

H&N MPOANO (Our Coast)

Integrated Coastal and Fisheries Governance Initiative (ICFG)

Year 4 Workplan

October 1, 2012- September 13, 2013



September, 2012



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

referred to nationally as the

H&N MPOANO (Our Coast) Initiative

Year 4 Workplan

October 1, 2012 – September 13, 2013

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

Coastal Resources Center, University of Rhode Island

In partnership with:

The Government of Ghana, Friends of the Nation, SustainaMetrix and The WorldFish Center

September, 2012

List of Acronyms

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

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

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Introduction

The Integrated Coastal and Fisheries Governance (ICFG) Initiative is a four-year project supported by the U.S. Agency for International Development (USAID). It is locally referred to as the *H&N MPOANO* (Our Coast) Initiative. It is implemented through a USAID cooperative agreement with the Coastal Resources Center (CRC) of the University of Rhode Island (URI). The principle implementing partners of the Initiative include the Worldfish Center, SustainaMetrix, Friends of the Nation, the Department of Fisheries, coastal districts in the Western Region and the Western Region Coordinating Council. Other government, private sector and nongovernmental organizations (NGO) along the coast and in the fisheries sector are key stakeholders. The Initiative, covering the period September 15, 2009 to September 13, 2013 is funded at US\$12.5 million in USAID funds with a 25 percent cost share provided by URI and other partners.

Project Goals and Objectives

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

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

In the four year period of its execution, the central objective of the ICFG Initiative is to assemble the pre-conditions for a formally constituted coastal and fisheries governance program that can serve as a model for the nation. This Year 4 work plan will see: 1) governance models and practice scenarios fully articulated for the Western Region of Ghana and being actively discussed at the regional and national levels as well as 2) action plans developed with partnering institutions and donor agencies for moving these models into practice.

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

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

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

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

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

In broad terms these results consist of:

- Critical issues relating to food security in the coastal districts of the Western Region are understood, and proposed measures for addressing these issues that are mainstreamed into regional and district level planning processes.
- The role of women is highlighted within civil society groups, and more Western Region women are empowered to influence supply practices, or mobilize resources for livelihoods improvement.
- National institutions are engaged and supportive of implementing ICM models and plans that have been adopted in the Western Region and partnership programs are established to support implementation structures and moving models into practice.
- Good practice examples of community-based approaches to fisheries management operational and demonstrations of the value of community resilience and livelihood interventions as a component of fisheries reform and to ensure legitimacy of management interventions.
- Policy proposals for a new approach to both ICM and fisheries governance for the Western region are nested within national policy frameworks and that support local level actions at the district and community scales, specifying detailed roles, responsibilities, membership, and with strong support from stakeholders.
- A cadre of Ghanaians with the capacities and the commitment to carry forward the values and initiatives of the ICFG Initiative are supported by improvements to district and regional level information systems for coastal and fisheries management and increased knowledge, skills and attitudes of public officials, and community level stakeholders

For the areas of geographic focus of Hen Mpoano the legacy will include working models of best practices in integrated coastal management mainstreamed and operational within several district development and/or land use plans, generated through lived experience in selected ICM practices that will serve to inform the approach taken by the nested governance proposal for ICM and fisheries.

These working models include:

Shama District as a full demonstration of District ICM plan integrated into land use and development planning; one coastal village (Anlo Beach) integrates community based fisheries governance, livelihood and landing site improvements, wetlands restoration and management for harvest of wild shellfish, coastal hazards & climate change adaptation.

Cape Three Points and Ahanta West District as a demonstration of Landscape to Seascape “Green Belt” planning in the area surrounding Cape Three Points Forest and adjacent coast and marine areas; private best practices in a shorefront resort; planning for shore tourism sites; local plans for a climate resilient village (Akwidaa) as well as an application of rapid techniques for hazard and climate change vulnerability assessment.

The Amanzule Wetlands, shared by Jomoro and Ellembelle Districts and the adjoining barrier beach and dune system occupied by dozens of small villages as an the opportunity for advancing the creation of a permanent governance mechanism for sustainable landscapes management in a shared wetland system (with long-term funding mechanisms through a REDD+ blue carbon sequestration program); planning for vulnerable small coastal settlements; and articulating local concerns that need to be addressed in energy facility siting.

Geographic Focus and Primary Beneficiaries

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

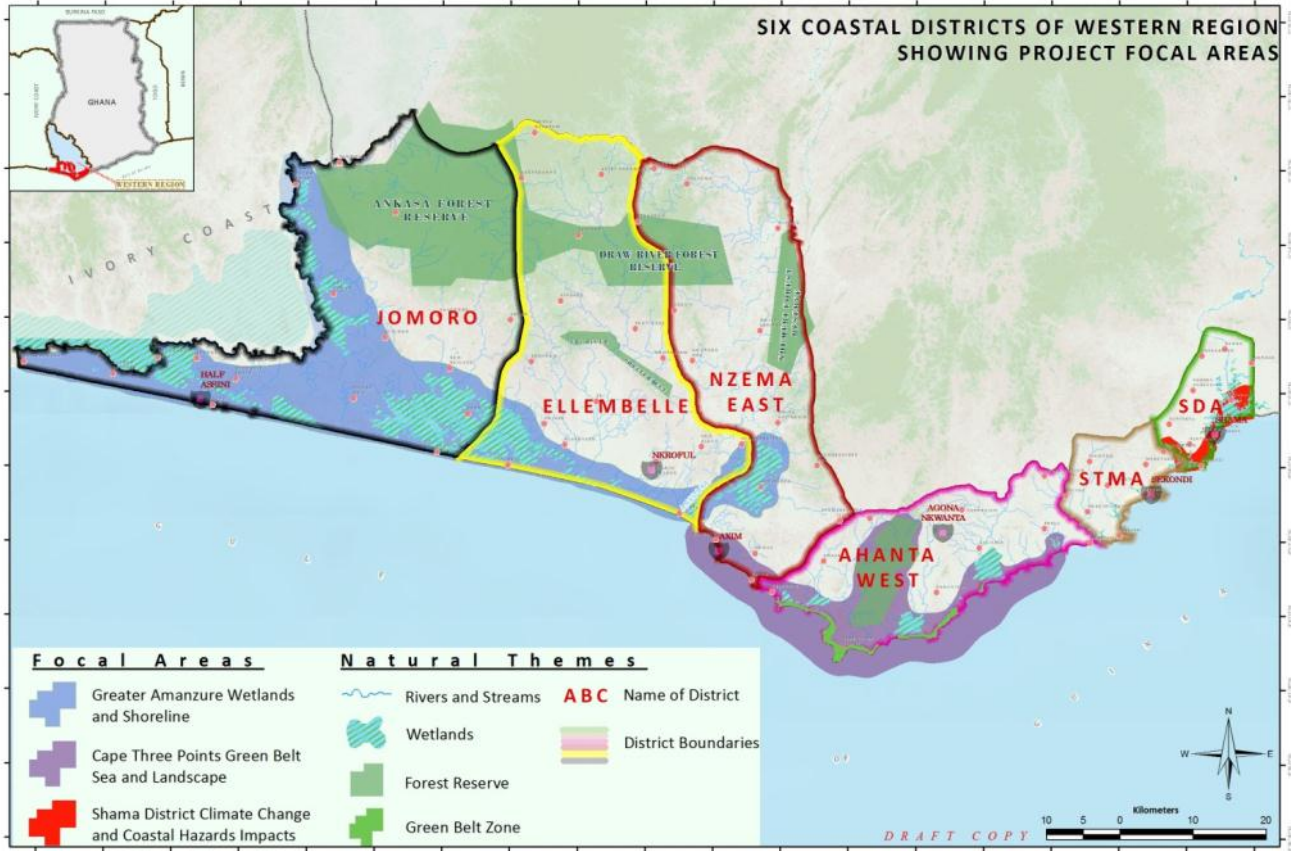


Figure 1. Project Focal Areas in the Western Region

Contributions of the *Hen Mpoano* Initiative to USAID Program Objectives

The Initiative's past and current funding has primarily come from the USAID/Ghana's Feed the Future Strategies for 2011 to 2015 and Biodiversity Conservation earmarks. More recently, Global Climate Change – Sustainable Landscapes funding has also been part of the funding portfolio for ICFG. The Initiative seeks to address the major threats to the significant marine and coastal biodiversity resources. These include the over-exploitation of marine fisheries resources as well as loss and degradation of biodiverse coastal habitats, among others, driven by rapid urbanization, extractive uses and shorefront development. Weak governance is seen as an underlying cause to these problems and is thus the focus of the Initiative.

The Initiative contributes to the overall objective of USAID/Ghana's multi-year strategy of the US government's global hunger and food security initiative, and its primary objective to improve the livelihood and nutritional status of households in Ghana. The specific contribution of Hen Mpoano is to improve the governance of marine fisheries resources that provide more than half of the food protein supply in the local Ghanaian diet. The project also contributes to an enhanced understanding of critical food security issues in the coastal zone of Ghana that is home to over 25% of the overall population.

With respect to bio-diversity, the six coastal districts in the Western Region harbor some of the most important biodiversity areas in the country, notably vast coastal wetlands areas that serve as critical habitat for many marine and freshwater fish species. These coastal wetland areas are equally important for providing essential ecosystem functions and services for the sea and landscapes as well as the human settlements dependent on them.

Findings and Recommendations of the Mid-Term Evaluation

Overview

A mid-term evaluation was commissioned by USAID in May 2012 which provided USAID, CRC and implementing partners with a detailed understanding about ways the project is effecting change; offered an assessment of the probability it will fulfill its objectives by the end of the project; made suggestions about alternative actions or measurements to increase the probability of success and recommended ways the project team might interact with other donors and/or other institutions to increase the probability of long term change.

The Evaluation Team found Hen Mpoano to be a very well designed and well implemented project; it has an exceptionally wide and supportive stakeholder base and is making a very positive change for the people and the governance structure of Ghana's Western Region. Since the project is designed and implemented as a governance project, the Team found it somewhat difficult to frame quantitative measures of change. It decided to use qualitative measures such as stakeholder involvement, how the mission is interpreted by stakeholders, ability of stakeholders to identify activities, perception among stakeholders on the extent to which the project is leading to sustainable change, and stakeholder guidance (i.e., their perception of the best ways for the project to invest time and energy in its final 18 months).

USAID, CRC and the implementing partners were found to have an understanding of the needs and opportunities when the project was designed, and that implementation has been appropriately adaptive. The Evaluation Team noted that the ICFG project team has adapted well, although not completely, to changes in institutional conditions (e.g., sources of funding within the US AID portfolio). Linkages to US AID's Feed the Future program are evident, but are not sufficiently articulated.

The evaluation report highlighted that the Hen Mpoano project is very well known and respected in the communities and Districts where it has focused, and has high visibility in the other Western Region Districts. While it was noted that progress in making targeted changes are evident at the regional level, more narrowly targeted and fewer changes are evident at the national level, in the private sector and within the donor community. While communication with local and District level stakeholders and of technical materials has been exemplary, communication products targeted to the needs of national and international stakeholders are less well developed and need to be a focus of the final year. The project was seen to have wisely invested very heavily in capacity development and technical assistance and made a large and meaningful difference in its target areas.

A principal recommendation aimed at sustaining the momentum and critical mass of support for fisheries and coastal governance was that the Evaluation Team felt that Hen Mpoano should be sustained in order to advance coastal governance, noting that there is an important role for an institution that serves as the central facilitator of coastal governance issues in the Western Region, drawing together and facilitating the interactions among key players to improve the quality of governance.

Addressing Recommendations from the Evaluation in the Year 4 Work Plan

The Evaluation Team made five specific recommendations for the final year of the current project which have been incorporated into this work plan.

Identify and document lessons learned: “The project focus its remaining energies more on analyzing and capturing lessons learned than on new initiatives”. This recommendation is addressed in a new Component 3 of the Year 4 work plan.

Communicate carefully: “Choose strategic messages, especially targeted, synthetic lessons to upper level, high visibility policy makers and decision makers. Policy briefs and white papers such those now in progress are valuable; we think there also is a significant need for items that are shorter, more synthetic and more targeted”. This recommendation is addressed in Component 1.1 and 1.2 and in Component 3.

Empower women: “There seems to be little momentum in helping women to become more organized (e.g., help develop better markets, better products, or alternative products or marketing strategies). Capacity development within the women's communities would be a valuable contribution”. This is addressed throughout Component 2 by the community level work in the three geographic focal areas.

Continue to invest in networking and relationship building: “Focus on the long term goal of Hen Mpoano becoming a self-sustaining institution in the Region. Consistent with that long term goal, communicate more effectively, especially at the regional and national levels”. This is addressed in

Components 1.1 and 1.2

Think carefully about where Hen Mpoano fits within USAID:“ICFG is currently funded primarily in Feed the Future (FtF) and is making contributions that will advance FtF goals. But it has activities and is making changes that cross programs. We think this analysis will be valuable because a) it will help identify the variables to be assessed during ICFG’s final evaluation, b) it will provide the Mission with valuable information in support of several of its programs and c) it will influence possible future AID support”. This will be addressed through adjustments to the PMP and in the descriptions of the key activities in Components 1 and 2.

More broadly, and within this context of the evaluation findings and recommendations, we see four main priority or theme areas for the final year of the initiative that are consistent with the current goals and objectives of the cooperative agreement. They are as follows:

- A **proposal for a nested governance** system that articulates key issues to be addressed, implementation structure, and processes and financing (via REDD funds or a proposed “Coastal Fund”), piloted in the Western Region and scalable nationally.
- A series of **discussion briefs** that describe in detail the priority issues of concern in the Region and specifically how they can be addressed. These briefs will feed into the content of what should be the focus of the governance program and used to build the stakeholder constituency and political will for action through a communications and outreach strategy.
- Consolidate the **enhanced district coastal planning** underway that details policies, strategies guidelines and actions that feed into chapters of district medium-term development plans and district bye-laws, addressing issues of food security, coastal community resilience, shorefront development and climate change adaptation, and protection of habitats of critical concern.
- **Selected on-the ground actions** at fisheries beach landing sites that directly benefit local households, build community resilience, and

Year 4 Activities

1. Options for a Nested ICM and Fisheries Governance System for the Western Region

The ICFG's efforts in coastal management in Year 4 will seek to refine the different roles and responsibilities of Districts, the Region and national government in supporting ICM policies that have been outlined in Year 3 and seek endorsement from national institutions for putting piloted models into practice. The design of a nested governance system for coastal planning and decision making has accommodated the need to respond to the many new planning and management initiatives that have gotten underway and that add new dimensions to an already complex governance landscape. For fisheries governance, the coming year will focus on articulating the elements of a Legislative Initiative to reform the policy framework in support of co-management and furthering local understanding and support from diverse constituencies in favor of reform. Sustained dialogue on the needs for and the design options for such nested systems is the priority for Year 4. This ongoing dialogue will be facilitated by a coordinated and expanded communications effort. Targeted capacity building for key constituency groups, and strengthening the partnerships with local institutions and donor funded programs, will further prepare a cadre of Ghanaians with the capacities and the commitment to carry forward the design options and opportunities for nested governance.

One of the characteristics that most distinguishes Hen Mpoano is the breadth of its contacts and the diversity of people and institutions with whom it works. Continuing to invest in and manage that network is a central part of the remaining project life, and lessons about how to make such networking successful in coastal communities will be articulated. More emphasis will be placed in Year 4 on actively engaging the interested and rapidly growing private sector within this network as community members in the Region in order to advance common coastal management objectives.

1.1 A Proposal for a Nested Coastal and Marine Program for the Western Region

The primary objective of the Hen Mpoano Initiative is to put forward a proposal to create a nested system of governance in the Western Region that can serve as a model for a future national program that recognizes the interconnections between the governance of the coast and the governance of fisheries. Such an integrating approach is essential for a fishery that is the primary source of livelihood in many coastal communities and is conducted by a fleet of sea-going canoes that operate from scores of landing beaches along the Western Region shore. The ICFG strategy is to assemble the enabling conditions for a long-term program by engaging in activities that build capacity and a constituency for a fresh approach to coastal and fisheries governance. These activities apply a "learning-by-doing" approach that follows the steps of the governance cycle in three focal areas in the coastal districts (detailed in Component 2). This section focuses on the coastal dimension of the evolving program. The relationships between the issues in the focal areas and a parallel issue driven and decentralized approach to fisheries is described in Component 1.2. The "learning by doing" approach will be supported by a series of short issue briefs (see Activities 1.1.1; 1.1.2; 1.1.3 and 1.2.1) providing for a two-track approach for assembling enabling conditions.

