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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Partnership Strategy



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THE
UNIVERSITY
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GRADUATE SCHOOL
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ACRONYMS

FC	Fisheries Commission
FEU	Fisheries Enforcement Unit
GoG	Government of Ghana
ICT	Information and Communications Technology
IUU	Illegal Unreported Unregulated
MOFAD	Ministry of Fisheries and Aquaculture Development
MOU	Memorandum of Understanding
PPP	Public-Private Partnerships
RPA	Rapid Partnership Appraisal
SDF	Skills Development Fund
SFMP	Sustainable Fisheries Management Project
SSG	SSG Advisors
STEP	Sustainable, Transparent, Effective Partnerships
USAID	United States Agency for International Development

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INTRODUCTION TO PUBLIC-PRIVATE PARTNERSHIPS FOR SFMP

The USAID/Ghana Sustainable Fisheries Management Project (SFMP) looks to rebuild targeted fish stocks and safeguard food security in Ghana by promoting sustainable fishing practices and improving fisheries management.

Success will require broad and creative collaboration – with communities, the Government of Ghana, civil society, and the private sector. In particular, private sector engagement and public-private partnerships can harness private sector creativity, resources, and technologies to advance the objectives of Ghana SFMP. At their best, public-private partnerships can enhance the scale, efficiency, effectiveness, and the sustainability of USAID projects.

For this reason, SFMP has engaged SSG Advisors, an international development company based in the United States of America, to lead public-private partnership development efforts on the project.

SFMP and SSG will seek to engage a wide range of private sector partners at both the national and local levels in *Strategic Partnerships*.

Strategic Partnerships bring together SFMP project resources with leading multinational and Ghanaian companies, business associations, foundations and government agencies in a collaborative effort that advances SFMP project goals. Resources from both SFMP and partners may come in the form of funding, expertise, technology, human resources, or brand leverage. Strategic Partnerships will be governed by Memoranda of Understanding (MOUs), which will define overall partnership goals, resource contributions, responsibilities and partnership governance.

Partnerships will seek to **leverage** private sector resources. USAID defines leverage as “the quantifiable contributions provided by resource partners to a [partnership or alliance]. Unlike cost sharing or matching, which is an important element of the USAID/grantee relationship, leverage is not intended to be binding or auditable.”¹

Leverage is most often a combination of cash and in-kind contributions. The following – and more – can count as leverage:

- Commodities donated by the private sector
- Use of training facilities
- Value of time donated by company employees or technical consultants
- Technology, communications and capital assets
- Intellectual property rights
- Licenses ²

The following do not count as leverage:

- Forgone profit

¹ https://www.usaid.gov/sites/default/files/documents/1880/2014_GDA_APS.pdf

² https://www.usaid.gov/sites/default/files/documents/1880/2014_GDA_APS.pdf

- Value of brand or reputation, convening power or “good will”
- General overhead costs
- Commitments to purchase or pay a price premium for products or services generated through partnership.³

It should be noted that SFMP partnership work does not focus on traditional or *contractual* public-private partnerships. Contractual PPPs are agreements between governments and the private sector that privatize the provision of public services or infrastructure development. The public-private partnership work under SFMP will focus instead on identifying *shared value* partnerships, which bring the private sector, the Government of Ghana (GoG), and USAID together in collaboration based on overlapping goals and aligned interests.

