



SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Ghana Leadership for Fisheries Management Course 2016: Report and Recommendations



JULY 2016



This publication is available electronically on the Coastal Resources Center's website at http://www.crc.uri.edu/projects_page/ghanasfmp/

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Citation: Ricci, G., Castro, K. (2016). Ghana Leadership for Fisheries Management Course 2016: Report and Recommendations. The USAID/Ghana Sustainable Fisheries Management Project (SFMP). Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island
GH2014_SCI021_CRC. 23 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.

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ACRONYMS

| | |
|-------|--|
| EPA | Environmental Protection Agency |
| FC | Fisheries Commission |
| FEU | Fisheries Enforcement Unit |
| FON | Friends of the Nation |
| FSSD | Fisheries Scientific Survey Division |
| GMP | Good management practices |
| GNCFC | Ghana National Canoe Fishermen's Council |
| URI | University of Rhode Island |

TABLE OF CONTENTS

CONTENTS

| | |
|--|-----|
| ACRONYMS..... | iii |
| TABLE OF CONTENTS..... | iv |
| LIST OF FIGURES..... | iv |
| LIST OF TABLES..... | iv |
| EXECUTIVE SUMMARY..... | 1 |
| CENTRAL THEMES..... | 4 |
| Leadership..... | 4 |
| Participants' Outputs..... | 6 |
| National Small Pelagic Fishery Group..... | 6 |
| Pra Estuary Community Based Fishery Management Plan Outputs..... | 7 |
| Ankobra Estuary Community Based Fishery Management Plan Outputs..... | 9 |
| COURSE EVALUATION..... | 13 |
| RECOMMENDATIONS FOR FOLLOW-ON WORK..... | 14 |

LIST OF FIGURES

| | |
|--|----|
| Figure 1 Approaches to improving fisheries management..... | 3 |
| Figure 2 Workshop Participants..... | 3 |
| Figure 3 Elements of a systems approach..... | 4 |
| Figure 4 Fishing boats in landing site..... | 5 |
| Figure 5 Participants at course..... | 5 |
| Figure 6 Chemical Use in the Value Chain..... | 6 |
| Figure 7 Group Discussion on the Pra Estuary..... | 7 |
| Figure 8 The Pra River..... | 8 |
| Figure 9 Fish processing in the Pra River area..... | 8 |
| Figure 10 Discussion group..... | 9 |
| Figure 11 Ankobra River estuary..... | 10 |
| Figure 12 Stakeholder analysis exercise..... | 11 |
| Figure 13 Stakeholder engagement plan..... | 12 |
| Figure 14 Implementation and monitoring proposal..... | 12 |
| Figure 15 Species available for sale..... | 12 |
| Figure 16 Course Agenda..... | 16 |

LIST OF TABLES

| | |
|---|---|
| Table 1 Learning objectives by knowledge, skills and attitudes..... | 2 |
|---|---|

EXECUTIVE SUMMARY

Twenty seven individuals, working throughout the fishery system in Ghana, attended a five-day course, 11-15 July 2016, offered by the University of Rhode Island (URI) to develop competencies and a stronger team of leaders to improve the small pelagics fishery in Ghana. Three groups were established based on the geographic extent of their respective fisheries – national small pelagic fishery, the Ankobra estuary and the Pra estuary.

The “Leadership for Fisheries Management” course offered by the URI’s Coastal Resources Center of the Graduate School of Oceanography and the Fisheries Center of the College of Environment and Life Sciences was an intensive program focused on the application of an ecosystem approach and a whole systems view to fisheries management as the overarching themes of this leadership development experience. The participants explored new and innovative concepts in fisheries management with examples from international fishery cases.

The course used a range of methods including lectures, small group work, simulations and case studies to create a robust interactive and dynamic environment to learn new insights and skills for managing fisheries more sustainably. The course stressed leadership development, focusing on transformational change at the individual through societal levels. Team building was a theme woven throughout each day and a major benefit of the experience.

