



SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)



VODAFONE FISHERS' CLUB PARTNERSHIP FORUM WORKSHOP REPORT



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TABLE OF CONTENTS

SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP).....	1
TABLE OF CONTENTS.....	ii
ACRONYMS AND ABBREVIATIONS	iii
BACKGROUND	1
SESSIONS	1
Session One: Introductions and Review of Forum Objectives and Agenda	1
Session Two: Introduction of SFMP and the Role of Partnerships	2
Session Three: Presentation of the Vodafone Farmers’ Club and Vodafone Cash.....	3
Session Four: Current Reality Dialogue.....	4
Session Five: Practical Visioning.....	8
Session Six: Determining Strategic Actions	9
Session Seven: Action Planning.....	10
Financial Benefits	11
Regulatory/ Enforcement Compliance.....	12
Inclusive Membership.....	13
Social Benefits	15
Communications	15
Session Eight: Determining Resource Requirements, Partner Commitments, and Existing Gaps/Needs.....	16
Resource Commitments – Financial Benefits.....	16
Resource Commitments – Compliance.....	17
Resource Commitments – Inclusive Membership	17
Resource Commitments – Social Benefits.....	18
Resource Commitments – Communications.....	18
Session Nine: Fishers’ Club Idea Factory	19
Issue 1 – What type of content can best meet the needs of fishers in Ghana?.....	19
Issue 2 – How can we encourage enrolment in the Fishers’ Club?	20
Issue 3 – How can the Fishers’ Club partnership relate to and collaborate with other potential stakeholders?.....	20
Any other important issue to design and implement the Fishers’ Club?	20
Session Ten: Closing Remarks & Next Steps	21
ANNEXES.....	22
Annex A. Workshop Agenda	22
Annex B. List of Participants and Contact Information.....	29

ACRONYMS AND ABBREVIATIONS

CUG	Closed User Group
FC	Fisheries Commission
GNCFC	Ghana National Canoe Fishermen Council
GoG	Government of Ghana
ICT	Information and Communication Technology
IUU	Illegal Unreported Unregulated
MESA	Monitoring for Environment and Security in Africa
MOFAD	Ministry of Fisheries and Aquaculture Development
MOU	Memoranda of Understanding
NAFPTA	National Fish Processors and Traders Association
NGOs	Non-Governmental Organizations
PPP	Public–Private Partnership
RPA	Rapid Partnership Appraisal
SFMP	Sustainable Fisheries Management Project
SMS	Short Message Service
SSG	SSG Advisors
Telecom	Telecommunications Company
ToR	Terms of Reference
USAID	United States Agency for International Development
WARFP	West Africa Regional Fisheries Program

BACKGROUND

The Sustainable Fisheries Management Project (SFMP) aims to assist the Government of Ghana in rebuilding depleted marine fish stocks in Ghana. In this regard, the project is implementing a range of strategic interventions to sustainably manage fish stocks to improve food security in Ghana. Public-private partnerships are a critical element of the SFMP strategy, leveraging private sector resources and expertise to advance sustainable fishing in Ghana.

The telecommunication giant Vodafone launched its Farmers' Club in Ghana in June 2015. The Farmers' Club is a suite of mobile solutions for smallholder farmers, allowing members to receive content on their mobile phones via SMS and Voice with 1) weather alerts, 2) market prices, 3) nutrition tips, and 4) farming best practices. It also allows members to call other members for free to facilitate sharing of best practices, and it offers a dedicated helpline for farming information.

In 2015, SSG identified Vodafone¹ as a potential partner for sustainable fishing in Ghana, and SFMP, Vodafone, and the Government of Ghana are now exploring a new potential collaboration to extend the Farmers' Club to fishers and fish processors in Ghana. To co-create this partnership, SFMP, led by SSG, organized a forum to bring all key stakeholders and partners together to discuss strategies for the establishment of a new Vodafone Fishers' Club, tailoring the Farmers' Club to the needs of the fisheries sector in Ghana.

This report summarizes the proceedings and results of the partnership planning workshop held on the 16th and 17th of November 2015 at the Golden Tulip Hotel in Accra, Ghana. It represents outcomes of discussions between representatives of the private sector, government, and civil society organizations. Participating institutions included Vodafone, Esoko, and Millennium Insurance from the private sector, the Ministry of Fisheries and Aquaculture Development (MOFAD), the Fisheries Commission (FC), USAID/Ghana SFMP, and the World Bank-funded West Africa Regional Fisheries Program (WARFP), and fisherfolk associations, representing coastal communities. The results from the two-day Forum will be used to formulate a concept note for the partnership. This report describes the specific sessions that occurred and presents the results of the workshop.

SESSIONS

Session One: Introductions and Review of Forum Objectives and Agenda

SSG's Workshop Facilitator Polycarp Ngoje commenced the meeting with brief welcome remarks and introductions. The SSG Partnership Specialist on SFMP, Nii Tackie-Otoo, then presented the primary objectives of the Forum. After, the Chief of Party for the SFMP, Brian Crawford, thanked workshop participants for making time to participate in shaping the partnership and pointed out the potential value and importance of the partnership for coastal communities and for the Government of Ghana.

The primary goal for this two-day workshop was to lay the foundation for a draft Strategic Partnership Concept Paper, which would outline partnership goals and activities as well as the roles and responsibilities of each partner. This Strategic Partnership Concept Paper will

¹ This was achieved during SSG's Rapid Partnership Appraisal (RPA) in May – July, 2015

later be used to create a draft Memorandum of Understanding between the partners, to formalize and officially launch the partnership.

Accordingly, key objectives for the Partnership Forum included the following:

- Identify and articulate the interests for participation for potential partners.
- Outline the primary goals and objectives for the partnership.
- Begin to outline a timeline for core activities for the partnership, from start-up to scale.
- Begin to plan activities for the partnership, outlining action plans and identifying areas for collaboration.
- Begin to outline how each partner group will contribute to the partnership.
- Identify next steps for each partner.

