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# SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

## Training Report For MOFAD And FC Zonal Staff On The GMS For The Fisheries Sector



FEBRUARY, 2017

THE  
UNIVERSITY  
OF RHODE ISLAND  
GRADUATE SCHOOL  
OF OCEANOGRAPHY



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**Cover photo:** Group picture of participants

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## **ACRONYMS**

CEWEFIA	Central and Western Region Fish Improvement Association
CSOs	Civil Society Organisations
DAA	Development Action Association
FC	Fisheries Commission
GMS	Gender Mainstreaming Strategy
GNCFC	Ghana National Canoe Fishermen Council
GoG	Government of Ghana
MCS	Monitoring, Control and Surveillance Division
MOFAD	Ministry of Fisheries and Aquaculture Development
NAFAG	National Fishermen Association of Ghana
NAFPTA	National Fish Processors and Traders Association
SFMP	Sustainable Fisheries Management Project
SNV	SNV Netherlands Development Organisation
USAID	United States Agency for International Development

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## **EXECUTIVE SUMMARY**

The Coastal Resource Centre of the University of Rhode Island, and SNV Netherlands Development Organisation under the USAID funded Sustainable Fisheries Management Project, is pleased to present to you a Gender Mainstreaming Strategy document, developed for the Fisheries Sector. This Gender Mainstreaming Strategy (GMS) has been produced to serve as the framework for promoting gender responsiveness in the fisheries sector in Ghana under the leadership of the Ministry of Fisheries and Aquaculture Development (MOFAD) and the Fisheries Commission (FC). It builds on ongoing gender mainstreaming efforts of MOFAD, by identifying existing gaps and proposing strategic interventions to enhance greater accountability to the promotion of women's rights and gender equality in all the stages of the fisheries value chain in Ghana. This is in line with Ghana's commitment towards promoting women's rights and gender equality in decision-making in all socio-economic sectors.

The need for a strategy was identified during the year two planning session for the project which involved Fisheries officers from the Post-Harvest and M&E sectors. Even though the Government of Ghana has a gender policy and strategy, there is no equivalent policy or strategy concerning gender at the MOFA/FC level. We believe that one of the sectors that require critical gender analysis is the fisheries sector given the vital role it plays in the socio-economic development of the country.

Thus SNV and the Fisheries Commission worked with a number of gender related partners such as the Ministry of Gender, Children and Social Protection (MoGCSP), Women in Agricultural Development of the Ministry of Food and Agriculture (MOFA-WIAD), National Fishermen Association of Ghana (NAFAG) and the National Fish Processors and Traders Association of Ghana (NAFPTA) to develop the strategy which includes a five-year action plan for implementing the strategy. In addition to the strategy document, the project is supporting the development of training manuals on the strategy which will be used to train Zonal Fisheries and M&E officers and further provide coaching services to Fisheries officers to implement the strategy in the various districts thus mainstreaming gender responsiveness in the day to day delivery of their duties. Ongoing efforts by MOFAD in the area of gender such as "involving women and men engaged in the fisheries sector at national and local level"; confirms that, even though actions on gender mainstreaming are being undertaken, they are not clearly defined within the current framework of MOFAD. Hence the need to develop the Gender Mainstreaming Strategy to inform in a comprehensive manner, the process of promoting women and men's equal participation in the fisheries sector. Also, the implementation of this strategy will help fishers along the value chain build upon their gender responsive capabilities and strengthen their confidence to improve upon their livelihoods.

## **BACKGROUND**

The Government of the Republic of Ghana (GoG), through the Ministry of Fisheries and Aquaculture Development (MOFAD) has the commitment to increase fish food security, fish production, employment and creation of additional job opportunities, foreign exchange earnings and overall national development. USAID/Ghana under the SNV-led Sustainable Fisheries Management Project (SFMP) has committed funds to support GoG's fisheries development objective. As a core feature of this support, the SFMP facilitated by SNV is working with MOFAD and the Fisheries Commission (FC) to mainstream gender at all levels of the fisheries value chain and in all the policies, structures and processes of the fisheries sector. To ensure that gender gaps in the fisheries sector are addressed to achieve GoG commitments, MOFAD in collaboration with the Fisheries Commission and support from the

SFMP has developed a Gender Mainstreaming Strategy (GMS) with an Action Plan for the Fisheries Sector.

The Gender Mainstreaming Strategy (GMS) of the Ministry of Fisheries and Aquaculture Development (MOFAD) serves as the framework for promoting gender responsiveness in the fisheries sector in Ghana under the leadership of MOFAD and the Fisheries Commission (FC). It builds on ongoing gender mainstreaming efforts of MOFAD, by identifying existing gaps and proposing strategic interventions to enhance greater accountability for the promotion of women’s rights and gender equality in all the stages of the fisheries value chain in Ghana. This is in line with Ghana’s commitment towards promoting women’s rights and gender equality in decision-making and in all socio-economic sectors.

The organization of a two-day training workshop was one of the activities outlined in the Action Plan of the GMS. Organised under the theme: “Towards Implementing the Gender Mainstreaming Strategy (GMS) of MOFAD” the workshop sought to strengthen the capacity of the staff of MOFAD and the Fisheries Commission (FC) to implement actions outlined in the Gender Mainstreaming Strategy (GMS). A total number of twenty-three (23) women and men (including the trainers) participated in the training workshop<sup>1</sup>. The table below is a disaggregation by organizational category and sex:

**Table 1 disaggregation by organizational category and sex**

Category	Female	Male	Total
FC Zonal and M&E Staff	11	3	14
SNV Staff	1	1	2
SFMP Partners	2	-	2
Fisheries Commission (Gender Team)	2	-	2
SFMP	1	-	1
Trainers	2	-	2
	<b>19</b>	<b>4</b>	<b>23</b>

The training was conducted by Dr. Rose Mensah-Kutin and Ms. Patricia Blankson Akakpo, the consultants working with MOFAD, FC and SNV on the Gender Mainstreaming Strategy (GMS) for the fisheries sector in Ghana.

## **OBJECTIVES**

- To increase the knowledge of Zonal fisheries officers on how to mainstream gender in their day to day work.
- To train Fisheries Zonal officers on the new Gender Mainstreaming strategy

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<sup>1</sup>Participants list attached as Annex 1



## **Expected Outcomes**

- Increased ability of Zonal officers to mainstream Gender responsiveness in their daily work.
- Zonal fisheries officers knowledgeable of the Gender Mainstreaming Manual.
- Increased opportunity to implement the Strategy action plan within the Fisheries Sector.

