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# SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

## Joint Leadership Training for CBFM Committee members



APRIL, 2018

THE  
UNIVERSITY  
OF RHODE ISLAND  
GRADUATE SCHOOL  
OF OCEANOGRAPHY



**Hen Mpoano**



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**Cover photo:** Joint CBFM committee members pledging their support for the co-management initiative (Credit: Socrates Apetorgbor)

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## **ACRONYMS**

<b>CBFM</b>	Community-Based Fisheries Management
<b>CCM</b>	Center for Coastal Management
<b>CSO</b>	Civil Society Organisation
<b>FON</b>	Friends of the Nation
<b>HM</b>	Hen Mpoano
<b>MOFAD</b>	Ministry of Fisheries and Aquaculture Development
<b>NGOs</b>	Non-Governmental Organizations
<b>SFMP</b>	Sustainable Fisheries Management Project
<b>UCC</b>	University of Cape Coast
<b>URI</b>	University of Rhode Island
<b>USAID</b>	United States Agency for International Development

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## **SECTION 1: BACKGROUND**

USAID Sustainable Fisheries Management Project (SFMP) continued to support three Community-Based Fisheries Management (CBFM) initiatives in the Densu, Pra and Ankobra areas. Through the project's support, these communities have been able to develop their community fisheries management plans for sustainable management of the fishery in their estuary for improved food security and livelihood. These communities have successfully elected their committee members and executives, registered the respective associations with the district assemblies and continues to build consensus in the community for voluntary compliance to the agreed management measures. The success of the plans depends on the ability of the elected leaders to lead their membership towards the common vision developed by them. Their effectiveness to resolve future conflicts and foster collaboration will increase the commitment and ownership of these plans by the community. Combining diverse leadership skills will build trust among their members, which is very key to enforcing by-laws laid down by the entire membership. It is in this view that the leadership course was modified to suit these early adopters, to equip and enhance their leadership skills in order to be effective.

The first leadership training organized by the local coaches exposed the committee members to who a leader is, roles and responsibility of a leader and various leadership skills while educating further on the co-management approach. The first combined leadership training provided the platform for the committees from Pra and Ankobra to share experiences and lessons learned since the introduction of the concept of co-management to them. Through the course, the two communities were able to develop a vision and objectives for their respective plan. After the course they were encouraged and were prepared to assume the role of agents of change in their respective community. It is in view of this that a second leadership training course was organized in collaboration with University of Cape Coast (UCC), Centre for Coastal Management (CCM), to enhance the acquired skills while equipping them with other skills needed to carry their membership as they seek to implement the CBFM plans and improve collaboration with MOFAD/FC as well as other key stakeholders

### **1.1 Workshop Objectives**

The objectives of the workshop were to:

- Share lessons learned since the introduction of the CBFM in all three (3) pilot areas
- Equip committee members with conflict resolution skills by helping them identify and embrace conflict in their respective communities
- Enhance their team building skills
- Gained better understanding that behavioral change is a process that takes time
- Develop a monitoring and evaluation concept for the respective plans
- Share lessons from other pilot areas through a fieldtrip to the Pra estuary.

### **1.2 Expected outcomes**

Expected outcomes of the workshop included:

- Lessons learned and how to be good agents of change by first being examples
- Participants understand the causes of conflicts, are able to identify them and go all length to resolve them
- Participants understand the importance of teamwork and gain skills to build strong teams.
- Monitoring and evaluation indicators developed through active participation by all executives



## SECTION 2: LEADERSHIP TRAINING

Committee members from the Pra, Ankobra and Densu pilot areas arrived at the Raybow International Hotel in Takoradi on Tuesday April 17, 2018, for the second joint fisheries leadership training. Highlights of each day's events are summarized below.

### 2.1 Day One



**Figure 1: Section of participants sharing lessons learned during the group work. Right: A flip chart showing inputs from participants during the group session**

The first day of the workshop began with a welcome note and purpose of gathering led by SFMP representative. Participants took turns to introduce themselves and the pilot area they represent. These provided insight to participants on the diversity in the group since they were not aware it was a joint leadership with committee members from other regions. The participants were then split into 3 groups with each group comprising members from the three pilot areas. The groups were tasked to share lessons learned since the adoption of co-management and their role as agents of change in their respective communities. They were also tasked to identify challenges they faced during the implementation of agreed management measures in the plan.

