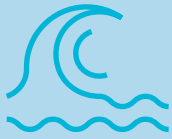


Ocean Country
Partnership
Programme (OCPP)
Interim Evaluation
Ghana
Case Study - summary

Department for Food,
Environment, and Rural Affairs
June 2024

About the OCPP



The Ocean Country Partnership Programme (OCPP) is a bilateral technical assistance and capacity building programme that provides tailored support to countries to manage the marine environment more sustainably, including by strengthening marine science expertise, developing science-based policy and management tools and creating educational resources for coastal communities. Funding is provided through the overarching Blue Planet Fund (BPF) by the Department for the Environment, Food and Rural Affairs (Defra).

OCPP is delivered by three British government Arm's Length Bodies (ALBs): the Centre for the Environment, Fisheries and Aquaculture Science (Cefas), the Joint Nature Conservation Committee (JNCC), and the Marine Management Organisation (MMO). Two multilateral delivery partners under the OCPP, the Friends of Ocean Action (FOA) and the Global Ocean Accounting Partnership (GOAP), are also implementing specific projects in the country.

Together, these delivery partners are focused on providing an enabling environment, including technical capacity, equipment infrastructure, compliance and enforcement capacity, and monitoring capacity, to the Government of Ghana. The bilateral programme has been engaged in the country since August 2022 with activities beginning in May 2023.

About OCPP-MEL

NIRAS is the Monitoring, Evaluation and Learning (MEL) supplier contracted by Defra. Their work under the banner of OCPP-MEL covers a broad range of activities including process and impact evaluations, MEL system strengthening, support for communications, learning and monitoring throughout the lifetime of the programme, as well as conduct of ad hoc evaluation assignments at the request of Defra.

Acknowledgements

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Marine
Management
Organisation

