

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

*HEN MPOANO (OUR COAST)*

# Annual Report

September 15, 2009 - September 30, 2010

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



November, 2010



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FROM THE AMERICAN PEOPLE



COASTAL RESOURCES CENTER  
*University of Rhode Island*



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**Cover Photo:** Western shoreline, Ghana

**Cover Photo Credit:** Coastal Resources Center – Ghana

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

**Annual Report  
September 2009 – September 2010<sup>1</sup>**

**Coastal Resources Center, University of Rhode Island**

**In partnership with:**

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

**October 2010**

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<sup>1</sup> The Cooperative Agreement implementation period is from September 15<sup>th</sup>, 2009 to September 14<sup>th</sup>, 2013. For reporting and annual workplan purposes, USAID-Ghana has agreed to let CRC use the USAID fiscal year calendar from October 1<sup>st</sup> to September 30<sup>th</sup> for the first three years. Thus, this annual report covers from September 15<sup>th</sup>, 2009 until September 30<sup>th</sup> 2010.



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## ACRONYMS

ADS	Automated Directive System
AOTR	Agreement Officer Technical Representative
BALANCED	Building Actors and Leaders for Advancing Community Excellence in Development
CASOLS	Crises Actions and Solutions
CBFMC	Community-based Fisheries Management Committee
CBO	Community-based Organizations
CEWEFIA	Central and Western Region Fisheries Improvement Association
CoP	Chief of Party
CRC	Coastal Resources Center
CSR	Corporate Social Responsibility
DCoP	Deputy Chief of Party
DED	German Development Service
DMA	Destination Management Area
DMO	Destination Marketing Organization
EBM	Ecosystem-based Management
EEZ	Economic Exclusive Zone
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization
FoN	Friends of the Nation
GCLME	Guinea Current Large Marine Ecosystem
GEF	Global Environmental Facility
GTC	German Technical Cooperation
GWS	Ghana Wildlife Service
ICFG	Integrated Coastal and Fisheries Governance Initiative
ICM	Integrated Coastal Management
IEC	Information Education Communication
IEE	Initial Environmental Examination
IMCS	International Monitoring Control and Surveillance
LI	Legislative Instrument
LME	Large Marine Ecosystem
LOICZ	Land-Ocean Interactions in the Coastal Zone
M&E	Monitoring and Evaluation
MCS	Monitoring Control and Surveillance
MEST	Ministry of Environment Science and Technology
MoFA	Ministry of Food and Agriculture
MoU	Memorandum of Understanding
MPA	Marine Protected Area
NGO	Non-governmental Organization
NRM	Natural Resources Management
PHE	Population Health and Environment
PMP	Performance Management Plan
PMR	Performance Management Report
PPP	Public Private Partnerships
RC	Ricerca e Cooperazione
REDD	Reducing Emissions from Deforestation and Forest Degradation
SM	SustainaMetrix
SNV	Dutch Volunteer Service
SOP	Standard Operating Procedures
STMA	Sekondi-Takoradi Metropolitan Assembly
UCC	University of Cape Coast
UNEP	United Nations Environment Programme
URI	University of Rhode Island

USAID	United States Agency for International Development
WERENGO	Western Region Environmental NGO's
WFC	World Fish Center
WRCC	Western Region Coordinating Council

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## Summary

The four-year Integrated Coastal and Fisheries Governance (ICFG) Initiative (now branded Hɛn Mpoano) is supported by the U.S. Agency for International Development (USAID). It is implemented through a Cooperative Agreement with the Coastal Resources Center (CRC) at the University of Rhode Island (URI). The Initiative, covering the period September 2009 to September 2013 is estimated to cost US\$12.5 million with a 25 percent cost share provided by URI and other partners. Key implementation partners include the World Fish Center (WFC), SustainaMetrix (SM), Friends of the Nation (FoN), the Fisheries Commission (Ghana), coastal districts in the Western Region and other key government, private sector and non-governmental organizations (NGO) stakeholders in the Western Region and those working nationally in the fisheries sector.

The Initiative contributes to USAID Strategic Objectives for Biodiversity Conservation and Food Security; and also will make significant contributions to Ghana's National Strategies for Biodiversity and Wetlands Conservation, Climate Change Adaptation, and Fisheries and Aquaculture Sector Development Program.

The Program activities are concentrated in the six coastal districts of the Western Region where the communities and the local governments are the intended primary beneficiaries.

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

*'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.'*

To achieve its goals, the Initiative has adopted the ecosystem-based management (EBM), which recognizes that both the environment and the associated human population must be addressed simultaneously.

The Coastal Resources Center – Ghana began operations at Sekondi in the Western Region of Ghana in September 2009. In addition to the administrative set-up including the recruitment of personnel and their training, and that of the Initiative's partners, a bona fide knowledge base has been built up on the critical issues as well as refined analysis on addressing these issues. This 'learning' combined the development of genuine partnerships in both the Western Region and in Accra, and will allow the Initiative to pilot actions aimed at addressing these issues over time and do so with the needed support and understanding from the various interest groups. During the first year of the Initiative, actions focused on:

- developing and conducting baseline studies;
- training of personnel;
- communicating the Initiative to diverse stakeholder groups; and
- conducting a series of early actions to develop solid partnerships at the regional and national levels for collaboration on future actions and building national capacity to apply the ecosystem approach to fisheries and coastal governance.

Key highlights of accomplishments in this first year of the Initiative are summarized below.

### *Partnering and Collaboration*

- Established an Advisory Council that serves as a multidisciplinary institutional anchor for the Initiative. Members include representatives of the Western Regional Directors or Executive Officers of the Western Region Coordinating Council, the Wildlife Division, Fisheries Commission, and the Environmental Protection Agency. The Council also includes individuals from the private sector as well as key civil society members such as a Paramount Chief, the Head of the Canoe Fishermen's Council, and the Bishop of the Catholic Church in the Region.
- Catalyzed action for reopening dialogue/stakeholder consultations and targeted inputs into the Fisheries Regulations Bill that was recently passed into law (LI 1968 of 2010).
- Supported and initiated capacity building programs for WERENGO (an alliance of 76 NGOs in the Western Region) and the Fisheries Alliance (civil society groups with an interest in fisheries issues in Ghana).
- Developed memoranda of understanding (MOUs) with four university departments, three international NGOs, and 15 public-private sector agreements for collaboration on research or evolving rural development, conservation, or urban greening activities.
- Awarded 15 small grants totaling US \$65,124 for small scale conservation and diversified livelihoods activities implemented by local NGOs and private sector groups.
- Conducted planning processes—with hundreds of individuals from local government agencies—to identify and prioritize strategies for addressing critical coastal zone issues.
- Halted further conversion of the strategically important flood control wetlands in the Takoradi-Sekondi area by catalyzing action from the Metropolitan Government, Wildlife Division and the Environmental Protection Agency, NGOs and community stakeholders. Plans drafted to gazette the three urban wetlands (over 600 hectares) as nature reserves.

### *Training and Extension*

- Conducted training exercises in natural resources management for 120 individuals from various agencies and organizations in the Western Region.
- Supported the Fisheries Commission in the collection of fisheries data and training on monitoring, control and surveillance of fisheries activities at sea and at landing beaches.
- Implemented a diverse communications program that included: a public launch of the Initiative; radio documentaries, jingles and drama; celebrations of special events; press conferences and articles; and other communications activities both in the Western Region and other parts of Ghana.

### *Baselining and Research*

- Developed the 'Our Coast' publication (text and layout completed) for publication in November 2010. This seminal document outlines key coastal governance issues in the Western Region as identified through technical and participatory assessments conducted in Year 1 and sets the agenda for the contributions that Hɛn Mpoano will make to address these issues in Years 2 - 4.
- Produced several thematic reports that include: a Fisheries Sector Review; a Biodiversity Threats Assessment; a Diversified Livelihoods Study; a Gender Analysis

and Approaches document; a Critical Habitats Assessment for Biodiversity Conservation; as well as several case studies on governance issues.

Issues identification, learning, and experiences from working with diverse stakeholders in the coastal districts of the Western Region, and nationally using the Ecosystem-based Management (EBM) approach during Year 1 has set the path for the subsequent years' activities which are categorized into the five components below:

- Develop and Formalize a Nested Governance System for the Coastal Zone of the Western Region
- Improved Governance of the Landscape
- Improved Governance of the Seascape
- Capacity Building
- Monitoring and Evaluation

During this first year of implementation, communicating the acronym ICFG was met with some difficulties. A slogan contest was conducted to identify an appropriate name or catch phrase that the local people can relate to with and that reflects the aspirations of the Initiative. A new name/slogan ***Hɛn Mpoano***, which means 'Our Coast' in the local coastal dialect of *Fante*, emerged as the slogan of choice. It is now the brand name for the Initiative.

## 1.0 Introduction

### 1.1 Overview of the ICFG Initiative (Hɛn Mpoano)

The four-year Integrated Coastal and Fisheries Governance (ICFG) Initiative (now branded Hɛn Mpoano) is supported by the U.S. Agency for International Development (USAID). It is implemented through a Cooperative Agreement with the Coastal Resources Center (CRC) at the University of Rhode Island (URI).

The Initiative, covering the period September 15, 2009 to September 14, 2013 is estimated to cost US\$12.5 million with a 25 percent cost share provided by URI and other partners. Key partners include the WorldFish Center (WFC), SustainaMetrix (SM), Friends of the Nation (FoN), the Fisheries Commission (Ghana), coastal districts in the Western Region and other key government, private sector and non-governmental organizations (NGO) stakeholders in the Western Region and those working nationally in the fisheries sector.

The Initiative contributes to USAID Strategic Objectives for Biodiversity Conservation and Food Security and also will make significant contributions to Ghana's National Strategies for Biodiversity and Wetlands Conservation, Climate Change Adaptation, and Fisheries and Aquaculture Sector Development Program. The Initiative operates principally in the Western Region, but it is designed to establish strong linkages to governmental coordinating bodies and policy makers at the national level and to the region-wide Guinea Current Large Marine Ecosystem (GCLME).

The Program activities are concentrated in the six coastal districts of the Western Region (Fig.1), where the communities and the local governments are the intended primary beneficiaries. Given the nature of the issues and the scale at which they need to be addressed, the Initiative will need to link local actions with national initiatives as well.

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

*'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.'*

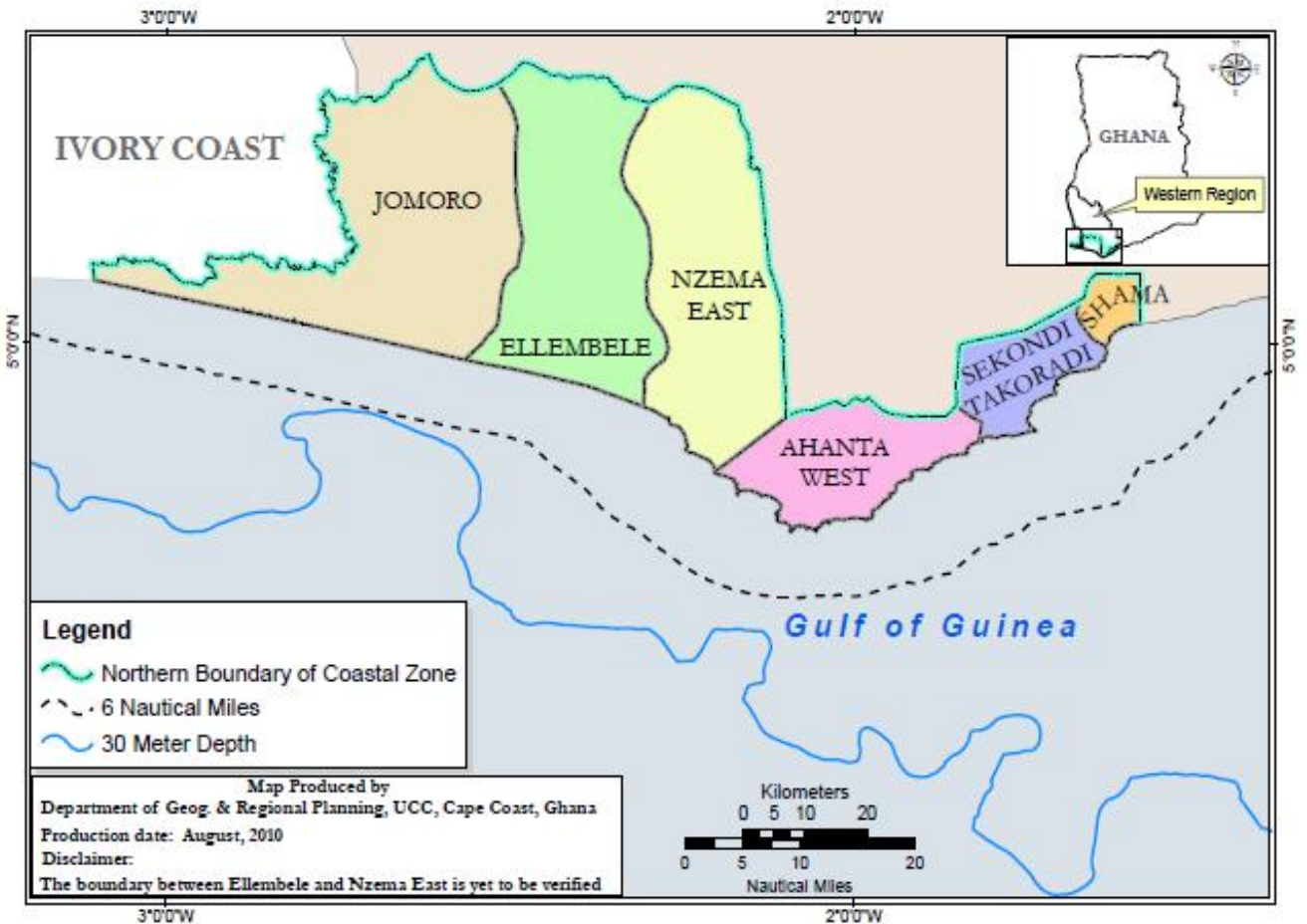


Figure 1: Map showing the target districts in the Western Region

The conceptual framework underpinning the vision, goal and activities of the Initiative is described by the Orders of Outcome Framework (Annex A) with expected key result areas and associated intermediate results detailed in Box 1.

