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# SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Government of Ghana and  
Public University Units  
Mid-Term Organizational Capacity  
Assessment Report

2017



**Hɛn Mpoano**



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## ACRONYMS

CEWEFIA	Central & Western Fish Mongers Improvement Association
CRC	Coastal Resources Center/The University of Rhode Island
CSO	Civil Society Organization
DAA	Development Action Association
FA	Fisheries Alliance
FC	Fisheries Commission
FDF	Fisheries Development Fund
FoN	Friends of the Nation
GIS	Geographic Information Systems
GITA	Ghana Industrial Trawlers Association
GNCFC	Ghana National Canoe Fishermen's Council
GOG	Government of Ghana
HM	Hen Mpoano
IT	Information Technology
IUUF	Illegal, unreported and unregulated fishing
LUSPA	Land Use and Spatial Planning Authority
MEU	Monitoring and Evaluation Unit of the Fisheries Commission
NAFPTA	National Fish Processors and Traders Association
OCA	Organizational Capacity Assessment
OCD	Organizational Capacity Development
PMP	Performance Monitoring Plan
SFMP	Sustainable Fisheries Management Project (USAID/URI-CRC)
WARFP	West Africa Regional Fisheries Program (World Bank)

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## **SECTION 1: BACKGROUND**

### **1.1 SFMP Objectives**

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 (FC), 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
- The project also has a number of cross-cutting result categories including mainstreaming gender, creating public private partnerships and developing capacities of government and other local fisheries stakeholder institutions

### **1.2 SFMP Organizational Capacity Development Component**

An important cross cutting result area of the SFMP is Organizational Capacity Development (OCD) of government, university, Non-governmental organizations and fisherfolk associations.<sup>1</sup> 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, organizational needs evolve continuously, thus SFMP 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 civil society organizations (CSOs), to position them to be ready and capable of receiving direct funding from USAID and other donors.

Under SFMP, this effort includes 7 CSOs<sup>2</sup> and 9 Government of Ghana (GOG) 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 Management Division of the Fisheries Commission (MFMD/FC)

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<sup>1</sup> Intermediate Result 7.

<sup>2</sup> CSOs include CEWEFIA, DQF, DAA, HM, FoN, GNCFC, NAFPTA (Note that Fisheries Alliance was identified and assessed in 2015, but was replaced by NAFPTA).

- University of Cape Coast/Center for Coastal Management (UCC/CCM)
- University of Cape Coast/Department of Fisheries and Aquatic Science (UCC/DFAS)
- Western Region Land Use and Spatial Planning Authority (LUSPA/WR) (formerly Town and Country Planning Department (TCPD))
- Central Region Land Use and Spatial Planning Authority (LUSPA/CR)
- Fisheries Enforcement Unit (FEU), an interagency body.

The World Bank West Africa Regional Fisheries Program (WARFP) is providing technical and financial support to MOFAD and the FC to address identified needs for capacity development and other activities at the national policy level. UCC/DFAS has already received its own direct 5 year grant from USAID/Ghana to strengthen its' own 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:

- OCD strategies and activities identified in the original SFMP Project Design in consultation with GOG units.
- 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.
- Annual work planning and work plan implementation as the framework for integrating and taking action on OCD recommendations.
- Quarterly monitoring, documenting and reporting of OCD activities (including annual roll-up)
- Mid-term OCA in Year 3 (2017) to evaluate overall progress and outcomes and to make necessary adjustments.
- 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 the capacity development result area 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. The Life of Project target for this indicator is also 7 CSO and 9 GOG institutions. This outcome indicator is a standard indicator for the USAID/Ghana Mission's Economic Growth Development Objective 2 "Sustainable and Broadly Shared Economic Growth."

### **1.3 OBJECTIVES OF THE MID-TERM ORGANIZATIONAL CAPACITY ASSESSMENT**

- 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.



- Monitor progress and document results under the SFMP capacity development result area and PMP Indicator 4. “Number of institutions with improved capacity to develop and implement managed access fisheries management plans.”<sup>3</sup>

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<sup>3</sup> See SFMP IR2, Indicator 4 Performance Indicator Reference Sheet (PIRS) in the SFMP Monitoring and Evaluation Plan.

## SECTION 2: METHODOLOGY

This assessment was designed to provide meaningful and timely midterm information for the two assessment objectives. It is a qualitative assessment designed to document and provide an overview of perceptions by leaders, staff and key informants of changes and improvements in each GOG unit's organizational capacity as a result of SFMP support. The survey also aims to identify perceptions of which SFMP activities were most meaningful for organizational capacity development and what actions should be prioritized for SFMP capacity development support during the remaining two years of the project.

The survey 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 OCA tool used for CSO partners that is based on the USAID OCA toolbox. One reason is that, for government agencies, SFMP is not well positioned to address the overall administrative, financial, staffing and organizational structure aspects of organizational capacity development. SFMP organizational capacity development support to government agencies is focused more directly on the approach to and quality of program services these agencies deliver to their constituencies and targets specific divisions and units related to marine fisheries management and not all units within the FC. 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 3 of the Project during the period from May – June 2017. It was carried out by Karen Kent of URI/CRC with SFMP Ghana staff Bakari Hardi Nyari, Monitoring and Evaluation (M&E) Specialist, Samuel Fant, M&E Assistant, Margaret Ottah Atikpo, Fisheries Specialist Post-Harvest, Socrates Apetorgbor, Fisheries Specialist Management.

The mid-term OCA process included the following steps:

### 2.1 Review existing OCA Reports

In 2015, the World Bank West Africa Regional Fisheries Program (WARFP) had just conducted a Capacity Needs Assessment of the FC documented in The World Bank Draft WARFP Working Paper – C3 Organisational Capacity Review Capacity Needs Assessment (Task 3.4) dated January 2015. It was shared with SFMP in March, 2015 during the SFMP baseline OCA. The SFMP Baseline OCA Report included a table summarizing how SFMP capacity development efforts might potentially align with and contribute to the needs identified and actions recommended in the World Bank Capacity Needs Assessment Report.

At the time of this SFMP mid-term assessment, the World Bank and the FC have informed SFMP that no follow-up World Bank capacity assessments have been conducted. The most recent publicly available WARFP Report posted in the FC website dates from July 2015.<sup>4</sup> The table included in the SFMP baseline OCA Report showing how SFMP capacity development support might align with World Bank support is now included as an Annex to this report and includes an additional column showing the status of SFMP contributions at the time of this mid-term assessment.

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<sup>4</sup> <http://www.mofad.gov.gh/wp-content/uploads/2016/05/Mid-Year-Project-Implementation-Report-Jan-Jun-2015.pdf>

## **2.2 Conduct Focus Group/Key Informant Surveys of each GOG Unit**

The survey tools used to guide focus group and key informant interviews are in Annex 4. The main survey tool is for direct Individual and Focus Group interviews with FC and university staff about their own unit. It included:

- introduction of the assessment team
- objectives of the assessment
- sharing a written summary of the support provided by SFMP to each GOG and university unit, including equipment (See Annex 5 for the Equipment List).
- 13 questions/discussion points, including a gender lens

Third party organizations that are either clients of the FC or providers of capacity development support to the FC, or both, were also interviewed. The survey was designed to be conducted by a team composed primarily of URI and SFMP members not involved in day to day project management with the partner (i.e., Karen Kent, URI/CRC and Bakari Hardi Nyari and Samuel Fant, SFMP M&E), but to include at least one local SFMP team member responsible for follow-up on planned capacity development activities with the unit (i.e., Fisheries Specialists Margaret Ottah Atikpo and Socrates Apetorgbor). In practice, interviews for all units were conducted in this manner with the exception of 2 of the interviews contributing to the UCC assessments and the key informant interview with third party GITA, which for scheduling and logistics reasons were conducted by the outgoing and incoming SFMP Chiefs of Party (Brian Crawford and Maurice Knight). The main 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
- Technical Program Heads
- Technical Staff

This parameter was generally achieved with the exception of the WR LUSPA and the CR FC, where the Heads were not available. The focus group with FEU in the Western Region took place at the Friends of the Nation office. Table 1 below summarizes OCA implementation, showing that a total of 57 respondents (24.5% female) participated in the assessment, 28 directly representing their organization and 29 from third party organizations (clients of and service providers to the FC). Further detail is provided in Annex 1.

## **2.3 Identify Changes in Capacity and Attribution to SFMP for Each Unit**

The Findings and Recommendations Section of this report summarizes the key conclusions of the midterm OCA for each unit assessed. Annex 2 presents more detail of the results of this assessment in relation to the baseline OCA findings.

## **2.4 Consolidate into a Draft OCA Baseline Report**

This consolidated report was circulated in draft to SFMP staff and to 20 FC and other GOG Points of Contact in July 2017 for review and comment.

## **2.5 Finalize and Validate the Report**

This report presents a summary qualitative snapshot of capacity at the 9 GOG and Public University units at the mid-term of the SFMP. Annual workplan implementation is 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 over the remaining two years of the project.

**Table 1 Summary of OCA Respondents**

<b>Type of GOG Unit</b>	<b>No. of Respondents Interviewed (F= Female)</b>	
	<i>Direct</i>	<i>3<sup>rd</sup> Party</i>
Fisheries Commission and FEU	2 Tema 5 Greater Accra (F=2) 3 WR (F=1) 1 CR 9 Western Command FEU = 20 total (F=3)	3 Tema (F=3) 6 Greater. Accra (F=2) 12 WR (F=3) 6 CR (F=2) = 27 total (F=10)
LUSPA	3	2
UCC	5 (F=1)	
<b>Total = 57 (F=14)</b>	<b>28 (F=4)</b>	<b>29 (F=10)</b>

## **SECTION 3: SUMMARY OF FINDINGS AND RECOMMENDATIONS**

### **3.1 Key Factors Influencing Midterm OCA Findings**

At the time of this mid-term OCA in late May 2017, the following unique circumstances were heavily influencing FC actions and decision-making related to organizational capacity development and the perceptions of stakeholders within and external to the FC:

- Ghana's Presidential Elections took place in December 2016. The incumbent President and political party were replaced. The campaign period leading up to December elections and the establishment of the new Administration interrupted the regular flow and focus of activities in the fisheries sector for at least 6 months.
- A new Minister of Fisheries and Aquaculture was appointed in mid-March 2017. A new Director of Fisheries and Chief Managing Director assumed duties in June 2017.
- The \$54.8 million World Bank funded West Africa Regional Fisheries Program (WARFP) ends December 31, 2017 and the Government of Ghana is seeking an extension. At the time of this OCA assessment, FC Division Heads were heavily focused on this priority and on the timelines and conditions required by WARFP for an extension or project continuation. Government actors expect a WARFP decision by July 1, 2017.
- FC actors expect that reorganization of the FC structure is imminent. Although this expectation was also noted in 2015 at the time of the OCA baseline, now there are even higher expectations that it will happen soon and will create the enabling conditions to address many of the FC level governance and management challenges currently identified by actors in the sector. FC actors have to some extent not invested heavily in addressing these challenges within the current structure because of the expectation for imminent change.
- FC actors and stakeholders in the sector also fully expect that the Fisheries Act will be revised by 2018 and that a Fisheries Co-Management Policy will also be approved by then. These expectations are influencing the steps that actors at the FC are and are not willing to take at this time, both to shape these processes and to not get too far out in front of them with actions that are not vetted and supported by formal legal frameworks.
- A week prior to the mid-term OCA field work, an incident occurred at the launch event for the new Fisheries Watch Volunteer initiative. This program was developed as a direct result of requests from canoe fishermen and chief fishermen and supported by SFMP. A number of fishermen aggressively and publicly protested the intention of this program to enforce a ban on light fishing and to use fellow fishermen as monitoring and surveillance agents. The incident highlighted the potential security risk of such activities and the gaps in stakeholder engagement in some places. The incident, its' meaning and the way forward were at the top of OCA respondents' minds during this assessment and it has most likely influenced their responses more than if the event had not been so recent.
- Finally, the second of only two FC Post Harvest Unit (PHU) personnel and Gender point of contact unexpectedly passed away a few weeks prior to the mid-term OCA. She was an important factor in stakeholder outreach and in particular trust building between the FC and women processors. The assessment, therefore, did not benefit from her input in two of the most important areas of SFMP support to the FC (Post-Harvest and Gender mainstreaming). PHU clients felt that PHU capacity would be significantly reduced in her absence.