## **Methodology**

A Training Manual was developed to guide the training process. It was used to allow participants to learn as well as contribute ideas and experiences for the Manual's finalization so it could be adapted for use at different organizational levels to benefit other staff and stakeholders in the fisheries sector. The training adopted a participatory and gender responsive approach that allowed interactive discussion of critical gender issues in the fisheries sector. This promoted an enabling and empowering atmosphere for learning and sharing. All participants had an equal chance to participate actively and contribute their views and perspectives in the discussions.

The training sessions utilized the following methods: presentations, Question and Answer (Q & A), group work, role play, brainstorming and plenary discussions.

## **DAY 1: UNDERSTANDING GENDER CONCEPTS**

Day One was devoted to setting the context to create an enabling atmosphere to facilitate interactive sessions; creating gender awareness by assessing the level of gender awareness of participants as individuals and in the discharge of their official duties as well as the gender preparedness of MOFAD and the Fisheries Commission (FC) to implement the gender mainstreaming strategy to enhance their work from a gender perspective<sup>2</sup>.

### **Opening and Context Setting**

Dr. Margaret Ottah Atikpo of the SFMP welcomed participants and noted the importance of staff of the Fisheries Commission to mainstream gender in their work. She said the SFMP is committed to gender mainstreaming thus working with other partners to address gender gaps as well as promote equal opportunities and co-management in the fisheries sector. She urged participants to take the training seriously and encouraged active interaction among the participants and the trainers.

Ms. Benedicta Avega of SNV said the SFMP is a USAID funded project and the SNV was mandated to work with the Fisheries Commission to develop the GMS for the fisheries sector. The training was therefore to help staff of the Fisheries Commission to better understand gender concepts to be able to apply it in their work.

Ms. Patricia Blankson Akakpo on behalf of the trainers said the training was intended to

- equip a core group of staff of MOFAD and the Fisheries Commission with knowledge and skills of training so they can act as trainers on gender mainstreaming in the fisheries sector;

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<sup>2</sup> Check Day 1 training materials for presentations

- strengthen the capacity of participants on gender issues and their relevance in the fisheries sector;
- facilitate discussion on incorporating gender issues in MOFAD and the Fisheries Commission's work program;
- introduce and equip participants on gender responsive tools that can facilitate the operationalization of the Gender Mainstreaming Strategy (GMS).

Ms. Akakpo noted that the fisheries sector requires a critical gender analysis given its vital role in the socio-economic development of the country. The sector contributes 3% of Gross Domestic Product (GDP) and 5% of total agriculture GDP and a major source of employment and livelihood to not only coastal communities but also to those involved in inland fishing and aquaculture development. Women's contributions to this sector are under-represented, in spite of the key role they play along the value chain.

She said the training manual that has been developed for the GMS and being used as the main training tool for the workshop, will serve as a guide for staff of the MOFAD and the Fisheries Commission and related agencies/departments to mainstream gender in their work.

### **River of Life**

The 'river of life' drawing is an exercise which allows participants to share personal experiences on different stages of their life focusing on a specific issue. Using their individual drawings, participants shared experiences through pictorial presentation of different stages of their work life highlighting on the following:

- Any discrimination that they faced as a result of their sex?
- Any personal attitudes, behavior or decisions they took which either promoted gender equality or created gender inequality in the course of their work or at any other stage in their life?
- Any bottlenecks that derailed their efforts to promote gender equality?

The exercise enabled participants to carry out a self-reflection in order to assess how their actions or inactions have contributed to the consolidation of the status quo of women's subordination or effect change to create equal opportunities for both women and men; and girls and boys.

During the presentations of the sketches the following issues were discussed and placed in the 'parking lot' for further discussions:

## **Parking Lot**

- Females are feeble
- Female do not go to sea
- Fish processing is female dominated – why?
- Males do the tedious work
- Few females are interested in Aquaculture
- Corruption and Gender discrimination (Gender Corruption)
- Men are risk takers while women are risk averse

A key learning point that emerged during the discussions was the need to put in place mechanisms/structures that promote equity and equality depending on the context. It was noted that in creating equal opportunities, there may be instances where special opportunities have to be created for women and girls and other socially-excluded groups to facilitate their accessibility of opportunities and resources.

## **Participants Expectations**

Below were what participants expressed as their expectations at the end of the two-day training:

- Understand gender concepts;
- Understand the relationship between corruption and gender discrimination;
- Specific actions that lead to gender discrimination;
- Identify tools to use to promote equal opportunities for all;
- Better understanding mainstreaming gender in the fisheries sector.

## **Creating Gender Awareness**

This session focused on basic gender concepts and definitions; explored how socialization determines the gender roles of girls and boys, women and men; and finally analysed how gender

## **Exploring Gender**

For a better understanding of gender concepts and how socialisation has shaped their lives, participants were divided into three (3) groups to discuss the following:

- Distinguish between 'sex' and 'gender'
- Brainstorm on what it means to be a girl or a boy
- List the roles of women and men in your community
- List the roles of women and men in the fisheries value chain
- List and explain any gender concepts you know

Below are reports from the groups:

**Table 2 reports from group**

<b>QUESTION</b>	<b>GROUP 1</b>	<b>GROUP 2</b>	<b>GROUP 3</b>
Distinguish between sex and gender	<p><b>Sex</b> – Biological, cannot be changed</p> <p><b>Gender</b> – socially determined roles, can be changed</p>	<p><b>Sex</b> – the biological make-up of a person</p> <p><b>Gender</b> – roles assigned to the different sexes</p>	<p><b>Sex</b> – natural/biological orientation of an individual</p> <p><b>Gender</b> – assigned role/responsibility of an individual</p>
Brainstorm on what it means to be a girl or a boy	<ul style="list-style-type: none"> <li>○ Female sex organ</li> <li>○ Courteous and gentle</li> </ul>	Genitalia/sex organ	Biological/hormonal and physical make-up of an individual Behavior/interactions
List the role of women and men in your community	<p><b>Women</b></p> <ul style="list-style-type: none"> <li>○ Takes care of home – sweeping, cooking, cleaning, washing</li> <li>○ Traders</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>○ Protectors and breadwinners</li> <li>○ Discipline</li> <li>○ Hard labor</li> </ul>	<p><b>Women</b></p> <ul style="list-style-type: none"> <li>○ Do all the household chores</li> <li>○ Taking care of children</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>○ “Masculine” work</li> <li>○ Breadwinners/’sole’ financiers</li> <li>○ Take leadership roles</li> </ul>	<p><b>Women</b></p> <ul style="list-style-type: none"> <li>○ Child bearing</li> <li>○ Home management</li> <li>○ Childcare</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>○ Do manual work (tedious work)</li> <li>○ Take up leadership roles</li> <li>○ Breadwinners</li> </ul>
List the role of women and men in the fisheries value chain	<p><b>Women</b></p> <ul style="list-style-type: none"> <li>○ Clean - scale fish, dry, salt, fry and ferment</li> <li>○ Sell/market fish</li> <li>○ Finance fishing trips</li> <li>○ Porters</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>○ Harvest fish</li> <li>○ Maintain the fishing gears</li> <li>○ Construct ponds, boats</li> </ul>	<p><b>Women</b></p> <ul style="list-style-type: none"> <li>○ Fish processors</li> <li>○ Financiers of fishing expeditions</li> <li>○ Porters</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>○ Fishermen</li> <li>○ Canoe Owners</li> <li>○ Producers</li> </ul>	<p><b>Women</b></p> <ul style="list-style-type: none"> <li>○ Fish processing (cutting, salting and smoking)</li> <li>○ Porters</li> <li>○ Fish feeding</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>○ Pond construction</li> <li>○ Canoe Carvers</li> <li>○ Porters</li> </ul>

QUESTION	GROUP 1	GROUP 2	GROUP 3
	<ul style="list-style-type: none"> <li>○ porters</li> </ul>		<ul style="list-style-type: none"> <li>○ Harvesting</li> <li>○ Transportation</li> <li>○ Distribution</li> </ul>
List and explain any gender concepts you know	<p><b>Gender Equality</b> – everyone receives the same opportunity/treatment without any discrimination</p> <p><b>Gender Equity</b> – allocation of opportunities based on individual needs without any discrimination</p>	<p><b>Gender Equality</b> – equal opportunities for all</p> <p><b>Gender Equity</b> – resourcing less advantaged to be at par with others. This means that different treatment is needed to ensure equality of opportunity</p> <p><b>Gender Discrimination</b> – denying one an opportunity based on the sex/state</p> <p><b>Gender Mainstreaming</b> – strategy to bring equality between men and women</p>	<p><b>Affirmative Action</b> – positive discrimination due to gender imbalance e.g. education of the girl child</p>

The issue of why women do not go fishing came up and participants indicated that cultural belief is a key factor that discourages women to go fishing. They noted that while ‘sex’ was biological and one’s ‘gender’ is determined by their sex, unfortunately, gender roles are influenced by cultural norms and socialization.

The activity strengthened participants understanding of sex and gender roles. The trainers emphasized that what society expected from women and men, or from girls and boys may be different depending on the cultural setting and socialization; however, female and male reproductive functions are the same across the world; thus recognizing the cultural dynamics when identifying gender gaps in order to address inequalities is critical, especially, given the paramount role traditional norms and practices play in the fisheries sector.

## **Gender Mainstreaming in MOFAD and the Fisheries Commission**

This session prepared participants to recognise and respond to different forms of resistance to gender equality amongst colleagues and management; stakeholders and within formal and informal institutions in the fisheries sector.

### **Building a gender-aware Ministry/FC**

Having brainstormed on the gender concepts and definitions, participants reflected on the following:

- How they have been discharging their duties in their various organisations
- Deliberated on what gender mainstreaming meant to management and staff of the Fisheries Commission and MOFAD
- Assessed the various ways in which gender gaps in the sector are inhibiting MOFAD and its agencies commitment to gender equality and equity in fisheries and aquaculture development.

Participants were then taken through the six (6) strategic objectives of MOFAD's Gender Mainstreaming Strategy (GMS) for the fisheries sector – these were:

- 1. Restructure MOFAD/FC's programme of work and cooperation with stakeholders in fisheries sector from a gender perspective;**
- 2. Strengthen gender mainstreaming capacity at policy and implementation levels of the fisheries value chain;**
- 3. Create an enabling environment to enhance the process of gender responsive fisheries management to ensure women and men have equal opportunities as fisheries decision-makers and co-managers;**
- 4. Strengthen capacities of women and men fisheries associations including CSOs to**

**Figure 1 six strategic objectives**

In small groups, participants discussed the four (4) pre-requisites for a gender mainstreaming framework to be implemented successfully. These are: political will, organisational culture, technical capacity and accountability. The activity helped participants to assess the readiness of MOFAD and the Fisheries Commission (FC) to implement the gender mainstreaming strategy in the fisheries sector. After the discussions, each group drew two pictures: the first picture showing the current gender-aware status of the FC and the second referred to as the 'rich picture' depicting the level of gender awareness they would want to see being exhibited by the FC.

- Gender Mainstreaming Framework
- Political Will: Ways in which the political leadership including senior and middle level management show their commitment to gender equality. These can include directors who publicly support gender equality, commit human and technical resources; and institute internal structures, systems and practices.
- Organisational Culture: Norms, beliefs and codes of behavior that support or undermine gender equality in the Ministry/FC or amongst staff. These include how staff relate; what ideas are considered to be acceptable; how staff are expected to behave; and what behaviors are rewarded.
- Technical Capacity: The skills and knowledge that staff need to develop in order to mainstream gender.

The groups presented their reports as follows:

**Table 3 report presentation**

<b>GROUP</b>	<b>POLITICAL WILL</b>	<b>ORGANISATIONAL CULTURE</b>	<b>TECHNICAL CAPACITY</b>	<b>ACCOUNTABILITY</b>
Group 1	Yes, development of the training manual, the ongoing gender training and formation of NAFPTA are examples	Equal chances are given to both male and female staff	Gender training for staff are ongoing to increase the awareness level of staff	Intentions in the near future to introduce vessels which are gender friendly  M&E questionnaire focuses on both males and females
Group 2	Supports gender mainstreaming	Monitoring, Control and Surveillance Division (MCS) discriminate against women	There is gender discrimination resulting from lack of facilities	M&E not gender sensitive  Lack of accommodation facilities  Lack of means of mobility
Group 3	Yes Readily accepted and willingly supported the GMS  Allowed staff to participate in GMS program	Yes No discrimination – nothing like male or female related work e.g. male and female extension officers, zonal directors, MCS, FSSO	No, we don't have technical capacity – number of participants in this training are few (not all regions are represented)	Yes Structure (organogram)  Career progression  Data is sometimes gender disaggregated



Participants were cautioned to expect different forms of opposition to gender equality promotion amongst staff and management. Addressing the resistance requires practical skills and strategies to influence change among colleagues who do not yet share the Fisheries Commission’s commitment to gender equality. The trainers emphasized that gender mainstreaming is ‘political’ because it analyses and challenges power relations that reproduce gender inequality, and promotes the empowerment of women and girls. Thus for MOFAD and its agencies to be gender responsive, there was the need for the full support and political will of its leadership.