At the conclusion of this course, the participants:

- Drafted a vision for eliminating chemicals from fishing and processing
- Developed strategies to develop participatory fisheries management plans in the Ankobra and Pra estuaries
- Committed to working as a team informally to build off of their unique positions throughout the fishery system

The participants rated the course very high and encouraged future iterations of the course in local dialects to expand the leadership network. This will grow the core community motivated to improve the small pelagics fishery.

“In all aspect of work there should be trust, love and system identification to make informed decisions and effective implementation, every system is in ‘UBUNTU’ (I am because you are) term therefore I don’t have to overlook things but be part of it establishment”
- *Participant of the 2015 course*

OVERVIEW OF THE CURRICULUM

This five-day Leadership for Fisheries Management course was designed to flow from concepts of leadership and co-management to practical strategies for improving the fisheries in Ghana. Applying a bottom-up approach based on an ecosystem-wide perspective to fisheries management was the overarching theme of this leadership development experience. Participants explored new and innovative concepts in fisheries management with a focus on small pelagics fisheries and drew lessons from case studies, such as sardine fisheries management in the Philippines and other management models around the world. Subject matter covered included:

- Building successful co-management institutions and implementation strategies
- Developing fisheries management plans with clear objectives and target reference
- Points and directions to address fishing overcapacity and to rebuild overfished stocks
- Applying innovative approaches and tools including harvest controls, managed access and MPAs
- Influencing governance and legal systems
- Practicing empowerment and leadership

To guide the curriculum design, the facilitators identified the learning objectives by knowledge, skills and attitudes.

Table 1 Learning objectives by knowledge, skills and attitudes

| Knowledge | Skills | Attitudes |
|---|---|--|
| Understand how to build strong teams by avoiding the 5 dysfunctions | Facilitate a planning process | We can share when everyone understands what they want |
| What a fisheries management plan contains and does | How to communicate with a focus on solution | Positive Interaction leads to success |
| How to write a fisheries management plan | Apply concepts of Interest Based Conflict Management | Community - we are all connected across the Fishery System |
| Understand the Fishery System | Assessing a conflict situation to identify proper interventions | Communication is key to building team and trust |
| | Behavior Change analysis and strategy development | Trust among the team and across the fishery system |
| | | Be Innovative to Move the Fishery forward |

While the majority of the modules and sessions were sequential, the leadership module was a cross-cutting theme that was delivered throughout the course.

In the first few days, the participants analyzed the small pelagics fishery system, status of the fish stocks, and approaches to improving fisheries management. As the final assessment, the

team worked in two groups to develop and present a strategy for moving forward using leverage points and quick wins.

