



SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Training of Trainers for Leaders of Fisheries Association in the Western and Central Region



FEBRUARY, 2018

This publication is available electronically in the following locations:

The Coastal Resources Center

http://www.crc.uri.edu/projects_page/ghanasfmp/

Ghanalinks.org

<https://ghanalinks.org/elibrary> search term: SFMP

USAID Development Clearing House

<https://dec.usaid.gov/dec/content/search.aspx> search term: Ghana SFMP

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

Citation: Owusu Aduomih, A. (2018). Training of Trainers for Leaders of Fisheries Association in the Western and Central Region. The USAID/Ghana Sustainable Fisheries Management Project (SFMP). Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island and Hen Mpoano. GH2014_GEN013_HM. 16 pp.

Authority/Disclaimer:

Prepared for USAID/Ghana under Cooperative Agreement (AID-641-A-15-00001), awarded on October 22, 2014 to the University of Rhode Island, and entitled the USAID/Ghana Sustainable Fisheries Management Project (SFMP).

This document is made possible by the support of the American People through the United States Agency for International Development (USAID). The views expressed and opinions contained in this report are those of the SFMP team and are not intended as statements of policy of either USAID or the cooperating organizations. As such, the contents of this report are the sole responsibility of the SFMP team and do not necessarily reflect the views of USAID or the United States Government.

Cover photo: Cross section of participants (Credit:Hen Mpoano)

Detailed Partner Contact Information:

USAID/Ghana Sustainable Fisheries Management Project (SFMP)
10 Obodai St., Mempeasem, East Legon, Accra, Ghana

Telephone: +233 0302 542497 Fax: +233 0302 542498

Raymond Babanawo	Chief of Party	Email: raybabs.sfmp@rcuri.org
Enoch Appiah	Deputy Chief of Party	Email: eappiah.sfmp@rcuri.org
Kofi Agbogah	Senior Fisheries Advisor	Email: kagbogah@henmpoano.org
Perfectual Labik	Communications Officer	Email: perfectual.sfmp@rcuri.org
Mary Asare	M&E Officer	Email: mary.sfmp@rcuri.org
Brian Crawford	Project Manager, CRC	Email: bcrawford@uri.edu
Ellis Ekekpi	USAID AOR	Email: eekekpi@usaid.gov

Hen Mpoano
38 J. Cross Cole St. Windy Ridge
Takoradi, Ghana
+233 312 020 701
Kofi.Agbogah
kagbogah@henmpoano.org
Stephen Kankam
skankam@henmpoano.org

SNV Netherlands Development
Organisation
#161, 10 Maseru Road,
E. Legon, Accra, Ghana
+233 30 701 2440
Andre de Jager
adejager@snvworld.org

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

Resonance Global
(Formerly SSG Advisors)
182 Main Street
Burlington, VT 05401
+1 (802) 735-1162
Thomas Buck
tom@ssg-advisors.com

CEWEFIA
B342 Bronyibima Estate
Elmina, Ghana
+233 024 427 8377
Victoria C. Koomson
cewefia@gmail.com

Development Action Association (DAA)
Darkuman Junction, Kaneshie Odokor
Highway
Accra, Ghana
+233 302 315894
Lydia Sasu
daawomen@daawomen.org

For additional information on partner activities:

CEWEFIA: <http://cewefia.weebly.com/>
CRC/URI: <http://www.crc.uri.edu>
DAA: <http://womenthrive.org/development-action-association-daa>
Friends of the Nation: <http://www.fonghana.org>
Hen Mpoano: <http://www.henmpoano.org>
Resonance Global: <https://resonanceglobal.com/>
SNV: <http://www.snvworld.org/en/countries/ghana>

ACRONYMS

CEWEFIA	Central and Western Region Fishmongers Improvement Association
CLAT	Child Labor and Trafficking
DAA	Development Action Association
HM	Hen Mpoano
IUU	Illegal Unregulated Unreported
LI	Legislative Instrument
MSMEs	Ministry of Environment Science and Technology
NAFPTA	National Fishmongers and Traders Association
SFMP	Sustainable Fisheries Management Project