**Figure 2 cross section of participants**

### **Operationalising the GMS Action Plan**

Participants were taken through each of the six (6) strategic objectives of the Gender Mainstreaming Strategy (GMS) developed by MOFAD in collaboration with the Fisheries Commission. The training equipped participants with the needed tools and skills to facilitate the implementation of the Action Plan of the GMS.

### **MOFAD/FC’s work program and cooperation with stakeholders**

With the help of a gender mainstreaming checklist, participants brainstormed on how MOFAD and the Fisheries Commission can redefine their work and engagement with stakeholders from a gender perspective.

### **Gender Mainstreaming Checklist<sup>3</sup>**

**Table 4 checklist**

Key Areas	Checklist
Allocation of Resources	Is resource allocation gender equitable? Does it consider the likely impact of resource allocations on women and men; girls and boys; youth and other marginalised groups in the fisheries sector?
Capacity Building	Is the staff including senior level management gender-aware? Does it reflect in their work? Is gender training part of MOFAD/FC’s training program?
Responsibilities	Are both female and male staff responsible for the planning, implementation and monitoring of MOFAD/FC’s work program? Does your policy/project interventions challenge the traditional

<sup>3</sup> Adapted from the USAID SFMP Gender Training Manual and modified

Key Areas	Checklist
	roles of women and men, when the traditional roles exclude women from participating in decisions affecting fisheries in their communities or does the Ministry/FC's interventions consolidates the status quo?
Knowledge and Information	Has gender disaggregated data been collected? Gender disaggregated information should be gathered in all field research. The information should be validated to curb the tendency of placing premium on men's views only. The validation process should be carried out separately for men and women?
Participation	Are all stakeholders given equal chance to participate in decision making? Is the Ministry/FC making extra effort to include the marginalized (women, men, youth, physically challenged persons) in decision making processes? Have extra provisions been made for nursing mothers, pregnant women and marginalised groups to participate effectively?
Leadership	Is the leadership including mid-level management staff committed to mainstreaming gender in their work program? What practical actions have been instituted to review MOFAD/FC's work program and cooperation with stakeholders from a gender perspective?

### Key Learnings/Day 1 Wrap Up

The training program was reviewed and the last topic for Day 1 on 'strengthening MOFAD/FC's gender mainstreaming capacity' was slotted for Day 2. The trainers re-emphasized on key learnings for the day which included:

- We are all influenced by gender: Expectations about what it means to be a female or male shape our lives. Our ideas and experiences about gender affect what we do and how we relate to others in every aspect of our lives. We must be willing to self-examine our attitudes, behaviors and experiences in order to raise our level of gender awareness.
- Sex and Gender are fundamentally different: Sex is biologically determined and remain unchanged. Gender is shaped by social relations and can be changed over time and may be different in different societies and contexts.
- Gender stereotypes affect the realization of rights: Gender stereotyping can lock women and men into behaviors that prevent them from developing their potentials
- We must walk the talk of gender equality. We can all challenge gender stereotypes by becoming aware of how we may be perpetuating them; by raising awareness on their effect in our lives; by explaining that they do not reflect the truth; and by adopting gender equitable behaviors.
- We must be prepared to recognise and respond to different forms of resistance to gender equality amongst staff. This requires practical skills and strategies for influencing change in our colleagues who do not yet share our commitment to gender equality.
- Politics of Gender Mainstreaming: Gender mainstreaming is 'political' because it analyses and challenges power relations that reproduce gender inequality, and it promotes the empowerment of women and girls.

## **Day 2: Tools to Facilitate Gender Mainstreaming**

Day 2 focused on equipping participants with tools to facilitate the creation of gender responsive process and interventions for women and men in the fisheries value chain to ensure equity and equality in fisheries management.

### **Day 1 Recap**

Ms. Patricia Blankson Akakpo on behalf of the trainers welcomed participants and took them through the program for the day. She said participants will be taken through the remaining five (5) strategic objectives and introduced to some tools which will help them in their efforts to mainstream gender in their work. She pointed out that the tools were not exhaustive and that the training will enable participants to incorporate gender dimensions in other existing tools that they are already using such as M&E tools.

Participants recapped Day 1 key issues discussed as follows:

- Gender Concepts
- Affirmative Action
- Gender Mainstreaming Framework
- River of life/work
- GMS strategic objectives
- FC promotes gender equality but not equity – inadequate resources leading to inequity

Note takers of Day 1 - Joseph Effah Ennin and Nadia Sarbah presented their report.

### **Operationalising the GMS Action Plan**

This was a continuation of the previous day's session on the Gender Mainstreaming Strategy (GMS) Action Plan. Through role play, brainstorming and plenary sessions; participants deliberated on the five (5) remaining strategic objectives.

### **Strengthen gender mainstreaming capacity of MOFAD and the FC**

Following up on the previous day's discussion on the gender mainstreaming checklist, participants were tasked in their new groups to discuss two (2) questions:

#### **Group 1**

- Do you think the leadership of the Ministry/FC has the political will to restructure its work program from a gender perspective?
- What will it take to carry out a successful review of its program?

#### **Group 2**

- In your opinion, how do you feel about this review and do you think the entire staff will be in support of the review of MOFAD/FC's program from a gender perspective. Give reasons for your views?
- What are the challenges you foresee in the review? How can these be addressed?

#### **Group 3**

- What are your gender training needs to facilitate your work?
- Do you think a Gender Unit should be established at the Ministry with a Gender Desk at Fisheries Commission with a full-time senior-level management staff? Give reasons for your answer?

The groups were at liberty to discuss a 3<sup>rd</sup> question of their choice with the trainers encouraging all the groups to discuss the last question, if possible.