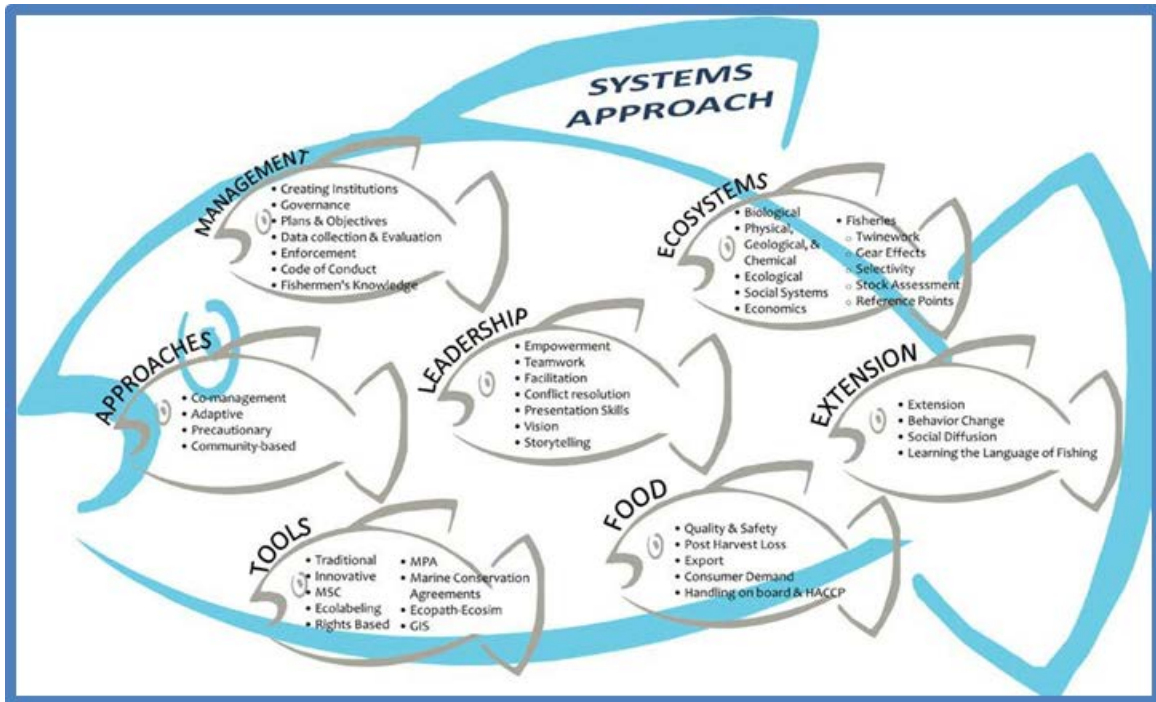


Figure 1 Approaches to improving fisheries management



Figure 2 Workshop Participants

CENTRAL THEMES

Systems-Based Approach to Fisheries and Co-Management

The application of systems, both social and ecological, approach to fisheries management was an overarching theme of this course. This combines the ecosystem based management (EBM) thinking to fisheries management along with the larger social system of the fishing business and governance. The purpose of systems-based approach is to plan, develop and manage fisheries in a manner that addresses the multiple needs and desires of society without jeopardizing the options for future generations to benefit from the full range of goods and services provided by the marine ecosystem. Central to this is the co-management concept. There are many options for implementing a co-management approach which needs to be tailored to the local context. To have success in co-management, there needs to be an understanding and engagement from the whole fisheries system beyond the fishermen and government.

