



SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Partners Meeting Report



FEBRUARY 25-26, 2015



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For more information on the Ghana Sustainable Fisheries Management Project, contact:
USAID/Ghana Sustainable Fisheries Management Project
Coastal Resources Center
Graduate School of Oceanography
University of Rhode Island
220 South Ferry Rd.
Narragansett, RI 02882 USA
Tel: 401-874-6224 Fax: 401-874-6920 Email: info@crc.uri.edu

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Cover photo: SFMP staff and partners are joined by the Minister of Fisheries and Aquaculture Development the Hon. Sherry Ayittey, center, at a reception following conclusion of the partners meeting in Accra on Feb. 26, 2015. (CREDIT: CRC photo)

Contact Information

USAID/Ghana Sustainable Fisheries Management Project (SFMP)

Main Project Office: 10 Obodai St., Mempeasem, East Legon, Accra, Ghana

Key Staff:

Brian Crawford brian@crc.uri.edu
Najih Lazar nlazar@crc.uri.edu
Patricia Mensah patricia.sfmp@crcuri.org
Bakari Nyari hardinyari.sfmp@crcuri.org

URI Home Office:

Don Robadue, Jr. don@crc.uri.edu
Cindy Moreau cindy@crc.uri.edu

USAID Administrative Officer Rep. (AOR):

Justice O. Odoi
Environmental Specialist
Economic Growth Office
USAID/Ghana
American Embassy, No. 24 Fourth Circular Rd.
Accra-Ghana
233 (0) 30 274 1828
jodoi@usaid.gov

Implementing Partner Contacts:

Kofi Agbogah
kagbogah@henmpoano.org
Stephen Kankam
skankam@henmpoano.org
Hen Mpoano
38 J. Cross Cole St. Windy Ridge, Takoradi, Ghana
233 31 202 0701

Donkris Mevuta
Kyei Yamoah
info@fonghana.org
Friends of the Nation
Parks and Gardens Adiembra-Sekondi, Ghana
233 312 046 180

Peter Owusu Donkor
Spatial Solutions
powusu-donkor@spatialdimension.net
#3 Third Nautical Close, Nungua, Accra, Ghana
233 020 463 4488

Thomas Buck
tom@ssg-advisors.com
SSG Advisors
182 Main Street
Burlington, VT 05401
(802) 735-1162

Amanda Childress
achildress@snvworld.org
SNV Netherlands Development Organisation
#161, 10 Maseru Road, E. Legon, Accra, Ghana
233 30 701 2440

Victoria C. Koomson
cewefia@yahoo.com
CEWEFIA
B342 Bronyibima Estate, Elmina, Ghana
233 24 427 8377

Lydia Sasu
daawomen@gmail.com
DAA
Darkuman Junction, Kaneshie Odokor Highway,
Accra, Ghana
233 302 315894

Gifty Asmah
giftybaabaasmah@gmail.com
Daasgift
Headmaster residence, Sekondi College
Sekondi, Western Region, Ghana
233 243 326 178

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Acronyms

ADS	Automated Directives System
BUSAC	Business Sector Advocacy
CCM	Center for Coastal Management
CDCS	Country Development and Cooperation Strategy
CEWEFIA	Central and Western Region Fishermen Improvement Association
CRC	Coastal Resources Center
CSLP	Coastal Sustainable Landscape Project
DAA	Development Action Association
DFAS	Department of Fisheries and Aquaculture Services
DO	Development Objective
EMMP	Environmental Monitoring and Mitigation Plan
FC	Fisheries Commission
FCWC	Fisheries Committee for the West Central Gulf of Guinea
FoN	Friends of the Nation
FtF	Feed the Future
GCLME	Guinea Current Large Marine Ecosystem
GNCFC	Ghana National Canoe Fishermen Council
GoG	Government of Ghana
ICFG	Integrated Coastal and Fisheries Governance
IEE	Initial Environmental Examination
IP	Implementing Partner
IR	Intermediate Result
IUU	Illegal, Unregulated and Unreported fishing
M&E	Monitoring & Evaluation
METSS	Monitoring, Evaluation, and Technical Support Services
MOFAD	Ministry of Fisheries and Aquaculture Development
NGO	Non-Governmental Organization
PMP	Performance Monitoring Plan
SFMP	Sustainable Fisheries Management Project
STWG	Sector Technical Working Groups
URI	University of Rhode Island
USAID	United States Agency for International Development
WARFP	West Africa Regional Fisheries Project

Introduction

This is the maiden orientation workshop for partners of the USAID/Ghana Sustainable Fisheries Management Project (SFMP). The two-day workshop aimed at fostering teamwork among partners, creating an understanding of the marine fisheries context in which the SFMP would focus efforts, as well as understanding other relevant donor projects, and the procedures and policies of the SFMP cooperative agreement.