Mr. Ngoje provided an overview of the agenda, the objectives, and guiding principles and expectations for the workshop. Overall, each workshop session would build toward consensus. He outlined the workshop agenda, divided into thirteen sessions as follows:

- Welcoming Remarks
- Introductions and Review of Forum
- Introduction to SFMP and Role of Partnerships
- Presentation of the Vodafone Farmers' Club & Vodafone Money
- Participatory Assessment of the Current Situation
- Practical Visioning
- Determining Strategic Actions
- Day 1 Review and Next Steps
- Welcome to Second Day and Recap of Day 1
- Year 1 Action Plan
- Determining Resource Requirements, Partner Commitments, and Existing Gaps/Needs
- Fisher's Club Idea Factory
- Reflection and Discussion of Next Steps

Mr. Ngoje reiterated that the workshop was designed around the following principles:

- ✓ **Participatory:** Meaningfully engage a range of key stakeholders, ensure broad buy-in and transparency, and create solutions that reflect diverse perspectives and ideas.
- ✓ **Dialogue:** Encourage open discussions and solicit diverse perspectives.
- ✓ **Results-oriented:** Develop practical proposals, clear targets, and next steps.
- ✓ **Structured:** Organize a realistic plan of action.
- ✓ **Consensus-building:** Come to agreement on key issues.

Session Two: Introduction of SFMP and the Role of Partnerships

Following general introductions, SSG's Senior Partnership Advisor Thomas Buck presented on both the SFMP project and its overall objectives as well the role of public-private partnerships. Private sector engagement is a key pillar for SFMP in its work with the Ministry of Fisheries and Aquaculture Development and the Fisheries Commission in

strengthening and piloting sustainable fisheries solutions. Mr. Buck outlined SSG's general approach to identifying (1) specific business interests that overlap with fisheries management goals and (2) corresponding partnership opportunities. He reviewed the SSG Team's assessment of partnership opportunities for Ghana SFMP, conducted in May through July 2015. This assessment centered on a comprehensive mapping of business interests through interviews across a wide range of business sectors in Ghana. As part of this assessment, or Rapid Partnership Appraisal (RPA), SSG conducted over 70 interviews with multinational and Ghanaian companies, business associations, development projects, Non-Governmental Agencies (NGOs) and government institutions to better understand the interests and challenges of potential partners vis-à-vis SFMP objectives, and to begin to formulate possible partnership opportunities. SSG also interviewed each of the SFMP implementing partner organizations, to better understand project goals, vision, and priorities.

Based on its RPA desk research and interviews, SSG proposed 10 initial partnership opportunities at a workshop for SFMP implementing partners and key government stakeholders in July 2015. Over the course of the two-day workshop, SSG worked with participants to prioritize each potential partnership opportunity, weighing feasibility and perceived value to the project and SFMP partners. As a result of this workshop, project implementing partners and government representatives created a shortlist of high-value public-private partnership opportunities, including the proposed Fishers' Club partnership with Vodafone and the Government of Ghana.

Session Three: Presentation of the Vodafone Farmers' Club and Vodafone Cash

This session provided an opportunity for Vodafone to introduce participants to the Farmer's Club in Ghana. Cephas Pobi of the Vodafone Farmers' Club and Carl Ashie from Vodafone Cash presented the Vodafone Farmers' Club business model. At its root, the platform seeks to develop a new agriculture service market for the company by providing farmers with the opportunity to receive valuable crop-specific and location-specific information in their preferred language. Introduced in June 2015, the platform already has over 30,000 customers in Ghana.

The Ghana version of the platform is the latest evolution in a roll out across Vodafone's developing markets. In Turkey, the initiative serves over 1.2 million farmers, relaying best agricultural practices to boost their yields and increase incomes. The Kenyan version is integrating the agricultural extension efforts of the Kenyan government, as well as the M-Pesa mobile money platform, which allows farmers to undertake financial transactions through their mobile phones.

In Ghana, the Farmers' Club has tapped into Vodafone's broad agent network to recruit farmers. To incentivize sign-up, agents enroll customers by 1) providing and registering a SIM card with a free month trial and a cost of GHS 2.00 starting in month two; 2) training the customer on the Farmers' Club app, and walking them through registration fields, including name, location, crops they grow, local market places, and weather update preference, 3) using the Call Center.

The Club's integrated package of services includes:

- Weather information – 12 weather alerts by SMS every month
- Nutrition tips – Up to 4 nutrition tips by SMS every month
- Market prices – 4 market price messages by SMS every month

- Agricultural tips – Up to 4 SMS/Voice messages on farming tips every month
- Closed User Group (CUG) and Competitive Tariffs – Members of the Vodafone Farmers' Club can call each other for free. On-net calls cost 4 p/min. Off-net cost 9 p/min.
- Free Helpline calls – Calls to experts in farmer's preferred language

Going forward, Vodafone envisions three broad areas for expansion of customers and content. First and foremost, the Farmers' Club will integrate Vodafone Cash to enable market payments, disbursement of subsidies, and access to loans. Based on experience in other markets, Vodafone expects this functionality to be highly desired. Next, Vodafone will expand its customer base and reach to target new agricultural enterprises. Finally, the Farmers' Club will develop a database of best practices as an entire new line of information, which it will call the Experience Farm.

For its part, Vodafone Cash will focus on both *disbursement* services to the farming community – including payments, wages, and loans – and *collection* services, targeting supplier payments, bill payment, store purchases, and savings.

Session Four: Current Reality Dialogue

Following presentations from partners, participants divided into three teams according to sector. The private sector group included participants from Vodafone, Esoko, and Millennium Insurance. The Government Team included the MOFAD, FC, and WARFP representatives, while the Fisheries Stakeholders team comprised participants from the Ghana National Canoe Fishermen Council (GNCFC) and the National Fish Processors and Traders Association (NAFPTA). Each participant team assessed the current environment they face and highlighted future opportunities they envision, related to the Vodafone Fishers' Club partnership.

