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Ghana: Building Local Capacity for Integrated Coastal Zone Management

During 1996 and 1997, a series of Bank-assisted workshops were held under the auspices of the Environmental Protection Agency, Ghana. They aimed to: (a) raise awareness among coastal communities of the need for better management of the marine and coastal ecosystem; (b) identify the priority needs of coastal communities; (c) identify appropriate, cost-effective interventions for addressing these needs; (d) raise awareness of ongoing initiatives to support such interventions; (e) assist coastal communities in the design of appropriate small-scale initiatives to address priority needs.

Impact on the Ground

High degree of ownership for the initiative was developed at the local level through a participative approach that emphasized capacity building at the local level using the participatory approach.

The workshops served to *increase awareness of the range of initiatives available* to support the needs of communities in terms of access to basic services such as sanitation and water supply, through IDA-funded or other donor-assisted programs.

The strong linkages between marine and coastal resource degradation and poor income and health levels of coastal communities became clearer to the communities.

Communities recognized *the need for better mobilization on the ground*, for increased ownership, accountability, monitoring and supervision, for successful implementation of local initiatives.

Increased collaboration among local entities, whether public, traditional or

private was seen as vital to managing the marine and coastal resource base.

Lesson Learned

Lack of education, awareness, requisite skills and/or motivation to access and manage development assistance. In many coastal communities, there is a significant lack of awareness of ongoing initiatives that aim to address some of the priority problems. Where there is no awareness, requisite skills to access development assistance are not developed. This is a serious constraint to community development interventions.

Costs associated with the participatory process. Raising awareness and building ownership for initiatives through an intensive participatory process requires a considerable amount of time and perseverance. Participatory processes are costly to the community as well. The time spent in discussion is time taken away from productive activities. The community needs to be convinced that it is worth their while to engage in consultative processes that may not always result in improvement in their conditions.

Need for simplified procedures in accessing funds or services. Participants often complained that the procedures involved in accessing targeted funds or services are so complicated that they no longer tried to access these services.

Lack of awareness of "win-win" projects. Communities generally did not have exposure to "win-win" types of projects that would improve their socio-economic conditions while protecting and conserving the marine and coastal ecosystem. There is a critical need for dissemination of such experiences, particularly of projects where a proven track record is available. The workshops were important in disseminating this type of information.

Need for leadership. In some communities, there was a noticeable lack of motivated individuals with the entrepreneurial spirit capable of initiating the planning, the organization, the monitoring and supervision required for implementing local-level initiatives. An opportunity exists for local NGOs to adopt such communities that lack leadership and promote an entrepreneurial spirit amongst them.

Increased collaboration at the local level is key. Good working relationships between district assemblies, traditional rulers and other local entities are essential for successful implementation of local-level initiatives in Integrated Coastal Management.

Key Documents

World Bank, *Africa: A Framework for Integrated Coastal Zone Management*, Environmentally Sustainable Development Division and Land, Water and

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World Bank and the Environmental Protection Agency, Ghana, *Towards an Integrated Coastal Zone Management Strategy for Ghana*, May 1997.

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