1.1.1 Design of a Marine and Coastal Governance Model

Activity leaders: Stephen Olsen, **Kofi Agbogah**; George Hutchful

Team Members: Donkris Mevuta; Caril Fiati; Osei Poko; Cofie Agama; Clement Dandori

The purpose of this activity is to put forward a proposal for a fresh approach to the governance of the coast and fisheries of the Western Region. This requires establishing and sustaining an informed dialogue on issues that are specific to the coastline and how they could be effectively addressed through a governance system that specifies roles and responsibilities at the community, district, region and national scales. The final proposal is being developed through a sequence of drafts that were circulated in late Year 3, discussed in several round-tables and will be refined during the first semester of Year 4 of the project. The final proposal will also be supported by a series of issue briefs that will draw upon relevant international experience when framing options for a decentralized approach to coastal management. Discussion and refinement of the proposal will occur through a variety of fora sponsored by the ICFG program and collaborative projects in the Western Region.

The major obstacle to good coastal management that addresses the issues identified in the first three years of the project is the low level of governance capability and the absence of a governmental mandate for decentralized coastal and fisheries planning management structures at the region, district, and community levels. The proposal for a fresh approach to coastal governance will assess options for overcoming the governance capacity gap and define priority roles and responsibilities at the national, regional and district levels. The proposed design will be developed iteratively. The focus will be on strengthening the governance capacity at the District level, taking into account the important differences between the highly urbanized STMA and its neighbors Shama and Ahanta West, and rural Districts like Nzema East, Jomoro and Ellembelle. The mandate of the Western Region Coordinating Council is currently limited to coordination and options for expanding its role through a delegation of authority for coastal management from appropriate national government institutions will be assessed. The proposal will also recognize that the management of highly mobile pelagic fisheries requires actions at the scale of the nation and the Large Marine Ecosystem in which these species migrate. Thus the decentralization of fisheries management must focus upon defining a role for community based fisheries management that addresses issues of their contributions to decision making at the larger management scale as well as enforcement, and the protection of coastal and inshore marine habitats critical to the sustained production of demersal (bottom living) species. (See 1.2)

Finally, a crucial element in Year 4 will be seeking firm institutional engagements and funding support to move the proposal from a design stage into practice incrementally. To these ends, the ICFG team will play an active role in the development of work plans for both the DFID oil and gas program and the World Bank sponsored West Africa Regional fisheries Program for Ghana (see section 1.1.3)

Table of Key Activities

Task 1.1.1 Design of a Marine and Coastal Governance Model	Q1	Q2	Q3	Q4
Drafts and final version of a proposal for a coastal management program for the Western Region	X	X	X	
Identification and discussion of options through an inclusive consultative process	X	X		

List of Key Outputs

- A proposal for a coastal management program for the Western Region
- Minutes of the Advisory Council working sessions and program review meetings
- An action plan with leveraged support, both institutional commitments and programmatic funding from partners, to move the proposal from design to practice.

1.1.2 Issue Briefs on Key ICM and Fisheries Issues

Activity leaders: Stephen Olsen, Kofi Agbogah, George Hutchful, Donald Robadue

Team Members: Elvis Addae, Donkris Mevuta; David Yaro; Kwesi Quaison

The discussion of major coastal issues and options for addressing them will be informed by a series of 3-6 page issue briefs designed to identify the causes, and the implications of specific expressions of societal and environmental pressures and how they may be addressed. Six of the eight planned briefs have been completed. The issue briefs have been written in an informative and not overly formal style suitable for distribution and discussion among mid and high level policy makers within targeted governmental institutions, the Advisory Council who can assist in further communications, and key ICFG partners in the donor and Ghanaian NGO communities. The briefs will be published one by one on a monthly basis and there will be accompanying events that catalyze formal discussion and feedback. Both the briefs and experiences from the field will contribute the identification of key messages for the communications strategy under Activity 3. Though eight briefs are planned, several other issues which have been developed into issue briefs, time permitting. The following titles have been prioritized and listed by theme and title:

Theme	Issue Brief Title
Coastal	A Nested Marine and Coastal Resources Management Program for Ghana
Coastal	Shoreline erosion and Coastal hazards – threats and responses, including setbacks, areas of concern, areas for preservation etc.
Coastal	Climate change and community capacity to adapt
Coastal	Conservation of coastal wetlands
Coastal	Adequate water for all
Fisheries	Compliance and enforcement in Ghanaian Fisheries
Fisheries	Past, Current and Potential Future Fisheries Governance Structures. Working Title: "Toward Nested Governance System for Ghana's Coastal Fishery"/Fisheries Communities & Co-Management - A Way Forward in Ghana
Fisheries	Fisheries Information System

The issue briefs on both coastal and fisheries issues (see 1.2 below) have been prepared in a consistent style and circulated initially as draft text and annotated presentations. Revised versions that respond to the reactions and comments that they engender will also be distributed and will be the basis for communications and educational materials suitable for use at the community level and, where appropriate, school programs. The impacts of the policy papers and the working paper on options for a decentralized coastal management program will be an important focal point of the semi-annual program review meetings. In addition, each issue brief has a section the ‘the way forward’ that provides practical suggestions for addressing these issues within existing governmental policies and realistic means. Together with on-the-ground actions in the Western Region, they show feasible

options for addressing critical coastal issues and options for evolving programs such as the DFID oil and gas program and the WARFP.

Table of Key Activities

Task 1.1.2 Issue Briefs on Key ICM and Fisheries Issues	Q1	Q2	Q3	Q4
Issue brief drafts prepared and compiled	X			
Issue briefs and presentations to Advisory Council	X	X		
Outreach materials based on issue briefs	X	X	X	

List of Key Outputs

- Eight (8) issue briefs on coastal and fisheries issues
- Outreach materials prepared and distributed related to issue briefs so as to inform and orient ongoing and future development and conservation projects such as WARFP and those being designed by DFID

1.1.3 Collaboration with Associated Initiatives in the Western Region and Sustaining Momentum and Funding

Activity leader: Kofi Agbogah

Team members: Donkris Mevuta; Osei Opoku; Christopher Cripps, Awulae Annor Adjae III, Stephen Olsen

Nested Governance Design

The Advisory Council for the ICFG Initiative has begun discussing the establishment of a Marine and Coastal Council for the process of preparing the nested governance proposal (section 1.1.1) and reviewing issue briefs (section 1.1.2), as well as overseeing the activities of the Hen Mpoano project. They have also liaised closely with, and many are members of, the Oversight Committee for the Western Region Spatial Development Framework (WRSDF) as well as the Western Corridor Development Authority Establishment Task Force. There is now considerable impetus to move the completed regional spatial plans into implementation, beginning in the coastal districts. Other members of the oversight committee and task force are additional government representatives, civil society representatives (notably from partnering NGOS), and private sector representatives.

This task will involve the organization of a series of meetings of the Advisory Council to be held jointly with the Oversight Committee for the WRSDF. The proposal described in 1.1.1 will be consistent with the recommendations of the National Development Planning Commission and build upon the experience of similar coastal commissions in other countries. Of particular importance is the establishment of a Coastal Fund (or Foundation) led by DFID as a vehicle for integrating Corporate Social Responsibility (CSR) funds provided by major businesses operating in the Western Region with funds provided by DFID and potentially other bi-lateral and multilateral organizations. The Coastal Fund would pool and distribute funds using unified criteria that offer strong incentives for implementing the policies and actions suggested by the proposal for a Western Region coastal management program, the Western Region Spatial Development Framework and associated activities at the scale of the region and the coastal districts. A key feature of the Coastal Fund would be the application of stringent standards of performance and accountability that draw from the

Functional Organization Assessment Tools (FOAT) and Urban Development Grant models developed by the World Bank and practiced throughout Ghana. Several MOUs have been established, or are in preparation, between CRC and other programmatic partners in the Western Region for coherent investments and synergy relative to the establishment of the Coastal Fund as well as to move spatial planning forward through adoption and implementation stages. To these ends, a study tour will be completed to visit the Savannah Development Authority to benefit from their experiences in establishing a development fund and institutional challenges as the Authority grew.

Hen Mpoano will support the Platform for Coastal Communities (PCC-WR) as a Coordinating Unit rallying Civil Society Organizations (CSOs) which include non-government organizations (NGOs), community based organizations (CBOs), and faith-based organizations (FBOs) as well as Traditional Authorities. All of these groups are demanding space for dialogue on coastal (off-shore & inshore) development issues. The PCC-WR will contribute to overall advocacy for the establishment of a Marine and Coastal Council with CSOs representation. The PCC-WR is still relative young and, as such, still needs some institutional support as they assume their role and increase capacity to provide support functions to civil society platforms being developed by COLANDEF with STAR Ghana funding and as part of the aforementioned investment being planned by DFID.

Sustainable Landscapes

The ICFG's program to date has focused in the Western Region of Ghana and has included detailed assessments on the functions and services provided by the coastal and marine habitats, notably the diverse wetland ecosystems that are essential to healthy land and seascapes as well as local livelihoods. With an aim of identifying longer-term conservation funding mechanisms for essential coastal habitats, CRC teamed up with the US based NGO Forest Trends and the Ghanaian NGO "Nature Conservation Research Center" (NCRC) in 2011 and 2012 to complete a series of feasibility studies for determining the potential for REDD+ or voluntary carbon offset funding mechanisms. These can potentially support the conservation of the Greater Amanzule Wetlands landscape that stores carbon in its freshwater peat forests and coastal mangroves. The studies have included carbon stock assessments of the above and below ground biomass and soil, as well as mapping of the habitats and their evolution or loss over time.

Field based follow-up actions are described below in section 2.3.2. This section covers promotion of a Project Identification Note (PIN) and a Pilot project description document (PDD) for wetland areas nationally. This will be done through organized working sessions in Accra on REDD+ policy implementation guidelines and promotion of blue-carbon pilots and for supporting national level participation in regional workshops in the Western Region. Other actors such as the World Bank and bilateral programs with the Dutch and Japan governments will also be consulted and involved to avoid duplication and maximize synergies within the national REDD+ strategy process. In addition, a concept note for voluntary offsets will be developed and communicated to private sector funding mechanisms such as the Livelihoods Venture headquartered in France or other voluntary carbon offset corporate groups.

Sustainable Seascapes

CRC will follow through with the completion of a report from the Inter-ministerial Commission on Marine Protected Areas proposing scenarios for establishing MPAs. The report will be communicated to the World Bank as part of a plan to follow-up with development of policies for MPA establishment.

Within the Western Region, the field based work completed by the UK based NGO Blue Ventures resulted in a detailed report entitled “The Nearshore Rocky Reefs of Western Ghana, West Africa: Baseline ecological research surveys”. This report presents several recommendations relative to establishing marine or fisheries reserves around the Cape Three Points seascape. It is hoped that this report will guide initial pilot MPAs to be funded by the WARFP.

Table of Key Activities

Task 1.1.3 Collaboration with Associated Initiatives in the Western Region and Sustaining Momentum and Funding	Q1	Q2	Q3	Q4
Memorandum of Understanding with collaborative programs in the Western Region	X	X		
Study trip to Tamale to study lessons learned from the Savannah Regional Development Authority		X		
REDD+ focal meetings on Amanzule Program Information Note PIN	X	X		
Concept note submitted for voluntary offset programs to corporate groups that complete voluntary offsets		X		
Marine Protected Area Inter-ministerial report completed	X			

List of Key Outputs

- MOUs with both DFID and NORAD relative to joint investments on common coastal management objectives.
- Minutes of meetings and letter of endorsement from GoG REDD Focal Point for Amanzule PIN thus allowing for marketing of the project internationally
- Concepts notes for voluntary offsets completed and submitted to corporate entities
- MPA Inter-ministerial report finalised and communicated

1.1.4 GIS and Spatial Planning Capacity for Regional and District ICM

Activity leader: Justice Inkoom , Donald Robadue

Team members: Hilary Stevens, Chris Damon, Kofi Osei, Lawrence Chapman

Ongoing ICM training programs and support will continue for the sub-committees (or advisory groups in some cases) for coastal spatial planning for the six districts and at the regional level. Training programs will build upon completed issues identification and shoreline hazards mitigation survey work that includes assessments of vulnerability and resilience of coastal communities and ecosystems relative to the critical issues identified. Training will allow incorporation of the

vulnerability assessments into structural plans, medium term development planning processes, and prepare district officials for localized planning for vulnerable communities and around planned infrastructural development.

At another level, GIS support and training will be provided to the Town & Country Planning Department personnel, the Ghana Land Administration Project, within the six districts at the Western Region Coordination Council. The initial technical training sessions were implemented by the national Town & Country Planning Department with subsequent follow-up support will be provided by the ICFG Project and UCC. The districts and the RCC will be provided with ongoing support related to moving their theoretical training into real practice in their districts using the the essential equipment and software acquired in Year 3 as well as the spatial data information that has been already prepared by ICFG. As part of the MOU discussed in the previous section between CRC, the NORAD funded consultants (COWI), and the national headquarters of the Town and Country Planning Department, the parties will further develop the regional GIS node to ensure that Western Region information meets quality standards and is incorporated into national spatial data systems. This MOU outlines the collaborative roles of the parties in supporting several districts with the finalization and approval process of district spatial plans as well as developing structure and local plans around three large infrastructure siting that are: gas facilities in the Ellembelle and Jomoro Districts and free trade zones and aluminum smelters in the Shama and STMA Districts.. It is important to note that the TCPD has additional support from the World Bank’s Land Administration Project that has also provided equipment and facilities. The six coastal districts have also shown their commitment to the program by allocating space and resources to ewnsure the proper maintenance of the GIS equipment as they are seeing the benefit it is providing for planning purposes and, in the future, means for increasing internally generated funds through property taxes. The latter aspect is supported by the USAID LOGODEP program.

Presently, the ICFG Initiative supports two Masters of Science students (BS graduates from UCC) to study at URI for two years. One student is conduction research relative to the histrocial degradation rates for the coastal mangroves and swamp peat forest areas that will feed into the REDD+ proposal. The other student is studying mangrove ecology and restoration and her research will also contribute to the Sustainable Landscapes program in the Amanzule focal area. n addition, the in-country field research of two MS students has also been supported in 2012, both topic are relative to the ecology of coastal wetlands habitats.

Table of Key Activities

Task 1.1.4	Q1	Q2	Q3	Q4
Contribute to Establishment of Regional District and Regional ICM GIS node	X	X		
Support training of TCPD personnel on GIS	X	X	X	
Support to regional node for data acquisition and analysis	X	X	X	
Training of National Service Personnel	X	X	X	

List of Key Outputs

- Reports on support for mainstreaming ICM into government programs
- An operational GIS “node” within the regional headquarters of Town and Country Planning that serves as a support service to district planners

Summary Targets relative to PMP Indicators (Task 1.1)

USAID Indicator	Year 4 Target
Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	Increasing
# 4.5.1-24 (FTF Sub IR 1.3) Numbers of Policies / Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	<ul style="list-style-type: none"> - Proposal for coastal and marine program developed that includes policy implementation recommendations - 10 issues briefs published - MPA implementation scenario developed
(Custom or USAID Biodiversity Ind. EG 5.1) Number of CSOs & govt. agencies strengthened such as local NGOs, alliances, trade associations or community management committees or advocacy groups, district natural resources offices, etc	<ul style="list-style-type: none"> - 11 GoG institutions (TCPD, RCC, Ministry of Local Govt, NDPC, Forestry Commission, Wildlife Division, six coastal districts) - Two regional planning committees - One coastal civil society alliances
# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Short-Term Training on agric. sector productivity or food security	<ul style="list-style-type: none"> - 200 individuals
# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Long-Term Training on agric. sector productivity or food security	<ul style="list-style-type: none"> - 22 TCPD technicians - 50 members of District Spatial Planning Advisory Committees
#4.5.2-12 (FTF IR 3) Number of PPPs formed as a result of FTF Assistance	<ul style="list-style-type: none"> - Five MOUs signed with TCPD, NORAD, DFID, COLANDEV, and Forestry Commission

1.2 Developing Nested Fisheries Governance in the Western Region

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

The need for reform is clear, yet the pathway forward is not. The work program for Year 4 builds on strong momentum based upon the information gathering and synthesis that has already taken place at the community level, engagement with key stakeholders in capacity building and dialogue, and developing the 'boundary institutions' that are critical for information flows in multi-tiered governance systems.