The group exercise provided an opportunity for all participants to be involved in the discussions. The chairmen from the three (3) CBFM areas took turns to facilitate the report-out session. They took lead to explain the outcome of the group works and where necessary expounded on areas that needed clarification.



**Figure 2: Chairman of Ankobra CBFM committee leading a report out session after the group discussion. Participants using an energizer to refresh**

This exercise helped them to exhibit and improve their facilitation skills. Addressing the participants provided them the needed training to enhance their articulation skills in order to elicit the right response from respective CBFM groups during sensitization and socialization of the management plans in their communities. The leaders as well as the committee members exhibited good understanding of the concept of co-management, collectively shared their challenges while suggesting solutions to them. The commonalities in the challenges encouraged the committee members to strive to work harder instead of being frustrated. They realize the issues were not unique to specific pilot areas but were rather associated to human behavior and as such can be resolved.

After the break, the next session focused on the development of a Monitoring and Evaluation Framework for the three CBFM plans. The project leads on the respective CBFMs in Pra, Ankobra and Densu each facilitate this session with their membership. Developing the M&E framework with the committee members helps the stakeholder to claim ownership of the M&E tool and gives them better understanding to implement it. This will provide the sustainability needed to continue the process in the absence of the project leads. The M&E framework will help the resource users monitor and evaluation the management actions. This will help them to either modify or add other measures in order to sustainably manage their fisheries.



**Figure 3: Cephas Asare, project lead on the CBFM pilot in Ankora facilitating a session on the M&E framework for Ankobra**

## **2.2 Day two: fieldtrip to Pra CBFM pilot area**

The Pra CBFM committee members welcomed participants to the Shama District in the Western region. The chairman of the committee briefed participants on the history about the Shama area and the challenges they faced, which included pollution of the Pra river through illegal mining activities upstream, irresponsible fishing in the estuary and destruction of the mangroves by resource users. He emphasized on the increased rate of erosion due to the collapse of the sandspit and the need for community members to be relocated. He further shared with participants on steps the committee took to build consensus on the need to manage the resources their livelihood depended on. He recounted how 11 communities who depended on the fish resource for their livelihood were sensitized on the need to sustainably manage the fishery resource. A deeper understanding and a sense of ownership were key outcomes which helped the formation and subsequent registration of the committee. He encouraged committee members to support the co-management initiative and be agents of change.





**Figure 4: An executive member of the Pra CBFM committee explaining to the participants the extent of erosion after the sandbar was broken**

As part of the tour, participants were taken to selected areas demarcated as closed areas. The project lead for the Pra pilot area from Friends of the Nation (FON) helped participants to identify such areas on the map and explained the process of marking the areas for specific management. He highlights key contributions from the community and their role in identifying, sensitizing and subsequent adoption of such areas. This helped participants to appreciate the participatory process of co-management, recognizing the key role they can play in the sustenance of their resource.



**Figure 5: Project lead from FON guiding participants to identify demarcated areas on the map**

Other executive members of the Pra CBFM committee took turns to facilitate various sections of the tour. Participants were taken to the mangrove restoration site where the project lead briefed them about the concept of mangrove restoration and the approach adopted. He highlighted some of the key challenges such as flooding of the site which has direct impact on the growth of the mangrove. The initial approach was direct planting of the mangrove seedlings in areas where there had been excessive cutting but this approach failed due to flooding. The seedling could not grow before they are submerged which deprive them of the optimum conditions to grow. Heat from the sun which warms the water, compounds the already harsh condition and thereby killing all the planted seedlings. The Pra CBFM members through their project lead adopted a new approach by nursing the seedlings before transplanting them months before the raining season. This approach increased the survival rate though about 50% did not grow to the maturity stage. Committee members from the Ankobra shared their experience about the perfect timing for transplanting which was discussed and agreed upon. Committee members from the Densu who also experience flooding due to spillage from the Weija dam took note of the foreseeable challenges and planned to adopt the strategy of transplanting and identifying the good time before the rainy season. Since all three CBFM pilots are replanting mangroves to protect the estuaries and the fishery resource, the tour served as the perfect platform for experience sharing and knowledge transfer.





