

Year 3 Workplan

Hɛn Mpoano (Our Coast)

Integrated Coastal and Fisheries Governance Initiative (ICFG)

October 1, 2011 – September 30, 2012

Cooperative Agreement # 641-A-00-09-00036-00



September, 2011



USAID
FROM THE AMERICAN PEOPLE



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

**referred to nationally as the
HEN MPOANO (Our Coast) Initiative**

**Year 3 Workplan
October 1, 2011 – September 30, 2012**

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

Coastal Resources Center, University of Rhode Island

In partnership with:

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

September, 2011

List of Acronyms

AFRICOM	The United States Africa Command
AO	Agreement Officer
AOTR	Agreement Officer Technical Representative
CB-FMC	Community-Based Fishery Management Committee
CBO	Community Based Organization
CCM	Center for Coastal Management, University of Cape Coast
CEMAG	Community Environmental Monitoring & Advocacy Group
COLANDEV	Community Land and Development Foundation
CRC	Coastal Resources Center
CREMA	Community Resource Management Areas
CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
CWOW	Citizen Watch on the Water
DFID	UK Department for International Development
EBM	Ecosystem-Based Management
EEZ	Exclusive Economic Zone
EPA	Environmental Protection Agency
ESS&F	Ecosystem Services and Functions
FAO	Food and Agricultural Organization (of the United Nations)
FBO	Faith Based Organization
FWG	Fisheries Working Group
FON	Friends of the Nation
GCC-SL	USAID's Global Climate Change – Sustainable Landscapes Program
GCLME	Guinea Current Large Marine Ecosystem
GEF	Global Environmental Facility
GIS	Geographic Information Systems
GNCFC	Ghana National Canoe Fishermen Council
GOG	Government of Ghana
ICFG	Integrated Coastal and Fisheries Governance (Program)
ICM	Integrated Coastal Management
IEC	Information, Education and Communication
IEE	Initial Environmental Examination
LOGODEP	USAID/Ghana Local Governance and Decentralization Program
LME	Large Marine Ecosystem
MCS	Monitoring Control and Surveillance
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MT	Management Team
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
PCC	Platform for Coastal Communities
PMP	Performance Management Plan
PMR	Performance Monitoring Reports

PMU	Program Management Unit
RCC	Regional Coordinating Council
REDD	Reduced Emissions from Deforestation and Forest Degradation
SNV	Netherlands Development Organization
SO	Strategic Objective
STMA	Sekondi-Takoradi Metropolitan Assembly
UCC	University of Cape Coast
UG	University of Ghana - Accra
URI	University of Rhode Island
USAID	U.S. Agency for International Development
WERENGO	Alliance of Western Region NGOs
WFC	World Fish Center
WR	Western Region (in Ghana)

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Introduction

The Integrated Coastal and Fisheries Governance (ICFG) Initiative is a four-year project supported by the U.S. Agency for International Development (USAID). It is locally referred to as the *HɛN MPOANO* (Our Coast) Initiative. It is implemented through a USAID cooperative agreement with the Coastal Resources Center (CRC) of the University of Rhode Island (URI). The principle implementing partners of the Initiative include the WorldFish Center, SustainaMetrix, Friends of the Nation, the Department of Fisheries, coastal districts in the Western Region. Other government, private sector and nongovernmental organizations (NGO) along the coast and in the fisheries sector are key stakeholders. The Initiative, covering the period September 15, 2009 to September 14, 2013 is funded at US\$12.5 million in USAID funds with a 25 percent cost share provided by URI and other partners.

Project Goals

The ICFG Initiative was framed in 2009 to support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable fisheries management and biodiversity conservation. This includes contributions to Ghana's National Food and Agriculture Sector Development Policy, Strategies for Biodiversity and Wetlands Conservation, Climate Change Adaptation, and the Fisheries and Aquaculture Sector Development Program. It is also important to note that the Initiative is directly supporting National Land Use and Environmental Policies through technical assistance and training for district level spatial planning that considers food and livelihoods security and ecological functions of the land and seascape. From a long-term perspective, the Initiative's vision, or overall goal, is that:

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

In the four year period of its execution, **the central objective of the ICFG Initiative is to assemble the pre-conditions for a formally constituted coastal and fisheries governance program that can serve as a model for the nation.** This Year 3 work plan will see the governance models and program being framed with subsequent final touches and formal constitution for the Western Region of Ghana coming in Year 4.

The **key results**, to which this four-year ICFG Initiative is contributing are:

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

- Strengthened institutional capacity to develop and implement policies
- Development of informed constituencies in civil society, business and government
- Governmental commitment in support of policies
- Clear goals that define what ICM and fisheries policies hope to achieve

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

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

More specifically, what we hope to see as key final sustained Initiative legacies, among others, are that there are:

- Working models of best practices in integrated coastal management mainstreamed and operational within several district development and/or land use plans
- Good practice examples of community-based approaches to fisheries management operational at the local scale
- Policy proposals for a new approach to both ICM and fisheries governance for the Western region nested within national policy frameworks and that support local level actions at the district and community scales
- A cadre of Ghanaians with the capacities and the commitment to carry forward the values and initiatives of the ICFG Initiative.

Contributions of the *H&N MPOANO* Initiative to USAID Program Objectives

The Initiative's past and current funding has primarily come from the USAID/Ghana's Feed the Future and Biodiversity Conservation earmarks. The initiative contributes to the overall objective of USAID/Ghana's multi-year strategy of the US government's global hunger and food security initiative, and its primary objective to improve the livelihood and nutritional status of households in Ghana. The specific contribution of Hen Mpoano is to improve the governance of marine fisheries resources that provide more than half of the food protein supply in the local Ghanaian diet. It also directly contributes to the result area focused on increased competitiveness of major food value chains. With respect to bio-diversity, the six coastal districts in the Western Region harbor some of the most important biodiversity areas in the country, notably vast coastal wetlands areas that serve as critical habitat for many marine and freshwater fish species. These coastal wetland areas are equally important for providing essential ecosystem functions and services for both the sea and landscapes as well as the human settlements dependent on them. The Initiative's investments and actions undertaken in support of integrated coastal and fisheries governance during the first two years of implementation that were supported in part by Biodiversity Conservation earmark contribute directly to the USAID Ghana Mission Feed the Future Strategies for 2011 to 2015. They also make significant indirect contributions to USAID's Global Climate Change – Sustainable Landscape indicators and are serving to build the foundations for long-term impacts under this program. The Initiative seeks to address the major threats to these significant marine and coastal biodiversity resources that include the over-exploitation of marine fisheries resources as well as loss and degradation of biodiverse coastal habitats, among others, driven by rapid urbanization, extractive uses and shorefront development. Weak governance is seen as the underlying cause to these problems and is thus the focus of the Initiative.

Project Phases

The ICFG Initiative has been structured into three phases.

- The first phase, which concluded in September 2010, emphasized consultation, information gathering and the preparation of a baseline that documents trends, current conditions and issues as they relate to integrated coastal zone management (ICM) and governance in the Coastal Districts of the Western Region and in fisheries management and governance as they were perceived by project participants at the start of the project.
- The second phase began in October 2010 and will conclude in September 2012. It is devoted to specifying goals for improving coastal and fisheries governance in the coastal districts of the Western Region and generate examples of good practice in ICM and fisheries governance at the district and sub-district scale. A central strategy during this phase is to build constituencies among key stakeholders and enhance their capacity to carry forward more effective approaches to coastal and fisheries governance that will maintain the flow of goods and services that the people of the Western Region want and need.
- The third phase will build upon this experience to articulate a viable model for coastal and fisheries governance. We anticipate that this model will offer Ghana an approach to build capacity for response to the many pressures on coastal and fisheries resources that could be scaled-up to the nation as a whole. This third phase was set to begin in October 2012 but some elements will begin in 2011, with Year 3 seen as a transition period.

The project will conclude in September 2013. Transitioning from Phase 2 to Phase 3 is the central challenge at the mid-point of this project and as we begin to implement the Year 3 activities described in this work plan.

Geographic Focus and Primary Beneficiaries

The Initiative is working in the six coastal Districts of the Western Region, with a focus at three focal areas (see Figure 1), to build popular support for new approaches to fisheries and coastal governance while strengthening the existing governmental institutions at the District and Western Region levels. Given the nature and scope of many of the coastal and fisheries issues and the scale at which they need to be addressed, the Initiative links regional scale activities, where appropriate, with policy reform and actions at the national scale. Within the Western Region the Initiative's primary clients and beneficiaries include the Fisheries Commission at the national and regional level, the Western Region Coordinating Council, the six coastal Districts in the Western Region, The University of Cape Coast and selected coastal communities in the focal areas.

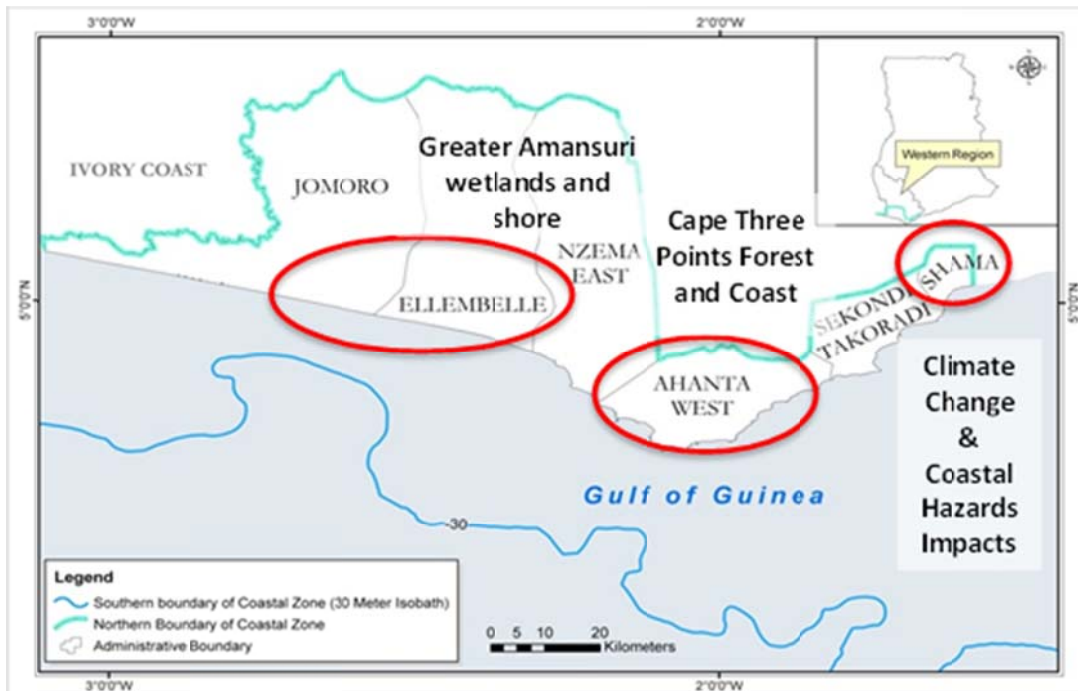


Figure 1. Project Focal Areas in the Western Region

Drawing on Experience to Formulate a Nested System for Coastal and Fisheries Governance in the Western Region

Phase 2 of the project has enabled the ICFG initiative to better understand the context for coastal and fisheries governance in the Western region, and therefore assess what strategic role it can play in strengthening governance in the region in the next two years. The experience and lessons from the first two years of the initiative are summarized in a full version of the July 2011 self-assessment workshop report (see Appendix B) and detailed in the Year 2 Annual Report (to be submitted in October 2011) as well.

ICFG Contributions and Progress toward More Effective Coastal and Fisheries Governance

In Year One of the ICFG Initiative, the principal issues and their implications were assessed through coastal community surveys, governance baselines, the Fisheries Sector Review and other supporting activities. These assessments provided an understanding of the critical issues for coastal and fisheries governance for the Western Region (Box 1). These issues as identified with key stakeholders, as well as participatory reflection on scenarios towards promoting more effective coastal and fisheries governance, is presented in the “Our Coast” document published in 2010 and available online at: http://www.crc.uri.edu/download/Our_Coast.pdf

In Year 2, ending in September 2011, the major effort towards improved governance of the landscape has been in Shama District where the issues posed by land use were assessed first at the scale of the district as a whole before focusing down on areas where shorefront management, issues related to the fresh water supply and anticipated impacts of climate change can be

addressed in a manner that involves local level stakeholders while engaging with the District officers, planners and the District Assembly. The ICFG efforts in the focal areas in Cape Three Points and Amasuri Wetlands are less advanced but have completed the issues and stakeholder identification steps, developed strong constituencies for collaboration, and completed the selection of the specific areas for interventions that are coherent and complimentary to other spatial planning programs.

Box 1: Critical Issues in the Western Region

- Loss of essential ecosystem goods and services and resilience of coastal communities.
- Increasing food and livelihoods insecurity, population growth, and environmental degradation
- Over-exploitation of fishery resources.
- Threats to biodiversity assets.
- Increasing flooding and erosion as a result of climate change
- Oil and gas production offshore
- Expansion of "outgrowers" programs for oil palm and rubber
- Expansion of oil and gas facilities and gold mining
- Weak ecosystem governance

The ICFG team working in Shama has identified priority areas for applying ICM approaches and tools. These include the Anankwari River, its floodplain and watershed; shoreline and fishing communities; the Pra River and associated wetlands. Investments in mapping and technical studies are identifying the key features of the shoreline, its suitability for different intensities of use and its vulnerability to climate change. By the start of Year 3, products from these studies will be available to inform the dialogue with officers in District government and through public outreach at the community level. The institutional framework for the nested governance system is being designed with the support of a District level Advisory Committee whose membership is drawn from government, civil society and business sectors has been formed. An Advisory Committee working group supports community level engagements and ensures their feedback to the District Assemblies. Formal endorsement of the policies and plans formulated marks the threshold to the full-scale implementation of the ICM Plan of Action. The prospect for such formal endorsement and the securing of the funds required for implementation is dependent upon the success of the project in winning the trust and commitment of the traditional chiefs, the District Chief Executive and the District Assembly. The necessary "political will" will be dependent upon the degree to which the plan is demand-driven and has won the support of a sufficient portion of the stakeholders that will be affected by its implementation. These formal endorsements are a crucial target for the Shama demonstration project in Year Three. The work of this Shama District Advisory Committee will serve as an example for ICM planning in Year 3 for four other Districts that cover the two additional focal areas.

Questions were developed in Year Two that probe legal and institutional structures as well as the roles and authorities of the Districts and the regions in framing coastal plans. The results demonstrate that the Districts have a mandate to engage in meaningful land use planning and regulation and have the authority to designate special area management zones and define construction setbacks. They can allocate areas for different uses and, within the restrictions of a limited budget can assume responsibility for the implementation of activities that construct and maintain such public services as a potable water supply, sanitation and basic transportation infrastructure. Regional government could provide oversight and coordination to provide

coherence across district level planning and decision-making. However, the authority to set standards for coastal planning and management by the districts is at the national level. The anticipated initiation by the ICFG of the design of a nested governance system for coastal planning and decision making was postponed in Year 2 in response to the many new planning and management initiatives that have gotten underway and that add new dimensions to an already complex governance landscape. An informed and sustained dialogue on the need for, and the design options for such a nested system will be a priority in Year 3.

During the second year of the Initiative (Phase 2), the context for both ICM planning in the Western Region continued to evolve at an accelerated pace. The shifting context and emerging issues required adaptive measures for the process of establishing enabling conditions for effective ICM. This included several new plans for on-shore developments of extractive industries and agri-business ventures, as well as the arrival of additional spatial planning programs that have set agendas and schedules (as detailed in Box 2 below). These new spatial planning programs have government mandates from different Ghanaian Ministries in Accra. This has resulted in the ICFG Initiative having to rapidly adjust planned processes for ICM in the three focal areas in order to be able to best influence the process for spatial planning and in making preliminary contributions for ICM within a short timeframe. Through partnering with both the districts, and the consultants supporting them, the Initiative has been instrumental in slowing down the planning processes and proposed outputs of it, to better ensure broad stakeholder consultation and participation, consensus building, and gradual ownership by the districts themselves.

In all three focal areas, a greater effort will be made to define the goals of the ICFG effort and identify the issues that it will address in each focal area. The parallel activities underway by Tullow Oil and Jubilee Partners, LOGODEP and others make it important to be clear on what the ICFG can contribute and what is beyond the ICFG's capabilities and priority interests.

**Box 2: Projects and Programs Contributing to Land Use Management
in the Coastal Districts of the Western Region**

- The USAID-funded LOGODEP is working to build District governance capacity in the Western Region in selected Districts, including one of the ICFG focal areas (Shama) to strengthen land use management including the cadastral system and local revenue generation.
- Tullow Oil and the Jubilee Partners are sponsoring the preparation of GIS based Structure Plans for the six coastal districts in collaboration with the Ministry of Environment and Town & Country Planning.
- NORAD, the Norwegian Agency for Development Cooperation is funding the preparation of the Spatial Development Framework at the scale of the Western Region.
- Additional support for District land planning is taking place through the efforts of Town and Country Planning's Land Use Planning and Management Project. This also features the improvement of GIS capability.
- Private investment programs are playing an important role such as the Korean led investment plan for Ahanta West. This planning effort assumes that development related to oil production will be concentrated in this area.
- Large coastal development investments such as Soroma, in Princess Town/Cape 3 Point area, are being reviewed and permitted through existing mechanisms in the absence of policies, plans and consultative procedures created specifically for the coastal environment.
- Town and country planning released a framework and a set process for spatial planning that must be followed by all future District and regional planning initiatives.

Fisheries activities in Year 1 demonstrated that while there are many strengths in the Ghanaian fisheries data collection system, a number of adjustments are needed to improve accuracy of the estimates of the volumes of fish landed and more importantly to better gauge the changes in effort that are required to achieve optimal harvests. In an effort led by WorldFish, additional or adjusted methods for data collection have been selected and those gathering such information have been trained in their use. A detailed Fisheries Sector Review prepared by the World Fish Center provided the project with a detailed assessment of the status of fisheries in the Western Region (http://www.crc.uri.edu/download/ICFG_Fisheries_Sector_Review_FINAL.pdf).

Continued assessments with fishers in Year 2 across five major landing beaches has provided a much clearer picture of fishing practices, change in fishing over time and the current status of various fish stocks. This information not only provides a solid basis for decision making regarding priorities in fisheries management, but also gives a valuable window into how fishers respond to regulation, and how they view current rules and rule-making systems. Detailed analysis of decision-making and drivers of fishing practices gives us further basis to understand current practices and predict future response to change or regulation.

In Year 2, the ICFG created the Fisheries Sector Working group comprised of leaders of canoe and semi-industrial fleets. It has worked to advise the Fisheries Commission on the implementation of policies and regulations and to address conflicts among the fleets. The working group was officially inaugurated by the Chairman of the Fisheries Commission and is now seen as a model for the regions. Study Tours have been conducted that allow opinion leaders to see for themselves both successes and failures in various approaches to fisheries management in three other African nations. Processes for sharing these messages at the community level have been piloted. This has been complemented by lectures and seminars for members of the Fisheries Commission in Accra and similar events designed to increase awareness on management options in the Western Region. A 2-day training course on the human element of fisheries governance and scenario development in fisheries management was provided to a diverse group of stakeholders.

Though several impromptu enforcement actions taken by law enforcement units on local canoe fishermen have resulted in set-backs to the planned strategies for promoting compliance and enforcement of the fisheries regulations, and thus have widened the gap of confidence between local fisherfolk and the government, these actions have demonstrated the confusion among stakeholders, notably at the community level, as to the overall objectives of government policies for the fisheries sector. This situation has prompted the Initiative to take a much more direct and proactive approach to promoting dialogue at the national level in order to return to the planned strategy of: education and awareness first; developing consensus in fisherfolk communities second; creating a wave of voluntary compliance; that is then backed up by enforcement units that are well trained. The efforts at promoting dialogue are gaining momentum as the Fisheries Commission seeks to improve their compliance and enforcement strategies.

The ICFG project, as well as the future World Bank Program, has recognized the potential for small management units to co-manage a range of fisheries, and play a central role in the monitoring of habitats and management of sedentary demersal stocks. The management of

pelagic species, in which both the fish and the fishermen migrate up and down the coast, has to be integrated at the scale of the nation and the much larger Guinea Current Large Marine Ecosystem (GCLME), however the ‘building blocks’ for such a system still rest at the landing beach scale of operation. A strong role in biological monitoring as well as monitoring fishing activity and possibly components of enforcement may be effectively and efficiently handled at the community level. It is especially important to recognize that the contributions that can be made to national fisheries goals by community-based fisheries management cannot be made operational until there is a formal mandate for such a decentralized approach to fisheries governance. The project is also working closely with the Monitoring Control and Surveillance Program of the Fisheries Commission to improve their enforcement strategies and approaches. The ICFG project has developed a program for the training of enforcement, prosecution and judicial authorities in the Western Region which has resulted in an increase of successful prosecutions. Plans have been developed for training police units which can operate from fisheries landing sites to discourage illegal fishing methods. In addition, a detailed value chain assessment of smoked fish, one of the leading types of food fish products distributed widely throughout the country, was also completed that pointed towards opportunities to make improvements that could generate increase wealth and reduce waste in this value chain.

ICFG Challenges in Year 2 and Approach to Year 3

- Difficulties with accessing the necessary technical capacity in Ghana delayed progress on a number of Year 2 activities for both ICM and fisheries. The Year 2 work plan envisioned a full-scale startup of ICM work in all three focal areas. However, this overstressed staff and partner capability. Full concentration was required to take advantage of the interest of Shama District in moving forward.
- As noted earlier, new planning projects for both districts and the region have emerged since the Year 2 work plan was written. The ICFG team is emphasizing that these newer efforts must link roles and actions at the community level with roles and actions at the scale of the Western Region and the nation. The experience gained with pilot-scale activities and better understanding the context for such fresh approaches to ecosystem governance have laid a better foundation for addressing these crucial topics in Year 3.
- In fisheries, investments by the World Bank are designed to promote the transition from an open access to a managed access fishery. At present, awareness among key stakeholders of the program and its desired outcomes is low, and a major communication effort is required to engage with fishers and communities. Similarly, the enforcement of new and existing fisheries regulations is widely perceived as unplanned and erratic, as communication between managers and fishers is generally absent. The experiences from Year 2 affirm that the ICFG project can make a major positive contribution by demonstrating how better communication and the integration of bottom-up forces will contribute to a nested governance system with defined roles and responsibilities for players at the community, region and national levels. In Year 3, the ICFG will partner with the recently approved World Bank fisheries project as they begin implementing activities in a number of subject areas in common with the ICFG Initiative.
- It is clear from research in communities that efforts to engage fishers in management reform are unlikely to be successful if we look for incentives for change entirely from within the fishery resource itself. Short-term wellbeing objectives (how will I feed my family over the

next week?) will on average continue to outweigh long-term sustainability considerations. The way forward must be to take a broader approach to livelihood sustainability in fishing communities, engaging at the community level to understand possibilities to provide incentives relating to livelihood development, wellbeing and community resilience as a component of fisheries reform. Approaches and frameworks for this level of engagement will be a focus in Year 3.