The goal of the five-year USAID/Ghana is to rebuild targeted marine fisheries stocks through the adoption of sustainable fishing practices and exploitation levels. With a focus on small pelagic fisheries management along the entire coastal stretch of Ghana, the SFMP seeks to rebuild a fishery, which is near collapse; more than 100,000 metric tons of high quality low-cost animal protein that was traditionally available to poor and vulnerable coastal and inland households have been lost. Ghana's fishing industry is very important to the local economy and directly employs about 135,000 fishers in the marine capture sub-sector alone, 92% of whom are artisanal fishers and 27,000 women involved in fish processing and marketing.

Consequently, the SFMP seeks to work closely with the Government of Ghana (GoG) through the Ministry of Fisheries and Aquaculture Development (MOFAD) under the World Bank-funded fisheries project as well as with the Fisheries Commission (FC) to revamp the sector. SFMP is also contributing to the GoG Agriculture and Fisheries development goals and the USAID Feed the Future (FtF) Development Objectives (DO) to reduce poverty and hunger.

About 50 partner staff attended the two-day workshop. These included representatives of the USAID/Ghana Economic Growth office, who oversee the SFMP and the two other USAID/Ghana Coastal Programs. Representatives from those programs—USAID/Ghana Fisheries and Coastal Management Capacity Building Support Project, implemented by University of Cape Coast (UCC) and the Coastal Sustainable Landscapes Project (CSLP), implemented by US Forest Services—also attended. Others in attendance were staff of the MOFAD, FC and the MOFAD-led West African Regional Fisheries Project (WARFP). Selected staff of the various (nine) SFMP implementing partner organisations also attended: Coastal Resources Center/University of Rhode Island, Hen Mpoano, Friends of the Nation, SNV, SSG Advisors, Spatial Solutions, Central and Western Region Fishermen Improvement Association (CEWEFIA), Daasgift and Development Action Association (DAA).

Opening Speeches

The workshop began with brief introductory remarks after introduction of participants and their collaborative role on the SFMP.

Welcome Statement

The Chief of Party of SFMP, Dr. Brian Crawford, told participants that SFMP is an ambitious project that needed good teamwork, greater effort and collaboration to rebuild the fish stocks. “For the next five years, our motto and slogan should be ‘YES WE CAN!’ as President Obama of the United States repeatedly declares. It is a challenging project but together we can achieve success”—said Brian.

Opening Remarks

The Director of the USAID/Ghana Economic Growth office, Peter Trenchard, noted that USAID was committed to supporting GoG to achieve improved development in areas of interest such as agriculture and the coastal zone. The USAID Mission however expected results and was gradually shifting from mere anecdotal reportage to producing results in terms of figures; hence, partners had to carefully track progress and work towards meeting set targets. He added that all partners had to work in harmony, devoid of any duplication to realize results. “USAID appreciates your efforts and I have to say this project is challenged with many implementing partners all of whom have to work together to reach a common and desired goal”—said Peter.

Address by Minister of Fisheries

In a message delivered on behalf of Hon. Sherry Ayittey who is the Sector Minister, **the Head of Operations of MOFAD**, Thomas Insaidoo, briefly mentioned that the Ministry was committed to improving food security in the fisheries and would support development partners in this regard. The presence of staff of the MOFAD and the Fisheries Commission, he described, was an indication of their consent to collaborating with SFMP and partners to achieve set goals in line with GoG fisheries development objectives.

Presentations

Sustainable Fisheries Management Project

A group presentation delivered by technical staff of the SFMP office in Accra outlined the project overview; the situational context of the marine fisheries with a focus on the big picture, and the feasibility of rebuilding the stocks under the SFMP.

