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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Leadership Training for Various Fish Processors' Groups



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THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



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Cover photo: Participants from various groups engaged in a tower building exercise (Hen Mpoano)

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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
DAA	Development Action Association
IUU	Illegal Unreported Unregulated
NAFPTA	National Fish Processors and Traders Association
SFMP	Sustainable Fisheries Management Project

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1. BACKGROUND

Strengthening the various fish processors and traders' associations under Development Action Association (DAA), Central and Western Region Fish Improvement Association (CEWEFIA) and National Fish Processors and Traders Association (NAFPTA) within the Central and Western regions is part of the SFMP gender mainstreaming strategy in achieving a sustainable co-management of the fisheries sector.

As part of capacity building interventions for the various groups in the area of gender integration in fisheries co-management, a series of gender leadership and conflict management trainings were organized for 7 women fish processors/trading groups from Elmina, Moree, Winneba, Apam (Central Region) and Axim, Ankobra and Asanta (Western Region). It had been realized that most training of trainers for selected leaders from the various groups don't get transferred to members of their groups. This had caused knowledge gaps between leaders and members of their groups and most often led to conflict within groups. Selected leaders from the various groups were therefore trained on leadership and conflict management on the 20th of Feb 2018 at office of Hen Mpoano in Takoradi in the Western of Ghana. The trained leaders led the facilitation of the trainings within their various groups at the community level.

The trainings which lasted for a month spanned from 27th March to 18th April. In all, a total of 155 women fish processors and traders benefited from the training. The use of the women leaders as facilitators was to encourage the participation of women (members of the various groups) in fisheries dialogues and other fisheries decision-making platforms.

Table 1. Information about the date, venue and beneficiaries of each training session

Date	Community/Town	Number of Beneficiaries
27 th March, 2018	Elmina and Moree	41
11 th April, 2018	Winneba & Apam	33
17 th April, 2018	Axim	37
18 th April, 2018	Ankobra & Asanta	44

1.1 Workshop Objectives

This training workshop aimed to provide a unique opportunity for the leaders of the various groups to educate their members on topics such as leadership, team building and conflict management, to empower them to take up leadership roles when called upon.

The objectives of the trainings were to;

- Build and strengthen the leadership skills of women in the co-management of fisheries.
- Develop their understanding on team building and conflict management.
- Expose them to relevant sections of the fisheries law relative to Illegal Unregulated Unreported (IUU) fishing and their sanctions.

1.2 Learning Outcomes

The general outcomes of the training session were as follows:

- Leadership skills in fisheries management strengthened
- Team building and conflict management techniques enhanced
- Participants exposed to relevant section of the fisheries law

1.3 Methods Applied

The mode of delivering the training was through structured learning experiences (engaging with) rather than teaching, plenary discussions, video shows, role plays and group exercises. The trainings were facilitated by Peace Abla Gavor, Diana Otuteye and Araba Adedzewa (Elmina and Moree), Florence Nartey, Emelia Arthur and Mercy Acquah (Winneba and Apam), Gifty Cobbinah and Comfort Ebambey (Ankobra and Asanta) and Theresah Freeman, Sarah Amoasi and Anna Quaiocoe (Axim).

2. TRAINING PROCEEDINGS

In all the trainings, Ms. Adiza Ama Owusu opened by welcoming the participants and introducing of the purpose of the training. She emphasized the commitment of SFMP to empower women through capacity building and advocacy at all levels. She encouraged participants to continue to transfer the knowledge they acquire among other group members.



Figure 1. Ms Adiza Ama Owusu addressing participants at Winneba

2.1 Training Content

Participants were taken through the following topics;

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

2.1.1 Leadership

Everything rises and falls on leadership. For the sustainability of the various groups, their leadership must be strong. In order for the participants to understand the leadership roles for their various groups, they were taken through topics on leadership such as

- Who is a leader?
- What is leadership?
- Types of leaders.
- Qualities of a good leader.
- Styles of leadership.
- Are leaders born or made?
- Do you recognize yourself as a leader?