To achieve its goals, the Initiative has adopted the ecosystem-based management (EBM) approach, (Box 2), which recognizes that both the environment and the associated human population must be addressed simultaneously. Traditionally, management efforts have been organized around particular uses such as fisheries or mineral exploitation, resulting in separate governance regimes for each use. EBM has emerged as a new paradigm for managing natural resources and the environment.

### Box 1: Key result areas of the Initiative

#### **Result 1**

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.

#### **Result 2**

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

#### **Result 3**

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

#### **Result 4**

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

### Box 2: The Ecosystem Approach as a Paradigm Shift

#### From:

- Individual species
- Small spatial scales
- Short-term perspectives
- Humans independent of ecosystems
- Managements divorced of research
- Managing commodities

#### To:

- Ecosystem
- Multiple scales
- Long-term perspectives
- Humans as integral part of ecosystems
- Adaptive managements
- Sustained production potential for ecosystems goods and services

Source: Lubchenco, 1994



## 1.2 Review of the Critical Issues for Coastal Management in the Western Region

Phase 1 enabled the Initiative to define and analyze critical issues posed by coastal and fisheries governance in the Western Region of Ghana as identified with key stakeholders. These are presented in the 'Our Coast' publication which is a synthesis of findings and which also outlines the Initiative's approach and proposed contributions to address these issues in the Western Region. A summary of the issues is presented below.

The intensification of human pressures on Ghana's coast is diminishing essential ecosystem goods and services and thus the overall resilience of natural ecosystems and the human communities therein. While the districts of Ghana's coastal zone represent only about six and a half percent of the land area of the country, it is home to 25 percent of the nation's total population. The coastal population is growing at the rate of three percent per year. While various national surveys have shown overall poverty to be on the decline in the coastal zone and the Western Region, there is a widespread perception in coastal communities that the quality of life and quality of public services are decreasing. The combination of increasing food and livelihoods insecurity, population growth, and environmental degradation contributes to a vicious cycle that negatively impacts the quality of human life in the coastal zone.

### **Ecosystem governance is weak and nested systems of governance are dysfunctional.**

Despite the decentralization reforms of the late 1980's, governmental functions remain centralized and there is neither a clear mandate nor the capacity to engage in pro-active land use planning and decision-making at the community, district and region scales. While land use planning is incipient in some portions of the coastal zone of the Western Region, it is complicated by unclear tenure over large areas and weak controls over a development process in which the cumulative impacts of many individual small development decisions is bringing major changes to the condition and qualities of the landscape. Population growth combined with rapidly evolving extractive industries for fisheries, plantation crops, hard minerals, and now petroleum, present challenges that regional and district government are not equipped to handle.

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

In spite of the importance of fisheries to the nation in terms of gross domestic product (GDP), employment and food supply, the annual fish catch has been declining in recent years, especially among the small pelagic fisheries and demersal fisheries. This has been accompanied by a significant increase in fishing effort within the canoe and the semi-industrial fleets. These conditions are clear signs of a fishing sector that is severely overcapitalized and overfished. The present 'open access' situation together with little to no enforcement of regulations governing how fisheries are conducted has resulted in a virtual 'race to catch the last fish', i.e. to maximize catch rather than maximize the value of catch. Individual fishermen are losing economic ground, and an important component of the nation and sub-region's food security is increasingly at risk.

**Threats to Biodiversity Assets.** Wetlands, including coastal wetlands and mangroves, comprise approximately 10 percent of Ghana’s land surface. Along Ghana’s coast, there are approximately 90 lagoons that contain important resident and migratory birdlife (70 species). Five of these lagoons are designated RAMSAR sites. Coastal wetland losses were recently estimated at 6,000 hectares per year. The Western Region also contains important wetlands as well as two coastal forest reserves—the Cape Three Points Forest Reserve and the Draw River Forest Reserve—both of which lack adequate management. Increasing development trends place them at further risk. A particular concern is that these sensitive lagoons, which are important as nursery grounds for many demersal fish species, as bird habitat and as turtle nesting beaches, are becoming increasingly vulnerable to degradation from development.

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

**Increasing flooding and erosion as a result of evolving impacts of Climate Change.**

Climate change will severely impact Ghana’s shoreline and further weaken the resilience of coastal ecosystems and human communities living in these areas. Sea level rise will alter beachfronts and mangroves and requires setting aside buffers to enable them to retreat inland. Productivity of fisheries ecosystems will be altered and migration patterns of highly mobile stocks will likely change. Many coastal communities in the Western Region, as well as tourism infrastructure, have been damaged by floods and shoreline erosion associated with extreme weather events in the past few years. New development, if not planned properly, will face similar problems. Planning and adapting to climate change will be central to avoiding large economic losses from poorly planned coastal development. As such, climate change adaptation along the coast must be a core feature of future coastal governance.

**Oil and gas production offshore will be a major driver of the economy over the next few decades.** There have been several recent discoveries of offshore oil reserves in the Western Region along the adjoining edge of the continental shelf. This development raises many concerns. First, is the potential for increasing conflicts both with the fishing industry over the use of the marine space and conflicts on land over issues of land acquisition, distribution of benefits, and significant rises in the cost of living for average Ghanaians in the Western Region. In addition, the oil and gas industry could have negative impacts on coastal and marine habitats. In addition to working with private industry stakeholders on these challenges, the Initiative will work with key government agencies to plan petroleum-related development in a way that minimizes conflicts and promotes the benefits that can be generated in the form of a new source of revenue and employment opportunities.

### **1.3 Report on Progress and Summary of Accomplishments for Year 1**

This report focuses on work activities implemented under Year 1 of the Initiative for the period September 15, 2009 to September 30, 2010<sup>2</sup>. Key accomplishments are summarized in the

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<sup>2</sup> The Cooperative Agreement implementation period is from September 15, 2009 to September 14, 2013. For reporting and annual workplan purposes, USAID-Ghana has agreed to let CRC use the USAID fiscal

following sections with additional sections on management challenges, opportunities, and lessons learned.

## **2.0 Start-Up Activities**

### **2.1 Administrative Start-up**

The first three months of the Initiative focused on setting up the administrative and operational systems, as this is the first time CRC has worked in Ghana, and on developing the Year 1 workplan. Hiring and placement of some key staff – Chief of Party (CoP) and Deputy Chief of Party (DCOP) – was also completed during this time. The recruitment of the additional technical and administrative staff was completed during the second quarter of the year. Sub-agreements and detailed scopes of work for key partners – World Fish Center (WFC), Friends of the Nation (FoN) and SustainaMetrix (SM) – were completed while the top management of the Initiative, Mark Fenn (CoP) and Kofi Agbogah (DCoP), visited the home base of Coastal Resources Center's home base at the University of Rhode Island (CRC/URI) in the U.S. from November 29 to December 4, 2009 to attend orientation meetings and update CRC and other stakeholders in Rhode Island on details of and progress made in the new ICFG Cooperative Agreement.

### **2.2 Consultations at District and National Levels**

The first six weeks of the Initiative were used to consult widely with identified stakeholders in the six coastal districts and target communities of the Western Region. Four workshops were held to share information about the Initiative and to solicit stakeholder inputs into the Year I workplan.

A total of 56 participants drawn from district and regional level workers, assemblymen, various fishermen's associations, fish mongers, civil society and the media attended the two district level workshops at Nkroful and Takoradi. The expert group workshop in Accra was attended by a total of 25 professionals from the World Bank, the Food and Agriculture Organization (FAO), the Fisheries Commission, research institutions and universities, consultants, civil society and the media. A half-day discussion forum with traditional leaders (four paramount chiefs and 10 chief fishermen of the coastal districts) was held on November 16, 2009, to introduce the Initiative and solicit their input and support for the Initiative. These meetings helped to ensure that the Initiative received inputs from a cross section of stakeholders for the Year I Workplan and the Initial Environmental Examination (IEE) Report which were submitted to USAID in late November of 2009.

### **2.3 Official Launch**

The Initiative was officially launched on November 16, 2009 at the Takoradi Beach Hotel by the Deputy Western Regional Minister, Hon. Betty Bosumtwi Sam. The keynote speech was delivered by the USAID Ghana Mission Director, Ms. Cheryl Anderson. The launch was attended by over 140 persons comprising Chiefs from the six coastal districts of the Western Region, representatives from USAID Ghana, World Bank, Food and Agriculture Organization (FAO), universities, research institutions, District Assemblies/ Regional Administration,

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year calendar from October 1 to September 30 for the first three years. Thus, this annual report covers from September 15, 2009 until September 30, 2010.

government agencies, various fisheries groups, NGOs and CRC's international partners – World Fish Centre and SustainaMetrix.

## 2.4 National Level Interactions

The Initiative engaged in numerous discussions to help detail out its programmatic elements and to foster Mission buy-ins. These interactions occurred at multiple times and levels with representatives from agencies that include the Fisheries Commission and Directorate, Ministry of Environment Science and Technology, Ministry of Local Government and Rural Development, Parliament, Environmental Protection Agency, FAO, National Development Planning Commission, GCLME Program, and the United Nations Environment Programme (UNEP), among other stakeholders.

## 2.5 Advisory Council

Given its integrated nature, it was not clear at the onset where the Initiative should be anchored institutionally within the Government of Ghana. This issue has been addressed through the creation of an Advisory Council that is chaired by the Chief Director of the Western Region Coordinating Council. The membership of the Advisory Council includes the Regional Directors of the principal technical services associated with the Initiative (Fisheries, Environmental Protection Agency, and Wildlife Divisions) as well as key individuals representing District Assemblies, Fishermen, Traditional Authorities, the private sector and civil society. Table 1 lists the membership of the Initiative Advisory Council.

Table 1: Advisory Council Members

<b>Name</b>	<b>Designation</b>	<b>Representing</b>
Mr. David Yaro - Chairman	Chief Director, Western Region Region Coordinating Council	Western Region Government
Awulae Agyefi Kwame	Omanhene Nsein Traditional Area, Nsein	Traditional Authorities
Nana Kojo Kondua	Chairman, Ghana National Canoe Fishermen's Council and Chief Fisherman, Abuesi	Canoe Fishermen
Bishop John Martin Darko	Catholic Bishop, Sekondi-Takoradi Diocese, Takoradi	Faith-based Organizations
Ms. Irene Heathcote	Regional Director Environmental Protection Council, Sekondi	Environment
Mrs. Agnes Bema Adenu-Mensah	Deputy Managing Director Nyame Yei Cold Store, Sekondi	Private Sector Fisheries
Mr. Moses Kofi Sam	Regional Director Wildlife Division, Forestry Commission, Takoradi	Wildlife
Mr. Alex Addo	Regional Director- Fisheries Commission, Takoradi	Fisheries
Mr. Ebenezer Dadzie- Paintsil	Metropolitan Planning Officer Sekondi-Takoradi Metro. Assem., Sekondi	District Assemblies



Figure 2: Advisory Council members at the inaugural meeting

The Council's role is to guide the development and pilot regional scale implementation of integrated policies, plans and governance scenarios for the fisheries and coastal areas of the Western Region. The Advisory Council was inaugurated in April and has met twice to review progress and provide orientation for the Initiative.