The exercise covered four categories: (1) *Assets & Resources* they might be able to bring to the partnership; (2) *Weakness & Gaps* they currently face that might be addressed through partnership; (3) *Benefits & Value* they can envision through collaboration; and (4) relevant *Obstacles & Challenges* they anticipate. Each team discussed these four categories in their working groups.

The three group reports were presented in plenary and are represented below:

Private Sector	
<p style="text-align: center;"><u>Assets & Resources</u></p> <ul style="list-style-type: none"> ▪ An existing platform (technology/products). ▪ Network – broad coverage and penetration ▪ Distribution channels ▪ Vodafone Cash availability ▪ Human resources – dedicated staff and agents ▪ Vodafone 'Healthline' – health-oriented service/partnership 	<p style="text-align: center;"><u>Weakness & Gaps</u></p> <ul style="list-style-type: none"> ▪ Coverage is limited ▪ Fisheries content/customization needed ▪ Database of the target audience – needed for development ▪ Just 13% of fisheries community are existing Vodafone subscribers
<p style="text-align: center;"><u>Benefits & Value</u></p> <ul style="list-style-type: none"> ▪ Customer acquisition – 13% existing customer base leaves much room for growth ▪ Revenue stream – new market ▪ Brand acquisition ▪ Opportunity for innovation – testing a new service and product ▪ New markets 	<p style="text-align: center;"><u>Obstacles & Challenges</u></p> <ul style="list-style-type: none"> ▪ Illiteracy ▪ Regulations ▪ Pricing – finding the right range ▪ Distribution (Vodafone cash) – encouraging uptake and usage ▪ Attitudes – will the fisheries community take to phone services?

Government Agencies	
<p style="text-align: center;"><u>Assets & Resources</u></p> <ul style="list-style-type: none"> ▪ Regulatory policy – legal function ▪ Political leverage ▪ Availability of expertise ▪ Fisheries Registry and network of fisheries stakeholders – vast database of registered fisherfolk ▪ Existence of WARFP ▪ Technical content and information – critical for platform 	<p style="text-align: center;"><u>Weakness & Gaps</u></p> <ul style="list-style-type: none"> ▪ Implementation of our mandate – improving fisheries governance ▪ Capacity gap – need for training & skills development ▪ Political interference – affects decision-making ▪ Absence of financial support – more resources needed ▪ Education/Socio-cultural practices of stakeholders – need for behaviour changes
<p style="text-align: center;"><u>Benefits & Value</u></p> <ul style="list-style-type: none"> ▪ Facilitate implementation of management plan – mobile phones can serve critical data collection and information sharing/outreach needs ▪ Create value for the industry through Extension Services – high potential for expanding reach of extension services ▪ Gives strong voice for advocacy of fisheries management 	<p style="text-align: center;"><u>Obstacles & Challenges</u></p> <ul style="list-style-type: none"> ▪ Empowered to execute our mandate – clear pathways for implementation of fisheries management ▪ Migration to Commission status might result in delay ▪ Translating science to social context – e.g. building linkages between science-based policies and social realities/needs ▪ Sustainable funding – i.e. consistent and long-term revenue

Fisheries Community Stakeholders	
<p style="text-align: center;"><u>Assets & Resources</u></p> <ul style="list-style-type: none"> ▪ Well-formed associations – effective and representative organizations for fisherfolk ▪ Use of mobile phones common – phones are already very important for fisherfolk (mobile literacy is high) ▪ Financial resources and transactions – the sector is dependent on large numbers of financial transactions ▪ Interest in mobile money – fisherfolk understand the potential value of mobile money (e.g. immediate money transfer with markets, lower risk of crime) 	<p style="text-align: center;"><u>Weakness & Gaps</u></p> <ul style="list-style-type: none"> ▪ High movement of cash (paper money) – cash is king in the industry, which increases vulnerability ▪ Weak extension support – existing services are not consistent or widespread ▪ High illiteracy – low reading/writing capabilities ▪ Not enough daily weather information available – mortality rate is high due to weather-related incidents ▪ Many fishers do not have phones ▪ Current canoe tracking is not effective – new systems and technology needed
<p style="text-align: center;"><u>Benefits & Value</u></p> <ul style="list-style-type: none"> ▪ Platform can strengthen organizations – increase associational value, membership rates & dues, etc. ▪ Real time extension information via phones – immediate and widespread transfer of information possible ▪ Reaching remote areas – ability to reach community members up and down the coast ▪ Improved knowledge for fish value chains – specific value chain information can be transferred ▪ Weather information – important potential for real-time and consistent transfer about weather changes and risks ▪ Tracking missing canoes – potential to add technology to existing canoe tracking program ▪ Up to date information on subsidy distributions – keeping track of subsidy information 	<p style="text-align: center;"><u>Obstacles & Challenges</u></p> <ul style="list-style-type: none"> ▪ Late adoption – communities are below average for mobile phone usage ▪ Mobile illiteracy – many fisherfolk will need education and capacity building ▪ Cost of platform – finding a proper price point for user purchase ▪ Government fuel subsidy program (Premix) – the program is very political and as a result should not be included in the pilot period

Session Five: Practical Visioning

Next, participants worked together to articulate a vision for how the Fishers' Club could support fisherfolk and fisheries management in Ghana.

The participants were divided into three representative groups. The groups were given a focus question and guidelines for discussion. The vision cards were then posted on the wall for all to see. Participants were asked to cluster cards that were similar; these clustered cards became the six (6) vision pillars in the Visioning Table below.

Vision Focus Question

“In the next two years, how can the Vodafone Farmer’s Club be adopted and enhanced to benefit the lives of fisherfolk and address fisheries management issues in Ghana?”