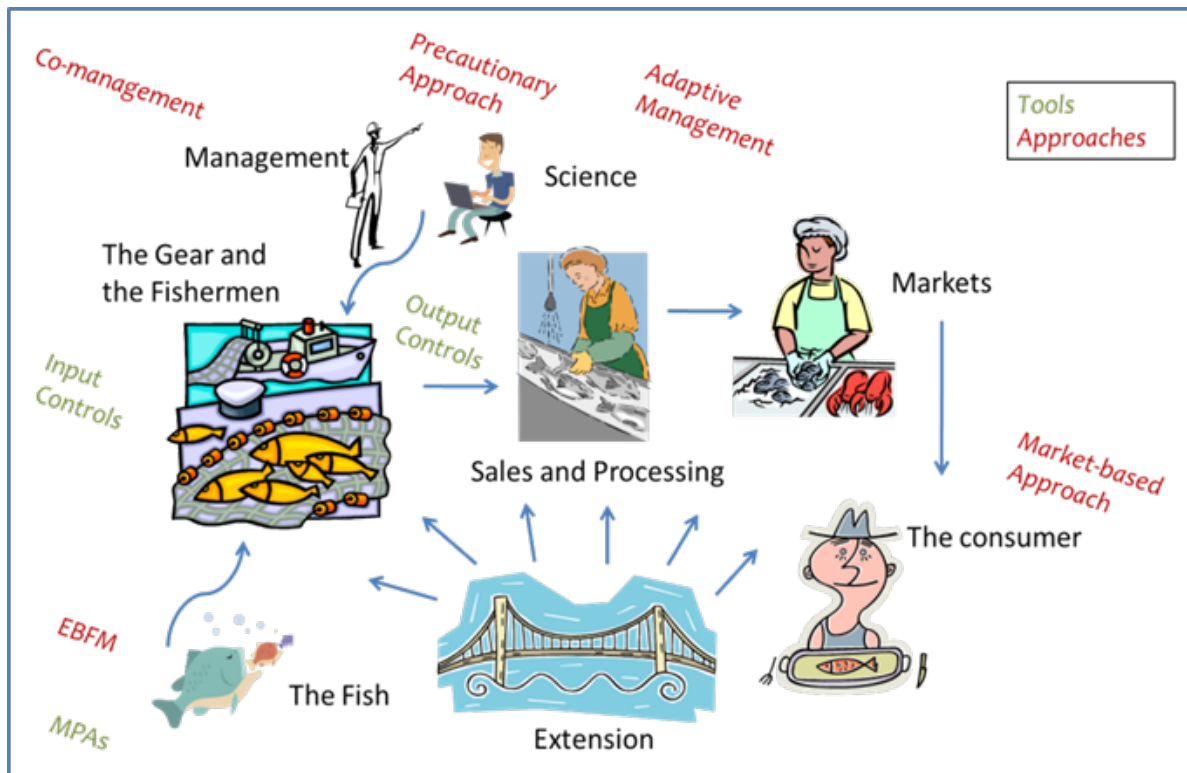


Figure 3 Elements of a systems approach

Leadership

The course was based on leadership development, focusing on transformational change at the individual through societal levels. As we move away from the failed fisheries paradigm of increasing effort, diminishing economic return and overfished stocks, a new vision of fishing is emerging- of catching less fish with greater value, less effort, and less habitat alteration. The changes occurring in the fisheries revolve around the shift from short to long term views; acknowledgement that these resources are limited yet renewable; that fish and fishermen can co-exist; that we are linked in the global food supply network and that ecosystems are the level of management action. This requires new processes for science and management, as well as engagement of the participants. Participants must experience change also. There is a

shift from blame to more responsibility and engagement; bottom up vs top down and a focus on solutions rather than problems.



Figure 4 Fishing boats in landing site



Figure 5 Participants at course

Participants' Outputs

The participants were organized into three different fishery groups.

National Small Pelagic Fishery Group

The team was asked to develop a vision that could bring diverse stakeholders together and start a negotiation process from an area of shared values. Their vision is short and simple:

National Vision

To build A Healthy Fishery Through

- Elimination of all Illegal fishing Activities
- Stakeholder Empowerment and Collaboration for Self-Policing
- Improved Value Chain,

To Ensure Food Security and Wealth Creation for Ghana.

Illegal Fishing Activities

- The use of chemicals, explosives
- Light Fishing
- Unsupervised Transshipment (Saiko)
- Fishing in Unauthorised Areas
- Use of Unauthorised Gears
- Fishing without licence