## 2.6 Offices and Staffing

The Initiative operates from three office locations. There is a head office in Adiembra, Sekondi; a liaison office in Cantonments, Accra; and a satellite office at Esiana in the Ellembele District.

Staff recruitment was completed to cover the various programmatic areas and administrative support. Following is a list of the Initiative's current 14 staff and their designations.

<b>Name</b>	<b>Designation</b>
Mark Fenn	Program Director/Chief of Party
Kofi Agbogah	Program Coordinator/Deputy Chief of Party
Balartey Gormey	Small Grants/Rural Development Manager
Godfred Ameyaw Asiedu	Research and Monitoring Specialist
Sally Deffor	Communications Officer
Esther Amewode	Finance and Administrative Manager
Patricia Aba Mensah	Program Support Officer
Rebecca Dadzie	Program Support Officer
Moses Abbey	Accounts Officer
Ebenezer Owusu Osei	Accounts Officer
Caroline Hammond	Administrative Assistant
John Agyam	Driver
Ali Issa	Driver
Charles Birikorang	Driver

A Standard Operating Procedures Manual (or procedures manual) developed specifically for CRC-Ghana details all administrative and financial norms and procedure for the ICFG Initiative.

### **3.0 Elements of Program Activities for Year I**

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

Activities on baselining progressed with the collection of secondary information and documents on legislative framework and policies relevant to the Initiative on the following subject areas: fisheries, climate change, biodiversity, and coastal zone management. Additional activities that contributed to an in depth understanding of the key coastal and fisheries governance issues and are helping to establish priorities for the subsequent phases of the project are detailed in sections 3.1.1 – 3.5.4. During Phase 1, the major reports/documentation generated formed the basis of the 'Our Coast' publication which summarizes what has been learned and sets the stage for the path ahead. In Annex A is a complete list of all the finalized reports, and below is the list of the major summary reports that will be distributed widely within Ghana.

- Biodiversity Threats Assessment Report
- Characterization of the Coastal Communities in the Western Region
- Case study Reviews: (CBFMC, Illegal Fishing, Premix, and Traditional Beliefs and the Sea)
- Fisheries Sector Review
- Diversified Livelihoods Opportunities
- Critical Coastal Habitats Assessment
- Training Reports #1, #2, #3
- Hɛn Mpoano Newsletter
- Our Coast publication

##### **3.1.1 Program Partners Training**

Three separate training sessions (in February, April and August 2010) were held for staff and partners of the Initiative. The trainings included both classroom and field modules for the participants, which included CRC and FoN staff and other stakeholders - i.e., the Regional and District Planning Officers, staff of Fisheries Directorate and Environmental Protection Agency, Lecturers from the University of Ghana and the University of Cape Coast and a Traditional Chief from one of the project communities. Over 70 persons have benefited from the three capacity building and training sessions.

The objective of the first training was to improve and build the capability of participants to identify issues and to gather data for use in the survey of communities in the six target districts. The training was also meant to develop a shared language and common understanding of the issues and develop methods for the primary data collection.



Figure 3: Participants of the second training session  
at the Aboadze Beach-Shama District

The second training (mid-term) was to review progress and share knowledge and experiences. The occasion was also used to inaugurate the Advisory Council, and to give members the opportunity to learn first-hand about the progress the Initiative was making and about the experiences of participants in the Initiative.

The third training was designed to have four parts: 1) a review and discussions on baseline information that would provide input to the 'Our Coast' publication; 2) a visit by District Planners to the Geography Department of the University of Cape Coast for briefings on resource map development for the target districts; 3) discussions with the top hierarchy of the Fisheries Commission, selected Chief fishermen, fish mongers and fishermen on pertinent fisheries-related issues particularly those in the Western Region and the path ahead; and 4) discussions on the proposed work plan and soliciting participants' inputs into the Year II activities.

As a result of these trainings, the Initiative now has an in-country team with demonstrated competencies in the fundamental concepts and tools of participatory coastal and fisheries management. Further, the Initiative produced a training manual for the Hen Mpoano Initiative that includes common definitions for subjects and issues, shared methods, tools and frameworks for understanding complex governance systems across the region and sharing lessons learned from across the globe. Reports for the three trainings have been produced.

### **3.1.2 Document and Analyze Responses to the Condition of Coastal Ecosystems**

SustainaMetrix, a partner on the Initiative, spearheaded the review of Governance Responses to Key Issues. This effort produced a timeline of events dating back 50+ years that identify the state and pressures that have contributed to changes in the coastal ecosystem and the responses by the governance system to that change. Table 2 shows the timeline and events dating back to 1948.

Table 2: Responses to the Condition of Coastal Ecosystems (Timeline of events since 1948)

Date	CHANGE IN STATE HUMAN AND ENVIRONMENTAL	RESPONSE OF GOVERNANCE SYSTEM
1948-1966	<ul style="list-style-type: none"> <li>- Rapid industrialization and urbanization</li> <li>- Plantations of oil palm, rubber and agriculture</li> <li>- Enhanced road transportation</li> <li>- Migration linked to construction and Tema Harbor and Akosombo Dam</li> <li>-Attraction of colonialists and Africans in the Diaspora to Ghana - the first wave of tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Diminishing influence /power of colonialist, Independence and emergence of African's new personality (1957)</li> <li>- Central government displacement of traditional management (1960s)</li> <li>-Government and donors fund construction and completion of Tema Harbor and Akosombo Dam</li> <li>- Proliferation of schools, human resource development</li> </ul>
1966-1992	<ul style="list-style-type: none"> <li>- Economic downturn</li> <li>- Tourism decline</li> <li>- Breakdown of general infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Political instability</li> <li>- Retrenchment of workers, proliferation of small-scale commercial activities</li> </ul>
1992- 2010	<ul style="list-style-type: none"> <li>- Improved communication, mobile phones, internet, radio and television and newspapers</li> <li>- General reconstruction and improvement of infrastructure (airports, ports, stadiums)</li> <li>- Improvement of tourism – trade fairs</li> <li>- Offshore oil discovery</li> </ul>	<ul style="list-style-type: none"> <li>- 1992 Rio conference – greater awareness of environmental issues</li> <li>- 4th Republic Constitution</li> <li>- Democratic governance and democratic change in government</li> <li>- More aid and grants</li> <li>- Prospecting for and discovery oil and gas in commercial quantities</li> <li>- 2009 President Obama visit to Ghana</li> </ul>

### 3.1.3 Review of Governance Responses to Key Issues

Four case issues were identified for in-depth analysis: lessons learned from the community-based fisheries management committees (CBFMCs); the premix fuel subsidies; control of illegal, destructive and non-sustainable fishing practices; and traditional beliefs and the sea. The studies were contracted to the Department of Sociology and Anthropology, University of Cape Coast. These case study reports have contributed to a better understanding of the evolution of these subjects in both the Western and Central Regions.

CBFMCs were created out of a World Bank-Government of Ghana fisheries sub-sector capacity building program that started in 1997 and was implemented by the Fisheries Commission, which established over 40 such committees along the coast that currently, however, are dysfunctional. Why these committees failed and lessons arising for future successful operations is the subject of this review:

**Strengths:** 1) The state could draw on traditional authority to govern the fishing industry, 2) Fishing communities fashioned out their own bye-laws for implementation, 3) CBFMCs could be used as a channel for development projects such as and beach cleaning, maintenance of social order through conflict resolution.



**Weaknesses:** 1) Poor understanding/false perception of roles and responsibilities with no legal, institutional, political support and resource allocation to guide or facilitate roles and responsibilities of members, 2) Inadequate capacity and/or training in group dynamics, bye-laws enforcement, conflict resolution, accountability and communication, 3) Lack of visibility and difficulty in soliciting cooperation and support from community members.

**Threats:** 1) Competing establishments seen to take over functions of the CBFMCs, e.g. ZOIL and Landing Beach Committees, 2) District Assembly not proactive in supporting bye-laws development and gazettement, 3) No identifiable sources of revenue hence are not financially sustainable.

**Opportunities:** 1) Could be made more functional and assume a local name that reflects the aspirations of the beach communities, 2) Encompass the activities of the landing beach committees and Zoil brigades and draw legitimacy from the traditional authority and the District Assembly, 3) Be trained and properly introduced and resourced to manage activities at the community level.

### 3.1.4 Biodiversity Threats Assessment

A desk review of biodiversity threats to the coastal habitats in the target districts of the Western Region was contracted to a team of four consultants. The major threats identified are summarized as follows: overexploitation of marine fisheries resources and pervasive use of prohibited fishing methods; loss of coastal habitat through establishment of plantations; destruction of wetlands for infrastructure development; harvesting of mangrove forests; beach sand mining; inappropriate tourism development; pollution arising from domestic and industrial solid waste, mining waste; and the misuse of pesticides and fertilizers.

Specifics of the identified threats include:

- By-catch of endangered species, i.e. seabirds, sea turtles, sharks and dolphins
- Weak institutional, legislative and governance framework for managing natural resources
- Development of oil and gas resources and the potential for increased conflicts over marine space and negative impacts on coastal and marine habitats.
- Climate change and sea level rise impacts on the shoreline, coastal habitats, biodiversity and human communities
- Spread of invasive species such as the water hyacinth (*Eichhornia crassipes*) and algal blooms (*Enteromorpha flexuosa*) in the marine and coastal waters

The study concluded with the following recommendations:

- Establish marine protected areas (MPAs) around the Cape Three Points Area and Coastal Ramsar Site for the Amansuri wetlands
- Give special conservation attention to Esiama Beach, Ehonle and Belibangara Lagoons
- Develop capacity to reinforce conservation management of the Cape Three Points Forest Reserve and of the threatened primate species therein
- Address the issue of harmful algal blooms in wetlands and coastal marine habitat
- Make reforms in the fisheries sector to ensure compliance with fisheries regulations
- Protect endangered species such as marine turtles and dolphins

### 3.1.5 Participatory Characterization of Coastal Communities

This exercise was implemented through Friends of the Nation (FoN) with support from CRC staff. A total of 89 coastal communities along the coast were surveyed to generate primary information (qualitative and quantitative) on fisheries, community infrastructure, governance and institutions, local habitats and perceptions of resource management.

Reports summarizing baseline information on each district have been completed. Emerging trends indicate severe shoreline and coastal habitat erosion in the communities, the weakening of the roles of Chief fisherman, conflicting perceptions regarding declining fish catches, use of inappropriate fishing methods, pressures on coastal wetlands for housing and other developments, harvesting and consumption of marine turtles, and other issues.



Figure 4: Mapping exercise with fishermen

### 3.1.6 Fisheries Sector Review

This scope of activity was led by World Fish Center. A desk review and ground-truthing activities looked at Ghana's fisheries sector. A summary of the review is presented the following list:

#### ***State of the resource and fishing effort***

In Ghana, fishing effort is measured by the number of vessels involved in the fishery. Recent figures (2008) show that vessel numbers are higher than ever in the canoe, trawl fleets and semi-industrial vessels, while the number of Tuna vessels has remained roughly constant over the last 20 years. Number of vessels, which is at an all-time peak, provides a very crude estimation of effort, a critical indicator for changes in the fishery. Fish catches, particularly of small pelagics, have been declining in the last decade despite a continuing increase in effort. Several signs of stock depletion are apparent, including fishers traveling longer distances in search of fish and fisher perceptions that there are lower fish catches.

### ***Management challenges***

Fisheries management in Ghana seeks to limit access or reduce effort, but this has seen little success. Meanwhile, the challenges to effective fisheries management include but are not limited to questions about the scale of fishing efforts and their implications for co-management, legal and political barriers, overlapping geographies of the different fleets, and questions about how best to involve traditional authorities in fisheries management and the difficulty of reconciling the often-conflicting objectives of different stakeholders, coupled with high mobility of fish stocks. The lack of an appropriate legal framework poses another challenge, as this provides a necessary condition for management by clearly delineating the rights and responsibilities of different actors.

### ***Fish marketing and livelihoods***

Fish capture, processing, marketing and associated services constitute a significant source of livelihood and women dominate the trade. The marketing systems, largely based on traditional products, are relatively well-developed and extend into neighboring countries. The local fish economy affects an array of multiple activities that support production, marketing and other economic development in the vicinity. Studies suggest that a single fishing job creates seven additional livelihoods. The effect on household security is even more significant as each of these incomes will help support an extended family.

### ***Stakeholder analysis***

Stakeholders in the industry include government agencies, civil society organizations, donors, fishing communities, and non-fishing economic actors. This makes the management of coastal fisheries extremely complex. Ensuring meaningful participation by stakeholders is a daunting one. In broad terms, there is almost an inverse relationship between the degree of influence that stakeholders have over management decisions and the degree to which they are affected by them.