Lessons learned by the participants are as follows:

- Leadership is not about the amount of money and the things one possesses but it's about influence.
- A good leader gives followers the chance to take initiatives.
- She needs to bring change to her people.
- She should have time for her people.
- She should serve her people.
- A leader should be at peace with her members.
- A leader should encourage her members.
- She should be vocal, but respectful and forgive easily.
- She should also be firm her actions.
- A good leader should always communicate her ideas and allow others to contribute to the vision.

A plenary session on “*Who is a leader and qualities of a good leader*”, helped participants to realize and appreciate their leadership skills and also to assess their level of understanding on leadership. Below are compiled responses from the various groups.

Who is a leader?

- Leads by example (desist from the purchase of illegally caught fish).
- Imparts knowledge to her people.
- Gathers people to follow her vision.
- Serves her people.
- The number one person who leads a group.
- The person who directs followers to a particular destination.
- Konkohene's (Fish mummies) at the landing beaches.
- Chief fishermen at the landing sites.
- Parents.

Qualities of a good leader

A leader is:

- Patient.
- Understanding.
- Disciplined.
- Tolerant.
- Builds capacity.
- Encourages.

2.1.2 Team Building and Team work

The team building exercise was employed for the various groups to see how they can build their team to last and to stand the test of time. After a presentation on effective team and group dynamics by the facilitators, the participants engaged in team building exercises to learn the values that keep a team together to work towards a common goal.

Lessons from the team work exercises were as follows:

- Avoid distraction from outsiders.
- Good to work in a team.
- One person cannot do it all.
- Delegate/ assign tasks based on individual strengths.
- The need to work as a group and not wait for the government.

- Work with limited resources.
- When things don't work well try again.
- When we do things well as a team, we can attract people to join.
- As a team we need to follow our laid down rules.
- Ask questions when necessary.
- Plan before you take an action.
- Do it well to last.
- Foundation has to be good.
- When you invest in what you're doing and it doesn't work reinvest.
- One person cannot make a team, you need people to work with.
- Respect and tolerance of each other's views.
- Unity.
- Perseverance.
- Adaptive learning.
- Sharing of ideas.
- Role play and division of labor.
- Communication.
- Efficient management of resources.

2.1.3 Conflict Management and Resolution

Conflict within groups, if not well managed, can lead to the collapse of the group. Conflict normally occurs when people are hurt because of other people's actions. This is unavoidable in a group, but if well managed can contribute significantly to the growth of the group.

The gender training on leadership and conflict management was thus used as a platform to build adequate knowledge and skills needed among the various groups to confidently resolve conflicts when they arise.

The various groups were taken through the following aspect of conflict and its resolution.

- Definition of conflict
- Types of conflict
- Conflict episodes
- Causes of conflicts
- Conflict management strategies
- Strategies sequences and resource requirements

Participants related by sharing real life conflict experiences and the methods that would have been appropriate in resolving them.

2.1.4 Relevant section of the fisheries policy/Laws

Participants were also taken through aspects of the fisheries law relative to IUU fishing and their sanctions. This was to allow participants to be well abreast with the fisheries law and the penalty they are to face when they go against it.

The relevant aspects of the fisheries pertaining to IUU included

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



Figure 2 . Picture collage from trainings

3. CONCLUSIONS

The workshop was effective in enhancing the leadership skills, team building and conflict management techniques of over 150 fish processors and traders of various groups. They were also exposed to relevant sections of the fisheries law that highlights on IUU fishing and its sanctions. The peer-to-peer training method was effective in encouraging the participation of women in fisheries dialogues. Participants were excited and appreciative of the various modules they were trained on. They acknowledged the fact that these trainings will go a long way to strengthen their various groups.

“This is the best training I’ve ever had so far, and it should be a continues thing and not just end with this one training”

Margaret Graham, Axim

APPENDIX 1: WORKSHOP AGENDA

Sustainable Fisheries Management Project (SFMP)

TRAINING WORKSHOP ON THE GENDER LEADERSHIP AND CONFLICT MANAGEMENT FOR SELECTED LEADERS OF FISHERIES GROUPS IN THE WESTERNVAND CENTRAL REGION OF GHANA

HEN MPOANO TAKORADI

FEBRUARY 19TH, 2018.