The ICFG project, as well as the future World Bank funded West Africa Regional Fisheries Program (WARFP), has recognized the potential for small management units to co-manage a range of fisheries, and play a central role in the monitoring of habitats and management of sedentary demersal stocks and estuarine and lagoon systems. The management of pelagic species however, in which both the fish and the fishermen migrate up and down the coast, has to be integrated at the scale of the nation and the much larger Guinea Current Large Marine Ecosystem (GCLME). However the 'building blocks' for such a larger co-management system still rest at the landing beach scale of operation. A strong role in biological monitoring as well as monitoring fishing activity and possibly components of enforcement may be effectively and efficiently handled at the community level. It is especially important to recognize that the contributions that can be made to national fisheries goals by community-based fisheries management cannot be made operational until there is a formal mandate for such a decentralized approach to fisheries governance, thus the need for a Legislative Initiative as the key focus to the fisheries governance agenda in year 4.

In pushing on to the next stage of building a nested governance system, Year 4 will focus on: 1) articulating the elements of a Legislative Initiative to reform the policy framework in support of co-management, and; 2) furthering the capacities of key fisheries constituency groups to support reform and development and implementation of the future Legislative Initiative. This latter aspect is a critical "niche" role that Hen Mpoano will play in support of the WARFP both in terms of documenting lessons learned from piloted co-management initiatives but also in targeted capacity building programs among constituency groups.

The project will wrap up, and hand over to the WARFP, technical support programs for the Monitoring Control and Surveillance Program of the Fisheries Commission to improve their enforcement strategies and approaches as well as prosecution strategies. The ICFG project has developed a program for the training of enforcement, prosecution and judicial authorities in the Western Region which has resulted in an increase of successful prosecutions. Training programs were also designed and initiated with the newly established marine police units which will operate from fisheries landing sites to discourage illegal fishing methods.

1.2.1 Development of elements of a Legislative Initiative and communicating key messages to inform policy implementation

Activity Leader: Dave Mills

Activity Team: Godfred Ameyaw, Elvis Addoe, George Hutchful, Kyei Yamoah, Donkris Mevuta, Tendayi Mutimukuru Marivanyika

Legislative Initiative

One of the recommendations coming from the from the “Ghana Coastal Fisheries Governance Dialogue” sessions organized by the ICFG program in April, 2012 was the need to further clarify co-management policies and norms within the existing Fisheries Act and Fisheries Regulations. While much of the institutional setting of fisheries in Ghana is articulated in the sector review, we now have a series of specific questions regarding the implementation of enabling conditions for community based management that need to be addressed. The degree to which this implementation can be accommodated under existing laws needs to be set out in detail. Presently, Ghana has no clear guidelines on establishing co-management regimes and no legal basis for mandating community leaders in the management of fisheries resources or habitats. In addition to planned support for a co-management working group and ongoing dialogue described in 1.2.2 that seeks to build capacities in support of reforms, the World Fish Center will engage the services of Dr. Martin Tsamenyi in the development of proposed elements of a new Legislative Instrument that will provide the framework for piloting co-management. His work will then be followed-up by the WARFP to move it forward towards enactment. Together with the USAID sponsored METSS program, the project will work to develop means for contributing to, and informing, the “National Joint Sector Performance Review of the Agricultural Sector” that is supported by USAID.

Communication initiative

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

Target groups, and the types of products to be used are outlined in the table below. The process of delivering these products goes beyond writing and involves diverse communications tools and strategies as outline in Section 3 of this work plan. The key messages will come from a series of issue briefs on fisheries as described in Section 1.1.2 that will be developed and targeted carefully to ensure equitable flow of information. The early briefs will form critical inputs into the fisheries dialog process as background information of particular importance to external experts.

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

Co-management Dialogue Events

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

The following actions are planned with key constituency groups, who will be provided with modest support in order to further generate local understanding and support in favor of fisheries reform.

Western Region Fisheries Working Group

The role of the working group will become increasingly critical as processes of designing governance reform mature. The Working Group will be supported as they promote stronger placement of fisheries, including co-management, on the agenda with district assemblies. The Fisheries Commission views this positively and has called for the establishment of similar working groups in the other coastal regions. Support will entail a few additional meetings and a communications brief that would be useful and serve other coastal regions. It is expected that the WARFP and Fisheries Commission will take the lead and pursue this program as ICFG has been asked to share their lessons learned and the Fisheries Commission has formally asked ICFG to assist in setting up similar working groups in the other coastal districts.

Furthering the co-management dialogue through the Fisheries Alliance

Information sharing and support for the Fisheries Alliance is considered important to broaden knowledge and buy-in to the reform process. This Alliance is an important ally for national level communication to promote and sustain governance reform in the fisheries sector. A small grant will be provided to catalyze a working group on co-management at the national level and within the Fisheries Commission. This will encourage civil society voices in national level discussions on the establishment of norms for co-management for the consideration by government. The Fisheries Alliance will also be tasked with organization of a follow-up national dialogue to be scheduled in the first semester of Year 4. Facilitating a ‘governance dialog’ was a major pillar of the move in Year 3 to clearly articulate the way forward for governance reform. The dialog process brought together stakeholders across multiple scales in Ghana, including experience built up through capacity building exercises and exposure visits, as well as regional and global expertise. It is also expected that the WARFP will contribute to these dialogue sessions and follow-up with this working group.

Information sharing and support for the Ghana National canoe fishermen’s council (GNCFC)

The GNCFC made up of influential chief fishermen, fish mongers and leaders of artisanal fishing group has been engaging stakeholders and advocating for the development of the artisanal fisheries through improved fisheries governance. The GNCFC has been re-structured with support from the Hen Mpoano and have recently been awarded a BUSAC grant for increasing voices and constituencies among the fisher folks for reform in fisheries governance.

Table of Key Activities

	Q1	Q2	Q3	Q4
Task 1.2.1 Development of elements of a Legislative Initiative and communicating key messages to inform policy implementation				
Consultant support on legal and institutional analysis and crafting an Legislative Initiative		X		
Issue briefs (see 1.1.2)	X	X		
Final networking support programs for Fisheries Working Group, Platform for Coastal Communities and Ghana National Canoe Fishers Council	X	X		
Grant to Fisheries Alliance for LI stakeholder consultation	X	X	X	
3 rd national fisheries dialogue		X		

List of Key Outputs

- Crafted elements for an LI on co-management with action plan for moving the proposed LI to enactment
- Four issue briefs communicated to key fisheries stakeholders to foster informed dialogue on the contents of the LI.
- Summary documents and actions plans for the FWG, PCC, GNCFC
- Orientations reports from the Fisheries Alliance and national co-management working
- Report from the 3rd fisheries dialogue

1.2.2 Strengthening the capacity of key stakeholders for compliance and enforcement

Activity Leader: Kofi Agbogah, Donkris Mevuta

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

Continued training of judges and prosecutors

Continued training of judges and prosecutors and engagements for the establishment and functioning of an environmental court for WR is needed as the judges and prosecutors are often rotated out of the region and they have asked for training on other environmental laws relative to illegal mining, waters, and pollution. This will strengthen the enforcement arm in the region to coordinate fisheries enforcement activities in a more consistent and orderly manner. Two additional sessions will be sufficient in order to further strengthen and solidify the prosecution chain process among the diverse enforcement agencies and judiciary.

Assistance with the training of marine police units

Ongoing training programs for the newly formed marine police units will be completed by the Fisheries Commission. Training of marine police trainers and the MCS division of the Fisheries Commission will ensure adequate capacity to follow through with additional training in other coastal regions with either GoG or WARFP resources.

Training of community associations and National Service Personnel

The Hen Mpoano program will support the Fisheries Commission in the use of national service personnel to assist with the diverse communications fora targeting local communities. Though training will be conducted by Hen Mponao partners, the national service personnel play a role in follow-up support and monitoring.

Table of Key Activities

Task 1.2.2 Strengthening the capacity of key stakeholders for compliance and enforcement	Q1	Q2	Q3	Q4
Community fora and training conducted with National Service Personnel		X	X	
Final prosecution chain and marine police sessions	X			

List of Key Outputs

- Training reports and a lessons learned document for NSP and community associations
- Guidelines documents for expanding prosecution successes, marine police training, to other coastal districts

Summary of Key Tasks, Outputs and Targets: Components 1.1 and 1.2

Task 1.1 Coastal and Marine Management	Q1	Q2	Q3	Q4
Task 1.1.1 Design of a Marine and Coastal Governance Model				
Drafts and final version of a proposal for a coastal management program for the Western Region	X	X	X	
Identification and discussion of options through an inclusive consultative process	X	X		
Task 1.1.2 Issue Briefs on Key ICM and Fisheries Issues				
Issue brief drafts prepared and compiled	X			
Issue briefs and presentations to Advisory Council	X	X		
Outreach materials based on issue briefs	X	X	X	
Task 1.1.3 Collaboration with Associated Initiatives in the Western Region and Sustaining Momentum and Funding				
Memorandum of Understanding with collaborative programs in the Western Region	X	X		
Study trip to Tamale to study lessons learned from the Savannah Regional Development Authority		X		
REDD+ focal meetings on Amanzule Program Information Note PIN	X	X		
Concept note submitted for voluntary offset programs		X		
Marine Protected Area Inter-ministerial report completed	X			
Task 1.1.4 GIS and Spatial Capacity Planning for Regional and District ICM				
Establishment of Regional District and Regional ICM GIS	X	X		
Follow-up support training of TCPD personnel on GIS	X	X	X	
Support to regional node for data acquisition and analysis	X	X	X	
Training of National Service Personnel	X	X	X	
Task 1.2 Developing Nested Fisheries Governance in the Western Region	Q1	Q2	Q3	Q4
Task 1.2.1 Development of elements of a Legislative Initiative and communicating key messages to inform policy implementation				
Consultant support on legal and institutional analysis and crafting an Legislative Initiative		X		
Issue briefs (see 1.1.2)	X	X		
Final networking support programs for Fisheries Working Group, Platform for Coastal Communities and Ghana National Canoe Fishers Council	X	X		

Small grant to Fisheries Alliance for co-management working group	X	X	X	
3 rd national fisheries dialogue		X		
Task 1.2.2 Strengthening the capacity of key stakeholders for compliance and enforcement				
Community fora and training conducted with National Service Personnel		X	X	
Final prosecution chain and marine police sessions	X			

Summary List of Key Outputs/Products (Task 1.1)

Design of Marine and Coastal Management

- A proposal for a coastal management program for the Western Region
- Minutes of the Advisory Council working sessions and program review meetings

Key ICM and Fisheries Issues Briefs

- Eight (8) issue briefs on coastal issues published and widely distributed
- Outreach materials prepared and distributed related to issue briefs.

Collaboration sustaining Momentum and Funding

- MOUs with both DFID and NORAD relative to joint investments on common coastal management objectives.
- Minutes of meetings and letter of endorsement from REDD Focal Point for Amanzule PIN
- Concepts notes for voluntary offsets completed and submitted
- MPA Inter-ministerial report finalised and communicated

GIS and Spatial Planning for Regional and District ICM

- Reports on continuing extension and support for mainstreaming ICM into government programs
- An operational GIS “node” within the regional headquarters of Town and Country Planning that serves as a support service to district planners

Summary List of Key Outputs/Products (Task 1.2)

Communicating Key messages for policy implementation

- Crafted elements for an LI on co-management with action plan for moving the proposed LI to enactment
- Four issue briefs communicated to key fisheries stakeholders to foster informed dialogue on the contents of the LI.
- Summary documents and actions plans for the FWG, PCC, GNCFC
- Orientations reports from the Fisheries Alliance and national co-management working
- Report from the 3rd fisheries dialogue

Strengthening the capacity of key stakeholders for compliance and enforcement

- Training reports and a lessons learned document for NSP and community associations
- Guidelines documents for expanding prosecution successes, marine police training to other coastal districts

Summary Targets relative to PMP Indicators (Task 1)

USAID Indicator	Year 4 Target
Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	Increasing
# 4.5.1-24 (FTF Sub IR 1.3) Numbers of Policies / Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	<ul style="list-style-type: none"> - 1 legislative instrument on fisheries co-management drafted - Operating procedures developed for marine police and fisheries commission - CWOW program established
(Custom or USAID Biodiversity Ind) Number of CSOs & govt. agencies strengthened such as local NGOs, alliances, trade associations or community management committees or advocacy groups, district natural resources offices, etc	<ul style="list-style-type: none"> - 3 GoG institutions (Fisheries, Police, and Judiciary) - 2 civil society alliances (GNCFC and Fisheries Alliance))
# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Short-Term Training on agriculture sector productivity or food security	410 stakeholders
# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Long-Term Training on agriculture sector productivity or food security	10 national service personnel

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

The central aim of this component is to explore and test ways to strengthen the governance of shore areas and coastal resources at the District and coastal community level, working in a variety of geographic settings on a range of issues important in the Western Region. The work is organized into three focal areas in recognition that the ICFG cannot provide equal levels of assistance to all six coastal districts, and that it would be valuable to emphasize integrated planning for ecosystems or watershed sub-basins. The Shama District focal area features the flood plains of the Pra and Anankwari Rivers. The Cape Three Points focal area incorporates the Districts of Nzema East and Ahanta west, and features the Cape Three Points forest reserve and its unique shore and marine resources. The Amanzule focal area encompasses Jomoro and Ellembelle Districts and the large wetlands system which they jointly share. The approach in each focal area engages stakeholders and brings policy through a cycle that proceeds from issue identification, to analysis and plan formulation, culminates in formal adoption and proceeds on to implementation and review. The limited time frame of the Hen Mpoano project requires focusing on steps 1 through 3 of the policy cycle (issue identification, plan preparation and adoption). Activities are aimed at identifying and addressing specific immediate issues facing shore areas and resource users of particular concern and selecting approaches that are applicable in all coastal districts.

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

The landscape planning and management activities carried out in Years 2 and 3 in the focal areas of Shama District, Cape 3 Points (encompassing Ahanta West and Nzema East Districts), and the Amanzule Wetlands shared by Jomoro and Ellembelle Districts were aimed specifically at:

- Building capacity and commitment for fresh approaches to coastal landscape issues at three focal sites through efforts that will be sustained through the remainder of the project.
- Strengthening the capacity of district level planners and their respective Assemblies to address land use issues and steer the development process towards desired outcomes, taking advantage of the concerted efforts to strengthen spatial planning within the Western region and its coastal districts.
- Engagement in cross-district coordination and learning through the semi-annual meetings of Component 1 (see 1.1 and 1.2)

In Year 4, the main emphasis will be on community-lead (bottom up) development of practical strategies to address the high level of poverty and vulnerability amongst fishers and coastal communities. This in turn is integrally linked to District level planning to sustain ecosystem services

and introduce effective land use planning and decision-making. In Year 4, Hen Mpoano will provide coastal Districts with information, tools and support to incorporate coastal management, sustainable landscape, hazard management and climate adaptation policies and best practices into place.

Fisheries activities conducted at the district level in Year 4 will emphasize tangible progress at the community level in four fishing communities accompanied by a strong effort to strengthen District and region-wide organizations that can increase the levels of engagement of fisheries-related stakeholders in projects as well as policy formulation and implementation.

2.1 Focal Area: Shama District

Activity leader: Stephen Kankam

Activity Team: Dave Mills, Donkris Mevuta, Mark Arthur, Habib Mohammed, UCC Geography Dept., Hilary Stevens, Tendayi Mutimukuru Marivanyika, Christopher Cripps

Shama faces a number of challenging coastal development and conservation issues. During Year 2, Hen Mpoano initiated work in this focal area by conducting participatory coastal issue analyses and assisting the District of Shama in carrying out a land use mapping exercise which doubled as a stakeholder consultation process regarding preferred land uses. The resulting land use and preference maps helped identify critical coastal areas of concern that became the focus of work during the second half of Year 2 as well as in Year 3, including shoreline development, erosion and coastal hazards, flooding of settlements and urban areas, and the conservation and sustainable use of wetlands and estuarine areas. Shama District leaders participated in training events at URI and the University of Cape Coast related to shore management and climate change adaptation. These activities helped prepare the District for active engagement in the District Spatial Planning work that will be underway through the first quarter of Year 4.

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

Hen Mpoano is making substantial contributions to the formulation of the District Spatial Development Framework. In Year 4, the aim is to incorporate an ICM component in the district spatial development framework that would be adopted by the district assembly as well as advance the preparation of bye-laws for regulating land use on an ecologically sensitive floodplain (Anankwari floodplain) and sustainable management of Anlo Beach wetlands. This will include a model shoreline management bye-law as an initial effort towards specifying and zoning uses for different sections of the district's coastal zone. This model bye-law will then be used then in the other six coastal districts. In addition, work will be completed on community-based flood risk plans for climate change impacts and adaptation and early warning systems created among district stakeholders.

During Year 3, Shama, with the leadership of the Central & Western Fishmongers Improvement Association, CEWEFIA, now has a model NGO based Population-Health-Environment (PHE) program established that works with the Ministry of Health on nutritional education programs and monitoring. This program will be maintained and coordination will be transitioned to the district health directorate.