Project Overview by Brian Crawford: Africa has one of the highest fish consumption rates globally, playing second to Asia. In Ghana for instance, an average 23 kg of fish is consumed per person per year, which is well above the global average of 16 kg per person per year. Fish is also the preferred source of protein for most Ghanaians and is therefore critical for food security. Small pelagic fisheries have high nutritional values than other animal sourced-foods; they are also cheap and provide direct employment for over a hundred thousand fishers, 92 percent of whom are artisanal fishers. Unfortunately, however the sector is near collapse and has implications for food security, the economy and nutritional values. Consequently, USAID signed a cooperative agreement with Coastal Resources Center for the implementation of the SFMP, intended to rebuild the fish stocks, which will overall, contribute to achieving the Government of Ghana's national fisheries policies and development objectives as well as to USAID FtF Initiative DO of sustainable and broadly shared economic growth.

Phase 1 of SFMP will focus on small pelagics management with a nationwide scope, while **Phase 2** (beginning Year 3) will focus on a Demersal Fisheries Management Plan for the W/R. The four major intermediate results of the SFMP include: (IR1) Improving the legal framework to provide conditions for co-management, use rights and effort reduction; (IR2) Strengthening information systems and science-informed decision-making; (IR3) Increased constituencies that provide the political and public support needed to rebuild fish stocks; (IR4) Implementation of applied management initiatives for targeted fisheries ecosystems.

Year 1 Priorities include project start up and office establishment; partner and cooperate project orientation; Establishment of baselines (fisheries profile, demersal baseline study for Pra & Ankobra; child labor, value chain); national dialogues on small pelagics management focusing on some early actions to rebuild stocks and starting a longer-term planning process.

Past, Present Experiences of Donor Efforts by National Activity Manager (Kofi Agbogah): The SFMP will draw lessons from past projects, including the World Bank's co-management project of Community-based Fisheries Management Committees, which faced challenges of having authority devolved to them. The SFMP also will build upon the USAID-funded Integrated Coastal and Fisheries Governance Initiative (ICFG), which focused mostly on the Western Region. The SFMP will collaborate and draw synergies with existing projects such as the WARFP; Business Sector Advocacy (BUSAC) initiatives on capacity building for business advocacy with fishers Ghana National Canoe Fishermen Council (GNCFC) and on fisheries

governance/ law enforcement and Illegal, Unreported and Unregulated (IUU) fishing focusing on illegal transshipment of fish. The European Union also has plans of supporting the NGO sector in Combating IUU Fishing in West Africa.

Areas of Collaboration with the MOFAD-led fisheries project (WARFP) and the other coastal programs include: **(IR1)** legislative reforms for co-management, national fisheries dialogues, strengthened law enforcement, and harmonizing regional fisheries policies. **(IR2)** formation of and support to Science and Technical Working Group, capacity building for UCC and FC, Improving the FC's data systems and stock assessments and development of Information and Communication Technology innovations for effective fisheries management. **(IR3)** joint Communications Strategy for building social capital and political will towards rebuilding the stocks. **(IR4)** value chain development.

The SFMP has already initiated **engagements** with the Minister of Fisheries, the Fisheries Commission and WARFP and has scheduled monthly technical meetings with these partners and periodic briefing meetings with relevant stakeholders.

Situational Overview, Marine Fisheries Context by Senior Fisheries Advisor (Najih Lazar): The challenges in sustaining the small pelagics as food supply include the open-access nature of our fisheries, overcapacity, high efficiency (gears), poor governance and lack of assessments. With effective management planning via various steps in a cyclic process (from problem definition to goal setting, establishment of management and control measures vis-à-vis available resources through to monitoring and evaluation) Ghana can move from the current fishery that is near collapse to one which is sustainable, healthy, and stable by 2020. With reference to experiences drawn globally, recovery of the small pelagic fish stocks is also possible for Ghana, and as projected by the SFMP, could benefit about 130,000 fishers and 18,000 fish processors (mostly women).

IR3 – Communications Presentation by Communications Team: The Communications Team did a group presentation in the form of a radio talk show in which panelists explained the project goal and how the communications component will create a linkage with all the other components of the SFMP. This will be governed by a Communications Strategy that seeks to create constituencies and build political will for rebuilding the fish stocks through diverse multimedia and stakeholder campaigns where target audiences will be encouraged to participate in policy development towards behavioral change, effective voluntary compliance and enforcement of fisheries laws and improved co-management of fisheries resources. The presentation also took partners through some protocols for branding and documentation as well as messaging (*song sheet*) for achieving consistency during outreach and implementation of field activities.