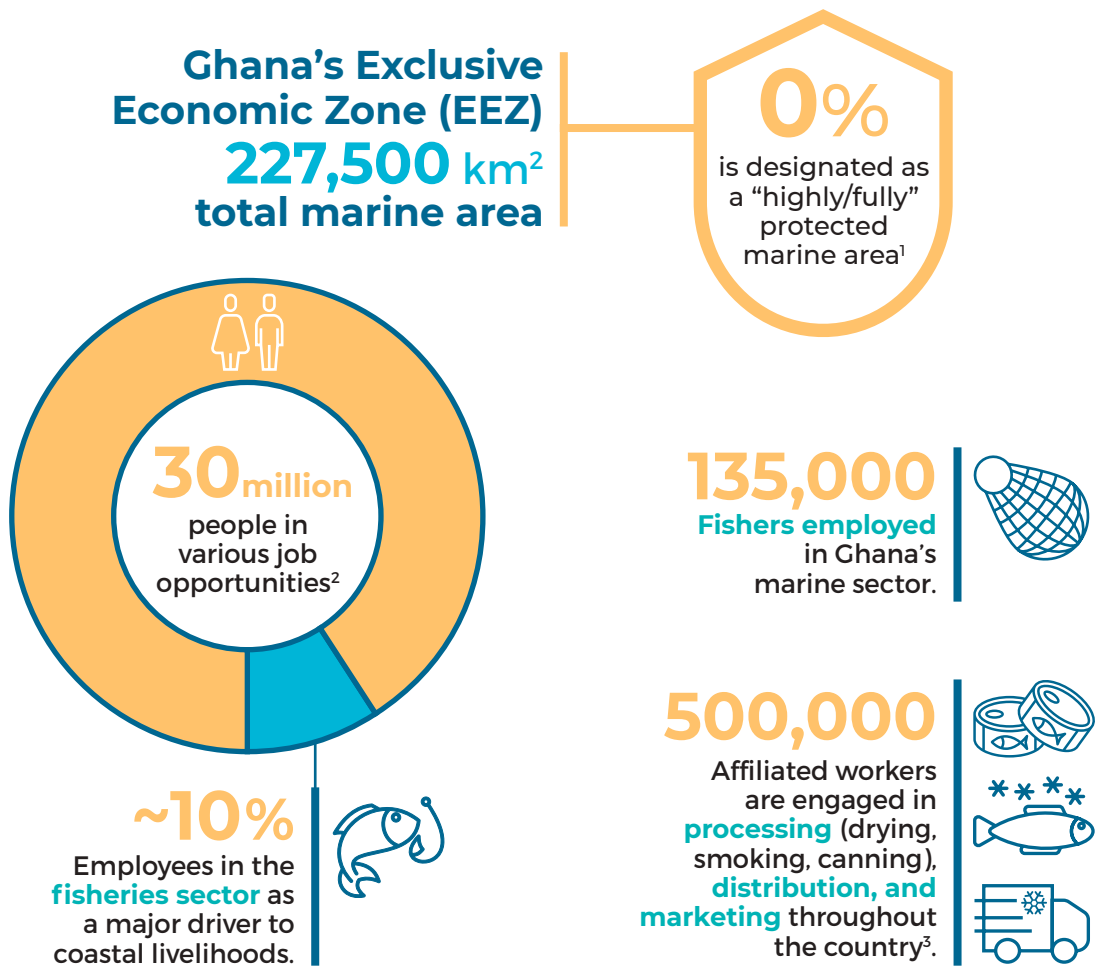


Findings at a glance



- After one year of delivery, the OCPP in Ghana has created a largely relevant, demand-led work package that is meeting the needs and addressing key priorities in the marine environment for most stakeholders.
- Some key government stakeholders remarked that the work could be more relevant to their needs, indicating the programme should re-visit conversations on priorities.
- Despite challenges with engagement and slow delivery, there is evidence that the programme has established key stakeholder relationships and is on the path to achieve its intended results in providing peer to peer capacity building and improving the partner’s marine management practices.
- Without a signed Memorandum of Understanding with the Government of Ghana and stable economic conditions, the programme’s sustainability remains a concern for some stakeholders.

Ghana marine economy



¹ Marine Protection Atlas, Marine Conservation Institute. <https://mpatlas.org/countries/GHA/>

² Berchie Asiedu, Paulina Okpei, et al. "The people's fishery in perspective: current analysis of the small pelagic fishery value chain of Ghana," Fisheries Research, Vol. 254, October 2024. <https://www.sciencedirect.com/science/article/abs/pii/S016578362200203X>

³ A. E. Hasselberg, I. Aakre, et al. "Fish for food and nutrition security in Ghana: Challenges and opportunities," Global Food Security, 26, 2020, <https://doi.org/10.1016/j.gfs.2020.100380>, accessed: <https://core.ac.uk/download/555945926.pdf>

Seeking long term change to Ghana's marine environment



Ghana's marine environment is threatened by overfishing, pollution, and resource exploitation, endangering marine biodiversity and increasing the vulnerability of coastal communities' livelihoods and wellbeing. The Ocean Country Partnership Programme (OCPP) has identified four pathways in which programme can deliver change in the way these issues are addressed, through the generation and use of scientific knowledge to better inform policymaking and action.⁴

- **Capacity building and technical assistance:** Providing expertise towards sustainable marine ecosystem science and better marine environment monitoring.
- **Governance and regulation:** Supporting the creation of evidence-informed policies, frameworks and plans for sustainable marine ecosystem management, governance and budgeting.
- **Science, education and knowledge exchange:** Piloting models and approaches towards community engagement; networking and the sharing of learning and innovation.
- **Value chain and market access improvements for seafood:** Developing and fostering market linkages for sustainable seafood.

The programme's ambitions lie in addressing these issues by improving policies and regulations before moving towards enhanced collaborative action by stakeholders to manage and protect their marine environments effectively and sustainably. The long term outcome of OCPP in Ghana is that partners can better address the challenges to their marine environments and biodiversity, enhance marine dependent livelihoods, and the wellbeing of those that depend on them, sustainably, equitably and inclusively.

The OCPP's ALB delivery partners (Cefas, JNCC and MMO) implement work under three thematic areas: biodiversity, marine pollution, and sustainable seafood.

Friends of Ocean Action: The Blue Food Partnership



The Blue Food Partnership⁵, set up in Ghana by OCPP delivery partner, Friends of Ocean Action (FOA), in 2022, aims to stimulate innovation and change in policies and business practices related to blue food value chains. To date, the project has:

- Established market actor relationships in the blue economy;
- Created knowledge networks and partnerships; and
- Piloted and tested innovative solutions for sustainable and equitable ocean management.

In 2021, the BFP co-produced the [Global Sustainable Aquaculture Roadmap \(GSAR\)](#) to help guide the sustainable growth of aquaculture through four transformative pathways: responsible production, better livelihoods, healthy consumption, and an enabling environment.

Phase IV will oversee the implementation of activities to enhance the contributions of farmed blue foods towards boosting livelihoods, protecting the planet, and improving population health in Ghana by 2030. To facilitate the BFP Ghana Initiative, the World Economic Forum's Ocean Team formally works with experts at the [Chamber of Aquaculture Ghana and FUTUREFISH](#) in delivering impact.

⁴ Identified as 'causal pathways' in the Ghana Theory of Change and aligned with OCPP's programme level Theory of Change which was refreshed with support from the NIRAS MEL team in 2023.