**Figure 6 Left: Participants taking a tour of the mangrove restoration site. Right: A facilitator explaining the challenges at the restoration site**

Other key management area mapped out included closed areas where the CBFM members marked as “no fishing or cutting of mangrove zone”. During the period of closure, no resource user is allowing to fish or cut down the mangroves. Committee members agreed to use sign pots to remind members of these specific areas during such closures. Committee members from the Densu pilot area shared their success story of closed season for the oyster fishery. The five (5) month closure of the Oyster fishery yielded great results for the oyster pickers. Not only did the number of oysters increase but their sizes were bigger than what they used to pick. This experience encouraged the Pra and Ankobra committee members and spurred them on to implement their respective closures.



**Figure 6: A committee member describing the extent of the closed area**

## 2.3 Day Three

The final day of the training focused on building the negotiation skills of the committee members as well as help them to draw actions plans based on lessons learned. Throughout the training period, the committee members identified series of potential conflicts with other resource users and how to resolve them. These potential conflicts are expected as the committee are expected to provide oversight and enforce the management measures in collaboration with the traditional leaders. Their ability to foster effective collaboration among their respective membership/associations and lead them to achieve the overall vision of the CBFM plans is essential to the sustainability of the concept.

Using the game theory, the committee members were exposed to various scenarios where they needed to effectively communicate, work as a team and negotiate with others in order to achieve the overall objective of the game.

### 2.3.1 Red Blue game

Participants were split into two group and assisted to choose either RED or BLUE. Each group comprised members from the three pilot areas. Once the groups had chosen and written the colors on a piece of paper, the facilitator announced and scored using the guide (Tab. 1) below. The overall objective of the game was for each group to end up with a positive score.

**Table 1: Score guide for the Red and Blue game**

If Group 1 play	and	Group 2 plays	The score is	
			Group 1	Group 2
RED		RED	+100	+100
RED		BLUE	-200	+200
BLUE		RED	+200	-200
BLUE		BLUE	-100	-100

Each group was tasked to select a delegate who would negotiate on their behalf in round 4 of the 10 round game. At the end of round 10, each group had a positive result.

Through the exercise, participants developed an understanding on the need to effectively communicate every information back to their membership when they represent them at stakeholder meetings. Coordinating with the selected delegate during the exercise helped them to appreciate the need to understand and respect the views of their membership while liaising with other stakeholders. This builds a sense of ownership of every decision and further increase compliance as they experience during the exercise. During conflict resolution, understanding other side of the issues helps a leader to make good decisions without imposing their ideas. Because of the information gathered by the delegate from the other group, they were able to work together to achieve a positive result at the end of game.

The facilitator guided the two groups to remain focused on the overall objective of the game. Each group had to decide whether to aim for the highest mark, win at all cost or collaborate with the other group to achieve the overall objective. At the end of the exercise the committee members resolved to encourage their membership to focus on the agreed vision and objectives of each plan and focus every resource and energy towards achieving it. The Densu committee members shared their experience during the five (5) month closed season. They expounded on how they constantly encouraged their membership to observe the closure,



highlighting on the gains after the pain. This helped them to successfully observe the closed season.



**Figure 7: Facilitator helping participants to score points during the game exercise**

As leaders, the committee members learned about the important role trust playing in their work. In order to build trust, leaders need to lead by example and resolve to cooperate with their followers even if it will take longer to agree on a decision. They learned during the exercise about how trust can be easily gained or broken, when the delegates started negotiating with the other group. They had to make tradeoffs in order not to earn a negative mark, which require making every effort to come to a win/win situation.

This exercise exposes the committee members to the task ahead and the need to link up with other pilot areas for learning and experience sharing.

### **SECTION 3: CONCLUSION**

The Leadership training has become a learning platform for all three co-management groups to learn and share experiences while equipping them with the needed skills for effective management of the CBFM plans. The committee members expressed their gratitude for this initiative and hoped the NGOs and other CSOs will continue to support them in subsequent trainings.

Lessons learned from the training will help the committee members in their daily interaction with their membership. With support from the three SFMP partners guiding them through the co-management concept, the gains from the workshop will be sustained and information gathered, relayed to the membership of the respective pilot areas. The Monitoring and Evaluation indicators developed, will guide the process of implementing the CBFM plans.



Since the committee members were directly involved in the drafting of these indicators, its subsequent implementation will require less guidance from the NGOs.

At the end of the workshop, committee members were challenged to succeed as agents of change in their respective communities. They pledge their commitment to make co-management sustainable and achieve its purpose. It is hoped that the influence of these committee members on the entire members of the pilot areas will lead to high compliance of agreed management measure for sustainable management of the resources identified in the respective areas.