TABLE OF CONTENTS

ACRONYMS.....	iii
TABLE OF CONTENTS.....	iv
LIST OF FIGURES	iv
LIST OF TABLES.....	iv
1. BACKGROUND	1
1.1 Workshop Objectives	1
1.2 Expected outcomes.....	1
2. TRAINING PROCEEDINGS.....	2
2.1 Training Content	2
2.1.1 Leadership skills	2
2.1.2 Team building & Group dynamics	3
2.1.3 Presentation on relevant sections of the fisheries policy/Laws	5
2.1.4 Conflict management.....	5
2.2 Action plan.....	6
CONCLUSIONS.....	7
APPENDIX 1: WORKSHOP AGENDA	8
APPENDIX 2: PARTICIPANT ROSTER	9

LIST OF FIGURES

Figure 1. Ms. Adiza Ama Owusu a staff of Hen Mpoano addressing participants	2
Figure 2. Selected slides from presentation on leadership.....	3
Figure 3. Selected slides from presentation on group dynamics	4
Figure 4. Selected slides from presentation on fisheries law	5
Figure 5. Selected slides on conflict management.....	6

LIST OF TABLES

Table 1. Training schedule for the various fish processing groups	6
Table 2. Workshop Agenda	8
Table 3. Participant Roster.....	9

1. BACKGROUND

The Sustainable Fisheries Management Project (SFMP) has been involved in various capacity building interventions to promote gender integration in co-management of the fisheries sector. These interventions include MSMEs trainings, advocacy trainings, CLAT initiatives, to the different ways in obtaining greater profitability from the fisheries value chain, (healthy fish handling, and promotion of improved fish smoking ovens) among others. As part of the capacity building interventions on strengthening gender roles in the fisheries sector, a one-day gender leadership and conflict management training workshop was organized on the 19th of February 2018, at the Hen Mpoano Office in the Western Region of Ghana. It was attended by 26 women from the various associations and a male representative from CEWEFIA (Appendix for detailed participant list). The training targeted selected leaders from the various fishery associations (DAA, CEWEFIA, NAFPTA) in six SFMP communities in the Central and Western Region of Ghana. The communities included Ankobra, Axim, Shama, Elmina, Apam and Winneba.

The training workshop aimed to refresh participants understanding and skills on leadership, team building, conflicts within groups and how to manage them, and also expose them to relevant sections of the fisheries law relative to Illegal Unregulated Unreported (IUU) fishing and its sanctions.

1.1 Workshop Objectives

The objectives of the workshop were to:

- strengthen competences in fisheries management and leadership skills
- develop conflict management skills
- expose participants to relevant sections of the fisheries law
- Promote collaboration amongst stakeholder groups

1.2 Expected outcomes

Expected outcomes of the workshop included:

- leadership skills in fisheries management strengthened
- conflict management and negotiation skills developed
- leadership qualities identified
- participants exposed to relevant sections of the fisheries law
- action plan to train members of the various fish processors groups developed.

2. TRAINING PROCEEDINGS

Ms. Adiza Ama Owusu a staff of Hen Mpoano welcomed participants to the training workshop. She explained to participants that the training was a training of trainers and that participants are expected to train members of their groups with the knowledge they will acquire. She therefore urged everyone to fully participate in the training.



Figure 1. Ms. Adiza Ama Owusu a staff of Hen Mpoano addressing participants

2.1 Training Content

Participants were taken through the following topics

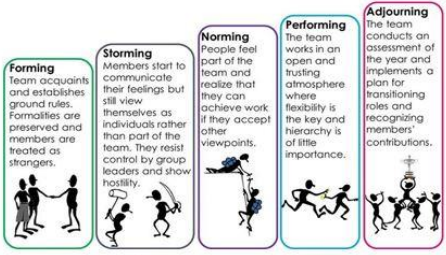
- Leadership skills
- Team building & Group dynamics
- Relevant sections of the fisheries policy/Laws
- Conflict and Conflict management

2.1.1 Leadership skills

Good leadership skills have a key role to play in managing conflicts between the different fisheries stakeholders and advocating for better management of the fisheries resource.