The groups reported back as follows:

**Table 5 report from groups**

QUESTION	GROUP 1	GROUP 2	GROUP 3
Do you think the leadership of MOFAD/FC has the political will to restructure work program from a gender perspective?	Yes – the invitation to this training clearly shows a step in the right direction towards gender mainstreaming		
What will it take to carry out a successful review of its program?	<ul style="list-style-type: none"> <li>○ Commitment</li> <li>○ Funds</li> <li>○ Logistics</li> <li>○ Capacity building</li> <li>○ Dissemination of information and feedback</li> <li>○ Review of laws to be gender inclusive</li> <li>○ Adequate staffing</li> </ul>		
In your opinion, how do you feel about this review and do you think the entire staff will be in support of the review of MOFAD/FC's program from a gender perspective. Give reasons for your views?		No, staff insecurity	
What are the challenges you foresee in the review? How can these be addressed?		<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>○ Delay in decision making</li> <li>○ Withholding of resources</li> <li>○ Inadequate resources</li> </ul> <p><b>Possible Solutions</b> Education of staff on GMS review program</p>	
What are your gender training needs to facilitate your work?			Allocation of resources - Logistical support i.e. offices, vehicles, stationery, funds Capacity building at all levels of management
Do you think a Gender Unit should be established at the Ministry with a Gender Desk at Fisheries Commission with a full-time senior-level management staff? Give reasons for your answer?	Yes, a Gender Unit at the Ministry will: <ul style="list-style-type: none"> <li>○ Influence decision</li> <li>○ Design gender program</li> <li>○ Address issues</li> </ul>		Yes  Gender Unit should be established  Staffing of the unit must be a combination of all levels with the team leader knowledgeable in gender issues – will help in a succession plan and become a check for accountability

Participants deliberated on the group reports and noted the following:

- Gender mainstreaming is a global condition for funding thus the Ministry has no choice than to support it;
- With high increase in gender sensitivity, it will be difficult not to comply with the GMS;
- There is bound to be some difficulty reviewing the Ministry's work from a gender perspective; it is difficult but not undoable, if M&E tools are efficiently utilized;
- Need to put in mechanisms to track resource allocation and utilisation;
- Need core competencies with gender perspectives



**Figure 3 presentation of group reports**

Provision of adequate resources was noted as key in ensuring gender mainstreaming in the fisheries sector. Participants noted the need to engage more men to better understand and support gender equality to facilitate the process. The trainers advised that though gender mainstreaming may be a condition for the Ministry to secure funding, it is important that it is recognised as a key component to enhancing productivity in the sector rather than complying with a funding condition.

### ***Enabling environment for gender responsive fisheries management***

Participants were introduced to three (3) steps with the requisite tools that will help them analyse the power dynamics and the different stakeholders within the fisheries management space to enhance the creation of an enabling environment for women and men as co-managers and decision makers with equal opportunities.

The 3 steps were<sup>4</sup>:

Using the table below to identify key stakeholders in the fisheries sector:

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<sup>4</sup> See Day 2 power point presentations for details

## Step 1: Identifying the Key Stakeholders Involved in the Fisheries Sector

Table 6 key stakeholders in the fisheries sector

Key Stakeholder Groups and Individuals	Dominant Gender in the Group (state number of women and men in the group)		Engaged in fisheries management		Gender Expertise (X)	
	Female	Male	Female	Male	Female	Male

Participants agreed on the following as things to look out for when identifying stakeholders:

- Follow the value chain;
- Interaction with stakeholders;
- Develop interest/ identify their needs.

The trainers indicated that identifying the stakeholders and having background information on them helps in adopting specific strategies for engagement to achieve ones objective.

- Analysing the power dynamics by using the power cube tool

## Step 2: Power Cube

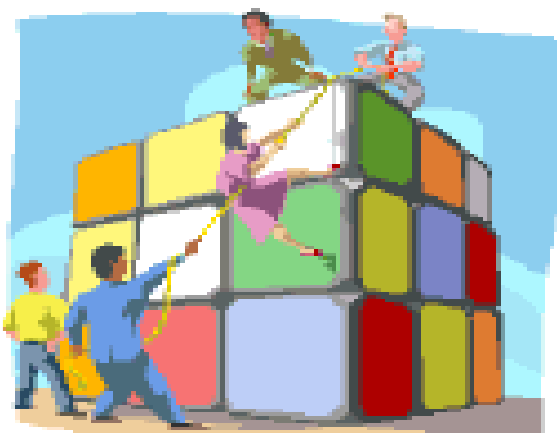
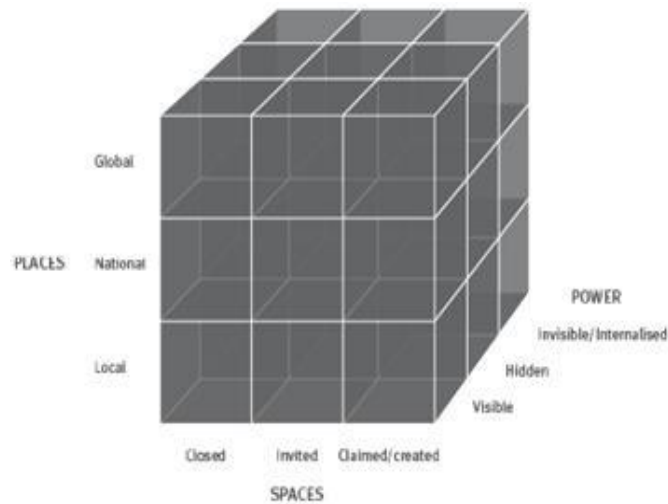


Figure 4 power cube



**Figure 5 power cube**

The Power Cube is a framework for analysing the levels, spaces and forms of power, and their inter-relationship. It is useful in letting one explore various aspects of power and how they interact with each other. It allows visually mapping of ourselves and our situation, including other actors, relationships and forces, and then looks at possibilities for movement, mobilisation and change. It allows people to plan advocacy and to find entry points for action.

- The **forms** dimension refers to the ways in which power manifests itself, including its **visible, hidden and invisible forms**.
- The spaces dimension of the cube refers to the potential arenas for participation and action, including what we call **closed, invited and claimed** spaces.
- The **levels/places** dimension of the cube refers to the differing layers of decision-making and authority held on a vertical scale, including the **local, national and global**. For the purposes of the fisheries, the training focused on the community, district/regional and national levels.

The different levels, spaces and forms of power were clearly explained with participants working in small groups to brainstorm on the power cube framework. Each group was tasked to discuss the following:

**Group 1**

- What spaces for engagement exist in the fisheries value chain?
- What are the terms for engagement?