Visioning Guidelines

- Visualize the Fisher’s Club operating at an ‘ideal level.’ What do you see?
- Describe possible future outcomes that are important and relevant for achieving sustainable fishing in Ghana.
- Should be positive statements of a hope-filled future.
- Should be “practical,” what could and should be achieved, not a fantasy or wish list.
- Should be challenging yet realistic – beyond where we are today.
- Think about operation – e.g., coverage, finances, communication, reporting, etc.
- Use nouns to “paint the picture”, not verbs to describe how to get there.
- 5-12 words per card

Example:

- Real-time fish price information

VISIONING RESULTS:

Financial Benefits	Regulatory/ Enforcement Compliance	Inclusion/ Widespread Membership	Social Benefits	Communi- cations	Trace- ability
A cashless system using mobile money to reduce risks	Reporting on all IUU fishing	Value chain players on the platform (input suppliers)	Capacity building through education and health services	End-to-end efficient mobile solutions for easy access to info	Tracking end-to-end inputs
Cashless fish trade	Voluntary compliance through improved communications	All fishers on the Fishers' Club	Provision of scholarships for fishers' families/ kids	Communication platform among stakeholders including government	Tracing catch
Financial inclusion – e.g. mobile money, pension, insurance, etc.	Fisheries content for informed constituency and improved compliance	A well organized and empowered Fishers' Club	Enhanced businesses and livelihoods	Emergency services e.g. First aid, safety alerts, etc.	
Functioning fishers' insurance					
Provision of customized financial services					

Session Six: Determining Strategic Actions

The Strategic Actions session allowed participants from the private sector, government, and fisherfolk associations to identify key strategies to proactively tap opportunities and respond to potential challenges facing the partnership. The participants were asked to keep in mind the strategic question below. In addition, they were given a few helpful guidelines and

Strategic Focus Question

“What are practical, doable, and cost effective actions that each group can take in the next year to launch the partnership?”

procedures to inspire

The participants were representative teams. Each team to develop lead to the projected pillars. Each group's

Visioning Guidelines

- One idea per card
- 5-7 words per card
- Action = use verbs

their deliberations.

divided into their three The SSG facilitators asked each several (3-6) actions that would achievements of the six vision ideas were then shared to create

the start of an action plan for the partnership. Together, the full group then developed strategic consensus on a broad, overall partnership agenda and priority action points.

Session Seven: Action Planning

In this session, the teams used their proposed strategic actions from the previous session to come up with specific, key tasks, as well as action plans with overall objectives, roles and responsibilities for various actors, resources needed, and timelines.

Financial Benefits	Regulatory/ Enforcement Compliance	Traceability	Inclusive Membership	Social Benefits	Communication
Establish consolidated database of fisher associations and stakeholders	Develop inter-agency communication strategy	Develop comprehensive home-grown fisheries protocols with stakeholders	Develop registration program to enrol fishers in the Club	Develop sponsorship schemes	Develop scope of action
Conduct needs assessment for providing financial services and insurance	Develop comprehensive training regime in content management	Foster enhanced collaboration amongst stakeholders for traceability and compliance	Design inauguration and piloting plan		Review the current proposition
Develop and operationalize the product and platform	Design mechanisms to ensure compliance		Design feedback mechanism		Update systems (Esoko call centre product)
	Design and incorporate hotline program to report fishing infractions		Monitor and evaluate the pilot		Pilot product

Each action plan is shown below:

Financial Benefits

ACTION 1: Develop and operationalize the product and platform		
KEY TASKS	Implementing Partner	Period
Scope out product specification from needs assessment	Vodafone, Esoko, MOFAD/FC, SFMP	July – September
Develop the product and test	Vodafone, Esoko, MOFAD/FC, SFMP	July – September
Pilot in communities	Vodafone, Esoko, MOFAD/FC, SFMP, fishers	July – September
Develop Information, Education and Communication (IEC) materials for product	Vodafone, Esoko, MOFAD/FC, SFMP, WARFP	July – September
Launch and execute product to market	Vodafone, Esoko, MOFAD/FC, SFMP, fishers	July – September
Monitoring and evaluation	Vodafone, Esoko, MOFAD/FC, SFMP	October – December
Resources needed: Human resource (tech developers), funds, electronic devices		
ACTION 2: Conduct needs assessment for providing financial services and insurance		
KEY TASKS	Implementing Partner	Period
Develop scope of work and TOR for needs assessment	Vodafone, Esoko, MOFAD/FC, SFMP	April – June
Identify and contract a service provider for research	Vodafone, Esoko, MOFAD/FC, SFMP	April – June
Conduct needs assessment and validate findings	Research firm	April – June
Validate draft and approve final report	Vodafone, Esoko, MOFAD/FC, SFMP	July – September
Map database against findings from needs assessment	Vodafone, Esoko, MOFAD/FC, SFMP	July – September
Validation data	Vodafone, Esoko, MOFAD/FC, SFMP	April – June
Resources needed: Human resources, funds, vehicles, ICT materials (software and hardware)		
ACTION 3: Establish consolidated database of fisher associations and stakeholders		
KEY TASKS	Implementing Partner	Period

Identify and review databases of fishers associations	MOFAD/FC, fisher associations, SFMP	January – March
Develop protocols on data exchange and updates between stakeholders	MOFAD/FC, fisher associations, SFMP, Vodafone, Esoko	January – March
Review and consolidate database	MOFAD/FC, SFMP, Vodafone, Esoko	January – June
Resources needed: Human resources, funds, vehicles, ICT materials (software and hardware)		