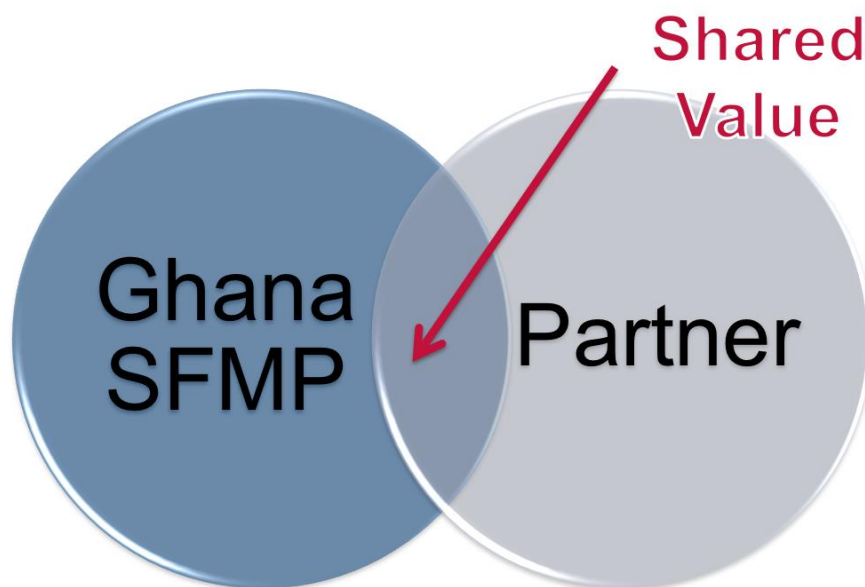


Figure 1 Shared Value

The search for shared value requires a broad and creative perspective on the diverse assets that both SFMP and its private sector partner(s) can potentially bring to a partnership (see figure below). SSG is working with SFMP to understand private sector interests and assets and to identify high-value partnership opportunities.

³ https://www.usaid.gov/sites/default/files/documents/1880/2014_GDA_APS.pdf

Ghana SFMP	Private Sector
<ul style="list-style-type: none"> • Policy influence • Development / technical expertise • Convening power • Local & regional networks • Credibility • Funding 	<ul style="list-style-type: none"> • Market-driven approaches • Skills, services, & expertise • Access to supply chains & markets • Technology & new tools • Relationships • Long-term country commitment • Communications & marketing • Funding

Figure 2 Ghana SFMP vs. Private Sector

THE GHANA SFMP PUBLIC-PRIVATE PARTNERSHIP (PPP) TEAM

The SSG Ghana SFMP Public-Private Partnership Team is currently composed of three individuals:

- Ghana SFMP Senior Private Sector Partnership Specialist (Nii Tackie-Otoo): Mr. Tackie-Otoo is based at the SFMP office in Accra and leads day-to-day activities, including meetings with prospective partners, negotiations, and partnership research, scoping and planning.
- SSG Project Manager / Partnership Analyst (Tess Zakaras): Ms. Zakaras serves as the main partnership backstop in the US, providing both analytical and project management support to the Partnership Specialist and SFMP management.
- Senior Partnership Advisor (Tom Buck): Mr. Buck provides senior-level technical direction from the US to support partnership activities.

In addition to the core SSG PPP Team members, SSG will also contract short-term consultants and specialists as needed to support the partnership development process.

The PPP Team reports directly to the Ghana SFMP Chief of Party, Dr. Brian Crawford.

GUIDING PRINCIPLES FOR PARTNERSHIP DEVELOPMENT UNDER GHANA SFMP

The SSG PPP Team will follow the following guiding principles in its partnership development work on Ghana SFMP:

- Clear Alignment of Interests: SSG will look to identify partnerships that are well aligned with both project and private sector interests. First, SFMP partnerships should clearly advance core SFMP objectives and IRs. Second, partnerships should advance key business interests, helping to ensure long-term commitment on the part of the private sector partner(s).

- **Shared Risks and Shared Rewards:** SSG will work to encourage private sector partners to meaningfully invest in SFMP partnerships – sharing in both the risks and the rewards of partnership. In other words, SSG will look for private sector partners, not vendors.
- **Co-Creation and Participatory Design:** From the very start of partnership discussions and negotiations, SSG will look to build strong relationships and a strong foundation for collaboration. A key step will be to engage all partners in a participatory and creative design process, to ensure maximum buy-in in the final partnership design (the Concept Note and MOU) and a partnership that creatively leverages the assets of diverse partners and addresses core partner interests.
- **Building Capacity for Partnership:** Throughout the partnership development process, SSG will look for opportunities to build the capacity of SFMP implementing partners and key Government of Ghana stakeholders to build and manage effective partnerships on their own.
- **Prioritizing Partnerships with Clear Government of Ghana Ownership and Buy-In:** Ghana SFMP seeks to play a catalytic role in partnership development – ultimately, it is the Government of Ghana, the private sector, and other local stakeholders who will determine the long-term success of partnership initiatives and related projects. For this reason, all partnership initiatives should have the Government of Ghana as a key partner, to ensure clear ownership of the partnership beyond the life of Ghana SFMP.