**Group 2**

- What spaces exist for decision making? Are they closed, invited or claimed spaces?
- Who are the ‘power brokers’ in the spaces identified?

**Group 3**

- What interventions/strategies will you adopt to ensure that women, men, youth and other marginalised groups are part of the decision making spaces?



**Table 7 Group Reports**

<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>
<p><i>What spaces for engagement exist in the fisheries value chain?</i></p> <ul style="list-style-type: none"> <li>○ <i>Fishermen</i> – Closed/Invited</li> <li>○ <i>Fish traders</i> – Closed/Invited</li> <li>○ <i>Processors</i> – Closed/Invited</li> <li>○ <i>Fish farmers</i> – Closed/Invited</li> <li>○ <i>Transporters</i> – Closed/Invited</li> <li>○ <i>Pond construction</i> – Claimed</li> <li>○ <i>Porters</i> - Claimed</li> </ul>	<p><i>What spaces exist for decision making? Are they closed, invited or claimed spaces?</i></p> <p><i>Management</i> – Closed/ Claimed spaces</p> <p><i>Production</i> – Invited/Closed spaces</p> <p><i>Storage</i> – Closed</p> <p><i>Processing</i> – Invited/Closed spaces</p> <p><i>Marketing</i> – Invited/Claimed spaces</p> <p><i>Consumption</i> – Invited space</p>	<p><i>What interventions/strategies will you adopt to ensure that women, men, youth and other marginalised groups are part of the decision making spaces?</i></p> <p><b>Closed Space- Fisheries bodies</b></p> <ul style="list-style-type: none"> <li>○ Open Forum</li> <li>○ Staff meeting</li> <li>○ Education and advocacy by NCCE and FC staff</li> </ul> <p><b>Invited Space</b></p> <ul style="list-style-type: none"> <li>○ Education – NCCE</li> <li>○ Involvement of stakeholders in planning process</li> <li>○ Gender training</li> </ul> <p><b>Closed – Management</b></p> <ul style="list-style-type: none"> <li>○ One-on-one interaction with a management member</li> <li>○ Affirmative Action</li> <li>○ Gender training</li> </ul>
<p><i>What are the terms for engagement?</i></p> <p><b>Closed/Invited Spaces</b></p> <ul style="list-style-type: none"> <li>○ Engage in core activities</li> <li>○ Membership</li> <li>○ Formal invitation</li> <li>○ By appointment</li> </ul> <p><b>Claimed Space</b></p> <ul style="list-style-type: none"> <li>○ Verbal communication</li> <li>○ Informal invitation</li> </ul>	<p><i>Who are the ‘power brokers’ in the spaces identified?</i></p> <p><b>Management</b></p> <ul style="list-style-type: none"> <li>○ Regulatory institutions (FC, EPA and CSIR)</li> <li>○ Fisheries Bodies/associations</li> <li>○ CSOs</li> </ul> <p><b>Production</b></p> <ul style="list-style-type: none"> <li>○ Input dealers, FC, fisheries associations, EPA</li> </ul> <p><b>Storage</b></p> <ul style="list-style-type: none"> <li>○ Fisheries Associations, Regulatory institutions</li> </ul> <p><b>Processing</b></p> <ul style="list-style-type: none"> <li>○ Fisheries Associations, Regulatory institutions</li> </ul> <p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>○ Regulatory bodies (GSA, FDA)</li> </ul> <p><b>Consumption</b></p> <ul style="list-style-type: none"> <li>○ Consumer Association</li> </ul>	<p><b>Claimed/Created Space</b></p> <ul style="list-style-type: none"> <li>○ Education – NCCE</li> <li>○ Staff demonstrations</li> <li>○ Gender training</li> <li>○ Extension service</li> </ul>



After the brainstorming exercise, each group selected an issue within the fisheries value chain and performed a role play depicting the power dynamics. The role play which was recorded<sup>5</sup> focused on the following issues:

- Illegal fishing – impact of illegal fishing on women fishers;
- Pre-mix fuel - gendered power relations in allocation;
- Allocation of resources – power dynamics between management and staff.

All the groups clearly depicted the gender issues and power dynamics in the role plays performed implying their understanding of the power cube framework and capacity to apply it in their work. The trainers were highly impressed with their level of understanding given the limited timeframe for the training.

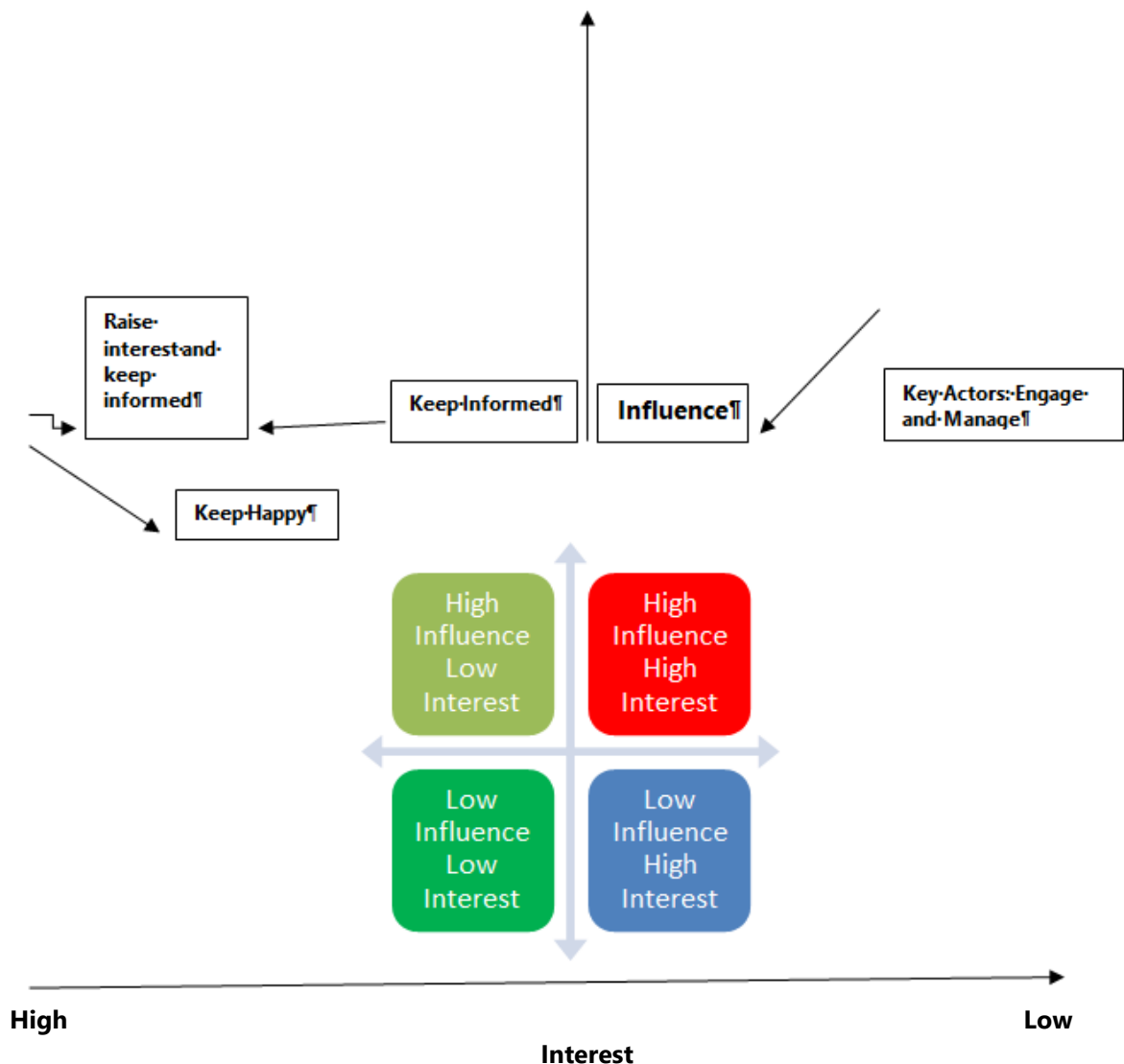
- Identifying actors in fisheries management using the Stakeholders' Analysis tool

