOU within 3 years. • Initiate the process for linking research conducted by CCM affiliates to extension support for citizens and CSOs and engagement of govt. officials. Use the current livelihoods project and other initiatives to develop and test extension and engagement strategies. • Consider establishing a speaker series with 1 talk/semester sponsored by CCM for professors from Ghana & abroad, prominent officials, civil society leaders, and others with specific interests in the coast to address the University.

Findings	Recommendations
<p>There is a strategic plan (2012-2017) – copy is available at DFAS</p> <ul style="list-style-type: none"> • DFAS has faculty of 8 (3 full professors, 3 senior lecturers, 2 lecturers) • 7 PhDs, one MPhil • 3 technical staff, 3 admin staff. • 9 Research Assistants <p>Challenges:</p> <ul style="list-style-type: none"> • Academic staff sharing offices (2-3 faculty/office). • No plan to link research with the demand of the Fisheries Commission. • Does not have the capacity to provide stock assessment expertise to the Fisheries Commission. <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> - DFAS oversees CCM to be fully staffed - DFAS is able to graduate students at URI - Skills of staff will be upgraded sufficiently in all areas identified - Curriculum review and introduction of new relevant courses (marine policy, fish genetics...) 	<ul style="list-style-type: none"> • Retain activities and strategy as outlined in the SFMP Project Description and Workplan, but refine a five year capacity development strategy between the two programs that guides SFMP support beyond one-off courses. • Equip existing laboratories at DFAS and train staff in fish aging techniques and growth modelling for the purpose of stock assessment and fisheries management • Train a graduate student in fish genetics. • Train a graduate student in marine policy

Western Region Regional Coordinating Council (RCC)

Findings	Recommendations
<p>Challenges include equipment maintenance for well-functioning air conditioning, UPS and inverter. Inadequate staffing to cover all districts (14 staff/22 districts). Transportation for their efficient and effective mobility. WR appears to be a success story and is operating as the ICFG had hoped – technical assistance and training moves out to the districts, and in return, better quality data is moved back to the WR office for consolidation and centralized storage. At this point technical capacity does not appear to be the limiting factor, rather it is the lack of federal funding and training on the new software system that is reducing productivity.</p> <p>Gender training was delivered to TCPD staff under LAP2. Computers provided to TCPD under ICFG were given to the Districts and TCPD got new computers from its headquarters (from LAP2).</p> <p>Vision for changes it would like to see over 5 years with SFMP support :</p> <ul style="list-style-type: none"> • GIS Hub would be a Center of Excellence for practical implementation and sharing capacity. It would provide training, replication, documentation to hand out. • Be the GIS go-to center for data. Open data. At the click of a button access data on line. Feed data to other organizations. • Provide remote sensing - trends analysis • Contribute more to environmental policy • Not competing with Universities 	<ul style="list-style-type: none"> • SFMP should not prioritize a vehicle to WR TCPD as LAP 2 may be able to provide a vehicle and fuel. • Provide support to demonstrate implementation of some case studies of planning in coastal communities and in particular to consider climate change adaptation – go beyond pilots. • Provide additional short term training and refresher training in GIS spatial planning. • Provide Training of Trainers in outreach/the human capacity component. • Provide training and support for collecting and sharing data and documentation with other RCCs. • Provide advisory and/or financial and technical support for the ambition for networking (National to Regional to Districts) using a remote server in order to link Western and Central Regions at least to share data. Also to create a culture of sharing among Departments of the same Ministry and among Ministries (i.e., Agricultural soil suitability map, Survey Dept. Base map, highway data that are currently not accessible to TCPD). • Facilitate TCPD coordination with and capitalization of opportunities from the USAID/USFS Coastal Sustainable Landscapes Project (CSLP).

