



SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Report on Interim DAA Fisheries Training Center Staff Training



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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

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Cover photo: Group picture of DFTC staff and two facilitators from SNV (Credit: Emmanuel Kwarteng)

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

Maurice Knight	Chief of Party	Email: maurice@crcuri.org
Kofi Agbogah	Senior Fisheries Advisor	Email: kagbogah@henmpoano.org
Nii Odenkey Abbey	Communications Specialist	Email: nii.sfmp@crcuri.org
Bakari Nyari	M&E Specialist	Email: hardinyari.sfmp@crcuri.org
Brian Crawford	Project Manager, CRC	Email: brian@crc.uri.edu
Ellis Ekekpi	USAID AOR	Email: eekekpi@usaid.gov

Kofi Agbogah

kagbogah@henmpoano.org

Stephen Kankam

skankam@henmpoano.org

Hen Mpoano

38 J. Cross Cole St. Windy Ridge

Takoradi, Ghana

233 312 020 701

Resonance Global

(formerly SSG Advisors)

182 Main Street

Burlington, VT 05401

+1 (802) 735-1162

Thomas Buck

tom@ssg-advisors.com

Andre de Jager

adejager@snvworld.org

SNV Netherlands Development

Organisation

#161, 10 Maseru Road,

E. Legon, Accra, Ghana

233 30 701 2440

Victoria C. Koomson

cewefia@gmail.com

CEWEFIA

B342 Bronyibima Estate

Elmina, Ghana

233 024 427 8377

Donkris Mevuta

Kyei Yamoah

info@fonghana.org

Friends of the Nation

Parks and Gardens

Adiembra-Sekondi, Ghana

233 312 046 180

Lydia Sasu

daawomen@daawomen.org

DAA

Darkuman Junction, Kaneshie Odokor

Highway

Accra, Ghana

233 302 315894

For additional information on partner activities:

CRC/URI: <http://www.crc.uri.edu>

CEWEFIA: <http://cewefia.weebly.com/>

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

BSc	Bachelor of Science
CD	Compact Disc
DAA	Development Action Association
DFTC	DAA Fisheries Training Center
FAO	Food and Agriculture Organization
FC	Fisheries Commission
FRI	Food Research Institute
GSA	Ghana Standards Authority
HND	Higher National Diploma
MOFA	Ministry of Food and Agriculture
SFMP	Sustainable Fisheries Management project
SNV	Netherlands Development Organization
RTIMP	Root and Tuber Improvement and Marketing Programme
USAID	United States Agency on International Development
WIAD	Women in Agricultural Development

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1.0 INTRODUCTION

The USAID funded Sustainable Fisheries Management Project aims at ending overfishing of key stocks important to local food security through a multi-pronged approach:

- Improved legal enabling conditions for co-management, use rights and effort-reduction strategies
- Strengthened information systems and science informed decision-making
- Increased constituencies that provide the political and public support needed to rebuild fish stocks
- Implementation of applied management initiatives for several targeted fisheries ecosystems

The project seeks to improve the livelihoods of more than 100,000 men and women involved in the fishery industry including the post-harvest sector. The Coastal Resource Center of the University of Rhode Island, the main implementer of the project works with a consortium of local organizations which includes SNV Netherlands Development Organization and Development Action Association (DAA).

As part of the post-harvest component of the project, SNV is supporting DAA to establish a Fisheries Training Center in the Ga West District of the Greater Accra Region. The Center seeks to build the capacity of needed stakeholders in the fisheries industry in better processing and business management systems.

Ahead of the construction of the main center at Kokrobite, an interim site is being refurbished to accommodate the center for the first year of its operation. Two staff have also been recruited with the mandate to establish, design and manage the operations of the center. They were recruited as DAA staff, but SNV pays for the operations of the center, for the first six months until September 2016.

As part of preparing them to take up the responsibility of running the center a three-day orientation / training session was organized for them. The training was carried out by both SNV and DAA staffs; one day at DAA premises and two days at SNV premises.

The objectives of the training were to:

1. Inform the staff of the project concept and objectives and how the center fits into achieving the project objective
2. To explain the need for the center and the business plan developed for the center
3. To explain their responsibilities and role in managing the center towards achieving the project's goal.