Regulatory/ Enforcement Compliance

ACTION 1: Develop inter-agency communications strategy		
KEY TASKS	Implementing Partner	Period
Bring together all stakeholders	All stakeholders	January – March
Establish TORs for each actor for each strategic task	All stakeholders	January – March
Develop content for thematic areas of TORs	All stakeholders	January – March
Identify shared values and set objectives for each partner	All stakeholders	January – March
Establish meeting and reporting schedule	All stakeholders	January – March
Develop validation strategy	All stakeholders	April – December
Resources needed: Human resources, funds		
ACTION 2: Develop comprehensive content for fishers		
KEY TASKS	Implementing Partner	Period
Identify requisite thematic areas for sensitization	Vodafone, Esoko, MOFAD/FC, SFMP, fishers, WARFP	January – March
Identify target audience and validate content draft	Vodafone, Esoko, MOFAD/FC, SFMP, fishers, WARFP	January – June
Implementation plan for focal areas (pilot)	Vodafone, Esoko, MOFAD/FC, SFMP, fishers, WARFP	April – December
Develop training manual	Vodafone, Esoko	July – December
Customize/digitize content	Esoko	July – December
Training workshop for stakeholders	Vodafone, Esoko, MOFAD/FC, SFMP,	July – December

	fishers, WARFP	
Identify community-based facilitators for training peers	Vodafone, Esoko, SFMP, fishers	July – December
Resources needed: Human resources, funds		
ACTION 3: Design mechanisms to ensure compliance		
KEY TASKS	Implementing Partner	Period
Develop national IEC materials	SFMP, Vodafone, WARFP, MOFAD/FC	April – September
Disseminate IEC	SFMP, Vodafone, WARFP, MOFAD/FC	July – December
Social mobilization	SFMP, Vodafone, MOFAD/FC, fishers	July – December
Design hotline for reporting infractions	SFMP	October – December
Enforcement	SFMP, WARFP, MOFAD/FC, fishers	October – December
Monitoring and evaluation	SFMP, Vodafone, WARFP, MOFAD/FC, Esoko	October – December
Resources needed: Human resources, funds		

Inclusive Membership

ACTION 1: Develop registration program to enrol fishers in the Club		
KEY TASKS	Implementing Partner	Period
Develop registration app	Vodafone, Esoko	January – March
Pilot app	Vodafone, SFMP, Esoko, WARFP, FC	April – June
Outline agents location and numbers	Vodafone, SFMP, fishers	July – September
Identify agents	Fishers, SFMP (local partners)	April – June
Train agents	Esoko, WAFRP, Vodafone, SFMP	April – June
Resources needed: Human resources, funds		
ACTION 2: Design inauguration and piloting plan		
KEY TASKS	Implementing	Period

	Partner	
Develop communication plan	Vodafone, Esoko, SFMP	January – March
Map out locations for sensitization	Vodafone, Esoko, SFMP, WAFRP	April – June
Meetings with opinion leaders and chief fishermen at landing sites	Vodafone, Esoko, SFMP	April – September
Organizing Fishers' Club Storm	Vodafone, Esoko, SFMP, WAFRP	July – December
Agent registration	Vodafone, Esoko, SFMP, fishers	July – December
Resources needed: Human resources (technology), funds		
ACTION 3: Design feedback, monitor and evaluate the pilot		
KEY TASKS	Implementing Partner	Period
Test app	Vodafone, Esoko, SFMP, agents	April – September
Test Fishers' Club end to end	Vodafone, Esoko, SFMP, WAFRP, fishers, agents, FC	October – December
Collect feedback from agents, fishers and call centre	Vodafone, Esoko, SFMP, fishers, call centre, FC	October – December
Analyse feedback	Vodafone, Esoko, SFMP, WARFP, FC	October – December
Iterate design/process based on analysis	Vodafone, Esoko, SFMP, WARFP, FC	October – December
Test redesigned app/ process	All stakeholders	October – December
Resources needed: Human resources, funds		
ACTION 4: Initiate scale up of Club		
KEY TASKS	Implementing Partner	Period
Official Launch	SFMP, WARFP, Vodafone, MOFAD/FC	October – December
Community sensitization and outreach	SFMP, WARFP, Vodafone	October – December
Extend reach through strategy	SFMP, WARFP,	October –

	Vodafone, Esoko	December
Partners' fisheries events	All stakeholders	October – December
Identify new opportunities for year 2	All stakeholders	October – December
Resources needed: Human resources, funds		

Social Benefits

ACTION 1: Develop sponsorship schemes		
KEY TASKS	Implementing Partner	Period
Identify key areas of intervention such as health, agriculture, education, etc.	Vodafone, SFMP, fishers associations	January – March
Develop plan for selected areas and target locations	Vodafone, SFMP, fishers associations	April – June
Develop criteria for eligibility	Vodafone, SFMP, fishers associations	April – June
Roll-out scheme	Vodafone, SFMP, fishers associations	September – December
Resources needed: Human resources, funds		

Communications

ACTION 1: Develop scope of action		
KEY TASKS	Implementing Partner	Period
Research for validation	Research company, FPTA	January – March
Requirement document	Vodafone, SFMP	April – June
Engage technology	Vodafone, Esoko	April – June
Resources needed: Human resources (marketing), funds		
ACTION 2: Review the current proposition, update systems		
KEY TASKS	Implementing Partner	Period
Review and make changes based on research findings	Vodafone, Esoko	April – September
Final approval from stakeholders	All stakeholders	July – September

Implementation	All stakeholders	April – September
Resources needed: Human resources (technology), funds		
ACTION 3: Pilot Product		
KEY TASKS	Implementing Partner	Period
Identify areas for pilot and user segment	Vodafone, fishers associations	April – June
Secure materials for pilot	Vodafone, Esoko	October – December
Research agency for pilot on field	Research Agency	October – December
Report on pilot	Vodafone, Esoko	October – December
Training	Vodafone, Esoko	October – December
Resources needed: Human resources (communications, marketing)		

Session Eight: Determining Resource Requirements, Partner Commitments, and Existing Gaps/Needs

From the Year 1 Action Plan, participants agreed to identify initial resource requirements and resource gaps that would need to be addressed for the partnership to succeed. This session included a broad discussion of how different partner groups could contribute to the partnership and identified key gaps in commitments, based on the needs identified in the prior session. While participants were not able to commit their organizations/institutions to providing the needed resources at this early stage, they agreed that this initial list provided an important first step in resource identification for later partner negotiations. As partnership broker, SFMP will work with each partner in early 2016 to confirm resource contributions.