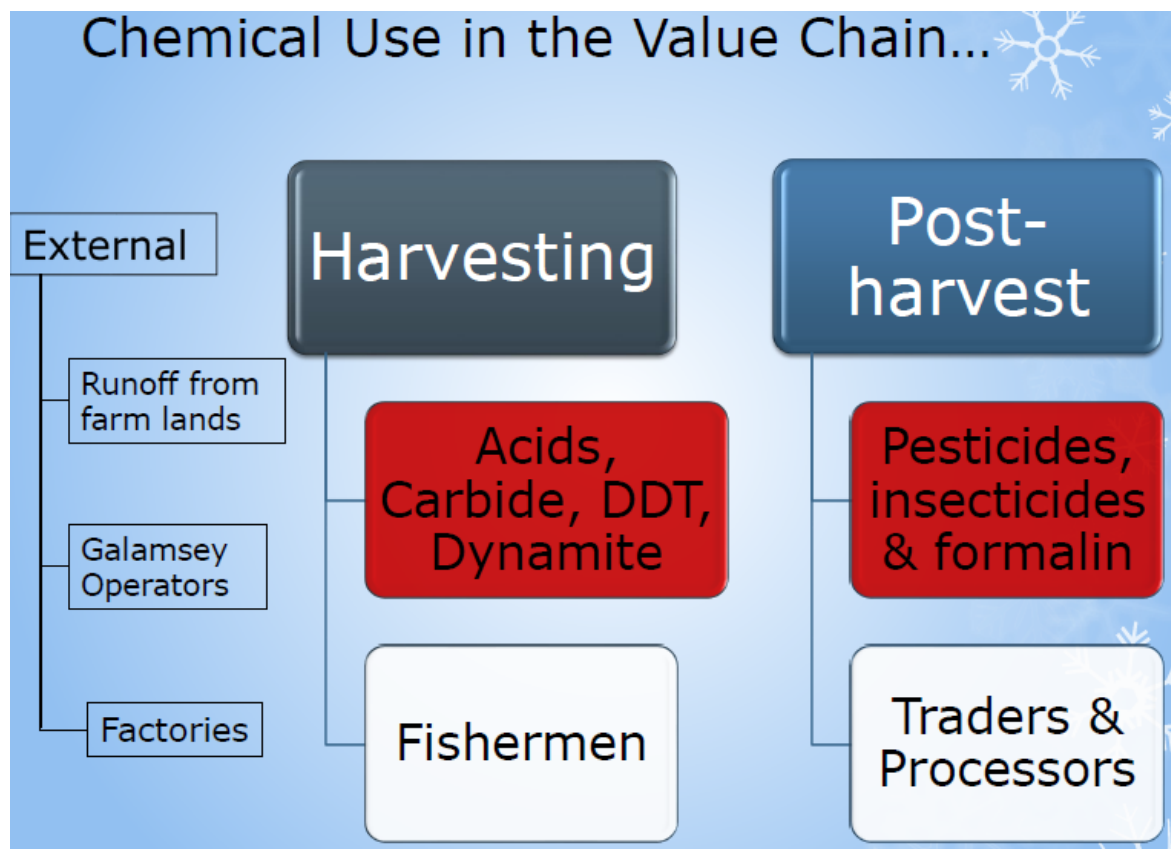


Figure 6 Chemical Use in the Value Chain

Target Groups.....

- Fishermen –Marine and Inland canoe & inshore
- Traders and Processors
- Fishers and Processors Associations
- Ministry of Fisheries, Health, Agriculture, Environment, Interior
- Fisheries Commission: Fisheries Enforcement Unit FEU, Fish Health
- Environmental Protection Agency EPA
- Researchers & Academia
- Inland Operators –fishers, farmers, aquaculture, galamsey operators, factories
- Municipalities and District Assemblies
- Civil Society Groups
- Consumers

Strategies.....

- Education....Awareness....Education....Awareness....
- Identify the exemplary fishers and processors
- Mode of Communication
- Agree on our CAMPAIGN TEAM
- Starting from inside out
- Improved and strengthen research institutions
- Empowering to say NO TO CHEMICAL FISH
- Provision of incentives and Rewards

Pra Estuary Community Based Fishery Management Plan Outputs

A diverse group of fishery leaders in the Pra Estuary were gathered to serve as the facilitation team to guide a community based fishery management planning process. The members represented community leaders, regional NGOs and local government. Their task was to understand the issues and learn the facilitation and negotiation skills and propose a process to lead the community in a fishery planning process. The focus was on the Pra Estuary and associated fishery.



Figure 7 Group Discussion on the Pra Estuary



Figure 8 The Pra River



Figure 9 Fish processing in the Pra River area

Vision

Healthy Mangrove Forest, Big Fishes, More Fuelwood, Improved Resilience, More Money

List Of Key Problems

- Juvenile Fishes
- Depletion of Mangroves
- Flooding

- Less fuelwood

Key Issue Considered

- Degraded Mangrove Forest

Goal - To help improve the spawning of the fishes by replanting mangroves along the banks of the river and its tributaries by 2018

Strategy

- **Identify Key Persons** among the stakeholders who would be able to use peer influence to get others to see the current situation
- Get them to reflect of the **current situation**, and think of what was **before** and what they would want for the **future**.
 - Pictures, aerial photos, study tours, documentaries (videos), case studies, flooding
 - Support with data from Dr. Okyere's thesis on FISHERIES, WILDLIFE DIVISION AND EPA and maps from previous years
- Focus Group Discussion
 - mix various stakeholders so that each of them will share experiences concerning
- Guide the various institutions to **identify the common interest**
 - Identify stakeholder behaviour that require change
- Come up with various roles to be played by the stakeholders towards achieving their common goal

Ankobra Estuary Community Based Fishery Management Plan Outputs

Similar to the Pra team, the Ankobra estuary has a facilitation team composed of community leaders, regional NGOs and local government to develop a planning process to fully engage the Ankobra fishery stakeholders.