Structuring of the Work Plan for Year 3

In light of the above accomplishments and concerns, the ICFG Initiative work activities have been reorganized in the Year 3 work plan:

- The ICM and fisheries governance work has been divided into two separate regional policy tracks, given the significant differences in the policy context for each and the unlikely expectation that they could be fully merged into one governance program.
- ICM and fisheries activities “on-the-ground” in the focal areas will be more integrated to take advantage of the new emphasis of the national fisheries policy on the canoe fleets, making shorefront management and livelihood considerations a critical element of success for fisheries.
- To foster integrated activities there are fewer stand-alone elements such as communications, which is now fully incorporated within each component in order to make the communications strategy more effective in building supportive constituencies.

Year 3 Activities

1. Designing Options for Nested ICM and Fisheries Governance Systems for the Western Region

The ICFG's efforts in coastal management in Year 3 will differentiate between the different roles and responsibilities of Districts, the Region and national government in supporting ICM policies. The anticipated initiation by the ICFG of the design of a nested governance system for coastal planning and decision making was postponed in Year 2 in response to the many new planning and management initiatives that have gotten underway and that add new dimensions to an already complex governance landscape. An informed and sustained dialogue on the needs for and the design options for such a nested system will be a priority in Year 3. This ongoing dialogue will be facilitated by a creative communications plan that builds supportive constituencies. Targeted capacity building for key constituency groups will serve to prepare a cadre of Ghanaians with the capacities and the commitment to carry forward the design options and opportunities for nested governance.

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

The primary objective of the Hen Mpoano Initiative is to obtain in Phase 3 a governmental commitment for a nested system of governance in the Western Region that provides a model for a future national ICM program. The strategy is to assemble the enabling conditions for such a long-term program by engaging in activities that build capacity and a constituency for a fresh approach to coastal governance. These activities apply a "learning-by-doing" approach that follows the steps of the governance process cycle in three focal areas in the coastal districts (Component 2) and for selected fisheries issues (Component 1.2). The "learning by doing" approach will be supported by a series of short policy briefs (see Activities 1.1.1; 1.1.2; 1.1.3 and 1.2.1) providing for a two-track approach for assembling enabling conditions.

While the current institutional structure and maturity of national policies for fisheries and coastal governance are distinctly different, the ICFG project recognizes the many linkages between the two and the need to foster an integrating and collaborative approach at the community, district and region levels. Such an integrating approach is essential for a fishery that is the primary source of livelihood in many coastal communities and is conducted by a fleet of sea-going canoes that operate from scores of landing beaches.

Objectives for Year 3

- Increase political support to address the critical coastal and fisheries issues within the Advisory Council and project partners.
- Propose legal and institutional design options for nested governance that addresses priority issues in the coastal landscape and seascape of the Western Region.

- Instigate improvements to district and regional level information systems for coastal and fisheries management by increasing the knowledge, skills and attitudes of public officials, and community level stakeholders.
- Increase the capacity of regional institutions such as the University of Cape Coast and NGOs to provide training, extension and applied research services.

1.1.1 Working Paper on Options for a Nested Coastal Management Program

Activity leaders: Mark Fenn, George Hutchful, Stephen Olsen

Team Members: Denis Aheto; Donkris Mevuta; Kofi Agbogah; David Yaro; Kwesi Quaison

The purpose of this activity is to establish and sustain an informed dialogue on issues that are specific to the coastline and how they could be effectively addressed through a governance system that specifies roles and responsibilities at the community, district, region and national scales. This will be accomplished primarily by putting forward options for a nested coastal governance system through a working paper that will be developed through a sequence of drafts to be distributed, discussed and refined during Years 3 and 4 of the project. This will inform the policy formulation process through the preparation and the subsequent discussion and of a series of policy briefs that will draw upon relevant international experience when framing options for a decentralized approach to coastal management

This iterative consultative process will engage leaders from the coastal districts, Western Region and national counterparts and will directly nourish the “learning by doing” process described in Activity 1.1.4 on piloting a regional coastal commission or working group as well as the implementation of actions in Components 1.2 and 2 of this work plan. Lessons drawn from field based experiences will also inform working papers and policy briefs with case studies.

The major obstacle to good coastal management that addresses the issues identified in the first two years of the project is not the absence of reliable information or scientific knowledge, but the low level of governance capability and the absence of a governmental mandate for coastal management structure and process. The working paper will assess options for overcoming the governance capacity gap and define priority roles and responsibilities at the national, regional and district levels. The options will be developed iteratively, with key decisions made in reference to Steps 1 and 2 of the ICM cycle. The focus will be on strengthening the governance capacity at the District level, taking into account the important differences between the highly urbanized STMA and rural Districts like Jomoro and Ellembele. The mandate of the Regional Coordinating Council is currently limited to coordination and options for expanding its role through a delegation of authority from appropriate national government institutions will be assessed.

An initial outline of the working paper is as follows:

Preamble: This will describe the unique importance of the coast in the Western Region, develop themes from *Our Coast, Our Future*, and makes a strong economic case.

The Key Issues: This section will highlight the key issues specific to the coast that need to be addressed within the overall structure of land use planning and decision making in the Western Region. The strategy for a coastal program will be issue and place focused and address the environmental, social and governance dimensions of coastal change. The underlying approach will ecosystem-based and emphasize the need to link fisheries and coastal management.

Enabling of coastal management in regions and districts: Various national studies have proposed the creation of an inter-ministerial coastal management board, most recently the Ghana's National Action Plan for the Guinea Current Large Marine Ecosystem. The working paper will draw from the US and Australian approaches to coastal management that assign roles and responsibilities within a nested governance system. The working paper will examine how a Regional Council, could increase its role in guiding and coordinating District plans to insure that coastal Districts address key issues, do not adopt contradictory policies and work together to address common issues. It will also explore how Districts throughout the region can be provided with reliable up to date information, as well as examine how shorefront management and related issues can support of activities requiring access to the sea and enforcement of good practices in shoreline development.

As part of this exploratory process the Advisory Council will be asked engage in policy setting exercises or simulations of decisions of the type that networked and council-based coastal programs routinely conduct. For example, the Committee could review the coastal issues of regional significance raised in the six District plans prepared through the Tullow-funded process. The Council could select a pending or hypothetical development decision of major impact on a coastal District to conduct an expanded scoping exercise as a demonstration of how such decisions can better incorporate local policies and viewpoints.

Table of Key Activities and Milestones

Task 1.1.1	Q1	Q2	Q3	Q4
Working paper drafts "Options for a Decentralized National Coastal Management Program"	X	X		
Identification and discussion of options through an inclusive consultative process		X	X	X

List of Key Outputs

- Working paper "Options for a Decentralized National Coastal Management Program"
- Minutes of the Advisory Council working sessions and program review meetings

1.1.2 Policy Briefs on Key ICM Issues

Activity leaders: Mark Fenn, George Hutchful, Stephen Olsen

Team Members: Denis Aheto; Donkris Mevuta; Kofi Agbogah; David Yaro; Kwesi Quaison

The discussion of major coastal issues and options for addressing them will be informed by a series of 3-6 page policy briefs designed to identify the causes, and the implications of specific expressions of societal and environmental pressures and how they may be addressed. These will

build directly from the ongoing ICFG and District experience in addressing the issues. The policy briefs will be written in an informative and not overly formal style suitable for distribution and discussion among mid and high level policy makers within targeted governmental institutions, the Advisory Council who can assist in further communications, and key ICFG partners in the donor and Ghanaian NGO communities. These briefs will also contribute to the “learning by doing” process as described in Activity 1.1.4 on piloting a regional coastal commission or working group as well as in the development and implementation of Components 1.2 and 2. In return, experiences from the field will provide important case studies for future revisions of these briefs. Both the briefs and experiences from the field will contribute the identification of key messages for the communications strategy under Activity 1.1.9. The following topics are illustrative since both the topics and the sequence in which they are prepared and discussed will be influenced by events in the region.

- Coastal flooding, erosion and climate change, drawing on the experience in Shama
- Best practices and policies for shore areas with tourism potential and water dependent uses, drawing from experience in Cape Three Points focal area.
- Managing coastal habitats of importance to fisheries and biodiversity, in particular wetlands and coastal habitats in the focal areas.
- Promoting resilience in fishing communities across the focal areas.

The policy briefs on both coastal and fisheries issues (see 1.2 below) will be prepared in a consistent style and circulated initially as draft text and annotated presentations. Revised versions that respond to the reactions and comments that they engender will also be distributed and will be the basis for communications and educational materials suitable for use at the community level and, where appropriate, school programs. The impacts of the policy papers and the working paper on options for a decentralized coastal management program will be an important focal point of the semi-annual program review meetings.

Table of Key Activities and Milestones

Task 1.1.2	Q1	Q2	Q3	Q4
Policy briefs and presentations to Advisory Council	X	X	X	
Outreach materials based on policy briefs		X	X	X

List of Key Outputs

- Three policy briefs on coastal issues
- Outreach materials prepared and distributed related to policy briefs.

1.1.3 Policy Brief for Marine Protected Areas and Support to the MPA Committee

Activity leader: *George Hutchful.*

Team members: *Mark Fenn, Brian Crawford; Kyei Yamoah, Paul Seigel, MPA Working Group*

Following-up on a formal request from the Fisheries Commission, the ICFG Initiative has assisted in the revival of the Inter-Ministerial Committee on MPAs and is providing technical oversight for a smaller working group on the development of an action plan for the committee.

The committee has already started to develop scenarios for the establishment and management of Ghana's first MPAs. This was aided via the ICFG Initiative by facilitating several study tours to Tanzania and to the Cape Three Points Area in order to better understand the context and challenges for piloting Ghana's first MPA network. Once the preferred management scenarios are adopted by government agencies concerned with maritime affairs, the Fisheries Commission and Wildlife Division, as well as the GC-LME program, have expressed their commitment to implementing policies for creating MPAs.

ICFG support and technical assistance have generated increased collaboration and synergy among various governmental agencies. The planned scenario for a MPA Authority with regional MPA Management Support Units will further inter-agency collaboration on fisheries and coastal management issues. The principle objectives for establishing a network of MPAs in Ghana is directly related to fisheries management (food security) and maintenance of essential ecosystem services in coastal areas. A network of MPAs is being proposed in the Cape Three Points Focal Area that can provide model management tools for (1) improved management and restoration of demersal (localized year round) fish stocks and hence food security, (2) protection of their critical habitat, (3) maintenance of important ecosystem services and functions that coastal wetlands provide; and (4) biodiversity conservation. The Cape Three Points MPA network is seen as an important pilot program for Ghana nationally. It would integrate fisheries management, marine conservation and landscape scale conservation within the region

Given that there remain only two years in the ICFG Initiative implementation period, the focus in Phase 3 will be on: 1) establishing the foundations and 1st Order enabling conditions for MPA establishment in Ghana and 2) determining the baseline ecological justifications and management objectives for a possible MPA network in the Cape Three Points focal area (see Component 2.2). At this time, the Initiative will not support activities towards the physical establishment of an MPA as there needs to be assured medium to long-term funding in place to follow through with essential MPA capacity building and management support programs. The Initiative has engaged the GC-LME program to these ends and is proactively developing public-private sector funding opportunities and mechanisms that could support the establishment of a pilot MPA network in the Cape Three Points focal area. However, there are no medium to long-term funding commitments to date from these potential sponsors nor from the national government.

This task will involve finalizing preferred scenarios for future MPA establishment and management among Ghanaian governmental agencies via the development of a policy brief on this topic. Once finalized, it will be the task of the members of the committee to communicate the preferred scenario to their respective agencies and seek formal adoption through creation of a management authority in one form or another that is housed within one agency. It is fully expected that the GC-LME program for Ghana will progressively assume the support role for this national level action in the coming years.

Table of Key Activities and Milestones

Task 1.1.3	Q1	Q2	Q3	Q4
Finalization of preferred scenarios and Terms of Reference for future MPA mgt authority and regional mgt units	X	X		
Presentations to relevant government agencies			X	
Workshop to develop consensus among agencies			X	
Drafting of policy/legal instrument for creation of MPA mgt authority				X

List of Key Outputs

- Proposed statutes and Terms of Reference for a MPA management authority and regional management support units
- Action plan for capacity building of the future authority and training for future MPA managers
- MOU signed with GC-LME and relevant government agencies on MPA support program

1.1.4 Piloting a Regional Coastal Commission/Working Group for the Western Region

Activity leader: *Kofi Agbogah*

Team members: *Donkris Mevuta; George Hutchful; Mark Fenn; David Yaro; Awulae Annor Adjae III, Stephen Olsen, Brian Crawford; Don Robadue, Christopher Cripps*

This activity will serve to “seize the moment of opportunity” in the Western Region to establish a mechanism and forum for responding to coastal issues in the Western Region. The Norwegian (NORAD) funded regional spatial development program being implemented by MEST agencies, with the Western Region RCC, has created a sub-committee for the planning of the coastal belt (the same six coastal districts of the ICFG Initiative). This sub-committee presently has a limited time-bound mandate for spatial planning. They will be working to address critical coastal issues through spatial planning. The ICFG Advisory Council for the ICFG Initiative has also been created as an element of a donor funded project that will end in 2013. An idea endorsed by the ICFG Advisory Council has been to develop collaborative links between the two entities and possibly integrate them into a Regional Coastal Commission or Coastal Management Working Group. Though there are inherent risks in piloting policy at a regional level without specific directives from the national government, past experience in Ghana (and by the ICFG Initiative) has shown that this approach is an appropriate strategy for informing national policy. The completion of a study tour (Task 1.1.5 below) with national representatives is seen as a means for obtaining informed support for piloting this activity. The ICFG Advisory Council has endorsed this approach as an expression of “learning by doing”.

The “Ghana Shared Growth and Development Agenda” (2010 – 2013) developed by the Ghana National Planning Commission calls for the establishment of a Coastal Zone Commission at the national level. However, to date, little if any action has been taken. The Guinea Current Large Marine Ecosystem Program – Ghana Action Plan for 2011 to 2015 also supports the creation of such a commission. The ICFG will attempt to catalyze such an entity at a regional level and

engage pertinent actors from civil society, government, and private sector with a vested interest in effective ICM. A commission piloted at a regional level could serve as a national model and provide experience on the membership of such a body, how it operates and, what priority issues it can usefully address to promote “best practices” and coherence of policies and actions across districts.

This task will involve the organization of a series of meetings of the Advisory Council to be held jointly with the sub-committee for spatial planning of the coastal belt. The Terms of Reference for a coastal commission will be developed that are consistent with the recommendations of the National Development Planning Commission and build upon the experience of similar coastal commissions in other countries. Policy briefs and working papers as described in Activities 1.1.1, 1.1.2 and 1.1.3 will contribute to these Terms of Reference. If the use of the term “commission” within Ghana has implications that pose difficulties another term will be selected to describe a body with coordinating and oversight functions at the scale of the Western Region.

Table of Key Activities and Milestones

Task 1.1.4	Q1	Q2	Q3	Q4
Develop of road map and Terms of Reference through regional forums	X	X	X	
Official creation of the commission				X
Action plans for the commission and for capacity building by ICFG and GC-LME				X

List of Key Outputs

- Statutes and Terms of Reference for a regional coastal commission
- Action plan for the regional coastal commission
- Capacity building and support program developed under an MOU with GC-LME

1.1.5 Study Tour to the Philippines

Activity leader: *Brian Crawford*

Team members: *Mark Fenn, Geroge Hutchful, Donkris Mevuta*

Drawing lessons, both positive and negative, from coastal commissions and similar institutions in other countries will be an essential feature of this effort. A team representing ICFG participants at the District, region and national levels will be selected to participate in a study tour in the Philippines where many of the coastal issues are similar to those in Ghana and where there is a rich body of experience in decentralized coastal planning and decision making. The focus of the study tour will be to draw experiences and ideas from functioning coastal commissions that are relevant for the Ghanaian context. The study tour will be amplified by a policy brief on options for decentralized (nested) coastal governance that draws upon experience in a number of countries.

Table of Key Activities and Milestones

Task 1.1.5	Q1	Q2	Q3	Q4
Study trip to Philippines			X	

List of Key Outputs

- 10 ICM leaders trained
- Trip report and presentation on observations, lessons and implications for options for regional coastal commission and District-level integrated coastal and fisheries governance.

1.1.6 Strengthening the Center for Coastal Management at UCC

Activity leader: Mark Fenn:

Team members: Don Robadue, Pam Rubinoff, Kofi Agbogah, Donkris Mevuta, Denis Aheto

This activity contributes directly to the 1st Order enabling condition of “strengthened institutional capacity to develop and implement policies” through a coherent set of training and institutional building tasks. Both Phase 1 and Phase 2 of the Initiative have allowed for an identification of the actors and groups/institutions that have the best potential for following through with ICM after the end of the present ICFG Initiative implementation period. These tasks will also directly support many of the other activities in both Components 1 and 2 of this work plan, notably that of mainstreaming coastal management into local, regional, and national level agendas.

The CRC has identified CCM as an institution to mentor into the future in order to gradually assume a prominent role in promoting ICM for the whole of the coast of Ghana. A visioning exercise and capacity building action planning workshop will be held in Year 3 to identify practical exercises that will build capacity within the CCM. In addition to the development of a strategic course for CCM and action plan, the following two activities will be continued in Year 3: (1) a second climate change short-course for professionals to be involved in ICM and; (2) the wetlands program that includes curriculum development and community participatory monitoring. CRC will also support CCM in the development of public-private partnerships that can support their evolving coastal wetlands program.

Table of Key Activities and Milestones

Task 1.1.6	Q1	Q2	Q3	Q4
CCM Vision Development workshop and Action Plan	X			
Piloting of wetlands monitoring program	X	X	X	

List of Key Outputs

- A strategic plan for the development of CCM as an extension and outreach program for the coast of Ghana
- Completed curriculum and monitoring programs for the conservation of selected wetlands in the three focal areas
- A second climate change short-course completed for professionals working on ICM

1.1.7 Training for Regional and District ICM and Fisheries Professionals

Activity leader: Mark Fenn:

Team members: Don Robadue, Pam Rubinoff, Kofi Agbogah, Donkris Mevuta, Denis Aheto.

ICM training programs will be carried out with the sub-committees (or advisory groups in some cases) for coastal spatial planning for the six districts and at the regional level. The initial training program will present an overview of ICM and set the stage for the issues identification and shoreline hazards mitigation survey work that includes assessments of vulnerability and resilience of coastal communities and ecosystems relative to the critical issues identified. This training will allow for local stakeholders to participate in these assessments and to integrate their findings and conclusions into the cursory spatial planning products that will be produced by the Jubilee Oil Partners. The survey work completed with the district sub-committees will guide more detailed shoreline hazards assessments that will be conducted by CRC and the Geography Department of the UCC.

At another level, GIS support and training will be provided to the Town & Country Planning Department personnel, the Ghana Land Administration Project, within the six districts at the Western Region Coordination Council. The initial technical training session will be implemented by the national Town & Country Planning Department but subsequent follow-up support will be provided by the ICFG Project and UCC. Four of the six districts and the RCC will be provided with the essential equipment and software to be able to use spatial data information that has been already prepared by UCC (two districts already have equipment furnished by other donors).

At yet another level, an exchange program is planned to bring a CRC colleague, Mr. Jeremiah Daffa, leading the Tanzania Coastal Management Partnership Program (supported also by USAID and CRC) to Ghana. He will share his experiences and insights into mainstreaming ICM into government policy through a workshop for colleagues championing ICM in collaboration with the ICFG Project.

Presently, the ICFG Initiative supports two Masters of Science students (BS graduates from UCC) to study at URI for two years. In addition, the in-country field research of four MS students has also been supported in 2011. In Year 3, support will be continued to the two Ghanaian URI students and an additional round of field research grants will be awarded for up to four students locally. For all of the students, their research topics are directly related to ICM issues in the Western Region as this facilitates further professional training and supervision from ICFG personnel and partners.

A minimum of two people will be invited to participate in the CRC/URI summer institute courses: one on Fisheries Management and; the other course on Population, Health, Environment programs for ICM.

Table of Key Activities and Milestones

Task 1.1.7	Q1	Q2	Q3	Q4
Climate change short-course				X
District and Regional ICM training	X			
District level hazards and resilience surveys	X			
Training of TCPD personnel on GIS	X	X	X	
Purchase of equipment for districts and region	X			
Workshop on mainstreaming ICM		X		
Awarding of research and degree grants	X			
Professional training at URI			X	

List of Key Outputs

- Completed curriculum and monitoring programs for the conservation of selected wetlands in the three focal areas
- A second climate change short-course completed for professionals working on ICM
- Integration of hazards and resilience surveys into cursory district spatial plans
- Summary coastal issues profiling papers for 5 districts
- Training reports on ICM, GIS applications, and mainstreaming ICM into government programs
- Eight completed MS Thesis and two in preparation

1.1.8 A Coastal Fund

Activity leader: Mark Fenn:

Team members: Don Robadue, Pam Rubinoff, Kofi Agbogah, Donkris Mevuta, Denis Aheto, the NGO COLANDEV

The transition period from Phase 2 to Phase 3 will see a close out of the small grants program. The ICFG Project will work to establish a coastal fund that provides similar funding support for small scale projects implemented by local NGOs, private sector groups that foster local scale resource management and sustainable livelihood development and institutional strengthening. Once officially established, the ICFG will provide some seed funds to the endowment, and then will approach the corporate entities in the Western Region that have available “corporate social responsibility” (CSR) funds. Several of these corporations have already expressed an interest in this concept. There is also the potential for synergy with a DFID funded program through a local NGO – COLANDEV - that has similar aims in orienting CSR funds to priority projects in district medium term development plans. Preliminary discussions have been held with the DFID representatives as well as with the German Society for International Cooperation (GIZ) a volunteer service. GIZ expressed interest through their support to the Western Region Chamber of Commerce.

Precedents for such a fund exist elsewhere in Ghana and these programs will be thoroughly researched to learn pertinent lessons for this activity. These other fund mechanisms have an administrative board that meets periodically and minimal staff for technical and financial auditing of grant recipients. It is expected for the fund to be legally established in this work year

through with a functional administrative board. The board will receive technical support in the first two years in the oversight of the fund from the ICG Initiative and other program partners.