USAID Coastal Program

Coastal Sustainable Landscapes Project by Deputy Chief of Party (Emmanuel Ntiri): The CSLP contributes to USAID's Global Climate Change Sustainable Landscapes Strategy (DO1) of strengthened capacity for low emission development through improved coastal forest landscape management. The project is part of the USAID Coastal Program and is being implemented in the six coastal districts of Western Region. Interventions include biodiversity conservation, agroforestry, livelihoods improvements using climate-smart strategies, capacity building to improve governance and management structures of government and community-based organisations in the area of coastal management. Some of these interventions have a bearing on the SFMP's scope of work, especially in the area of livelihoods improvements and conservation with implications on fisheries management and the need to build synergies for efficient use of resources in focal areas.

Fisheries and Coastal Mgt. Capacity Building Support Project by Project Coordinator (Dr Denis Aheto): Just like the SFMP, the UCC Capacity Strengthening Project contributes to USAID DO2 of Sustainable and Broadly Shared Economic Growth. The five-year project seeks to improve sustainable management of Ghana's marine and coastal resources with a purpose to strengthen capacity for sustainable fisheries and coastal management. Under this project, the Center for Coastal Management (CCM) at UCC and the Department of Fisheries (DFAS) will receive organizational and human capacity strengthening including training for PhD students and research grants for undergraduate students. Other activities include research on marine and coastal resources for conservation and management of biodiversity as well as educating stakeholders (schools, communities, policy makers in order to increase knowledge for natural resource management. The UCC project will collaborate closely with the SFMP in the areas of research and training to improve the human and organizational capacity of the CCM and DFAS. Exchange programs between UCC and the University of Rhode Island for instance is underway with discussions for the signing of a memorandum of understanding between the two institutions.

Programmatic Presentation

Monitoring and Evaluation – PMP Indicators by M&E Officer – Bakari Hardi Nyari

There are 16 indicators for the SFMP that measure impact, outcome and outputs of the project. They include four FtF Indicators, six economic growth-level indicators, four Country Development and Cooperation Strategy (CDCS) indicators and two custom indicators. The project will work with the Monitoring, Evaluation, and Technical Support Services (METSS) team to ensure effective implementation of the SFMP's performance monitoring plan (PMP) and to ensure the development of data collection and monitoring tools that allow for quality and timely reporting and for meeting data quality standards as spelt out in the USAID Automated Directives System (ADS) 203.

Environmental Monitoring and Mitigation Plan by Environmental Compliance Officer – Adiza

A. Owusu: USAID’s mandatory life-of-project environmental procedures require that the potential adverse impacts of USAID-Funded and managed activities be assessed prior to implementation. As such, the presentation took all implementing partners (IPs) through the essentials of the USAID’s environmental procedures and regulations under the Ghana EG Initial Environmental Examination (IEE) portfolio as well as the Environmental Monitoring and Mitigation Plan (EMMP) that was developed for the SFMP based on the conditions set forth in the IEE. Partners were oriented on how to apply the IEE/EMMP conditions in response to specific field activities as well as on monitoring and reporting of environmental compliance.

Outputs from Group Work

The breakout groups was to facilitate discussions on timelines of activities as spelt out in the Year One Work Plan of the SFMP, to know how realistic these timelines were and a roadmap for moving forward with implementation. There were two major breakout groups: National Group and Applied Field Work Group. Below are conclusions from both groups:

National Group

Legislative Reform

- SFMP will coordinate carefully with WARFP on any activities pertaining to reform based on minister’s direction.

1.2 National Fisheries Dialogue (1) and Quick Actions

- First dialogue should be pushed back to fourth quarter to allow Scientific and Technical Working Group to feed technical information into this process.
- Timing for Dialogue 2 event unchanged; agenda will depend ultimately on the outcome of Dialogue 1.

1.3 Strengthened Law Enforcement

- SFMP will build on successes and lessons learned during ICFG and expand efforts into other regions. Group recommends involving law enforcement early on in the decision making process.

1.4 Small Pelagics Fisheries Management

- Scope of work of fisheries profile remains unchanged; the overall concept looks good, however, work should begin quickly so technical/scientific information gathered can feed into stakeholder engagement and national dialogue processes.
- Stakeholder engagements towards policy dialogues (by FoN) to take place in all four regions in two stages: First are open meeting forums of all stakeholders and, secondly, association level meetings.