Participants were taken through the following aspects of leadership:

- Definition and explanation of leadership
- Who a leader is
- Qualities of a good leader.
- Types of leaders.
- Styles of leadership.

Stages of Team Development	Characteristics of an Effective Team
 <p>Forming Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.</p> <p>Storming Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.</p> <p>Norming People feel part of the team and realize that they can achieve work if they accept other viewpoints.</p> <p>Performing The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.</p> <p>Adjourning The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.</p>	<ul style="list-style-type: none"> • Clear Purpose • Participation • Open Communication • Consensus Decisions and Civilized Disagreement • Self-Assessment • Availability of adequate resources to perform • Sufficient Leadership • Existence of Synergies • Agreed Organizational Structure

Hen Mpoano

Group Dynamics

GROUP DYNAMICS

Group: A collection of two or more people who meet regularly and influence one another over a period of time, perceive themselves as a distinct entity distinguishable from others, share common value and strive for common objectives.

Group dynamics is the study of groups, and also a general term for group processes.

- In group dynamics, the phrase "group process" refers to the understanding of the behavior of people in groups, such as task groups, that are trying to solve a problem or make a decision.
- An individual with expertise in group process, such as a trained **facilitator**, can assist a group in accomplishing its objective by diagnosing how well the group is functioning as a problem solving or decision making entity and intervening to alter the group operational behavior.

Hen Mpoano

Figure 3. Selected slides from presentation on group dynamics

After the presentation, the participants watched a video on team building to learn the values that keep a team together to work towards a common goal.

Lessons from team building video;

- You are as strong as your team.
- In order to have a successful team we need to speak one language and be on the same level in terms of knowledge.
- Help each other.
- It is lonely at the top.
- It is smarter to travel in groups.
- Unity.
- Strength.
- Support.

Participants were asked to identify some of the challenges they face as a team in their various groups and explain the role of the leaders in overcoming these challenges.

Discussions -

- Some leaders within groups feel they started the group and cannot be demoted which gives them so much power to lord over their members, that is not healthy for team building and team work.

- Most of our groups have no constitution and hence no governing rules and procedures in managing and controlling of the groups.
- The bible says for the lack of knowledge my people perish. Members of our team need to know what we know, to be enable us to accomplish much as a team.

2.1.3 Presentation on relevant sections of the fisheries policy/Laws

Mr. Cephas Asare a staff of Hen Mpoano, took participants through aspects of the fisheries law relative to IUU fishing and their sanctions. He explained to participants what IUU fishing is and why it is a bad practice. He told participants that the fisheries policies are there to protect both consumers and producers to be able to have access to quality fish.

The relevant aspects he explained to participants included

- Fisheries Act 625:Sec 88 –(2002).
- Fisheries LI 1968Regulation 11-14 (2010).
- Fisheries Act 880(2015).
- Fisheries LI 2217 (2015).