### ***Policy context***

Ghana's Fisheries and Aquaculture Sector Development Plan (2010-2015), which provides the main framework for fisheries development argues that the 4.5% contribution of fisheries to GDP may be unsustainable under the current management regime. It proposes that high costs (including subsidies) coupled with stagnating or falling catches have led to steadily declining profitability and increasing levels of poverty among fishermen. Improved management of Ghana's fisheries could generate at least \$300 million in profits each year, however, the defining characteristics of the plan can be described as a heavy emphasis on the need for effective fisheries management, on increased value added generated by the sector, and on greater recognition of the role of aquaculture.

### ***Key challenges and recommendations***

Fisheries are a key driver of the economy in the coastal zone. However, the sector has limited ability to adapt to change and few livelihood alternatives. The current incentive structure strongly favours non-adaptation. Institutions invest in maintaining their current structures and power and providing subsidies that encourage people to NOT change. Flexibility needs to be introduced wherever possible. Options should include taking an adaptive management approach, diversifying livelihoods, and, if subsidies are to be used, providing only those that support people TO adapt.

### 3.1.7 Assess Status of Critical Coastal Habitats

The Department of Oceanography and Fisheries of the University of Ghana was awarded the contract through a competitive bidding process to conduct an assessment of identified critical coastal habitats in the Western Region. The study covered the areas listed in Table 3. The draft report of the study has been submitted for comments. The final report is expected to be completed in November 2010.

Table 3: Identified Critical Habitats in the Western Coastal Districts

Habitat type	Location/s
Coastal Islands	Dixcove to west of Princesstown
Rocky coastal waters	Cape Three Points
Rocky substrate/outcropping	Between Butre and Axim
Estuary openings	Ankobra and Amansuri, Pra rivers
Sand Beach	West of Akwidae or West of Ankobra River
Rocky Beach	Cape Three Points, Princesstown, Axim Area
Estuaries	West of Princesstown Kpani and Nyila Rivers
Lagoons	Domunli to west of Bonyere and East of Half Assini
Closed wetland saline	Belibangara on the Ivory Coast Border
Closed wetland freshwater	Amansuri
Mangroves	Upstream Ankobra, Amansuri, Butre rivers
Wetland forest (peat)	Amansuri
Coastal forest	Cape Three Points

### 3.1.8 Our Coast Publication

The 'Our Coast' (Hen Mpoano) publication is a summary of extensive research conducted to ascertain how ecosystems and governance have evolved in the Western Region, to better understand the critical issues in the coastal zones and the present challenges for ecosystem management, and to identify a path forward. The five chapter publication, which will be published in Ghana in November 2010, is a balance of text, graphics and pictures. 'Our Coast' sets the stage for a fresh approach to the governance of the coastal districts and the inshore fishing grounds of the Western Region.

The publication reviews the long-term changes at the scale of the coast of the Gulf of Guinea and its associated LME; characterizes the defining features and the issues brought by accelerating change in the land and seascape that comprise the Western Region's coastal zone, current governance system and the core issues to be confronted in coming decades; and suggests a path forward to a more effective and efficient governance system of the coastal zone of the Western Region.



Figure 5: Cover of 'Our Coast'

## 3.2 Early Actions

Though Phase 1 of the ICFG Initiative focused on baseline studies, understanding the evolution of governance, and proposing future scenarios for managing fisheries, coastal habitats and livelihood opportunities; it was also important to complete some early actions to facilitate communication and foster partnerships that are essential to establishing the enabling conditions for reaching targeted outcomes.

### 3.2.1 National and Regional (LME) Scales

#### 3.2.1.1 Targeted support for stakeholder input into revised fisheries regulations

CRC and its partner Friends of the Nation (FoN) played advocacy roles and supported efforts at revising and passing the new fisheries Regulation (LI 1968 of 2010). In December 2009, FoN held a press conference to highlight the issue of inadequate consultation with stakeholders on the regulations and to call on government to reopen dialogue with stakeholders. CRC together with partners contributed memoranda, notes, reviews, etc., and actively engaged the Fisheries Commission. CRC participated in meetings focused on the need to refine the regulations; provided financial support for the review meeting; and sponsored 11 fishermen from the Western and Central Regions to participate in the successfully re-opened stakeholder consultations on the new regulations held at Dodowa (Accra) in February 2010.

### *3.2.1.2 Network meetings of Western Region donors*

CRC intentionally organized periodic meetings to catalyze and draw synergy among Accra-based donors active in the Western Region. These, however, were temporarily suspended for several reasons. First, the USAID bidding process for several important projects in the coastal zone remains underway. Second, other donors—notably the German development agency, GTZ, the World Bank, and Oxfam—were also ramping up their investments in the Western Region and were yet to select their implementation partners. For both these reasons, CRC chose to wait until the USAID contracts/awards have been completed and until other international donors have selected their project implementers before moving ahead with organizing these donor meetings in Year 2 of the Initiative.

### *3.2.1.3 Fisheries sector meetings*

The initial fisheries and coastal zone management sector meeting was held in February 2010 in Accra. Present were representatives from three NGOs, two donors, and three governmental institutions. Unfortunately, representatives from the World Bank and FAO were unable to attend. However, they and the Director of the Fisheries Commission have stated their intention to attend future meetings. These meetings may evolve into a working group on fisheries that provides information to the Fisheries Commission.

The outputs of the first meeting included an exchange of information on the activities and plans of different organizations and institutions and a presentation from the newly created unit for coastal zone management within the Ministry of Environment, Science and Technology. Further, the GCLME formally invited CRC to participate in their advisory committee meeting held in July 2010.

### *3.2.1.4 Contributions to the Planned World Bank and NEPAD Investments*

CRC has closely followed the planning of a US\$48 million World Bank investment in Ghana's fisheries sector slated for 2011. This planning has been ongoing under a \$US2 million investment from the UK's Department of International Development (DFID) to the New Partnership for Africa's Development (NEPAD), which coordinates a series of consultant teams and consultative processes. The World Bank representatives supervising the planning in Accra and in Washington have been very active in linking the planning teams to the ICFG Initiative so as to share information, experiences, and to best shape their investments. CRC has been able to provide substantial input into the recommendations of several visiting consultants to the Western Region, notably on the analysis of social impacts from possible infrastructural investments, to enhancing enforcement and promoting compliance and co-management. Through this collaborative process, it is expected that the investments of the Initiative and of the Bank will be more coherent and complementary. CRC has also pushed for the Western Region to be a pilot for creative thinking and extension work on fisheries co-management and related actions for compliance and enforcement with the new regulations.

## **3.2.2 Early Actions in the Western Region**

### 3.2.2.1 Support for WERENGO (Western Region NGOs)

The new Executive Committee of WERENGO was supported by CRC to plan the General Assembly meeting of the WERENGO Alliance held in May 2010. As the alliance has not been active for the past year, it is seen as essential to take the appropriate time to prepare the Assembly and to ensure adequate communication with members. CRC and CARE International played a catalytic role by injecting “new life” into WERENGO and making a firm commitment for co-sponsoring WERENGO’s institutional development. As part of this co-sponsorship and a planned series of capacity building trainings, CRC led the very first training, which was a two-day introductory skills session on proposal writing and fundraising for members of the network. CRC also helped to facilitate recruitment of a WERENGO Coordinator (paid for by CARE) whose principal mandate is to deepen networking and coordination among WERENGO members.

### 3.2.2.2 Small grants

One of the Initiative's early actions was to establish a Small Grants program aimed at supporting non-governmental and other civil society organizations to implement projects consistent with the objectives of the Hen Mpoano Initiative. As the result of an invitation to civil society groups in the Western Region, the Initiative received 43 concept notes. Twenty three were short listed. Of these, 15 were selected to receive small grants totaling 94,430.10 Ghana Cedis (US\$ 64,124) to implement various projects that are slated for completion by December 2010. The small grants projects cover wetland conservation, alternative livelihoods, sanitation, environmental education and eco-tourism. Table 4 lists the grantees, their projects, and the districts where the activities are taking place. Meanwhile, CRC has developed a procedures and criteria manual for future grant making.



Figure 6: School children and teachers cleaning dirt from wetlands and replanting degraded mangrove areas as part of the small grant project.

Table 4: List of Grantees, Projects and Activities by District

<b>ORGANIZATION</b>	<b>PROJECT</b>	<b>ACTIVITY</b>	<b>DISTRICT</b>
SNV-Western Region Portfolio	Training for stakeholders in Four West Coast Destination Management Areas (DMA)	Eco-Tourism	Ahanta-West, Nzema-East, Shama and STMA
SNV-Western Region Portfolio	Training Program for Community Tour Guides in The West Coast DMA	Eco-Tourism	Four Coastal Districts
SNV-Western Region Portfolio	Marketing of Tourism Products in Five Coastal Communities of the West DMA	Eco-Tourism	Butre, Busua, Dix-cove, Akwidæ, and Princesstown ( all of Ahanta-West)
Ghana Instinct	Cycling in Paradise-Eco-Biking	Eco-Tourism	Ahanta-West
Crisis, Actions, Solutions (CASOLS)	Towards Essei Lagoon Ecological Restoration and Conservation	Wetland Conservation	STMA
Conservation Foundation	Mangrove Restoration and Conservation Project	Wetland Conservation	Ahanta-West
Esemaman Development Association	Towards Conservation and Preservation of Coastal Resources	Coastal Conservation	Shama
Rural Environmental Care Association	Enhancing Local Participation in Wetlands Conservation and Management through Education	Wetlands Conservation	Ellebelle
Nzimitianu Community Biodiversity Project Association	Nzimitianu Wetlands Conservation Project	Wetlands Conservation	Jomoro
Ghana Wildlife Society	Domunli Conservation and Eco-Tourism Project	Wetlands Conservation and Eco-Tourism	Jomoro
Anomasatu	Training in Realistic Livelihood Schemes	Diversified Livelihood	STMA
Master Care Ministries	Rehabilitation of Stalls for Fishmongers in Shama	Fisheries Livelihood	Shama
Organization for Livelihood Enhancement Services	Household Nutrition through Local Poultry Production by Women in Rural Communities	Food Security/Livelihood	Ahanta-West
Foundation of Action and Development	A Survey Of Sanitation in Ngyeresia (Sekondi)	Research on Sanitation	STMA
Department of Parks and Gardens –Sekondi	Developing Private-Public Partnerships for Upgrading and Restoration of Green Public Areas	Private-Public Partnership	STMA

### 3.2.2.3 Pilot wetlands conservation initiative

Following up on the October 2009 announcement by the Metropolitan Chief Executive of the Sekondi-Takoradi Metropolitan Assembly of plans to develop urban wetlands, FoN placed targeted articles in the national press and led radio talk-shows denouncing the plans and communicating the vital functions and services that wetlands provide the city, notably flood control and green spaces. FoN and CRC reported to the regional Environmental Protection Agency (EPA) when there were observations of illegal filling and development of urban wetlands. In response, the EPA stepped in and halted filling on several occasions. Subsequently, the Initiative organized a one-day educational workshop with district and regional government planners and land titling agencies on the importance of the wetlands.



Subsequently, FoN catalyzed four separate debates on the topic of wetlands in which CRC, the EPA, the Sekondi-Takoradi Metropolitan Assembly (STMA), and opinion leaders from the communities discussed wetlands issues on local radio and collected feedback from the public through phone-ins. The engagement with users and regulators generated interest for conservation and several agencies have approached the Initiative about collaborating on management plans for the urban wetland areas. Meanwhile, the Advisory Council has pledged to champion and work with the Initiative for the gazettement of the three major urban wetlands in the metropolis (Whin River Estuary, Butuah and Essei Lagoons) into urban reserve areas to restrict development and encroachment into these wetlands.



Figure 7: Runners at the starting block at the Wetlands Conservation Fun Run to mark World Environment Day, June 5th 2010

As part of the campaign to draw attention to the importance of urban wetlands, CRC and FoN organized a 7.5 km Fun Run and debate among Senior High Schools in Sekondi to mark World Environment Day 2010 (June 5) with a focus on Essei Lagoon, one of the three major wetlands in the STMA. A member of the Parliament of Sekondi, Hon. Papa Owusu Ankomah addressed the well patronized event. Attendees included staff of the STMA, several heads of Secondary Schools in Sekondi, assemblymen, community leaders, representatives from the tourism sector and NGOs. Over 70 runners, both male and female, participated in Fun Run.