Since the baseline OCA in 2015, the Western and Central Region Town and Country Planning Departments (TCPDs) supported by SFMP, have undergone significant reorganization and transformation of their legal framework as new legislation that had long been under development (prior to SFMP) was passed in July 2016. Under the new law,

TCPDs are now Land Use and Spatial Planning Authorities (LUSPA). Staffing and operations have been further delegated to the district level and the LUSPA now has significant legal authority to ensure that Districts fulfill their roles and responsibilities. These include the responsibility to develop and submit 5-year Spatial Development Plans on time and that meet best practice standards, including environmental criteria for sensitive areas such as coasts and wetlands and that consider climate change projections. Before Regional TCPDs were advisory, but now LUSPAs have more power and are less political.

### **3.2 Unit by Unit Summary of SFMP OCA Findings and Recommendations**

This section provides a brief summary of the primary OCA findings on capacity development documented at mid-term for each unit assessed and key recommendations of the assessment team for SFMP support to the unit during the remaining two years of the project. Annex 2 provides a more detailed summary of unit by unit survey findings and respondent recommendations compared to 2015 baseline OCA findings and recommendations.

#### **3.2.1 Monitoring, Control and Surveillance Unit of the Fisheries Commission (MCS/FC):**

SFMP support to the MCS unit has resulted in heightened awareness at both national leadership and regional staff levels that MCS's objectives cannot be effectively planned and implemented in Ghana's large and complex artisanal sector without broad-based and in-depth engagement of both fishermen's and women processor's associations, as well as other civil society actors. Since 2015, MCS has adapted concepts it was exposed to during the Philippines study tour jointly sponsored by SFMP and WARFP with an aim to replicate the mindset of stakeholder-led action without the expectation that government will support everything. This is a departure from MCS's past approaches. With SFMP support, MCS is implementing a pilot FWV Program and plans to include the legal authority to establish enforcement power for this program in the upcoming revision to the Fisheries Act.

With four vehicles provided by SFMP, MCS is now able to conduct four land patrols per month each in the Eastern and Western Commands, as well as sensitization missions. Twenty-six FEU staff in the Western Command now go to a single site, fan out, listen, report back and analyze input from fishing communities to more effectively resolve problems. MCS has also increased its engagement with women and recognizes their knowledge of IUUF and their power to influence fishermen. However, both FC staff and stakeholder groups report that they do not yet see progress on prosecutions and transparency in the prosecutorial chain or on reduction of IUUF.

MCS's top priority for SFMP support is for the project to focus on developing the capacity of GNCFC and NAFPTA, which it sees as the most promising partners with a national scope to effectively channel MCS outreach and compliance initiatives in the artisanal sector. SFMP should also facilitate MCS initiatives to expand collaboration with the Ghana Navy.

#### **3.2.2 Fisheries Scientific Survey Division of the Fisheries Commission (FSSD/FC):**

Due to SFMP support, the FSSD data collection system is moving from paper and pencil to electronic systems using mobile applications and remote access. FSSD is now fully equipped with a local area network and receives higher quality data in real time (compared to a 3-month delay) from landing sites based on a pilot with 14 trained enumerators. FSSD expects to have the pilot evaluated and a fully scaled system realized by the end of SFMP. As a result, the projected need for field staff is reduced from 52 to 36. FSSD currently has 26 staff. SFMP support over the next two years should focus on getting the pilot system running well and supporting FSSD with training, equipment and technical assistance to scale up and address challenges in planning for: staffing, on-going training needs, sources of operational

funds for data bundles, internet connectivity, and enhancing communications among regional FC offices using the new systems and between the regions and FSSD in Tema.

The STWG established under SFMP and headed by FSSD produced a sardinella stock assessment that documented the overfished status of the stock and was used by decision makers in the process of determining the closed season for trawlers that was included in the Marine Fisheries Management Plan of Ghana (2015-2019). SFMP should continue to support stock assessment capacity so that FSSD and the STWG can conduct the analysis without SFMP Technical assistance by the end of the project. Capacity will also be enhanced by the FSSD Master's degree candidate who is currently at URI and projected to finish her degree in FY2018. SFMP should facilitate formal recognition of the STWG and its outputs as contributions to MOFAD and FC advisory systems and structures.

### **3.2.3 Post-Harvest Unit of the Fisheries Commission (PHU/FC):**

The decision of the PHU Head and NAFPTA to promote the Ahotor stove was a direct result of SFMP/SNV investment in outreach to women processors and in technical and socio-economic research for evidence-based decision-making, including SFMP support to the PHU and MEU to collect and analyze their own independent data on the Morrison stove.

In addition, SFMP/SNV/DAA and the PHU are collaborating with the Ghana Standards Authority on a committee for domestic standards for fishery products for the local market to develop a certificate for basic compliance. The PHU Head leads the labelling subcommittee. SFMP should continue to prioritize post-harvest improvements, improved stove development and market-led scale up strategies in collaboration with the PHU, including harmonization of any plans for WARFP investments.

A FC Gender Strategy was developed with SFMP support at the request of the FC. It is finalized and validated by the FC and the PHU has budgeted for Gender Mainstreaming.

NAFPTA was formed by FC through WARFP. SFMP/SNV conducted an OCA and supported NAFPTA to develop an Action Plan to address capacity gaps. The report was shared with the FC, the WARFP/NAFPTA consultant and the World Bank. FC is now working with the findings of the NAFPTA OCA to prioritize its future support. SFMP should facilitate this process and coordinate its own support for NAFPTA capacity development with planned FC support.

### **3.2.4 Marine Fisheries Management Division of the Fisheries Commission (MFMD/FC):**

The Ghana Marine Fisheries Management Plan (2015-2019) was finalized and gazetted. SFMP provided support for formatting the Plan in a user-friendly version, printing and distribution. A second fishing holiday (Sunday in addition to the traditional Tuesday) has recently been agreed and announced by fishermen. The fisheries co-management policy development process is on-going with SFMP support. SFMP has had a positive impact on the connectivity of the FC to NGOs and other stakeholders, in particular women through the gender inclusiveness approaches of SFMP that FC has adopted and applied in WARFP activities.

The greatest challenge facing the sector and the MFMD is the significant effort control measures needed to achieve small pelagics biomass targets. Strategies for capping and potentially reducing artisanal vessel numbers, implementing a closed season for the artisanal sector and other management measures will need to be considered urgently. SFMP should continue to prioritize technical assistance to the MFMD and FC to develop and implement such strategies, especially in promoting stakeholder awareness and participation. Formalizing the Sunday fishing holiday with approval by government and codification is an initial step

that should be taken. Modifying the FSSD e-data app on landings to include canoe number or canoe name in order to record a sample of active canoes to compare to registered canoes is another short term action to be considered to increase MFMD's capacity to implement effort reduction measures.

### **3.2.5 University of Cape Coast/Center for Coastal Management (UCC/CCM):**

Establishment of CCM is recognized within UCC and more recognized through activities supported by SFMP including engagement of research assistants, interdepartmental collaboration such as forensics for chemical fish research and the drone program. CCM's capacity to lead the Fisheries Leadership course has been built, as well as the capacity to offer short courses in climate change, coastal management, GIS and fisheries management. The short courses are running and CCM is inviting more new client organizations to participate. FC staff suggest that CCM could also develop short courses in policy and social sciences to better suit FC staff needs as managers.

CCM's capacity to understand and support fisheries co-management has also been greatly extended with community work by two women extension staff who are fisheries specialists supported by SFMP. As a result of mentoring through the various activities of SFMP in country and internationally, CCM has adopted within the Ghana context lessons and examples from URI and CRC.

SFMP should continue to support UCC engagement and capacity in outreach, extension and co-management at the community level. Support for CCM to demonstrate its capacity to conduct Fisheries Leadership courses independently should also be a priority. SFMP should continue its' technical assistance to achieve the objective of leaving CCM with the capacity to independently manage drone use and data analysis to create images that are in demand and accessible for use by policy and management decision makers. At the strategic planning level, CCM and DFAS should continue to solicit SFMP/URI to contribute to its' on-going reflections on structuring of the administrative relationships between the Department and the Center within the overall UCC structure.

### **3.2.6 University of Cape Coast/Department of Fisheries and Aquatic Science (UCC/DFAS):**

DFAS has been recognized for its collaboration and greatly increased visibility within UCC. Other UCC deans are now looking at the relationship with URI and an MOU between URI and UCC was signed to create a framework to further develop these relationships. For DFAS this means that it attracts more and higher quality students. Last year was the first graduating class under the USAID direct grant to UCC and the concurrent SFMP project capacity development support. Virtually all academic staff have now been to URI and curriculum has been revised, including to better include climate change. Resource persons such as Chief fishermen and the CR LUSPA Director are now being brought into the classroom. The LUSPA is now also approaching UCC for collaboration in coastal areas. The fisheries age and growth lab supported by SFMP is established, although some elements are still under procurement or delayed due to the performance standards expected from the labs. SFMP should support DFAS in development of the laboratory to meet ISO standards.

Engagement of UCC experts to provide research needed by stakeholders in the fisheries sector is being facilitated by SFMP. Dr. Afoakwah, UCC Forensic Scientist, is conducting research on IUU/Chemical Fishing taking into account local knowledge for the first time. A Training Manual for processors and enforcement agencies on how to identify chemical fish will also be produced, but is delayed. Completion of this work is a priority for SFMP support.

### **3.2.7 Western Region Land Use and Spatial Planning Authority (WR LUSPA):**



WR LUSPA's capacity for improved decision-making has been strengthened as a result of SFMP support. This is especially true in coastal areas due to SFMP supported drone photos that show the extent of coastal erosion from 2005-2016 and provide greater insight into the changes that have occurred and the impact of what has been done over the years. WR LUSPA is currently preparing to use the information for decision-making on how to address erosion on the eastern side of the harbor where the Pra River enters the sea. SFMP has enabled WR LUSPA to demonstrate to the Assembly the benefit of purchasing drone images and the necessity of budgeting for it in the future. Improved decision-making has also been demonstrated by the fact that WR LUSPA relies on and refers to documents and wetlands by-laws, including the Pra river buffer zone, produced with ICFG and SFMP support. In late 2015 a request for permit to acquire land and build on the wetland by Volta River Authority was denied as a result.

The WR LUSPA led GIS training of the CR LUSPA demonstrating its' capacity to train others and establish a community of practice with CR colleagues to provide on-going technical assistance. SFMP supported the training and two exchange visits between the Regions. SFMP support to WR LUSPA over the next two years should facilitate planning for sustainability of the GIS lab and strengthening of LUSPA/FC relationships and linkages.

### **3.2.8 Central Region Land Use and Spatial Planning Authority (CR LUSPA):**

The piecemeal plan (under the LAP 2 Project) for migration from analog to a software/digital environment for land use and spatial planning was enhanced by SFMP contributions at just the right time according to the CR LUSPA leadership. A digital environment for LUSPAs is now required by the new 2016 law. As a result of SFMP, since 2015 all 10 planners have been trained as well as 30 technical staff. All can now handle computer software and GIS. The CR LUSPA GIS Data Hub is rehabilitated, equipped and operational. In addition to its' own staff, CR LUSPA has already trained six technocrats from other land sector agencies.

CR LUSPA awareness of and capacity to mainstream environmental concerns and especially coastal and climate change considerations into planning has been increased dramatically due to SFMP. Applied use of this capacity will be immediate. Districts will have their 5-year Spatial Development Plans approved this year. The CR LUSPA Director is on the committee and will now not approve any plan that does not take these environmental aspects into account. CR LUSPA is also now in a position to champion these issues within LUSPA nationally as it did when it hosted the national Regional Directors meeting in May 2017 and led them on a tour of coastal areas highlighting the loss to livelihoods if greater focus is not given to this aspect.

SFMP should support CR LUSPA to develop its business plan, including how to budget and pay for internet connectivity, which is currently a challenge and its' capacity to respond to requests from fee paying clients to train more than 10 participants at a time. SFMP should also assist CR LUSPA to document and analyze its drone needs and to develop a realistic strategy for addressing those needs.

### **3.2.9 Fisheries Enforcement Unit (FEU):**

Due to SFMP support, FEU actors are now knowledgeable on the content of the Fisheries Act and the Marine Fisheries Management Plan and more than 200 Marine Police are trained. Two Marine Police are trainers and have trained regular police, informing them of the fisheries laws and increasing their attention to fisheries infractions. Competency-based approaches and curriculum for training and managing chain of custody are in process. CLAT awareness has also been raised due to SFMP and led directly to interception of a child trafficking incident in late 2016. In spite of these capacity improvements at the level of FEU,

nationwide, FEU, FC, fishermen, processors and other stakeholders expressed frustration with no noticeable decline in IUUF, low levels of prosecution for infractions and lack of transparency in the process.