Table of Key Activities and Milestones

Task 1.1.8	Q1	Q2	Q3	Q4
Study tour on coastal fund to Tamale		X		
Multi-stakeholder workshop on coastal fund establishment		X		
Creation of Coastal Fund			X	X

List of Key Outputs

- Documents detailing the set-up of a coastal fund to facilitate public-private partnerships
- Creation of Coastal Fund

1.1.9 Communication and Liaison Between Regional and National Scales

Activity leader: Sally Deffor, Glen Page

Team members: Linda Dnase, Sean Southey, Brenda Campos, Patricia Mensah, Richard Adupong, Kwesi Johnson

Communications Campaign: SustainaMetrix and their partners at Media Impact will lead a review and update of the communications strategy to build a more comprehensive internal and external communications strategy that meets the goals of the Year three work plan. Consistency of message, target audience, defined range and quality of communication tools and methods, deciding when to use certain communications tools and methods, consistent look and feel of documents by all members of the team, etc. will be the focus of the campaign. A set of training sessions and capacity building with the communications team and other target partners will be held to focus on topics such as how to develop communications tools to assemble preconditions of nested governance of the landscape and seascape, issues to consider to build constituencies within the local context, and specific examples such as when planning a press briefing, and special events. The topics and key messages will be identified in part by the development process of the policy briefs and working papers and well as experiences from “learning by doing” in the field (Components 1.2 and 2).

Video Training, Capacity Assessment and Production: SustainaMetrix will work with in-country communications team to build capacity for increasing local capabilities for capturing, editing and distributing quality digital video narratives associated with key goals and objectives for the project. This will include a two-day session for team members and other invited partners on the process of storytelling through video, composition, work-flow, use of digital video images to develop outputs such as simple “You-Tube” postings and the skills needed to produce more professionally edited high quality video productions. The team will review in-country capabilities of (3-5) professional video production houses to ascertain in-country capacity. SustainaMetrix will also produce (shoot, edit and provide to communications team for distribution) a single professional video that is edited in three time lengths (1-2 minutes, 5-7 minutes and 13-15 minutes) to demonstrate as a learning exercise the importance of defining the scope and scale and audience of video products and how they can be distributed as part of a strategic communications campaign. The video project that will be produced by SustainaMetrix as a

learning tool that will focus on a theme that is central to the project such as the fisheries governance expert consultation workshops scheduled for February/March 2012.

Rural Radio Program: SustainaMetrix, in partnership with PCI Media Impact will continue to build the capacity of the local partners to understand and assess different approaches to communications campaigns and specifically the use of rural radio dramas, call-in shows and community action campaigns to deliver messages that link with Year 3 workplan objectives. In Year 3, this will focus on more tailored capacity development interventions with strategic Hen Mpoano partners, such as Ankobra 101.9 FM, who are producing the Biribireba radio drama and call-in-show. The goal of the drama is to increase knowledge, improve attitudes and change practices of target audiences living in the coastal communities in the Western Region of Ghana to build more effective forms of ecosystem governance. In Year 3, we will implement the radio drama run for a full year, with radio magazine shows. Content will be developing to link with the issues that the project is addressing such as the issues relating to sea turtle conservation and how specific behaviors to protect local sea turtles and observe best practices for fishing can create benefits for the community. This program links directly to the communications strategy in promoting targeted knowledge, attitude and behavior changes – which will be measured by pre and post surveys and reported by Media Impact at the semi-annual M&E sessions.

Table of Key Activities and Milestones

Task 1.1.9	Q1	Q2	Q3	Q4
Update of Communications Strategy and Associated Training	X			
Video Training and Production	X		X	X
Rural Radio Program	X	X	X	X
Special Events and Forums	X	X	X	X

List of Key Outputs

- Update of Communications Strategy, training.
- An updated communications strategy that contains campaign elements for both external and internal communications development, a two-day video training, an assessment of Ghanaian professional video documentation, and three videos produced on the issue of improved governance of fisheries.

Summary of Key Tasks, Outputs and Targets: Component 1.1

Summary Table of Key Activities and Milestones (Task 1.1)

Task	Q1	Q2	Q3	Q4
1.1.1 Working Paper				
Working paper drafts “Options for a Decentralized National Coastal Management Program”	X	X	X	X
Identification and discussion of options through an expert consultative process		X	X	X
Hen Mpoano Semiannual program review meetings		X		X
1.1.2 ICM Policy Briefs				
Distribution and discussion of draft coastal policy briefs	X	X		X
Distribution of final versions of policy briefs		X	X	X
Outreach materials based on policy briefs		X	X	X
1.1.3 MPA Policy Brief				
Finalization of preferred scenarios and Terms of Reference for future MPA management authority and regional management units	X	X		
Presentations to relevant government agencies			X	
Workshop to develop consensus among agencies			X	
Drafting of policy or legal instrument for creation of MPA management authority				X
1.1.4 Piloting Regional Commission				
Develop of road map and Terms of Reference through regional forums	X	X	X	
Official creation of the commission				X
Action plans for the commission and for capacity building by ICFG and GC-LME				X
1.1.5 Philippines Study Tour				
Study trip to Philippines			X	
1.1.6 Strengthening the Center for Coastal Management at UCC				
CCM Vision Development workshop and Action Plan	X			
Piloting of wetlands monitoring program	X	X	X	
1.1.7 Training Regional and District Planners				
Climate change short-course				X
District and Regional ICM training	X			
District level hazards and resilience surveys	X			
Training of TCPD personnel on GIS	X	X	X	
Purchase of equipment for districts and region	X			
Workshop on mainstreaming ICM		X		
Awarding of research and degree grants	X			
Professional training at URI			X	
1.1.8 Creating Public Private Partnerships				
Study tour on coastal fund to Tamale		X		
Multi-stakeholder workshop on coastal fund establishment		X		

Task	Q1	Q2	Q3	Q4
Creation of Coastal Fund				
1.1.9 Communications				
Update of Communications Strategy and Associated Training	X	X		X
Video Training and Production	X	X	X	X
Rural Radio Program	X	X	X	X
Special Events and Forums	X	X	X	X

Summary List of Key Outputs/Products (Task 1.1)

Working Paper

- Two drafts of the Working paper “Options for a Decentralized National Coastal Management Program”

ICM Policy Briefs

- Three policy briefs distributed as drafts
- Two policy briefs in final form
- Minutes of the Advisory Council working sessions and program review meetings
- Outreach materials prepared and distributed related to policy briefs.

MPA Policy Brief

- Proposed statutes and Terms of Reference for a MPA management authority and regional management support units
- Action plan for capacity building of the future authority and training for future MPA managers
- MOU signed with GC-LME and relevant government agencies on MPA support program

Piloting a Regional Commission

- Terms of Reference for a regional coastal commission
- Action plan for the regional coastal commission
- Capacity building and support program designed in collaboration with the GC-LME Program

Philippine Study Tour

- 10 ICM leaders trained
- Report on a study tour to the Philippines

CCM Strengthening

- A strategic plan for the development of CCM as an extension and outreach program for the coast of Ghana
- Completed curriculum and monitoring programs for the conservation of selected wetlands in the three focal areas
- A second climate change short-course completed for professionals working on ICM

- Integration of hazards and resilience surveys into cursory district spatial plans

Training District and regional Planners

- Summary coastal issues profiling papers for 5 districts
- Training reports on ICM, GIS applications, and mainstreaming ICM into government programs

Public Private Partnerships

- Documents detailing the set-up of a coastal fund to facilitate public-private partnerships

Communications

- Update of Communications Strategy, training.
- An updated communications strategy that contains campaign elements for both external and internal communications development, a two-day video training, an assessment of Ghanaian professional video documentation, and three videos produced on the issue of improved governance of fisheries.

Summary Targets relative to PMP Indicators (Task 1.1)

USAID Indicator	Year 3 Target
(1) Governance scorecard	Increasing
(2) Policies drafted	5 policies
(3) Number of institutions/organizations undergoing capacity/competency assessment/strengthening	12 institutions/organizations
(4) Number of stakeholders participating in resource management meetings and workshops	410 stakeholders
(5) Number of people trained	250 people
(7) Amount of private sector or government resources (\$\$) allocated for planning and implementation of ICM and fisheries plans	No Target but USD 300,000 estimated from private sector and World Bank/GCLME programs)
(9) Number of public-private partnerships formed	6 PPPs
(11) Number of climate change assessments completed (GCC-SL indirect indicator)	5 assessments
(12) Number of institutions with improved capacities to address climate change issues (GCC-SL indirect indicator)	10 institutions

1.2 Developing Nested Fisheries Governance in the Western Region

Without well-structured and comprehensive reform, the future for Ghana's coastal fisheries as a key provider of nutrition and livelihoods looks bleak. All indicators suggest that stocks of major species are severely depleted, while misplaced subsidies, ineffective effort controls and a lack of livelihood alternatives ensure that growth in fleets outstrips population growth. Innovation in fishing techniques ensures that the increase in effective fishing effort is of a magnitude well beyond that of the increase in fishing fleets, greatly compounding issues of unsustainable catch rates.

The need for reform is clear, yet the pathway forward is not. Experience globally tells us that centralized, top-down systems are expensive and ineffective, and are not reactive enough to respond to the types of change occurring on Ghana's coasts. It is therefore hard to envisage a future where community-based, decentralized management doesn't play a significant role in governance processes in Ghana. Yet the dominant fish stocks are influenced by processes that operate at scales well beyond those that can be monitored or influenced at the local level. The biological system is driven by an oceanic upwelling that spans the coasts of Ghana, Cote d'Ivoire and beyond, while fishers migrate freely and fish throughout the coastal regions of Ghana and waters of neighboring West African nations. This confusion of scales illuminates the necessity of strong institutions at multiple scales, strong cross-scale linkages in governance, and the need to create institutions that effectively provide the pathways for information flow among scales.

Rebuilding fish stock will require restraint by fishers, and management reforms to reduce exploitation rates. Relying on community buy-in to reform, the process must acknowledge impacts at the community, livelihoods and household level. Given the high level of poverty and vulnerability in coastal communities, it is unrealistic to expect fishers to take a long-term view of sustainability at the expense of short term well being. Those implementing change must acknowledge this, and look for incentives to engage with the reform process that are outside as well as within the fishery domain. Understanding vulnerability at the community level is key to this action.

The processes of designing new fisheries governance systems are complex. Dedication and patience are needed to ensure a broad, informed dialog on system development; without this, systems are unlikely to gain traction. Past experience of attempts at reform in Ghana illustrate this point strongly. The Hen Mpoano project is committed to this dialog process, and through this, committed to a strong program of capacity building and consultation.

These actions will integrate with the bottom-up process of building and supporting governance institutions at the community level. The third year of the program aims to take major strides forward in the design of a nested governance system, drawing on built up capital and experience to articulate concrete options and processes for building a nested governance system. Collaborative activities with the World Bank program on fisheries reform are expected to form a significant part of the program in Years 3 and 4. In Years 3 and 4, Hen Mpoano will pilot diagnosis and engagement at the household, livelihood and community organization level as a way-in to actions that promote community resilience, wellbeing and sustainable livelihoods and are implemented as part of a coastal governance reform package.

The work program for Year 3 builds on strong momentum with information gathering and synthesis at the community level, engagement with key stakeholders in capacity building and developing the ‘boundary institutions’ that are critical for information flows in multi-tiered governance systems. In pushing on to the next stage of building nested governance systems, in Year 3 the project will continue with a strong and focused program of capacity building among the management constituency. Developing targeted products to disseminate key messages about the current status of fisheries, the need, and pathways for reform will be a major focus. The program will also begin to call on this built-up capacity among stakeholders for critical inputs into dialog on the structure and focus of a new system. Key outputs developed in Year 3 will articulate pathways forwards for implementing adaptive, nested governance systems in the Western Region.

Objectives for Year 3

The ICFG’s efforts in fisheries in Year 3 will specifically concentrate on the following:

- Develop legal and institutional design options that provide alternative approaches of nested and integrated fisheries governance in the Western Region. This will be done by working closely with the Fisheries Commission and the World Bank to develop models for bottom-up approaches to fisheries governance that compliment top down policy making and to further develop options for small-scale fisheries management units proposed in the Worlds Bank fisheries project.
- Design and implement a communication program that addresses the implications of major changes in how fisheries are conducted in the Western Region and Ghana
- Support and inform efforts designed to promote compliance and enforcement at local levels

1.2.1 Key Messages Packaged for Diverse Stakeholders

Activity Leader: Dave Mills

Activity Team: Godfred Ameyaw, Sally Deffor, George Hutchful, Kyei Yamoah, Donkris Mevuta

Stories of change, of success and failure and of ‘bright spots’ in Ghanaian fisheries need to be heard by diverse stakeholders. This is a critical component in developing an informed management constituency; a central enabling condition targeted by this project. While this was also an important component of Phase 1, it needs to continue, and in fact be strengthened. Hen Mpoano is now the custodian of considerable knowledge of how change has occurred over time, how fishers have responded to this, and the current situation for small-scale fishers. Well designed products that share this knowledge can have a disproportionate impact, allowing fishers to own and identify with the process of redesigning governance, and connecting a somewhat isolated government apparatus with the reality on the ground in communities. Given the strong will to collaborate demonstrated by the World Bank team, articulating this knowledge becomes a critical step in contributing to a shared goal of reforming Ghana’s coastal fisheries.

Target groups, and the types of products to be used are outlined in the table below. The process of developing these products goes beyond writing; in several cases complex technical analysis of results gathered in Year 2 must first be completed.

A series of policy briefs similar to those described in Section 1.1.2 will be developed and targeted carefully to ensure equitable flow of information, as well as to maximize the impact of our work. The early briefs will form critical inputs into the fisheries dialog process as background information of particular importance to external experts.

Target Group	Product
Fishing communities	community meetings/forums simplified and stylized graphs and diagrams project updates in local language community drama and local FM radio
The canoe fishermen's council (GNCFC), Fisheries Alliance, Werengo, the Media and other CSO groups	presentations at meetings, use of local drama, policy briefs
Fisheries working group	presentations at working group meetings policy briefs
Team members	materials from other focus groups as appropriate
Donors (USAID, World Bank)	packaged stories for promotional use
Government stakeholders	policy/issue briefs
Scientific community	Journal publications

Table of Key Activities and Milestones

Task 1.2.1	Q1	Q2	Q3	Q4
Issues brief on gill nets	X			
Policy brief on data systems and effort	X			
Scientific paper draft on effort creep		X		
policy brief on nested governance structures		X		
policy brief on catch and effort			X	
community materials on governance structures			X	
Donor stories (for USAID) on stakeholder engagement in dialog process	X		X	

List of Key Outputs

- An 'issues brief' on monofilament gill nets to provide a scientific basis for discussion at a multi-stakeholder forum in Accra (lead: Mills)
- An information brief on past and existing governance structures in Ghana (Lead: Mills)
- A policy brief on the relationship between voluntary compliance and enforcement of fisheries regulations (Lead: Crawford, Fenn)
- A policy brief on the current fisheries data system to provide inputs for the World Bank process of reforming data collection in Ghana (Lead: Mills)
- A scientific paper on effort creep/capacity in the coastal fisheries (Lead: Mills, Ameyaw)

1.2.2 Building an Informed Management Constituency

Activity Leader: Mark Fenn, Donkris Mevuta

Activity Team: David Mills, Godfred Ameyaw, Kyei Yamoah, George Hutchful

The processes of engaging stakeholders in informed dialog on governance reform must be carefully staged. Inequitable participation and lack of ownership of outcomes are likely if we fail to engage with the right people and neglect the effort needed to allow people to communicate their stories and perspectives. Similarly, expecting people to engage in governance processes when they do not fully understand the objectives is unrealistic. An explicit need for such a program is to clearly articulate aims and goals of governance, to provide appropriate fora for inputs to the governance process, and to develop integrated systems that are both responsive to the needs of stakeholders and appropriate for the system being governed. Important components of our capacity building strategy are needs analysis among target groups, direct training opportunities, exposure trips and information sharing at the community level. Coordinating with World Bank activities will also be critical to maximize the value of capacity building opportunities.

Shaping or facilitating appropriate institutions through which stakeholders engage, and targeted capacity building activities with these groups has to form a major component of efforts in reforming governance. Successful functioning of nested, adaptive governance relies on vertical linkages between governance strata – these are critical for communication, maintaining legitimacy of actions, and as feedback pathways for information and data required to remain reactive to changes in the fishery. Hen Mpoano has been active in building and/or supporting these institutions, and forming direct links here provides a productive avenue for promotion of sustainable fisheries reform. Critical also is access to appropriate information on the status of fisheries, and mapping appropriate flows and feedbacks to respond to change. Activities on data collection at the community level, and information flows will continue and be further shaped by community-level input.

The following tasks will be carried out under this activity component:

Study tours

Study tours have proven a very productive way of sensitizing stakeholders to a broad range of possibilities for governance. Following on from needs and gap analysis, and discussions during the governance dialog process, an additional study tour will be arranged, and appropriate follow-up conducted. This may key directly in to highly relevant examples of community-based management, or may look more specifically at nested systems, including higher order governance. Selection of study tour locations will be determined based on the needs assessment

To gain full value from such tours, the Initiative will provide opportunities for participants to consolidate and document what they have seen, and facilitating the sharing of this information with key stakeholders and communities. Building competence and protocols for conducting community fora is important for achieving this, and these fora will provide a necessary avenue for providing feedback on Hen Mpoano activities at the community level. This is important for ensuring ongoing participation by stakeholders in our community-based activities. This process

was modeled following the Senegal study tour in Year 2, and further follow-up with all study tour participants will take place to maximize value towards project objectives.

Training on principals of fisheries management

Building on efforts in capacity building for community-based management in year 2, a 2-3 day training module on fisheries management will be developed and conducted. This will very specifically target the need for, and the principals behind, the reform that is taking place in Ghana. Target groups and detailed content will be decided following the governance dialog and needs analysis with stakeholders. Key messages will be captured in simplified graphic and local language form for capacity building at the community level.

Continued facilitation of Western Region Fisheries Working Group

The role of the working group will become increasingly critical as processes of designing governance reform mature. Ensuring that the FWG take a active role in the design process

Support for the Fisheries Alliance

Information sharing and support for the Fisheries Alliance is considered important to broaden knowledge and buy-in to the reform process. The Alliance is an important ally for national level communication to promote and sustain governance reform in the fisheries sector. A 2-3day institutional strengthening and capacity building event will be organized for the Alliance to promote broader civil society participation the governance dialogues. This will encourage civil society voices in national level discussions of the policy papers for the consideration by government.

Information sharing and support for canoe fishermen's council (GNCFC)

The GNCFC made up of influential chief fishermen, fish mongers and leaders of artisanal fishing group has been engaging stakeholders and advocating for the development of the artisanal fisheries through improved fisheries governance, The chairman of the GNCFC, W/R Nana Condua, also an Advisory Council member of the Initiative, has been encouraging the artisanal leaders regarding voluntary compliance using local drama and other communications. The GNCFC is a platform can be used by to increase voices and constituencies among the fisher folks for reform in fisheries governance. Information sharing sessions will be organized for the GNCFC and they then will communicate to their constituencies for grassroots support for reform.

Support and linkage development for the PCC

Supporting the Platform for Coastal Communities (PCC-WR) to serve as a Coordinating Unit rallying CSOs (NGOs, CBOs, FBOs, Traditional Authorities, etc) demanding for space for dialogue on coastal (off-shore & Inshore) development issues will contribute to overall advocacy for the establishment of a Coastal Commission with CSOs representation. In Year 2, PCC was given a small grant to set-up zonal structures to increase participation and coordination. However, is it important to continue to monitor closely their activities and facilitate a vision building process to ensure that members understand their basic objective and are contributing to it. Therefore PCC will be coached through this vision building process to develop communication linkages with other grassroots structures such as the CEMAGs already engaging for community development around the oil find.

Institutional gap analysis

Direction for this component in Year 3 will not become entirely evident until pathways forwards are mapped through the governance dialog process. This may lead to identification of gaps that require additional attention, and new processes that need to be established.

Refining indicator sets and mapping critical feedback pathways

Consolidation of work on the fisheries data system, community-based collection of fishery indicators and fisher behavior should highlight critical indicators that will sustain adaptive management processes within redesigned governance system. Pathways for information flow to facilitate appropriate response to change will be tested and documented.

Table of Key Activities and Milestones

Task 1.2.2	Q1	Q2	Q3	Q4
Develop detailed annual plan for capacity building	X			
Convene meetings with year 2 study tour participants to consolidate learning and prepare inputs for governance dialog	X			
Detailed planning and formulation of approach for community level for a	X			
Community fora conducted		X	X	X
Study tour conducted			X	
Training module designed		X		
Training module presented			X	
Gap analysis to review adequacy of existing institutions to support adaptive governance		X		
Act on outcomes from governance dialog			X	X
Refine indicator analysis to provide specific data required in the redesigned governance system			X	X
Continued support for Fisheries Alliance, FWG, PCC and GNCFC	X	X	X	X

List of Key Outputs

- Annual plan for capacity building
- Consolidated outputs from Y2 study tours
- Detailed report from Y3 study tour
- Training materials for fisheries management module
- Institutional gap analysis
- Brief on indicators for adaptive governance
- Detailed communication linkages developed for PCC, GNCFC, FWG, Fisheries Alliance

1.2.3 Governance Dialog Process

Activity Leader: George Hutchful

Activity Team: David Mills, Godfred Ameyaw, Kyei Kwadwo, Donkris Mevuta

Facilitating a ‘governance dialog’ is a major pillar of the move in Year 3 to clearly articulate the way forward for governance reform. The objective is to bring together stakeholders across multiple scales in Ghana, including experience built up through capacity building exercises and exposure visits, as well as regional and global expertise. The central objective will be to discuss, plan and map possible pathways for implementing nested governance systems in the Western Region. The greatest challenge and the focus of this dialogue will be to define in specific terms the roles and responsibilities of community-based groups – empowered by a specific legally binding mandate that will enable them to engage in fisheries governance in a meaningful and effective way. One of the strategies will mobilize district level fisheries interest and facilitate communications with the district assemblies on fisheries governance. This interest group would have the task of identification of opportunities and strategies for seeking a more present/permanent voice on fisheries within the assemblies.

The process must be supported by a well-articulated set of goals, a consultative process of participant selection, a focused program of information sharing prior to formal dialog, in addition to a well-planned and facilitated dialog process. This activity needs to link very strongly with capacity building efforts (see activity 1.2.2 above). Key inputs to the process include information papers on objectives of the process, change in Ghanaian fisheries, current institutional setting of fisheries governance and current biological status of the fishery. Focus groups and training exercises with local stakeholders building an understanding of goals and the capacity to articulate issues will lead up to the dialog process. Outputs will include a policy paper outlining critical steps to providing enabling conditions, and ways forward for nested fisheries governance in Ghana. We need explicit recognition here of linkages between fisheries and coastal governance. Strong collaboration with the World Bank program will be sought for this activity as well. Specific tasks will include:

Legal and institutional analysis

While much of the institutional setting of fisheries in Ghana is articulated in the sector review, we now have a series of specific questions regarding the implementation of enabling conditions for community based management that need to be addressed. The degree to which this implementation can be accommodated under existing laws needs to be set out in detail.