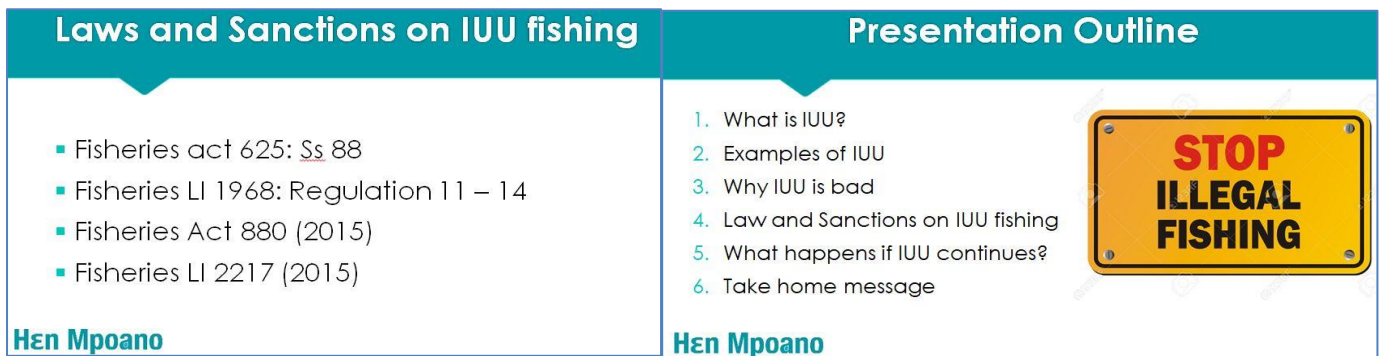


Figure 4. Selected slides from presentation on fisheries law

2.1.4 Conflict management

The conflict management session of the training had the objective of helping association members and individuals to be able to manage conflict situations better. Unlike other conflict management training, this training avoided the theories of the subject to focus on the practical application of the theories. At the end of the training the definition of conflict was clearly understood and conflict management strategies well known. Participants narrated various conflict situations and the management scenarios applied. Some do's and don'ts of conflict management were also highlighted.

Power strategies	
Description of conflict	Action to combat impairment (power strategy)
Behaviour of B impairs A	B curtails interactions with A to avoid direct contacts with A in order to sustain the impairing behaviour. This can be called Avoidance
Behaviour of A impairs B	B bargains by attempting to convince A to stop or change behaviour. This can be called Persuasive bargaining (persuasion)
Behaviour of A impairs B	B bargains by attempting to change the setting to constrain A's preferred behaviour. This can be called Manipulative bargaining (manipulation)
Behaviour of A impairs B	B seeks the support of neutral third party for non-adjudicative intervention to find solution. This can be called Mediation
Behaviour of A impairs B	B temporarily seeks allies purposely to improve capacity to deal with A's behaviour. This can be called Coalition-building
Behaviour of A impairs B	B seeks for avenues to get A to jointly agree to seek non-court adjudication intervention. This can be called Arbitration
Behaviour of A impairs B	B seeks for court intervention. This can be called litigation .
Behaviour of A impairs B	B uses physical force on A to compel A to change his behaviour. This can be called Force .
Behaviour of A impairs B	It is also possible to imagine B withdrawing or accommodating in order to 'end' the conflict but these are not considered power strategies as they do not have a direct objective to influence A to change his behaviour.

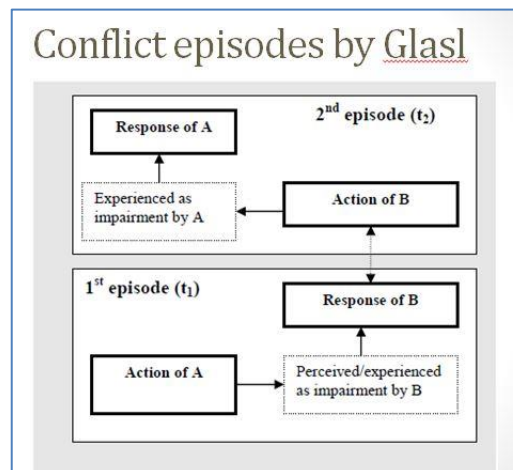


Figure 5. Selected slides on conflict management

Participants expressed their excitement at the training and highlighted instances where a different management scenario would have worked instead of what they applied. One participant noted that "avoidance would have been the better conflict management scenario in my recent issue with a fisherman instead of confrontation".

2.2 Action plan

Table 1. Training schedule for the various fish processing groups

ACTION PLAN			
Community	Training Schedule	Training Materials/Logistics needed	Topics to be treated
Winneba/Apam	12 th March 2018	Flip chart, card board paper, Masking tape, Scissors, Marker	Leadership, IUU, Conflict Management
Elmina/Moree/Cape Coast	26 th March 2018	Flip chart, card board paper, Masking tape, Scissors, Marker	Team building, Leadership, IUU, Conflict Management
Axim/Agona	3 th of April 2018	Flip chart, card board paper, Masking tape, Scissors, Marker	Team building, Leadership, IUU, Conflict Management
Shama/Sekondi/Ngyeresia	10 th of April 2018	Flip chart, card board paper, Masking tape, Scissors, Marker	Team building, Leadership, IUU, Conflict Management
Ankobra/Asanta	24 th of April 2018	Flip chart, card board paper, Masking tape, Scissors, Marker	Conflict Management, Team building, Leadership

CONCLUSIONS

Participants expressed their excitement because they were going to lead the trainings in their various groups and thanked the facilitators for their effort and time. The facilitators promised to provide all the necessary logistics to make their trainings successful.