SFMP should facilitate MCS and FEU initiatives to improve internal communications among the FEU agencies and, as recommended for the MCS unit above, expand collaboration with the Ghana Navy to address challenges of high turnover due to regular rotations required for promotion.

### **3.2.10 Monitoring & Evaluation Unit (MEU):**

The paperless survey capacity developed and in use for various studies at the MEU is due directly to SFMP support for the MEU and PHU's 2015 Morrison stove study. SFMP trained MEU in use of tablets, survey apps, database management and analysis. The MEU IT specialist also received technical assistance from SFMP to support the tablet based system.

As a result, FC/WARFP is piloting one consolidated system with FAO support at FSSD to have all data collection surveys uploaded to tablets.

SFMP could further support the MEU by including selected MEU activities in the SFMP Work planning process going forward.

### **3.3 Summary of Key Crosscutting Mid-Term OCA Findings**

At project mid-term, 10 Government of Ghana and University units have improved capacity as defined in SFMP Indicator 4, "Number of institutions with improved capacity to develop and implement managed access fisheries management plans," as a result of SFMP support.

These include the nine that were originally the focus of this assessment and one additional unit, the Monitoring and Evaluation Unit (MEU). These results are documented in Annex 2.

FC relationships with civil society organizations and actors have increased and are more highly appreciated by FC than in 2015 due largely to SFMP.

Most FC units stated that they now appreciate more deeply how much their own capacity to communicate, build trust, lead and successfully manage change in the artisanal sector depends on strong civil society organizations that effectively represent fishermen and value chain actors, especially those that are national in scope. FC actors realize that their own effectiveness depends on the FC building strong relationships with those organizations and facilitating them to develop their capacity. FC respondents expressed the realization that due to the overwhelming size and complexity of the artisanal sector the same approaches that FC has traditionally used to reach the industrial and semi-industrial fishermen are not directly applicable to the artisanal sector. A different approach is needed. According to respondents, SFMP Fisheries Leadership Training, Study Tours, and participation in various SFMP initiatives, including national dialogues, stakeholder meetings, and improved stove development and outreach activities among others over the last 3 years have driven this shift in attitude.

The FC has in some cases capitalized on the improved relationships to work more effectively. An example provided by the Western Region FC is that due to SFMP they were able to interact with CEWEFIA and DAA. FC now knows who they are and what they do. FC actively uses the network of contacts established to call around and know what is happening on the ground in order to better plan activities and use its own resources more efficiently. As one Fisheries Officer said, "I now get better results because of this information from my SFMP partners' network."

Client institution focus groups and key informant interviews verified that FC appreciation of and engagement with them has increased due to SFMP. CEWEFIA noted that FC uses radio programs hosted by CEWEFIA to pass messages to fisherfolk. On the day this assessment team met with DAA in Tsokomey, a District Fisheries Officer was participating in DAA's training of Densu Estuary oyster harvesting communities for development of a community-based management plan. DAA said, "We can call them and they come easily and we have easy communications. Now the women know them" and "FC was not noticing oyster pickers until SFMP." In Western Region, Hen Mpoano reported that engagement of a Fisheries Officer in the SFMP supported Ankobra Estuary community based management planning process facilitated by HM has been excellent and has brought high value added. Under WARFP, FC selected and is funding HM to implement a co-management pilot at Mumford.

At the same time, NGOs also expect more leadership and pro-active engagement by the FC, the statement that "FC should invite us to their activities. They don't lead," is a sentiment expressed by many of the third party respondents to this survey.

The FC has increased capacity to develop and implement programs that shift both FC and fisher community attitudes from the expectation that government will provide everything to the expectation that government should empower, strengthen and facilitate stakeholders to lead and take responsible actions to sustainably manage Ghana's fisheries.

SFMP has supported the FC in developing the capacity to design and support implementation of such programs since 2015 through various initiatives including the following:

- For the PHU, the SFMP/SNV promoted strategy for participatory development and market-led scale up of improved stove technologies.
- For MCS, the Fisheries Watch Volunteer (FWV) initiative
- The stakeholder process for developing a Fisheries Co-Management Policy
- Development of 3 community-based fisheries co-management plans (in the Densu, PRA and Ankobra Estuaries), which are demonstrating the application of a community led process with the involvement and support of decentralized FC actors.
- FSSD working with artisanal fishermen to develop a national fishing gear inventory.

The FC units involved in or leading these initiatives have demonstrated the capacity and commitment to try such stakeholder led approaches. However, this type of change takes time and the SFMP supported initiatives highlighted above are still in the early stages of implementation. The ultimate expected outcomes resulting from their successful implementation, such as increased income from healthier, higher quality fisheries products and increased catches, have not yet been realized at the stakeholder level. Realization of these outcomes is a critical milestone in demonstrating the validity of the approach and in motivating stakeholders and the FC to continue to invest in it. In the meantime, consistent application of the principles of stakeholder led processes is important. Recent developments illustrate how FC capacity to consistently apply these principles and approaches is still evolving.

The PHU seems to be considering an initiative that would provide 100% government subsidized improved stoves. This is not consistent with the approach of making credit accessible coupled with a diminishing scale of partial subsidy as was agreed among implementing partners in the sector to effectively encourage immediate adoption of the improved technology by a critical mass of users, while at the same time creating the enabling environment for rapid scale up through a private sector driven model and market demand. The PHU also seems to be preparing to invest in as many as 8 processing/compliance centers nationwide that would require cooperative rather than individual use and management.

NAFPTA indicates concern that the PHU is not listening to their feedback about the barriers to this approach in zones where processors are not newcomers and migrants to the area, have a strong culture of working in their own individual kitchens and will not come to work at a communal facility.

For the MCS led FWV initiative, gaps in stakeholder engagement in the zone where the program was launched demonstrated the need for the FC to adjust and improve the process for the launch and scale up of this initiative.

Feedback from the two national associations representing resource users in the artisanal fisheries sector, GNCFC and NAFPTA, indicates that their own expectations about their independence from and dependency on the FC are changing. However, even while they are taking measures to be more independent, they still want significant government support. Going forward FC will need the capacity to balance these demands in a way that facilitates and supports empowerment, independence and sustainability. For example, NAFPTA recently revised its constitution to clarify that its' governing body is not appointed by the Minister of Fisheries. At the same time NAFPTA feedback included the following comments, "The FC needs to help us to establish Secretariats in the regions...Fishermen get outboard motors, nets and fuel. Women own canoes, but only men get outboard motors. Farmers also get subsidies. Processors get no subsidies. We should get ice, fridges, box coolers, loans/access to credit, mesh for drying/smoking racks. During the closed season there is no fish to process. Government could import fresh fish for processors to buy and process during the lean season." Likewise, in response to this survey, the Western Region GNCFC had a long discussion about whether the FC or their own membership dues should pay for critically needed operating costs such as a professional accountant and legal counsel.

Increasing women's empowerment in the fisheries sector since 2015 is one of the most significant changes reported by survey respondents.

They report that women's voices are getting heard more, mostly as fishmongers and processors, but also in meetings and in communicating to Chief Fishermen, where they would previously never have thought to tell them what they want and demand. "SFMP has initiated the no buying bad fish campaign. Now we see women standing up and taking up their role. That can be attributed to SFMP and the NGOS. Women have been emboldened and can now take decisions for themselves. FC has adopted that approach and we have replicated that under WARFP. In the artisanal sector we do not have power as much as for the industrial and semi-industrial sector where we have license leverage. Through women's empowerment we have leverage." (Rebecca, MFMD). "Women in the fisheries sector are voicing their views, not central government, but at the community level. They even speak on the radio. It was not like this before." (FEU Western Command).

Representatives of NAFPTA confirmed that SFMP approaches to gender inclusion were becoming standard practice in FC-led activities, "Women are happy with the co-management process. Women will get to talk. Traditionally women would get no input for laws and policies. Under the co-management process women will get to talk and the husbands will not beat them for speaking because he knows it is the policy that women should speak."

In spite of these significant outcomes, few within the FC outside the PHU were aware of the gender strategy developed for the FC at their request with SFMP support. Although validated, it has not yet been socialized or implemented. PHU has budgeted for this in its portion of the WARFP budget for the extension period if granted.

Evidence-based decision-making by the FC has increased and the quality and availability of evidence generated and accessed by the FC has improved due to SFMP support. Engagement

and contributions of UCC to evidence-based decision-making by fisheries actors have also increased due to SFMP.

Examples include:

- FSSD sardinella stock characterization and stock assessment work supported by SFMP was considered in the decision-making process for determining the timing of the closed month for trawlers. Although socio-economic factors drove the final decision, the stock information was available and was considered. One NGO appreciated transformation within the FC in this regard saying that, “FC previously looked at fisheries only as a technical subject. They now see the social dimension of fisheries. Local Ecological Knowledge is now used by them.”
- Research and analysis of improved stove models, their cost, health impacts, quality of the product they produce and user appreciation supported by SFMP led to a decision validated by the FC and NAFPTA to promote the Ahotor stove. SFMP also supported the FC to collect and analyze its own independent survey data to confirm the findings of other project supported research. Third party respondents were appreciative of the impact of evidence based decision-making in this case given the vested interests of FC actors and processors in the widely adopted Chorkor stove.
- The FC M&E unit was trained and supported by SFMP to implement a tablet based survey on stove use for the PHU using open source applications. This was the first time they had used a non-paper-based approach. The M&E unit has since conducted multiple surveys on its’ own using this technology and application.
- FC has a WARFP funded consultant to provide technical assistance to NAFPTA. The SFMP/SNV NAFPTA Organizational Capacity Assessment (OCA) Report was shared with the FC, the consultant and the World Bank. FC is working with the findings of the NAFPTA OCA to prioritize its future support.
- SFMP has catalyzed the identification, cataloging and making available of past and current University of Cape Coast (UCC) research to FC.

SFMP supported efforts still in progress that OCA respondents believe will increase FC and UCC capacity in evidence-based decision making include:

- FSSD data collection system is moving from paper-pencil recording to electronic systems using mobile application and remote access. FSSD is now fully equipped with a local area network and has demonstrated that it can receive data from landings sites in less time than before. These smart phone/tablet based landings data collection systems should reduce data entry and transcription errors, increase the timeliness of data transmission from landing sites to regional and central offices and increase availability of raw and analyzed data at all levels. The pilot phase of this effort is almost complete. FC staff in Western and Central regions shared feedback on staffing, training, equipment, internet connectivity and internal FC communications that will be important as the FC plans scale up of this initiative with SFMP support.
- Two FC staff completed in-country training for one year in computer networking technology and systems engineering at IPMC (Largest IT training school in Ghana). They are continuing training in data management for another one year.
- Two FC staff and three UCC students are completing URI Master’s degree programs with SFMP support. One UCC student is a PhD candidate at URI and is conducting thesis research on sardinella stock assessment. Their thesis research should contribute to FC’s knowledge base and the two FC Master’s degree staff should increase the capacity of the FC into the future.

- A study on chemical fishing by UCC forensic science expert Dr. Afoakwah supported by SFMP is almost complete and should provide the PHU, MCS and other actors with evidence to plan for next steps in efforts to prevent and enforce against chemical fishing.
- SFMP/UCC is training and equipping oyster harvesters in the Densu estuary to monitor basic water quality parameters such as turbidity that should be used over time to understand environmental changes affecting the fishery and to make management decisions. District level FC staff participate in this activity led by UCC student Sheila Flynn-Korsa. Both are improving their institutions' capacities to support resource user driven data collection for community-based fisheries management planning, a concept that is not otherwise generally practiced by either FC or UCC.

Institutionalizing evidence based decision-making in the fisheries sector has also advanced since 2015 through SFMP support to the FC and other actors to establish and participate in platforms for knowledge sharing. Examples include:

- The Science and Technology Working Group (STWG) led by FSSD has been the forum for analyzing science-based evidence and making recommendations to decision-makers on status of the stock and management measures such as the trawlers' closed season. Respondents reported that it has some challenges such as workload issues that limit participation of all members actively, with FC hierarchical culture preventing delegation to colleagues. The STWG is also still a project group that has not yet been formalized as an official advisory group to the Fisheries Commission. Respondents do not seem to be fully appreciating and owning the opportunity created by the STWG platform to broaden input (i.e., from fishermen and academia) into science based analysis for decision-makers.
- SFMP/SNV/DAA/PHU are collaborating with the Ghana Standards Authority on a committee for domestic standards for fishery products for the local market to develop a certificate for basic compliance. The Head of the FC/PHU leads the labelling subcommittee.

A key barrier to change within the FC has been the pending restructuring of the FC since 2015.