Resource Commitments – Financial Benefits

• Partner	Proposed Resources	Gaps
• Private Sector	Vodafone Cash platform	Funds
	Human resources	
	Consultancy – all tech knowledge	
• Government Agencies	Funds (power to collect licenses)	n/a
	Database of fishers, vessels	
	Human resources	
• Fisheries Stakeholders	Database of fishers	n/a
	Communication of the Club to	

	members for participation	
• SFM P	Tablets	n/a
	Organizing meetings, workshops	
	Funds	

Resource Commitments – Compliance

• Partner	Proposed Resources	Gaps
• Private Sector	Funds for inter-agencies	National Communications Authority (NCA) regulations
	Experience/time	
	Convening power in regions	
	Office space	
• Government Agencies	Policies and regulations	n/a
	Funds for inter-agencies	
	Experience/time	
	Convening power in regions	
	Office space	
• Fisheries Stakeholders	Motivate members to adopt sustainable fishing practices and report Illegal, Unreported, Unregulated (IUU) fishing activities	n/a
	Communication of the Club to members for participation	
• SFMP	Funds for hotline	n/a
	Publicity and launch	
	Hosting and convening meetings	
	WARFP co-sponsoring	

Resource Commitments – Inclusive Membership

• Partner	Proposed Resources	Gaps
• Private Sector	Content customization	n/a
	Design and develop product	
	Consultancy – all tech knowledge	
• Government Agencies	Database of fishers	n/a
	Office space and staff	

	Convening power in regions	
• Fisheries Stakeholders	Mobilization of members for registration	n/a
	Sensitization	
• SFMP	Funds for Fishers' Club Storm	n/a
	Launch	
	Sensitization	
	Training agents	
	Organizing meetings	

Resource Commitments – Social Benefits

• Partner	Proposed Resources	Gaps
• Private Sector	'Healthline' / health fair	Funds for sensitization activities in communities
	Consultancy	
	Social announcements	
• Government Agencies	Awards (fish festival)	n/a
• Fisheries Stakeholders	Communication to members of social schemes and participation	n/a
• SFMP	n/a	n/a

Resource Commitments – Communications

• Partner	Proposed Resources	Gaps
• Private Sector	Content customization	Funding support for subsidized messaging
	Product design and development	
	Deployment	
• Government Agencies	Human resources	n/a
	Logistics (mobile communications, vans)	
	Content development	
• Fisheries Stakeholders	Availing members for training	n/a
	Input on draft materials for roll-out	

	Human resources	
• SFM P	Tablets	n/a
	Needs assessment contracting	
	Stakeholder workshops	

Session Nine: Fishers' Club Idea Factory

Participants split into 3 groups (Private Sector, Government Agencies, and Fisheries Stakeholders) to explore key technical issues and create recommendations related to partnership design and implementation:

- ❖ Issue 1 - What types of content might best meet the needs of fishermen in Ghana? What types of content will be feasible to provide?
- ❖ Issue 2 - How can each partner encourage enrolment in the Fishers' Club?
- ❖ Issue 3 - How can this partnership relate to and collaborate with other potential stakeholders (e.g. other Government of Ghana agencies, other private sector efforts, and/or other development initiatives)?

The results of this ideation exercise are below:

Issue 1 – What type of content can best meet the needs of fishers in Ghana?

• Partner	Ideas
• Private Sector	Daily weather forecast
	Health tips
	Pricing (for fish)
	Extension services
	Emergency fishing helpline
• Government Agencies	Daily life messages
	Infractions reporting
	Health tips
	Fisheries policies & regulations
	Showcase of good practices in fish value chains
• Fisheries Stakeholders	Health tips
	Electronic <i>self-susu</i> (self-saving) scheme
	Daily weather updates
	Organizing meetings, workshops

	Financial services
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Issue 2 – How can we encourage enrolment in the Fishers’ Club?

• Partner	Ideas
• Private Sector	Free trial of product
	Education (for onsite communities)
	Livelihood product (instead of tech product)
• Government Agencies	Mobile credit incentives
	Quick responses to user requests
	Outreach/marketing campaigns (events, competitions)
• Fisheries Stakeholders	Secure linkages between buyer and seller relationships
	‘How-to’ series
	Use chief fishermen or <i>konkonhema</i> institution for publicizing the products
	Incentives for fisher agent registrars
	Publicize CSR projects
	Involvement of fishers in registration process

Issue 3 – How can the Fishers’ Club partnership relate to and collaborate with other potential stakeholders?

• Partner	Ideas
• Private Sector	Alternative livelihoods during closed season
	Ambassador model (i.e. using opinion/influential leaders in communities to champion the partnership)
• Government Agencies	Invitation to Vodafone activities
	Extending Vodafone activities to fishing communities
	Other actors – Monitoring for Environment and Security in Africa (MESA) project
• Fisheries Stakeholders	Buyer-seller relationships (i.e. fishers’ association collaborating with hospitality companies in advancing the partnership, especially use of mobile money for payment)

Any other important issue to design and implement the Fishers’ Club?

• Partner	Ideas
• Private Sector	Input dealers
	Research agency / user experience team

Session Ten: Closing Remarks & Next Steps

The Chief of Party for SFMP, Brian Crawford, gave closing remarks at the end of the two-day Partnership Forum. He emphasized the need for all stakeholders to sustain the spirit of collaboration to ensure partnership success. He also stressed the potential benefits of the partnership for the fisheries sector in Ghana, as well as the importance of the buy-in and support of the Government of Ghana and the Fishers' Associations.