THE PARTNERSHIP DEVELOPMENT PROCESS

SSG will use its proven Sustainable, Transparent, Effective Partnerships (STEP) methodology (see box) to develop and manage strategic partnerships for Ghana SFMP. The goal is to enable SFMP to enhance the scale and sustainability of its interventions by leveraging private sector resources and capabilities at all levels – local, national and multi-national.

SSG’s STEP Framework

SSG’s **Sustainable, Transparent, Effective Partnerships (STEP) methodology** is a practical, hands-on approach that enables USAID and its implementing organizations to identify partnership opportunities, unlock potential *shared value* with the private sector, build and manage effective partnerships, and ensure results. STEP enables USAID to play a catalytic role – combining local and global resources to advance shared goals.

STEP addresses each aspect of the partnership development process, providing proven interventions and tools for identifying, building, and managing strong public-private collaborations:

- Partner Mapping
- Rapid Partnership Appraisals
- Partnership Training
- Partnership Ideation and Prioritization
- Partnership Due Diligence Reports
- Partnership Forums and Co-Creation
- Partnership Concept Note and MOU Templates
- Partnership Management Tools and Guidance
- Partnership Monitoring & Evaluation

Ghana SFMP Year 1: Partnership Identification and Prioritization

In Year 1, SSG hired and mobilized its Senior Private Sector Partnership Specialist for SFMP, as well as a Ghana-based Strategic Partnership Consultant. With support from the SSG home office, the Partnership Specialist and Strategic Partnership Consultant conducted over 70 interviews with the private sector and other organizations in Ghana, to assess and identify possible partnership opportunities for Ghana SFMP. In July 2015, to finalize SSG’s fieldwork, the Ghana-based team was joined by SSG’s Partnership Specialist on the USAID ECOFISH project in the Philippines, the former head of SSG’s Finance for Development practice, and the SSG Partnership Analyst for Ghana SFMP.

Together, the team conducted remaining interviews and follow-up interviews for the Ghana SFMP Rapid Partnership Appraisal (RPA) and developed 10 initial partnership ideas for the project (see below).

Table 1 10 initial partnership ideas for the project

Partnership Opportunity		Description
1.	Illegal Unregulated Unreported (IUU) Enforcement Hotline	A partnership with the National Communications Authority, the Marine Police and/or the Fisheries Enforcement Unit (FEU), and an ICT firm(s) to create a toll-free SMS hotline, to allow residents of coastal communities to quickly and easily report illegal fishing on their mobile phones.
2.	Insurance for Fishermen	A partnership with Millennium Insurance and the Ministry of Fisheries and Aquaculture Development (MOFAD) to provide a tailored and affordable life and non-life insurance package to fishers (fishermen and fish processors).
3.	Vodafone Fishers’ Club	A partnership with Vodafone to extend its innovative “Farmers’ Club” to fishers– using ICT to empower fishers to share and receive information on best practices and to stay up to date on information related to weather, market prices, and fisheries regulations.
4.	Fish Stock App	A partnership with the Fisheries Commission and an ICT firm(s) to use ICT to enhance fisheries data collection, dissemination, and analysis.
5.	Fostering Diversified Livelihoods	A partnership with B-BOVID and/or Ankobra Beach Resort to support the development of diversified livelihoods in organic vegetable production, palm oil production, production of bamboo charcoal, and bamboo furniture-making.
6.	SFMP Communication Hub	A partnership with the Global Media Alliance to broadcast key messages about fisheries protection, management, and enforcement and to share project success stories in Ghana.
7.	Three-Point Partnership with Jubilee Partners	A partnership with the Jubilee Partners (led by Tullow Oil) to enhance marine spatial planning, support IUU enforcement, and foster diversified livelihoods for coastal communities in the Western Region.
8.	Skills Development Training	A partnership with the Skills Development Fund (SDF) to (1) support training for women’s associations in the post-harvest sector and for new coastal enterprises, and (2) to fund new ICT innovations for improved fisheries

Partnership Opportunity		Description
		management.
9.	Comprehensive Fisheries Training Center	A partnership with Raanan Fish Feed West Africa to support the development of a new Fisheries Training Center, led by DAA, and to provide high-quality training to fishermen interested in aquaculture.
10.	GreenWave Ocean Farming	A partnership with the US non-profit GreenWave to pilot GreenWave's ocean farming model in Ghana, unlocking new livelihoods for fishermen.