After analyzing the power dynamics, the stakeholders' analysis tool will help to identify allies that will support interventions/strategies for change to ensure that women and men including other marginalized groups are part of the decision making levels and as co-managers of the fisheries sector. It is equally important to identify those who are either against or have no interest in the interventions/strategies for change.

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<sup>5</sup> See attached video recordings – credit: CEWEFIA

### Step 3: Stakeholders Analysis: Engagement and Partnerships Decisions



**Figure 6 stakeholders analysis**

The trainers pointed out that stakeholders with either low or high influence and/or interest could either be for or against the interventions for change. It is therefore important to adopt different strategies to deal with the different interests and levels of influence. Participants were advised to bring along those with low influence and interest with the aim of raising their interest for the interventions. Their level of influence might change in the medium or long term, thus, the need to get them to be on the same level to support the proposed interventions.

#### **Strengthen capacities of fisheries associations including CSOs**

Participants discussed strategies and tools required to strengthen capacities of partners to improve communication, networking and shared decision making in the fisheries sector. The following were highlighted as key developing capacity building interventions:

- Work with fisheries associations and CSOs involved to carry out a gender needs assessment to ascertain which capacities need to be strengthened;
- Work with all stakeholders to design user-friendly tools for conflict management' alliance building and networking;

- Collaborate with the different bodies including CSOs to strengthen communication channels and leadership skills;
- Review of governance structures;

For effective conflict management, participants discussed different styles<sup>6</sup> of conflict management. These were the:

- Avoider
- Accommodator
- Compromiser
- Controller
- Empathetic Joint-Problem Solver

**Table 8 conflict management styles**

STYLE	ADVANTAGES	DISADVANTAGES	COST
<b>Avoider:</b> This conflict style is about avoidance of the conflict! Avoiding may involve postponing an issue until a better time, withdrawing from a threatening situation, or denying that a problem exists. It involves using uncooperative and unassertive behavior, often resulting in indifference or withdrawal	This can be advantageous if a conflict is very hot or very cold. If a fight is happening, sometimes stepping to one side can keep us safe. If a conflict is so cold or uninteresting, it may simply not be worth engaging with it.	When conflict is avoided on a regular basis, we may never get our needs met and change may never happen.	This style has a high cost as conflict is not resolved, contentious issues remain unchallenged, and resentment and bitterness may grow in the avoider. The relationship and the resolution are in danger.
<b>Accommodator</b> - This conflict style is about creating an accommodation! Quite often neglects your own concerns to satisfy concerns of others. This co-operative, but unassertive behaviour, puts another's needs above one's own. It may take the form of selfish generosity or charity, obeying another person's order, or yielding to another person's point of view.	This style can be advantageous when the relationship is more important than the conflict as the accommodator will always seek to salvage the relationship. In a community conflict, an accommodator can be useful to move a conflict forward.	Unlike an avoider, the accommodator will hear the conflict. However, they will inevitably try to smooth over the difficulties and in doing so may well lose the opportunity to resolve the issues.	The accommodator will inevitably sacrifice their own needs for the needs of the other party. Although this may appear noble and can salvage the relationship, it can result in short term peace.
<b>Compromiser</b> – This	The compromiser will	In order to win a little, the	The compromiser can

<sup>6</sup> Source: Coady International Institute: *Foundations in Leadership & Adult Education Manual*

STYLE	ADVANTAGES	DISADVANTAGES	COST
<p>conflict style is about creating a compromise! When compromising two individuals work toward finding a mutually acceptable solution that at least partially satisfies the needs of both parties. This falls between competing and accommodating because it gives up more than competing, but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but doesn't explore an issue in as much depth as joint problem solving.</p>	<p>win part of the settlement in this conflict. Therefore, the conflict is to some extent resolved.</p>	<p>compromiser may lose a little in the settlement. Therefore, in the long term, there is a danger that this conflict may re-occur. The compromise is a short-term settlement.</p>	<p>see the problem and is willing to sacrifice some of their interests for a short-term goal. Therefore, they are partly addressing both the relationship and the resolution.</p>
<p><b>Controller</b> – This conflict style is about regaining control! When controlling, the individual pursues his/her own concerns at the expense of the other person. This may involve the use of personal power to win one's own position. This power may relate to one's ability to argue or coerce, one's rank, position or status, or one's ability to impose economic sanctions. Controlling might mean assertively standing up for your rights and defending a position that you believe is correct, or aggressively trying to win. The strategy is effective from the winner's point of view, but not from the loser's point of view.</p>	<p>Wants to win at all costs. In terms of a justice issue or an issue of principle, this can be a very clear approach to standing by your values.</p>	<p>So strong is the desire to win the conflict that relationships are of no consequence. Therefore, they will go for the win at all costs. How others view them is of no importance as they pride themselves in their strength in the storm</p>	<p>Where the resolution may be met, the relationships may be in ruins.</p>
<p><b>Empathetic Joint-Problem Solver</b> – This conflict style is about problem solving! It involves working with the other person to find a solution that fully satisfies the concerns of both parties using co-operation and assertive behavior. It means</p>	<p>The problem solver wants to work through the issues and pay attention to the relationships as well. In the long term then, the resolution is more likely to hold.</p>	<p>It is unlikely that this will be a short-term style and would not be useful in an emergency.</p>	<p>This is a time consuming approach, but in the long run both the relationship and the resolution are given equal importance.</p>