SSG Director Thomas Buck then shared the next steps for the partnership. He outlined proposed activities for the coming months:

- SSG to share a Dropbox file with the raw workshop outputs with all participants;
- SSG to share a final workshop report with all participants;
- SSG to prepare and share a draft Strategic Concept Note for the partnership;
- Key partners will then review the Concept Note and discuss their comments, proposed changes, and possible roles/contributions with SFMP and SSG.
- SSG to guide negotiations with partners on roles, responsibilities and resource contributions, following initial reviews of the Concept Note.
- Once negotiations have been finalized, SSG will finalize the Concept Note and begin drafting a Memorandum of Understanding (MOU), to formalize the partnership.

SSG and SFMP look forward to working with all partners on this important initiative.

ANNEXES

Annex A. Workshop Agenda

Ghana Sustainable Fisheries Management Project (SFMP)

Vodafone Farmers' Club Partnership Forum

October 16-17, 2015

Accra, Ghana

Led by SSG Advisors

Forum Description and Objectives

It is critical that lines of communication are established to empower fishermen and fish processors to share information and best practices, stay up-to-date on information related to weather, market prices, and fisheries regulations, and to come together to build social cohesion and momentum toward sustainable fisheries management. With a mobile penetration rate of over 90%, Ghana is increasingly demonstrating the potential of ICT to bring people together to advance key development objectives.

Vodafone's "Farmers' Club" has created an enrolment-based closed-circuit network for smallholder farmers, allowing them to receive content via SMS and Voice on 1) weather alerts, 2) market prices, 3) nutrition tips, and 4) agricultural best practices. This service has been successful in several countries, and Vodafone has recently launched a pilot in Ghana. Now, Vodafone is potentially interested in partnering with Ghana SFMP and the Fisheries Commission to adapt its content and extend this service to Ghana's fishermen.

From November 16-17, key stakeholders will gather in Accra, Ghana, to begin to lay the foundation for a partnership to extend mobile services to fishermen via the Vodafone Farmers' Club.

The primary goal for this two-day workshop is to lay the foundation for a draft **Strategic Partnership Concept Paper**, which would outline partnership goals and activities as well as the roles and responsibilities of each partner. This Strategic Partnership Concept Paper will later be used to create a draft **Memorandum of Understanding** between the partners, to formalize and officially launch the partnership.

Accordingly, key objectives for the Partnership Forum include the following:

- Identify and articulate the interests for participation for potential partners.
 - **Key Question:** What is each partner hoping to address through collaboration?
- Outline the primary goals and objectives for the partnership.
 - **Key Question:** What is the collective vision and objectives of the partnership?

- Begin to outline a timeline for core activities for the partnership, from start-up to scale.
 - **Key Question:** Do these activities link to the collective partnership goals?
- Begin to plan activities for the partnership, outlining action plans and identifying areas for collaboration.
 - **Key Question:** What does each partner need to achieve in the next year to build and launch the partnership?
- Begin to outline how each partner group will contribute to the partnership.
 - **Key Question:** What value could each partner potentially bring to the partnership? What level and type of contribution is feasible for each partner?
- Identify next steps for each partner.
 - **Key Question:** What will each partner do in the next 6 weeks to move this initiative forward?

The Forum will also give participants an opportunity to provide suggestions for Fisher's Club design and implementation. Issues to be discussed include the following:

Focus #1: Enrolment of Fishermen in the Fishers' Club

- How can the partners encourage enrolment in the Fishers' Club?

Focus #2: Content

- What types of content might best meet the needs of fishermen in Ghana?
- Who will provide core content?
- What is feasible for Vodafone and Esoko?
- How might other partners support content development?
- How might partners create channels of communication with fishermen to solicit feedback and fine-tune and improve content over time?
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Focus #3: Creating Connections

- How can this partnership relate/collaborate to other stakeholders (e.g. other Government of Ghana agencies, private sector efforts, or development initiatives)?
- Are there other actors or projects that could potentially bring additional value to this partnership?

Day 1
November 16, 2015

Time	Activity	Presenter/ Facilitator
8:30-9:00	Arrival and Registration	
9:00-9:05	Welcoming Remarks	Nii Tackie-Otoo, Brian Crawford, SFMP
9:05-9:20	<p style="text-align: center;">Introductions and Review of Forum Objectives and Agenda</p> <p><u>Description</u> Introductions of the participants and review of the objectives and agenda for this Forum.</p>	Polycarp Ngoje, SSG
9:20-9:50	<p style="text-align: center;">Introduction to SFMP and Role of Partnerships</p> <p>A short presentation of the objectives of the Sustainable Fisheries Management Project (SFMP) and the role of public-private partnerships. Quick background to discussions with Vodafone.</p>	Tom Buck, SSG
9:50-10:50	<p style="text-align: center;">Presentation of the Vodafone Farmers' Club & Vodafone Money</p> <p><u>Description</u> Presentation of Vodafone's Farmers' Club and Vodafone Money, including a review of current status, lessons learned, and strategic vision.</p>	Vodafone
10.50-11.00	Questions and Discussions	
11:00-11:15	Coffee Break	
11:15-12:45	<p style="text-align: center;">Participatory Assessment of the Current Situation</p> <p><u>Description</u> Small group discussion regarding the 'current reality' each stakeholder group facing as they consider this partnership. Groups will divide according to partner/stakeholder. The discussion will focus on four</p>	Polycarp Ngoje, SSG