SSG presented these ten ideas at a two-day Strategic Partnerships Training / Partnership Prioritization Workshop for Ghana SFMP technical teams and stakeholders. At this workshop, participants ranked SSG's early-stage partnership ideas, to guide SSG as it moves forward with partnership development in Year 2.

The three partnerships prioritized for Year 2 of SFMP are as follows:

Table 2 three partnerships prioritized for Year 2

Partnership Name	Possible Private Sector Partner(s)	Partnership Goal
Insurance for Fishermen	Millennium Insurance	To provide a tailored, affordable life and non-life insurance package to fishers
Vodafone Fishers' Club	Vodafone	To extend Vodafone's innovative "Farmers' Club" to fishers – using ICT to empower fishermen to share and receive information on best practices and to stay up-to-date on information related to weather, market prices, and fisheries regulations
IUU Enforcement Hotline	Esoko and other ICT and/or telecom partners	To create a toll-free SMS hotline, to allow residents of coastal communities to quickly and easily report illegal fishing on their mobile phones

In the final months of Year 1, SSG completed the RPA and Prioritization Report detailing its fieldwork and company interviews, as well as the results of the partnership prioritization exercise.

Ghana SFMP Year 2: Partnership Formation and Start-Up

In Year 2 – October 2015 to September 2016 – SSG will be working to formalize and kick-start the three partnerships prioritized in Year 1.

Partnership development activities for Year 2 include the following:

Conduct Preliminary Partner Negotiations: In Year 2, SSG will conduct negotiations with potential partners – public and private – regarding resource contributions, proposed activities, and partnership goals for priority strategic partnerships.

Conduct Due Diligence on Potential Partners: Once private sector partners are identified for strategic partnerships, SSG will also conduct due diligence analyses in order to uncover any questionable activities or reputational risks for USAID.

Conduct Stakeholder Consultations: As needed, SSG will conduct brief consultations with community leaders or other key stakeholders – for example, fisherfolk associations and key government agencies – regarding partnership objectives.

Conduct Partnership Forums: To support partnership development, SSG will facilitate up to 3 partnership forums for potential partners and key stakeholders. These forums will be partnership-specific and will focus on bringing SFMP, the Government of Ghana, and private sector partner(s) together to outline partnership goals, activities, and expected partner contributions. As appropriate, these forums will be used to develop a Strategic Partnership Concept Paper, to build a common vision for each partnership.

Prepare Strategic Partnership Concept Papers: As needed, SSG will prepare Partnership Concept Papers. These documents serve to develop and refine partnership goals among SFMP, USAID, government, the private sector, and other partners. These Concept Papers will begin to define the resource contributions – funding, technology, equipment, expertise, etc. – that each partner will bring to the SFMP partnership.

Prepare and Negotiate Draft MOUs: When partners reach agreement about the goals, roles, and activities defined in the Strategic Partnership Concept Paper, SSG will prepare a draft MOU, which will serve as the foundational document for the partnership. Using templates prepared by USAID/IDEA and USAID/GC, the Partnership Team will draft at least one MOU, which will define resource contributions, partnership activities, roles, responsibilities, and partnership governance. The MOU will then be reviewed and revised by partners prior to signature.

Oversee Partnership Management and M&E: Once partnerships have been established, SSG will play an active role in managing and coordinating core partnerships, tracking partner resource contributions, and monitoring partnership outcomes.

To date (February 2016), SSG has conducted initial partner negotiations and stakeholder consultations for each of the three partnerships. Otherwise, SSG has primarily focused on the Vodafone partnership. SSG has conducted initial due diligence on Vodafone, and held a participatory Partnership Forum for the Vodafone Fishers' Club partnership in November 2015. SSG is now working to finalize and approve the Strategic Partnership Concept Paper with all partners.

SSG has also completed initial due diligence on Millennium Insurance for the Insurance partnership, and SSG plans to hold the Partnership Forum in March 2016.