“If we are sick we cannot heal ourselves” (Thomas Insaideo). Many at FC believe restructuring is now imminent and will enable the FC to function as a Commission with a CEO and 2 Directors. The hope is that this will change the hierarchical culture of the FC and that they will be able to delegate more decision making and move forward with changes in attitudes and relationships internally and with stakeholders. Whether this has happened and its' impact should be a key question of the final GOG OCA.

Artisanal sector stakeholders expressed transparency and trust concerns with the FC.

These take various forms:

- The artisanal sector is looking for the government to show action on reducing effort by trawlers and illegal fishing by trawlers, and in particular Chinese operated trawlers. Respondents said the government needs to do this to gain their trust before the artisanal sector will be willing to make significant sacrifices to reduce effort. The GNCFC expressed that, “Artisanal fishermen are living off fish. Others are just using fish to make money.” The MFMD said they have a WARFP conditionality of reducing industrial vessels to 74 by July 1<sup>st</sup> in order to get a project extension, but the final decision and action to do that is not at their level and it is not known at the time of this assessment whether it will happen.
- One NGO said, “FC needs to make their voice heard. Put their foot down. Our country is just playing. Other countries are doing better. Why not Ghana?”

- On the Fisheries Development Fund, there is a strong perception of lack of communication and transparency about the fund and how it is to work in spite of repeated formal written inquiries from the GNCFC and others.
- In the Western and Central Regions, FC and third party actors all acknowledged that fishermen and landing site communities do not trust FC. FC actors are seen as enforcement. “FC gets chased out of landing sites” (CR/FC).
- Nationwide, FEU, FC, fishermen, processors and other 3<sup>rd</sup> parties all expressed frustration with political influence on the prosecutorial chain in cases of arrest for illegal actions. Those with connections are perceived not to be held accountable in accordance with the law.

Expectations for issues to be addressed in the Fisheries Act Revision include:

- The Fisheries Act is focused on the sea. It has no post-harvest focus, so post-harvest loss is huge. The revision should include post-harvest issues.
- The purpose, sources of revenue, uses and management mechanisms for the Fisheries Development Fund (FDF) should be clarified and codified. Enforcement revenues and license fees should go there. A bigger percentage of the FDF should be designated to fund enforcement and also research.

Expectations for issues to be addressed in the Co-Management Policy include:

- Legal empowerment should be in the Co-Management Policy and Plans. GNCFC respondents expressed frustration that currently GNCFC has no legal authority to implement any law and the expectation that GNCFC should be in a position to be among those playing a leadership role with FC in co-management.
- GNCFC wants to have the authority to be able to collect evidence of equipment if thrown into the sea.
- Fines going to pay phone bundles for FWV should be documented in the Co-Management Policy.
- A mandate that women are given space to have their voices heard.

FC in Accra has concerns that SFMP is sometimes overstepping in its role as a project.

When SFMP was initially introduced some Accra FC staff and leadership were left with the feeling that, “SFMP has come to teach us how to do our work. FC is the lead implementer. SFMP is also about implementation.” Some FC Accra respondents shared their perception that SFMP sometimes does not enable FC to play its’ appropriate leadership role. (i.e., Pimpamsei Hotel national dialogue discussions, which revealed that separate stakeholder processes of FC and SFMP came to different conclusions on closed season). This sometimes causes frustration at the leadership level and makes it hard for FC actors to get the attention of their leadership to support SFMP priorities and actions. While FC acknowledges its own limitations FC division heads want to promote programs that reinforce both the FC and SFMP and work in synergy. Regional FC offices did not express these same concerns.

### **3.4 Overview of Key Recommendations**

The mid-term OCA team recommends that SFMP consider the following priorities. These are based on analysis of the findings and respondent recommendations in the context of SFMP’s objectives, comparative strengths and resource limitations. The table in Annex 2 provides more detail on a broader range of recommendations suggested by the various respondents.

- MFMD wants SFMP support for development of a strategy for capping and reducing artisanal vessel numbers. SFMP is well positioned to provide such support and should prioritize this request in the FY18 work planning process.

- MCS's highest priority is that SFMP should strengthen the capacity of GNCFC and NAFPTA. The Head of MCS said, "We cannot achieve fisheries management objectives and MCS cannot do its job if they are not high capacity well-functioning organizations that serve as legitimate and representative points of contact for the fishermen and processors in the vast and complex artisanal sector." The GNCFC said, "SFMP should help FC to help us." In addition to the OCA and Action Planning exercises already underway with these two associations through SNV, SFMP should coordinate with the FC and WARFP to identify and harmonize capacity development support over the next two years. One areas of support requested by GNCFC and that should be considered is funds to do more outreach to socialize the Fisheries Act that the FC had translated into 5 local languages with the help of UCC. Revisions to the Act could be included in this effort on a later timeline.
- SFMP and FC should develop a joint communications strategy, especially around the national dialogue to avoid separate stakeholder processes between SFMP and the FC. Expansion of closures in the industrial sector were seen by OCA respondents as feasible as long as plans for phase up were clear, stable, well documented and widely communicated well ahead of time (i.e., years ahead for business planning purposes). Most respondents were not optimistic about removing the barriers to acceptance of a closed season of one month or more in the artisanal sector. The greatest barrier was seen to be loss of livelihood for such a long period and the perception that FC would be expected to compensate fishermen for the gap in earning potential. Concepts to consider include:
  - Making the closure short, but for everyone (industrial and artisanal and nationwide) at the same time to make it fair.
  - Addressing the perception that stopping illegal fishing by itself may be enough to rebound the stock.
  - Capitalizing on the momentum of the additional fishing holiday to continue the dialogue that more is possible and needed.
  - Continuing to consider strategies that reduce effort without requiring closure for a month or longer (i.e., capping and reducing canoe numbers, size and gear, including the option of one owner, one canoe).
- An impact assessment of the November 2016 and Feb-March 2017 closed months for trawlers should be conducted. FC FSSD said it will do this, but it is important for stakeholders to have feedback about the results. SFMP should support that with FC as part of the recommended joint communications strategy. To be followed up on is the information Elmina Chief Fisherman, Nana Kwesi Duncan, shared. He indicated that fishermen's perception is that the initiative had a positive effect. According to his data, before the closures squid catch was averaging 2 tons/day. After the closures it was averaging 15-20 tons/day. For small pelagics (sardines) artisanal and semi-industrial vessels have seen an improvement in the value of their catch from 100-200 GHC/trip to 10,000 – 50,000 GHC/trip. According to Duncan fishermen have started buying land and sending their children to school as a result.
- SFMP should prioritize the FC MEU's request for support to bring monitoring information to the regional, district and landing site level nationwide for use by stakeholders and to enable a common and widespread understanding of the impact of management actions being implemented. The idea proposed is to pick a few straightforward standard indicators. For example, the SFMP Brief on 10 points of what people perceive to be happening in fisheries management. Represent them pictorially/graphically on posters and post the evolution of the indicators every quarter.



- In FY18, SFMP should support the FC MEU's request to do a GIS mapping of post-harvest infrastructure data resulting from an assessment of post-harvest installations they recently conducted using paperless survey techniques they developed due to SFMP.
- SFMP should engage the FC/PHU with other SFMP partners working on improved stoves to have FC/PHU share its plans for new WARFP funded investments in the sector. These plans may include up to 8 processing/compliance centers based on the FTT stove and 100% government subsidy of as many as 700 Ahotor stoves. Every effort should be made within the community of practice on improved fish smoking stoves in Ghana to share transparently, harmonize and coordinate approaches. This will avoid duplication of effort and support user-led, market-led principles considered as best practices for scale up and eventual widespread adoption. Some respondents also raised concerns that should be considered about supply side capacity and food security if the compliance centers are to be export focused.
- SFMP should support the FC to scale up the FWV pilot initiative taking a more measured and strategic approach. Most respondents recommended continuation and scale up of the FWV initiative in spite of initial challenges. WR/GNCFC has already asked the MCS Head in Tema for the program in WR. FC/CR sees engagement by fishermen policing each other already being pro-actively practiced, "Last week Fishermen at Nyanyano arrested a colleague. The Chief Fisherman tried to prevent the arrest and the fishermen beat the Chief Fisherman." Better stakeholder outreach is recommended and to focus first on areas where there are mostly endogenous populations (i.e., fewer potential factions among fishermen). Perspectives from respondents that SFMP should consider include, "SFMP should consider how to redesign/re-strategize to capitalize on the good will and social-capital of traditional "swearing" and avoid delegitimizing that by making people part of the problem instead of part of the solution." (MFMD). "Need to call people together and explain, educate them, throw the issue to them, involve them in the decision process. If you police them, it means you see them as people who cannot contribute." (GNCFC).
- SFMP should support nationwide sharing of the results, findings and recommendations of the chemical fishing study conducted by UCC once it is finalized as well as the manual for recognizing chemical fish that is under development. Outreach should be designed to focus in particular on validating among stakeholders at the landing site level the local knowledge of women processors in the identification of chemical fish and on supporting activities that empower women in their actions to remove these fish from consumption. SFMP could assist UCC to develop a longer term strategy for engagement of potential private sector investors to pursue research and development of rapid diagnostic tests for chemically caught fish. UCC/DFAS has collaborators in India who have expressed interested in jointly developing this idea. The actual development of such tests is beyond the scope and timeframe of SFMP.
- SFMP should adopt feedback from past participants in fisheries leadership training to select participants of a similar level for future trainings so that younger staffs of FC and other institutions are empowered to share more openly than they are willing to do if their superiors are participating at the same time.
- SFMP should continue to support UCC/CCM engagement and capacity in outreach, extension and co-management at the community level. Support for CCM to demonstrate its capacity to conduct Fisheries Leadership courses independently should also be a priority. SFMP should continue its' technical assistance to achieve the objective of leaving CCM with the capacity to independently manage drone use and data analysis to create images that are in demand and accessible for use by policy and management decision makers.

- SFMP should analyze in greater detail the need expressed by the CR LUSPA for 10 additional computers. The CR LUSA has a business model that relies on charging for training at their facilities, but has calculated a need for 20 computers in order to reach a scale that could be economically viable. Otherwise they find they cannot accommodate many groups larger than 10 (the number of computers already provided by SFMP) who are requesting training, such as the University of Education at Winneba. In considering this need, SFMP should consider that the CR LUSPA has not yet managed to budget for the internet connectivity required for training events. At the moment, staff are contributing their personal hotspots and data bundles to enable training connectivity.
- SFMP should work with CR LUSPA to think through, document and cost out its expressed need for drone technology beyond the need for images that it can purchase from UCC. CR LUSPA identified need for a drone on a continuous basis to accommodate 3 month periods of continuous monitoring in order to have data readily available to District Assemblies and to bring convincing evidence to policymakers in order to attract funding for critical coastal and environmental issues. They also find that a drone would enable them to conduct monitoring without the serious security issues they face today from illegal actors in remote and relatively inaccessible areas who can outnumber them and be violent. However, drone data processing and analysis capacity at an institution other than UCC is not evident. At the same time, UCC is still working towards that capacity independent of URI/SFMP support.