⁵ <https://www.weforum.org/blue-food-partnership>

Global Ocean Accounting Partnership: Building evidence-base needed to improve Ghana’s marine environment

Since March 2024, the Global Ocean Accounting Partnership (GOAP) has been supporting post-graduate Fellows the African Centre of Excellence in Coastal Resilience (ACECoR) of the University of the Cape Coast (UCC) on two pilot projects⁶:

- The case for a Ghana Plastics Account: Designing a new framework for plastics accounting in Ghana’s marine environment and aligning this with other national ocean frameworks.
- Determining the importance of mangrove resources to the Ocean Economy of the Keta Lagoon Complex: Developing an economic and social account of mangrove use to highlight their importance to the ocean subsistence economy.

Together, Cefas, JNCC, MMO, FOA and GOAP delivery partners focus on providing an enabling environment, including technical capacity, equipment infrastructure, compliance and enforcement capacity, and monitoring capacity, to the Government of Ghana.

Interim evaluation – Ghana case study

The interim evaluation of OCPP included deep dive investigations into the design and implementation quality of the programme within five selected countries⁷, including Ghana, between August 2022 up to March 2024. Evaluators focused on the the programme’s design and delivery, relevance, coherence, efficiency and potential sustainability, as well as analysis of the likelihood of the programme contributing to its intended outcomes and impact.



OCPP in Ghana is also currently supporting 13 MSc scholarships through the Association of Commonwealth Universities to attend the Centre of Coastal Management (CCM) of the University of Cape Coast (UCC).



⁶ Q1 March 2024 Quarterly Progress Report, GOAP and discussion with GOAP staff

⁷ Belize, Ghana, Maldives, Mozambique and Sri Lanka.

Key findings



Meeting Ghana's needs



Successes and strengths

- Extensive consultations with Ghanaian stakeholders have ensured that the bilateral programme offered by Cefas, JNCC and MMO is relevant and addressing priorities in the marine environment.
- Several Ghanaian government stakeholders reflected that the programme fills gaps by providing government to government technical assistance in the marine environment. According to one government ministry, the programme has “re-awakened the government’s focus” on the marine space.
- The programme is enabling Ghana to act as a regional hub.
- FOA’s Blue Food Partnership has direct links with local communities through its aquaculture work, which engages in local communities and small-holder farmers involved in the value chain. Informal learning processes were established to improve relevance and delivery, and the programme is actively addressing issues raised by government partners.



Areas for improvement

- Minimal consideration has been given to gender, equality and social inclusion by the ALB delivery team and GOAP, though it is robust in FOA’s approach.
- The “intermittent presence delivery model of the bilateral programme of OCPP has hampered the programme’s ability to gain traction with key in-country institutions, such as the Environment Protection Agency (EPA).
- Remote engagement has drawn out scoping processes since there is a preference for face-to-face communication and working in Ghana.
- Some stakeholders feel the bilateral programme is lacking cultural and contextual competencies, which could be improved with an in-country OCPP programme presence.
- A more strategic approach to scoping could have better captured stakeholder contexts and limitations, leading to a stronger, more relevant offer to key government stakeholders.



 The FOA’s Blue Food Partnership meaningfully considers women, girls and marginalised groups in their Global Sustainable Aquaculture Roadmap (GSAR) and its Ghana Action Plan that is aligned to the GSAR.





Coherence with others working in the same space



Successes and strengths

- Ghana aligns well with the wider OCPP portfolio and builds on other work being delivered.
- Implementation of the programme is aligned to the country's national policies and International commitments.
- Synergies and collaborative linkages have been established with other donor programmes, such as USAID's Feed the Future Ghana Fisheries Recovery Activities programme.



Areas for improvement

- The programme needs to be more proactive in ensuring it is not duplicating activities with other donor funded initiatives.
- While branding is generally well understood by stakeholders, confusion remains on the relationship between the overarching Blue Planet Fund (BPF) and the delivery partners implementing the work.



A strong synergy has been established with the BPF-funded programme, National Plastic Action Partnership. The programme, whose manager is based in Ghana, was able to review and inform OCPP delivery in Ghana during the first delegation visit.





Programme's delivery and use of resources



Successes and strengths

- OCPP's ALB delivery team have demonstrated adaptive management in their approach to delivery in the Ghana context and are continuing to seek ways to improve performance
- A rising number of activities are being delivered by in-country subcontractors.
- The BPF Regional Coordinator is seen as a key relationship builder who has been able to gain traction and buy-in from government partners.



Areas for improvement

- Bilateral planned outputs were not produced in a timely and economic manner, with both OCPP delivery teams and in-country stakeholders citing delays to deliverables and decision-making being a source of frustration.
- Often times government counterparts have limited capacity to engage with the programme and there is a high incidence of staff turnover, leading to poor engagement.
- The annual planning process was rushed and felt to be inadequate by the OCPP delivery team.
- The OCPP delivery team is currently unable to easily find information on what is being delivered across the portfolio and distil best practices from OCPP's work in other countries.