Hen Mpoano will complete a set of activities in support of overall coastal management as set out in 2.1.1 below, with much of the work during Year 4 concentrated in three geographic areas of particular concern identified during the participatory land use mapping exercises. Tasks will include:

2.1.1 District Level Coastal Management in Shama

The effective participation of coastal stakeholders in Shama District spatial planning will be fostered and used as a model for evolving planning efforts in the other five Districts. ICFG will collaborate with the NORAD support program to TCPD in the facilitation of the approval process for district spatial development framework (SDF). ICFG will participate in additional working sessions of the district spatial planning advisory groups to help the district finalize the district spatial plans, obtain pertinent feedback from district stakeholders, and complete the process of endorsement from the district assemblies. These sessions will also contribute to advancing implementation through future marine and coastal councils and relevant sub-committees within the district assemblies as well as to the collaborative process that is expected to receive both DFID and NORAD funding.

A working document referred to as the “ICM Tool Kit” consisting of all the interim coastal management related products contributed by Hen Mpoano will be maintained and expanded that ties together all the shorefront management work coast-wide and in the areas of particular concern, using an outline similar to the documents maintained for the Cape Three Points and Amanzule Wetlands focal areas. This District “ICM Toolkit” will be a key product representing the models of ICM good practice being piloted in the districts within the focal areas. Hen Mpoano will also provide materials from the documents produced for Shama District as contributions to the District spatial plan being supported by Tullow Oil.

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

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

Anankwari River and Flood Plain Area of Critical Concern

Serious flooding afflicted dozens of families in the coastal flood plain area in 2011. The climate change/ hazard vulnerability assessment prepared by the University of Cape Coast will be reviewed locally. It is based on land analysis as well as a simple but revealing computer modeling exercise. In Year 4 this analysis will serve as the basis for bye-laws to be presented to the District Assembly for approval.

Wetlands conservation status will be determined for the Anankwari and Anlo Beach wetlands and a byelaw passed by the district assembly for permanent protection. The utilization potential for public access and recreation of the coastal barrier beach between the Volta River Authority thermal electric facilities and the outlet of the Anankwari will be assessed and incorporated within the Shama District spatial development plan.

Shama Shorefront Management

Shama District is targeted for major energy related industrial facilities and land development projects, many in the coastal zone. In Year 2, the University of Cape Coast carried out a district-wide survey of shoreline condition and use. Work remains to be done early in Year 4 to refine and convey the information from this analysis into terms and a reader-friendly format that can guide case-by-case development decisions and form the basis of a district bye-law. Systematic guidance and recommendations will be provided for the installation and maintenance shoreline protection structures and erosion management policies including allowed and prohibited uses of shore and water area zones within a byelaw drafted for the district assembly. The format and presentation of this information will also help inform the approach to be used in Ahanta West coastal tourism sites and Ellebelle/ Jomoro coastal communities.

In Year 4 Hen Mpoano will complete its review the draft shoreline assessment and the added detail and assessment work. To assist Shama in making case-by- case decision making, additional work will be carried out to identify and assess the effectiveness of individual shore protection structures and policy options for addressing shore use and condition concerns in specific segments of the shoreline. This information will be compiled and conveyed in reader-friendly formats, for example as an interpretative shore atlas. The project team will complete the preparation of a shore management bye-law as requested by the District.

Summary of Key Tasks, Outputs and Targets: Component 2.1.1

Table of Key Activities (Task 2.1.1)

Tasks 2.1.1 Shama	Q1	Q2	Q3	Q4
2.1.1 District level coastal management				
Contributions finalization of District Spatial Development Frame drafting and approval process, and initial implementation	X			
Up-to-date compendium of interim products: The “Shama ICM Tool Kit”	X	X	X	
GIS data and other data delivered in final format	X	X	X	
Contributions toward legal protection status for Anankwari	X	X		

2.1.2 Livelihood Resilience and community adaptive capacity - Anlo Beach Fish Landing Site

The ultimate on-the-ground extension of much of the work covered by the Initiative is to bring together diverse coastal governance components at the community level to improve community and ecosystem health, resilience and wellbeing. The participatory mapping effort at Anlo Beach highlighted this site and its associated wetlands led to its identification as a pilot and demonstration site

for integrated livelihood and ecological management, in essence serving as a model agro-eco- village. The approach in Year 4 is to complete the vulnerability assessment in close coordination with the agro- aquaculture approaches utilized by WorldFish to generate a local plan that promotes complementary land and seascape activities within this coastal ecosystem, and integrates this with community level governance institutions. Recognition will also be given to the potential impacts of construction of an international airport in the adjacent district of KEEA in the Central Region.

Preliminary assessments in the area have identified vulnerability, sea level rise, flooding, mangrove destruction, gleaning, and settlement relocation as key community issues. Detailed technical information gathered on wetlands characteristics and use patterns in Year 3 will be incorporated into this demonstration of local planning. With the leadership and full engagement of Anlo Village, the ICFG Initiative will work towards wetlands conservation and restoration and community based management of fisheries and habitats. Participatory scenario exercises will be used to plan, and initiate, interventions to address major vulnerabilities. Community institutions will lead the intervention process and develop adaptive management protocols.

The detailed livelihood analysis conducted as part of community baseline surveys will feed directly in to the linked analysis of community livelihoods and draw-down of ecosystem services utilized by the community. This forms the basis of an ongoing action research in collaboration with UCC and with input from WFC.

Summary of Key Tasks, Outputs and Targets: Component 2.1.2

Table of Key Activities and Milestones (Task 2.1.2)

Tasks 2.1.2	Q1	Q2	Q3	Q4
Local plan for Anlo Beach incorporating livelihoods, climate change, and ecosystem maintenance concerns	X	X		
Livelihoods activities that contribute to community resilience	X	X	X	

Summary List of Key Outputs (Task 2.1.1)

- Compendium of interim products into the ICM Tool Kit including written ICM contributions to the Tullow Oil spatial planning process
- Draft bye laws for wetlands protection and shoreline management
- Local plan outlined and underway for Anlo Beach incorporating livelihoods, climate change, and ecosystem maintenance concerns
- Reports from the livelihoods interventions (CEWEFIA and Dassgift)

Summary Targets relative to PMP Indicators (Task 2.1)

USAID Indicator	Year 4 Target
Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	Increasing
# 4.5.1-24 (FTF Sub IR 1.3) Numbers of Policies/ Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	<ul style="list-style-type: none"> - 2 byelaws on wetlands/floodplain conservation and shoreline development drafted - District spatial plan completed and approved - ICM tool kit prepared to support next MTDPs
(Custom or USAID Biodiversity Ind) Number of CSOs & govt. agencies strengthened such as local NGOs, alliances, trade associations or community management committees or advocacy groups, district natural resources offices, etc	<ul style="list-style-type: none"> - 3 district offices of health, NADMO, TCPD - Anlo community management committee
# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Short-Term Training on agric. sector productivity or food security	<ul style="list-style-type: none"> - 150 community members from Anlo Beach, Shama, Aboadze, Abuesi
(Biodiversity Indicator EG 8.1) No of hectares in areas of biological significance under improved management	3000 hectares of wetlands
#4.5.1-21 (FTF Sub IR 1.2) Number of climate change vulnerability assessments conducted	1 refined for Anlo Beach
#4.5.2-13 (FTF Sub IR 1.2) Number of rural households benefiting directly from USG Interventions	150
#4.5.2-12 (FTF IR 3) Number of PPPs formed as a result of FTF Assistance	<ul style="list-style-type: none"> - 1 with NORAD funded program
(Biodiversity Indicator EG 4.8-7) Quantity of greenhouse gas emissions measured, reduced or sequestered	<ul style="list-style-type: none"> - Sequestered gases to be calculated from wetlands conservation areas
#4.5.2-32 (FTF Sub IR 1.1) Number of stakeholders using climate change information in their decision making as a result of USG assistance	<ul style="list-style-type: none"> - 5 stakeholders groups
#4.5.2-27 (FTF Sub IR 1.1) Number of members of producer organizations and community based organizations receiving USG assistance	<ul style="list-style-type: none"> - 100 in relation to grants to CEWEFIA and Dasgift

2.2 Focal Area: Cape 3 Points (Ahanta West & Nzema East Districts)

Activity leaders: Kyei Yamoah, Emma Ntiri,

Activity Team: Nana Efua, Patricia Mensah, Felix Nany, WFC Team, Peace Corps Volunteers (2), NGO Conservation Foundation, Pam Rubinoff, Hilary Stevens, Donald Robadue

Interventions in the Cape Three Points focal area will focus around a “green belt” strategy that serves to maintain critical ecosystem functions and services as well as developing model local plans for a highly vulnerable coastal community. Several tools will be developed to assist the district assemblies in the development of future MTDPs that are inclusive of prescriptive measures for addressing vulnerability issues in coastal communities and managing development pressures so as to maintain ecosystem functions and services and ensure the tourism potential and biodiversity rich areas of the coastal zone. Hen Mpoano has already made significant contributions to a revised district spatial development framework but this plan requires a follow-up process for endorsement and ownership from the district assembly and subsequent implementation planning support. This support will include review processes and amendments, drafting of byelaws for protection of critical wetlands habitats, and additional capacity building for community management associations (CREMAs). It will also include pioneering effort to pro-actively complete local plans for a highly vulnerable coastal community, inclusive of settlement re-location strategies.

Livelihoods resilience activities will be tested in the communities of Dix Cove and Akwidaa in conjunction with support to fisherfolk associations. In addition, ICFG will contribute to engagements with stakeholders in the focal area on the design of land trust mechanisms within evolving district spatial development frameworks that serve as mitigation measures to expanding plantations of perennial tree crops and support food security goals.

2.2.1 District Level Coastal Management

Facilitation of the approval process for district spatial development framework (SDF)

As in Shama, additional working sessions of the district spatial planning advisory groups are planned to finalize the district spatial plans, obtain pertinent feedback from district stakeholders, and complete the process of endorsement from the Ahanta West and Nzema East District Assemblies. These sessions will also include planning for implementation through future marine and coastal councils and relevant sub-committees within the district assemblies. Implementation planning will also be a collaborative process with both DFID and NORAD funding.

ICM Toolkits and “best practice” guidebook for development within the “green belt”

The Hen Mpoano program will also develop the ICM Tool Kits of relevant information and data that will facilitate the integration of ICM into a marine and coastal resources chapter of the MTDP process that will start in 2013. This will include the vulnerability reports completed in Year 3 as well as enhanced mapping of the shoreline features and critical habitat areas that merit conservation status. The toolkit will also include detailed mapping and proposed uses for the “green belt” as well as proposed elements for future byelaws relative to development norms within this “green belt”. Finally, a “best practices” voluntary adoption guidebook for tourism developers and district development oversight officials will be completed in support of the “green belt” strategy.

Summary of Key Tasks, Outputs and Targets: Component 2.2.1

Table of Key Activities (Task 2.2.1)

Tasks 2.2 Cape Three Points	Q1	Q2	Q3	Q4
2.2.1 District Level Coastal Management				
Contributions toward finalization of District Spatial Development Frame drafting and approval process	X	X		
Detailed mapping and policy advice for the Cape 3 Points “green belt”	X	X	X	
Completion of “ICM Tool Kits” for MTDP planning in Nzema East and Ahanta West Districts		X	X	

Summary List of Key Outputs (Task 2.2.1)

- Guidebook on “best practices” for development in the “green belt”
- Compendium of interim products in the ICM Tool Kit including written ICM contributions to the Tullow Oil spatial planning process

2.2.2 Conservation of Critical Sea and Landscape Habitats

Landscape

Landscape management support will focus on the following two action areas: finalizing byelaws for the coastal wetland areas and developing the capacity of the enlarged Cape Three Points CREMA that is inclusive of communities managing wetland areas and those managing adjacent forest areas. Bye laws for the wetlands will be drafted so that they are congruent with byelaws developed for the Shama and STMA wetlands. The byelaws will be submitted for the adoption process to the district assembly.

Support for the CREMA will focus on capacity building and conservation actions that include training for community surveillance and monitoring and restoration programs. The Cape Three Points working group will be supported in collaborating with the Forestry Commission on a revised management plan for the forest reserve and for individual management plans for the wetland areas. A key element of the coming year will be leveraging funds for ongoing institutional support of the CREMAs. Though funding has been obtained from Tullow Oil for supporting some CREMA for forest monitoring actions, the Wildlife Division will require additional funding to provide overall support to the CREMA, notably for the wetland conservation areas. This work will also contribute toward implementation of the Ahanta West spatial development framework and the Western Region Spatial Development Framework, once each is adopted.

Seascape

Adjacent to the coastal wetlands areas are critical habitats that include the tidal interface areas and several small off-shore islands and rocky sea that serve as habitat and refuge for many marine species. An ecological assessment of these areas was completed in Year 3 by the UK based NGO Blue Ventures and management recommendations have been made for initiating a program for a

network of small marine management areas. As the ICFG project has one year left, these recommendations will be communicated to the WARFP in an effort to engage the Fisheries Commission in piloting marine protected areas in the Cape Three Points focal area. In the interim, the CREMA support program for the coastal wetlands is laying the foundations for an expansion of CREMA management areas into the inshore marine waters.

Summary of Key Tasks, Outputs and Targets: Component 2.2.2

Table of Key Activities (Task 2.2.2)

Tasks 2.2.2 Conservation of Critical Sea and Landscape	Q1	Q2	Q3	Q4
CREMA capacity building programs (including actions)	X	X	X	
Support for Leveraging additional funding for CREMA	X	X	X	
Submission of wetland byelaws for district approval		X		
Communication of MPA opportunities to the WARFP		X	X	

Summary List of Key Outputs (Task 2.2.2)

- Approved byelaws for wetland conservation in 4 areas (Butre, Busua, Akwidaa, and Princetown)
- Additional funding proposal for CREMA completed
- WARFP briefed on MPA opportunities for the Cape Three Points area

2.2.3 Akwidaa and Dix Cove Fish Landing Sites Livelihoods Resilience and climate adaptive capacity

As with Anlo Beach in the Shama District, two communities have been selected for focal sites for developing local governance and livelihoods resilience programs (see Anlo Beach description in 2.1.2). Dix Cove is a large landing site facing a number of issues, with relatively less concern about physical impacts of flooding and erosion. Akwidaa is a smaller location facing a precarious existing from natural hazards that can be intensified due to climate change. For Akwidaa, the process for developing a local spatial plan will be piloted within the Town and Country Planning Department in order to pro-actively plan for a community that is repeatedly flooded each year. In Dix Cove, the activities initiated by the local NGOs CEWEFIA on PHE and Dassgift on recycling waste plastic will be replicated and are expected to benefit over 100 additional families. The work will recognize recent proposals to expand or upgrade fishing and other shorefront facilities as part of regional economic development.

Summary of Key Tasks, Outputs and Targets: Component 2.2.3

Table of Key Activities (Task 2.2.3)

2.2.3 Akwidaa and Dix Cove Fish Landing Sites Livelihoods Resilience and climate adaptive capacity	Q1	Q2	Q3	Q4
TCDP training and local plan development for Akwidaa	X	X	X	
Livelihoods and resilience interventions piloted in Akwidaa and Dix Cove		X	X	
Small grants to Dassgift and CEWEFIA	X	X	X	

Summary List of Key Outputs (Task 2.2.3)

- Local plan outlined and underway for Akwidaa
- Reports from pilot livelihoods interventions

Summary Targets relative to PMP Indicators (Task 2.2)

USAID Indicator	Year 4 Target
Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	Increasing
# 4.5.1-24 (FTF Sub IR 1.3) Numbers of Policies/ Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	1 byelaws on wetlands conservation District spatial plan completed and approved ICM tool kits prepared for next MTDPs local plan developed for Akwidaa
(Custom or USAID Biodiversity Ind) Number of CSOs & govt. agencies strengthened such as local NGOs, alliances, trade associations or community management committees or advocacy groups, district natural resources offices, etc	3 district offices of health, NADMO, TCPD 15 civil society groups: Akwidaa community management committee; Cape Three Points Working Group; Cape Three Points CREMAs (12); and Dix Cove Co-Management Association
# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Short-Term Training on agric. sector productivity or food security	150 community members from Dix Cove and Akwidaa
(Biodiversity Indicator EG 8.1) No of hectares in areas of biological significance under improved management	8000 hectares of wetlands
#4.5.1-21 (FTF Sub IR 1.2) Number of climate change vulnerability assessments conducted	2 refined for Akwidaa and Dix Cove
#4.5.2-13 (FTF Sub IR 1.2) Number of rural households benefiting directly from USG Interventions	150
#4.5.2-12 (FTF IR 3) Number of PPPs formed as a result of FTF Assistance	- 2 with NORAD funded program and Tullow

USAID Indicator	Year 4 Target
(Biodiversity Indicator EG 4.8-7) Quantity of greenhouse gas emissions measured, reduced or sequestered	- Sequestered gases to be calculated from wetlands conservation areas
#4.5.2-32 (FTF Sub IR 1.1) Number of stakeholders using climate change information in their decision making as a result of USG	- 5 stakeholders groups
#4.5.2-27 (FTF Sub IR 1.1) Number of members of producer organizations and community based organizations receiving USG assistance	- 100 in relation to grants to CEWEFIA and Dasgift

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

Activity leader: Kofi Agbogah

Activity Team: Balerty Gomey, Kwesi Johnson, Richard Adupong, Peace Corps Volunteers (2), Nzema Manle Traditional Council, Chris Damon

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

In Years 2 and 3, CRC-Ghana and its partners engaged with a broad group of local leaders and stakeholders in Jomoro and Ellembelle to advance the formulation of a joint management approach to the shared wetlands. Technical assistance to orient the potential for carbon offset funding was provided by Forest Trends and the Nature Conservation Research Centre. Guidance was provided to the Tullow –sponsored district spatial planning efforts that were unfortunately left incomplete and will require follow-up support to the district in order to complete them and ensure the approval process with district assemblies. General purpose maps were completed for the District and special land use / land cover maps initiated using LANDSAT imagery as a baseline for understanding landscape connectivity and change. Detailed shoreline characterization and physical vulnerability assessments, as well as thorough community vulnerability assessments, were completed in Year 3.