### **3.5 Next Steps**

This report serves to qualitatively document the mid-term 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).
- Conduct a final OCA in 2019 (CRC/URI and SFMP team)

## ANNEX 1. DETAIL OF OCA IMPLEMENTATION

Government or University Unit	Survey Date	Survey Team	Participants/Location
Monitoring, Control and Surveillance (MCS/FC)	23/05/17	CRC: Karen, SFMP M&E: Bakari, Samuel SFMP Program Team: Margaret, Socrates	Mr. Godfrey Baidoo-Tsibu, Head MCS, Tema
	29/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	Theodore Kwadjosse, WR/FC, Officer in Charge FEU and Head MCS, Takoradi
Third Party Respondents:	24/05/17	CRC : Karen, SFMP M&E : Bakari, Samuel, SFMP Program : Socrates	Nii Kai Okaishi, Executive Secretary, GNCFC, Jamestown
	29/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	Donkris Mevuta, Director; Theophilus Boachie-Tiadom, Janet Okyere, Ewan, FoN, Takoradi
	29/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	WR/GNCFC, Takoradi - Nana Effirimu, Nana Kojo Kenduah, John Dickson, Nana Yalley, Evans A. Tackie, Abaka-Edu Mike.
	30/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	CR/GNCFC/Chief Fishermen, Elmina Nana Kwesi Duncan I (from Elmina), Nana Kweisyavi (representing Moree)
Fisheries Scientific Survey Division (FSSD/FC)	23/05/17	CRC: Karen, SFMP M&E: Samuel, Bakari, SFMP Program Team: Margaret, Socrates	Paul Bannerman, Head FSSD, Tema
	29/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	Josephine Laryea Asari, WR/FC Shama Zonal Officer Manuel, WR/FC, Sr. Fisheries Officer
	30/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	Godfred Worlanyo Hanu, CR/FC, Elmina Zonal Officer, Elmina
Post-Harvest Unit (PHU/FC)	24/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Socrates	Samuel Duodu Manu, Head PHU, Accra
Third Party Respondents:	23/05/17	CRC: Karen, SFMP M&E: Bakari, Samuel SFMP Program Team: Margaret, Socrates	Doris Ahaji, Greater Accra President Cecelia Akwomb, Tema, Chair of local group, Victoria Amoa, Tema Area Secretary. NAFPTA, Tema
	26/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Socrates	Lydia Sasu, Director, Nancy Ayesu Out, DAA, Tsokomey Interim Center
	26/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Socrates	Sarah Agbey Dedei, SNV, Accra Emmanuel Kwarteng, Advisor, SNV, Accra

	29/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	Emilia Abaka Gdu, National V.P. NAFPTA, WR, Takoradi
	30/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	Victoria Koomson, Hannah Antwi, CEWEFIA (2 additional CEWEFIA staff participants)
Marine Fisheries Management Division (MFMD/FC)	24/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Socrates	Rebecca Saki-Mensah, Asst. Division Head. Manuel Ashley, Service Volunteer
Third Party Respondents:	29/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret	Stephen Kankam, Adisa Owusu, Justice Mensah, Hen Mpoano, Takoradi
	06/2017	SFMP COP Maurice Knight	GITA
University of Cape Coast/Center for Coastal Management (UCC/CCM)	06/2017	SFMP: Brian Crawford	Dr. Denis Aheto, UCC/PM USAID Support Project, CCM Director
UCC/Department of Fisheries and Aquatic Science (UCC/DFAS)	30/05/17	CRC: Karen, SFMP M&E: Bakari, Samuel SFMP Program Team: Margaret, Socrates	Godfred, Issac Okyere, Sheila Fynn-Korsa, Dr. Afoakwah
Western Region Land Use and Spatial Planning Authority (LUSPA/WR)	29/05/17	CRC: Karen, SFMP M&E: Bakari, SFMP Program Team: Margaret	Richard Jones, LUSPA WR Office, Sekondi
Central Region Land Use and Spatial Planning Authority (LUSPA/CR)	30/05/17	CRC: Karen, SFMP M&E: Bakari, SFMP Program Team: Margaret, Socrates	Frank Matey Korli, Regional Director Cosmos Appiah-Amponsau, Planning Officer
Third Party Respondents:	22/05/17	CRC: Karen	Peter Owusu-Donkor, Spatial Solutions, Accra
Fisheries Enforcement Unit (FEU), an interagency body.	29/05/17	CRC : Karen, SFMP M&E : Bakari, SFMP Program : Margaret, Socrates	Navy: Emmanuel Ackah, Joseph Conduah, Obed Asamoah, Emmanuel Darteh, Wonder Kpedator, Samani Joel, Gus Kamaradeen; Marine Police: Daniel Awuku-Myanteh, Agyewary Opombour

## ANNEX 2. SUMMARY OF GOG AND PUBLIC UNIVERSITY UNIT OCA FINDINGS AND RECOMMENDATIONS

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
Monitoring, Control and Surveillance (MCS/FC)			
<ul style="list-style-type: none"> <li>The greatest strength lies in cooperating and collaborating and partnering with other Govt. 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.</li> <li>Big bottleneck is the number of MCS staff and logistics resources for them to mobilize 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.</li> </ul> <p>(FoN, Oct. 2014) In practice semi industrial</p>	<p>SFMP Project Description and Year 1 WP planned support should be maintained.</p> <p>Focus more on shore based and community level MCS improvements and to a lesser extent on understanding and coordinating regional IUU fishing issues</p> <p>Support to develop strengthened capacities for problem solving through open and transparent communications and shared decision making.</p> <p>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 the regional/district administrations and the landowners have delivered the land.</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>The Philippines study tour allowed FC to see models for how to work with GNCFC’s request to the Ministry in early 2015 to empower them to support MCS. Key principle MCS wanted to replicate was the starting mindset and attitude of government not supporting everything. With SFMP support, MCS designed a pilot Fisheries Watch Volunteer (FWV) Program. TOT training and community volunteer training are already done. Drafting of an operational manual and identification of needed legal authority to set enforcement power in the upcoming revision to the Fisheries Act are underway. The FC, GNCFC and SFMP are rethinking how to continue the pilot and scale up FWV following a violent protest at the launch event.</p>	<p>Continue to pilot, then scale up the FWV initiative. Improve stakeholder outreach. Focus first on areas with endogenous populations (i.e., fewer potential factions among fishermen). Consider how to redesign/re-strategize to capitalize on the good will and social-capital of traditional “swearing” by making people part of the solution instead of part of the problem. WR/GNCFC has already asked for the program in WR.</p> <p>Operationalize the FWV with Mobile Phones. That fines should go to pay phone bundles needs to be documented in the Co-Management Policy.</p> <p>Strengthen GNCFC and NAFPTA. Engagement without strong points of contact that are legitimate</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>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> <p>Key weaknesses:</p> <ul style="list-style-type: none"> <li>• Inadequate HR to perform all its functions</li> <li>• Inadequate fin. and budgetary resources</li> <li>• Prosecution system is slow even though circuit courts have been designated for handling fisheries related offense. This discourages arresting officers</li> <li>• 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.</li> <li>• Ignorance of most fisheries stakeholders on procedures for</li> </ul>	<p>Provision of vehicles for the regional offices for effective delivery of MCS/FEU activities.</p>	<p>Due to vehicles provided by SFMP (2 in WR, 2 in Tema) MCS has a presence at the beach doing inspection. They are now able to do 4 land patrols/month each in Tema and Takoradi, plus sensitization missions. 26 FEU people in the Western Command are now all able to go to one site and fan out, listen, report back and analyze to solve problems they raise. Better understanding of and messaging to marine fishermen about supply, demand and use of monofilament nets was adjusted after this process.</p> <p>MCS has increased its engagement with women in the fisheries sector and recognizes their knowledge of IUUF and power to influence fishermen. “Women support men in fishing, financing trips. They can control the men. When we have meetings we invite them. When they have meetings they invite us. They use our conference room.” Approaches they now apply to increase women’s participation include, “Our strategy is to let the men talk and then stop them and have only</p>	<p>and representative is too costly in time and resources at MCS. The sector is too large and spread out.</p> <p>MCS wants to expand collaboration with and engagement of the Navy.</p> <p>The remaining 2 years of SFMP is not sufficient to start and complete renovation of the Elmina Fisheries Office. This activity should not be included in future programming.</p> <p>Consider gender issues related to women serving as at sea observers in the FC Gender strategy.</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>out-of court settlements.</p> <ul style="list-style-type: none"> <li>• Inadequate political commitment and support for prosecution of offenders.</li> <li>• 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.</li> <li>• Lack of equity in enforcement (selective enforcement) which contributes to conflicts among different sub-sectors and eventually among fishing communities to the detriment of the overall fisheries enforcement process.</li> <li>• Ineffective and uncoordinated Port State Measures.</li> <li>• Lack of investment in fisheries management in an extremely overcapitalized fishery.</li> </ul> <p>Vision for changes it would like to see over 5 years with SFMP</p>		<p>the women talk.” (WR/FC)</p> <p>Through SFMP support to NGOs FC/CR is more aware of CLAT and invited to CLAT activities. Now we don't see children swimming around at landing sites during school hours. Parents are afraid of arrest.</p> <p>Challenges:</p> <p>MCS Head has no time to participate in the STWG. He is also called to participate in FCWC and FAO meetings etc. It is too much. Demand always for the Head not a delegate due to FC hierarchical culture.</p> <p>In WR women are generally not posted as at sea observers due to the poor conditions (no toilets) on vessels and understaffing. The MCS Officer says these make rotation of women to vessels too hard to coordinate with their menstrual cycles. Yet examples do exist.</p> <p>SFMP planned support for renovation of Elmina Fisheries Office did not happen due to lack of action by the FC to put in place the basic pre-requisite conditions for this investment. The remaining 2 years is not</p>	



Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>support: 1.) That Fisheries Commission's activities will be defined more by research. 2.) It is also expected that a fully-fledged and functional FC will be operational.</p> <p>See also FEU findings.</p>		<p>sufficient to start and complete it.</p> <p>Prosecutions have not increased. FC staff and stakeholder groups (fisher and processor associations and NGOs) do not see progress on transparency in removing politics from holding IUU fishing violators accountable. Landing site communities generally have a low level of trust of FC actors.</p> <p>Progress on vision at baseline:</p> <p>The first point about research is perceived to be at least partially achieved. The second is not yet at this time.</p> <p>See also FEU findings.</p>	
Fisheries Scientific Survey Division of the Fisheries Commission (FSSD/FC)			
<p>The FSSD benefited from the availability of two projects to improve its operation and resources and hire temporary staff. 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"> <li>The FSSD relies on human resources to collect landings and biological data from over 300 landings sites. The FSSD lost</li> </ul>	<p>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.</p> <p>Provide better IT services (e.g., better internet service, piloting of mobile technologies for data collection).</p> <p>Collaborate with UCC Fisheries and Computer Science departments to provide training in data analysis methods using both SQL queries,</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>FSSD is moving from collecting data on paper in the field to electronic means. A system that produces, timely and reliable data in real time. FSSD has all the equipment needed and training at a pilot scale has taken place. Now just getting the first data into the database from the new system. It has</p>	<p>Priorities for SFMP support in remaining years:</p> <p>Finish tablets and e-data effort to get the system running well</p> <p>Develop stock assessment capabilities to respond to the M&amp;E of the FMP. Train as many officers in ICT as possible</p> <p>Develop strategy to address challenge</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>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.</p> <ul style="list-style-type: none"> <li>• The FSSD lacks capacity in stock assessment and data management.</li> <li>• The FSSD does not have a Research Vessel.</li> <li>• 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.</li> <li>• The FSSD is unable to meet the demand of MOFAD and research institutions in fisheries data,</li> </ul>	<p>providing they have direct database access, and MS Excel techniques like macro writing and pivot tables.</p> <p>Training of the existing and any new (if hired) data collectors is needed.</p> <p>A review of the current data collection systems and identification of the means by which it can be improved is needed.</p> <p>Advanced degree training in information management and stock assessment is needed.</p>	<p>boosted morale in collecting data. Regional offices appreciate having access to the data and don't have to wait for Tema to analyze it. FSSD expects to have the pilot evaluated and a fully scaled system realized by the end of SFMP. Projected need for field staff reduces from 52 down to 36 with the electronic system. Currently FSSD has 26 staff, 14 doing data. 1- 2 enumerators/ district are needed.</p> <p>Establishment of the STWG headed by FSSD. Did stock assessment use indirect methods apart from the research vessel model. Teaching by Najih on this has been of great importance. All data used for the stock assessment came from FSSD and resulted in the conclusion of overfished stock.</p> <p>One women FSSD Master's degree candidate is currently at URI and projected to finish her degree in FY2018. Her acquired skills and experience should improve FSSD capacity going forward.</p> <p>Challenges: 9 of 11 FSSD staff have Masters degrees. 3-4</p>	<p>of sufficient staffing, paying enumerators and paying for their data bundles. Government needs to keep following up with refresher training.</p> <p>Additional FSSD recommendations: FSSD needs oceanographic data not just fisheries data.</p> <p>FSSD needs to do more research on taxonomy of species, gear development (need to go to Norway to see gear modernizations).</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>stock assessment and monitoring and evaluation reports.</p> <ul style="list-style-type: none"> <li>The FSSD does not have computer equipment at the regional offices to process data and communicate electronically with the central office.</li> <li>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.</li> <li>Field data officers do not have means to communicate with the central office in Tema. Staff use their personal cellphones for urgent business.</li> </ul> <p>Capacity challenges fisheries data management and analysis.</p> <ul style="list-style-type: none"> <li>Staff lack skills to access SQL database to get data &amp; to use MS Excel macro tools to analyze data.</li> <li>Internet connectivity limited by volume/month, cuts when used up.</li> <li>Server configuration and access not clear.</li> </ul> <p>Hardware (computers &amp; LAN) seems adequate</p>		<p>went to Fisheries Leadership Training, but do not have the resources to operationalize what they are getting in the Fisheries Leadership Training.</p> <p>Staff turnover is a challenge. FSSD has no problem attracting Masters level candidates, but Masters' degree is too high of a qualification. They leave. HME (below 1<sup>st</sup> degree) is now the strategy for staff retention. They are hungry and want to learn and don't see the work as beneath them.</p> <p>In the regions, younger staff learn the new technology much faster than older staff. National service personnel and retired staff are serving as enumerators without pay. This is not sustainable. Generally, women are in supervisory role and enumerators are men. There are security issues and an accommodation challenge for data collectors.</p> <p>Internet connectivity is still a constraint. It is due to the problems of the FC internet framework. (w/Vodafone).</p>	