At the request of government stakeholders, the programme created the Ghana Coordination Committee to bring together key government stakeholders Ministry of Environment, Science, Technology and Innovation, Ministry of Fisheries and Aquaculture Development, Ghana Statistical Service, and the Land Use and Spatial Planning Authority and improve communication and programme delivery within country.





Meeting programme objectives



Successes and strengths

- Notable outputs include:
 - In its first year, OCPP has run a number of capacity building events including the Marine Spatial Planning (MSP) Capacity Building and Awareness Raising workshop (December 2023) and the One Health Aquaculture Conference (February 2024).
 - Developed and delivered the **first Marine Litter short course specifically focused on West Africa, using Train the Trainer principles**, with the Centre for Coastal Management at the University of Cape Coast.
 - Needs assessment and training was provided to the NGO, the Landing Beach Enforcement Committee, resulting in an award by the Fisheries Commission.
- The marine biodiversity workstream and the marine pollution workstream have the potential to contribute to outcome level results if delivery continues over the next few years:
 - The OCPP is providing capacity building and training to the Fisheries Commission and the Landing Beach Enforcement Committee (LaBEC) to support the existing Fisheries Management Plan of Ghana 2022-2026 strategy, including its provision to “Strengthening Fisheries Enforcement - Sensitising fishers on laws and regulations, training fishers and observers, enhancing capacity of FC personnel on fishers gears”.
 - In the marine pollution workstream, the OCPP is seeking to develop and draft a National Marine Litter Monitoring Framework with Ghanaian government stakeholders that will provide long-term and harmonised monitoring.



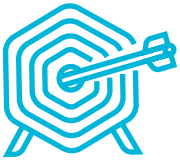
Areas for improvement

- Positive results were tempered by the mixed results in process efficiency, which impacted the programme’s ability to achieve more expected results towards its objectives in the first year of delivery in Ghana.
- The intermittent presence of the OCPP delivery team was the chief internal factor that influenced effectiveness, compounded by challenging external contexts.



Marine biodiversity and building Ghana’s marine spatial planning capacity

The programme will develop country-specific guidance on how to deliver marine spatial planning; this will promote in-county sustainability after the OCPP project has finished. The programme will seek to produce a Marine Spatial Development Framework with government partners. If staff trained in MSP remain in place and with the resources to use their MSP training, and if the MSP Framework is funded and used, it will help the Government of Ghana to sustainably use their marine environment with MSP to enable sustainable growth of their maritime sector. The Framework can also be used as a mechanism for driving the delivery of other government plans and strategies relevant to the marine environment, specifically the Mami Wata Project delivered through IUCN and also the development of a Sustainable Ocean Plan.



Programme impact



Successes and strengths

- There are burgeoning pockets of achievement in the bilateral programme that have the potential to turn into lasting impacts.



Areas for improvement

- The remaining potential key achievements (Illegal, unreported and unregulated fishing (IUU)/Compliance and Enforcement; One Health Aquaculture) currently only demonstrate the potential for intermediate outcome level change.



Addressing sustainable seafood in Ghana

The OCPP (through FOA) is catalysing collaboration in regions particularly affected by blue food challenges to stimulate innovation and change in policies and business practices related to blue food value chains. The Blue Food Partnership has engaged and signed stakeholders both in Ghana (44 members) and globally (69 members) through national and international events. The stakeholders have produced a BFP Ghana Aquaculture Action Plan (GAAP) which is supported by government, businesses and research bodies, as well as NGOs. This adoption of improved practices by these stakeholders for the managing the marine environment is a strong step towards lasting change.





Delivering lasting benefits



Successes and strengths

- There are positive indications of sustainability in the work being delivered, for example with using 'train the trainer' delivery model for marine litter activities. All materials and guidelines, such as Chaint Afrique's ALDFG advocacy materials, are kept in-house, ensuring they can be reused in other areas and with different stakeholders.



FOA's Blue Food Partnership initiative is demonstrating the strongest level of sustainability. One of its stakeholders, the Chamber of Aquaculture, has recognised the risk of donor funding and elicited buy-in and support from large-scale businesses.



Areas for improvement

- The lack of a Memorandum of Understanding with the Government of Ghana and lack of traction from certain government ministries make the sustainability of the programme uncertain.
- There is currently no sustainability or transition plan in place for OCPP in Belize. It is understood that Transition Strategy templates should be available for the delivery teams to use by the end of 2024. A few stakeholders have remarked on their concern for the sustainability about the support; highlighting the need for the OCPP delivery team to address financial sustainability.



The train-the-trainer models used in delivering the marine litter work contribute to the programme's sustainability. All materials and guidelines, such as Chaint Afrique's ALDFG advocacy materials, are kept in-house, ensuring they can be reused in other areas and with different stakeholders.





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