Provision of background documents for dialog

To maximize the value of the dialog process, it is critical that all participants start with a basic level of knowledge about the system, and external participants in particular are provided with background information on fisheries in Ghana. While the basis of the information for this has been collected and assembled in the ‘Our Coasts’ report and the ‘Fisheries Sector Review’, there is considerable additional detail that can be added from work over the past year. Policy briefs developed under Component 1.2.1 will provide this information

Governance dialog

A one-week dialog between stakeholders, managers and international experts will be facilitated early in the project year. It is envisaged that this will start with a fishing community visit lead by community members and stakeholders with the objective of providing a deeper understanding to outside experts on the context of fishing in Ghana. This will then progress to a 3-day workshop focusing on local context, lessons from study tours and global success stories.

Policy brief on governance structure

The primary output from the dialog will be the fishery-specific components of a policy brief outlining plausible and productive designs for nested coastal and fisheries governance, institutional requirements, and the steps required to implement recommendations. It is anticipated that this will take considerable development following the dialog, as it must be integrated with the legal and institutional analysis to map the pathway forwards.

Table of Key Activities and Milestones

Task 1.2.3	Q1	Q2	Q3	Q4
Legal and institutional analysis completed	X			
Consultative selection of dialog participants	X			
Dates for dialog finalized	X			
Workshop with stakeholder groups held	X			
Background papers completed		X		
Dialog held		X		
Policy brief draft for circulation			X	
Policy brief released			X	
Draft scientific publication on consultative processes				X

List of Key Outputs

- Policy brief on implementation of nested governance
- Draft scientific paper on consultative processes in governance design

1.2.4 Promoting Compliance and Enforcement of Fisheries Laws

Activity Leader: *Kyei Yamoah.*

Activity Team: *Donkris Mevuta, Mark Fenn; Nana Efua, Richard Adupong, Kwesi Johnson Fisheries Working Group; AFRICOM/US Navy; MCS.*

Important Implementing Organizations: Fisheries Commission, Fisheries Working Group (FWG), District Assemblies, Ghana National Canoe Fishermen's Council and, the Attorney General's Office.

The overall goal of this element is to facilitate engagements and explore new avenues to promote voluntary compliance and enforcement of fisheries rules and regulations. The voluntary compliance strategy will identify a group of motivated people at both the district and community scale. The approach would adopt the piloting of a fresh approach to community-based management in two focal areas (Shama and Cape Three Points). The criteria for selection will

include strong community leadership, the nature of the landing beach as well as heterogeneity or homogeneity of the community; considerations would also be given to communities where strong interest exists for the piloting.

In Year 3 improved communications at the district and community level will be explored for compliance and enforcement through the building of informed constituencies with the mobilization of interest groups at the district scale to engage with the district assemblies and sustain permanent voices at the district and community scale. More community durbars will be organized to communicate on compliance and enforcement using simple graphical presentations, local drama, story-telling by study tour participants and other methods. Engagements on the environmental courts and training of selected judges and prosecutors will continue to strengthen enforcement, also planning with the Fisheries Commission technical officers in the Western Region will continue. Activities will link strongly with focal site activities piloting fisher folk associations in selected communities (under component 2). Tasks will include the following:

Community durbar on compliance and enforcement

Community durbars (a traditional form of community meeting) will organize meetings for voluntary compliance and enforcement communicating to fisher folks through simple presentations, drama and study tour participants to share lessons learned. The community durbars will be organized in major fishing communities but will concentrate more in the communities selected for the piloting of community-based management approaches.

Continued training of judges and prosecutors

Continued training of judges and prosecutors and engagements for the establishment and functioning of an environmental court for WR. This will strengthen the enforcement arm in the region to coordinate fisheries enforcement activities in a more consistent and orderly manner.

Planning meeting with Fisheries Commission WR

Continued planning meetings will be held with the Fisheries Commission in the Western Region to develop a more proactive approach to fisheries enforcement as well as explore ways that technical staff can be more proactive in extension services geared towards collaborative management approaches. The planning meetings will explore ways to build the capacities of the technical officers and orient them to provide extension services to fishers. This is also related to the governance dialogue activities described in section 1.2.3 above.

Assistance with the training of marine police units

Training programs for planned “marine police units” will be prepared and implemented in collaboration with the MCS division of the Fisheries Commission and the Western Regional Police Command. ICFG will support training on appropriate social approaches to enforcement and seek to develop complimentary roles for marine police and Chief Fishermen.

Creation of Citizen Watch on the Water (CWOW) Program

The creation of a CWOW program will be modeled on a similar program in Kenya that is supported by AFRICOMS, and other examples worldwide. A collaborative support program has been planned with AFRICOMs, the WR MCS team, the Ghana Navy and will include the future

marine police units. ICFG will play a principle role in organizing just how this CWOW will work on the ground and as a more efficient enforcement tool.

Table of Key Activities and Milestones

Task 1.2.4	Q1	Q2	Q3	Q4
Continued training of judges and prosecutors and engagements for the establishment and functioning of an environmental court for WR.	X	X	X	X
Community durbar on compliance and enforcement.	X	X	X	X
Piloting of fisher folks co-mgt association and mobilizing fisheries interest for fisheries voice at the district scale.		X	X	X
Ongoing tracking and dialogue on fisheries prosecution with judicial authorities				
Continued meetings with Fisheries Commission WR and FWG.	X	X	X	X
Training of marine police units	X	X		
Development of CWOW program		X	X	X

List of Key Outputs

- Community durbars organized for compliance and enforcement.
- Identify and mobilize fisheries voices at the district scale to engage with the assemblies.
- Minutes of the FWG working sessions and review meetings.
- Tracking of fisheries prosecution
- Report on orientation training on co-mgt in the three focal areas.
- Training report and establishment of WR marine police unit.
- Functional CWOW program that is supporting enforcement.

Summary of Key Tasks, Outputs and Targets: Component 1.2

Summary Table of Key Activities and Milestones (Task 1.2)

Task	Q1	Q2	Q3	Q4
1.2.1 Key messages packaged				
Issues brief on gill nets	X			
Policy brief on data systems and effort	X			
Scientific paper draft on effort creep		X		
policy brief on nested governance structures		X		
policy brief on catch and effort			X	
community materials on governance structures			X	
Donor stories (for USAID) on stakeholder engagement in dialog process	X		X	
Finalization of preferred scenarios and Terms of Reference for future MPA management authority and regional management units	X	X		
Presentations to relevant government agencies			X	
Workshop to develop consensus among agencies			X	
Drafting of policy or legal instrument for creation of MPA management authority				X
1.2.2 Building an informed management constituency				
Develop detailed annual plan for capacity building	X			
Convene meetings with year 2 study tour participants to consolidate learning and prepare inputs for governance dialog	X			
Detailed planning and formulation of approach for community level fora	X			
Community fora conducted		X	X	X
Study tour conducted			X	
Training module designed		X		
Training module presented			X	
Gap analysis to review adequacy of existing institutions to support adaptive governance		X		
Act on outcomes from governance dialog			X	X
Refine indicator analysis to provide specific data required in the redesigned governance system			X	X
Support for Fisheries Alliance, FWG, PCC and GNCFC	X	X	X	X
1.2.3 Governance Dialogue				
Legal and institutional analysis completed	X			
Consultative selection of dialog participants	X			
Dates for dialog finalized	X			
Workshop with stakeholder groups held	X			
Background papers completed		X		
Dialog held		X		
Policy brief draft for circulation			X	

Task	Q1	Q2	Q3	Q4
Policy brief released			X	
Draft scientific publication on consultative processes				X
1.2.4 Promoting Compliance and Enforcement				
Continued training of judges and prosecutors and for the establishment/functioning of aWR environmental court	X	X	X	X
Community durbar on compliance and enforcement.	X	X	X	X
Piloting of fisher folks co-mgt association and mobilizing fisheries interest for fisheries voice at the district scale.		X	X	X
Ongoing tracking and dialogue on fisheries prosecution with judicial authorities				
Meetings with Fisheries Commission WR and FWG.	X	X	X	X
Training of marine police units	X	X		
Development of CWOW program		X	X	X

Summary List of Key Outputs/Products (Task 1.2)

1.2.1 Key messages packaged

- An ‘issues brief’ on monofilament gill nets to provide a scientific basis for discussion at a multi-stakeholder forum in Accra (lead: Mills)
- An information brief on past and existing governance structures in Ghana (Lead:Mills)
- A policy brief on the relationship between voluntary compliance and enforcement of fisheries regulations (Lead: Crawford, Fenn)
- A policy brief on the current fisheries data system to provide inputs for the World Bank process of reforming data collection in Ghana (Lead: Mills)
- Paper on effort creep & capacity in Ghana’s coastal fisheries (Lead: Mills, Ameyaw)

1.2.2 Building an informed management constituency

- Annual plan for capacity building
- Consolidated outputs from Y2 study tours
- Detailed report from Y3 study tour
- Training materials for fisheries management module
- Institutional gap analysis
- Brief on indicators for adaptive governance
- Detailed communication linkages developed for PCC, GNCFC, FWG, Fisheries Alliance

1.2.3 Governance Dialogue

- Policy brief on implementation of nested governance
- Draft scientific paper on consultative processes in governance design

1.2.4 Promoting Compliance and Enforcement

- Community durbars organized for compliance and enforcement.
- Identify and mobilize fisheries voices at the district scale to engage with the assemblies.
- Minutes of the FWG working sessions and review meetings.
- Tracking of fisheries prosecution
- Report on orientation training on co-mgt in the three focal areas.
- Training report and establishment of WR marine police unit.
- Functional CWOW program that is supporting enforcement.

Summary Targets relative to PMP Indicators (Task 1.2)

USAID Indicator	Year 3 Target
(1) Governance scorecard	Increasing
(2) Policies drafted	3 policies
(3) Number of institutions/organizations undergoing capacity/competency assessment/strengthening	12 institutions/organizations
(4) Number of stakeholders participating in resource management meetings and workshops	550 stakeholders (including six communication forum groups)
(5) Number of people trained	350 people
(7) Amount of private sector or government resources (\$\$) allocated for planning and implementation of ICM and fisheries plans	No Target but USD 30,000 estimated from private sector and World Bank/GCLME programs)

2. Improved Coastal Governance at the District and Coastal Settlement Scale

The central aim of this component is to explore and test ways to strengthen the governance of shore areas and coastal resources at the District and coastal community level, working in a variety of geographic settings on a range of issues important in the Western Region. The approach engages stakeholders and brings policy through a cycle that proceeds from issue identification, to analysis and plan formulation, culminates in formal adoption and proceeds on to implementation and review. The limited time frame of the Hen Mpoano project requires focusing on steps 1 through 3 of the policy cycle (issue identification, plan preparation and adoption). Activities are aimed at identifying and addressing specific immediate issues facing shore areas and resource users of particular concern and selecting approaches that are applicable in all coastal districts.

The major emphasis for ICM activities for landscape management as the three focal areas advance, will involve developing conservation management planning for the priority fisheries habitat areas (mangroves and other wetlands, lagoons and river estuaries) and “areas of concern” where detailed planning and management is most needed that addresses maintaining essential ecosystem services and functions as both land transformation and climate change evolve. These applications of ICM practices will also identify, at the scale of the three Districts, prime sites for tourism as well as areas most vulnerable to erosion and the impacts of climate change. Within the “areas of concern”, improvements in infrastructure in support of fisheries (landing sites, cleaning and sorting catches, cold storage, ice) and basic services (sanitation, potable water, waste disposal) are also required. Such community level planning and decision making complements and acts upon important features of fisheries reforms called for by the GOG/World Bank project.

The landscape activities carried out in Year 2 in the focal areas of Shama District, Cape 3 Points in Ahanta West, and the Amansuri Wetlands shared by Jomoro and Ellembelle were aimed specifically at:

- Building capacity and commitment for fresh approaches to coastal landscape issues at three focal sites through efforts that will be sustained throughout Phase 2
- Strengthening the capacity of district level planners and their respective Assemblies to address land use issues and steer the development process towards desired outcomes
- Engagement in cross-district coordination and learning through the semi-annual meetings of Component 1

These latter components demonstrate clearly the crossover and convergence between fisheries/seascape and landscape governance that are inescapable when viewed at the scale of landing sites or fishing villages. In Years 3 and 4 an increasing emphasis on community-lead (bottom up) development of governance systems will naturally see this cross-over develop. The high level of poverty and vulnerability amongst fishers and coastal communities means that any reform to rebuild fishing stocks must consider livelihoods and wellbeing at the community level. This in turn, is integrally linked to ecosystem services and land use. In Years 3 and 4, Hen Mpoano will pilot diagnosis and engagement at the household, livelihood and community organization level as an entry point to actions that promote community resilience, wellbeing and

sustainable livelihoods forming a critical and integrated component of coastal governance reform processes.

Fisheries activities conducted at the district level in Year 2 will be ‘scaled down’ in year 3 to touch ground at the community level. The most difficult part of initiating nested governance systems will undoubtedly be developing or supporting appropriate, sustainable governance structures at the community level; history tells us this. While a lack of functionality at other levels leaves a vacuum to be filled, there are many players and institutions currently active at the community level, and the diversity and legitimacy of these varies markedly among sites. For this reason, appropriate strategies at this level need to be conceptualized through deep engagement and understanding of the institutional and power structures in each community. Complexities in building or supporting management institutions at the community level must be understood, and frameworks for working with the diversity in these systems throughout the Region developed.

Objectives for Year 3

The priority objectives for work in the three focal areas are to:

- Generate lived experience in selected ICM practices that will serve inform the approach taken by the ICM proposal of Component 1.1
- Build a demand for ICM by demonstrating the benefits of well-informed spatial planning and conflict mediation
- Promote dialogue on ICM issues and how they can be productively assessed.
- Demonstrate the need and benefits of linking ICM good practices with the needs of the canoe fishery
- Model participatory processes of building or supporting local institutions as a component of nested fishery governance
- Pilot processes of participatory scenario development as a tool to design community-based livelihood and resilience interventions
- Demonstrate the value of community resilience and livelihood interventions as a component of fisheries governance reform and as a tool to ensure legitimacy of management interventions

The following objectives link Year 3 activities to the final consolidation phase in Year 4.

- Shama District becomes a full demonstration of District ICM plan integrated into land use and development planning; one coastal village (Anlo Beach) integrates community based fisheries governance, livelihood and landing site improvements, wetlands restoration and management for harvest of wild shellfish, coastal hazards & climate change adaptation.
- Cape Three Points and Ahanta West District serve as a demonstration of Landscape to Seascape planning in the area surrounding Cape Three Points Forest and adjacent coast and marine areas; private best practices in a shorefront resort; planning for shore tourism sites; a climate resilient village (Prince’s Town) as well as an application of rapid techniques for hazard and climate change vulnerability assessment. The Amansuri

Wetlands, shared by Jomoro and Ellembelle Districts and the adjoining barrier beach and dune system occupied by dozens of small villages provide the opportunity for advancing the creation of a permanent governance mechanism for ecosystem based management in a shared wetland system; planning for vulnerable small coastal settlements; and articulating local concerns that need to be addressed in energy facility siting.

General goals across the three sites include:

- Each of the focal areas in the three coastal Districts makes continued progress in building their capacity for shore area planning and decision-making, as tracked by the ICFG governance scorecards, Selected shore management planning tools (see Table below), information, policies and implementation is demonstrated, applied and compared across the Districts through peer review and exchanges.
- The variety of experiences, successful as well as not, in dealing with shore and coastal ecosystem management by Districts, are reflected upon and incorporated in the deliberations on establishing a permanent regional capability for coastal management in the Western Region as described in Section 1.1 above.

The experiences on process, and planning of products, for ICM, as detailed in the text of this workplan for the focal area of the Shama District (see Section 2.1), will be similar to that in the other focal areas. This process has placed the District as a model to follow for stakeholder participation, consensus building, and capacity building.

Coastal management issues and models of ICM Good practices piloted in the focal areas

Issues/ ICM Models Piloted	Amansuri	Cape 3 Points	Shama
ICM Issues			
Overfishing	●	●	●
Flooding, coastal hazards, vulnerable settlements	●	●	●
Rapid urban and industrial development			●
Forest degradation		●	
Intensifying tourism development		●	
Large scale facility siting	●		
Wetland conservation	●		
ICM Models of Good Practice (ICFG Binder of materials for District)			
ICM Section in the District Spatial Plan	●	●	●
Vulnerability assessment/adaptation plans	settlement scale	settlement scale	(sub-basin, settlement scales)
Shoreline utilization guidelines and regulations	●	●	●
Wetlands protection	●		●
Coastal Areas of Particular Concern (APCs)	●	●	
Fishing community resilience		●	●
Marine protected areas		●	
Forest conservation		●	

2.1 Focal Area: Shama District

Activity leader: Stephen Kankam

Activity Team: Dave Mills, Donkris Mevuta, Mark Uncle, UCC Geography Dept., Christopher Cripps, Hilary Stevens, WFC Team, US Army Corps of Engineers

Shama faces a number of challenging coastal development and conservation issues. During Year 2, Hen Mpoano initiated work in this focal area by conducting participatory coastal issue analyses and assisting the District of Shama in carrying out a land use mapping exercise which doubled as a stakeholder consultation process regarding preferred land uses. The resulting land use and preference maps helped identify critical coastal areas of concern that became the focus of work during the second half of Year 2 as well as in Year 3, including shoreline development, erosion and coastal hazards, flooding of settlements and urban areas, and the conservation and sustainable use of wetlands and estuarine areas. Shama District leaders participated in training events at URI and the University of Cape Coast related to shore management and climate change adaptation. These activities helped prepare the District for active engagement in the District Spatial Planning work that will be underway through the first quarter of Year 3 as the initial work in this focal area is completed and the emphasis shifts to the other focal areas.

The University of Cape Coast conducted vulnerability assessments for the Anankwari River flood plain, the lower Pra wetlands and Anlo barrier beach, as well as conducted an assessment of shore features and uses along the entire district shoreline. More broadly, Hen Mpoano leaders utilized the example of Shama in discussions of the need for special mechanisms for fostering attention within the Western Region on coastal management and fisheries as well as building capacity for overall spatial planning and decision making. Other project activities included small grants and assessments of landing site issues and elements of the local fish processing (fish smoking) value chain.

Hen Mpoano will complete a set of activities in support of overall coastal management as set out in 2.1.1 below, with much of the work during Year Three concentrated in three geographic areas of particular concern identified during the participatory land use mapping exercises. Tasks will include:

2.1.1 District Level Coastal Management

Hen Mpoano will complete the District issue profile and land use maps and guidance it initiated in Year 2. The effective participation of coastal stakeholders in Shama District spatial planning will be fostered and used as a model for evolving planning efforts in the other five Districts. A working document referred to as the “ICFG Binder” consisting of all the interim coastal management related products contributed by Hen Mpoano will be maintained and expanded that ties together all the shorefront management work coast-wide and in the areas of particular concern, using an outline similar to the documents maintained for the Cape Three Points and Amansuri Wetlands focal areas. The District “ICFG Binder” will be a key product representing the models of ICM good practice being piloted in the districts within the focal areas. Hen

Mpoano will also provide materials from the documents produced for Shama District as contributions the District spatial plan being supported by Tullow Oil.

Continuing training and capacity building of District staff will include climate change adaptation, natural hazards, coastal management and decision support systems focusing on GIS data for decision making. Shama will also be tapped frequently in discussions of options for a regional coastal management structure as described in 1.1 above.

Communications and capacity building for all the different facets of the Shama District activities will be carried out in an integrated way by the project team, which will remain alert as well to the contributions of the efforts to regional scale learning.

2.1.2 Anankwari River and Flood Plain Area of Critical Concern

Serious flooding once again afflicted dozens of families in the coastal flood plain area in 2011. The climate change/ hazard vulnerability assessment prepared by the University of Cape Coast will be reviewed locally. It is based on land analysis as well as a simple but revealing computer modeling exercise. In Year 3 this analysis will be reviewed by area stakeholders. Additional relevant social and economic information on exposure to risks as well as adaptive capacity will be collected and incorporated into the final report.

A number of measures will be assessed, some of which can be put into action during Year 3. Wetlands conservation status will be determined for the Anankwari wetland and a proposal developed for permanent protection. The utilization potential for public access and recreation of the coastal barrier beach between the Volta River Authority thermal electric facilities and the outlet of the Anankwari will be assessed and incorporated within the Shama District spatial development plan

Best flood plain use practices and low impact development best practices for runoff and land use will be brought to the attention of the district assembly as part of the District Spatial Planning effort. Reservoir watershed management issues will be examined in more depth as part of refining the Anankwari vulnerability assessment in collaboration with the water authority.

The situation in the Anankwari River raises issues of regional significance in terms of water supply / abstraction/ quality of Pra River. These will be scoped further and brought to the attention of District Assembly for further action at the regional level (See Section 1.1).

2.1.3 Shama Shorefront Management

In Year 2, the University of Cape Coast carried out a district-wide survey of shoreline condition and use. Work remains to be done early in Year 3 to refine and convey the information from this analysis into terms and a reader-friendly format that can guide case-by-case development decisions. Systematic guidance and recommendations will be provided for the installation and maintenance shoreline protection structures and erosion management policies including allowed

and prohibited uses of shore and water area zones. The format and presentation of this information will also help inform the approach to be used in Ahanta West coastal tourism sites and Ellembelle/ Jomoro shore villages. Assistance will be provided if the District expresses a strong interest in adopting the shore management guidance as a bye-law, which is possible as part of the ongoing spatial planning work.

Specifically, early in Year 3 Hen Mpoano will carefully review the draft shoreline assessment and identify added detail and assessment work as required. To assist Shama in making case-by-case decision making, additional work will be carried out to identify and assess the effectiveness of individual shore protection structures and policy options for addressing shore use and condition concerns in specific segments of the shoreline. This information will be compiled and conveyed in reader-friendly formats, for example as an interpretative shore atlas. The project team will also assemble and make readily accessible existing shoreline monitoring data and propose and test approaches for conducting local monitoring and data analysis of shoreline conditions and dynamics. The project team will assist in preparing a shore management bye-law if strong interest is expressed by District.