In July, FoN engaged consultants from the University of Cape Coast to conduct a rapid assessment of the biodiversity, water quality status and land use changes on the three urban wetlands and to propose recommendations for their management. A report on the completed study was submitted to the Initiative.

A Sekondi-based NGO—Crises, Actions and Solution (CASOLS)—received grants to implement a project entitled ‘Towards the Ecological Restoration of the Essei Lagoon’, which will work with school children, private sector stakeholders, the STMA and community groups on conservation activities for this lagoon.



Figure 8: Mangrove replanting in the degraded Butre Wetlands in the Ahanta West District: An activity of the Conservation Foundation, supported by CRC Small Grants

### 3.3 Public-Private Partnerships

Public-Private Partnerships (PPPs) is a mechanism for engaging corporate entities or private sector operators—as part of their Corporate Social Responsibilities (CSRs)—to collaborative with the public or civil society sectors in programs that benefit communities. This typically involves joint investment in already identified and worthy social programs. PPPs catalyzed by CRC-Ghana are those that are coherent with the Hen Mpoano Initiative objectives. Several of these PPPs and the activities on which they are collaborating are summarized below.

#### 3.3.1 Tourism

The tourism sector in the Western Region (coastal districts) is rapidly evolving. The Dutch Technical Cooperation Service (SNV) and the Italian NGO Ricerca e Cooperazione (RC) and CRC are supporting various efforts aimed at boosting community tourism projects. As a result, CRC and SNV developed a joint two-year workplan to reinvigorate the association of coastal tourism operators as an advocacy group and to promote collective action on shoreline development, sanitation, and conservation issues. This workplan formed the basis for a memorandum of understanding (MOU) between the two organizations. SNV has since received grants through the CRC small grants program to implement eco-tourism activities in the six districts.

The Western Region Destination Marketing Organizations (DMO) have a focus on selling tourism products of the west coast. CRC has partnered with the NGOs (above mentioned), public sector and private tourism operators to build this DMO initiative, which also includes the Ghana Tourist Board, the Western Region Coordinating Council, and the Ghana Wildlife Society. This endeavor has been branded West Coast - Best Coast. CRC partly sponsored the launch of the West Coast - Best Coast website ([www.ghanawestcoast.com](http://www.ghanawestcoast.com)) at Takoradi in June of 2010.

CRC staff conducted assessments of tourism infrastructures and management of the Ankasa National Park, Cape Three Points Forest Reserve and Amansuri Wetlands. The outcome of these assessments included options for private-public sector collaboration on how to market sites and how best to link tourism operators to community groups for both conservation and tourism management activities. There have also been discussions with the Ghana Wildlife Society (GWS) about the possibility of sub-contracting on collaborative efforts for community conservation and tourism programs for wetlands areas. Towards this end, the GWS received small grants to commence a wetlands conservation and eco-tourism project on the Domunli lagoon in the Jomoro District.

### **3.3.2 Greening Sekondi-Takoradi**

A partnership led by the Department of Parks and Garden has engaged seven private sector organizations and six government agencies in maintaining public green areas around Sekondi and raising awareness of the value of green areas. The six government partners include STMA, the Western Naval Command, the Western Region Coordinating Council (WRCC), Ghana National Fire Service, Ghana Water Company and the Electricity Company of Ghana. The private sector organizations include Zoomlion Ghana, NABGAS, Shell Essikado Filling Stations, OJK Filling Station, Church of Latter Day Saints, Junior Rates Mess Bar, Essei Lagoon Bar Operators and the Court Food Joint. The Department of Parks and Gardens and four private sector concerns also signed an MOU that outlines their role in maintenance of the roundabouts within Sekondi.

### **3.3.3 Communications - Private Radio/Televisions**

CRC and FoN have entered into joint ventures with Radio and Television stations in the Western Region and (soon to include Coastal Television from Cape Coast in the Central Region), for the production and airing of diverse talk shows and other radio programs on coastal zone management, fisheries and diversified livelihoods in coastal communities. To date, these ventures have been either informal or on a short-term contractual basis. Relations with the private sector communications services are very collegial and both CRC and FoN personnel are repeatedly called upon for programmatic input into programs targeting coastal communities. In Year 2, CRC will develop more formalized agreements with those stations that are strategically important for communicating with these communities in order to air regular broadcasts addressing critical coastal zone issues.

### **3.3.4 Oil and Gas**

As mentioned earlier in this document, offshore oil and gas production begins off the west coast of Ghana in late 2010 and will be a major driver of the economy over the next few decades. CRC's will have a neutral role in the evolution of this sector, but will continue to support the training of civil society groups to be advocates for best practices help and to ensure they can better understand and engage with industry representatives when and if issues arise, and in identifying appropriate mitigation measures when necessary.

In the course of its activities in Year 1, CRC participated in numerous fora and workshops organized around oil and gas issues. CRC and FoN have also become principal stopping points for most international actors (such as donors and NGOs) interested in the evolving oil and gas issues in the Western Region. As such, CRC has provided important advice to Oxfam, USAID, and World Bank representatives that have begun planning interventions in 2010 and that will support either civil society groups in their relations with the oil and gas industry or that will make training investments to render the local population more capable to provide services to the industry.

In April 2010, CRC sponsored four persons from the Western Region for an eight-day study tour to Washington D.C. and California to look at oil and gas issues in the U.S. The tour had three objectives: to identify best practices for engaging oil and gas companies relative to mitigation and corporate social responsibility; to assess opportunities for development of local enterprises; and to learn how they might communicate back to people in the Western Region on the topic of how oil and gas production programs evolve. The tour participants comprised of both traditional leaders and civil society actors, visited U.S. state and federal agencies as well as civil society organizations working in the petroleum sector. The team visited off-shore and on-shore oil and gas industrial sites and engaged in discussions with several advocacy groups with experience in engaging oil and gas companies and who are opponents of what they consider inappropriate development. Since returning from the tour, the two traditional chiefs have both been invited to make presentations at diverse forums on oil and gas. They are now seen as leaders among the traditional chiefs of the coastal zone relative to engagement with the sector and they have agreed to take the lead in establishing a civil society platform that will include faith-based groups and NGOs. It is worthwhile to note that one of the observations they took away from the California leg of the study tour was that traditional leaders had joined forces with faith-based leaders—in contrast to Ghana, where traditional chiefs and religious leaders are most often considered to be adversaries. These two chiefs will take the first steps to bring these two important stakeholder groups together in a show of unity in engaging the oil and gas industry leaders in dialogue.

### Box 3: Take home lessons from Oil and Gas Study Tour

- Urgent need to strengthen the fishermen's associations in Ghana to enable them engage effectively with the petroleum sector. Their Associations should be targeted for capacity strengthening programmes on oil and gas advocacy, oil spill monitoring, detection and cleaning
- Civil society organizations in Ghana must form district, regional and national level platforms to promote pro-poor policies for the oil sector and engage continuously with petroleum sector actors to address concerns of the wider civil society, including fisher folks, oil host communities, etc
- Before the production of Ghana's first oil, there is the need to enact other laws on, for example, oil pollution, coastal environmental policy, damage claim policy and procedure, clean air and clean water acts, marine mammals protection and endangered species, ocean dumping, etc. to protect people and the environment
- Need to set up emergency fund to clean any oil spill and consider compensation packages to other sea users and coastal communities
- The role of the Ghana National Petroleum Corporation (GNPC) as both a regulator and an oil company is conflicting; for this reason, the Petroleum Regulatory Authority bill that splits the functions of GNPC is laudable and must be commended.
- Ghana's only two petroleum laws, PNDC Law 64 & 84, are inadequate for managing the new petroleum potential. New laws must address the inadequacies.
- There is a need to establish an agency responsible for coastal zone management (CZM) and develop CZM laws; Ghana has no direct agency responsible for (CZM). At present this responsibility is shared between Coastal District Assemblies, the EPA, the Fisheries Commission, the Ghana Maritime Authority, etc.

## 3.4 Communications of Program

### 3.4.1 Consultative Dialogue

An informal consultative dialogue with stakeholders was held in Accra on February 26, 2010 to introduce the ICFG and to foster buy-in to the Initiative for policy advocacy. It was also a forum for the stakeholders to share their experiences and lessons learned in the execution of various projects. Representatives of FoN, GCLME, GEF, the Attorney-General's Department, TESCO/Fisheries Alliance, and the Ministry of Environment Science and Technology (MEST) attended.

### 3.4.2 Civil Society Organizations

The ICFG Initiative was represented at various civil society fora and in several cases had the opportunity to make a presentation that introduced the Initiative and its goals and activities. Most of these functions were organized by FoN in their lead communications role in the Western Region. These included meetings of the Fisheries Alliance (a coalition of NGOs working on fisheries issues, WERENGO, Western Region Chamber of Commerce, graduate and undergraduate students of the Oceanography and Fisheries Department of the University of Ghana, etc. Both FoN and CRC have also made a number of radio appearances and granted interviews on topical issues such as wetlands, fisheries and climate change, etc.

### 3.4.3 Communications Strategy

A communications strategy document has been prepared in order to develop creative educational and communications actions that can effectively socialize the Initiative and its' objectives to diverse stakeholders as well as facilitating their adoption of the desired knowledge, attitudes and practices required for a sustainable exploitation of natural resources.



Figure 9: An example of a billboard communicating the importance of wetlands

A slogan contest presented an opportunity for the general public to propose a simple but catchy phrase or name with which the ICFG target constituency could identify. Flyers announcing the contest were circulated widely in all program districts and announcements were made on local radio stations. Over 30 entries were received for the contest and the program settled on the name Hɛn Mpoano. The Hɛn Mpoano brand was introduced at the Regional Ministers office during a presentation of the Initiative at the Western Regional Coordination meeting attended by heads of departments and agencies under the Western Region Coordinating Council. Branded T-shirts with appropriately targeted messages to fishermen, government officials and the general public were also distributed.

Other engagements included producing and airing radio dramas and jingles on behavior change in terms of conserving natural resources. The ICFG team also made great progress in preparations for publishing a newsletter on the Initiative and has drafted a strategic



communications document that builds on what has already been done and outlines ideas for additional communications efforts and activities for subsequent phases of the Initiative.

#### **3.4.4 Web-based Design**

SustainaMetrix has developed a draft design for a web-based knowledge management system that will facilitate access to background information and materials generated through the ICFG Initiative and which will be accessible by all program participants when finalized.

### **3.5 Capacity Building**

#### **3.5.1 Training on Effective Integrated Coastal and Fisheries Governance**

Three training sessions were completed in Year 1 as part of planning for integrated coastal zone management in the Western Region (see Section 3.1.1). District planners and community development officers were also brought to the Geography Department of the University of Cape Coast to help develop the landscape visioning process that will be completed at the district level. The Initiative now has 'Ambassadors' in each of the districts. The role of the ambassadors is to facilitate interventions and planning processes at the district and community levels. CRC has also been pro-active in bringing traditional chiefs in the coastal districts 'on-board' with the Initiative through repeated visits and occasional gatherings that are organized for communications purposes. Collaborating with these traditional chiefs had become a key strategy for achieving 'good governance' over coastal zone resources.

#### **3.5.2 Individual Support for WERENGO and Small Grantees**

Following upon the capacity building support plan and training session developed for WERENGO (see Section 3.2.2.1), CRC has been actively providing follow-up support to those NGOs requesting technical assistance with proposal writing or with natural resources management or communications issues. Both CRC and FoN have become important resource contacts for NGOs in the region that are looking for advice on how best to further their programs. Targeted support has also been provided on an individual basis to the NGOs and Associations that have benefited from the ICFG small grants program. This includes providing both administrative and financial capacity building and networking to facilitate exchanges. One example of this is the informal network of five NGOs with small grants that are working on wetlands or mangrove conservation projects. They will collaborate together to develop education and communications materials a community wetlands monitoring program.

#### **3.5.3 Development of a Gender Strategy**

WFC began mainstreaming gender into the Initiative through field studies analyzing the role of gender in traditional fishing communities. Contacts were made with gender researchers both in Accra and at the University of Cape Coast (UCC) to discuss knowledge on gender issues in Ghana. A preliminary bibliographic review was completed. There were also discussions with UCC about developing a seminar program on gender in fishing communities that could be

delivered to University students and to other groups involved in rural development and natural resources management programs.

#### Box 4: Mainstreaming Gender

Lessons and observations from the gender studies indicate a clear gender division of labor in the fishing communities expressed through boat ownership, financing of fishing expeditions, fishing, processing and trading, migration pattern and ethnic diversity, governance at the beaches, education, etc. These observations suggest the need to mainstream gender as an integral part of the Hen Mpoano Initiative at each stage of the program cycle.