Workshop Objectives

- To strengthened competences in fisheries management and leadership skills
- To develop advocacy and leadership skills
- Develop conflict management skills
- Promote collaboration amongst stakeholder groups

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	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 Group visioning – <ul style="list-style-type: none">• Shifting from blame - Taking Responsibility	Adiza

12:00 – 1:30 pm	<p>Conflict management</p> <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 LISTS

GHANA SUSTAINABLE FISHERIES PROJECT-HM PARTICIPANTS ROSTER INFORMATION

Required in English. Please Print

Title of Course: Gender leadership and conflict management training workshop _____

Activity: 5.1.2 Leadership training for various groups (Ankobra women's group) _____

Date: _____ 18-04-18 _____

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

First Name	Surname	Organization	Sex		Do you wish to receive messages on SFMP ?		Signature/Thumb Print
			M	F	Y	N	
Gifty	Chapman	Ankobra		•			
Mary	Kwame	Ankobra		•			
Mawu	Dakwukpor	Ankobra		•			
Mary	Somiah	Ankobra		•			
Theresah	Asare	Ankobra		•			
Elizabeth	Kwesi	Ankobra		•			
Rebecca	Kwam	Ankobra		•			
Mary	Attah	Ankobra		•			
Dorah	Somiah	Ankobra		•			
Grace	Kaku	Ankobra		•			

Dorah	K-Bervel	Ankobra		•			
Elizabeth	Awuah	Ankobra		•			
Georgina	Kwofie	Ankobra		•			
Margaret	Amissah	Ankobra		•			
Matilda	Chapman	Ankobra		•			
Theresah	Kpongboyi	Ankobra		•			
Margaret	Kwesi	Ankobra		•			
Godsway	Awoyie	Ankobra		•			
Agnes	Mintah	Ankobra		•			
Florence	Sien	Ankobra		•			
Alice	Rabina	Ankobra		•			
Victoria	Akpo	Ankobra		•			
Theresa	Mensa	Ankobra		•			
Gift	Cobinnah	Ankobra		•			
Agnes	Duku	Ankobra		•			
Mansa	Agbomagah	Ankobra		•			
Bertha	Kugbe	Ankobra		•			
Comfort	Ahianyio	Ankobra		•			
Theresa	Amoadzin	Ankobra		•			
Paulina	Gleky	Ankobra		•			
Shalot	Amo	Asanta		•			
Faustina	Coffie	Ankobra		•			
Joana	Adjei	Asanta		•			
Comfort	Ebambey	Asanta		•			
Juliet	Eshun	Asanta		•			
Comfort	Coffie	Asanta		•			
Sarah	Mensah	Asanta		•			
Akosua	Kobi	Asanta		•			
Abigail	Kaku	Asanta		•			
Paulina	Manu	Asanta		•			

Juliana	Cudjoe	Asanta		•			
Rebecca	Komson	Asanta		•			
Ophelia	Coffie	Ankobra		•			
Joyce	Tandoh	Ankobra		•			

Title of Course: Gender leadership and conflict management training workshop _____

Activity: 5.1.2 Leadership training for various groups (Winneba and Apam women's group)

Date: _____ 11-04-18 _____

Length of Course: Less than three days

Three days or longer

First Name	Surname	Organization	Sex		Do you wish to receive messages on SFMP ?		Signature/Tomb Print
			M	F	Y	N	
Florence	Nartey	Winneba		•			
Enerstina	Sackey	Winneba		•			
Matilda	Bandze	Winneba		•			
Leticia	Dampson	Winneba		•			
Stella	Quotey	Winneba		•			
Aba	Ketuba	Winneba		•			
Faustina	Awusie	Winneba		•			
Agnes	Dadzie	Winneba		•			
Akua	Yaaba	Winneba		•			
Ama	Ahensemah	Winneba		•			
Ekua	Panyin	Winneba		•			
Esi	Akyyereba	Winneba		•			
Grace	Dadzie	Apam		•			
Mercy	Acquah	Winneba		•			
Esther	Esirepey	Winneba		•			