The training session was presented using the following agenda as a guide:

Table 1 Agenda for DAA Staff Orientation

DATE	ACTIVITY	RESPONSIBLE ORGANISATION	TIME	LOCATION
20/04/2016	Overview of the SFMP project	DAA		DAA Office
20/04/2016	DAA as an organisation- DAA policies DAA/SFMP project	DAA		DAA Office
21/04/2016	Terms of Reference and contract M& E (Reporting and Timesheets)	SNV Adwoa Anaasor Nsiah	1:00 – 2:30pm	SNV Office
21/04/2016	Explanation of detailed concept of the training center - training on the business plan and the needs assessment for the training center	SNV Benedicta Samey & Abraham	3:00 - 5:00pm	SNV Office
22/04/2016	Review of training manuals	SNV Benedicta & Abraham	8:30am – 10:30noon	SNV office
22/04/2016	Project management, Financial reporting	SNV/DAA Emmanuel Aziebor	10:30pm 12:00noon	SNV Office
22/04/2016	Meeting with advisory committee.	SNV/DAA Benedicta Samey	1:00pm – 2:30pm	SNV Office

1.1 Concept of the DAA Fisheries Training Center

SNV is supporting DAA to establish a Fisheries Training Center for its members and fisheries stakeholders along the coastal belt under the Sustainable Fisheries Management Project. This training center will build the capacities of fishers in their businesses and fisheries related livelihoods to improve upon productivity and increase their disposable incomes whilst sustainably managing Ghana's fisheries stock.

As a start up to this process a detailed needs assessment was carried out to understand the needs of fishers towards establishing a training center and the kind of opportunities that are available for such a center. The assessment covered the various target groups, the existing competition, learning needs, standards and regulations, financing, income generating options etc. The needs assessment report was used to develop a business plan for running the center.

One important recommendation made by the business plan is the need to construct the training center instead of renting one.

The Chief of Party for SFMP, Brian Crawford in consultation with USAID has received approval and go ahead from USAID for the construction of the Fisheries Training Center on a plot of land owned by DAA, located at Kokrobite in the Ga west District of the Greater Accra Region. The way forward is therefore to have an interim site for training whilst the main building is constructed for the full implementation of the project.

Therefore, an identified interim site has been refurbished for the operation of the Center. Two staff (Center Manager and Center Administrator) have been recruited to start up and run the Center. Both staff started work on Monday the 18th of April, 2016. So far they are sharing space with the DAA team at the current office of DAA and will soon move to the refurbished site to begin full time operation of the center. The Center is currently being refurbished and it will be formally opened in June 2016.

1.2 Brief on DAA Fisheries Training Center Staff

The Center Manager, Madam Emelia Edwina Nortey is an agriculturist by profession. She has 37 years of experience working within MOFA as Technical Officer, District and Regional Manager for WIAD (Women in Agricultural Development) and Municipal Director for MOFA. She has an M.A. in Public Education, BSc in Home Science and a Post Graduate certificate in Agricultural Administration.

She has good experience in community work and training and has served as a facilitator in several capacity building programs for farmers and fishers. One notable activity is a workshop she facilitated in Afram Plains District on Artisanal Fish Processing where participants learnt how to build the Chorkor Smoker in 2001 under MOFA.

Currently she still serves as a facilitator to RTIMP on good manufacturing practices in Roots and Tuber, Quality Assurance in Roots and Tuber processing in the Eastern Region. She is also an associate member of DAA and has been supporting the staff and board of DAA in managing the association and organising major association programmes.

The DAA Center Administrator, Irene Sefenya Aforve has an HND in Bilingual Secretaryship and has good experience in administrative responsibilities. She has 3 years' experience as an administrative assistant and has a good social balance. She has good knowledge of fish processing and can communicate well with the fishers.



Figure 1 From left to right Emelia Nortey and Irene Aforve

2.0 TRAINING REPORT

2.1 Overview of the SFMP project

This section was facilitated by Benedicta Samey at the SNV office.