Figure 10 Discussion group

Declining fishery due to habitat degradation:

- Pollution of the Ankobra Estuary from siltation
- Deforestation of mangroves leading to loss of fish breeding habitat
- Other unsustainable fishing practices

Two key stakeholders

- • Fishermen
- • Fish processors
- o Key stakeholders to help identify other stakeholders
- o Stakeholder engagements for consensus to identify the critical issues and the need for a management plan



Figure 11 Ankobra River estuary

The analysis of the issues and stakeholders helped the team identify potential strategies for influencing key behaviors.

| Key problems | Technical causes | Group responsible | Current behavior | Strategies to influence behavior |
|---|---|---|---|---|
| Declining fishery (Catfish and Tilapia) | Destruction of fish breeding habitat through harvesting of mangroves along the banks of the estuary | Mangrove harvesters (Fishermen Fish processors) | <ul style="list-style-type: none"> • Harvesting mangroves as fuel wood for smoking fish • Harvesting without replanting | <ul style="list-style-type: none"> • Education on importance mangroves to the fish • Study tour on replanting • Incentives e.g. inputs and rewards • Harvest control by community authorities |
| | Siltation due to small scale mining upstream Use of drag nets | <ul style="list-style-type: none"> • Land owners • Small scale miners • Crop farmers | <ul style="list-style-type: none"> • Indiscriminate sale of lands • Washing of mined soil • Clearing for farming | Education on the effects of the mining activities on the quality and quantity of fish - Others to be added |

Figure 12 Stakeholder analysis exercise

To allow the local stakeholders to drive the plan, the facilitation team developed a rough process that they will recommend to the community for developing a fishery management plan.

| Phase | Key Activities | Roles | Timeline |
|--------------------------------|--|---|-----------------------|
| Preparatory stage | Preliminary studies to define the fishery | Hen Mpoano - Fund UCC- Undertake study Communities/Fisherfolks - Support | Completed |
| | Getting stakeholders together to discuss issues of importance and management approach e.g. VSLA ; Study tour | HM - Facilitate the process UCC - Present study results Stakeholders - Participate | Ongoing - August 2016 |
| Developing the management plan | <ul style="list-style-type: none"> • Stakeholder meetings to set <ul style="list-style-type: none"> -vision -Goals -Management objectives • Plan actions • Document management plan | HM - Facilitation Help with Documentation Stakeholders - Participation and planning | Sept - Dec |

Figure 13 Stakeholder engagement plan

| | | | |
|--|--|---|--------------------|
| <p>Implementation, Monitoring and Evaluation</p> | <ul style="list-style-type: none"> • Ensuring implementation of activities in the management plan • Setting up a monitoring plan • Evaluate and review the progress of activities in the plan | <p>HM - Facilitation of the process Supporting with needed resource</p> <p>UCC - Providing technical support</p> <p>FC - Technical support</p> <p>Community - Execute management activities, evaluate progress and review plans</p> <p>-Contribute resources e.g. Space, time, networks, labour, etc.</p> | <p>Dec. 2016 -</p> |
|--|--|---|--------------------|

Figure 14 Implementation and monitoring proposal



Figure 15 Species available for sale

COURSE EVALUATION

The participants completed a final evaluation to advise URI on how best to refine the course and expand the network. In addition to the written evaluation, we also conducted a closing circle, which provided the personal space for participants and facilitators to share what the course meant to them. Participants scored the overall course as **excellent (9.05** out of 10 with 10 as excellent). Each of the participants learned something valuable to themselves and as a group.