In Year 4, the Hen Mpoano efforts will be focused in three main areas: ICM planning support to the districts; conservation planning for the Greater Amanzule Wetlands; and resilience building and proactive local planning for a vulnerable coastal community.

2.3.1 District Level Coastal Management

Facilitation of the approval process for district spatial development plans

In parallel with the process in the districts of the Cape Three Points focal area, additional working sessions of the district spatial planning advisory groups of the Ellembelle and Jomoro are planned to finalize the district spatial plans, obtain pertinent feedback from district stakeholders, and complete the process of endorsement from the district assemblies. These sessions will also include planning for implementation through future marine and coastal councils and relevant sub-committees within the district assemblies. Implementation planning will again be a collaborative process with both DFID and NORAD funding, notably for structural plans and local plans around the large gas infrastructure sitings in each district. Capacity building actions and production of a set of guidelines will support district officials and the assemblies in the effective engagement with the gas industry and means for evaluating mandated environmental and social impact processes.

ICM Toolkits

The Hen Mpoano program will also develop a “tool kit” of relevant information and data that will facilitate the integration of ICM into a marine and coastal resources chapter of the MTDP process that will start in 2013. This will include the vulnerability reports completed in Year 3. The toolkit will also include detailed mapping and proposed zoning for the “Greater Amanzule Wetlands” as well as proposed elements for future byelaws relative and a potential source of revenue for local development and livelihoods through carbon sequestration funding mechanisms. Given the rapid development that will occur with natural gas processing facilities in the two districts, ICFG will work with the NORAD program to develop a training program and short guidebook for effective engagement in EIA review and consultation processes. Finally, a program will be developed together with the GCLME and the district assemblies to communicate on the probable causes and consequences of the “green-green” algae bloom as well as long-term measures that will be needed to address both the cause and effects of the blooms..

Summary of Key Tasks, Outputs and Targets: Component 2.3.1

Table of Key Activities (Task 2.3.1)

2.3.1 District level Coastal management	Q1	Q2	Q3	Q4
Contributions toward finalization of District Spatial Development Frame drafting and approval process	X	X		
Detailed mapping of the “Greater Amanzule Wetlands” belt”	X	X		
Completion of “ICM tool kits” for support of future MTDP planning for Jomoro and Ellembelle Districts		X	X	
Completion of training and guidebook for effective engagement and EIA reviews		X	X	

Summary List of Key Outputs (Task 2.3.1)

- Contributions to spatial development frameworks for Jomoro and Ellembelle
- ICM Tool kits presented to district assemblies
- Guidebook on “best practices” for engaging the gas sector and reviewing EIAs

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

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

The initial assessments, completed with REDD verifiable methodologies, show extremely high carbon stocks in both the unique peat forest and old-growth mangrove areas pointing positively relative to REDD criteria. Current and accelerating deforestation rates and evolving threats,

combined with increasing social momentum for community conservation actions for these coastal habitats, also relate positively to REDD criteria and suggest following through with a Project Idea Note (PIN) and subsequent Project Design Document (PDD).

CRC will contribute direct support to USAID/Ghana's evolving Climate Change Sustainable Landscape Program to assist the Government of Ghana (GoG), Ghanaian communities, NGOs, and the private sector prepare for REDD+ programs through scientific field-based project design, laying the social foundations locally, and providing a tangible carbon offset project for policy implementation. This will be accomplished through four specific components:

Identify certification methodologies, Prepare Project Idea Note

CRC will further collaboration with NCRC and Forest Trends to develop the PIN and to initiate the subsequent PDD within the evolving policy guidelines of the Government of Ghana. This will first involve identification of the most appropriate, and existing, methodologies for the habitat type and context of the Amanzule wetlands landscape and subsequent research to validate the carbon stock assessments to date and to refine rates of habitat loss. In addition, further promotion will be done with identified corporate supported entities that invest in voluntary carbon offsets in an effort to develop private-public sector partnerships that can further develop the PDD.

CRC will accomplish these objectives through the provision of technical experts to build capacity and execute technical activities in collaboration with on the ground partners at national, regional, and local levels. With the support of USAID/Ghana and other donor agencies within the Environment Working Group in Ghana, CRC will work extensively with the GoG and primary on the ground partners Friends of the Nation, NCRC, the Ghana Wildlife Society, and the Nzema Traditional Council in the development of the PIN and PDD and to propose and pilot new activities to complement national and sub-national REDD+ strategies, to capitalize on current USG investments, and increase the capacities of GoG and other stakeholders to prepare for REDD+ and carbon markets through targeted pilot demonstration projects and further developing proposed national monitoring systems.

Joint action plans will be developed with the government institutions responsible for wildlife, wetlands, and forests while involving key NGOs, notably the Ghana Wildlife Society, the Nature Conservation Research Center, WAPCA, and Forest Trends. Such planning will follow-up necessary for accessing long-term funding through carbon sequestration funds available with the REDD mechanism (Reducing Emissions from Deforestation and Forest Degradation).

Mapping

CRC will invest in recent satellite imagery to support detailed mapping of the wetlands areas (also inclusive of wetlands and forests with in the Cape Three Points focal areas). The recent imagery will compliment detailed mapping of the habitats from 2002 imagery that was completed in Year 3 by CRC and URI. The two sets will allow for a comparative analysis that will show the extent of transformation of natural habitats or rates of loss as well as the expansion of rubber and oil palm plantations. This information is needed as part of the PDD process described above.

Support for Amanzule Working Group, Nzema Manie Traditional Council

The Amanzule working group was formed in Year 3 to lead spatial planning support and development of local legislation within District and Regional “local” governments for reserving large areas of the Amanzule wetlands landscape for essential ecological functions and services, including carbon sequestration. This group is tasked with following upon the formal commitment from traditional authorities and community leaders as well as the design of creative social institutions, within existing policies, for managing the wetlands landscape. Validation workshops will be held to agree upon the preferred management scenario for the wetlands areas.

Promotion of diversified livelihoods

Several activities aimed at improving the livelihoods and social conditions for the people of the place will also be developed and tested, including the potential for cottage bamboo industries. Preliminary inventories on the quality and quantity of bamboo in the western-most districts were initiated in Year 3 and will be finished early in Year 4 in collaborative relationship with the International Network on Bamboo and Rattan (INBAR) based in Kumasi.

Summary of Key Tasks, Outputs and Targets: Component 2.3.2

Table of Key Activities (Task 2.3.2)

Tasks 2.3.2 Conservation of Wetlands, Natural Areas and Coastal Lagoons in the Greater Amanzule Wetlands	Q1	Q2	Q3	Q4
Certification methods identified	X			
Project Idea Note completed		X		
Recommendations for Project Design Document PDD initiation	X			
Working Groups develops preferred conservation management scenario	X	X		
Recent satellite imagery analysed	X	X		
Bamboo feasibility studies completed	X	X		

Summary List of Key Outputs (Task 2.3.23)

- Communication of Project Idea Note to REDD+ national focal point
- Recommendations for PDD Action
- Amanzule Wetlands Satellite imagery analyzed
- Bamboo feasibility study support documents provided to private sector partner

2.3.3 New Town Resilient Community, Jomoro

As with Anlo Beach in the Shama District and Akwidaa in the Cape Three Points focal area, one community has been selected for developing local governance and livelihoods resilience programs (see Anlo Beach description in 2.1.2). New Town is a small isolated landing site facing a number of vulnerability issues. The WFC will develop programs that aim to address some of these social issues relative to livelihoods.

As part of designing programs for resilient communities, the PHE aspect of the Hen Mpoano program had developed a different approach in the Amanzule focal area. With the assistance of two Peace Corps volunteers, a professional training and extension program has been developed with the Ghana Health Service and the Esiamia Community Health Nurses Training College. This activity has resulted in over 400 students receiving extensive training on PHE and delivering practical extension and counseling services across the coastline of the Ellembelle and Jomoro districts. As the formal training modules are fully embedded in the curriculum of the training school, the extension program will evolve in year 4 to include a peer educators program in 24 coastal communities and the set-up of a local distribution network for family planning products.

Summary of Key Tasks, Outputs and Targets: Component 2.3.3

Table of Key Activities (Task 2.3.3)

Tasks 2.3.3 New Town Resilient Community, Jomoro	Q1	Q2	Q3	Q4
Piloting of resilience actions		X	X	
PHE peer educators program	X	X		
PHE distributors network established		X		

Summary List of Key Outputs (Task 2.3.3)

- Resilience plans and lessons learned document for New Town
- PHE peer educators program established
- Local PHE distribution program established

Summary Targets relative to PMP Indicators (Task 2.3)

USAID Indicator	Year 4 Target
Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	Increasing
# 4.5.1-24 (FTF Sub IR 1.3) Numbers of Policies / Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	- District spatial plan completed and approved - ICM tool kits prepared for next MTDPs - Amanzule wetlands landscape preliminary zoning in district spatial plans
(Custom or USAID Biodiversity Ind) Number of CSOs & govt. agencies strengthened such as local NGOs, alliances, trade associations or community management committees or advocacy groups, district natural resources offices, etc	- 3 district offices of health, NADMO, TCPD - Amanzule Working Group
# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Short-Term Training on agric. sector productivity or food security	- 150 community members from Anlo Beach, Shama, Aboadze, Abuesi
(Biodiversity Indicator EG 8.1) No of hectares in areas of biological significance under improved management	20,000 hectares of wetlands

USAID Indicator	Year 4 Target
#4.5.1-21 (FTF Sub IR 1.2) Number of climate change vulnerability assessments conducted	1 refined for New Town
#4.5.2-13 (FTF Sub IR 1.2) Number of rural households benefiting directly from USG Interventions	25
#4.5.2-12 (FTF IR 3) Number of PPPs formed as a result of FTF Assistance	- 1 with NORAD funded program
(Biodiversity Indicator EG 4.8-7) Quantity of greenhouse gas emissions measured, reduced or sequestered	- Sequestered gases to be calculated from wetlands conservation areas (the method of measurement is still being determined)
#4.5.2-32 (FTF Sub IR 1.1) Number of stakeholders using climate change information in their decision making as a result of USG assistance	- 5 stakeholders groups

Summary of Key Tasks, Outputs and Targets: Component 2

Table of Key Activities (Task 2.1) Shama District Focal Area

Tasks 2.1 Shama	Q1	Q2	Q3	Q4
2.1.1 District Level Coastal Management				
Contributions toward finalization of District Spatial Development Frame drafting and approval process, and initial implementation	X	X		
Up-to-date compendium of interim products: The “Shama ICM Tool Kit”	X	X	X	
GIS data and other data delivered in final format	X	X	X	
Contributions toward legal protection status for Anankwari and Anlo wetlands and floodplain through bye-laws	X	X		
Complete a model shoreline management bye-law for the district effectiveness of individual shore protection structures	X	X		
2.1.2 Livelihood Resilience and community adaptive capacity Anlo Beach Fish Landing Site				
Local plan for Anlo Beach incorporating livelihoods, climate change, and ecosystem maintenance concerns	X	X		
Livelihoods activities that contribute to community resilience	X	X	X	

Table of Key Activities (Task 2.3) Cape Three Points Focal Area

Tasks 2.2 Cape Three Points	Q1	Q2	Q3	Q4
2.2.1 District Level Coastal Management				
Contributions toward finalization of District Spatial Development Frame drafting and approval process	X	X		
Mapping and policy advice for the Cape 3 Points “green belt”	X	X	X	
Completion of “ICM Tool Kits” for MTDP planning in Nzema East and Ahanta West Districts		X	X	
2.2.2 Conservation of Critical Sea and Landscape Habitats				
CREMA capacity building programs (including actions)	X	X	X	
Support for leveraging additional funding for CREMA support	X	X	X	
Submission of wetland byelaws for district approval		X		
Communication of MPA opportunities to the WARFP		X	X	
2.2.3 Akwidaa and Dix Cove Fish Landing Sites Livelihoods Resilience and climate adaptive capacity				
TCDP training and local plan development for Akwidaa and Dix Cove	X	X	X	
Livelihoods and resilience interventions piloted in Akwidaa and Dix Cove		X	X	
Small grants to Dassgift and CEWEFIA	X	X	X	

Table of Key Activities and Milestones (Task 2.3) Amanzule Wetlands Focal Area

Tasks 2.3 Amanzule Wetlands	Q1	Q2	Q3	Q4
2.3.1 District level Coastal management				
Contributions toward finalization of District Spatial Development Frame drafting and approval process	X	X		
Detailed mapping of the “Greater Amanzule Wetlands” belt”	X	X		
Completion of “ICM tool kits” for support of future MTDP planning for Jomoro and Ellembelle Districts		X	X	
Completion of training and guidebook for effective engagement and EIA reviews		X	X	
2.3.2 Conservation of Wetlands, Natural Areas and Coastal Lagoons in the Greater Amanzule Wetlands				
Certification methods identified	X	X		
PIN completed		X		
PDD initiated including additional studies			X	
Working Groups develops preferred conservation management scenario	X	X		
Recent satellite imagery analysed	X	X		
Bamboo feasibility studies completed	X	X		
2.3.3 New Town Resilient Community, Jomoro				
Piloting of resilience actions		X	X	
PHE peer educators program	X	X		
PHE distributors network established		X		

SUMMARY LIST OF KEY PRODUCTS

District level coastal management in Shama

- Compendium of interim products into the ICM Tool Kit including written ICM contributions to the Tullow Oil spatial planning process
- Draft bye laws for wetlands protection and shoreline management
- Local plan for Anlo Beach incorporating livelihoods, climate change, and ecosystem maintenance concerns
- Reports from the livelihoods interventions (CEWEFIA and Dassgift)

District level coastal management in Cape Three Points

- Compendium of interim products into the ICM Tool Kit including written ICM contributions to the Tullow Oil spatial planning process
- Guidebook on “best practices” for development in the “green belt”
- Approved byelaws for wetland conservation in 4 areas (Butre, Busua, Akwidaa, and

Princestown)

- Additional funding proposal for CREMA completed
- WARFP briefed on MPA opportunities for the Cape Three Points area
- Local plan outlined for Akwidaa
- Reports from pilot livelihoods interventions

District level coastal and wetlands management, Amanzule Wetlands

- Contributions to spatial development frameworks for Jomoro and Ellembelle
- ICM Tool kits presented to district assemblies
- Guidebook on “best practices” for engaging the gas sector and reviewing EIAs
- Communication of Project Idea Note to REDD+ national focal point
- Recommendations for Project Design Document PDD
-
- Amanzule Wetlands Satellite imagery analysed
- Bamboo feasibility study support documents provided to private sector partner
- Resilience plans and lessons learned document for New Town, Jomoro
- PHE peer educators program established
- Local PHE distribution program established

3. Communications and Documenting Lessons Learned

The mid-term evaluation of the project highlighted that “communication with local and District level stakeholders and of technical materials has been exemplary” but also stated that “communication products targeted to the needs of national and international stakeholders are less apparent”. The first two recommendations for the remainder of the project as stated in the evaluation report are:

Identify and document lessons learned

“We feel that the project has invested very widely in engaging a very large number of stakeholders. That has been positive, but we believe the learning from that can only be captured through reflective analysis. We suggest the project focus its remaining energies more on analyzing and capturing lessons learned than on new initiatives.”