Time	Activity	Presenter/ Facilitator
	<p>themes:</p> <ul style="list-style-type: none"> • <ul style="list-style-type: none"> ❖ What assets does our group bring to the partnership? (i.e., what value can we add to the partnership? What should our role(s) be?); ❖ What needs do we have that this partnership might address? (i.e., what weaknesses do we have that might be addressed through partnership?); ❖ How might we benefit from this partnership? (i.e., in what ways do we expect our work / our organization to derive value from this partnership? What are the opportunities?); ❖ What challenges do we expect? (i.e., as we participate in this partnership, what challenges will we as a group likely encounter?). <p><u>Output</u></p> <p>The participants will share the potential assets they could bring to the partnership and will articulate the potential benefits and challenges for their group.</p>	
12.45-1.45	Lunch Break	
1.45-3:15	<p style="text-align: center;">Practical Visioning</p> <p><u>Description</u></p> <p>A group brainstorming and consensus-building activity for the partnership. Proposed focus question: “In the next 2 years, how can the Vodafone Farmers’ Club be adapted and enhanced to benefit the lives of fisherfolk and address fisheries management issues?”</p> <p><u>Output</u></p> <ul style="list-style-type: none"> • As a group, the participants will develop a consensus vision of how the partnership might benefit the fisheries sector in Ghana. 	Polycarp Ngoje, SSG
3:15-3:30	Coffee Break	
3.30-4:30	<p style="text-align: center;">Determining Strategic Actions</p> <p><u>Description</u></p> <p>In their stakeholder groups, the participants will brainstorm 5-10 strategic actions for the partnership in Year 1. Each group’s ideas will then be shared and clustered to create the start of an action plan for the partnership. Together, the full group will develop strategic consensus on a broad overall partnership agenda and priority action points.</p> <p><u>Output</u></p>	Polycarp Ngoje, SSG

Time	Activity	Presenter/ Facilitator
	<ul style="list-style-type: none"> The group will develop overall partnership agenda and identify up to 10 priority actions and tasks. 	
4:30-4:45	<p style="text-align: center;">Day 1 Review and Next Steps</p> <p><u>Description</u> Quick review of the day's work, where we stand, and the focus of Day 2 sessions.</p>	Tom Buck, SSG

Day 2
November 17, 2015

Time	Activity	Presenter/ Facilitator
9:00-9:10	Welcome to Second Day and Recap of Day 1	Tom Buck, SSG
9:10-11:00	<p style="text-align: center;">Year 1 Action Plan</p> <p><u>Description</u> Continued from Day 1. Using pre-prepared flipcharts, participants will develop their detailed Year 1 plans in Gantt chart format, clustered by task area. The action plan should cluster task areas and identify other concrete needs (e.g., funding, data, etc.) that will be important for the partnership to be a success.</p> <p><u>Output</u></p> <ul style="list-style-type: none"> Participants will draft one-year action plans (in flip chart format). 	Polycarp Ngoje, SSG
11.00-11:15	Coffee Break	

Time	Activity	Presenter/ Facilitator
11:15-12:45	<p align="center">Determining Resource Requirements, Partner Commitments, and Existing Gaps/Needs</p> <p><u>Description</u></p> <p>From the Year 1 Action Plan, participants will detail initial resource requirements, resource commitments, and resource gaps that still need to be addressed. This session will include a broader discussion of how different partner groups could contribute to the partnership and will identify key gaps in commitments, based on the needs identified in the prior session.</p> <p><u>Output</u></p> <ul style="list-style-type: none"> • Resource commitments and gaps identified according to partners 	Tom Buck & Charles Kimani, SSG
12:45-1:45	Lunch Break	
1:45-3:30	<p align="center">Fisher's Club Idea Factory</p> <p><u>Description</u></p> <p>Participants will split into 3 groups to explore key technical issues and create recommendations related to partnership design and implementation:</p> <ul style="list-style-type: none"> ❖ Issue 1 - How can each partner encourage enrollment in the Farmers' Club? ❖ Issue 2 - What types of content might best meet the needs of fishermen in Ghana? What types of content will be feasible to provide? ❖ Issue 3 - How can this partnership relate to and collaborate with other potential stakeholders (e.g. other Government of Ghana agencies, other private sector efforts, and/or other development initiatives)? <p><u>Output</u></p> <ul style="list-style-type: none"> • Suggestions for Fisher's Club design and implementation. 	Polycarp Ngoje, SSG
3.30-3.45	<p>Reflection and Discussion of Next Steps</p> <p><u>Session Description</u></p> <p>To close the workshop, participants will have an opportunity to reflect on the discussion over the past two days: Are there any outstanding questions? Do additional</p>	Tom Buck and Nii Tackie-Otoo, SSG

Time	Activity	Presenter/ Facilitator
	<p>partners or stakeholders need to be brought to the table?</p> <p>SSG will then summarize the immediate next steps for the partnership, including drafting a Workshop Report, development of a Strategic Partnership Concept Paper, and writing an MOU.</p> <p><u>Output</u></p> <ul style="list-style-type: none"> List of immediate next steps for partnership development 	
3:45-4:00	Coffee Break & Departure	

Annex B. List of Participants and Contact Information

No.	Name	Organization	Email
1.	Tom Buck	SSG	
2.	Nii Tackie-Otoo	SSG	
3.	Charles Kimani	SSG	
4.	Poycarp Ngoje	SSG	
5.	Brian Crawford	SFMP	
6.	Patricia Mensah	SFMP	
7.	Matilda Quist	FC	
8.	Raymond Babanawo	MOFAD	
9.	Samuel Manu	FC	
10.	James Azamesu	FC	
11.	Thomas Insaidoo	FC	
12.	Richner Odonor	FC	
13.	Dr. Ato Conduah	WARFP	
14.	Dr. Queronica Quartey	WARFP	
15.	Cephas Pobi	Vodafone	
16.	Folasade Rufai	Vodafone	
17.	Frederick Odametey	Vodafone	
18.	Nana Yaa Oti-Boateng	Vodafone	
19.	Papa Kofi Opoku	Vodafone	
20.	Martison Obeng-Agyei	Vodafone	
21.	Carl Ashie	Vodafone	
22.	Dan Asare-Kyei	Esoko	
23.	Benjamin Gyan-Kesse	Esoko	
24.	Francis Agyei	Esoko	
25.	Mary Dove	Millennium Insurance	
26.	Jojo Solomon	GNCFC	
27.	Nii Djamlodja	GNCFC	
28.	Regina Solomon	NAFPTA	