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
		<p>Still a great focus on the need for a research vessel. Landings and catch data approaches are not seen to replace the need for that. “FSSD is working at 40% capacity because of lack of a research vessel.”</p> <p>Landings data does not provide the catch location like VMS does.</p>	
Post-Harvest Unit of the Fisheries Commission (PHU/FC)			
<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.</p> <p>Rejection of processed fish exported to the EU is a concern as Ghana needs Foreign Exchange.</p> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• Capacity of staff in Fish Inspection, Safety and Quality Control from farm to table.</li> <li>• Logistics in the form of equipment, mobility and software programs for Post-harvest. Unit has only 1 vehicle.</li> <li>• Resources to be able to make available to Fish processors improved technologies.</li> </ul>	<p>SFMP is well placed to provide support for the development of a Strategic Plan for the PHU</p> <p>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.</p> <p>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.</p> <p>Support scale up strategies for improved fish processing and</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>The decision of the PHU Head and NAFPTA to promote the Ahotor stove even though at first PHU Head was reluctant because he was one of the initial promoters of the Chokor stove. This was due to SFMP/SNV investment in technical and socio-economic research for evidence-based decision-making and SFMP support to the PHU and M&amp;E unit to collect and analyze their own independent data on the Morrison stove. “Due to SFMP the government is now dedicated to find a solution to the best smoking technology.” (SNV)</p>	<p>SFMP should engage the PHU with other SFMP partners working on improved stoves to have PHU share its plans for new WARFP funded investments in the sector. These plans may include up to 8 processing/compliance centers based on the FTT stove and 100% government subsidy of as many as 700 Ahotor stoves. Every effort should be made by actors working on improved fish smoking stoves in Ghana to share transparently, harmonize and coordinate approaches. This will avoid duplication of effort and support user-led, market-led</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<ul style="list-style-type: none"> <li>Challenges of the Unit are the same as any start-up project.</li> </ul> <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> <li>Fish inspection at our landing sites.</li> <li>Better handling of fish, using ice by the Fisherman, and introduction of fiber glass insulated boxes.</li> <li>Re-icing at landing sites.</li> <li>Processing fish in improved processing ovens and drying on raised racks</li> <li>Marketing locally processed fish at the supermarkets and malls.</li> </ul>	<p>handling through coordination between the PHU, DAA, CEWEFIA, DQF and SNV.</p>	<p>SFMP/SNV/DAA/PHU are collaborating with the Ghana Standards Authority on a committee for domestic standards for fishery products for the local market to develop a certificate for basic compliance. PHU Head leads the labelling subcommittee.</p> <p>NAFPTA was formed by FC through WARFP. SFMP/SNV conducted an OCA. The report was shared with the FC, the WARFP/NAFPTA consultant and the World Bank. FC is working with the findings of the NAFPTA OCA to prioritize its future support.</p> <p>FC Gender Strategy was developed with SFMP support at request of FC. It is finalized. PHU has budgeted for Gender Mainstreaming.</p> <p>Challenges: Improved stove scale up strategy (subsidies/credit) and harmonization of approaches to achieve both short term and sustainable scale up.</p> <p>Vision articulated at baseline not yet achieved but all points are in process.</p>	<p>principles considered as best practices for scale up, sustainability and eventual widespread adoption.</p> <p>Build Capacity to conduct sanitary inspection. HAACP Certification capacity. Fisheries is supposed to have this capacity.</p>
<b>Marine Fisheries Management Division (MFMD/FC)</b>			
Reforms in the key functional areas of the	Keeping abreast of the analyses,	Increased capacity due to SFMP support is	MFMD wants SFMP support for

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>MFD are under development with World Bank WARFP assistance. <a href="http://www.warfp.gov.gh/?q=content/west-africa-regional-fisheries-programme-ghana">http://www.warfp.gov.gh/?q=content/west-africa-regional-fisheries-programme-ghana</a> .</p> <ul style="list-style-type: none"> <li>• A Marine Fisheries Management Plan (2015-2019) has been drafted and is in its 3<sup>rd</sup> version as of February 13, 2015.</li> <li>• 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.</li> <li>• 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</li> </ul>	<p>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.</p> <p>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.</p> <p>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.</p> <p>Regional Directors CR/WR also indicated the need of their staff</p>	<p>demonstrated by the following outcomes and progress towards outcomes:</p> <p>Marine Fisheries Management Plan (2015-2019) finalized and gazetted. It was formatted in a user-friendly version, printed and distributed with SFMP support.</p> <p>A second fishing holiday (Sunday in addition to the traditional Tuesday) has been agreed and announced by fishermen.</p> <p>Fisheries co-management policy development process is on-going with SFMP support.</p> <p>SFMP has impacted positively connectivity of FC to NGOs and other stakeholders.</p> <p>FC has adopted SFMP gender inclusiveness approaches and applied them in WARFP activities.</p> <p>3 years ago canoes were not registered. Numbers are now on-line at <a href="http://www.mofad.gov.gh">www.mofad.gov.gh</a> . Access is granted by FC upon request. Only industrial and semi-industrial are accessible without request. By December 2017 all canoes should be</p>	<p>development of a strategy for capping artisanal vessel numbers, including how to sensitize stakeholders on the need. “No number, no fishing”</p> <p>Fund ID cards tied to economic benefits (i.e., insurance or other subsidies that are not an increase in effort like fuel and nets and motors.)</p> <p>Formalize Sunday fishing holiday with approval by government and codification.</p> <p>Develop a joint FC/SFMP communications strategy</p> <p>Establish the operations committee as originally planned</p> <p>Modify the FSSD e-data app on landings to include canoe number or canoe name. This will record a sample of active canoes to compare to registered canoes.</p> <p>Promote next generation of FC staff by;</p> <ul style="list-style-type: none"> <li>- Conducting Fisheries</li> </ul>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>completed or forthcoming.</p> <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> <p>Regional FC offices – vessel registration data collected on paper input in region &amp; 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</p>	<p>development through relevant training but should be part of the overall staff development of the FC.</p>	<p>registered and embossed. (WARFP supported activities).</p> <p>One-woman Master's degree student is at URI and expects to finish in FY2018, contributing to increased FC capacity.</p> <p>Challenges:</p> <p>An asterix inserted at the last minute in the FMP excludes the artisanal sector from the closed season management measures articulated in the plan.</p> <p>The significant effort control measures needed to achieve small pelagics biomass targets, Capping vessel numbers/Closed season for the artisanal sector will be difficult. Fishermen will expect government compensation. SFMP and FC did not get the same conclusion from separate stakeholder consultations on closed season. Should work in synergy.</p>	<p>Leadership course for staff at the same level without their superiors to encourage their full participation</p> <ul style="list-style-type: none"> <li>- Send at least 2 staff from a unit (Head and other level) on study tours to prepare the next generation of leadership.</li> </ul>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>years with SFMP support:</p> <ul style="list-style-type: none"> <li>• Well equipped office</li> <li>• Staff professionalism</li> <li>• Stakeholders respond positively to resource management initiatives</li> </ul>			
University of Cape Coast/Center for Coastal Management (UCC/CCM)			
<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"> <li>• Rehab of UCC facilities to house the CCM is nearly complete.</li> <li>• The group is in the process of signing other MOUs and developing a roll-out plan for Year 2.</li> <li>• DFAS/CCM is developing outlines for short courses in coastal management, fisheries management and GIS training.</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• lack of a dedicated administrator, although it has a Director, Dr. Blay</li> <li>• No dedicated building for CCM</li> </ul>	<p>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.</p> <p>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.</p> <p>SFMP GIS assistance requires further discussion to determine UCC needs.</p> <p>Mentor and pilot collaborative research</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>Establishment of CCM is recognized within UCC and more recognized through such engagements of research assistants, interdepartmental collaboration such as forensics and drone program.</p> <p>The fisheries leadership course started and built the capacity for the center to lead. Built the work on the extension service.</p> <p>Now have capacity and short courses in climate change, coastal management, GIS, fisheries management. Short courses running. CCM is inviting more new clients to participate in the short courses. NVPC, Ministry of Tourism, Housing, Water Resources Works, Gender Ministry, FishCom (in</p>	<p>CCM wants to engage UCC undergraduate students more to strengthen the undergraduate program. It will also lead to strengthened candidates for graduate program.</p> <p>CCM needs to continue to increase its human capacity internally. Need space for offices and other things. This could create potential opportunity for those trained at URI to become staff.</p> <p>FC Regional staff suggest CCM could develop short courses to suit the FC needs. For example, Wageningen University in Netherlands short courses. FC staff are managers and prefer courses in policy, in resource management, social and natural sciences, etc.</p>



Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<ul style="list-style-type: none"> <li>no dedicated technical staff</li> </ul> <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> <li>Capacity building in leadership and research agenda defined in the CCM's strategic plan.</li> <li>Capacity building in fisheries management.</li> <li>Capacity building in Extension and policy dialogues.</li> <li>Supplementary livelihoods.</li> <li>Improved capacity in climate change adaptation for district planners</li> </ul>	<p>and extension programs in fisheries and coastal management to make it more relevant to the coastal client base for CCM.</p> <p>Create graduate degree and short term training for faculty and staff in selected areas of need.</p> <p>Provide technical support for strategic and business development planning for CCM.</p> <p>Consider public dissemination of the strategic plan, including figures and illustrations to capture themes and directions of the Centre.</p> <p>The strategic plan should be viewed as a living document with revisions every 2 years.</p> <p>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. Create a rate sheet for the services available for faculty/students, government, and private sector.</p>	<p>cooperation with DFAS).</p> <p>The capacity to understand and support co-management has been greatly extended. Community work through Sheila and Elizabeth in fisheries. With the extension agents gender has a very strong support in women's roles. Lots of women engagement in the field.</p> <p>Adopting within the Ghana context lessons and examples from URI and CRC. This is a result of mentoring through the various activities of SFMP in country and internationally, URI HR made available for TA, exchange visits and study tours etc.</p> <p>At the strategic level since 2015 CCM engages with Minister and former Minister, Coastal administrations and local communities.</p> <p>Internationally have received some partnership proposals for partnering on projects. Danish Technical Assistance Program, extension work, research with some capacity development components.</p>	<p>ANCORS/Australia is a good example for fisheries management. It is a 1-year program. That would be the course to train MCS. Process to get that course is hard. Kofi Agbogah has the information. University of Wollongong. <a href="http://www.UOW.edu.au">www.UOW.edu.au</a></p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
	<p>Environmental sample collection/analytics</p> <p>Social sample collection and analysis</p> <p>Mapping services</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Consider establishing a speaker series with 1 talk/semester sponsored by CCM for professors from Ghana &amp; abroad, prominent officials, civil society leaders, and others with specific interests in the coast to address the University.</p>	<p>Challenges:</p> <p>The university board sees that CCM should be independent and has the opportunity to attract funding on its own. The charter is that DFAS is to operationalize the CCM not to hold onto it. The fear is that at some point in the future another person can be appointed to the ED position of CCM that is not from DFAS as Denis is. At that point, DFAS may lose its linkage and access to CCM activities. Also a fear that CCM will increase its independence to the point of eclipsing other departments.</p>	
University of Cape Coast/Department of Fisheries and Aquatic Science (UCC/DFAS)			