- There is need to build a feedback mechanism into open meeting process and outcomes of national dialogues so that stakeholders know outcome of their inputs.
- There is need also to prepare stakeholder-meeting agendas in advance to keep discussions on track. Content of agenda includes—Determining where we are now; Where we are going or want to go; How to get there (Present possible roadmaps).
- Encourage media attendance at meetings; prepare information packets for them ahead of time.

1.4 Philippines Study Tour

- Tour is on schedule for the 3rd quarter. WARFP might augment member participants through their own funding. FC will explore this option.

1.5 Harmonizing Regional Policies

- Look regionally beyond Ghana's borders at climate and environmental influences on stocks. Work with the Fisheries Committee for the West Central Gulf of Guinea (FCWC) and Guinea Current Large Marine Ecosystem (GCLME) to establish a framework for an ecosystem-based assessment, taking into account environmental factors.
- A broad stock ID study will be conducted using genetic techniques. Area of study will be from Morocco to Nigeria using each nation's research agencies.

2.1 Scientific and Technical Working Group

- Move quickly to prepare small pelagics review of fisheries sector issues to feed information into the national dialogue and stakeholder process.
- Working group to be formed by end of March, as scheduled.

4.3 Fishing Capacity Assessment

- Do training on methods to measure effective effort to determine best effort-reduction controls.

Applied Field Work Group

4.5 Integrated Community Fisheries Management and Resilience Plans for Ankobra

- Due to priority given to the small pelagics fishery profile work by Hen Mpoano, its activities in the Ankobra must be put forward several months. HM will start socio-economic profile by July but not have the final report in hand until first quarter of Year 2
- Similarly, vulnerability assessments for the river villages will not be ready until first quarter, Year 2.
- Spatial Solutions clarified its expected schedule of activities but did not anticipate problems in meeting its objectives within the timeframe of Year 1.

2.5 Understanding Fisheries Supply Chain from Net to Plate

- Emphasis was on the importance of having this information available before the national forum on fish processing technologies as well as the first national policy dialogue.
- Also noted will be Fisheries Commission Post Harvest unit contributions of information and insights.
- Potential role of the STWG in providing input during the review process to be clarified.
- It is important to coordinate carefully the field level work regarding community entry on all fieldwork including the scientific surveys.
- CEWEFIA, DAA and DAASGIFT need to be made aware of SFMP related plans to meet with fishers and community groups in their respective areas.
- Field Activities Manager needs to be kept aware of the movement of project teams to ensure consistent representation of SFMP and avoidance of community fatigue and overload.

4.8.1 Fish smoking technology information and demonstration

- A key event is the National Post Harvest workshop, led by SNV, which was scheduled for July in the 4th quarter. There was a desire to ensure that preliminary results of the energy and fish value-chain studies would be available to inform the workshop. The group determined that the local smoking technology workshops should follow this.
- The cascading effect is that the local technologies demonstrations, training and installations will follow on these events and the schedule will be adjusted in the Terms of Reference of implementing partners.
- For all partners, there is a need to standardize the Micro Small and Medium Enterprises (MSME) screening methodology used by all the partners, and SNV would chair a meeting and effort to accomplish this.

4.8.2 Fisheries value chain improvements/livelihoods in Ankobra/Shama Old Town - Daasgift

- Based on the delays in start-up, Daasgift recommended adjustments in its schedule and requested that the target for individuals receiving MSME business training in Year 1 be reduced from 150 to 100, and with the remainder being accomplished in the first quarter of Year 2. The forum and training will also shift to the fourth quarter.

4.8.3 Fisheries value chain improvements and livelihoods in Central Region - CEWEFIA

- CEWEFIA will be shifting some of its schedule as well in terms of the timing of smoking technology and installation of smokers to the fourth quarter. They did not recommend target adjustments.

4.8.4 Fisheries value chain improvements and livelihoods in Apam and Winneba – SNV/DAA

- SNV will not be able to complete the demonstration stove evaluation report until first quarter, Year 2 due to shift in schedule of national technology workshop and local fora.
- Construction of the 50 selected stoves will commence early Q1, Year 2.
- SNV and DAA to add a child labor element to their “community entry characterization” for Apam and Winneba.

1.7 Reducing child labor and trafficking in fisheries

- SNV will train partners in the tools and issues needing to be used and taken into account prior to the planned 10 community visits which are part of preparing the issue characterization towards the Child Labour Workshop and Report and subsequent plan of action.