A critical analysis of gender dynamics will ensure that men and women are not represented as separate from the web of social relationships that affect their well-being. The strategy will include:

- gender analysis (i.e. gender disaggregated data gathered, gendered monitoring and evaluation indicators, etc)
- gender-sensitive strategies and implementation plans
- specific means to help overcome any identified barriers to women's full participation in a given activity
- strategies to ensure gender equity not only participation in an activity, but also in control of the activity
- gender-sensitive indicators including impact indicators developed for monitoring and evaluation

### **3.5.3 Preliminary Identification of Potential Sectors for Livelihood Diversification**

CRC and FoN have completed an initial study of the more prominent opportunities for diversifying livelihoods and helping fishing families become more resilient to periods of reduced fish harvests. This study identifies the sectors both for men and for women. CRC has identified a gender-focused NGO based in the Central Region, CEWEFIA – Central and Western Region Fishmonger's Improvement Association – and arranged a study tour to visit their past and ongoing programs. A subcontract is being prepared to engage them as a gender-focused partner in the Initiative in upcoming years.



### **3.5.4 Fisheries Enforcement**

CRC assisted the Africom's regional support liaison for civilian programs, Dr. Augustus Vogel, and the Office of Naval Research to plan and prepare a March 2010 training program in Takoradi for the International Monitoring, Control and Surveillance Network. The objective was to identify monitoring, control and surveillance work that could be carried out through collaboration among the Fisheries Commission, the Ghana Navy, and local canoe fishermen. It is important to note that while CRC does not fund nor participate in any enforcement activities, it has played an important role in leveraging funding from the aforementioned institutions for developing and training on appropriate enforcement approaches. This program is slated to continue in Year 2 and 3.

### **3.5.5 Ex-situ Training and Exchange Visits/Study Tour**

The following CRC staff and Initiative associates participated in selected training programs offered by CRC/URI with USAID funding:

- Balertey Gormey (CRC-Ghana), Steven Kankam (FoN) and Dennis Aheto (University of Cape Coast) attended a three-week Summer Institute Program on 'Climate Change' at URI in June 2010.
- Godfred Asiedu Ameyaw (CRC-Ghana) and George Hutchful (Fisheries Directorate - Accra) attended a three-week Summer Institute Course on 'Leadership for Fisheries Management' at the University of Rhode Island in August 2010.
- Awulae Annor Adjaye III (Paramount Chief of Western Nzema Traditional Area), Nana Bozza IX (Divisional Chief of Akatakyie and Mmawerehene of the Ahanta Traditional Area), Donkris Mevuta and Kyei Kwadwo Yamoah (FoN) were sponsored by CRC to an eight-day Oil and Gas Study Tour in the USA in April 2010.
- Esther Amewode (CRC) and Gladys Wetsi (FoN) attended training on USAID rules and regulation on Grants and Cooperative Agreements in Accra in September 2010.

Table 5: Summary Table of Key Milestones for Year I Activity Areas

Activity	Objective	Status	Expected Completion Date	Observation
<b>3.1 Baseline</b>				
3.1.1 Training	Build capacity of partners in integrated coastal and fisheries management concepts and tools for the implementation of the ICFG Initiative	Completed		Three training sessions held in February, April and August. A total of 70 persons trained including the District Planner, staff of CRC and FoN, representatives from universities, the Fisheries Commission and Chiefs, and Chief fishermen and fish queens
3.1.2 Document and analyze response	Document changes in the key human and environmental variables (conditions) of the fisheries and coast of the Western Region in the form of a timeline extending from the late 1940s to the present	Completed		Group analyses of response of governance system to ecosystem change in the Western Region and documentation of long term changes in the condition of the fisheries in the coastal region
3.1.3 Governance response	Commission four sets of case studies that document and analyze responses of the governance system to issues posed by shifts in the condition of the coast and its fisheries	Synthesis document remains to be completed	Nov. 2010	Four case studies on Premix, CBFMC, Illegal Fishing Methods and Traditional Beliefs and the Sea, conducted by the Department of Sociology and Anthropology, University of Cape Coast were completed and submitted; final in-house review at CRC is underway
3.1.4 Biodiversity Threats Assessment	Identify areas of coastal and marine biological significance and document key threats to these biodiversity assets	Final edits by CRC remain to be done	Dec. 2010	Consultant completed desk review, validation presentation for stakeholders in Takoradi; final report has been submitted; CRC additions pending Assessments of Critical Habitats study
3.1.5 Coastal Communities Characterization	Baseline of information on coastal communities, shoreline characteristics, & resource management	Completed		Characterization of 89 communities in six districts was completed and the final reports issued

<b>Activity</b>	<b>Objective</b>	<b>Status</b>	<b>Expected Completion Date</b>	<b>Observation</b>
3.1.6 Fisheries Sector	Provide key baseline information to inform the identification and design of Phase 2 activities	Completed reviews by World Bank and FC pending	Revised edition in Nov. 2010	Desk review on Ghana Fisheries sector completed; field activities will be carried out in Q2 of 2010
3.1.7 Assessment of Critical Coastal Habitats	Identification , mapping and biological, ecological and economic assessments of all coastal habitats	Draft report submitted, final revisions in progress	Nov. 2010	Contract was awarded to the Department of Oceanography and Fisheries, University of Ghana in August; draft report on the study was submitted for comments; final report expected in November 2010
3.1.8 Our Coast Publication	Document baseline issue which will guide the path forward for Phases 2 and 3 of the Initiative	Completed	Nov. 2010	Outline of report drafted and the final review by various stakeholders completed; report will be published in Nov. 2010
<b>3.2 Early Actions</b>				
3.2.1.1 Fisheries Regulations	Provide targeted support for stakeholder input into revised fisheries regulations being prepared by the Fisheries Commission	Completed		Regulations analyzed; inputs provided; actively participated in fisheries regulations meetings and workshops. New Fisheries regulations (LI 1968 of 2010) was been passed in August. The Hen Mpoano Initiative will work with stakeholders in the hope of engendering voluntary compliance among fishermen. Also, CRC intends to support the translation of the regulations into the local dialect of fishers in the Western Region
3.2.1.2 Network Meetings	Initiate quarterly meetings of Accra-based representatives of NGOs and donors operating and build synergy, share information and experiences on investments	Initiated but not formalized	Formal meeting in Dec. 2010	Meetings temporarily suspended and will be resumed in Year 2
3.2.1.3	Provide support, develop and build	Initiated	Planned	Meetings held with CSO in the Fisheries

<b>Activity</b>	<b>Objective</b>	<b>Status</b>	<b>Expected Completion Date</b>	<b>Observation</b>
Fisheries Sector Meetings	the advocacy capacities of NGOs working in the fisheries sector		twice per year	Sector; supported WERENGO, CAFA and Civil Society Platform on Fisheries and Oil meetings for improved advocacy; continue support for their activities in Year 2
3.2.2.1 WERENGO Support	Support the development of the alliance to become a strong and focal network and sounding board for planned investments in the Western Region.	Initiated	ongoing	General Assembly meeting held and a Coordinator recruited; training sessions on proposal writing and fund raising conducted; activities supported by CRC, CARE and other partners
3.2.2.2 Small Grants	Support, test and develop the capacity of NGOs /CBOs to implement projects in communities	1st round 75% completed	Dec. 2010	Successful applicants (NGOs and CBOs) provided with funds to implement projects in the target districts; implementation expected to be completed in December (see section on Small Grants for details)
3.2.2.3 Pilot Wetlands	Initiate and pilot program to communicate the ecological, aesthetic and economic value of wetlands and develop management plans for three urban wetlands	Management plans in progress	April 2011	Management planning for three wetlands in Sekondi-Takoradi underway; studies conducted on the wetlands completed; final report submitted; World Environment Day 2010 marked with focus on urban wetlands
<b>3.3 Public Private Partnerships</b>				
Tourism	Engage tourism operators in management and conservation of critical habitats and species and provide training for these operators on best practices	Initiated	Ongoing	Collaboration with SNV, RC, Ghana Tourist Board, Hoteliers, etc. CRC partly supported launch of the West Coast – Best Coast project website; CRC working with beach front hoteliers, Wildlife Division and other interests for sea turtle conservation
Oil and Gas	Provide training to members of WERENGO and other Civil Society	Completed	Ongoing	Two traditional leaders and two NGO personnel completed an eight-day study visit

Activity	Objective	Status	Expected Completion Date	Observation
	groups in the Western Region to engage the oil and gas industry in advocacy, and serve as an honest broker in communication and conflict mediation.			to Washington DC and California (U.S.) in April 2010, presented report on the study tour, and shared experiences with civil society groups at various fora in the Western Region; conducted catalyzing actions for the coastal district CSOs for formation of a platform focused on advocacy on oil and gas and fisheries
<b>3.4 Communications</b>				
Communications Development	Target key stakeholders for collaboration and commitment for implementation of the ICFG program, facilitate information flow, encourage wise use of the fisheries resources and biodiversity conservation	Initiated	Ongoing	Extensive outreach to stakeholders to foster buy-in into the ICFG/Hen Mpoano Initiative; produced communication strategy for Initiative; developed and/or implementing various communication activities
<b>3.5 Capacity Building</b>				
3.5.1 Technical Training	Build capacity of stakeholders at various levels	Completed	Ongoing	Training Plan developed; built the capacity of over 216 individuals on ICM issues and USAID administrative and accounting procedures
3.5.2 Gender	Work with national gender experts to develop a gender strategy for the program	Completed		Field work completed and a gender strategy produced for ICFG; strategy will be mainstreamed into Year 2 and subsequent years' activities
3.5.3 Diversified Livelihoods	Identify a shortlist of sub-sectors for livelihood diversification	Completed	Ongoing	Studies on diversified livelihoods are continuing following initial study completed by WFC; Babson College U.S is participating
3.5.4 Fisheries Department	Analyze capacity of the Fisheries Directorate in the Western Regional and propose long term vision which allows for a creative capacity building program and evolution of the roles	Completed	Ongoing	Training programs in preparation with Africoms and IMCS; CRC will support aspects of the Fisheries Commission activities Monitoring, Control and Surveillance, Information gathering on fish

<b>Activity</b>	<b>Objective</b>	<b>Status</b>	<b>Expected Completion Date</b>	<b>Observation</b>
	and interventions of the Directorate			landings and effort as well as support the Canoe Frame Survey to be conducted in the last quarter of 2010; National Service Volunteers supported by CRC will be used to support information gathering along the beaches in the Western Region

## 4.0 Challenges, Constraints and Measures Adopted

### 4.1 Institutional Anchorage for the ICFG Initiative in Ghana

Although CRC developed the idea for the ICFG Initiative in mid-2009 and USAID made the award not long thereafter, at the start of the Initiative it remained unclear whether or not it would be anchored institutionally within the Government of Ghana. Nevertheless, it was clear that the Initiative would have close linkages with the Fisheries Commission, and hence the Ministry of Food and Agriculture, and with other Ministries that housed the Environmental Protection Agency and the Forestry and Wildlife Commission and Divisions. Another "known" was that the Initiative would be headquartered in the Western Region where it would promote integrated coastal zone planning in collaboration with a wide sector of regional and local government agencies.

This issue of where/how the ICFG would be anchored was addressed through the creation of the Advisory Council with memberships drawn from various sectors – government technical institutions, the district assembly traditional authority, faith-based organizations, fishing communities representative and the private sector, all included within the Western Region. The Council thus assumes and identity of the western coastal districts and is chaired by the Chief Director (the topmost civil servant) of the Western Region Coordinating Council, Mr. David Yaro. The Council was inaugurated in April 2010 and held two meetings in the Initiative's first year. The role of the Council is to guide the development and the piloting at the regional scale the implementation of integrated policies, plans, and governance scenarios for the fisheries and coastal areas of the Western Region. At its first meeting, the Council expressed concern over the degradation and encroachment unto the three urban wetlands/green areas in the STMA and took up the challenge of working with the Metropolitan Assembly to get these important wetlands gazetted as urban reserved areas to stem any further development or encroachment.



Figure 10: Aerial view of developments in a wetland area

## 4.2 Algae Blooms or ‘Green – Green’

A commonly known algae, *Enteromorpha*, has been known to have annual blooms in the coastal waters of the Western Region for the past 40 years. Due to the filamentous nature of this algae, it prohibits artisanal fishing with nets in the immediate inshore areas. In past years, the blooms have not lasted more than one month. However, this year the bloom continued and lasted through the end of September with no sign of abating as of date of this report. The bloom impacts the entire coastal stretch from the two most western districts of the Region—Jomoro and Ellembelle up as far as the Ankobra River Estuary. This algae has been sufficiently studied by Ghanaian researchers, but only so far as the Ivory Coast border region. Hence, the true origins and cause of the algae bloom are not yet known. In addition, there has been no attempt to address this issue with authorities of La Cote d’Ivoire.