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>There is a strategic plan (2012-2017) – copy is available at DFAS</p> <ul style="list-style-type: none"> <li>- DFAS has faculty of 8 (3 full professors, 3 senior lecturers, 2 lecturers)</li> <li>- 7 PhDs, one MPhil</li> <li>- 3 technical staff, 3 admin staff.</li> <li>- 9 Research Assistants</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• Academic staff sharing offices (2-3 faculty/office).</li> <li>• No plan to link research with the demand of the Fisheries Commission.</li> <li>• Does not have the capacity to provide stock assessment expertise to the Fisheries Commission.</li> </ul> <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> <li>- DFAS oversees CCM to be fully staffed</li> <li>- DFAS is able to graduate students at URI</li> <li>- Skills of staff will be upgraded sufficiently in all areas identified</li> <li>- Curriculum review and introduction of new relevant</li> </ul>	<p>Retain activities and strategy outlined in the SFMP Project Description and Work plan, but refine a five-year capacity development strategy between the two programs that guides SFMP support beyond one-off courses.</p> <p>Equip existing laboratories at DFAS and train staff in fish aging techniques and growth modelling for the purpose of stock assessment and fisheries management</p> <p>Train a graduate student in fish genetics.</p> <p>Train a graduate student in marine policy</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>Other deans are now looking at the relationship with URI. DFAS has been recognized for its collaboration and greatly increased visibility within UCC. For DFAS it means: attracts more and higher quality students. Last year was the first graduating class under USAID direct and SFMP project and this is making our life much easier in terms of the quality of education and attraction of students. LUSPA is now approaching for collaboration in coastal areas. Virtually all academic staff have been to URI and curriculum has been revised including to better include climate change, technician capacity was increased through training. Recently a technician staff highlighted in his promotion review his increased capacity and expertise on a recent trip to URI.</p> <p>On gender big change in post graduate program. More women now than</p>	<p>FC regional staff suggest that UCC be more responsive to its needs. UCC should pick more than the current 2 FC staff to get Masters every year. Criteria should be different for FC. Need first class or second class, but professional experience should be counted more. Offerings should include more than just fisheries science and aquaculture. Should include marine policy and enforcement professional track.</p> <p>DFAS needs support for capacity development in fish age/growth laboratory development to meet ISO standards. Once the lab is well established then perhaps want to bring some individuals to URI for development. (Note: URI – staff (Najih) will be doing the training in Ghana). In addition UCC-Professor received a training at University of Old Dominion on fish age and growth</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>courses (marine policy, fish genetics...)</p>		<p>men. Wasn't totally intentional, but was due to an aspect of affirmative action to recruit more female applicants.</p> <p>The fisheries age and growth lab is moving along but some elements are still under procurement, delayed due to the performance standards expected from the labs.</p> <p>SFMP contracted Report by Dr. Afoakwah, UCC Forensic Scientist, on IUU/Chemical Fishing taking into account local knowledge for the first time is almost completed in its first draft. The timeline for a Training Manual to training processors and enforcement agencies on how to identify chemical fish is delayed.</p>	<p>techniques. Organic and heavy metals analysis to support these.</p> <p>Dr. Afoakwah recommends that SFMP extend the IUU/Chemical Fish study. A more in-depth study is needed.</p> <p>Dr. Afoakwah recommends investing in development of a rapid diagnostic kit. He has partnerships with collaborators in India who would be interested in this.</p> <p>Journalist training in IUU/Chemical fish would also be helpful.</p>
<b>Western Region LUSPA</b>			
<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.</p> <p>WR appears to be a success story and is operating as the ICFG had hoped – technical assistance and training</p>	<p>SFMP should not prioritize a vehicle to WR TCPD as LAP 2 may be able to provide a vehicle and fuel.</p> <p>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.</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>Increased capacity in general to make plans. Easier decision-making, especially in coastal areas due to greater insight into what we are doing and its' impact. SFMP supported drone photos show the extent</p>	<p>SFMP should support periodic refresher training to keep up the capacity building in GIS. If you don't practice you lose the skill. They appreciated the intensity of the past.</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>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.</p> <p>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"> <li>• GIS Hub would be a Center of Excellence for practical implementation and sharing capacity. It would provide training, replication, documentation to hand out.</li> <li>• 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.</li> </ul>	<p>Provide additional short term training and refresher training in GIS spatial planning.</p> <p>Provide Training of Trainers in outreach/the human capacity component.</p> <p>Provide training and support for collecting and sharing data and documentation with other RCCs.</p> <p>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).</p> <p>Facilitate TCPD coordination with and capitalization of opportunities from the USAID/USFS Coastal Sustainable Landscapes Project (CSLP).</p>	<p>of coastal erosion from 2005-2016. We can now understand the change. We will use it to advance the argument for coastal defense being extended to the eastern side of the harbor where the Pra River enters the sea.</p> <p>Now that we have seen the benefit and the Assembly sees the benefit (i.e., when we purchased satellite images for street naming), we could justify purchase from drone managers like UCC. Assembly could cover the cost.</p> <p>WR led GIS training of CR. WR now has the capacity to train others. We now have a better network among colleagues. CR officers call us for support. SFMP supported 2 exchange visits CR here and WR there.</p> <p>WR Regional GIS Center still has equipment purchased under ICFG, although some computers became non-functional. We still rely on and refer to documents and wetlands by-laws, including the Pra river buffer zone, produced with SFMP support. In late 2015 a request for permit to acquire land and build on the wetland by Volta</p>	

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<ul style="list-style-type: none"> <li>• Provide remote sensing - trends analysis</li> <li>• Contribute more to environmental policy</li> <li>• Not competing with Universities</li> </ul>		<p>River Authority was denied as a result.</p> <p>Challenges:</p> <p>Relationship with FC is weak.</p> <p>Need to sustain the GIS lab.</p> <p>Realization of Vision at baseline: GIS Hub is a Center of Excellence: yes.</p> <p>Go-to Center for data: yes. Access to data on-line: no, but share data with national office.</p> <p>Did trends analysis for Shama 205-2010-2016.</p> <p>Env. Policy contributions: yes.</p> <p>Collaboration with UCC: brought students to the Hub.</p>	
Central Region LUSPA			
<p>The CR Spatial Development Framework (SDF) is not yet validated and they did not do the maps pictorially as in WR.</p> <p>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</p>	<p>Undertake a more detailed technical and HR capacity assessment by Chris Damon of URI.</p> <p>SFMP COP should make a courtesy visit to the CR TCPD. This assessment was the first contact made.</p> <p>Provide short term training in GIS spatial planning</p> <p>Provide training in GPS.</p> <p>Provide Training of Trainers in outreach/the human capacity component.</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>The piecemeal LAP 2 plan for migration from analog to software/digital environment was enhanced by SFMP contributions at just the right time, especially in the area of training. Now all 10 planners have been trained. 30 technical staff have been trained and can all</p>	<p>The business plan for the center is to train others and charge a fee that covers cost and generates revenue. CR/LUSPA needs 10 additional computers to bring the training capacity to a scale that can accommodate requests from the clients we need to make the business plan work. For example: University of</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>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. WR 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. 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</p>	<p>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).</p> <p>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).</p>	<p>handle computer software and GIS. Digital environment for LUSPAs is now required by new law.</p> <p>The CR GIS Data Hub is rehabilitated, equipped and operational.</p> <p>SFMP caused us to focus on environmental concerns. Climate Change was not high in the awareness of planners. Now CR/LUSPA can take unforeseen circumstances into consideration.</p> <p>Last week WR/LUSPA hosted the national Regional Directors meeting, showed off the changed in CR LUSPA, and led them on a tour of our coastal areas, highlighting the loss to livelihood, if greater focus is not given to this aspect.</p> <p>CR/LUSPA has trained 6 technocrats from other land sector agencies. (2 RCC, 2 Survey and Mapping Division, 2 Land's Commission).</p> <p>Applications of the awareness and capacity supported by SFMP will be immediate. Districts will have medium term Spatial Development Plans (5 years) approved this year. CR LUSPA Director is on the</p>	<p>Education of Winneba. National and District Assemblies are also expected to budget for training here. Under the new LUSPA law LUSPA is to get 20% of Assemblies' permit fees.</p> <p>CR/LUSPA needs a drone for continuous monitoring on a daily basis, not just for occasional images for establishing plans. It would also provide security for monitoring gamamsey, etc. in remote areas so that individuals do not have to be put at risk. It would also enable them to bring strong evidence to policy-makers at District Assemblies to secure funding for key priorities, such as coastal planning. CR/LUSPA does not see that requesting drone images from UCC will meet its needs.</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<p>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 is at the end of his career and may retire soon, so a change in leadership can be anticipated in the short term.</p> <p>Vision for changes it would like to see over 5 years with SFMP support:</p> <ul style="list-style-type: none"> <li>• Attitude change of the people we are planning for.</li> <li>• Application of guidelines and principles to the local scene.</li> <li>• Change the mind set of land owners.</li> <li>• Be aware of the <i>real</i> concerns of each district, the people in the communities.</li> </ul>		<p>committee and will now not approve any plan that does not take environmental aspects into account. The Govt. has a 10 km sea defense plan. No structure will be installed there. The area is too sensitive.</p> <p>Collaboration with UCC has increased. One month ago the CR/LUSPA Regional Director gave his first ever geography lecture at UCC.</p> <p>Challenges:</p> <p>Internet connectivity is not funded and does not yet exist at the Hub. Staff are bringing their personal hotspots and data bundles to connect during training.</p> <p>Implementing the business plan of the Hub on a cost recovery and revenue generating basis.</p> <p>Director may move on a regular rotation before long. The success of the SFMP supported activities and dramatic change in capacity and activity level over the last 3 years makes him in demand.</p> <p>Due to retirement and non-replacement staff has reduced from 90 in 2015 to 80 today (7 are women (2 planners, 1</p>	



Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
		technical officer, 4t secretaries))  Achievement of Vision at baseline is in progress.	
Fisheries Enforcement Unit (FEU), an interagency body.			
<p>Strengths</p> <ul style="list-style-type: none"> <li>• Backed by law</li> <li>• Uniformed men</li> <li>• Armed</li> <li>• Interagency cooperation</li> <li>• Information flow is good among the ranks</li> <li>• Show a commitment to educate stakeholders, while also enforcing the fisheries laws</li> </ul> <p>Challenges</p> <ul style="list-style-type: none"> <li>• No vehicles, fuel</li> <li>• Lack certain working tools, Uniforms eg. Rain coat, ration for special ops, first aid.</li> <li>• Leadership - good chemistry between the different agencies but could be improved.</li> <li>• Rotation of leadership as and when necessary and depending on operational situation.</li> <li>• No clear cut operations planning, some planning on ad hoc basis</li> <li>• Equipment arrests not easily disposed of.</li> </ul>	<p>Train personnel on soft policing and fisheries laws.</p> <p>See recommendations for MCS.</p> <p>Equip Marine Police Academy conference room at Ainyinase to enable training.</p> <p>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.</p> <p>Develop an organizational capacity development strategy for the Marine Police Unit – Fisheries Division.</p> <p>MCS should play a leading role in delivering Fisheries training at the MPU Academy and feedback on job performance.</p>	<p>Increased capacity due to SFMP support is demonstrated by the following outcomes and progress towards outcomes:</p> <p>Awareness about fishing is raised. FEU actors now have knowledge of the content of the Fisheries Act and the Marine Fisheries Management Plan.</p> <p>200+ Marine Police are trained. And 2 Marine Police are now trainers and have trained regular police, informing them of the fisheries laws and opening their minds to paying attention to fisheries.</p> <p>Competency-based approaches and curriculum for training and managing chain of custody are in process.</p> <p>CLAT awareness is raised. CLAT dramas are effective and led directly to interception of a child trafficking incident in late 2016. The MP officer even participated in the drama as an actor.</p>	<p>More empowerment of FEU personnel through training.</p> <p>SFMP should dictate the conditions for selection of candidates for study tours and reduce other influences. None of the enforcement officers got to go on study tours. (they listed 6 study tours only one of which (Philippines) was SFMP supported).</p> <p>To stop light fishing FEU needs vessels that they can take into the breakwater during IUU inspections to prevent violators from running with the light fishing equipment.</p> <p>Need cameras with GPS for evidence gathering.</p> <p>The fine for offenders needs to be increased for</p>

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
<ul style="list-style-type: none"> <li>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</li> </ul> <p>Vision for changes it would like to see after 5 yrs with SFMP support:</p> <ul style="list-style-type: none"> <li>Having their own patrol vessel instead of the navy dictating</li> <li>MCS stations at Axim, Elmina, etc.</li> <li>Increased number of vehicles+ fuel</li> <li>Fines are ploughed into MCS/FEU activities</li> <li>Consolidated group</li> <li>Strategic plan for operations, SOP for interagency groups</li> <li>Insurance</li> <li>Fishers suggested that the biggest improvement would be to keep the trawlers outside of the inshore waters.</li> </ul>		<p>Challenges:</p> <p>Internal information sharing and communication is not at desired/optimal level.</p> <p>Nationwide, FEU, FC, fishermen, processors and other 3rd parties all expressed frustration with political influence on the prosecutorial chain in cases of arrest for illegal actions. Those with connections are perceived not to be held accountable in accordance with the law.</p> <p>High turnover and continuous training investment due to rotation of Navy personnel every 6 months is required to maintain promotion potential. The first year of FEU Navy personnel stayed for 1 year and missed promotions. Even the current compromise of 6 months is causing problems for promotion.</p> <p>Number of people (80 Marine Police) is limited for covering 130 main landing sites in Western Command. They cover 8 per week by going with patrol cars and sometimes staying overnight to reduce travel time.</p>	<p>deterrence to be effective.</p> <p>SFMP should give us surprise visits. Come and wake us up!</p> <p>Start the TIGO Pilot with FEU</p>
Monitoring & Evaluation Unit (MEU)			