Central Region Coordinating Council

Findings	Recommendations
<p>The CR Spatial Development Framework (SDF) is not yet validated and they did not do the maps pictorially as in WR. 20 Districts (MMDs), 9 coastal. 8 of the coastal have a physical planner. 10 planners in all (3 female). All with BS level. CR has 74 technicians (1 female), but not evenly distributed and not all with higher degrees. Mobility for planning and community engagement is a challenge. Not one of 20 MMDs has a vehicle (not like WR). DA vehicles are used for revenue collection and TCP department resources are prioritized for work focused on short to medium term revenue generation.</p> <p>Attitudes are a key challenge in CR. According to the Director, Chiefs and educated sons of the land are not well informed about the importance of planning schemes. There is an individual land ownership mentality. 13/20 districts do not have plans. The Western Region may have an easier time engaging communities because they are economically better off (i.e., cocoa farmers have money to come to meetings).</p> <p>CR TCPD office has greater capacity than the WR office did at the beginning of the ICFG project and should experience comparable results to the WR with a similar investment in equipment/training.</p>	<ul style="list-style-type: none"> • Undertake a more detailed technical and HR capacity assessment by Chris Damon of URI. • SFMP COP should make a courtesy visit to the WR TCPD. This assessment was the first contact made. • Provide short term training in GIS spatial planning • Provide training in GPS. • Provide Training of Trainers in outreach/the human capacity component. • Provide advisory, technical and material support for the ambition for networking (National to Regional to Districts) using a remote server in order to link WR and CR at least to share data. Also to create a culture of sharing among Depts. of the same Ministry and among Ministries (i.e., Agricultural soil suitability map, Survey Dept. Base map, highway data that are currently not accessible to TCPD). • Develop CR TCP Office as the central data hub for regional planning activities and information rather than relocating their data off-site in another facility such as UCC. With specialized software and an existing national government mandate to undertake regional planning activities, the CR TCPD office is in the best position to meet both GoG and district needs. The CR has adequate space to house the new data hub and rehab cost would be minimal to make the space serviceable (air conditioners; additional computers; bars on windows for security).

Findings <i>continued</i>	Recommendations
<p>The CR office is already of the mindset that they should be providing greater support services to the districts but are hampered by both equipment and trained personnel. Districts are also limited in what can be accomplished due to lack of trained personnel. As in the WR, development of the CR office as a strong central planning agency will require both training for existing personnel and the addition of full-time planning staff for priority districts.</p> <p>The CR TCPD Director may retire soon, so a change in leadership can be anticipated in the near term.</p> <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> • Attitude change of the people we are planning for. • Application of guidelines and principles to the local scene. • Change the mind set of land owners. <p>Be aware of the <i>real</i> concerns of each district, the people in the communities.</p>	<ul style="list-style-type: none"> •

Fisheries Enforcement Unit (FEU), an interagency body

Findings	Recommendations
<p>Strengths</p> <ul style="list-style-type: none"> • Backed by law • Uniformed men • Armed • Interagency cooperation • Information flow is good among the ranks • Show a commitment to educate stakeholders, while also enforcing the fisheries laws <p>Challenges</p> <ul style="list-style-type: none"> • No vehicles, fuel • Lack certain working tools, Uniforms eg. Rain coat, ration for special ops, first aid. • Leadership - good chemistry between the different agencies but could be improved. • Rotation of leadership as and when necessary and depending on operational situation. • No clear cut operations planning, some planning on ad hoc basis • Equipment arrests not easily disposed of. • Office space is a constraint for FEU in the WR, 2 offices for 6 staff, an operations room, but most offices don't have office space <p>Vision for changes it would like to see after 5 years with SFMP support:</p> <ul style="list-style-type: none"> • Having their own patrol vessel instead of the Navy dictating • MCS stations at Axim, Elmina, etc. • Increased number of vehicles+ fuel • Fines are ploughed into MCS/FEU activities • Consolidated group • Strategic plan for operations, SOP for interagency groups • Insurance • Fishers suggested that the biggest improvement would be to keep the trawlers outside of the inshore waters. 	<ul style="list-style-type: none"> • Train personnel on soft policing and fisheries laws. • See recommendations for MCS. • Equip Marine Police Academy conference room at Ainyinase to enable training. • Develop a competency-based approach for assessing, managing and developing training needs for FEU staff (including Marine Police, MCS, Navy) and as part of the HR system. • Develop an organizational capacity development strategy for the Marine Police Unit –Fisheries Division. • MCS should play a leading role in delivering Fisheries training at the MPU Academy and feedback on job performance.

NEXT STEPS

This report serves to qualitatively document the baseline status of the 9 GOG and Public University units with which SFMP is collaborating. In addition, based on the findings and recommendations of this report, the following next steps should be taken:

- Incorporate Recommendations and SFMP actions into Annual Workplans and budgets as appropriate (SFMP COP, Project Manager and activity leads).
- Track implementation and update the Profile for each GOG and University unit semi-annually (Karen Kent, CRC/URI lead with input from activity leads, SFMP M&E Officer to maintain Profile archives for PMP documentation).
- Conduct a follow-up OCA in 2017 at mid-term (CRC/URI and SFMP team).
- Conduct a final OCA in 2019 (CRC/URI and SFMP team).

Recommendations for improving the OCA process at mid-term:

- One on one interviews with selected key informants.
- FEU visits in Tema and Takoradi for focus group discussions.
- One day workshop with a large number of Central and Regional FC staff. (not including UCC or RCCs).
- Visits to WR and CR TCPD. (any time).
- UCC focus groups at Cape Coast (any time).
- Circulate draft report to stakeholders for comment before final.