Figure 11: Fouled Nets



Figure 12: Fouled Beach with Algae Blooms

This situation calls for the urgent attention of the government of Ghana and its appropriate agencies as the algae drifts eastward from across the border. It is a disaster for the two coastal districts as fishermen are losing economic ground and are already faced with food security problems. Most of the tourist facilities (hotels or lodges) dotted along the coast have remained empty as the very beaches and the sea that attract tourists to these areas are fouled with the algae. CRC has been instrumental in raising the alarm with the Regional Government and the appropriate Ministry officials, notably within the EPA, MOFA, and Foreign Affairs (the latter through the Western Region government). CRC has also catalyzed the GCLME program into action by making contacts with Ivorian authorities and researchers and through planning of a study trip (December 2010) to Ivory Coast to assess the situation and propose possible solutions.

## 4.3 Assessing Catch, Trade Issues in Fisheries and Illegal Fishing

CRC is committed to supporting training programs planned by the International Network on Monitoring, Control and Surveillance (IMCS) and Africoms. This included a training program in late March in the Western Region aimed at improving the capacity of the Fisheries Commission, the Ghana Navy, and canoe fishermen groups to monitor illegal activities of fishing trawlers.

As part of the training exercise, a field monitoring was conducted off the coast of the Western Region. The first three vessels stopped and inspected were all found to be conducting illegal



fishing. Either their licenses had expired; they had no logbooks; or they were using undersize mesh sizes or other gadgets or equipment that was deemed to be illegal. The foreign skippers of the boats feigned no understanding of the English language, but communicated with partners ashore by mobile phones and within hours had documents regularized while still at sea. When requested to sail to the port, the captains also feigned broken engines. It is reasonable to conclude that most of the vessels (referred to locally as China-China) in Ghanaian waters captained by foreigners, are somehow capable of negotiating to operate with impunity and get away with illegalities. To address this situation, the IMCS intends to develop an enforcement system that includes confiscation of cell phones upon seizure and publishing regularly in national newspapers the names of the illegally operating vessels and their owners. An additional action is the piloting of environmental courts at a regional scale which are mandated in the new fisheries regulations.

#### **4.4 What is legal is not legitimate**

All the categories of fishing activities – artisanal, inshore and the trawlers, indulge in one form of illegality or another (pair trawling, light fishing, undersize or monofilament net, poison and dynamite fishing, etc). With dwindling fish stocks at sea, which all fishers acknowledge, they employ any of these illegal means to maximize catch and often blame the others for not using the right gear. For example, the artisanal fishermen claim that until the inshore and industrial fishers stop using light to fish or stop pair trawling, they also will continue to use light, monofilament or poisons as methods for fishing.

At the consultative meeting to discuss the final version of the new fisheries regulations, the executives of the inshore fishing association acknowledged in a paper they presented that fishing with light is not a good practice and has been banned in some European countries since the early 1960s. They, however, pleaded to be allowed to continue with the practice to recoup their investments. Though the fisheries regulation LI 1968 has been passed, artisanal fisherman attest that fishermen are still using to aggregate fish.

With the passing of the LI 1968 in August 2010, it is clear to most fishermen what is illegal. However, since almost everyone is practicing banned or illegal practices, it is socially legitimate to do so. At most of the landing sites, artisanal fishermen can still be seen carrying generators and lights and most also continue to use poisons to fish. One fisherman noted that there are genuine problems at sea and the government does not care about what is happening to fishermen. He continues, government repairs the roads and makes laws for users, but not so for the sea, *“so government, take your law and the road, we fishermen will take our sea; the sea is not a road”*.

To address this issue will take time. The Initiative intends to work with chief fishermen and their councils, as well as the Fisheries Commission and law enforcement agencies, to seek a popular wave of compliance with the regulations over time. We suggest this occur through a process wherein the new regulations are phased in over time starting with regulations that address the most destructive practices such as the use of poisons and dynamite. There are ongoing strategic discussions with Chief fishermen in the region about these issues and the introduction of new regulations to address them.

## **4.5 Oil and Gas**

Though the Initiative is focused on biodiversity and food security issues (with a focus on fisheries), the introduction of oil and gas production in the Region will demand that the ICFG also pay attention to helping build local capacity to advocate for and engage in transparent communications about a range of important issues around oil and gas. This includes communications around both the positive and negative social-economic and environmental impacts it could have on the region. Since there is often suspicion that the Initiative is tied to U.S. oil interests, CRC has adopted measures to communicate that this is not the case. For this reason, CRC has trained ICFG staff and partners on how to respond, honestly and transparently, to questions about the Initiative's role with the oil and gas industry.

CRC and FoN will support the creation of an emerging Western Region Civil Society Platform of frontline communities on oil and gas. This group will comprise traditional leaders (Paramount Chiefs and sub-chiefs, queen mothers, faith-based organizations, youth groups and NGOs). This platform will have a mandate for publicly advocating for best practices, fairness and transparency in all aspects of oil and gas operations including the potential impacts of the industry on their communities, job opportunities, revenue and benefit sharing, concerns of fishermen relative to their operations at sea and deepened consultations with coastal communities. The platform can also serve a role in orienting the corporate social responsibility investments of the oil companies in the direction of support that will address the real needs of the communities.

## **5.0 Lessons Learned and Stories**

### **5.1 Wetlands or Wastelands**

In October of 2009, the Chief Executive of the Takoradi-Sekondi Metropolitan District declared that the wetlands areas within the urban area would be developed. The oil boom has prompted accelerated and anarchical development around the whole of the urban area and various authorities thought best to allocate wetland areas for filling and development. This situation has highlighted the thinking of many urban planners that "wetlands are wastelands" —i.e., areas that are better developed than left untouched. The declaration led to FoN accelerating its wetlands planning program. Immediately following the declaration, FoN held a press conference, and used newspaper articles and radio talk shows to denounce the development of the wetlands. These programs began educating listeners on the biological importance of these wetlands and the vastly important ecological services and functions that they provide to the urban area in terms of controlling floods and cleaning the air. FoN and CRC also worked closely with the EPA to halt ongoing filling of wetlands areas and to stifle illegal development.



Figure 13: Filling in of and development on wetlands in the Sekondi-Takoradi Metropolis

The Initiative supported a one-day educational session with government officials and district assembly members to highlight the economic, social, and ecological importance of the three main wetland areas in the Sekondi-Takoradi urban area. The workshop was a success, in that several agencies will now work with FoN and CRC on management planning for the wetlands. The department head of economic planning for the metropolitan district government, formerly a promoter for developing the wetlands areas, is now a key ally for the Initiative and sits on the Advisory Council. He has recently and frequently stated in public that “wetlands are not wastelands”. This story shows how useful the press can be in Ghana for addressing confrontational issues and changing attitudes.

## **5.2 Stakeholders’ input into Fisheries Regulations**

When it became clear that the modified fisheries regulations were to be put before Ghana’s Parliament in late 2009 and that the stakeholder consultation process was complete, FoN held a press conference stating the stakeholder consultative process had been symbolic and that canoe fishermen, especially those from regions outside of Accra, had not been adequately represented. It was also clear that there were significant inadequacies in the proposed regulations that required revisions. This press conference contributed to a request by the Minister of Food and Agriculture to re-open the consultative process. CRC then formally stepped in to provide support for Chief Fishermen from the Western and Central Regions to attend the new consultative process in February of 2010. Preparatory meetings were held with these participants in order to review the regulations and to prepare a presentation on the revisions needed. CRC also provided thorough comments to the Director and Chairman of the Fisheries Commission. The Commission publicly and formally expressed their appreciation for the support and orientation from CRC. This story again shows the power of the press and how it can influence decision-makers and authorities to rethink past decisions and make better informed decisions moving forward.

## 6.0 Opportunities

### 6.1 Turtle Conservation

A program to protect sea turtle hatchlings started five years ago with one hotel in the Western region. This program has now evolved to include eight hotel owners and their neighboring communities. CRC will support the expansion of this work as a good example of public-private sector collaboration. This work has provided important research data on the four species of sea turtles that nest in the Western Region and allows for estimates of the number of nesting turtles per annum (over 400) in a stretch of beach from Butre to Half Assini (150 km). In addition, the program has worked with communities to save hundreds of turtles that would have been killed and eaten and has overseen the successful hatching and sea-entry of over 10,000 turtles. The data collected by the hotels, however, remains to be compiled and analyzed. Toward this end, CRC is identifying a graduate student it will fund to conduct research that will include collecting the data and publishing the overall results.



Figure 14: Tourists observing turtle at a conservation site

Currently, a CRC intern from Noroeste Sustentable (NOS), Aaron Rivera Bours, is coordinating and working with beachfront tourism operators to harmonize their activities. The Initiative has also involved the Wildlife Division of the Forestry Commission and the Ghana Wildlife Society in this collaborative effort at turtle conservation. Spreading word of this successful private-public sector initiative could promote the expansion of other private-public collaborations within and outside of the Western Region.

### 6.2 Vulnerability Assessments

This reporting period, CRC has gathered data and information from diverse sources on coastal zone vulnerability to climate change. While several institutions are collecting such information and data, there is little communication amongst them. The GIS lab established with US military support (Africom) at the Oceanography Department of the University of Ghana, will be working in collaboration with CRC to bring together the various actors working in this field of coastal climate change vulnerability and adaptation in order to share data and work together on detailed vulnerability assessments for priority areas. Information from these assessments can then feed into district zoning and economic development plans. Using data available at the EPA and University of Ghana, CRC will complete detailed scenarios for the evolution of the shoreline and

wetland areas for three sites in the Western Region—Shama, Half-Assini, and the Takoradi-Sekondi metropolitan area.

Meanwhile Don Robadue, an expert on coastal vulnerability from CRC/URI, has visited the Initiative's partners at the University of Cape Coast and the University of Ghana to assess current knowledge and data available on this topic. Robadue also assisted the Department of Geography and Regional Development of the University of Cape Coast in producing maps for the target districts. Robadue also made presentations at various fora in Western Region, introducing hoteliers and some tourism practitioners to some best practices in shore front development in relation to sea level rise and climate change.



Figure 15: Coastal Erosion on some beaches in the Western Region

### **6.3 Population, Health, and Environment Program**

CRC's BALANCED Program (Building Actors and Leaders for Advancing Community Excellence in Development) is funded by the USAID Global Health Bureau in Washington D.C. and provides support to organizations in biodiversity-rich countries around the world on integrating into development projects activities that address issues of population, health, and environment (PHE). In January 2010, the BALANCED Program sponsored a training program in the Philippines and invited the rural development specialist from the FoN to participate. An expert in PHE program design from the BALANCED team visited the Western Region in June to plan and initiate a PHE program. This activity will be closely coordinated with the USAID-sponsored health program in Ghana that is being led by John Hopkins University, which is also collaborating with BALANCED on global communications on PHE. FoN will further develop this PHE Initiative in Year 2.

### **6.4 Coastal Zone Management Unit at the Ministry of Environment, Science and Technology (MEST)**

A new unit for Coastal Zone Management created within the MEST is being supported by the private sector company Zoomlion/Zoil. There have been initial discussions about developing a

three-party collaborative agreement on training and support to the community teams that have been set-up (as well as future teams) for beach clean-up and sanitation programs.

## **6.5 Partnering for Improved Business Skills Training**

SustainaMetrix has been developing a partnership with the leaders of an academic program entitled 'Culture, Society and Entrepreneurship in Developing Economies: Ghana'. The program is run from Babson College, a liberal arts college in the Boston, Massachusetts area. It features academic coursework linked with a service learning immersion experience in the cities of Takoradi, Sekondi and Cape Coast, Ghana. Working in teams, students in the course prepare and deliver training sessions on basic and specialized business skills to local secondary school and adult learners in the Western Region of Ghana. These activities are expected to be linked to the ICFG Initiative.

During the first year of the Initiative, several activities were identified as those that could contribute to diversifying livelihoods, improving social conditions and quality of life, and making families and communities more resilient to ecosystem change. Targeted activities including new or enhanced uses for coconut oil and bamboo will be tested for viability and where appropriate, scaled-up for improved food security and poverty reduction. These activities will be funded through small grants to local NGOs or associations with technical support from CRC and FON.

## **7.0 Summary of Components for Phase 2 – Year 2 of the ICFG Initiative**

For Year 2 of the Initiative— October 01, 2010 to September 30, 2011—planned activities are organized into five components. The Year 2 detailed workplan was submitted to USAID in October 2010. Following are brief descriptions of the expected Year 2 key results under each component.