Ghana SFMP Year 3 Onward: Partnership Formation, Management, Expansion, and Close-out

In Year 3, SSG will complete any remaining partnership formation activities for partnerships prioritized in Year 1 and will turn its focus primarily to managing existing partnerships and guiding and supporting initial piloting and implementation.

In Year 3 onward, SSG will also look to build on its primary partnership work in three key ways:

SSG Support for “Secondary” Partnerships: As available and requested, SSG will work to support the development of “secondary partnerships” – promising partnership opportunities that were not prioritized by SFMP in Year 1, but can be led by local SFMP implementing partners. These secondary partnerships could include any of the seven non-priority partnerships identified in the Year 1 RPA, or new ideas put forward by SFMP implementing partners or stakeholders, by the private sector, or by SSG.

Negotiations, partnership formation, and partnership management for secondary partnerships would be led by SFMP implementing partners, with guidance and support from SSG. SSG could potentially provide the following types of support to SFMP implementing partners looking to engage the private sector in partnership:

- Tailored trainings or partnership identification, development, and management
- Step-by-step guidance on partnership formation
- Review of partnership or funding proposals
- Templates and examples of partnership due diligence reports, Partnership Concept Papers, and MOUs
- Review of partnership Concept Papers and MOUs
- Attending key meetings and negotiations with private sector partners.

Depending on the number of competing demands for secondary partnership support, SSG will work with SFMP to prioritize and tailor its support to maximize partnership impact and success.

1. **Implementing a Dynamic & Evolving Approach to Partnership Identification and Expansion:** While SSG will focus its partnership-development efforts in Year 2 on building the three partnerships prioritized in Year 1, SSG will continue to work in Year 2 onward – with greatest intensity in Year 3 – to develop new partnership ideas and to embrace a dynamic and adaptive approach to partnership development. Early in Year 3, SSG will conduct a “mini-RPA,” holding interviews with key prospective private sector partners – including new companies not included in the Year 1 RPA as well as promising or key private sector players worth revisiting. SSG will then generate a small set (3-8) new partnership ideas to discuss with SFMP senior leadership. Together, SSG and SFMP will then prioritize up to 1-2 ideas for development in Years 3 & 4. Notably, these ideas may entail new, standalone partnerships, or they may complement or expand upon existing SFMP public-private partnerships to scale impact or increase overall effectiveness or efficiency. (For example, through partnership, the Vodafone Fishers’ Club might be further embellished to include a fish catch data app to allow fishers to voluntarily record and submit fish catch data for the Fisheries Commission.)
2. **Partnership Closeout and Monitoring & Evaluation:** In SSG’s final year on SFMP (either Year 4 or Year 5), SSG will guide strategic partnerships from implementation toward closeout or handover to partners, depending on the life span of the partnership. SSG will also focus in its final year on taking stock of partnership results and impacts. SSG – led by SSG’s Partnership Specialist – will also work to measure partnership results and contributions to Ghana SFMP objectives. At the outset of each partnership, SSG will develop a simple M&E plan (in conjunction with partners), tailored to each partnership. SSG will then work with each partner organization to track results and impact over time. In its final year, SSG will then interview key partners, stakeholders, and beneficiaries to report on partnership progress and impact to date.

Then, in its final year, SSG will produce a final report, summarizing partnership results, lessons learned, and partnership sustainability plans.

CONCLUSION

SSG will work closely with Ghana SFMP and the Government of Ghana to create creative and truly impactful collaboration with the private sector to advance sustainable fisheries management in Ghana. SSG will look to identify partnerships based on shared value that get to the heart of both USAID and private sector objectives. Across its partnership work, SSG will seek to encourage genuine participation and input from all partners and key stakeholders, secure Government of Ghana buy-in and/or ownership over partnership initiatives, and build partnerships that advance core SFMP objectives and targets.

In short, SSG will look to build public-private partnerships that enhance the creativity, effectiveness, efficiency, scale and sustainability of Ghana SFMP's efforts in Ghana while also contributing to the Government of Ghana's efforts to manage targeted marine fish stocks.

SSG expects partnership development activities in years subsequent to Year 2 to evolve over time. As such, SSG will revise partnership work planning yearly.