Communicate carefully

“Choose strategic messages, especially targeted, synthetic lessons to upper level, high visibility policy makers and decision makers. Policy briefs and white papers such those now in progress are valuable; we think there also is a significant need for items that are shorter, more synthetic and more targeted.”

In line with these recommendations, Year 4 will see greatly enhanced communications actions at the national level as well as a participatory approach at that level for documenting and sharing lessons learned. Activities surrounding the preparation, review and subsequent publication of issues briefs in the leading national newspaper will serve to accomplish this task as well as the set of activities associated with preparing a Fisheries Legislative Instrument.

The final report will serve as a capstone document that is a readable account of what Hen Mpoano has done, learned, and clearly orients a well-thought out way forward. Hen Mpoano will continue its successful communications campaign at the local and regional level and will advocate for a transitioning of the communications activities to other programmatic partners such as the World Bank WARFP and the upcoming DFID investments in the coastal zone.

3.1 Communication and Liaison Between Regional and National Scales

Activity leader: Elvis Addae,

Team members: George Hutchful, Kofi Agbogah, Donkris Mevute, Kyei Yamoah, Linda Dnase

The issues briefs series will serve as the main tool for communicating at the national level what: 1) Hen Mpoano has learned; 2) what Hen Mpoano is doing and; 3) what Hen Mpoano suggests as a way forward for coastal and fisheries governance issues in Ghana. Each issues brief is structured around communicating the three points above. Strong momentum has been created in developing Issue Briefs that will communicate and guide policy development and implementation (see Section 1.1.2). Parallel, synthetic messages intended to get top level decision makers interested in fisheries and coastal policy development. “Briefs of briefs” would raise the curiosity of higher level decision makers, encouraging them to direct their staff to pay more attention to issue briefs and the nested governance paper. Visibility for ICFG, CRC and US AID as well as an increase in political support at the national level that would empower changes sought in the Region. As part of the communication process, we suggest the project clarify and demonstrate clear linkages with Feed the Future. The topics and key messages will be identified in part by the development process of the

issue briefs and working papers and well as experiences from “learning by doing” in the field (Components 1.2 and 2).

The preparation of the briefs will entail a rigorous review process that itself serves to communicate with targeted stakeholder groups and to engage them in discussion on each issue and envisioning the way forward. The briefs will be published in the Daily Graphic newspaper as a Hen Mpoano series with a listing of the Hen Mpoano advisory board members with each publication. Finally, events will be planned around the publication of each brief. These events will include: workshops; ceremonies highlighting an accomplishment in the Western Region; press conferences; radio call in shows; or events surrounding international theme days such as World Wetland Day. The issues briefs will also be printed in glossy handout documents for wide distribution.

Summary of Key Tasks, Outputs and Targets: Component 3.1

Table of Key Activities

Tasks 3.1	Q1	Q2	Q3	Q4
Round table sessions to prepare issues briefs	X	X		
Publication of issues briefs and events	X	X	X	
Documentation of feedback			X	

Summary List of Key Outputs (Tasks 3.1)

- Issues briefs published
- Reports from events surrounding each issue brief
- Documented feedback that contributes to final capstone document and the “proposed nested coastal governance system

3.2 Communication at the Local and Regional and National Scale

Activity leader: Elvis Addae,

Team members: Linda Dnase, Patricia Mensah, Richard Adupong, Kwesi Johnson

Communications Programs

The project remains strongly committed to communication at the Western Region and local levels. Consistency of message, target audience, defined range and quality of communication tools and methods, deciding when to use certain communications tools and methods, consistent look and feel of documents by all members of the team, etc. will be the continuing focus of the campaign. The Rural Radio Program will continue to be a key feature of local communications. In Year 4, the project will implement the 16 remaining episodes of the radio drama, with radio magazine shows. Content will be developing to link with the issues that the project is addressing such as the issues relating to sea turtle conservation and how specific behaviors to protect local sea turtles and observe best practices for fishing can create benefits for the community. This program links directly to the communications strategy in promoting targeted knowledge, attitude and behavior changes – which will be measured by post surveys as well as listener groups.

Visual communications will continue to include the production of new billboard messages, thematic posters, Hen Mpoano calendars and support for local drama groups. Finally, Hen Mpoano will

support 3 international theme day events: World Environment Day; World Oceans Day; and World Wetlands Day.

Summary of Key Tasks, Outputs and Targets: Component 3.2

Table of Key Activities

Tasks 3.2 Communication at the Local and Regional and National Scale	Q1	Q2	Q3	Q4
Final episodes of radio drama	X	X		
Strategizing and hand-over to WARFP		X		
Special Events and Forums	X	X	X	
Visuals, billboards and posters	X	X	X	

Summary List of Key Outputs (Tasks 3.2)

- Complete series and report for radio drama completed and handed over to WARFP
- Reports from special event days

3.3 Capstone document/ final report

Activity leaders: Glenn Page, Elvis Addae, Donald Robadue

Team members: Stephen Olsen, Brian Crawford, Kofi Agbogah, Donkrsi Mevuta, Kyei Yamoah

Capturing and publishing lessons learned now will carry the highest probability of long term success, and will best allow project partners to demonstrate to US AID how their efforts have supported AID goals, including Feed the Future. The project has made many investments of time and energy and has changed a great many people. The momentum of the project will allow its members to spread their efforts, and go much further in the kinds of change they will cause in the Western Region. For example, training in spatial planning has been very successful in three Districts. Spatial planning could be expanded to the other three Districts, or ICFG could consider provide assistance in aquaculture in estuarine areas, or more detailed assistance in tourism development. The Mid-term evaluation report clearly stated that: “There is greater opportunity in slowing down now, to focus on capturing what has been learned, rather than proceeding apace trying to make more change. Given that the overarching, long term objective should be institutional sustainability, capturing and publishing lessons learned now will carry the highest probability of long term success, and will best allow project partners to demonstrate to US AID how their efforts have supported AID goals, including FtF.”

The capstone document/final report for Hen Mpoano will place the program in the context of Ghana’s coastal and fisheries governance challenges, summarize the design and strategy of the initiative, highlight major milestones and make recommendations for Ghana, USAID and other donors, and offer insights aimed as well at the international communities of practice in fisheries and coastal management. It will highlight major successes achieved during the agreement period, discuss any shortcomings and difficulties encountered and outline lessons learned and make recommendations for sustaining ongoing activities with partners and meet the criteria for the final report as per the cooperative agreement. The approach will be to invite key project leaders and participating stakeholders to prepare short essays on a range of topics within the broad outline of the program’s activities, present these as the basis for a facilitated reflections workshop, followed by

revision and the preparation of introductory and concluding essays as the main part of the ICFG final report. The themes of these essays will cover issues, strategies, and approaches.

Individuals and project teams will also be encouraged to submit professional journal articles on technical aspects of the Hen Mpoano work and will set aside a limited amount of resources for preparation costs and page charges. The project will identify and support participation in limited number of international conferences, including but not limited to fisheries and coastal management events, as part of a coordinated effort to share Ghana and Hen Mpoano experiences with African, European and North American professionals and donors.

Summary of Key Tasks, Outputs and Targets: Component 3.3

Table of Key Activities

Tasks 3.3 Capstone document/ final report	Q1	Q2	Q3	Q4
Identify authors, themes, background materials	x			
Preparation of draft essays		x		
Preparation of layout, photos, maps, data		x		
Writing and reflections workshop			x	
Final editing of essays, prologue, postlog				x
Printing, submission to USAID				x
Dissemination within Ghana				x

Summary List of Key Outputs (Tasks 3.3)

- Draft essays for capstone document/ final report
- Writing and reflection workshop
- Final essays in bound volume as ICFG final report
- Dissemination of capstone document/final report and related presentations and articles to Ghanaian, West African and international venues and outlets

Summary of Key Tasks, Outputs and Targets: Component 3 Communications and Documenting Lessons Learned

Tasks Component 3 Communications and Documenting Lessons Learned	Q1	Q2	Q3	Q4
3.1 Communication and Liaison Between Regional and National Scales				
Round table sessions to prepare issues briefs	X	X		
Publication of issues briefs and events	X	X	X	
Documentation of feedback			X	
3.2 Communication at the Local and Regional and National Scale				
Final episodes of radio drama	X	X		
Strategizing and hand-over to WARFP		X		
Special Events and Forums	X	X	X	
Visuals, billboards and posters	X	X	X	
3.3 Capstone document/ final report				
Identify authors, themes, background materials	X			
Preparation of draft essays		X		
Preparation of layout, photos, maps, data		X		
Writing and reflections workshop			X	
Final editing of essays, prologue, postlog				X
Printing, submission to USAID				X
Dissemination within Ghana				X

Summary List of Key Outputs (Task 3.1)

- Communication and Liaison between Regional and National Scales
- Issues briefs published
- Reports from events surrounding each issue brief
- Documented feedback that contributes to final capstone document and the “proposed nested coastal governance system
- Communication at the Local and Regional and National Scale
- Complete series and report for radio drama completed and handed over to WARFP
- Reports from special event days
- Draft essays for capstone document/ final report
- Writing and reflection workshop
- Final essays in bound volume as ICFG final report
- Dissemination of capstone document/final report and related presentations and articles to Ghanaian, West African and international venues and outlets

Summary Targets relative to PMP Indicators

USAID Indicator	Year 4 Target
Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	Increasing
# 4.5.1-24 (FTF Sub IR 1.3) Numbers of Policies / Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	- ICM proposal communicated to 5 national institutions
(Custom or USAID Biodiversity Ind) Number of CSOs & govt. agencies strengthened such as local NGOs, alliances, trade associations or community management committees or advocacy groups, district natural resources offices, etc	- 2 drama groups - 3 radio stations
#4.5.2-32 (FTF Sub IR 1.1) Number of stakeholders using climate change information in their decision making as a result of USG assistance	- 4 national institutions (TCPD, NDPC, Ministry of Local Govt., NADMO)

4. Program Management

4.1 Program Leadership and Structure, Lines of Authority and Staffing

Staff transitioning

Mark Fenn has submitted his resignation as Chief of Party of the ICFG Project effective November 6, 2012. He has been offered and accepted another job with a USAID project in Vietnam. Working with Mark, and in consultation with key staff and colleagues in-country, CRC prepared the following transition plan.

Given that the project will have 11 months prior to its end date upon Mark's departure, maintaining stability and momentum in the project will be critical to bring the project to completion and achieve the goals that have been set. Therefore CRC has not proposed recruiting a new hire as head of the project. Rather, it is proposed to promote from within, as well as transition our senior full time in-country staff into an all-Ghanaian team and provide additional opportunity for Friends of the Nation to play a leadership role on key project components. CRC proposes that Kofi Agbogah, the current deputy for the project be promoted to the In-country Program Director position and Stephen Kankam, the technical lead for much of the district planning and currently based at FoN, be promoted as Program Coordinator (Deputy), moving over to the CRC/Ghana office.

Kofi Agbogah has been the Program Coordinator, or DCoP, since the project began and has overseen daily field operations and local partners for three years now. He is the main contact point for several of the national institutions partnering with Hen Mpoano. He is knowledgeable of USAID procedures and has proven his capacities in project management, reporting, and M&E. He has a Master's in Environmental Science and over 20 years of experience working on environmental projects in Ghana.

Stephen Kankam has also worked with the project from its beginnings. He has led the technical support programs to the District Assemblies on integrated coastal zone management and is the principle coach to the field teams working in the Western Region. He has exceptional analytical and writing skills and has the proven capacity to coordinate project teams and Hen Mpoano partners that will be needed in this last year of effort. He has a Master's in Human Ecology and has worked on environment and natural resource management initiatives for over 8 years. As one of our most promising local leaders, this position will provide opportunities for him to gain additional managerial experience so that he can incrementally assume more responsibility in projects in the years to come.

CRC will provide additional staffing resources to backstop Kofi and Stephen, particularly as we move into the final year of the project. Don Robadue, the CRC home office Project Manager who reports directly to the CRC Interim Director, will continue to serve in that position but will take on additional managerial and administrative oversight duties in addition to his current role mainly in technical oversight. This will include direct supervision of Kofi as well as approval authorities on all international and local sub-contracts and short term consultants, review and approval of program and financial progress reports, as well as oversight of budget and financial controls in concert with the in-country Project Director, Finance Officer and CRC Business Manager. Brian Crawford, as Interim Director of CRC, will also play a more active role, particularly in the oversight of the

WorldFish Center subcontract and the Fisheries legislative initiative, in close coordination with the In-Country Project Director and FoN.

Work on the Nested Governance proposal and the associated policy briefs will continue to be guided by Stephen Olsen, CRC's Director Emeritus, and will be supplemented with several in-country short-term technical consultants including Christopher Cripps and Clement Dandori, who are already consulting with the project, as well as a locally based communications specialist, Theresa Wynn Smith.

Since Steven Kankam will be moving over to the CRC Office from FoN where he has previously served as a lead on the Shama district planning, FoN will hire on a new technical support position to fill the gap left by Steven's departure. Stephen will still play an important role in the district activities in Shama but will also have broader responsibilities for the work in the other four districts within the Amanzule and Cape Three Points focal areas. Richard Adupong of FoN will take on more responsibility for the work in the Amanzule Focal Area including coordination of the REDD+ work to be carried out by NCRC, FoN stakeholder processes with local leaders. These steps are aimed at taking some of the field work and technical burden off of Kofi, who will need to play a stronger role in overall project coordination with government agencies in Ghana and USAID.

No other major changes will be made in staffing roles or hiring at this time, however we will revisit this after initial implementation of the staffing transition in case we feel some adjustments are necessary. A short summary of individual and team roles and responsibilities relative to workplan tasks is provided as an attachment.

CRC will also boost the time that technical and management staff based in Rhode Island spends in-country in order to backstop the local team, particularly in the early phase of the transition. Trips are planned by Brian Crawford in early November, Don Robadue and Pam Rubinoff in early December, and Stephen Olsen and Hilary Stevens in January 2013.

Management Structure

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

CRC provides technical and administrative backstopping and oversight to the in-country team as needed. However, the day-to-day implementation of activities is led by the in-country Program

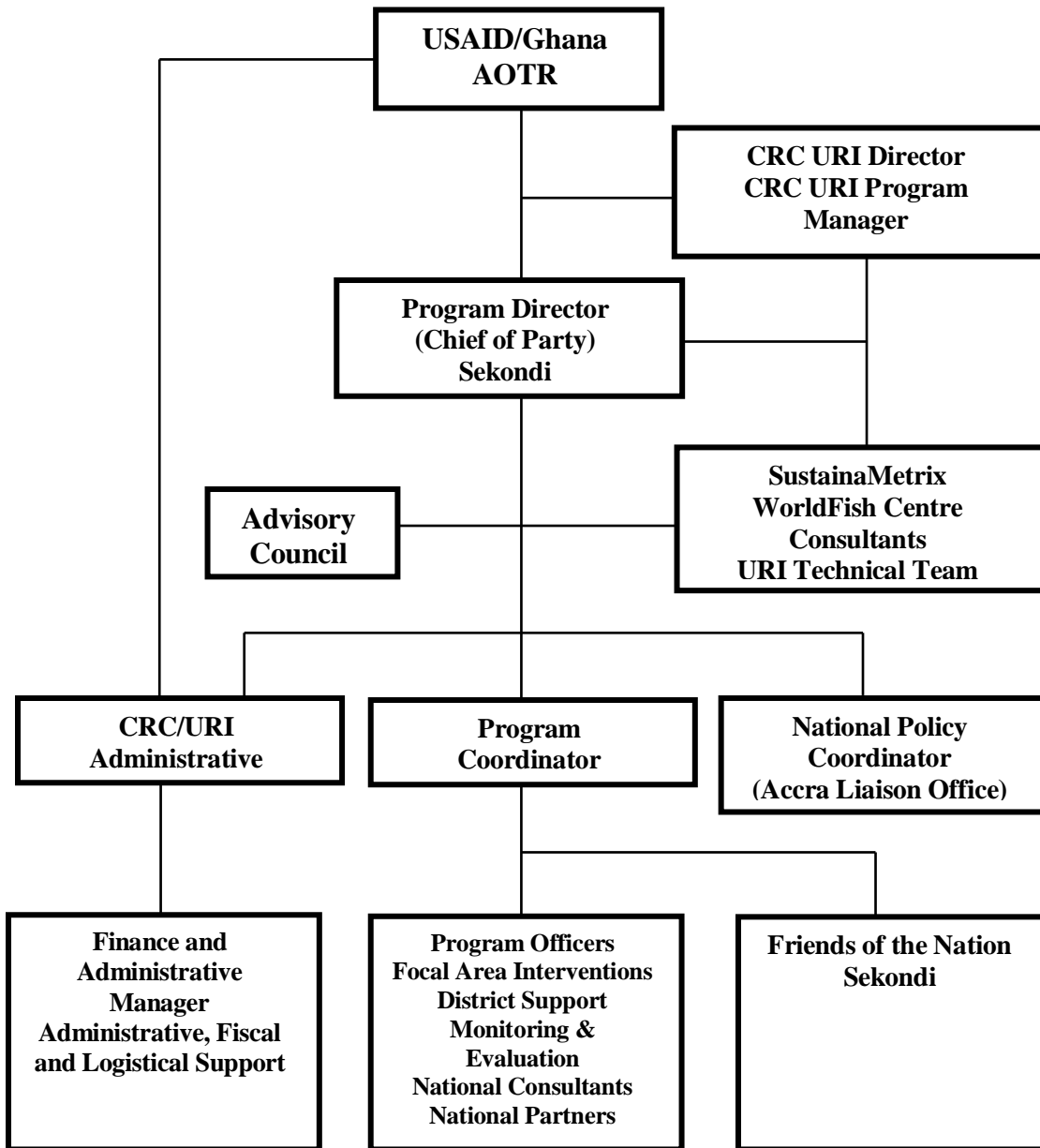
Director and his management team. The Director has authority to delegate responsibilities to task managers for managing respective activity budgets and delivery of associated results. Aside from the Administrative and Financial staff, CRC has programmatic managerial officer positions that are for: rural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

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

The Program management office is in the Western Region of Ghana, where the Program Director and main Program staff are located. This office is co-located in the Sekondi-based office of FON—a key partner for on-the-ground activities in this region. A small office is maintained in Accra where the National Policy Coordinator represents the Initiative. In the Accra office, the National Policy Coordinator is responsible for guiding all of the national level work to be undertaken by the Program, including but not limited to working with local consultants to undertake national policy and governance reviews; developing policy recommendations; assisting in the development and implementation of public-private sector partnerships and liaising with other national/regional projects related to the ICFG Program funding not only by USAID but other donors as well.