### ***Component 1: Develop and Formalize a Nested Governance System for the Coastal Zone of the Western Region***

The legal and institutional design options that provide alternative approaches of nested and integrated governance, and that address current issues in the coastal landscape and seascape of the six districts in the Western Region have been developed.

The Advisory Council has successfully developed political support to address the critical coastal and fisheries issues identified in Phase 1.

### ***Component 2: Improve Governance of the Landscape***

Management planning that is inclusive of all stakeholders is well advanced for the three focal and biologically rich natural areas (Amansuri, Cape Three Points and Shama), as well as for several smaller wetland sites. Networks and formal collaborative programs have been established for the conservation of these biologically rich areas and for the conservation of sea turtles.

Programs on diversified livelihoods and value chain improvements for fisher folks are developed and continue to evolve. Meanwhile, family planning programs have also been re-introduced to coastal communities.

Regarding ongoing regional programs, information on and consideration of ecological functions and services has been integrated into land use planning for the Cape Three Points areas of the STMA and the Takoradi – Axim Corridor project.

Other expected outcomes are that officials in four district offices are trained and equipped in land use and economic planning; a feasibility report and action plan is developed for accessing REDD funding; a small grants program has developed procedures and improved strategies for delivering programmatic components through local and regional associations and NGOs; and that a minimum of 15 small grants are awarded to local civil society groups for conservation initiatives in the three focal areas.

### ***Component 3: Improve Governance of the Seascape***

Alternative fisheries data collection systems that improve understanding of changes in effort are being piloted together with the Fisheries Commission; and fisheries stakeholders in the Western Region have identified and recommended to government how the development of fisheries regulations can be improved and how improved compliance can be promoted.

Enforcement actions by government are improved in terms of better at-sea and shore-based surveillance and prosecutorial practices; alternatives for nested systems of co-management of the fisheries are identified and being implemented; community leaders and regional authorities are actively promoting co-management of MPAs; and institutional mandates have been proposed for co-management.

The likely sources and causes of the “green-green” algae proliferations have been identified and there are recommendations for addressing the causes and/or mitigating the impacts.

### ***Component 4: Build Capacity for the Governance of the Coastal Zone and Marine Fisheries***

Targeted partner agencies and district government personnel have developed new capabilities to apply best practices in integrated coastal planning and associated climate change vulnerability and adaptation, as well as improved skills in local scale conservation planning.

Educational programs are developed and being tested for the secondary schools that facilitate involvement in participatory monitoring programs and several professional training and academic programs are evolving within the Universities of Ghana and Cape Coast that better address critical issues of ICM and fisheries co-management.

A communications program is targeting coastal communities with visual and radio mediums that build stakeholder awareness of critical coastal zone issues and ways they can change individual practices that contribute to solutions.

There is in place, a unified and strong civil society platform that can successfully engage the oil and gas industry, as well as the Government of Ghana, in addressing the evolving social and ecological concerns and together take measures to potentially reduce or avoid the negative impacts of oil exploitation.

## ***Component 5: Monitor and Evaluate (M&E) Progress and Learning***

The Initiative is implementing a creative M&E system that measures progress and re-orient interventions based upon a common participatory learning process, and which also includes a “social thermometer” that measures quality of life and food security in the Western Region. The Performance Management Plan or PMP has been completed and submitted to USAID. There are nine USAID Indicators (see Annex A).

The Initiative will also pilot a carbon neutral approach for donor-supported programs in Ghana by accounting for emissions and assessing options for offsetting actions.

## **8.0 Program Management**

### **8.1 Performance Management and Reporting**

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) has been submitted to USAID. 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 Initiative's progress, experience and lessons learned. The Initiative’s own monitoring and evaluation activities, which are in addition to the USAID PMP process and indicators, will be refined in the first quarter of the Year 2 workplan.

Semi-annual performance monitoring reports (PMRs), which are submitted to the USAID AOTR (Agreement Officer Technical Representative), document progress on achieving results. These reports include: 1) a comparison of actual accomplishments against the targets established for the period; 2) an explanation of quantifiable outputs generated by Initiative activities; and 3) reasons why targets/goals were or were not met. The data reported is supported by evidence collected and filed in the ICFG Initiative's primary 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 evidence that supports the reported results, and maintaining quality control assurances on data and information collected. The CRC home office periodically conducts an internal audit of the PMR systems to ensure they are functioning properly and the data and evidence is being properly collected and recorded.

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

### **8.2 Environmental Monitoring and Compliance**

The Initial Environmental Examination (IEE) was submitted in December 2009 subsequent to submission of this first implementation workplan. Monitoring schemes were put in place in Year 1 to ensure no significant environmental impacts are occurring for those actions or projects that



are identified as possibly causing minor environmental impacts. In Year 1, almost all activities fell under categorical exclusions (e.g. trainings, meetings, assessments, environmental surveys). There are no plans at this time to implement gear exchanges, which in some instances can have an impact on endangered species of marine mammals or marine turtles depending on the type of gear exchanged and the type of new gear provided. Some of the small grant activities, notably relative to small grants for sanitation or diversified livelihoods programs, are anticipated to require some monitoring and may require minor mitigation measures to avoid any significant impacts. This includes any early actions at some of the coastal landing sites—e.g., possible construction of water and sanitation systems or other minor infrastructure improvements, and/or construction of small scale marketing, processing or landing facilities. Possible mitigation measures include actions to reduce erosion or sedimentation into adjacent water bodies during and after construction, and to ensure the proper siting of wells or bore holes that are dug. Specific actions will depend on results of the participatory appraisals, the needs identified by the communities, and the results of the feasibility studies.

### **8.3 Branding Strategy Implementation**

The ICFG Initiative uses multiple communications channels. This includes making verbal presentations at meetings, conferences, outreach sessions and using other forums such as print media—e.g., peer-reviewed articles in professional journals; locally produced information; information, education and communication (IEC) materials; and pamphlets, brochures, policy briefs, and guides. 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 Initiative.

## 9.0 Financial Expenditure Summary for Year 1

Table 6: Expenditure Summary Year 1

<b>Object Class Category:</b>	<b>Total Estimated Budget per Cooperative Agreement (Authorization)</b>	<b>Total Obligation to date per award</b>	<b>Total Encumbered and Expensed through September 30, 2010</b>
Personnel (inclusive of students)	1,273,620	195,890	88,355
Fringe	381,929	68,147	31,372
Other Direct Costs	1,159,002	509,874	555,063
Consultants (Includes Chief of Party, In country staff, local and international consultants)	4,982,978	1,055,842	853,280
Travel	638,046	187,013	139,871
Tuition 1	20,936	20,936	-
Capital Equipment	118,767	102,767	74,126
Total Direct	8,575,278	2,140,469	1,742,068
F&A -off campus other sponsored projects 26%	1,424,722	385,226	433,665
Total Direct and Indirect	10,000,000	2,525,695	2,175,732
1 Indicates a budget adjustment to include tuition support to URI			
Carry-over funds to Year 2 are \$ 349,963			

Annex A: Documents produced by ICFG Initiative in Year 1 and available at CRC-Ghana offices

- CRC/URI/USAID Proposal and Agreement
- Workplan for Year 1
- Initial Environmental Examination
- Standard Operating Procedures (SOP)
- Semi-annual Report (Year 1 in April 2010)
- Biodiversity Threats Assessment Report
- Characterization of Coastal Communities and Shoreline Environments in the Western Region
- Reviews of Governance Responses to Key Issues, e.g.
- Community-based Fisheries Management Committees (CBFMCs)
- Illegal Fishing
- Premix
- Traditional Beliefs and the Sea
- Western Region Fisheries Sector Review
- Gender Integration into ICFG Initiative in the Western Region
- Livelihoods Diversification and Fishing Communities in the Western Region
- Opportunities for Integrating Family Planning, Health and Nutrition Interventions into Coastal Fisheries and Governance Agendas for Improved Food Security in the Western Region, Ghana
- Preliminary Analysis of Aquaculture as a Livelihood Alternative in the Coastal Districts of the Western Region
- Rapid Assessment of Urban Wetlands in the STMA
- Assessments of Critical Habitats Report
- Training Reports #1-3 on Integrated Coastal Zone Management
- Hen Mpoano Newsletter
- Draft Communications Strategy
- 'Our Coast' publication

Annex B: Reporting on USAID Performance Management Indicators selected for the ICFG Initiative.

No		USAID Indicator	FY 10 Targets	FY 10 Results	Life of Project and Annual Target/Comment
		<b>1st Order Enabling Conditions (Result 1)</b>			
1	ICFG custom indicator  SO1 Governance	Improvements assessed by a governance scorecard (Annex C) addressing goals, constituencies, commitment and capacity dimensions (Initiatives tracked – Western region as a whole, and 3 focal areas of Shama, Cape Three Points and Amansuri)	Baseline for Western Region established in the end of Year 1	See attached PMP table for baseline	Increasing annually. 4 initiatives tracked – Western Region as whole and 3 focal areas. Scorecard may be use for tracking smaller scale planning efforts internally (e.g. community wetland plans) but not reported here.
2	SO1 Governance SO2 Economic Growth	Evidence of ICM and fisheries strategies, plans, policies, bylaws adopted by government w/time bound quantitative environmental & socio-economic targets	Targets set in end of Year 1	FY10 result N/A	8 for Life of Project FY 11 – 3 wetland areas FY 12 – 4 Cape Three Points and 3 wetland areas FY 13 – 1 Amansuri Wetlands
3	SO1 Governance SO2 Economic Growth (biodiversity)	Number of organizations and government agencies strengthened Friends of the Nation, WERENGO (assn of 45 NGOs), Hotel Operators assn, Oil and Gas platform, NGOs/CSOs getting small grants (~15), Fish. Comm., Costal districts (6), UCC Dept of Geog and Dept of Ocean. and Fish., Community Health Workers college	Target set in end of Year1	FY 10 29	LoP Targets are 53, FY 10 20 FY 11 15 FY 12 15 FY 13 3 Qualitative narrative provided in PMP on how each is being strengthened Initiative is working with most of these in Year2 but expects strengthening to continue through end of project so non annual targets, but qualitative narrative of strengthening efforts provided.
4	SO1 Governance SO2 Economic Growth Biodiversity	Number of stakeholders participating in resource management initiatives, workshops regional meetings/exchange visits	Tracked	FY 10 result – 512 Males 390 Females 122	Tracked but no targets

No		USAID Indicator	FY 10 Targets	FY 10 Results	Life of Project and Annual Target/Comment
5	SO1 Governance SO2 Economic Growth (includes gender)	Number of government personnel, community leaders and private sector stakeholders trained	Targets set in end of Year1 (100 for FY 10)	216 Males 170 Females 46	Life of Project = 400 FY10 - 100 FY11 - 100 FY12 - 100 FY13 - 100
6	SO2 Economic Growth Biodiversity	Hectares (terrestrial and marine) in areas of biological significance under improved management:	Targets to be set in end Year 1 (600 ha for FY 10)	600 ha for three urban wetland areas	Targets for LoP: 32,700 ha FY 10 600 FY 11 – Cape Three Points 5100 ha FY 12 – Three additional wetlands 6000 ha FY 13 - Amansuri – 21,000 ha Shama – ha
	SO2 Economic Growth Biodiversity	Number of partnerships developed w/ partners with initiatives in the region	Targets set in end of Year 1	22 partnerships developed MOUs with 4 University Departments, 3 International NGOs, and 15 private sector businesses	Life of Project target is 50 FY 11 30 FY 12 10 FY 13 10  Indicator dropped from final PMP as captured under indicator 7

No		USAID Indicator	FY 10 Targets	FY 10 Results	Life of Project and Annual Target/Comment
<b>1st Order Enabling Conditions and 2nd Order Changed Practices (Result 3)</b>					
7	SO2 Economic Growth (Food security and biodiversity)	Amount of private sector and/or government agency resources (\$\$) allocated for planning or implementation of ICM and fish management plans or strategies	Tracked	22 partnerships developed, monetary amount of resources allocated is presently being accounted for MOUs with 4 University Departments, 3 International NGOs, and 15 private sector businesses	Tracked but non targets, expected to be increasing annually
<b>2nd Order Changed Practices (Result 2)</b>					
8	SO2 Economic Growth (Food security and gender)	Number of rural households that benefit (economically) directly from USG Assistance	Target set at end of Year1	FY 100 (all under small grants program)	Life of Project 300 FY 10 0 (but over 100 benefiting) FY 11 50 FY 12 150 FY 13 100
<b>3rd Order Improved social economic and environmental conditions (Goal)</b>					
9	USAID food security indicator	Average household food group diversity score	N/A	Baselines set in Year2	Tracked but no target as impossible to demonstrate or expect project attribution at the community or district scale