The most common skills, attitude or knowledge gained from the course were:

- Leadership (6)
- Teamwork (4)
- Negotiation skills (3)
- Fisheries management is not about fish, but about managing people (3)
- Collective responsibility (2)
- Conflict resolution
- Co-management
- The little win. Concentrate on the smaller wins and that will help you attain the larger wins
- Negotiation in conflict to identify interests
- Taking the blame for any problem is the first step to solving that problem
- In order to manage fisheries, there is the need to understand the system and different stakeholders involved in the system, so that decisions made does not negatively affect other stakeholders.
- How to get the people involved
- Recognizing the interest of the other partner; Win-win is a possibility in managing fisheries
- Team spirit
- In attempt to effect change, we must not be authoritative, be a partner, be persuasive, and end up making leaders out of the people you are persuading.
- Changes require time; look for low hanging fruits that can produce quick results to get people going

Key lessons, messages or principles that they believe need to be applied to the fishery include:

- Negotiation (5)
- Management skills (4)
- Identify interests to commence negotiations; start change in small steps and look for small wins to keep the wheel rolling
- No more blame → Responsibility;
- Trust; work as a team
- Leadership is different from management; leadership is about visionaries being able to designate followers to effect change.
- Fisheries management is about managing people; leadership is about service to people or group
- Conflict resolution; negotiating by interest or sharing
- Say no to chemical catch fish; we manage people not the fish
- Fisheries management is about managing the people who fish; Persuasion is key to changing attitudes

- Leadership, Team work
- Work closer with the fishermen to find solutions; Work together as a team member with other members

When the team meets again in 2017, what would they like to do?

- Share experiences as to ways we applied the knowledge and _____
- Share ideas on progress, challenges encountered, & approaches adopted
- Share experiences with other colleagues. Bring out the challenges. Share the little win.
- Build more trust
- Continue to learn from each other
- Pursue the dream of eliminating all use of chemicals in fisheries
- Monitoring and evaluation of projects
- To visit some organizations to see how they have changed
- Look for strategy to let people know the health hazard about bad or chemical catch fish
- Review our activities and plan the next steps to reviving the vision of the team.
- Vision

A cross-cutting theme to the course was teambuilding. Based on their work together during the course and the suggested activities after the course, there appears to be an opportunity to continue engaging the team in field activities. We did several adult exercises and games to practice the teamwork concept. The participants thought these methods were very effective and ‘glad they did them.’

Finally the participants offered names of colleagues who should be invited to any future offerings of this course. These names included leaders from industry, government, and academia.

RECOMMENDATIONS FOR FOLLOW-ON WORK

We were impressed by the cohesiveness of the team and their commitment to improving fisheries management in Ghana. Below are recommendations by the facilitators for follow-on work by partners and perhaps by SFMP should funding become available. The recommendations combine capacity development activities at the individual, organizational and institutional levels to ensure greater likelihood of success. It is vital that capacity development activities not stay in the classroom or at the individual level.

- **Continue building a large network of fisheries management leaders in Ghana** – this is the second fisheries leadership course conducted in Ghana. It is now time to refine the curriculum and deliver the course in local dialects to broaden the involvement of local stakeholders. The course could be done twice a year and in a variety of coastal locations to build awareness nationally. Built into this model would be to develop the capacity of a few Ghanaian leaders to be the facilitators in future courses.
- **Build a local team of facilitators** – To enable training of village stakeholders who speak only local dialects, the URI team is ready to hand the curriculum over to local facilitators. URI can do a training of trainers with a small cadre of facilitators to assist in adapting the course and ensure the facilitators use the best adult learning techniques that are the hallmark of this program.
- **Leadership Course for Ghanaian Fishermen and Processors** – we could modify the existing national course to suit the needs and capacity of fish processors and

fishermen in the villages. The course would need to use local languages, be based in the villages, and use more interactive exercises.

- **Organizational development and leadership** – while all organizations can benefit from this support, we believe the women fish processing groups have significant influence in the success of the small pelagic fishery, hold key leverage positions with fishermen and have not received the necessary attention and involvement in fisheries.
- **Assist National Group with Chemical fishing project.** The national group has decided to focus on addressing chemical fishing. They will need support in communication and development of coherent group, Obtain known information about chemicals, Work with chief fishermen to help identify practices, and assess progress overtime to continue building the team.
- **Good Management Practices (GMP) competition and workshop** – we suggest following the Senegal model of engagement through the use of a national GMP competition. This could consist of a wide advertising program, receiving information packages, judging criteria, judges, selection, meeting to present, communication about results and then a follow up exchange visits between communities for learning and spreading innovations.
- Assist the Pra and Ankobra estuary groups on progress on management plan (if needed). These are the first community-based fishery management plans in recent memory for Ghana. These groups will need outside support and resources.