APPENDIX 1: WORKSHOP AGENDA

Table 2. Workshop Agenda

TIME	ACTIVITY	MAP
08:30 – 09:00am	Arrival/registration	Samuel Bogoblay
09:00 – 09:30 am	Workshop opening: Participant introduction Objectives and schedule	Adiza
09:30 - 10:30 am	Leadership skills <ul style="list-style-type: none"> • What type of leader are you? • Presentation: Leading the Gender integration • Plenary discussion • How are you contributing to the development of your group 	Adiza
10:30 – 11:00am	Snack break	All
11:00 – 11:30	Presentation on relevant section of the fisheries policy/Laws	Cephas
11:30 – 12:00	Team building & Group dynamics	Adiza
12:00 – 1:30 pm	Conflict management <ul style="list-style-type: none"> • Video: Conflict management • Lessons learned • Presentation: Conflict management • Role play on conflict management • Report out on role play 	Alex
1:30 – 2:30	Lunch	All
2:30 – 3:00	Action plan	Adiza Owusu
3:00 – 3:15	Closing remarks and departure	Adiza Owusu

APPENDIX 2: PARTICIPANT ROSTER

GHANA SUSTAINABLE FISHERIES PROJECT-HM PARTICIPANTS ROSTER INFORMATION

Required in English

Please Print

Title of Course: Trainer of trainers for leaders of Fisheries Associations _____

Activity: _____ Gender leadership and conflict management training workshop _____

Date: _____ 20-02-18 _____

Length of Course: Less than three days Three days or longer

Table 3. Participant Roster

First Name	Surname	Organization	Sex		Do you wish to receive messages on SFMP?		Signature /Thumb Print
			M	F	Y	N	
Philomena	Aidoo	NAFTA		✓			
Theresa	Amodin	Konkohene - Ellembelle		✓			
Comfort	Ebambey	NAFPTA Elembelle		✓			
Gifty	Cobbinah	Konkohene Ellembelle		✓			
Susanna	Bissiw	Konkohene Shama		✓			
Nana Aba	Tawiah	Konkohene Baeson - Shama		✓			
Naomi	Abakan	Konkohene Baeson - Shama		✓			

First Name	Surname	Organization	Sex		Do you wish to receive messages on SFMP?		Signature /Thumb Print
Mena Esuom	Basima	Konkohene Baeson - Shama		✓			
Theresa	Freeman	NAFPTA Axim		✓			
Aba	Ayam	Konkohene Axim		✓			
Anna	Quaicoe	Axim		✓			
Sarah	Amoasi	NAFTA Axim		✓			
Peace Abla	Gavor	NAFPTA Central Region		✓			
Araba	Adedzewa	CEWEFIA C/R		✓			
Diana	Otuatye	CEWEFIA C/R		✓			
Michael	Takyi	CEWEFIA C/R	✓				
Florence	Nartey	DAA Winneba		✓			
Emelia	Arthur	DAA Apam		✓			
Mercy	Aquah	DAA Winneba		✓			
Florence	Arthur	DAA Mumford		✓			
Joyce	Baidoo	NAFPTA Ankobra		✓			
Nana A doo	Amissah	Konkohene		✓			
Clementina	Kwofie	Axim		✓			

First Name	Surname	Organization	Sex		Do you wish to receive messages on SFMP?		Signature /Thumb Print
Regina	Eshun	Axim		✓			
Effuah	Attah			✓			
Emelia	Abaka Edu	Axim		✓			
Esther	Zaraba	Axim		✓			
Alex	Amoako	Facilitator Hen Mpoano	✓				
Cephas	Asare	Facilitator Hen Mpoano	✓				
Adiza Ama	Owusu	Facilitator Hen Mpoano		✓			