2.1.4 Livelihood Resilience for the Anlo Beach Fish Landing Site

The ultimate on-the-ground extension of much of the work covered by the Initiative is to bring together diverse coastal governance components at the community level to improve community and ecosystem health, resilience and wellbeing. The participatory mapping effort at Anlo Beach highlighted this site and its associated wetlands as a potential pilot and demonstration site for integrated livelihood and ecological management, in essence serving as a model agro-eco-village. The approach in Year 3 is to build upon the vulnerability assessment and the agro-aquaculture approaches utilized by WorldFish, and detailed as Component 2.4 below, to generate a local plan that promotes complementary land and seascape activities within this coastal ecosystem, and integrates this with community level governance institutions.

Preliminary assessments in the area have identified vulnerability, sea level rise, flooding, mangrove destruction, gleaning, and settlement relocation as key community issues. These will be assessed more comprehensively in part through the methodology described in Section 2.4. Detailed technical information will also be undertaken on wetlands characteristics and use patterns, landscape suitability for agriculture and resettlement, sediment transport and erosion dynamics will be gathered. With the leadership and full engagement of Anlo Village, the ICFG Initiative will work towards wetlands conservation and restoration and community based management of fisheries and habitats. Participatory scenario exercises will be used to plan interventions to address major vulnerabilities. Community institutions will lead the intervention process and develop adaptive management protocols.

Linking ecosystems and livelihoods

Detailed livelihood analysis conducted as part of community baseline surveys will feed directly in to the linked analysis of community livelihoods and draw-down of ecosystem services utilized by the community. If possible, the two will be linked by semi-quantitative diagraph modeling to

show feedback systems between livelihoods and ecosystems. This will form the basis of a PhD project supervised by UCC with input from WorldFish.

Shama District Contributions to ICM Policy Development

Issue analysis	District-wide landscape; shoreline, fish landing site, two highly vulnerable floodplains
Stakeholder engagement	Participatory land use mapping, vulnerability assessments, District sub-committee for spatial planning, village planning
Planning and Policy	Maps at District, area of particular concern scales; flood hazard and climate change vulnerability, shore condition and use analysis, wetlands protection and recreational beach management; best practice guidelines to apply in case-by-case decisions and incorporate into zoning/ building codes, recommendations to District spatial plan; local livelihood resilience plan for fish landing site
Adoption	Spatial development policies; shore development bye-law; risk management plans for specific sites including resettlement sites; Anlo Beach plan for ecological and economically successful village
Implementation	Coordinating committee functions well; Relocation of individuals and settlements and other improvements in local resilience; Anankwari wetlands protection; recreational uses for Anankwari Beach, apply best practices in the review of coastal development decisions, restrictions on construction in high hazard areas, active management and some restoration of mangrove ecosystem in Anlo/ Pra, CREMA – like system operating for silviculture and estuary fisheries ; best practices adopted by new agriculture investor, port and water dependent uses are protected;
Monitoring and evaluation	Shoreline erosion and dynamics are monitored, environmental data is incorporated into Shama District GIS; periodic reflections on progress are made at the site and district levels and communicated to the Advisory Committee and to peers in other Districts.

Summary of Key Tasks, Outputs and Targets: Component 2.1

Table of Key Activities and Milestones (Task 2.1)

Tasks 2.1	Q1	Q2	Q3	Q4
2.1.1 District level coastal management				
Up-to-date compendium of interim products in ICFG Binder	X	X	X	X
Complete the public review of general land use and preferences map and produce final printed and digital versions of the map	X			
Make contributions where appropriate to the Tullow-supported District spatial planning underway	X	X		
GIS data and other data	X	X	X	

Tasks 2.1	Q1	Q2	Q3	Q4
2.1.2 Anankwari River area of critical concern				
Review and refine climate change vulnerability assessment with community	X	X		
Seek protection status for Anankwari wetland		X	X	
Recommend and seek adoption of remedial control, low impact development practices			X	X
Shore use plan for recreational beach and protection of the outlet of Anankwari to sea.			X	X
2.1.3 Shama shorefront management				
Review draft shoreline assessment and add detailed descriptions and assessment as required, as well as identify and assess the effectiveness of individual shore protection structures	X	X	X	
Reader-friendly interpretative shore atlas		X	X	
Assemble and make readily accessible existing shore monitoring data along with conducting low-tech local monitoring and data analysis		X	X	X
Assist in preparing a shore management bye-law if strong interest expressed by District			X	X
2.1.4 Livelihood resilience for the Anlo Beach fish landing site				
Landscape/wetlands analysis	X	X		
Household surveys and vulnerability analysis conducted	X			
Participatory scenario development		X		
Building/supporting adaptive management		X	X	X
Agro-aqua analysis and plan for locally managed fish/shellfish		X	X	X
Ecosystem services and livelihoods analysis	X	X	X	X
Agriculture investment best practices			X	X
Flooding risk, hydrology, erosion analysis	X	X	X	
Climate adaptation measures including setbacks and resettlement	X	X		

List of Key Outputs (Task 2.1)

- Compendium of interim products including written contributions to the Tullow Oil spatial planning process
- GIS products for use by District
- Anankwari vulnerability assessment and adaptation plan
- Shore use and best practices atlas
- Anlo Beach wetlands and livelihoods plan

Targets relative to PMP Indicators (Task 2.1)

USAID Indicator	Year 3 Target
(1) Improvements assessed by governance scorecard (developed by CRC)	Increasing
(3) Number of institutions/organizations undergoing capacity/competency assessment/strengthening	4
(4) Number of stakeholders participating in resource mgmt initiatives, workshops, regional meetings and exchange visits	200
(6) Hectares under Improved Mgt	50
(7) Amount of private sector or government resources (\$\$) allocated for planning and implementation of ICM	USD 20,000

2.2 Focal Area: Cape 3 Points / Ahanta West

Activity leaders: *Kyei Yamoah, Froukje Kruijssen, Senior Consevation Officer (to be recruited)*

Activity Team: *Nana Efua, Patricia Mensah, Felix Nany, WFC Team, Peace Corps Volunteers (2), NGO Conservation Foundation, NGO Blue Ventures*

As with Shama district, this focal area remains central in landscape governance, but also hosts a pilot site for integrated resource governance and sustainable livelihood implementation.

The largely undeveloped coast line possesses a series of pocket beaches where low-key guest houses and tourism facilities have been established. Large economic forces, including oil and gas exploration and production, new proposals for large scale coastal tourism investments, continuing expansion of rubber and oil palm plantations and outgrowing, and recent proposals to extract gold from numerous sites in these same areas around the perimeter of Cape Three Points Forest, have appeared as major challenges to any assumption that coastal development will be gradual and gentle in its use of the focal area's natural resources and existing businesses and settlements.

A major emphasis in the remaining two years of the project will be to examine conditions at selected landing beaches and define how the enabling conditions may be strengthened for improving the manner in which the infrastructure and services required to receive, process and ship a highly perishable product may be put in place. This requires spatial planning in a context of climate change and strengthening the capacity of local governance systems to resolve conflicts and meet increasing demand for shorefront space from competing industries.

In Year 2, CRC-Ghana and its partners expanded their engagement with leaders and stakeholders in Ahanta West to learn about and provide input on ongoing development planning work, especially the spatial planning effort led by a consortium of Korean organizations. An experienced professional volunteer assessed the capacity of villages in the vicinity of Cape Three Points forest to establish and carry out community resource management areas (CREMA) which

have proven successful in other parts of Ghana. Stakeholders and leaders participated in capacity building activities on planning and climate change adaptation sponsored by Hen Mpoano during the year. General purpose maps were completed for the District and special land use / land cover maps initiated using LANDSAT imagery as a baseline for understanding landscape connectivity and change. Initial field visits to identify shore issues were conducted but detailed shoreline characterization and assessment work was deferred to Year 3.

As in Shama, during Years 3 and 4, Hen Mpoano actions in Ahanta West will pilot diagnosis and engagement at the household, livelihood and community organization level as a way-in to actions that promote community resilience, wellbeing and sustainable livelihoods. These actions must then be integrated with, and form a critical part of, coastal governance reform processes. Main activities for the Cape three Points Focal Area are described below:

2.2.1 District Level Coastal Management

Coastal village issues survey, social and economic data

Maintain an up-to-date compendium, the ICFG Binder, of the interim products being created for Cape Three Points focal area, organized around the priority issues and geographic areas of concern.

Shoreline characterization survey

Conduct a rapid assessment of shoreline characteristics and uses to update the 2004 environmental atlas and identify areas of particular concern that are targeted for expanded tourism development

Effective participation of coastal stakeholders in District spatial planning

Make contributions where appropriate to the Tullow-supported District spatial planning underway as well as the coastal tourism and wetlands habitats elements of the Korean consortium master plan in Ahanta West. For both, contribute a language that would set a supportive framework for shore management.

Hazards and climate change vulnerability assessment, related training, relocation strategy

- Conduct more detailed shore use and vulnerability assessments for priority coastal tourism sites.
- Conduct a flood hazard, shore characteristics and use and climate change vulnerability assessment with community involvement in Prince's Town and the confluence of the Nyili-Kapani Rivers.
- Prepare a community resilience strategy with early implementation actions.

Best practice guidelines on shore use

- Promote voluntary best practices for beach resort development, Ehunli Lagoon. Develop guidance for voluntary adoption of best development practices for existing and proposed tourism investments.
- Follow-up on capacity building programs and activities for eco-tourism related livelihoods in the greater Cape Three Points area.

2.2.2 Conservation of Critical Sea and Landscape Habitats

Landscape

Landscape interventions will include ongoing support of the NGO Conservation Foundation for wetlands areas in four coastal communities. Evolving programs for improved management of the Cape Three Points Forest Reserve will be supported through the Wildlife Division, the Forestry Commission, and the CREMA. This will include an updated management plan for the Reserve. Analysis of land cover/ land use change and habitat patch analyses for a threats assessment of the main landscape conservation corridor connecting to the coast will be completed to determine ecological functionality of the landscape for the conservation of wetlands and forest areas. These conservation areas will be proposed for the first public-private sector programs to provide long-term funding for conservation and restoration programs. Ongoing small grants to local NGOs for diversified livelihoods for food security, notably the poultry and small ruminant animal husbandry extension program support through local NGOs, will be maintained.

Seascape

Adjacent to the coastal wetlands areas are critical habitats that include the tidal interface areas and several small off-shore islands and rocky sea floor areas that serve as habitat and refuge for many marine species. An initial assessment of traditional knowledge will contribute to rigorous ecological baseline surveys of specific marine habitats in order to determine if a network of small management units, or network of marine protected areas, is justified. This baseline data will also contribute to determining fisheries management objectives of these areas.

2.2.3 Livelihoods Resilience at Fish Landing Sites

As with Anlo Beach in Sharma District, a minimum of two communities or landing areas in Ahanta West will be selected as a focal site for developing local level governance and livelihood resilience programs (see Anlo Beach description in 2.1.4 above and 2.4 for additional details). In this focal area, one large landing site, that of Dix Cove, has been selected and two of three smaller candidate landing sites (Butre, Akwadai, or Akatechi) will be chosen through a quick process of final selection by the end of October 2011.

Summary of Key Tasks, Outputs and Targets: Component 2.2

Table of Key Activities and Milestones (Task 2.2)

Tasks 2.2	Q1	Q2	Q3	Q4
2.2.1 District level coastal management				
Up-to-date compendium, the ICFG Binder of interim products	X	X	X	X
Make contributions where appropriate to the Tullow-supported District spatial planning underway Contributions to coastal tourism element of the Korean consortium master plan in Ahanta	X	X	X	
Assessment of shoreline characteristics and uses in targeted for expanded tourism development	X	X		
Conduct shore use and vulnerability assessments for priority coastal tourism sites	X	X		
Develop guidance for voluntary adoption of best development practices for existing and proposed tourism investments		X	X	X
Flooding, erosion, climate vulnerability, shore facilities, adaptation measures for setbacks and resettlement			X	
GIS and other data	X	X	X	X
2.2.2 Conservation of critical sea and landscape habitats	X	X		
Utilize land cover/ land use change and habitat patch analyses for a threats assessment of the main landscape conservation corridor connecting to the coast	X	X	X	
Strengthen selected community resource management entities for coastal wetlands and Cape Three Points Forest	X	X	X	X
Baseline ecological assessments of potential MPA sites		X		
Flood hazard, shore characteristics and use and climate change vulnerability assessment with community involvement in Prince's Town and the confluence of the Nyili-Kapani Rivers.	X	X		
Community resilience strategy with early implementation actions		X	X	
Seek protection status for Ehunli lagoon, wetland and wildlife habitat including turtle nesting sites.		X	X	
Voluntary best practices for beach resort development, Ehunli Lagoon		X	X	X
Capacity building assessment and activities for eco-tourism related livelihoods in the Cape Three Points area			X	X
2.2.3 Livelihoods Resilience at fish landing sites				
Household surveys and vulnerability analysis conducted	X			
Participatory scenario development		X		
Building/supporting adaptive management		X	X	X

List of Key Outputs (Task 2.2)

- Compendium of interim products including written contributions to the Tullow Oil spatial planning that include shoreline vulnerability & community resilience assessments
- GIS products for use by District
- Written prospectus on landscape-seascape concept for Cape Three Points that includes planning for conservation of critical wetlands, connectivity with the Cape Three Points Forest, and ecological and fisheries management justification for marine protected areas
- Updated management plan for the Cape Three Points Forest
- Shore use and best practices atlas for selected coastal tourism sites
- Vulnerability assessment and community resilience plan for vicinity of Prince's Town
- Fish Landing Site value chain improvement and resilience plan

Cape Three Points Focal Area Contributions to ICM Policy Development

Issue analysis	National Forest, shoreline areas w/ tourism potential, selected fishing villages
Stakeholder engagement	Participatory assessments and rapid appraisals; district development planning, village planning
Planning and Policy	Maps and analysis of Cape 3 Points Forest and environs from ecological landscape and carbon credit perspectives; flood hazard and climate change analysis for selected development sites, best practices guidance for large scale tourism developments, recommendations to District spatial plan, local livelihood resilience plan for a fish landing site
Adoption	Spatial development plan policies; best practices guidelines for tourism development in selected coastal sites; village resilience plan, forest mgt.
Implementation	Strengthened community forest management Cape 3 Points. Voluntary use of best practices in large scale private development; best practices applied in the review of proposals for tourist beach development, restrictions on use of highly vulnerable areas in coastal village,

Targets relative to PMP Indicators (Task 2.2)

USAID Indicator	Year 3 Target
(1) Improvements assessed by governance scorecard	Increasing
(4) Number of stakeholders participating in resource mgmt initiatives, workshops, regional meetings and exchange visits	200
(6) Hectares under Improved Mgt	8000
(7) Amount of private sector or government resources (\$\$) allocated for planning and implementation of ICM	USD 50,000.00
(10) Quantity of greenhouse gas emissions, metric tons CO ₂ , reduced or sequestered as a result of USG assistance	To be calculated
(11) Number of climate change assessments conducted	2
(12) Number of institutions with improved capacity to address climate change issues	4

2.3 Focal Area: Greater Amansuri Wetlands and the coastal barrier dunes system

Activity leader: Kofi Agbogah

Activity Team: Balerty Gomey, Kwesi Johnson, Richard Adupong, Mark Fenn, Peace Corps Voluneer (2), Paramount Chiefs (2)

The Greater Amansuri Wetlands in the coastal plain of Jomoro and Ellembelle Districts are probably the most biologically rich wetland area of Ghana. Yet it has no formal recognition as a conservation area of importance and there is no management plan for the conservation of its unique habitats and biodiversity. The Ghana Wildlife Society, however, has been active in tourism development and promotion, and rural development initiatives. The small population and low immediate threats within the wetland favor the establishment of a larger community co-managed protected area. That said, an extractive industries sector is rapidly evolving in the area and as such poses a potential threat. The paramount chief of the traditional area covering most of wetlands (Awulae Annor Adjae III), supports conservation and gaining protected area status for the area—as long as it is co-managed with clear roles for the communities, the chiefs, and the two districts.

In Year 2, CRC-Ghana and its partners engaged with a broad group of local leaders and stakeholders in Jomoro and Ellembelle to advance the formulation of a joint management approach to the shared wetlands. Technical assistance to orient the potential for carbon offset funding was provided by Forest Trends and the Nature Conservation Research Centre. Guidance was provided to the Tullow –sponsored district spatial planning effort underway in July, and District staff participated in training events on coastal management and climate change adaptation. General purpose maps were completed for the District and special land use / land cover maps initiated using LANDSAT imagery as a baseline for understanding landscape connectivity and change. Detailed shoreline characterization and assessment work was deferred to Year 3. Main activities this year include the following:

2.3.1 District Level Coastal Management

Coastal village issues survey, social and economic data

Maintain an up-to-date compendium of the interim products being created for Amansuri Wetlands and shoreline settlements focal area in an ICFG Binder, organized around the priority issues and geographic areas of concern.

General purpose maps for District and related training

Contribute GIS and other data and inputs to District spatial planning system

Shoreline characterization survey

Conduct a rapid assessment of shoreline characteristics and uses to update the 2004 environmental atlas and identify areas of particular concern such as shorefront settlements at high risk.

Effective participation of coastal stakeholders in District spatial planning

Make contributions where appropriate to the Tullow-supported District spatial planning underway in Q1 and Q2, including language that would set a supportive framework for shore management and issues of regional concern, such as gas processing, pipelines, and national issues such as green-green.

Hazards and climate change vulnerability assessment, related training, relocation strategy

Conduct more detailed shore use and vulnerability assessments for priority shorefront settlements, including the fisheries landing site for value chain and other improvements, and identify adaptation options including resettlement.

2.3.2 Conservation of Wetlands, Natural Areas and Coastal Lagoons in the Greater Amansuri Wetlands

This activity will focus on strengthening ecosystem based management for the shared wetland system. Areas slated for designation or reaffirmation as conservation areas such as the Amansuri will require significant planning, consultations, and investments to ensure their maintenance and viability into the future.

Joint action plans will be developed with the government institutions responsible for wildlife, wetlands, and forests while involving key NGOs, notably the Ghana Wildlife Society, the Nature Conservation Research Center, and Forest Trends. Such planning will include feasibility studies for accessing long-term funding through carbon sequestration funds available with the REDD mechanism (Reducing Emissions from Deforestation and Forest Degradation). Several activities aimed at improving the livelihoods and social conditions for the people of the place will also be developed and tested.

Assessments of wetlands and surrounding landscapes will be completed for potential to generate sustained revenues as ecosystem of international significance, and for carbon offset market (REDD Reducing Emissions from Deforestation and Forest Degradation in Developing Countries). The result will be a feasibility report and action plan developed for accessing REDD funding.

Summary of Key Tasks, Outputs and Targets: Component 2.3

Table of Key Activities and Milestones (Task 2.3)

Tasks 2.3	Q1	Q2	Q3	Q4
2.3.1 District level coastal management				
Up-to-date compendium of the interim products in an ICFG Binder	X	X	X	X
Make contributions where appropriate to the Tullow-supported District spatial planning	X	X		
Assessment of shoreline characteristics and identify as shorefront settlements at high risk	X	X		
Conduct shore use and vulnerability assessments for priority shorefront settlements and ID adaptation options including resettlement		X	X	
Contribute GIS and other data		X	X	X
2.3.2 Conservation of wetlands, natural areas and coastal lagoons in the Greater Amansuri Wetlands				
Strengthen ecosystem based mgt for the shared wetland system	X	X	X	X
Complete assessments of wetlands and surrounding landscapes for potential to generate sustained revenues as ecosystem of international significance, and for carbon offset market (REDD) Reducing Emissions from Deforestation and Degradation in Developing Countries	X	X		

List of Key Outputs (Task 2.3)

- Compendium of interim products including written contributions to the Tullow Oil planning that include shoreline vulnerability and community resilience assessments
- GIS products for use by District
- Written assessment on financing options for Amansuri Wetlands
- Shoreline characterization and vulnerability assessment for selected shorefront settlements
- Fish Landing Site value chain improvement and community resilience plan

Greater Amansuri Wetlands Contributions to ICM Policy Development

Issue analysis	Wetlands ecosystem of national significance, vulnerable coastal villages
Stakeholder engagement	Co-management of shared wetland, rapid village level appraisals, guidance to District spatial planning
Planning and Policy	Locally led wetlands conservation and management plan; recommendations to District spatial plan; flood hazard and climate change analysis for selected shore front settlements, recommendations to District spatial plans
Adoption	Wetlands conservation agreements and funding; best practices for vulnerable coastal villages, Spatial development plan policies;
Implementation	Strengthened comm. wetlands mgt. and improved information in Amansuri Wetlands, progress toward mechanisms for financial stability, securing future resettlement sites and other improved resilience for selected villages

Targets relative to PMP Indicators (Task 2.3)

USAID Indicator	Year 3 Target
(1) Improvements assessed by governance scorecard (developed by CRC)	Increasing
(4) Number of stakeholders participating in resource mgmt initiatives, workshops, regional meetings/exchange visits	200
(6) Hectares under Improved Mgmt	5000
(7) Amount of private sector or government resources (\$\$) allocated for planning and implementation of ICM	USD 150,000
(10) Quantity of greenhouse gas emissions, metric tons CO ₂ , reduced or sequestered as a result of USG assistance	To be calculated
(11) Number of climate change assessments conducted	2
(12) Number of institutions with improved capacity to address climate change issues	4

2.4 Building Livelihood Resilience at the Community Level

Activity leader: David Mills

Activity Team: Activity Team: Godfred Ameyaw, Stephen Kankum, Nana Efua, WFC Team

There is a wealth of empirical evidence to demonstrate that fisheries management in developing countries has generally failed in the quest to ensure sustainability of resources or to harness fisheries as an engine for economic development. It is now widely agreed that while this failure is often linked to the reliance on top-down, command and control management protocols, a lack of perceived legitimacy of regulation amongst stakeholders is also a strong contributor to failure. This latter issue stems in part from non-consultative processes, but perhaps even more critically, a lack of acknowledgement of the human dimension of management, and direct impacts on human wellbeing of management actions.

Given the high level of poverty and vulnerability in coastal communities, it is unrealistic to expect fishers to take a long-term view of sustainability at the expense of short term wellbeing. Those implementing change must acknowledge this, and look for incentives to engage with the reform process that are outside as well as within the fishery domain. Understanding vulnerability at the community level is critical to this action, especially for marginalized groups. In Years 3 and 4, Hen Mpoano will pilot diagnosis and engagement at the household, livelihood and community organization level as a way-in to actions that promote community resilience, gender balanced wellbeing and sustainable livelihoods. These actions must then be integrated with, and form a critical part of, coastal governance reform processes.