Esi	Akyereba	Winneba		•			
Rebecca	Donkor	Winneba		•			
Janet	Anapey	Winneba		•			
Emelia	Arthur	Apam		•			
Abigail	Imprim	Winneba		•			
Lydia	Enon	Winneba		•			
Elizabeth	Amonor	Winneba		•			
Ekua	Atta	Winneba		•			
Victoria	Botsi	Winneba		•			
Ama	Tandoh	Winneba		•			
Aba	Yaa	Apam		•			
Ekua	Wobir	Apam		•			
Charity	Dadzie	Apam		•			
Ekua	Nkrumah	Winneba		•			
Adwoa	Manna	Winneba		•			
Florence	Yankson	Winneba		•			
Comfort	Yankson	Apam		•			
Florence	Arthur	Apam		•			

Title of Course: Gender leadership and conflict management training workshop _____

Activity: 5.1.2 Leadership training for various groups (Elmina & Moree) _____

Date: _____ 27-03-18 _____

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

First Name	Surname	Organization	Sex		Do you wish to receive messages on SFMP ?		Signature/Thumb Print
			M	F	Y	N	
Norvi	Ahiatsi			•			
Beatrice	Matariawui			•			
Klufui	Fiawotorfor			•			
Peace Abla	Gavor			•			
Agnes	Yevugah			•			
Juliana	Gikunoo			•			
Comfort	Rockson			•			
Millicent	Nana Appiah			•			
Priscilla	Sakyi			•			
Felicia	Mensah			•			
Aba	Saduwa			•			
Elizabeth	Essilfie			•			
Mercy	Dadzie			•			
Adwoa	Abbam			•			
Margaret	Afful			•			
Araba	Egyirba			•			

Adwoa	Kwartum			•			
Ama	Nnua			•			
Ekua	Mansa			•			
Diana	Otuteye			•			
Akosua	Gyan			•			
Araba	Adedzewa			•			
Mary	Agbezukeh			•			
Diana	Fianu			•			
Adwoa	Mansa			•			
Efua	Asabir			•			
Grace	Ahor			•			
Juliana	Dorvlo			•			
Doris	Dzimaruyee			•			
Gloria	Kumanyeru			•			
Mary	Afful			•			
Araba	Kobenaba			•			
Lydia	Cudjoe			•			
Esi	Attah			•			
Agnes	Eshun			•			
Juliana	Kudanu			•			
Rose	Ekpe			•			
Victoria	Ametepe			•			
Mary	Dzeble			•			
Alice	Woesama			•			

Title of Course: Gender leadership and conflict management training workshop _____

Activity: 5.1.2 Leadership training for various groups (Axim women's group) _____

Date: _____ 17-04-18 _____

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

First Name	Surname	Organization	Sex		Do you wish to receive messages on SFMP ?		Signature/Thumb Print
			M	F	Y	N	
Ama	Awortwe	Axim		•			
Anna	Quaicoe	Axim		•			
Sarah	Amoasi	Axim		•			
Akosua	Essoun	Axim		•			
Nana Aba	Enyan	Axim		•			
Emelia	Abaka-Edu	Axim		•			
Theresa	Freeman	Axim		•			
Efua Panyin	Atta	Axim		•			
Eunice	Eshun	Axim		•			
Efua	Tawia	Axim		•			
Adwoa	Essoun	Axim		•			
Esi	Fuma	Axim		•			
Cecilia	Antobam	Axim		•			
Maame	Aba	Axim		•			
Margret	Graham	Axim		•			

Elizabeth	Graham	Axim		•			
Theresah	Abaka	Axim		•			
Benedicta	Cudjoe	Axim		•			
Elizabeth	Dovlo	Axim		•			
Alberta	Aggrey	Axim		•			
Rebecca	Acheampong	Axim		•			
Elizabeth	Quaicoe	Axim		•			
Mary	Acquah	Axim		•			
Eunice	Amoasi	Axim		•			
Esther	Dzzawabah	Axim		•			
Clementina	Coffie	Axim		•			
Matilda	Hammond	Axim		•			
Sarah	Ameku	Axim		•			
Stella	Quainoo	Axim		•			
Vida	Teru	Axim		•			
Anna	Donkor	Axim		•			
Grace	Amama	Axim		•			
Mary	Essien	Axim		•			
Ama	Mensiwa	Axim		•			
Adjoa	Asaba	Axim		•			
Rosemond	Akor	Axim		•			
Constance	Mensah	Axim		•			