The concept of the SFMP project was explained to the staff. The Feed the Future programme, and how SFMP fits under this programme and the objectives of the project was discussed. The team was also briefed on all the components of the project and more attention was given to the post-harvest component under which the DFTC falls.

The post-harvest component aims at improving the lives of fishers through the introduction of improved technology and best fish processing practices through participatory knowledge development; of which the fishers are the main informants of the knowledge.

They were made to understand some of the issues on the ground (which is baseline knowledge collated in year 1) and the need for the project intervention. This was further discussed to understand the role of the DFTC in the project interventions towards improving the post-harvest sector of Ghana.

Finally, they were informed of the various partners working under the post-harvest sector and their various roles towards improving the livelihoods of the fishers and post-harvest sector as whole.

2.2 DAA as an organisation and its role under the SFMP

This session was carried out by the DAA team. The staff were introduced to the DAA board on the 19th of April 2016, during one of their periodic board meetings.

The staff were briefed on the origin of DAA, their relationship with FAO on the promotion of the Chorkor smoker and the subsequent formation of the association. DAA being a Ghanaian based farmer group organisation, brought together women farmers and helped built their capacities with the support of some NGO's especially FAO and partner associations such as FONG. Even though DAA was predominantly female based there are quite a number of male members. They were trained on the role of DAA in the implementation of the Sustainable Fisheries Management Project and the need for the DAA Center.

They were also taken through a number of DAA's operational policies.

2.3 Review of Staff contract and TOR

According to the contract, the main role of the Center Manager is to establish and oversee the training centre as a business entity and steer all training requirements to improve quality of training programmes and set standards for an effective operating organization.

The administrator is responsible for the day to day running of the center encompassing accounting roles and administrative/secretarial roles. She will assist in the management and facilitation of trainings and organize schedules for both TOT and onsite trainings and other income generating activities.

Both staff shall be employees of Development Action Association (DAA) and shall therefore report to the Executive Director of DAA who in turn oversees the management of the training center with the support of an Advisory Committee made of representatives of DAA, SFMP, SNV and the Fisheries Commission. The staff were given consultancy contracts by SNV for the first 6 months (probation period) of the employment period and depending on performance will be reviewed to a full time staff of DAA from the 7th month in year 3.

This session was facilitated by Benedicta Samey and Adwoa Anaasor Hema Nsiah. The staff were taken through their various roles which was discussed at length. The main aim was to make sure they understood their roles and to also give them the opportunity to make suggestions related to running the Center in a sustainable manner.

Issues concerning the contract were sorted out with the SNV Operations Manager and the SFMP project manager at SNV. They also learnt about SNV as an organisation.

2.4 Monitoring and Evaluation (Reporting and Time writing)

Adwoa Anaasor Hema the M&E officer of the project for SNV facilitated this session. Adwoa developed a simple reporting template for the staff and explained the reporting schedule to them. The template encompassed reporting on work done for the month and financial reporting. It also presents the plan of activities for the next month and a budget section for the next month's operation. Adwoa agreed on a number of deliverables with the staff, taking into consideration the deliverables stated in the contract and their roles in the terms of reference.

The deliverables stated are as follows:

- Registration and operation certificate for the Center.
- Accreditation for the Center if possible within timeline.
- Final set of accredited training courses and manuals if possible within timeline.
- An account and procurement system for the Center.

- Carry out at least 3 trainings within the period.
- At least 2-part time trainers recruited.
- Produce monthly work plans.
- Produce monthly progress reports.
- HR policy based on DAA's policy.
- Filing system.
- Facility and logistics management system.
- The training also stressed the importance of evaluating beneficiaries of the trainings. There should always be a needs assessment before the training and an evaluation after the training. This is to measure the level of impact the trainings have on the beneficiaries.

The concept of time writing was explained to the staff and a template was shared with them.