In Year 3, WFC will lead processes for community engagement and scenario development as a tool to design community-based livelihood and resilience interventions in three to four fish landing sites (communities): one in the Shama focal area, and 2 - 3 in the Cape Three Points focal area (see Components 2.1.4 and 2.2.4). Identified activities will demonstrate the value of community resilience and livelihood interventions as a component of fisheries governance reform and as a tool to ensure legitimacy of management interventions. These activities will directly contribute to the implementation of community-level institutions as a component of adaptive, nested fisheries governance.

The methodology described below will be used in each selected fish landing site in the focal area work, as described in sections 2.1 to 2.3.

Training in community- and household-level data collection

A useable and legitimate baseline for the types of livelihood and resilience interventions to be undertaken has to be detailed and must be sensitively and competently collected. While national service volunteers will be used in this process, they will be guided by experienced team leaders (from last year's NSV group) and trained in the collection of this type of data

Household surveys conducted

Standard formats for household income and expenditure surveys will be adopted, but will be modified to provide detailed livelihood information and on fishing activities and fish consumption

Household level vulnerability analysis conducted

Gendered vulnerability analysis will be implemented using the '360° assessment tool' (pioneered by Bene, Mills et al. in Nigeria and Mali) that ensures attention is paid to drivers of vulnerability across multiple domains. It will highlight existing threats to wellbeing and livelihoods

Understanding institutions and networks in communities

This task will highlight important groups or individuals with which to engage in intervention activities and governance design. Understanding the way these groups function and interact will be important in developing frameworks for broader-scale implementation in the future. Network analysis may also highlight productive engagements in promoting collective action where none currently exists.

Participatory scenario development

A diverse group of stakeholders from within the community, identified through the network mapping process, will be engaged in scenario development. This will highlight interventions that will be most productive in promoting sustainable livelihoods and increasing adaptive capacity. A moderated community selection process will be facilitated to select interventions to take forwards to implementation

Community-lead resource governance, implementation and adaptive management of interventions

The preceding tasks will give a very clear picture of networks, power structures, capacities and 'champions' within the community. This information, and built up capital with stakeholders

forms a powerful basis by which to design and implement local, adaptive and reactive governance institutions capable of implementing local actions to address livelihood and resilience concerns and addressing resource use issues that can be influenced at a local scale. Hen Mpoano will take an auditing, oversight and capacity building approach to implementation of actions, and actively build capacity to engage with nested governance systems.

Summary of Key Tasks, Outputs and Targets: Component 2.4

Table of Key Activities and Milestones in Applying the Livelihood Resilience Methodology in Focal Areas

Task 2.4	Q1	Q2	Q3	Q4
Community dialog and selection of landing sites	X			
Training in community & household data collection	X			
Household surveys conducted	X			
Vulnerability analysis conducted		X		
participatory network mapping in focus communities	X			
Participatory scenario development		X		
Selection of pilot interventions		X		
Intervention plans and monitoring protocols developed		X	X	X
Intervention implementation		X	X	X

List of Key Outputs (Task 2.4)

- Database of baseline data
- Report on household level vulnerability in each community
- Network maps for each focus landing site
- A set of scenarios for each landing site
- A prioritized list of interventions at each landing site

Targets relative to PMP Indicators

The target indicators for this sub-component 2.4 have been integrated into the Focal Areas for Shama (2.1) and Cape Three Points (2.2).

3. Program Management

3.1 Program Leadership and Structure, Lines of Authority and Staffing

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

CRC provides technical and administrative backstopping and oversight to the in-country team as needed. However, the day-to-day implementation of activities is led by the in-country Program Director and his management team. The Director has authority to delegate responsibilities to task managers for managing respective activity budgets and delivery of associated results. Aside from the Administrative and Financial staff, CRC has programmatic managerial officer positions that are for: rural development and habitat conservation; monitoring and research coordination; communications; and private – public sector partnerships. These programmatic officers are responsible for overseeing implementation of activities and subcontracts within her/his areas of expertise. The goal of this model of staffing is to empower local staff in order to build local technical and managerial capacity that will continue to reside in and benefit Ghana long after the Program has ended.

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

The Program management office is in the Western Region of Ghana, where the Program Director and main Program staff are located. This office is co-located in the Sekondi-based office of FON—a key partner for on-the-ground activities in this region. A small office is maintained in

Accra where the National Policy Coordinator represents the Initiative. In the Accra office, the National Policy Coordinator is responsible for guiding all of the national level work to be undertaken by the Program, including but not limited to working with local consultants to undertake national policy and governance reviews; developing policy recommendations; assisting in the development and implementation of public-private sector partnerships and liaising with other national/regional projects related to the ICFG Program funding not only by USAID but other donors as well.

The local administrative and fiscal support staff work from the Western Region Program office. The local administrative team is backstopped by a CRC/URI administrative team which conducts periodic internal audits of the in-country office and local sub-recipients, compliance with the TraiNet tracking system and USAID branding requirements, and ensures submission of relevant Program documents and materials to the USAID Development Experience Clearinghouse.

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

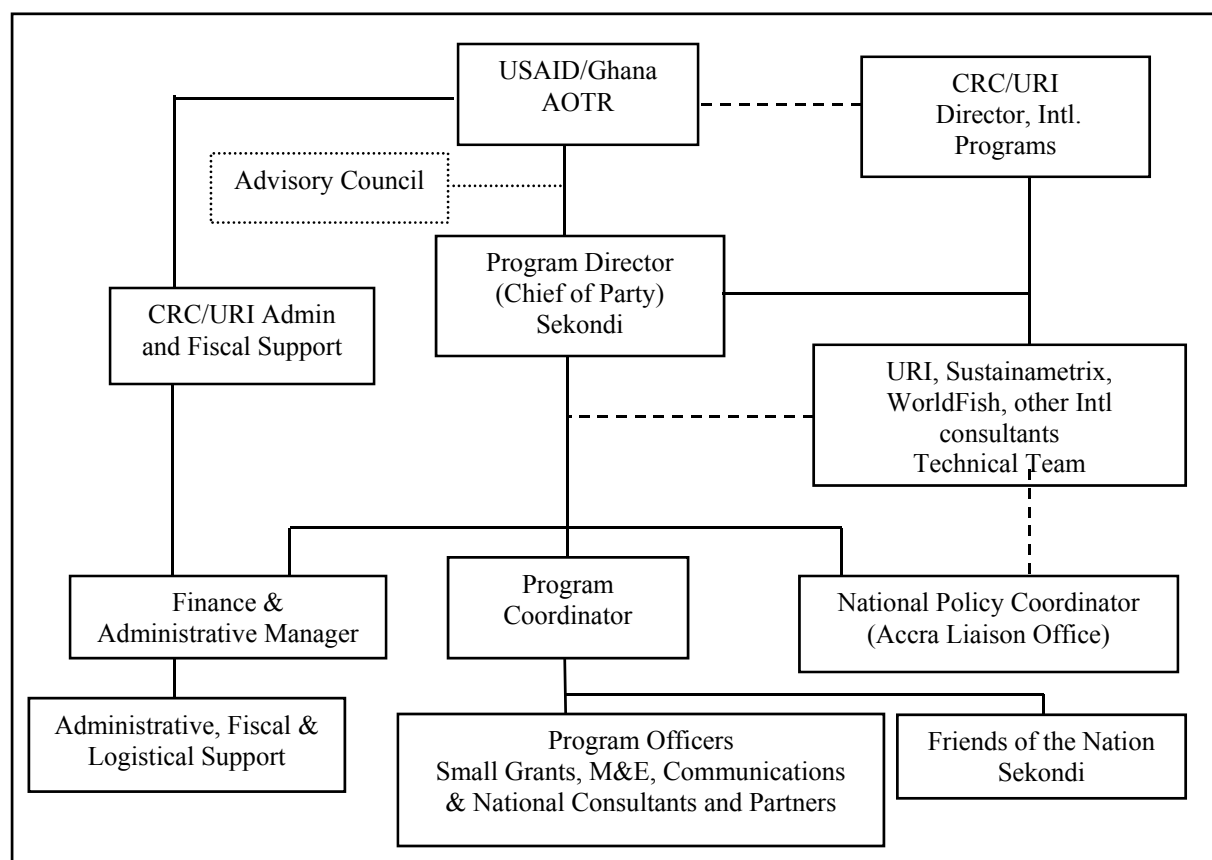


Figure 2. Operational Structure of the In-Country Program Management Unit

3.2 Roles of Strategic Partners and Clients, Collaboration

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

Friends of the Nation/FoN is a local socio-environmental NGO based in the Western Region that has on-going activities to address the crises in Ghana's fisheries sector as well as advocacy programs relative to local rights and industrial exploitation of natural resources. FoN is viewed as the organization that can follow through and provide longer-term support with the ICM and governance initiatives as the CRC team is slowly phased out or moves on to the other coastal regions in Ghana.

The WorldFish Center's West Africa regional team has provided targeted technical support for the Initiative in Phase 1 through the Fisheries Sector Review and will be leading many of the actions aiming to improve the livelihoods of fisherfolk in the coastal communities.

SustainaMatrix was instrumental in the Phase 1 in training the Initiative team and partners to conduct baseline surveys and to understand and assess governance issues in the coastal districts. They will continue to provide significant backstopping to communications activities as well as networking support for targeted livelihoods diversification.

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

- National Fisheries Commission and their Regional Office (and personnel) of the Fisheries Commission
- Ministry of Lands and Natural Resources - Regional Office of the Forestry Commission and the Regional Office of the Wildlife Division
- Ministry of Environment, Science and Technology - Regional Office of the Environmental Protection Agency
- Western Region Coordinating Council
- University of Ghana and University of Cape Coast
- Destination Management Organization of the West Coast (a public – private sector organization for tourism promotion in the Western Region coastal areas)

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

- Traditional Chiefs and Queen Mothers
- International NGOs programs of CARE, SNV, Friends of the Earth, and Ricerca e Cooperazione

- Functioning Community-Based Fisheries Management Committees (CBFMCs) and/or Chief Fishermen and their councils
- Western Region Alliance of NGOs
- Other Civil Society Organizations in the Western region such as localized community associations and faith-based groups
- Fishermen Associations including the National Association of Canoe Fishermen and other user group associations

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

Finally, the ICFG has worked in close collaboration with the development and initial planning of several other donor programs that will be focusing in the Western Region. These include a 50 million dollar investment from the World Bank into the fisheries sector for 2011 through the Ministry of Food and Agriculture and the Fisheries Commission. Collaborative programs have also been developed with evolving USAID investments in the Western Region, notably the Behavior Change Project led by Johns Hopkins University and the Local Governance and Decentralization Project led by Management Systems International.

The following table estimates the percentage of time key project staff and implementing partner staff devote of their time annually to the main project components.

Key Staff and Implementing Partner Responsibilities for Major Activity Areas

Fraction FTE/ TDYs	1.1 ICM nested	1.2 Fisheries nested	2.1 Shama	2.2 Cape 3 Points	2.3 Amansuri Wetlands	Program Mgt	Total FTE
CRC URI							
Brian Crawford (.25) /3 tdy		.13				.13	0.25
Stephen Olsen(.25) /2 tdy	.17	.08					0.25
Don Robadue (.44) / 3 tdy	.19		.06	.10	.04	.04	0.44
Hilary (.33) / 3 tdy			.04	.21	.08		0.33
Pam Rubinooff (.25) 2 tdy	.13		.04	.08			0.25
Chris Damon (.12) 1 tdy				.08			0.08
Cindy Moreau 3 tdy							0.10
WORLD FISH		.5	2.5	2.5			1.00
SUSTAINAMETRIX	.33	.33				.33	1.00
CRC-GHANA							
Mark Fenn	.25	.25		.25		.25	1.00
Kofi Agbogah	.20	.20			.35	.25	1.00
George Hutchful	.50	.50					1.00
Godfred Ameyaw		.20				.80	1.00
Balerty Gomey					1.00		1.00
Conservation Planner				.90	.10		1.00
Patricia Mensah				.80		.20	1.00

Fraction FTE/ TDYs	1.1 ICM nested	1.2 Fisheries nested	2.1 Shama	2.2 Cape 3 Points	2.3 Amansuri Wetlands	Program Mgt	Total FTE
Sally Deffor	.20	.30	.15	.15	.15	.05	1.00
Becky Dadzie	.30	.30				.40	1.00
FRIENDS of the NATION							
Donkris Mevuta	.30	.30	.10			.30	1.00?
Stephen Kankam	.15		.75	.05	.05		1.00
Kyei Yamoah		.40		.40		.20	1.00
Justice GIS	.30		.10	.50		.10	1.00
Richard Adupong					1.00		1.00
Kwesi Johnson			.10		.90		1.00
Nana Effua				1.00			1.00

3.3 Staff and Partner Capacity Development

Additional training for the ICFG Team and key partners will contribute to building capacity for, and programs designed to, increase collaboration among all partners and other target stakeholders to achieve Year 3 workplan goals and objectives. Two workshops will be conducted that will feature specific tools and techniques to improve the quality of meetings in terms of dialogue, decision-making, action and reflection as well as levels of integration with partners to define precisely the shared expectations for a collaborative partnership. The collaboration skills will be taught as a “train-the-trainer” sessions and participants will be given materials to conduct similar training in the target focal areas. Task Collaboration Tracking Tools will also be developed. These tools consist of a workbook of the range of collaborations that are ongoing within the project as well as guidance for ways to improve the quality of collaboration. The workbook will be an active document that contains a series of data, spreadsheets, contacts and communication tools that are designed to improve the overall quality of collaboration. A set of workbooks will be distributed to workshop participants and others to improve the overall quality of collaboration. These activities will be led by Sustainamatrix.

Table of Key Activities and Milestones

Activity/Task: Capacity Building	Q1	Q2	Q3	Q4
Collaboration Capacity Building		X		X
Collaboration Tools	X	X		X

3.4 Monitoring, Evaluation, Performance Management and Reporting

The goal of performance management and evaluation is to encourage adaptive management and learning within the Program and to report results to USAID/Ghana. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Program’s Performance Management Plan (PMP) is presented in Appendix A. The PMP includes key results, refined performance targets disaggregated by year, specific monitoring parameters, and source(s) of data for each indicator. Time-bound targets

have been refined at the end of Phase 1 through the work planning process and in consultation with local partners and beneficiaries. These targets will be reviewed annually and adjusted as necessary based on Program progress, experience and lessons learned.

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

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

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

- Preparation and submission of semi-annual progress reports to USAID/Ghana AOTR (Agreement Officer Technical Representative)
- Timely and regular input of data into the USAID TrainNet for all training activities
- Annual self-assessment of progress and annual workplan preparation and submission by CRC/WWF for approval by USAID
- Collection, analysis and reporting of data to USAID on Program indicators and targets for Program performance monitoring, submitted semi-annually as part of the standard semi-annual progress report
- Financial reports submitted to USAID AO (Agreement Officer) and AOTR from URI
- Key Project Documents and reports prepared in 508 compliant format and submitted to the Development Clearinghouse

SustainaMetrix will continue to support the In-Country Program Director in the development of an M and E system that meets both the USAID requirements for a Performance Monitoring Plan (PMP) and the Initiative's need to assess progress toward its goal of assembling the preconditions for a nested governance system for the coastal Districts of the Western Region that addresses the issues of fisheries and integrated coastal management. Work will include interacting with the external evaluation team of USAID to build and help guide program improvements. Specific tasks related to

Two M and E learning-driven, self assessment workshops will be implemented (February and July 2012) designed as a review and analysis of the Year Three work and to help guide the Year Four work plan. These self-assessment workshops will be a principle source of the information

to be included in the semi-annual progress reports to USAID and external evaluation of the program by USAID. The preparation and submittal of the semi-annual progress reports will be the responsibility of the In-country Director. A brief summary of the results of the two self-assessment workshops will be prepared in August 2012 as a contribution for the Year Four work-plan. SustainaMetrix will continue to coach and support the CRC monitoring and evaluation in-country coordinator and the In-Country Director, and interface with the USAID external evaluation team in the preparation of a planned external evaluation

In preparation for the semi-annual self-assessments, SustainaMetrix will work with the leaders of the various component teams to ensure their full involvement which may require targeted training on the M&E methods and their use, including, for example, specific coaching for the preparation of governance scorecards and other tracking tools. These needs will be identified and scheduled to coincide with visits of SustainaMetrix staff during Year 3.

SustainaMetrix will work with the ICFG senior management team in-country and at URI as well as with the USAID selected external evaluation team to support the implementation of an external evaluation of the program that produces not only findings about progress but also materials useful for the program's development.

3.5 International Travel Schedule

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

<i>MONTH</i>	<i>CRC-URI</i>	<i>WorldFish Center</i>	<i>SustainaMetrix</i>
Oct	DR&H for training District Spatial Plans		
Nov	PR for CCM vision and action plan & spatial planning, BC for World Bank coordination and evaluation, CM for audit prep and cost-share training	DM Action plan with World Bank	
Dec	SO for roundtable on nested systems policy paper, H for shoreline planning	WFC Team for community resilience set-up	GP and SS for training and updating of communications plan
Jan			
Feb.	SO for roundtable on nested systems policy paper BC,DR for M&E	DM – training on best practices	GP and video team for M&E and communications support
March	DR for landscape visions and support to UCC	WFC for value chains and livelihoods	

<i>MONTH</i>	<i>CRC-URI</i>	<i>WorldFish Center</i>	<i>SustainaMetrix</i>
April	PR – climate change seminar development and development of academic programs	WFC for resilience interventions	
May	BC – Training on co-management of fisheries	DM – Training on Co-management of fisheries	
June	CRC partners (4) to Summer Institute Training at URI H for shoreline planning		
July	BC, DR M&E and work plan	DM for M&E and work plan	GP for M&E and Y4 workplan
August	CM – workplan budgeting MF to URI for workplan		
Sept.			

URI-CRC BC – Brian Crawford; SO – Stephen Olsen, DR – Don Robadue, CM – Cindy Moreau, PR – Pam Rubinoff, H- Hilary, MF – Mark Fenn,
WF DM = Dave Mills
SM GP – Glenn Page, SS – Sean Southy

3.6 Environmental Monitoring and Compliance

The Initial Environmental Examination (IEE) was submitted in December 2009 subsequent to submission of the first implementation work plan. Environmental screening and monitoring schemes were put in place in Year 1 to ensure no significant environmental impacts are occurring for those actions or projects which are identified as possibly causing minor environmental impacts. Most activities to date fall under categorical exclusions (e.g. trainings, meetings, assessments, environmental surveys). Some of the small grant activities have required environmental screening but have resulted in negative determinations. The ICFG Initiative prepares an annual Environmental Monitoring and Mitigation Report to USAID as required as conditions of the approved IEE.

3.7 Branding

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

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

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

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

3.8 Budget

The following tables show the summary Year 3 budget by main program elements and by accounting object class categories. Cost share from URI and implementing partners is also shown. The Year 3 budget assumes additional obligations from USAID/Ghana in FY 12 of \$2,500,000 in addition to carry over funds from the previous year.

Program Element	USAID	Cost Share	Total
1. Options for a Nested Governance System	1,087,152	109,853	1,197,005
2. Improved Governance at the District Scale	1,293,125	261,212	1,554,338
3. Program Management	781,559	354,962	1,136,521
Total	\$ 3,161,836	\$ 726,028	\$ 3,887,864

Object Class Category	USAID	Cost Share	Total
Personnel	168,930	167,278	336,208
Fringe	77,047	41,201	118,249
In Country Staff and Consultants	838,400		838,400
Graduate Student Stipends	34,210		34,210
Subcontracts	927,541	283,750	1,211,291
Other Direct Costs (including small grants)	343,241	199,281	542,522
Travel	253,189		253,189
Tuition	58,232		58,232
Total direct	2,700,791	691,510	3,392,301
Indirect	461,045	34,518	495,563
Total	\$ 3,161,836	\$ 726,028	\$ 3,887,864

Appendix A. Summary of the Performance Management Plan

The goal of performance management and evaluation is to encourage adaptive management and learning within the Initiative and to report results to USAID/Ghana. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Initiative's Performance Management Plan (PMP) was drafted as part of Year 1 work planning activities. However, given the evolving nature of the objectives and activities in Phase 2, based largely on the outcomes of Phase 1, projecting the best indicators for use over life-of-project and respective targets was not fully possible. As the Phase 2 design was developed as part of the Year2 work planning process, the PMP was revised to fit with a process for undertaking periodic monitoring and evaluation, learning and adaptive management of the initiative.

A summary of key indicators is provided below. Time-bound targets per indicator, where appropriate are being refined after a detailed planning process made in close consultation with local partners and beneficiaries. The targets will be reviewed annually and adjusted as necessary based on Initiative progress, experience and lessons learned. The PMP will include the Initiative's own monitoring and evaluation activities and indicators in addition to the USAID oriented Indicators and targets.

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

The *ICFG Initiative* invests resources in monitoring to foster learning and adaptive management (also see Component 5). Learning and sharing occurs across implementation sites and with other projects and programs. An internal self- assessment is conducted annually in conjunction with the work-planning events where performance results and targets are reviewed, and then work activities or targets modified if needed.

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

- Preparation and submission of semi-annual progress reports to USAID/Ghana AOTR (Agreement Officer Technical Representative)
- Timely and regular input of data into the USAID TraiNet system for training activities
- Annual self-assessment of progress and annual workplan preparation and submission by CRC for approval by USAID

- Collection, analysis and reporting of data to USAID on Initiative indicators and targets for Program performance monitoring, submitted semi-annually as part of the standard semi-annual progress report

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

The Orders of Outcome Results Framework as described in the ICFG Initiative Description and shown below groups indicators for each key Results area by order of outcome. The table of indicators below shows the major USAID indicators that the program is currently using for semi-annual reporting. This is a somewhat modified list from the original PMP submitted to USAID but is a revised set agreed to in meetings with USAID this past year.

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

The Initiative contributes to several USAID program objectives on food security, bio-diversity and climate change. The focus on monitoring will be based on documentation of baseline conditions as these relate to the Orders of Outcomes framework as well as USAID indicators. The baseline will be the basis for setting targets and selecting the indicators that will be tracked to measure process and assess learning on all aspects of the ICFG Initiative. The following is the results framework used to track progress towards the goal the ICFG Initiative contributes to.

As 1st and 2nd Order Outcomes are achieved, the potential for building evidence toward achievement of 3rd Order Outcomes as expressed in the goal statement become possible. Together, the goal statement and the sequence of orders of outcome results described above, make up our results framework and development hypotheses. Indicators to judge progress towards achieving these results are listed in the table below by Orders of Outcome.