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

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



4.2 Roles of Strategic Partners and Clients, Collaboration

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

Friends of the Nation/FoN is a local socio-environmental NGO based in the Western Region that has on-going activities to address the crises in Ghana’s fisheries sector as well as advocacy programs relative to local rights and industrial exploitation of natural resources. FoN is viewed as the organization that can follow through and provide longer-term support to District Assemblies on ICM

and governance initiatives and local communities relative to co-management of the fisheries resources and management of critical coastal habitats..

The WorldFish Center's West Africa regional team has provided targeted technical support for the fisheries work and will be leading many of the actions aiming to: provide a legal and practical means for piloting co-management of the fisheries; improving the livelihoods of fisherfolk and; identifying measures for building resilience in the coastal communities.

SustainaMetricx was instrumental in Year 1 in training the Initiative team and partners to conduct baseline surveys and to understand and assess governance issues in the coastal districts. During Years 2 and 3, they provided a critical support role for communications and periodic M&E reviews. They will continue to provide significant backstopping to communications activities, notably in the development of the “Capstone Document” that will serve as the final report.

Finally, the ICFG has worked in close collaboration with the development and initial planning of several other donor programs that will be focusing in the Western Region. These include: investment from the World Bank in the WARFP through the Ministry of Food and Agriculture and the Fisheries Commission, orienting DFID’s future investments to build capacity in the region and districts to address challenges with oil and gas; and with NORAD on spatial planning and implementation in the coastal districts of the Western Region.

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

The following table estimates the percentage of time that key local project staff will devote over the year to the main project components.

4.3 Monitoring, Evaluation, Performance Management and Reporting

A mid-term evaluation was conducted during the third quarter of Year 3, including an assessment of the monitoring and evaluation system by the Monitoring, Evaluation and Technical Support Services (METSS). A number of recommendations were made for standardizing the language used in the indicators to match Feed the Future requirements, improve indicator data collection and storage, and address data quality concerns. Hen Mpoano staff worked with METSS in the last quarter of Year 3 to address the concerns and make necessary changes that were immediately implemented. The revised ICFG M&E indicator reporting to USAID can be found in Annex A of this document. The summary of results to date (FY 10 to FY 12) and target indicators for FY 13 can be found in Annex B.

The goal of performance management and evaluation is to encourage adaptive management and learning within the Program and to report results to USAID/Ghana. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Program’s Performance Management Plan (PMP) includes key results, refined

performance targets disaggregated by year, specific monitoring parameters, and source(s) of data for each indicator. Time-bound targets have been refined at the end of Phase 1 through the work planning process and in consultation with local partners and beneficiaries. These targets will be reviewed annually and adjusted as necessary based on Program progress, experience and lessons learned.

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

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

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

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

Project Documentation

All technical and outreach documents will be collected and organized in electronic and paper form as a complement to performance monitoring plan and as part of information organization for use during and after the project. This will include a bibliography and classification of all documents in terms of their association with main tasks, quality, and level of completion and acceptance.

4.5 International Travel Schedule

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

MONTH	CRC-URI	WorldFish Center	SustainaMetrix
October	Rubinoff		
November	Crawford		
December	Robadue		
January, 2013			
February	Olsen, Stevens, Crawford, Rubinoff	Temesy, Mills	Page
March	Robadue		
April	Stevens		
May	Olsen	Temesy	
June	Dwyer		
July	Robadue Torell Crawford		Page
August			
September	Robadue, Moreau		

4.6 Environmental Monitoring and Compliance

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

4.7 Branding

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

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

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

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

4.8 Budget

The following tables show the summary Year 4 budget by main program elements and by accounting object class categories. Cost share from URI and implementing partners is also shown. The Year 4 budget assumes additional obligations from USAID/Ghana in FY 12 of \$2,574,735 in addition to carry over funds from the previous year.

Component	USAID	Cost Share	Total Budget
Nested ICM & Fisheries Governance	512,640	517,771	1,030,411
Coastal Governance at the District/Community	1,128,979	488,861	1,617,840
Communications and Documenting Lessons	291,273	133,983	425,256
Program Management	682,185	88,362	770,547
Total	2,615,077	1,228,977	3,844,054

Category	USAID	Cost Share	Total Budget
Personnel	208,188	231,867	440,055
Graduate Students	31,056		31,056
Fringe	85,667	96,534	182,201
Consultants	645,259	186,185	831,444
Other Direct Costs	427,239	309,784	737,023
Subcontracts	630,550	298,621	929,171
Travel	158,579	47,187	205,766
Tuition	23,980		23,980
Total Direct Costs	2,210,518	1,170,178	3,380,696
Indirect Costs	404,557	58,802	463,359
Total	2,615,075	1,228,979	3,844,054

ICFG Obligations to Date vis a vis Total Estimated Costs

TOTAL ESTIMATED COST (TEC)		\$10,000,000
INITIAL OBLIGATION	664,229	
MOD 1	1,861,466	
MOD 2	2,500,000	
MOD 3	2,399,571	
MOD 4	<u>1,000,000</u>	
TOTAL		<u>8,425,266</u>
BALANCE REMAINING		<u>1,574,734</u>

4.9 Project Sustainability and Closeout

The ICFG Team has made considerable strides in partnering with other evolving programs and projects in the Western Region. It is expected that many of the governance initiatives at the District and Regional levels will be continued through the creation of a Coastal Foundation that is to be set up, and supported in the short-term, by DFID. This Foundation, in addition to a collaborative program with the Town and Country Planning Department, supported by NORAD, will follow-through with many of the identified nested governance proposed actions that have been suggested by the ICFG program.

As concerns fisheries governance, the ICFG Team played a key role in helping World Bank representatives, consultants, and the Fisheries Commission in developing the West Africa Regional Fisheries Program (WARFP) for Ghana. The recently recruited WARFP management have made clear their intentions to build upon what ICFG has started and to adopt many of the programs for extension along the rest of the coast of Ghana. Though there are areas where future USAID investments could play a complementary role to both the DFID and World Bank investments, notably with on-the-ground stakeholders and capacity building programs, the ICFG program has prepared well for sustainability of the most pertinent actions.

As part of close out and transition, CRC will prepare documentation for USAID/Ghana concerning a number of local partners we have worked with over the duration of the Hen Mpoano initiative and that USAID may want to consider for future engagement. This documentation will provide basic information concerning our assessment of their organizational capabilities, previous role with Hen Mpoano and possible opportunities for USAID direct funding support in the future. The organizational assessment will include many of the categories captured in the USAID Organizational Capacity Assessment (OCA) And Pre Award Survey Instrument but in a more simplified format. In order to provide a degree of confidentiality, this documentation will be provided to USAID only and not considered a document for widespread distribution. The documentation will be provided in the second quarter of the workplan year.

The project will initiate a closeout process as early as June of 2013. The small liaison office in Accra will be closed by then and most of the technical and field based employees will be given notice of the project end and termination of employment contracts, and sub-contracts with partners, on July 31, 2013. A core staff will remain for closeout actions that include report writing and transitioning of activities to program partners.

A plan will be developed in consultation with USAID Ghana for disposition of ICFG purchased supplies, equipment and capital equipment early in the first quarter of 2012. Disposition of capital equipment (e.g. vehicles) will need approval of the project contract officer prior to transfer. Other non-capital equipment will be disposed at the discretion of URI in consultation with USAID. It is expected that a portion of this equipment will go to in-country partner institutions and/or transferred to other USAID contractors. Preference for disposition to contractors or local partner institutions will be given to those involved in implementation of the ICM National strategy and involved in coastal elements of USAID's 200x-201x country strategy.

A detailed close out plan will be developed and submitted to USAID Ghana 60 days before the end date of September 13, 2013.

It will include a schedule for the following:

- Equipment disposal and transfer
- Staff reduction, severance, letters of recommendation
- Shipping of original financial documents to URI.
- Vetting of administrative files and a pre-defined inventory of files will be shipped to URI for archiving – including the administration manual, personnel contracts, sub-contracts contracts, major publications, PMP files, etc
- All major project publications – special publications, technical reports, training reports, workplans and progress reports will be converted to PDF format and electronically archived at URI and USAID

Table of Key Activities for Close-out in 2013

Task 4.9	June	July	Aug.	Sept.4
4.9.1 Preparation of close-out plan	X			
4.9.2 Close Accra liaison office	X			
4.9.3 Notice letters given to personnel and sub-contractors	X			
4.9.4 Termination of most personnel		X		
4.9.5 Termination of sub-contracts		X		
4.9.6 Transfer of Equipment			X	
4.9.7 Shipping of financial documents				X
4.9.8 Vetting and shipping of administrative files				X
4.9.9 Final termination of personnel				X
4.9.10 Major project publications, media, maps, data, compiled, archived, converted to PDF, uploaded to CRC		X	X	X

Summary List of Key Outputs

- Close-out plan
- Close-out tasks completed within required time-frame.
- Project document archiving
- Project publications available in digital formats

Annex A: Revised ICFG M&E Indicator Reporting to USAID

Revised ICFG M&E Indicators for USAID Reporting				
Indicator		Old Indicator	New Indicator	Comments
Old	New			
1.	1.	Improvements on a governance scorecard covering goals, constituencies, commitment and capacity dimensions	SAME	Custom Indicator to be maintained
2.	2.	Evidence of ICM & Fisheries Strategies, plans, policies, byelaws adopted by government with time bound quantitative environmental & socio-economic targets	# 4.5.1-24 (FTF Sub IR 1.3) Numbers of Policies/ Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance	Indicator maintained and adjusted to suit FTF Standard language
3.	-	Amount of private sector and/ or government resources allocated for planning and implementation of ICM and fisheries management plans or strategies		This old indicator's dropped because the standard indicator language does not fit for reporting and ICFG has not been able to set targets for this in the past.
4.	3.	Number of CSOs & govt. agencies strengthened such as local NGOs, alliances, trade associations or community management committees or advocacy groups, district natural resources offices, etc	(Biodiversity Indicator EG 5.1) Number of Institutions/ Organisations Undertaking Capacity/Competency Strengthening As A Result of USG Assistance	This indicator (Institutional Strengthening) is to be maintained either as a biodiversity indicator. Used to be old indicator #4.
5.	4.	N ^o of stakeholders participating in resource management initiatives, workshops, regional meetings, exchange visits	# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Short-Term Training on agric. sector productivity or food security	Maintained but language reviewed to fit into new FTF short term training indicator (# 4.5.2 - 7). Meetings/workshops, etc would now be designed and structured to suit short term trainings
6.	4.	Number of government personnel, community leaders and private sector stakeholders trained	# 4.5.2 - 7 (FTF Sub IR 1.1) Number of individuals who have received USG supported Short-Term Training on agric. sector productivity or food security	This indicator is maintained (used to be part of old indicator #6) which has now been split to reflect both short and long term trainings.
6.	5.	Number of government personnel, community leaders and private sector stakeholders trained	# 4.5.2 - 6 (FTF sub IR 1.1) Number of individuals who have received USG supported Long-Term Training on agric. sector productivity or food security	Old indicator (old #6) now split into short term and long term trainings
7.	6.	Number of hectares in areas of biological significance under improved management	(Biodiversity Indicator EG 8.1) N ^o of hectares in areas of biological significance under improved management	This is an old indicator to be maintained as biodiversity indicator. (used to be old indicator #7)
11.	7.	Number of climate change vulnerability assessments conducted	#4.5.1-21 (FTF Sub IR 1.2) Number of climate change vulnerability assessments conducted	Indicator is to be maintained. It fits FTF standard language. It is also a biodiversity indicator . Used to be old indicator #11.
8.	8.	Number of rural households that benefit directly from USG Assistance	#4.5.2-13 (FTF Sub IR 1.2) Number of rural households benefiting directly from USG Interventions	Maintained
9.	9.	Number of Public-Private Partnerships formed	#4.5.2-12 (FTF IR 3) Number of PPPs formed as a result of FTF Assistance	Maintained

Revised ICFG M&E Indicators for USAID Reporting				
10.	10.	Quantity of greenhouse gas emissions sequestered	(Biodiversity Indicator EG 4.8-7) Quantity of greenhouse gas emissions measured, reduced or sequestered	To be maintained as biodiversity indicator
12.	11.	Number of institutions with improved capacity to address climate change	#4.5.2-32 (FTF Sub IR 1.1) Number of stakeholders using climate change information in their decision making as a result of USG assistance	This is an old indicator (old indicator #12) that has been refined to suit FTF language and is to have included, 'institutions' for populating sheet
-	12.		#4.5.2-27 (FTF Sub IR 1.1) Number of members of producer organisations and community based organisations receiving USG assistance	This is a new indicator that could be reported on (this is where we differentiate between trainings and beneficiaries
-	-		#3.1.9-1 (FTF IR 8) Number of people trained in child health and nutrition through USG-supported programs	This is an entirely new indicator for PHE reporting on activities in Shama, Ellembelle and Jomoro districts

Annex B: Hen Mpoano Results to Date (FY 10 – FY 12: September 30, 2012) and Targets for FY 13

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
1.	CUSTOM IND. Improvements on a governance scorecard covering, goals, constituencies, commitment and capacity dimensions.	Areas for score carding determined	4 areas selected for baselining Western Region baseline completed	Increasing	Shama Baseline completed March 2011. Cape Three and Amanzule baselines completed in July 2011 Time 2 scorecard completed in July 2011	Increasing	Time 2 Scorecards for Shama, Cape 3 Points and Amanzule completed with increasing scores Scorecards for fisheries compliance and enforcement completed with increasing scores Western Region Time 3 scorecards completed in July 2012	Increasing
<p>Comments: Four initiatives are being tracked with the ecosystem governance process and outcome scorecards (see Annex D) for the three 3 focal areas and progress of Fisheries Enforcement and Compliance and Rural Radio Drama but not as performance targets. The baseline was established in FY10 and published in the Our Coast, Our Future document. Pilot models for ICM and conservation have been developed for the 3 focal areas. Some of the issues profiled, for example, in Shama, included unregulated development and poor urban planning; pressure on land due to the discovery of Oil and Gas and people moving from the adjoining STMA to Shama; inadequate portable water supply, flooding, construction in flood plains, . The Shama participatory land use mapping and planning facilitated by ICFG Initiative and the District Assembly was a case of a demand driven process, where local chiefs and community people fully participated in the exercise. The experiences gained from the Shama process would serve as model for Cape Three Points and Amanzule Focal Areas in FY 2012 and FY 2013.</p> <p>FY12 Comments: Work started in the Cape Three Points Focal Area where issues of expansion of perennial tree crops (rubber and oil palm) have been major threats to food security and livelihoods as tenant farmers lose their farms to the rubber outgrower scheme and other infrastructural development being driven by the oil sector. ICFG engage rubber sector stakeholders to highlight the issue of rubber and food insecurity. This led to the Rubber company supporting another private company BBOVID with funds to train displaced farmers on intensive small scale vegetable crop production. Vulnerability and Resilience Surveys have been completed for both the Cape 3 Points and Amanzule Focal Areas and results are feeding into a larger spatial planning process at the district level. It is important to note that ICFG has built support in all the Focal Areas as traditional authorities, key district assembly representatives, and government agencies have endorsed and committed to the cause. Scores for all the 4 initiatives (focal areas and fisheries) show increasing results. The last quarter of Year 3 focused on designing end game plans towards the completion of the ICFG program. Stakeholders have understood the goals of the ICFG Initiative and in the Cape 3 Points and Amanzule Focal Areas the districts have active Spatial Planning Advisory Groups for pushing ICFG’s ICM agenda forward. Key ICFG outputs include a coastal foundation model for the Western Region which received support from major donor organizations like DFid and NORAD. As a result of the ICFG ‘learning by doing’, the ICFG is authoring issue briefs to allow for communicating pertinent coastal issues to national to all stakeholders (including national and international level stakeholders) to address the communication gap identified in the ICFG Mid-Term Program Evaluation.</p>								