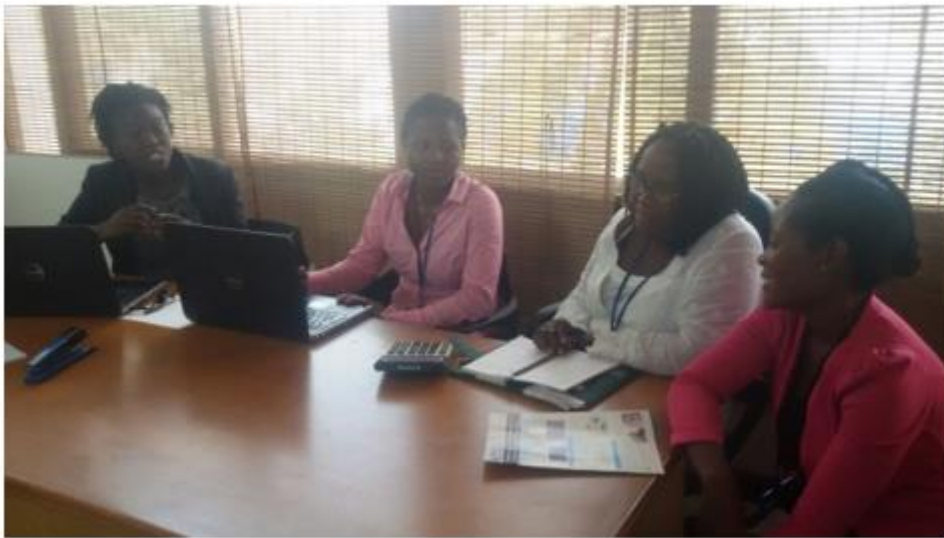


Figure 2 SNV M&E Officer giving Presentation on SFMP M&E Systems

2.5 Business plan and Needs assessment

These two documents were given to the staff to study ahead of time, in order to enhance discussions during the training session. Madam Lydia Sasu, the Executive Director of DAA and Nancy Otto the financial officer for DAA joined Benedicta Samey of SNV to facilitate this session at the SNV office premises.

The needs assessment document was discussed touching on issues such as:

- The target population who will serve as clients to the center.
- Other income generation ventures.
- It assessed the performance of competitors already existing in Ghana.
- The training models and materials needed for the training.
- The need for onsite training thus TOT and coaching.
- The unwillingness of target groups to pay for the service.
- The consent and inclusion of government agencies such as FC, FRI, GSA.
- Assessed the direct need of the people in relation to the need for a training center.

The business plan was also studied to understand the overall management of the Center and the organogram for the center. The plan presented detailed information on the following

operational areas towards the sustainable running of the Center with focus of breaking even by year three.

- The business idea and promoters.
- The marketing plan.
- The operations plan.
- Organisation and management plan.
- Financial plan.
- Risk analysis and mitigating factors and success factors.

2.6 Review of training manuals

This session was brief because of time constraint, but the staff were willing to review the manuals critically by themselves during their first few days at the office.

The manuals discussed were those developed in Year 1 namely:

- Curriculum for DAA Training Center.
- Teaching materials for Trainers Guide.
- Training of Trainers guide.

Also, two other manuals were adopted from FAO titled Handbook for small scale fish sellers and processors;

Part 1: Fish Quality Control and processing technology and

Part 2: Small business management

In addition to the manuals, they were introduced to practical healthy fish handling videos developed by Smartfish. These are in a number of models that could be used to enhance the training sessions, thus the staff were asked to download the videos and save them on CDs as part of their training materials/tools.

2.7 Financial and Project Management

This session was presented by Emmanuel Aziebor, the SFMP Project Manager at SNV. His presentation was mostly based on compliance in daily operations. He explained the acceptable USAID/SFMP acceptable procurement process, financial reporting process, and critical management issues that are essential to daily operations.

They were trained on budgeting, financial reporting, receipting and procurement. They were also trained on the project management cycle which comprises of the project inception, implementation, monitoring and evaluation and project closure. A number of mock issues were discussed to make the concept well understandable.

3.0 CONCLUSION

The three days' session was quite packed; thus the staff were advised to spend the following week reviewing the documents that were shared with them and contact any of the facilitators for further guidance where needed.

As part of the sessions there was a meeting between the staff and the Advisory committee, but this did not come on because one of the committee members was not available, thus the meeting was rescheduled to Monday 25th of April, 2016.

It was agreed that the staff will start work at the DAA office and relocate to the refurbished site when it is ready to be used. Generally, the training session was successful.