Designated M&E Coordinators

ORGANISATION	NAME	LOCATION
SNV	Emmanuel Aziebor	Accra
SSG Advisor	Snr Partnership Advisor	Accra
Hen Mpoano	Stephen Kankam	Western Region
Spatial Solution	Oppong Preprah	
Friends of the Nation	Kwesi R. Johnson	Western Region
Daa	Abraham Asare	
Daasgift	Bernice Danquah	
Cewefia	Nicholas Smith	

Designated Environmental Compliance Coordinators

ORGANISATION	NAME	LOCATION
DAA	Yaw Asante	Accra
Daasgift	Bernice Danquah	Takoradi
CEWEFIA	Michael Takyi	Cape Coast
SNV	Benedicta Samey	Accra
FON	Theophilus Boachie-Yiadom	Takoradi

Communications Team/ Officers

ORGANISATION	NAME	LOCATION
Core Communications Team		
CRC-Accra	Patricia Aba Mensah	Accra
SNV	Sarah Agbey	Accra
FoN	Solomon Ampofo	Sekondi
CRC/URI	Carol McCarthy	URI, USA
... For Joint Communications		
WARFP	Dr. Ato Conduah	Accra
MOFAD	James Azamesu	Accra
Designated Communications Officers		
DAA	Nancy Ayesua Otu	Accra
CEWEFIA	Hannah Antwi	Cape Coast
Hen Mpoano	Balertey Gormey	Takoradi
Daasgift	Gifty Baaba Asmah	Takoradi

List of Participants and Contact Details

No	Name	Organization	Position	Sex		Do you wish to receive messages on SFMP?	
				M	F	Y	N
1.	Bernice Danquah	Daasgift	Administrator		√	√	
2.	Nancy Ayesua Otu	DAA	FIN/ ADMIN		√	√	
3.	Kwesi .R. Johnson	FoN	Coordinator	√		√	
4.	Adiza Ama Owusu	Hen Mpoano	Environmental Compliance officer		√	√	
5.	Oppong Peprah	Spatial Solutions	Principal Planner	√		√	
6.	Cindy Moreau	CRC	Business Manager		√	√	
7.	Carol McCarthy	CRC	Communications		√	√	
8.	Stephen Kankam	Hen Mpoano	SFMP Field Activities Manager	√		√	
9.	Robert Allou	Hen Mpoano	Finance/Admin	√		√	
10	Brain Crawford	CRC	Chief of Party	√		√	
11	Najih Lazar	CRC	Snr. Fish. Advisor	√		√	
12	Victoria C. Koomson	CEWEFIA	Chief Executive		√	√	
13	Nicholas Smith	CEWEFIA	Project Officer	√			
14	Bakari Hardi Nyari	CRC	M&E Specialist	√		√	
15	Deborah Antwi	CEWEFIA	Finance		√	√	
16	Thomas Insaidoo	Fish Com	Dep. Director	√		√	
17	Sam Manu	FC	Dep. Director	√		√	
18	Donald Robadue	URI	Prog Manager	√		√	
19	Esinam Attipoe	UCC	Project Mgt Support		√	√	
20.	Dickson Adeborna	SNV	Child Labor Project Advisor	√		√	

No	Name	Organization	Position	Sex		Do you wish to receive messages on SFMP?	
				M	F	Y	N
21.	Tess Zakaras	SSG	Project Analyst		√	√	
22.	Nafisa Antaru	SFMP	Office Coordinator		√	√	
23.	Patricia Aba Mensah	SFMP	Communications		√	√	
24.	Appiah Frank	MOFAD	Driver	√		√	
25.	Eric Tetteh	MOFAD	Driver	√			
26.	Feliz Zawada	SFMP	Driver	√		√	
27.	Salifu Mamud	SFMP	Driver	√		√	
28.	Foster O.Somoa	SFMP	Driver	√		√	
29.	Doris Yeboah	FC	Head, M&E		√	√	
30.	Justice Odoi	USAID	Environmental Specialist	√		√	
31.	Peter Trenchard	USAID	Director, Economic Growth	√		√	
32.	Matilda Quist	FC	Dep. Director, MFMD		√	√	
33.	Deborah Antwi					√	
34.	Peter Owusu-Donkor	Spatial Solutions	Director	√		√	
35.	Emefa Ameglu	G.A.A	Ex. Member		√	√	
36.	Nii-Amponsah	F.C	Asst. Director	√			
37.	Mary Bonsu	Tropo. F	H.R.M		√	√	
38.	Amanda Childress	SNV	Coordinating Director		√	√	
39.	Enno Heijndermans	SNV		√		√	
40.	Mark Amechi	Tropo Farms	CEO	√		√	
41.	Ernest Amoako	Operational Eyesight	Driver	√			
42.	James Azamesu	FC	PRO	√		√	
43.	John Blay	UCC	Coordinator, CCM	√		√	
44.	Denis Aheto	UCC	Project Manager	√		√	
45.	Kofi Agbogah	Hen Mpoano	SFMP National Program Manager	√		√	
46.	Yaw Asante	DAA	Admin Assist.	√		√	