| | SUNDAY | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---------------|---|-----------------------------------|---|---|---|---|
| Time | | | | | | |
| 8:30 | | Welcome & Orientation | Pax Reflections - Key Messages from Day 1 | Pax Reflections - Key Messages from Day 2 | Pax Reflections - Key Messages from Day 3 | Pax Reflections - Key Messages from Day 4 |
| 9:00 | | Introductions & Course Overview | Embracing Conflict | Strategies for influencing change | Exercise - Interest-based Negotiations | |
| 10:30 | BREAK | BREAK | BREAK | BREAK | BREAK | BREAK |
| 11:00 | | From Blame to Solutions | Introduction to Fisheries Management | Situation Analysis | Diffusion of Change | Group Work |
| AM (8:30-1pm) | | Setting a Vision | Understanding Objectives of a Mgmt Plan | | | |
| | | | Exercise - CB groups to plan the process, National group to brainstorm on how to show intent and quick wins | | Create Action Plans | Accountability - who's doing what and how accountable? |
| Lunch | | | | | | |
| 1pm | | | | | | |
| 2pm | | Team Building | Continue Group Work | Innovations to collect and share | Group work on presentations | Presentation of Strategies and Action Plans |
| PM (2-4:30p) | | | | | | |
| 3pm | BREAK | BREAK | BREAK | BREAK | BREAK | BREAK |
| 3:30pm | | Fishery System - Who's Your Team? | Report out - Role Play | How to lead Change, what kind of support do you need? | Group work on presentations | Evaluation - Closing |
| | Setup Venue | | | | | Planning Forward - when to reconvene, how can we support? |
| EVE | Welcome Dinner Community Theatre Performance | Facilitator Debriefing | Facilitator Debriefing | Facilitator Debriefing | Facilitator Debriefing | Facilitator Debriefing |

Figure 16 Course Agenda

PARTICIPANTS

| First name | Last name | Affiliation |
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| Rosemary | Ackah | Community member - Ankobra |
| Vincent | Amoah | Community member - Ankobra |
| Cephas | Asare | Hen Mpoano |
| Adiza Ama | Owusu-Aduomih | Hen Mpoano |
| Alhassan Arafat | Salifu | FC- Zonal officer - Ankobra |
| Elizabeth | Kporwodu | Community member - Pra |
| Simon | Atiatorme | Community member - Pra |
| Jacob | Amponsah | Community member - Pra |
| Philip | Prah | FoN |
| Josephine | Laryea | FC- Zonal officer - Pra |
| Thomas | Insaidoo | FC-Headquarter |
| Rebecca | Sackey-Mensah | FC-Headquarter |
| Eunice | Ofoli-Anum | FSSD/ FC |
| Kofi | Amador | FSSD/ FC |
| Theodore | Kwadjosse | MSC - Takoradi |
| Jerome Selorm | Deamesi | GITA |
| Edwin Kelly | Ofori-Ani | GITA |
| Wradi | Bilinsi Borley | NAFPTA |
| Thomas | Suapim | NAFPTA |
| Nana Jojo | Solomon | GNCFC-National |
| Seth | Kedey | GNCFC-Volta |
| Nana Obrenu | Dabum III | GNCFC - Central |
| Nene Joseph | Agama | GNCFC - G. Accra |
| Nana Kojo | Conduah | GNCFC-Western Region |
| Fiifi | Roberstson | GIFA - CR |
| Samuel | Thompson | GIFA - GR |
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| UCC Observer | Godfred Ameyaw Asiedu, University of Cape Coast - Center for Coastal Management |
| Guest speakers | Alex Sabah - FC Regional Director; Papayaw Atobra - FC Regional Director; Nana Duncan Williams – Chief Fisherman-Canoe Council; Sortoh Mensah - GNIFA - National Vice President |