Baseline (2015)		Midterm (2017)	
Findings	Recommendations	Findings	Recommendations
Not assessed at baseline		<p>Increased capacity due to SFMP is demonstrated by the following outcomes:</p> <p>Paperless survey capacity of MEU is due directly to SFMP. Training in use of tablets, database and IT specialist of M&amp;E was also involved and got TA from SFMP to support the tablet based system. That was for the Morrison stove study in 2015. MEU now conducts most surveys using the paperless system.</p> <p>Aquaculture industry baseline socio-economic study</p> <p>Assessment of Post-Harvest installations</p> <p>WARFP wants to upload all the data collection forms on the tablets. Piloting that now with FAO support at FSSD. All will come together in one consolidated system there.</p> <p>Challenges: WR has higher quality reporting and governance is in better shape due to SFMP work there. Need capacity to be uniform not just better in one area. Weak links bring the whole system down.</p>	<p>Need a GIS mapping of post-harvest infrastructure. This is a priority for next year SFMP support. The information is already collected, but just needs to be mapped.</p> <p>Recommend developing community outreach and ownership of M&amp;E showing progress on fisheries management by selecting a few standardized nationwide indicators that can be shown graphically/visually at the landing site level and updated every quarter for example.</p>

### ANNEX 3. STATUS OF POTENTIAL SFMP CONTRIBUTIONS TO OPPORTUNITIES IDENTIFIED IN THE WARFP JANUARY 2015 OCA CONCLUSIONS AND RECOMMENDATIONS<sup>5</sup>

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
1. Revision of FC organizational structure.	Recommendations made by WARFP consultants.	Not a key focus area	Not a key focus area. No implementation to date.
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	Not a key focus area
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	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	Not a key focus area

<sup>5</sup> Draft WARFP Working Paper – C3 Organisational Capacity Review Capacity Needs Assessment (Task 3.4) dated January 2015.

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
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	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	Not a key area of focus. But, FC respondents noted the need for a better coordinated or joint SFMP/FC communications strategy.  FC M&E Division identified development and implementation of a standardized, nationwide, user friendly strategy and approach for tracking of selected indicators with the public at the community level as an area of potential SFMP support going forward.

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
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)	200+ Marine Police are trained. 2 MP are now trainers and have trained regular police, informing them of the fisheries laws and opening their minds to paying attention to fisheries. SFMP provided 2 pick-ups and 2 vans to Tema and Takoradi MCS/FEU operations.
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.	SFMP is not aware of action on this.
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	Not a key focus area

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
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.	Fisheries Leadership Training provided to FC Senior Leadership and other levels of actors in FC and to Leaders and staff from Stakeholder Institutions.
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.	Ibid. Two study tours supported by SFMP also supported attitudinal shifts and perspectives on new approaches.
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.	Flexibility and coordination with non-SFMP FC activities.
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.	Training on and consideration of Competency-based approaches provided and on-going.

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
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.	Technical assistance provided 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.	Equipment provided to various units, in particular FSSD for e-data system and MCS with 4 vehicles (Tema and Takoradi).
17. Focus on and evaluation of potential cost efficiencies in expenditure and improvements in value for money that could be realized.	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.	-Research and stock assessment capacity development for targeted fisheries stocks.	Landings data electronic system piloted with FSSD. Preliminary results indicate that timeliness, data quality, and accessibility will be dramatically enhanced, while staffing needs for this activity will be moderately reduced.



WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
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.	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.	Not a focus area	Not a focus area
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.	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.	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.	Baseline statement remains true at mid-term

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
<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 &amp; FDF for financing co-management entities to be considered as part of the legal reform process on co-management.</p>	<p>Baseline statement remains true at mid-term. Study on subsidies in the fisheries sector conducted by SFMP.</p>
<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 &amp; 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>Not a focus area.</p>

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
22. Re-constitution of the Board and the basis by which members are selected.	Recommendations made to improve representation of private sector organisations, 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.	Discussion on membership of the Board to be considered as part of the SFMP legal reform and co-management frameworks dialogues.	Baseline statement remains true at mid-term.
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.	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.	Retreats and seminars for Board members.	No activities conducted by SFMP at this level.

<b>WARFP Capacity Development Opportunity</b>	<b>WARFP Comments</b>	<b>SFMP Potential Contributions at baseline (2015)</b>	<b>SFMP Contributions Documented at Midterm (May 2017)</b>
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.	Will be addressed through the increased funding for the FC proposed, and as part of the SOPs to be developed.	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.	Strong contributions of SFMP achieved in this area.
25. Support provided for the creation and institutional development of representative private sector and community-based management organisations.	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.	Strengthening producer organizations including DAA CEWEFIA, NAFPTA, GNCFC, FA	Baseline OCAs Conducted by SFMP in 2015 for each of these organizations. Providing support for resulting Action Plans. DAA and CEWEFIA are SFMP sub-recipients and receive substantial support, including Quickbooks Financial Management software and training. SFMP is supporting establishment of a post-harvest training and processing center managed by DAA and development of a community-based oyster co-management planning process in the Densu Estuary that DAA leads.

<b>WARFP Capacity Development Opportunity</b>	<b>WARFP Comments</b>	<b>SFMP Potential Contributions at baseline (2015)</b>	<b>SFMP Contributions Documented at Midterm (May 2017)</b>
26. Consideration given to the merits of a FC policy adviser to be seconded to MOFAD to ensure good policy linkages.	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	Not a focus area.	Not a focus area.
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.	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.	Support the case with evidence of impact on sustainable management of targeted fisheries stocks.  Policy alternatives researched and presented to MOFAD	Study on subsidies in the fisheries sector conducted by SFMP and shared with FC.

WARFP Capacity Development Opportunity	WARFP Comments	SFMP Potential Contributions at baseline (2015)	SFMP Contributions Documented at Midterm (May 2017)
<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>SFMP support has focused strongly on these activities, in particular resulting in the additional Sunday fishing holiday publically announced by artisanal fisheries associations in June 2017 that now needs to be codified. No Bad Fish campaign. Trawler closed months implemented in late 2016 and early 2017 for the first time. Fisher to Fisher program.</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 realised.</p>	<p>Support engagement of Ghana for small pelagics management with FCWC.</p>	<p>SFMP is supporting genetic research to define the boundaries of the sardinella stock in the region. CLAT strategy development and implementation.</p>

## **ANNEX 4. SURVEY TOOLS**

### **SURVEY TOOL FOR GOG AND UNIVERSITY UNITS BEING ASSESSED**

**Name of Agency/Unit:**

**Location of the Session:**

**Date:**

**Names of Assessment Team:**

**Name, Title, Gender of Respondents:**

#### **Introductory Statements:**

- Introduce the purpose of the survey and the survey team.
- Respondent introductions
- Ask if there are any questions
- Share the list of the capacity development support (inputs) their unit received from SFMP to date.
- Ask if there are key inputs missing

#### **Key informant or focus group questions:**

- Has anything changed at the strategic level for your agency/unit since 2015? If yes, what changes? And why (what caused the change)? If no change, then has there been any shift in approach at the strategic level?
- Have your clients (who you serve) changed since 2015? If yes, how? and why?
- Have there been any changes since 2015 in how gender is taken into account both internally and with regard to the clients/beneficiaries you serve? If yes, what caused the changes? (ask about SFMP inputs as a potential cause if they do not mention them).
- What do you currently see as the greatest strengths of your agency/unit in achieving its objectives? Have these evolved since 2015? If yes, what caused these changes?
- Could you provide an example that illustrates your current key strengths, and how they have changed since 2015 (if they have)?
- What are the greatest challenges? Are these different from 2015?
- Could you provide an example that illustrates one of those key challenges? And how the challenge has changed since 2015?
- Which SFMP activities had the most/least impact on the capacity of your agency/unit? What is that impact? (ask about networking, outreach, interagency collaboration, civil society collaboration, evidence-base decision-making, etc. as areas of potential impact if they do not mention them. Also ask about things from the list of inputs provided by SFMP, i.e. what do the people trained by SFMP do with their training? What does the unit do with the equipment it received?)
- Why was SFMP collaboration with your agency/unit successful (or not successful)? Identify key factors.
- In 2015 during the baseline, your agency/unit said that if it develops its capacity because of collaboration with SFMP, the areas that it hoped to show change and what that change would look like 5 years from now were the following:
  - [read the answer from the agency in question from the baseline].
  - Now at mid-term do you see movement towards this aspiration? Has the aspiration for what change you would like to see in your agency as a result of SFMP support changed? If yes, what change would you now like to see by 2019 at the end of SFMP?

- How will your agency/unit sustain the positive impacts you have identified in this interview?
- What do you identify as priority activities for SFMP collaboration with your agency/unit for the remaining years of the project (through 2019)? Why these activities?
- Are there others who are critical for us to talk to for a more complete assessment?



## **SURVEY TOOL FOR CAPACITY DEVELOPMENT PROVIDERS TO GOG AND UNIVERSITY UNITS BEING ASSESSED**

**Name of Agency/Unit being assessed:**

**Date:**

**Names of Assessment Team:**

**Name, Organization, Title, Gender of Respondents:**

### **Introductory Statements:**

Introduce the objective of the session and the assessment team.

Introduction of respondents

Ask if there are any questions

Share the list of the capacity development support (inputs) their unit received from SFMP to date.

Ask if there are key inputs missing

### **Key informant or focus group questions:**

- What was your organizations role through SFMP in providing Capacity development assistance to the GOG unit in question?
- What do you identify as the most important changes in capacity of this GOG unit since 2015? Please give examples. To what extent do you think these changes are due to SFMP support? (ask about networking, communication, outreach, interagency collaboration, civil society collaboration, evidence-based decision-making, etc. as areas of potential change if they do not mention them.)
- How does the agency use the inputs provided by SFMP and what is its' impact? (how are trained people using their training, how is equipment being used?)
- Do you see any changes in gender approach since 2015, either internal to the agency or externally in relation to how the agency interacts with those it serves? If yes can you give examples? Do you think these changes are due to SFMP support?
- What barriers to capacity development do you identify in this agency/unit? Do you think SFMP could effectively address them? If yes, how?
- What do you identify as the most critical areas and activities of priority focus for SFMP collaboration with this agency for the remainder of the project? Why?
- What is your vision for what this agency's capacity would ideally look like 2 years from now?

## **SURVEY TOOL FOR CLIENTS of GOG AND UNIVERSITY UNITS BEING ASSESSED**

**Name of Agency/Unit being assessed:**

**Date:**

**Names of Assessment Team:**

**Name, Organization, Title, Gender of Respondents:**

### **Introductory Statements:**

Introduce the objective of the session and the assessment team.

Introduction of respondents

Ask if there are any questions

Share the list of the capacity development support (inputs) the unit received from SFMP to date.

Ask if there are key inputs missing

### **Key informant or focus group questions:**

- Has the agency's relationship with you as a client of their services changed since 2015? If so, how? What do you think caused the change?
- In what areas/activities would you like to see the agency improve? What do you think might be preventing that from happening?
- How is gender taken into account both within the agency and with regard to the clients/beneficiaries it serves?
- What are the greatest strengths of the agency from your point of view? Could you provide an example?
- What is your vision for what this agency's capacity would ideally look like 2 years from now?
- Are there others who are critical for us to talk to for a more complete assessment?

## ANNEX 5. SFMP CAPACITY DEVELOPMENT EQUIPMENT INPUTS TO GOG AND UNIVERSITY UNITS

<b>MCS/FC</b>
2 Pick-Ups 2 Vans
<b>FSSD/FC</b>
3 Automatic Voltage Regulator 3 Power back-UP 2 External Hard Drive 5 UPS 5 Monitors 5 Laptops 5 CPU 3 NAS Server 2 Printers 11 Sumsung galaxy tablet 12 Sumsung Galaxy J5 3 Digital camera 1 Projector 1 Air Conditioner
<b>UCC/CCM</b>
UPS Digital Camera 2 Monitor 2 CPU ISOMET Tablet Roller Press 2 Microscopes
<b>CR LUSPA</b>
10 CPU 10 Monitor 1 Digital Projector 2 External Hard Drive 1 NAS Server 3 Auto.c Voltage Regulator 1 Printer 1 Projector Screen 3 Power Back-UP 20 Visitors Chair 10 Dual Office Table 10 UPS 1 Router