3rd Order Outcomes	<p>GOAL</p> <p>Support the government of Ghana in achieving its development objectives of poverty reduction, food security, sustainable management and conservation by contributing to the following vision:</p> <p>Ghana's coastal ecosystems are being developed and conserved in a sustainable and equitable manner: the goods and services produced by sound coastal governance and improved fisheries management are generating a diversity of long-term socio-economic benefits for coastal communities while sustaining biodiversity.</p>	
2nd Order Outcomes	<p>Result 3</p> <p>Changes in behavior at the local, national and regional levels are supporting the ecosystem approach to coastal and fisheries planning and decision-making and more sustainable forms of coastal resources use.</p>	<p>Result 2</p> <p>Changes in behavior at the local, regional, and national level are setting the stage for generating social and economic benefits to resource users.</p>
1st Order Outcomes	<p>Result 1</p> <p>Enabling conditions (capacity, constituencies, commitment, goals) for a fresh and integrated approach to coastal and fisheries governance in the Western Province and at the national and regional scale is assembled.</p>	

Figure 2: The ICFG Initiative Results Framework

ICFG Initiative Performance Indicators

The following list are the key indicators that are being used by the ICFG Initiative to track performance. Some of these represent USAID standard FtF, bio-diversity and climate change indicators and others are custom indicators felt important by the Initiative.

1st Order Enabling Conditions (Result 1)

1. Improvements assessed by a governance scorecard (Addressing goals, constituencies, commitment and capacity dimensions)
2. Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by government w/time bound quantitative environmental & socio-economic targets
3. Number of organizations and government agencies strengthened
4. Number of stakeholders participating in resource management initiatives, workshops regional meetings/exchange visits
5. Number of government personnel, community leaders and private sector stakeholders trained
6. Hectares (terrestrial and marine) in areas of biological significance under improved management:

1st Order Enabling Conditions and 2nd Order Changed Practices (Result 3)

7. Amount of private sector and/or government agency resources (\$\$) allocated for planning or implementation of ICM and fish management plans or strategies

2nd Order Changed Practices (Result 2)

8. Number of rural households that benefit directly from USG Assistance

In Year 3, we are proposing the addition of the following three indicators in order to report on indirect funding contributions to the USAID GCC-SL program:

9. Quantity of greenhouse gas emissions sequestered
10. Number of climate change vulnerability assessments conducted
11. Number of institutions with improved capacity to address climate change

Targets for Year3 per indicator are shown in the Table below:

USAID Indicator	Year 3 Target	Life of Project Target
<i>1st Order Enabling Conditions (Result 1)</i>		
(1)Improvements assessed by a governance scorecard addressing goals, constituencies, commitment and capacity dimensions	Increasing	Increasing annually. 4 initiatives tracked (Western Region as a whole and 3 focal areas of Shama, Cape Three Points and Amansuri)
(2) Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by government w/time bound quantitative environmental & socio-economic targets (3 wetlands in STMA, Cape Three Points reserve, Amansuri, 3 community wetland areas)	4 district bye-laws adopted, 7 policy briefs completed and a working paper on ICM drafted	8
(3) Number of organizations and government agencies strengthened	53, qualitative narrative provided in PMP on how each is being strengthened	53 organizations being strengthened as the main targets. Initiative has been working with most of these in Year2 but expects strengthening to continue through end of project so no annual targets
(4) Number of stakeholders participating in resource management initiatives, workshops regional meetings/exchange visits (To be disaggregated into men and women and by FtF or Biodiversity/GCC-SL)	No target but tracked, ~1500 persons estimated	Tracked but no targets
(5) Number of government personnel, community leaders and private sector stakeholders trained (To be disaggregated into men and women and by FtF or Biodiversity/GCC-SL)	600	400
	13,050 hectares (Cape Three Points: 5,100 hcts, CREMA wetland: 7950 hcts)	32,700 hct (initial estimates but more precise estimates provided once UCC has district and focal area GIS mapping completed)
<i>1st Order Enabling Conditions and 2nd Order Changed Practices (Result 3)</i>		

USAID Indicator	Year 3 Target	Life of Project Target
(7) Amount of private sector and/or government agency resources (\$\$) allocated for planning or implementation of ICM and fish management plans or strategies	Tracked but estimated to potentially be \$500,000	Tracked but no targets. Is a measure of funds the Initiative has been able to leverage from other sources to contribute to project objectives
<i>2nd Order Changed Practices (Result 2)</i>		
(8) Number of rural households that benefit directly from USG Assistance	TBD – tracked but no target this year	300
(9) Number of private-public partnerships formed	No target but 6 estimated	Tracked but no target
<i>GCC-SL Indicators (Additions in Year3 for reporting on indirect contributions to the USAID program)</i>		
(10) Quantity of greenhouse gas emissions sequestered	TBD	Tracked, no target
(11) Number of climate change vulnerability assessments conducted	3 focal areas covering 5 districts	Tracked, no target
(12) Number of institutions with improved capacity to address climate change	No target but 10 estimated	Tracked, no target

Appendix B. Year 2 Summary Self-Assessment Report

Year Two Summary Self-Assessment

Hɛn Mpoano (Our Coast)

Integrated Coastal and Fisheries Governance Initiative (ICFG)

October 1, 2010 – September 30, 2011

Cooperative Agreement # 641-A-00-09-00036-00



September 2011



1. INTRODUCTION

The Purpose of this self-assessment. This document summarizes the status of the ICFG project at its midpoint. It considers what has been accomplished and what has been learned in light of the goals of the project. It then suggests the adjustments that should be made to maximize the efficiency and effectiveness of the project as it works to draw from experience gained, primarily in the Western Region, to detail a model for a nested governance system that addresses the priority issues for both coastal and fisheries governance in Ghana. This summary draws upon a self-assessment of the project prepared at the close of Year 1 (included in the Our Coast Our Future document), and self-assessments conducted with the project's international and Ghanaian partners in March and July of 2011.

The scope, goals and principle strategies of the ICFG project. The central objective of the ICFG Initiative is to assemble the pre-conditions for a formally constituted and decentralized coastal and fisheries governance program for Ghana's Western Region that can serve as a model for the nation. As an expression of the ecosystem approach, these preconditions include:

- Clearly defined goals that resonate with stakeholders;
- Constituencies that support such goals and a plan of action to achieve them;
- Governmental commitment expressed as a mandate, the necessary authorities and the resources to successfully implement the program; and,
- The institutional capacity to sustain the initiative on into the future.



The Three Phases of the Project. The ICFG project is a four-year initiative that began in October 2009 that has been structured into three phases to be completed in September 2013. The first phase, which concluded in September 2010, emphasized consultation, information gathering and the preparation of a baseline that documents trends, current conditions and issues as they relate to integrated coastal zone management (ICM) and governance in the Coastal Districts of the Western Region and in fisheries management and governance as they were perceived by project participants at the start of the project. Phase 2, which began in October 2010 and will conclude in September 2012, is devoted to a wide range of activities designed to define specific goals for improving coastal and fisheries governance in the coastal districts of the Western Region. A central strategy during this second phase is

to build the constituencies among key stakeholders and enhance their capacity to carry forward new and more effective approaches to coastal and fisheries governance that will maintain the flow of goods and services that the people of the Western Region want and need. The third phase will emphasize consolidation of experience and the articulation of a model for coastal and fisheries governance. We anticipate that this model will be demonstrating positive outcomes and will offer Ghana an approach to build capacity for response to the many pressures on coastal and fisheries resources that could be scaled-up to the nation as a whole. This third phase was set to

begin in October 2012 but some elements will begin in 2011. The project will conclude in September 2013. The monitoring and evaluation process underscores that transitioning from Phase 2 to Phase 3 is the central challenge at this mid-point of this project for the following reasons:

- The current range of activities, each with their own set of dynamic complexities, cost implications, timelines and stakeholders, have generated experience and knowledge of the place that suggests the best investments for achieving the goals defined in the original proposal to USAID.
- In a frontier-type economy, amplified by an oil boom in the Western Region, opportunities to influence the development of policy open and close at an unpredictable pace. These policy windows and their implications to ICFG must continue to be carefully examined to ensure that involvement will help achieve the ultimate goal for the project.
- There have as yet been few opportunities to integrate activities undertaken in fisheries with those designed to demonstrate good practices in coastal management.
- Difficulties with accessing the necessary technical capacity in Ghana has delayed progress on a number of Year 2 scheduled activities in the formulation of goals, policies and implementing strategies for nested governance systems for ICM and fisheries. These must link roles and actions at the community level with roles and actions at the scale of the Western Region and the nation. However, the experience gained with pilot scaled activities and better understanding the context for such fresh approaches to ecosystem governance have laid a better foundation for addressing these crucial topics in Year 3. In fisheries the nature of the policy opportunities are quite different from those in coastal zone management. In fisheries, investments by the World Bank are designed to promote the transition from an open access to a managed access fishery. However, communication and dialogue with the various elements within the fishing industry has been weak and there is little understanding of the goals, the potential benefits or the strategies for achieving the desired outcomes. The enforcement of new and existing fisheries regulations is widely perceived as unplanned and erratic. The ICFG project can make a major positive contribution by demonstrating how better communication and the integration of bottom-up forces will contribute to a nested governance system with defined roles and responsibilities for players at the community, region and national levels. In Year 3, the ICFG will partner with the World Bank project to define and implement small fisheries habitat management units, which may involve no more than 3-4 communities.
- In the Western Region the absence of a national ICM program is giving rise to a number of largely uncoordinated spatial planning efforts prompted primarily by the anticipated needs and consequences of an oil boom. The ICFG project is working to coordinate among these various activities and to tailor its efforts to promote collaboration and cross-project learning.



Features of the ICFG M&E framework. As detailed in the project's Monitoring and Evaluation (M and E) component, progress toward the project's goals are being documented and evaluated by applying a combination of governance scorecards developed by the Coastal Resources Center (CRC) and SustainaMetrix and selected USAID indicators. The scorecards are structured as simplifying frameworks designed to aid in sequencing and prioritizing activities. They are heuristics for organizing and assessing the advance of an initiative that is applying the ecosystem approach to a specified area of geography. The use of these scorecards is a feature of selected project elements (such as work in three select District-level focal areas) and the project as a whole. Building a shared understanding of the how to assess progress through the policy cycle (the purpose of Scorecard #1 described below) and the measuring the degree to which the essential enabling conditions are present (the purpose of Scorecard #2) has been a feature of training in Years One and Two. The scorecards are the basis of further self assessments that will guide adjustments in Year 3 and the crucial transition from Phase 2 to Phase 3. The Phase 3 proposals for nested governance systems will draw heavily on the experience from the use of the scorecards in the three District-level focal areas. The features of a proposed nested coastal governance system will be developed in close consultation with the project's Advisory Council and the relevant government institutions at the national level. A summary of the progress for the project as a whole is presented below:



<i>Step in the Policy Cycle: Project as a whole</i>	<i>Status: Time 1</i>	<i>Status: Time 2</i>
<i>Step 1: Issue Identification and Assessment</i>	Issue selection Completed , otherwise Underway for all four other indicators	Underway on all six indicators
<i>Step 2: Design of Nested Governance Program</i>	Underway on three indicators Not initiated on three indicators	Spatial boundary Completed , otherwise Underway on all indicators
<i>Step 3: Formal Adoption</i>	Not initiated for both indicators	Underway on both indicators
<i>Step 4: Implementation</i>	Not initiated Pilot scale activities underway . Implementation of a proposed nested system should occur after formal endorsement in Year 4.	Not initiated Pilot scale activities underway . Implementation of a proposed nested system should occur after formal endorsement in Year 4.
<i>Step 5: Evaluation</i>	Not initiated	Underway via self-assessment and routine project monitoring.

The Purpose of Scorecard #1: Assessing Progress By the Policy Cycle. The first scorecard is based on a five-step policy cycle. It addresses the sequence of specific actions that guide the process of developing a program constructed on the principles of the ecosystem approach to a natural resource governance initiative. The policy cycle begins with an analysis of problems and opportunities (Step 1). It then proceeds to the formulation of a course of action (Step 2). Next is a stage when stakeholders, and responsible government agencies commit to new behaviors and allocate the resources by which the necessary actions will be implemented (Step 3). This requires formal commitment to a set of policies and a plan of action and the allocation of the necessary authority and funds to carry it forward. Implementation of the policies and actions is Step 4. Evaluation of successes, failures, learning and a re-examination of how the issues themselves have changed rounds out a “generation” of the management cycle as Step 5. The five steps may be completed in other sequences, as for example, when an initiative begins with enactment of a law (Step 3) that provides the mandate for analyzing issues and developing a detailed plan of action (Steps 1 and 2). Altering the sequence, however, often comes at the cost of efficiency, as when it becomes apparent that the authorities provided by the law prove to be inadequate for implementing the actions that are required. Progress and learning are greatest when there are many feedback loops within and between the steps (Olsen et al., 2009).

<i>Progress in Assembling Enabling Conditions: ICFG</i>	<i>Average Score - Time 1 Range: 0-3 (3 is best)</i>	<i>Average Score - Time 2 Range: 0-3 (3 is best)</i>	<i>Trend</i>
<i>Unambiguous Goals: 3 Indicators</i>	1 out of 3	0.6 out of 3	Decreasing ¹
<i>Supportive Constituencies: 3 Indicators</i>	1 out of 3	1.8 out of 3	Increasing
<i>Formal Commitment: 3 Indicators</i>	0.6 out of 3	0.6 out of 3	Same
<i>Institutional Capacity: 5 Indicators</i>	1.4 out of 3	1.6 out of 3	Increasing

Scorecard #2: Assessing the Preconditions for an Ecosystem Governance Program. Many technically sound plans as well as formally enacted legislation are unimplemented as expressions of the "implementation gap" that unfortunately characterizes many initiatives in natural resource management worldwide. The Orders of Outcomes framework addresses this problem by disaggregating the ultimate goal of sustainable development into a sequence of more tangible outcomes. This is defined in the 1st Order, as the outcomes of a successful planning phase (Steps 1 through 3 of the policy cycle) by the presence of four conditions that are most essential to the effective implementation of a policy and plan of action. The 2nd Order address actions of resources users, institutions and businesses that signal the implementation of a policy and plan of action. The 3rd Order is achieved when the societal and environmental conditions targeted by the goals of the program have been achieved. The goal of the ICFG project, to be completed by the end of Phase 3 in September 2013, is defined as the assembly of the 1st Order enabling conditions for a nested governance system that addresses both coastal and fisheries issues. Some

¹ See description of these indicators in the following section and greater detail in the actual governance scorecards.

examples of 2nd Order changes in behavior that signal the initial implementation of approaches promoted by the project are anticipated in the Western Region. 3rd Order improvements in societal and environmental conditions may be identified that are attributable to the project but are not anticipated within the limited four-year period of the ICFG project. The table above shows a decrease in the rating for goals. This is due the appearance in Year 2 of new regional donor regional planning programs– Jubilee, NORAD and MEST and lack of clarity on the goals of the Fisheries Commission in its early enforcement actions. In Year 1 the project made substantial progress building constituencies within the traditional leadership system. In Year 2, the focus was on District and Regional level government and steps. There is as yet no formal commitment to the policies and plans being formulated in the focal areas. Year 2 marked the development of training programs and study tours which have considerably strengthened capacity to design and implement ICM and fisheries governance among the project’s stakeholders and built the foundations for a wide spread extension of capacity building efforts.

USAID Quantitative Indicators: The Initiative has been designed to contribute to several USAID cross cutting themes on gender, decentralization, empowering Ghanaians, food security, and public-private partnerships. The primary focus of the ICFG Initiative, however, is to build the enabling conditions for an integrated approach to coastal and fisheries governance in the Western Region and a model that can guide actions and reforms at the national scale. The focus on monitoring will be based on documentation of baseline conditions as these relate to the Orders of Outcomes and Policy Cycle framework is supplemented by the following USAID indicators:

- Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by government w/time bound quantitative environmental & socio-economic targets
- Number of organizations and government agencies strengthened
- Number of stakeholders participating in resource management initiatives, workshops regional meetings/exchange visits
- Number of government personnel, community leaders and private sector stakeholders trained
- Hectares (terrestrial and marine) in areas of biological significance under improved management:
- Amount of private sector and/or government agency resources (\$\$) allocated for planning or implementation of ICM and fish management plans or strategies
- Number of rural households that benefit directly from USG Assistance
- Average household food group diversity score

2. THE CONTEXT FOR COASTAL AND FISHERIES GOVERNANCE IN GHANA’S WESTERN REGION

While the decentralization of governmental roles and responsibilities has been an important topic in Ghana since the 1960s, most governmental roles and responsibilities remain concentrated in agencies in Accra. The role of the regions is limited to the coordination among districts as they respond to directives and annual funding allocations channeled to them by the Ministry or Local Government. Within this centralized governmental system the scope and maturity of planning, policy making and regulation for fisheries and coastal management is very different. Responsibility for the management of fisheries lies with the National Fisheries Commission

within the Department of Food and Agriculture. Through a partnership between the Fisheries Commission and the World Bank, an ambitious program of reform designed to restructure the



fisheries sector has proceeded through many years of planning and policy making and is set to begin implementation in late 2011. At the scale of the Western Region, the Commission is represented by an office that is responsible for data collection and has some coordinating functions in extension and enforcement. There is no clear mandate, as of yet, or delegation of authority for community-based fisheries management. This is a planned feature of the World Bank Program and as the ICFG program has begun capacity building programs in preparation

for the new roles that fisheries officers will play as extension agents.

Ghana is blessed with abundant and resilient fishery resources sustained by the upwelling that produces large populations of pelagic species. This crucially important source of protein rich food to the nation and the region and major source of employment to Ghana's coastal communities is at risk due to decades of overfishing that has now transitioned to new extremes with the widespread use of illegal methods such as deep water light fishing. These open access fisheries were in the past regulated to some degree by traditional Chief Fishermen but their influence has diminished. Fisheries regulations promulgated by the national Fisheries Commission in 2010 have been flagrantly ignored. To date, enforcement efforts have been sporadic, uneven and often ill prepared.

Prosecution efforts have improved significantly through ICFG training of judicial authorities. The fishery is dominated by fleets of sea going canoes that are anticipated to become more profitable and possibly more efficient if the transition from an open access fishery to a managed access fishery is accomplished and if their landing sites are upgraded and provided the necessary supporting infrastructure and services.



The context for coastal management, in contrast to the centralized and mature policy for fisheries, is one where responsibility is distributed among a number of governmental entities many of which are within the Ministry of the Environment Science and Technology (MEST). There is, however, no formally constituted national integrated coastal management program, although several proposals for the creation of such a program, or establishment of Coastal Commissions, have been proposed in national policy documents. In the Western Region, responsibility for how the shoreline is developed, how governmental agencies respond to problems of erosion and habitat destruction and how conflicts are mediated among the many businesses and communities competing for a shorefront location is not clear at the local or national government levels. This is further complicated by the unclear role of traditional

authorities. Major decisions on coastal development, such as the siting of new infrastructure such as a highway or airport, and decisions on major permits that require preparation of an Environmental Impact Assessment are made by governmental agencies in Accra, often with minimal consultation at the District and community scales. At the District level, shoreline development in most instances advances without the benefit of spatial planning or meaningful regulation at a time when the accelerating pace of coastal development in the Western Region makes the need for more effective and efficient planning and decision making particularly urgent. The rapidly emerging demand for the onshore facilities required by offshore oil and gas production, combined with growth in mining, rubber and palm oil production and tourism are changing rural landscapes in the coastal districts, driving urban expansion and putting pressure on previously undeveloped shorelines.

These differences in governance structure and maturity, create an urgent need for an integrating approach to coastal and fisheries governance. The World Bank support for fisheries Sector reform favors the canoe fishery and seeks to increase its efficiency by eliminating the industrial trawlers and reducing the semi-industrial fleet. However, there will be challenges to these policies given the political interests of the semi-industrial fleet. The canoe fleet is distributed across many landing sites and its future success as an efficient provider of quality seafood requires major improvements in the onshore infrastructure and support services, notably sanitation, storage facilities, and transportation improvements. In the Western Region, competition is intensifying for shorefront sites for beach tourism, residential development and the burgeoning offshore oil and gas industry. At present landing beaches and their associated communities are unplanned, competition for space is intense and there is often no sanitation or potable water supply. Fish are often landed and processed in highly unsanitary settings and access to ice, cold storage, processing facilities and trucking is absent or improvised. There are pressing needs for improvements in community governance, including mechanisms for conflict resolution. A priority for coastal management in Ghana is to provide for an orderly development process in fishing communities and to conserve, and where feasible, restore the near-shore and estuarine habitats that are important to sustaining demersal fish populations.

3. ICFG CONTRIBUTIONS TO EFFECTIVE FISHERIES GOVERNANCE

The ICFG Approach. The ICFG is responding to the need to strengthen the enabling conditions for the successful implementation of the national Fisheries Policy and Plan by undertaking a series of activities that focus upon the Western Region and work to model responses to the following strategically important issues:

- Establishment of a Western Region Fisheries Working Group as a forum for informed dialogue on the how to build support for a fresh approach to fisheries governance
- The need for improvements to the data gathering system in order to better link changes in fishing effort with the catches landed
- Enhancing understanding of best practices in fisheries management through seminars, study tours and an education program targeted at fishing communities
- Piloting local efforts that support national strategies for fisheries surveillance and the enforcement of fisheries regulations
- Encouraging dialogue on a more efficient and effective licensing program for the canoe fleet.

These activities are designed to complement and strengthen the transition from an open access to a managed access fishery by strengthening the pre-conditions in the Western Region for the successful implementation of the Ghanaian Fisheries Policy and Plan. The results of the self-assessment for the Fisheries aspect of the program as a whole, follows:

Results of Scorecard #1 - Assessing Progress Through the Policy Cycle. The Ghanaian fishery policy and associated regulations has evolved since Independence through a sequence of distinct generations. The Fisheries Act adopted by parliament in 2002 created a Fisheries Commission with a mandate to establish fisheries management plans, license fishing vessels and oversee the enforcement of fisheries regulations. A Fisheries and Aquaculture Development Plan developed in collaboration with the World Bank was adopted in 2009 and revised fisheries regulations where promulgated in 2010. Some enforcement actions have been taken in 2011 seemingly with little overarching strategy. In terms of the policy cycle, the national fisheries management program has advanced through Steps 1, 2 and 3 and is at an initial phase of implementation (Step 4).

Results of Scorecard #2: The Maturity of the Enabling Conditions. Unfortunately, the preconditions for successful implementation of the Fisheries Policy and Plan are weak or absent in the Western Region.

Goals: The Government of Ghana, through the Fisheries Commission, and in partnership with the World Bank, is working to restructure the Ghanaian fisheries sector and reform how fisheries are managed in order to make the transition from an open access to a managed access fishery. According to the most recent Aide Memoire on the collaborative effort (World Bank, January, 2011) this ambitious program will be structured as a five-year process that features:

- Freezing the size of the canoe fleet at current levels;
- Reducing the semi-industrial fishing fleet by approximately 50%;
- Removing the trawler fleet;
- Investing in infrastructure to increase the added value of fish caught by the canoes; and,
- Building the capacity and capability of the government and stakeholders to manage the fishery effectively and increase the value of the landed catch.