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
2.	FTF SUB IR 1.3 # of Policies/ Regulations/ Administrative Procedures in each of the following stages (Analyzed, Drafted, Presented for Legislation, Passed, Implementation) of development as a result of USG assistance	Areas requiring management plans, strategies, policies and bye-laws determined	Areas selected: 3 STMA wetlands Shama Cape Three Points Amanzule	3 wetlands in STMA targeted	1 st Stage underway – Analysis stage (Work on management plans, policies and district bye-laws underway in STMA and Shama.)	4 (Cape 3 Points and community wetlands)	C3Ps - 1 st /2 nd Stages underway. (Work on management plans and review of CREMA Wetlands Bye-laws underway in Cape Three Points) Gazetting of 3 STMA wetlands – 1 st /2 nd stages underway. (Socio economic survey completed. Boundary survey underway) Shama 3 products - District ICM Policy (1 st /2 nd stages completed. 3 rd Stage underway) Shoreline Management Byelaw (1 st stage completed. 2 nd Stage underway) 2 Wetland Byelaws (1 st stage completed, 2 nd stage underway)	1 (Amanzule)

Comments: Studies have been conducted to inform decision making wetlands relative to food security, flood control and biodiversity conservation. Meetings were held with STMA officials, legal consultants and other government departments for the enactment of bye-laws for protecting the wetlands. Maps have been prepared for the 3 wetlands. A consultative process for the way forward was still ongoing for the purpose of gazetting the 3 wetlands. The process has not been smooth due to issues of bureaucracy. The ICFG local partner - Friends of the Nation, has conducted a series of social studies using graduate interns from the University of Cape Coast for a stakeholder analysis of the wetland areas. A socio-economic assessment was completed through a participatory survey by selected community persons, assemblymen and women, district personnel and landowners. This was to be followed by a technical land survey to demarcate buffer zones. The results will be validated with stakeholders and this will inform the drafting of the regulations for consideration, passing and gazetting by the STMA. The drafted regulation will be harmonized for all the other coastal districts in order to put the wetlands under a unified code for improved management in FY 2012 and 2013. For the Cape Three Points Focal Area, CREMAs have been revived for 20 fringe communities for the protection of the Forest Reserve and wetland areas. Leadership training for the CREMA Executives was completed. Collation of data for the amendment of management plans; constitution and byelaws have also been completed.

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

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
3.	Biodiversity Ind. Number of Institutions / Organizations Undertaking Capacity/ Competency strengthening as a Result of USG Assistance	53 targeted, qualitative narrative provided in PMP on how each is being strengthened. Figure also stands for the LOP target	30 institutions strengthened	15 targeted	21 strengthened, qualitative narrative provided in PMP on how each was strengthened	16, qualitative narrative provided in PMP on how each is being strengthened	19 strengthened qualitative narrative provided in PMP on how each is being strengthened	33 (both new and continuing)

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

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

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
**	No of stakeholders participating in resource management initiatives, workshops, regional meetings, exchange visits.	Tracked but no target	512 persons Males – 390 Females – 122	Tracked but no targets	753 persons Males – 605 Females – 148	Tracked but no targets	<p>** This indicator has been merged to the ftf Short-Term Training Indicator for FY12 Reporting; the figures below would as such be included to short term trainings below</p> <p>- 1,243 people have participated in resource management meetings, 991 males and 252 females</p>	N/A
<p>Comments: Tracked but no target</p> <p>Several resource management initiatives, workshops, meetings and trainings involving stakeholders such as the District Assemblies, Fishermen’s Associations, Fishmonger Associations, Community Resource Users, Spatial Planners, the Fisheries Commission, Wildlife Division of the Forestry Commission and the Environmental Protection Agency were organized during the reporting period. Hen Mpoano has also constituted the Western Regional Fisheries Working Group which is a 12-member group made up of representatives from the Navy, the Police, the Judiciary, the Artisanal, the Semi-industrial and the Industrial fisheries sectors, Ghana National Canoe Fishermen’s Council and the Cooperative Fishermen’s Service Center. The Fisheries Working Group meets monthly to discuss fisheries issues in the Western Region and look at ways to improve fisheries management in the Western Region. The Group advises the Western Regional Director of Fisheries on fisheries issues in the Western Region. Several participatory land-use management meetings and workshops were also held in the Shama focal area with the Shama District Assembly, traditional chiefs and the local people of Shama. Several stakeholder meetings have been conducted with the Wildlife Division of the Forestry Commission and other relevant stakeholders on the Cape Three Points Reserve and the Amanzule wetlands. Exchange visits on Integrated Coastal Management, fisheries co-management, fisheries compliance/enforcement, Marine protected Areas and co-management for forest protection to Rhode Island, Senegal, the Ivory Coast, Tanzania and northern Ghana respectively have been undertaken and an Action Plan workshop organized to implement some of the lessons learned in the Western Region of Ghana. Bilateral discussions have also commenced amongst fringe communities of the Amanzule wetland area in Ivory Coast and Ghana on possible conservation programmes for the area. Press meetings and dialogues have also been carried out (and still ongoing) to catalyze actions for water quality and supply issues.</p> <p>FY 12 Comments: See below (Short term trainings)</p>								

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
4.	FTF SUB IR 1.1 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	100 – (for both long and short term trainings)	216 Males - 170 Females – 46 Long & short term trainings	100 (for both long and short term trainings)	Total number of people trained in FY 11 is 393; 280 males and 113 females. (for both long and short term trainings)	500 (for both long and short term trainings)	2,824 short term trainings in FY12 – 1592 males, 1232 females Meetings/workshops: 1243: 991m & 252f Well-structured short-term trainings – 1581: 601m & 980f	100

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

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

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

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

Meetings, workshops and resource management meetings also include Advisory Council meetings, Fisheries and Cape 3 Points Working Group meetings, Amanzule resource co-management meetings with Ivory Coast and Nzema manle fringe communities. Others include turtle conservation meetings with Ghana Tourist Authority and the hospitality sector as well as ICFG technical and M&E meetings.

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
5.	FTF SUB IR 1.1 Number of individuals who have received USG supported long-term agricultural sector productivity or food security training	N/A See above – short-term training target	216 Males - 170 Females – 46 Long & short term trainings	N/A See above – short-term training target	12 – 6females, 6males 2 URI Master Students (1male/1female) 10 National Service Volunteers	500 (for both long and short term trainings)	31 – long-term trainings: 28males/3females GIS – 13 planners, 16technicians URI Masters course: 2students (Sex - 1m/1f)	30
<p>Comments: 10 National Service Volunteers have received a year-long training aimed at assisting the Initiative to collect fisheries data to strengthen the information base on fisheries in the Western Region. Two graduate students have been awarded scholarships to study at the University of Rhode Island beginning the 2011/2012 academic year.</p> <p>FY12 Comments: 21 Town and Country planners and technicians have benefitted from a series of geographic information systems (GIS) trainings. These are 4 training blocks with each block lasting two weeks over a period of 6 to 7 months. The URI Masters programme is in continuation.</p>								

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
6.	Biodiversity Ind. Number of hectares in areas of biological significance under improved management as a result of USG assistance	Areas of biological significance to be considered for improved management determined	Targets set	600 hectares (3 wetlands in S.T.M.A.) targeted	240 hectares (total area): Butuah lagoon – 27.3 hectares Whin estuary – 204.9 hectares Essei lagoon – 8.0 hectares	11,100 hectares Cape Three Points 5,100 hectares CREMA wetlands 6000 hectares	11,100 hectares Cape Three Points undergoing improved management	Amanzule – 21,000 hectares

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

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

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

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

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

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
7.	FTF SUB IR 1.2 Number of climate vulnerability assessments conducted as a result of USG assistance	Not reported on	Not reported on	Not reported on	Not reported on	3 focal areas covering 5 districts	5 surveys conducted in 3 Focal Areas covering 5 Districts: Cape 3 Points Area – Ahanta West and Nzema East districts Amanzule Area – Ellembelle and Jomoro Districts Shama District	Tracked but no target

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

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

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

Results from the survey would feed into a larger spatial planning process at the district level.

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
8.	FTF SUB IR 1.2 Number of rural households benefiting directly from USG interventions	0	70	50	110 community persons benefitted: 23males and 87females	260	1,046 rural community persons: 534 females / 512 males	150
<p>Comments: Life of project numbers are cumulative. Rural households were supported through the Small Grants Program of Hen Mpoano to undertake different projects in the fishing communities of the 6 coastal districts of the Western Region. Small grants have been awarded to qualified applicants again for the following fiscal years. Households that benefitted are beneficiaries or recipients of the small grants program. Three small grants focused on livelihood development and included: Batik and soap making for 20 women; improvement of fish monger stalls for 30 fishmongers and assistants; training of 20 women and supply of inputs for poultry production. In these cases number of households benefiting for each activity were 20, 30 and 20 respectively.</p> <p>FY11 Comments: In the second round of small grants, 100 community persons benefitted from training and inputs for the poultry project while 10 others benefitted from training and inputs for rabbitry and grass-cutter household project. (trainings are reported under the short term training indicator)</p> <p>FY12 Comments: 58 persons are benefitting from a small grant project for the renovation of 3 community boreholes. 863 community people also benefitted from PHE home counseling visits some of which focused on nutrition, family planning/sexual and reproductive health, sanitation as well as the distribution of IEC materials to the households through the Peace Corps/Esiama Health Nursing School home visits. Also 5 care givers each from 25 communities in Shama through CEWEFIA's PHE activities benefitted from training on nutrition values and Population-Health-Environment for the well-being of families/households.</p>								

No .	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
9.	FTF IR 3 Number of public-private partnerships formed as a result of FTF assistance	Not reported on	Cumulative – see FY12 Results	Not reported on	Cumulative – see FY12 Results	Tracked but no target	50 partnerships established so far	Tracked but no target
<p>Comments: The Initiative has formed a considerable number of PPPs which have over the years proved very useful for effective implementation of Hen Mpoano activities aimed at producing mutual benefits. Some of the partnerships have contractual agreements, while others are just by mutual understanding. The Initiative has about 40 partners which could translate to over 150 groups and agencies (A cumulative number gleaned from beginning of 1st Phase of ICFG programme). The Western Region Network of NGOs (WERENGO) is one such group with over 60 NGO members that the Initiative supports with trainings and Small Grants. Tullow Oil and Jubilee Partners are in partnership to support Cape 3 Points CREMAs for conservation projects aimed at promoting food security. LOGODEP (USAID IP) is working with ICFG for establishment of Coastal Fund (together with COLANDEF) and is supporting Platform for Coastal Communities (formed with support and direction of Hen Mpoano) with needs assessment programme. Fisheries Commission, Forestry Commission/Wildlife Division, the 6 coastal District Assemblies are all partners of the Initiative. Working Groups include FWG, Cape 3 Points WG, GNCFC, Hen Mpoano Advisory Council Members and Shama District Steering Committee. Other groups include the Destination Management Organization (for tourism best practices), hoteliers for turtle conservation, Environmental Journalist Group and 2 local radio stations for Hen Mpoano radio drama series.</p> <p>A Rocha is a faith-based organization for conservation activities; they collaborated with Hen Mpoano for training of faith-based leaders – 6 Interfaith based groups have been formed to carry out resource management messages in each of the 6 coastal districts. Other partners include Blue Ventures, NCRC and Forest Trends for wetland conservation and carbon offset programmes as well as for establishing baselines for Ghana’s first MPA. The Peace Corps programme, Babson Artisans (artisans supported by Initiative with business plans and management trainings), Ministry of Environment, Science and Technology (MEST), GCLME and Ivory Coast Environment Ministry and Fisheries Commission are all partners for the promotion of livelihood resilience and for catalyzing actions for algal bloom menace. Agric-based partners for the promotion of food security and reduction of impacts of perennial tree crops (rubber/palm) include B-BOVID (a local agro-based company) and Ghana Rubber Estates. Other groups for advocacy purposes include Fisheries Alliance and the Community Environmental and Monitoring Advocacy Groups (CEMAGs). The West African Primate Conservation Action (WAPCA) and Central and Western Regions Fishmongers Improvement Association (CEWEFIA) are also key partners for carrying out resource management and population, health and environment objectives respectively.</p> <p>FY12 Comments: For FY12, new collaborators or partners include the Town and Country Planning Department/Ministry of Environment and Science - MEST, Ghana Education Service and Shama Radio. Other partnerships since programme inception are ongoing and building stronger, hence the cumulative nature of results/figures.</p>								

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
10.	Biodiversity Ind. Quantity of greenhouse gas emissions, measured in metric tons of CO ₂ equivalent, reduced or sequestered as a result of USG assistance	Not reported on	Not reported on	Not reported on	Not reported on	Tracked but no target	Quantities yet to be determined: Assessments completed and estimates ongoing	Tracked but no target
<p>FY12 Comments: Activities of CREMAs and Wildlife Division in the Cape 3 Points area are aimed at carbon sequestration, management tools are being put in place. Activities include conservation and establishment of mangrove nurseries for replanting, etc. quantity of carbon sequestered is yet to be determined.</p> <p>Activities of Forest Trends, NCRC and Cameroonian Consultant (carbon stock assessment) were initial steps aimed at assessing potential of carbon credits for marine payments for ecosystem services. Sequestration is yet to be determined. Development of conservation scenarios is ongoing for the purpose of accessing REDD funding; a Project Design Document will be developed in Year 4 for guiding the carbon credits process.</p>								

Note: Two 2 other indicators for FY12 reporting include:

No.	Indicator	FY 10 Target	FY 10 Results	FY 11 Target	FY 11 Results	FY 12 Target	FY 12 Results	FY 13 Target
11.	FTF IR SUB IR 1.1 Number of stakeholders using climate information in their decision making as a result of USG assistance	No target set as this was not yet an indicator	Not reported on	No target set as this was not yet an indicator	9 Institutions RCC 6 District Assemblies NADMO UCC	10 additional institutions	12 Institutions for first half FY12 (RCC + 6 District Town and Country Planning units, NDPC, NADMO, Ministry of Local Government/ Rural Development now using climate change information. Meteorological Services and Spatial Dimensions are also being oriented to incorporate climate change information in plans	Tracked but no target
<p>Comments: District representatives from the National Disaster Management Organization (NADMO) across the 6 districts have also undergone training aimed at better preparing them for proactive measures to disasters as opposed to reactive measures. The University of Cape Coast's (UCC's) Centre for Coastal Management and Geography Departments are all receiving capacity building – in terms of training and provision of equipment – for addressing climate change issues.</p> <p>FY12 Comments: Six Planners and 15 technicians from the TCPD in the 6 coastal district assemblies have undergone GIS proficiency and use aimed at strengthening their capacity to better address ICM issues. Also, the UCC Climate Change short course and vulnerability and resilience surveys conducted in the 5 districts have drawn the attention of district planners, NADMO officers, NDPC and the MLGRD to climate change issues and relevant information being used in decision making. Through the Shama participatory mapping process and issues profiling, the Meteorological Services started using 'early warning systems' to prompt flood-prone communities of impending hazards. Spatial Planning Advisory Groups in 5 districts (excluding STMA) have been formed from district assembly staff and community people for making ICM contributions into Medium Term Development Plans of District Assemblies. Spatial Dimensions also relying on ICFG's ICM inputs for district level planning.</p>								

(12) FTF SUB IR 1.1 - Number of members of producer organizations and community based organizations receiving USG assistance and

(13) FTF IR8 - Number of people trained in child health and nutrition through USG-supported programs