Appendix 1: Agenda

**Sustainable Fisheries Management Project (SFMP)
Partners Orientation Meeting
February 25-27, 2015
Miklin Hotel, East Legon**

Objectives

- Understanding the Marine Fisheries Context and Donor Projects supporting GoG Efforts in the Fisheries Sector
- Fostering team work among implementing partners for activity implementation
- Understanding policies, procedures and requirements of the Cooperative Agreement

Agenda

WEDNESDAY, February 25, 2015

- 9:00 Check In
- 9:30 Opening Prayer
Welcome – Chief of Party, B. Crawford
Opening remarks by USAID/Ghana, MOFAD/Fisheries Commission representatives
- 9:40 Introduction of participants (Pat Mensah)
- 10:00 Workshop Purpose and Objectives, (D. Robadue, lead facilitator)
- 10:10 Situational Overview and SFMP Big picture Context (Crawford, Lazar, Agbogah)
- 10:30 COFFEE
- 11:00 Sister USAID project presentations UCC, (Dennis Aheto) CSLP (Steve Dennison or Emmanuel Ntiri)
- 11:30 Discussions building from presentations developing synergies and coordination with other programs, beneficiaries and projects (Agbogah)
- 11:45 The M&E Plan including PMP and KM&E (Bakari)
Processes and procedures program reporting: Introduction to Performance Based Contracts, Monitoring / Evaluation
TraiNet reporting requirements
- 13:00 LUNCH
- 14:00 **Work Plan Implementation**
Key Synergies and Charge for Work Plan Implementation Session (Brian and Stephen)
- Group 1: PROJECT MANAGEMENT (Cindy)
USAID and URI Admin requirements
Additional details on performance-based contracts, monthly and match reporting
Role Plays and Case examples
Procurement
VAT exemption rules and procedures
Vehicle Policies
Administrative Calendar
- Group 2: NATIONAL FISHERIES POLICY AND SCIENCE (Kofi)
- Group 3 ACTION IN THE FIELD (Stephen) (CR and WR activities)
- Group 2&3 Charges:

Work Plan analysis by Component by implementing groups

- Review key activities and their timing, milestones, key outputs and results expected as per related PMP indicators
- Address coordination needs: inputs required from project managers, partners and technical assistance

16:00 Plenary group report outs and identification of coordination and implementation issues, opportunities and constraints (Don)

17:00 Adjourn

THURSDAY, February 26, 2015

9:00 Outcome and Response to Group Discussions from Day 1 by Partners (Crawford)

9:15 The EMMP and Environmental Assessment, and reporting (Justice Odoi and Adiza Awuzu)

DISCUSSIONS on environmental review for value chain improvements and construction activities (SNV)

10:30 COFFEE

11:00 Organizational Assessments (SNV and Robadue)

11:30 The PMP Indicators and their definitions what counts and what does not (Bakari)

12:00 Jumpstart Café: small groups that need to work together to launch key Q3 actions (Don)

Timing and Event Flow Summary (adjust the Wall Calendar)

Administrative and Logistic Needs

March: week by week

13:00 LUNCH

13:45 The Communications Strategy (Pat), External and Internal processes and procedures

Project communications policies and procedures (Carol)

Branding and Marking requirements

Document production formats, processes and flows and 508 compliance

DEC and Database reporting and geo-referencing activities (Don and Bakari)

Internal communication and knowledge sharing, Dropbox, Adobe Acrobat, Skype and partner websites

16:00 Project Launch, Partner Monthly Meetings, Quarter 3

16:30 Partner follow-up arrangements

17:00 Closing Prayer and Adjourn

17:00 Reception at the SFMP Offices refreshments and hors d'oeuvres provided

FRIDAY

- Individual and institutional follow up meetings as needed: No formal program.