An initial and critically important step to this plan of action is to register and license all fishing vessels, including specifically the estimated 14,000 canoes -many are presently inactive. While the Fisheries Plan and the 2010 Fisheries Regulations were the subject of several workshops designed to engage leaders in the fishing sector, knowledge of the goals of the program and of the regulations remains low. A recurring question raised in conversations between members of the ICFG project with stakeholders in the fishing sector, including



several chief fishermen, is “what are the goals for fisheries – what does the government want to achieve with its new regulations?” This is a crucial question that requires an unambiguous answer. Restructuring of the industry to favor the canoe fishery will be welcomed by the bulk of those engaged in fishing that have long pleaded for the elimination of the industrial trawlers and controls over the semi-industrial fleet. Many will resist limited entry into their fishery. But, if skillfully handled, these trade-offs could be the basis for building bottom-up political support for the reforms being pursued by the Fisheries Commission and the World Bank. This is an example of the potential for the project to develop and act upon strategies to meet this need and demonstrate the benefits of a sustained and well-informed dialogue at a time of major change in the primary source of livelihood to coastal communities in the Western Region.

Constituencies. The lack of clarity and understanding among both the leaders and the rank and file of fishers as to what the goals of the national fisheries program are, combined with flagrant violation of the regulations promulgated in 2010, demonstrate that there is little constituency for the national program within the fishing sector. The ICGF has developed promoted informed dialogue through the Fisheries Sector Working Group that has been recognized by the Fisheries Commission as a model for the nation. World experience in fisheries management repeatedly underscores that voluntary compliance is a major feature of the successful implementation of any fisheries plan and its associated regulations, and this requires support for the program within the fishing community.

Commitment: At the national level, within the Fisheries Commission, and associated partners in the Navy there is support for the fisheries reforms and high expectations that the World Bank and other international institutions will invest in the program’s implementation. There is great interest in:

- Building awareness that “we cannot continue down the same path or we will loose our fishery”
- Depoliticizing the fisheries sector
- Moving towards best practices
- Promoting compliance and enforcement of the regulations

However, the frustration and disappointment brought by the failure of the community-based fisheries management initiative documented by a World Bank evaluation by (Brimah, 2009) and skepticism that District level Fisheries Committees have the potential to contribute to decentralized management in the absence of a clear legislative mandate, are major barriers to forward progress.

Capacity: The fisheries regulations promulgated by the Fisheries Commission in 2010 are widely seen by fisherman as necessary. However, their uneven enforcement is a barrier to voluntary compliance. The capacity of the government to respond to this constituency is weak. In mid-2011 police undertook several enforcement actions and the armed forces directed at light fishing and the use of small mesh gill nets. There was no significant effort before these enforcement actions to educate fishermen on the regulations, the reasons for them or the actions that would be taken if regulations continued to be ignored. The result has been surprise, confusion and anger and mounting resistance to the Fisheries Policy within the fishing

community. Effective monitoring, surveillance and enforcement actions are urgently needed and must be matched by an education, communication and consultative process that engender support within the fishing community. The following four actions are urgently needed:

1. An educational program on the regulations and why are the needed.
2. Establishment and training of marine police units
3. Catalyzing a wave of compliance starting in strategically selected landing sites
4. Well-planned and efficiently executed enforcement that targets equally the three fleets and all illegal fishing methods.

ICFG activities in Years 1 and 2. In Years One and Two the activities undertaken with the support of World Fish Center have been selected to address the key issues that can be addressed at the scale of the Western Region. These were defined as follows

- A review of the many studies and ongoing research on the state of the fisheries resource
- A description and analysis of fishery markets, marketing systems and fish-based livelihoods
- An overview of the cultural traditions relating to marine fishing
- Development of improved methods for gathering and presenting information of the catches and effort of the various fleets
- An analysis and formulation of strategies posed by the role of gender in all aspects of fisheries
- The preparation of case studies that examine the processes and outcomes of expressions of recent and ongoing fisheries initiatives including the pre-mix fuel subsidy program and the community-based fisheries management program (this element was not undertaken).

Activities in Year One demonstrated that while there are many strengths in the Ghanaian fisheries data collection system, a number of adjustments are needed to improve accuracy of the estimates of the volumes of fish landed and more importantly to better gauge the increases in effort that are required to achieve each harvest. In an effort led by WorldFish, additional or adjusted methods for data collection have been selected and those gathering such information have been trained in their use. A detailed Fisheries Sector Review prepared by the World Fish Center provided the project with a detailed assessment of the status of fisheries in the Western Region.

In Year Two, the ICFG created the Fisheries Sector Working group comprised of leaders of canoe and semi-industrial fleets. It has worked to advise the Fisheries Commission on the implementation of policies and regulations and to address conflicts among the fleets. The working group was officially inaugurated by the Chairman of the Fisheries Commission and is now seen as a model for the regions. Study Tours have been conducted that allow opinion leaders to see for themselves both successes and failures in various approaches to fisheries management in other African nations. This has been complemented by lectures and seminars for members of the Fisheries Commission in Accra and similar events designed to increase awareness on management options in the Western Region.

The ICFG project, as well as the future World Bank Program, has recognized the potential for small management units to co-manage and monitor habitats and sedentary demersal stocks. The management of pelagic species, in which both the fish and the fishermen migrate up and down the coast, has to occur at the scale of the nation and the much larger Guinea Current Large Marine Ecosystem (GCLME). It is especially important to recognize that the contributions that can be made to national fisheries goals by community-based fisheries management cannot be made operational until there is a formal mandate for such a decentralized approach to fisheries governance. The project is working closely with the Monitoring Control and Surveillance Program of the Fisheries Commission to improve their enforcement strategies and approaches. The ICFG project has developed a program for the training of enforcement, prosecution and judicial authorities in the Western Region that has resulted in an increase of successful prosecutions. Plans have been developed for training police units that can operate from fisheries landing sites to discourage illegal fishing methods.



ICFG priorities for Years 3 and 4. The ICFG's efforts in fisheries in Year Three will concentrate on the following:

- Work with the Fisheries Commission and the World Bank to develop models for bottom-up approaches to fisheries governance that compliment top down policy making.
- Develop models for best practices in community-based management at landing beaches
- Design and implement a communication program that addresses the implications of major changes in how fisheries are conducted in the Western Region and Ghana as a whole
- Support and inform efforts designed to promote compliance and enforcement at local levels
- Further develop options for small-scale fisheries management units.

A major emphasis in the remaining two years of the project will be to examine conditions at selected landing beaches and define how the enabling conditions may be strengthened for improving the manner in which the infrastructure and services required to receive, process and ship a highly perishable product may be put in place. This requires spatial planning in a context of climate change and strengthening the capacity of local governance systems to resolve conflicts and meet increasing demand for shorefront space from competing industries.

4. ICFG CONTRIBUTIONS TO EFFECTIVE COASTAL GOVERNANCE

The ICFG Approach.

The ICFG is working to illustrate the benefits of an approach to ICM that addresses well-defined issues and involves stakeholders in planning and policy making process that nests within land use management at larger scales. The ICFG has placed a major emphasis upon applying an approach with three major characteristics. The first is that the issues analysis and goal setting addresses both the societal and the environmental dimensions of coastal change. This is important since other on-going planning efforts tend to give scant attention to sustaining the

goods and services that flow to society from wetlands, healthy estuaries and natural areas that are a basis for tourism and the quality of life of all. A second feature is to emphasize the importance of involving stakeholders from the private sector, civil society and government in framing responses to the issues of concern. The third feature of the approach advocated in the three focal areas is the importance of integrating (nesting) coastal management practices into the existing governance systems at the District, regional and national scales. In all three focal areas the traditional chiefs, who play a major role in determining how land is allocated, have a central role in this consultative process:-

Box 1: Projects and Programs Contributing to Land Use Management in the Coastal Districts of the Western Region.

- The USAID-funded LOGODEP is working to build District governance capacity in the Western Region in selected Districts, including one of the ICFG focal areas (Shama) to strengthen land use management including the cadastral system and local revenue generation.
- Tullow Oil and the Jubilee Partners are sponsoring the preparation of GIS based Structure Plans for the six coastal districts in collaboration with the Ministry of Environment and Town & Country Planning.
- NORAD, the Norwegian Agency for Development Cooperation is funding the preparation of the Spatial Development Framework at the scale of the Western Region.
- Additional support for District land planning is taking place through the efforts of Town and Country Planning's Land Use Planning and Management Project. This also features the improvement of GIS capability.
- Private investment programs are also playing an important role such as the Korean led investment plan for Ahanta West. This planning effort assumes that development related to oil production will be concentrated in this area.
- Large coastal development investments such as Soroma, in Princess Town/Cape 3 Point area, are being reviewed and permitted through existing mechanisms in the absence of policies, plans and consultative procedures created specifically for the coastal environment.
- Town and country planning released a framework and a set process for spatial planning that must be followed by all future District and regional planning initiatives.

The major activity in Phase 2 has been to pilot coastal management activities in the three focal areas. These areas were selected at the end of Year 1 to illustrate conditions in coastal areas that range from areas heavily altered and rapidly urbanizing (Shama) to a rural setting as yet relatively isolated from development pressures (Amasuri). Cape Three Points was chosen as an intermediate setting in which tourism and protection/restoration of important habitats are priorities and development pressures are intensifying. By the close of year-two in September 2011, the three pilots were engaged in varying degrees in all the essential activities associated with steps one and two of the cycle. The largest effort has been in Shama District where the first step was to characterize land-use at the district scale and then attempting to define - with the engagement of multiple stakeholders - a "preferred land-use" scenario. In the Western Region the urgent need for strengthening land use planning and decision making along the coast is recognized by the donor community and there are a number of projects and programs are underway that, like the ICFG project, are working to meet these needs (see Box 1).

The ICFG project is working to promote communication and collaboration among these various initiatives while recognizing that it cannot serve as the overarching integrator across all initiatives (even though such a role may be essential). The potential of the ICFG to contribute to a coordinated and nested systems of governance underscores the need for the ICFG to clearly define what contributions it can make to improving coastal planning and decision making in manner that does not duplicate other efforts and maximizes the impacts of its contributions. This process is now underway in the three focal areas.

Results of Scorecard #1 - Assessing Progress Through the Policy Cycle.

<i>Step in the Policy Cycle: Shama</i>	<i>Status</i>
<i>Step 1: Issue Identification and Assessment</i>	Issue selection completed, otherwise Underway on four other indicators
<i>Step 2: Design of Nested Governance Program</i>	Underway on six indicators
<i>Step 3: Formal Adoption</i>	Underway for funding required, Not initiated for formal mandate
<i>Step 4: Implementation</i>	Not initiated
<i>Step 5: Evaluation</i>	Not initiated
<i>Step in the Policy Cycle: Cape Three Points</i>	<i>Status</i>
<i>Step 1: Issue Identification and Assessment</i>	Underway on five indicators
<i>Step 2: Design of Nested Governance Program</i>	Underway on six indicators
<i>Step 3: Formal Adoption</i>	Underway for funding required, Not initiated for formal mandate
<i>Step 4: Implementation</i>	Underway for three of seven indicators The remaining four not initiated
<i>Step 5: Evaluation</i>	Underway on three indicators Not initiated for external evaluation
<i>Step in the Policy Cycle: Amansuri</i>	<i>Status</i>
<i>Step 1: Issue Identification and Assessment</i>	Underway on five indicators
<i>Step 2: Design of Nested Governance Program</i>	Underway on 4 indicators, not initiated on baseline conditions documented and institutional capacity developed
<i>Step 3: Formal Adoption</i>	Underway for funding required, Not initiated for formal mandate
<i>Step 4: Implementation</i>	Not initiated
<i>Step 5: Evaluation</i>	Not initiated

Step 1: Issue Identification and Assessment: This initial step focuses upon the identification and initial analysis of the environmental, social and institutional issues to be addressed by the ICFG in the Western Region. Stakeholders and their interests as related to those issues are identified. This step culminates in defining – with the active participation of stakeholders – the goals that define what the project will work to achieve. In Year One of the ICFG project, the principal issues and their implications were assessed through detailed coastal community surveys, the *Our Coast Our Future* baseline, the Fisheries Sector Review and other supporting activities. The major stakeholders and their interests were identified and participated in the processes of developing these initial outputs through a number of public workshops, training sessions, surveys and informal discussions. This, in turn, led to the selection of the issues upon which the ICFG

has focused its efforts in Year Two. For coastal management, the strategy has been to focus down on the focal areas as described above that are representative of the range of coastal conditions in Western Region. In these areas activities are underway that address the following priority issues:

- Identification and conservation of remaining coastal habitats (such as wetlands, estuaries, turtle nesting beaches, potential marine protected areas)
- Coastal erosion and flooding within the context of climate change
- Conflicts among those competing for a shorefront location along developed and undeveloped coastlines
- Provision of basic services in settlements (such as potable water, sanitation, on-shore facilities that support fisheries)

This “learning by doing” approach to coastal management will be a primary basis for shaping the proposal for Year 3 in order to make the transition to Phase 3.

In Year 2, ending in September 2011, the major effort has been in Shama District where the issues posed by land use were assessed first at the scale of the district as a whole before focusing down on areas where shorefront management, issues related to the fresh water supply and anticipated impacts of climate change can be addressed in a manner that involves local level stakeholders while engaging with the District officers, planners and the District Assembly. The ICFG efforts in the focal areas in Cape Three Points and Amasuri Wetlands are less advanced but have completed the issues and stakeholder identification steps and the selection of the specific areas for intervention will be undertaken.

Step 2: Formulation of Policies and a Plan of Action. In Step 2, a set of activities are typically undertaken by an interdisciplinary team that develops an ICM plan that has support among the stakeholders and can win formal approval in Step 3. This process requires refining the boundaries of the area or areas that will be the subject of detailed analysis, and undertaking the applied research and planning selected as the critical path for achieving the goals set in Step 1. Capacity building is a unifying thread throughout Step 2. As the participatory analysis and planning process unfolds, the policies and institutional arrangements emerge that can carry forward an ecosystem-based management scheme that addresses both environmental and societal dimensions of the focal issues. This typically involves the creation of advisory groups, a sequence of public workshops and the discussion of draft versions of the plan of action that is the principle product of Step 2.

In Year 2, the ICFG team working in Shama has identified priority areas for applying ICM approaches and tools. These include the Anankwari River, its floodplain and watershed; shoreline and fishing communities; the Pra River and associated wetlands. Investments in mapping and technical studies are identifying the key features of the shoreline, its suitability for different intensities of use and its vulnerability to climate change. By the start of Year 3 in Fall 2011, products from these studies will be available to inform the dialogue with officers in District government and through public outreach at the community level. The institutional framework for the nested governance system is being designed with the support of a District level Advisory Committee whose membership is drawn from government, civil society and

business sectors has been formed. An Advisory Committee working group supports community level engagements and ensures their feedback to the Advisory Committee.

Step 3: Formal Adoption and Funding for Implementation Secured. Formal endorsement of the policies and plans formulated in Step 2 marks the threshold to the full-scale implementation of the ICM Plan of Action. The prospect for such formal endorsement and the securing of the funds required for implementation is dependent upon the success of the project in winning the trust and commitment of the traditional chiefs, the District Chief Executive and the District Assembly. The necessary “political will” will be dependent upon the degree to which the plan is demand-driven and has won the support of a sufficient portion of the stakeholders that will be affected by its implementation. These formal endorsements are a crucial target for the Shama demonstration project in Year Three.

The critical importance of identifying a source of funding for sustaining the efforts instigated by the ICFG has led to an effort to access carbon credits. Feasibility studies for long-term carbon and/or biodiversity offsets have been initiated but long-term partnerships have not been formally secured.

Results of Scorecard #2: The Maturity of the Enabling Conditions.

<i>Progress in Assembling Enabling Conditions: Shama</i>	<i>Average Score - Time 1 Range: 0-3 (3 is best)</i>
<i>Unambiguous Goals: 3 Indicators</i>	1.6 out of 3
<i>Supportive Constituencies: 3 Indicators</i>	1.3 out of 3
<i>Formal Commitment: 3 Indicators</i>	1 out of 3
<i>Institutional Capacity: 5 Indicators</i>	1.4 out of 3
<i>Progress in Assembling Enabling Conditions: Cape Three Points</i>	<i>Average Score - Time 1 Range: 0-3 (3 is best)</i>
<i>Unambiguous Goals: 3 Indicators</i>	0.3 out of 3
<i>Supportive Constituencies: 3 Indicators</i>	1.3 out of 3
<i>Formal Commitment: 3 Indicators</i>	1 out of 3
<i>Institutional Capacity: 4 Indicators</i>	1.25 out of 3
<i>Progress in Assembling Enabling Conditions: Amansuri</i>	<i>Average Score - Time 1 Range: 0-3 (3 is best)</i>
<i>Unambiguous Goals: 3 Indicators</i>	0.3 out of 3
<i>Supportive Constituencies: 3 Indicators</i>	0.6 out of 3
<i>Formal Commitment: 3 Indicators</i>	1 out of 3
<i>Institutional Capacity: 5 Indicators</i>	1 out of 3

Goals. A program through which Districts identify priority areas for conservation (mangroves and other wetlands, lagoons and river estuaries, turtle nesting beaches) and “areas of concern” where detailed planning and management is most needed that addresses improvements in infrastructure in support of fisheries (landing sites, cleaning and sorting catches, cold storage, ice) and basic services (sanitation, potable water, waste disposal) are required. Such community level planning and decision making complements and acts upon important features of fisheries reforms called for by the GOG/World Bank project.

Constituencies. At this mid stage of the project the ICFG is working to demonstrate an approach to coastal management that is demand-driven and responds to the needs and concerns of its stakeholders. For the ICFG, the constituency element of the enabling conditions will be present when a core group of well-informed stakeholders is sufficiently large and motivated to propel forward a new and integrating approach to coastal and fisheries management and thereby sustain this effort once the ICFG project draws to a close in 2013. Constituencies for coastal management must be present in three distinct areas:

1. Among the user groups that will be affected by a "fresh approach" to coastal governance, most obviously the fishers and the coastal communities who will be directly affected by measures such as construction setbacks, protection of remaining coastal habitats (mangroves and lagoons) and improvements to sanitation and the infrastructure that supports fishing activities;
2. The larger public, including opinion leaders, religious leaders and political parties as well as informed schoolchildren, and;
3. The institutions whose interest and support will be required if a reformed nested government system for addressing coastal and fisheries issues is to become a reality.

The success in building such a broad-based constituency can only be measured indirectly by observing the number of participants and degree of engagement and integration in the ICFG by such stakeholders in the various project activities. Such engagement can be assessed through the nature of the discourse and the actions taken by the Advisory Council chaired by the Regional Chief Executive, the Fisheries Working Group and those participating in the three coastal focal areas. By the end of Year 2, in September 2011, engagement with stakeholders at the national level has occurred in the fisheries component through exchanges with members of the national fisheries Council.

During Year 2, NORAD began sponsoring a development and land use planning process at the scale of the Western Region that is overseen by a committee chaired by the Western Region Minister. A subcommittee for coastal planning will be established. In Year 3 the potential for merging these efforts with those of the ICFG to establish a long term permanent planning structure at the region scale must be assessed.

Capacity. District level government in the Western Region, particularly in rural areas, does not have the capacity to shape and direct the process of shoreline development and in many cases is unable to provide and maintain basic services in sanitation, potable water supply, school education and transportation infrastructure. District level officials in most cases do not have current maps, access to the Internet or possess other basic requirements to support community planning and well-informed decision-making.

Questions were developed in Year Two that probe legal and institutional structures as well as the roles and authorities of the Districts and the regions in framing coastal plans. The results demonstrate that the Districts have a mandate to engage in meaningful land use planning and regulation and have the authority to designate special area management zones and define construction setbacks. They can allocate areas for different uses and, within the restrictions of a limited budget can assume responsibility for the implementation of activities that construct and

maintain such public services as a potable water supply, sanitation and basic transportation infrastructure. Regional government could provide oversight and coordination to provide coherence across district level planning and decision-making. However, the authority to set standards for coastal planning and management by the districts is at the national level. The anticipated initiation by the ICFG of the design of a nested governance system for coastal planning and decision making was postponed in Year 2 in response to the many new planning and management initiatives that have got underway and that add new dimensions to an already complex governance landscape. An informed and sustained dialogue on the needs for, and the design options for such a nested system will be a priority in Year 3.

By the close of year two, in September 2011, actions at the three pilots have produced results in varying degrees with evidence of progress in all the essential activities associated with steps one and two of the cycle. The largest effort has been in Shama district. It is important to note that the scorecards suggest that these activities are not making a sufficient distinction between the activities associated with step one and those associated with step two. In Shama, for example, detailed planning on selected sub focal areas are being conducted before agreement has been reached with local stakeholders on the issues affecting the district as a whole and which issues should be addressed by the ICFG. The Shama program has been involved in a district-wide effort to characterize land-use at the district scale and then attempting to define - with the engagement of multiple stakeholders - a "preferred land-use" scenario. While this was in response to a request from the District Chief Executive, it overtaxed the capacity of the ICFG team and operated at a scale more suitable for the other projects that are now working to meet the needs for more effective land-use planning and management in the coastal districts. In all three focal areas a greater effort must be made at the beginning to define the goals of the ICFG effort and the issues that it will address in each focal area. The parallel activities underway by Tullow Oil and Jubilee Partners, LOGODEP and others make it important to be clear on what the ICFG can contribute and what is beyond the ICFG's capabilities and priority interests.

Commitment. At this stage in the process of building the conditions for coastal management it is too early to assess the degree to which the coastal Districts and the officials in Regional offices are committed to the approaches recommended by this project.

ICFG Priorities for Year 3. In year 3 the project must articulate the specific goals for fisheries and coastal management that define both what results are desired and differentiate between the different roles and responsibilities of Districts, the Region and national government in attaining those results. As ICFG activities in the three focal areas advances we will identify priority areas for conservation (mangroves and other wetlands, lagoons and river estuaries, turtle nesting beaches) and "areas of concern" where detailed planning and management is most needed that addresses improvements in infrastructure in support of fisheries (landing sites, cleaning and sorting catches, cold storage, ice) and basic services (sanitation, potable water, waste disposal) are required. Such community level planning and decision making complements and acts upon important features of fisheries reforms called for by the GOG/World Bank project. These applications of ICM practices should also identify, at the scale of the three Districts, prime sites for tourism as well as areas most vulnerable to erosion and the impacts of climate change.