STYLE	ADVANTAGES	DISADVANTAGES	COST
<p>looking at underlying concerns and finding an alternative that meets both sets of concerns.</p> <p>This may involve exploring a disagreement to learn from each other's insights, or confronting and trying to find creative solutions to an identified problem.</p> <p>This conflict style is about the individual choosing to deal with the conflict by ensuring that both parties' needs are given equal attention. They are empathetic as they have a deep sense of what the other party's needs are and that this is of direct concern for them as well.</p>			

The trainers pointed out, the need to assess the context within which the conflict occurred to determine which style to adopt at a given time, since each of the styles comes with its advantages, disadvantages and cost. In all situations, it is important to weigh the cost against the advantages.

### **Improving the fisheries value chain to protect livelihoods**

Using the table below, participants identified key gender issues in the fisheries value chain and brainstormed on:

- What the gender dimensions were for each issue?
- How the issue affected women and men?
- What power does men and women have to influence the issue?
- What are the practical and strategic interests of men and women in the issue?

**Table 9 key gender issues in the fisheries value chain**

Key Issue	Gender Dimensions	Possible Interventions to address the Issue

The following analytical lenses<sup>7</sup> were introduced to help participants design best practices, innovations and the technical know-how to improve the fisheries value chain.

- Gender Lens – using a gender lens means being analytical about the gender division of labor and access and control over resources. It of it as putting on a pair of glasses, one lens sees the participation, needs, capabilities and realities of women and girls with the other seeing that of men and boys;
- 
- Livelihoods Lens – this lens recognises that everyone has capabilities, assets, options and strategies and can participate in the development of their livelihoods. It stresses the importance of formal and informal institutions and processes;
- 
- Well-being Lens: it adopts the broad view of health and the determinants of health and emphasizes the relational aspects of life - how relations of love and care; networks of support and obligation; relations with the state concerning law, politics and welfare; and social, political and cultural identities influence well-being. It also has an important subjective component: acknowledging and appreciating peoples’ own perceptions, values, experiences and feelings. These subjective aspects help determine what people can do and what they can be in regards to issues such as voice, respect, dignity and vulnerability.

### **Knowledge creation, information management and gender responsive M&E**

Dr. Rose Mensah-Kutin introduced participants to steps<sup>8</sup> to follow when carrying out gender sensitive monitoring and evaluation; and basic data collection methods:

- Step 1: Understanding what gender sensitive monitoring and evaluation is
- Step 2: Difference between monitoring and evaluation
- Step 3: Steps in preparing to monitor and evaluate from a gender sensitive perspective
- Step 4: Framework for monitoring and evaluating fisheries sector based on gender sensitive measures
- Step 5: Basic data collection methodologies

### **Evaluation**

The two-day training though intensive was deemed as very successful at the end of the training by the participants. An evaluation carried out revealed that an enabling learning environment was created that provided space for interaction and sharing of experiences with the trainers ensuring equal participation of all. The training enabled participants to discuss and better appreciate the concept of ‘gender mainstreaming’. All the participants indicated their readiness to incorporate gender perspectives in their work. The evaluation showed that participants have learnt new things and acquired skills to facilitate the achievement of gender mainstreaming in their respective departments/units and the fisheries sector in general.

Generally, participants were satisfied with the overall organisation of the training including venue, catering arrangements and sessions especially the interactive methodology adopted for

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<sup>7</sup> Refer to Day 2 presentation and the GMS Training Manual

<sup>8</sup> Refer to GMS Training Manual

the training which included group work, brainstorming, role play and presentations. However, the findings showed that the training programme was loaded, which did not allow thorough discussions of some topics. Participants felt the training duration should have been at least 3 days with all participants in residence to facilitate further discussions among participants in the evenings.

A total of fifteen (15) participants completed the evaluation forms. In describing their level of satisfaction with a rating of 'excellent, very good, good, average, poor'; 3 rated their level of satisfaction as 'excellent' with 7 as 'very good' and the remaining 5 rating their level of satisfaction as 'good'. All the 15 respondents indicated their willingness to incorporate gender in their work. The most liked aspect of the training was the methodology while the least liked was the duration which was considered very short with a fully packed programme. Six (6) respondents did not have any least liked aspect of the training. The respondents made the following recommendations for future training:

- more role plays
- train more staff
- extend training duration to at least 3 days
- training should be residential for all participants
- inclusion of representatives of fisheries associations in the training
- inclusion of more zonal officers in the training
- periodic updates on gender mainstreaming issues
- participants should be taken through the GMS document

Respondents appreciated the fact that the trainers respected feedback from participants and also addressed issues raised during discussions.

It is expected that the trained officers will form a critical mass that will lead the Fisheries Commission to achieve its objective of gender mainstreaming in the fisheries sector.

## **WRAP UP/END OF TRAINING**

Participants said the training has enabled them to gain knowledge and have become more conscious of gender issues which will help them in their line of work. According to them, the training as served as an eye opener to gender issues and rated the 2-day training as very educative, interesting and successful. They re-echoed the need to extend the training duration.

On behalf of the Fisheries Commission, Ms. Matilda Quist, the gender focal person said she has learnt few things about gender; and that the training has been educative and broadened her perspective on gender. She urged the trained officers to apply knowledge gained in their field of work and ensured that data collection includes women, men, girls, boys and other disadvantaged categories to promote inclusive participation and development of the fisheries sector. Ms. Quist reiterated the need for the Fisheries Commission to extend the training to all staff.

Dr. Margaret Ottah Atikpo re-emphasized SFMP readiness to support and extend the training. She said the training has been interesting and educative; and congratulated the trainers for work well done.

The trainers - Dr. Rose Mensah-Kutin and Ms. Patricia Blankson Akakpo were appreciative of participants' level of participation and the seriousness they attached to the training which contributed greatly to a successful training. They encouraged participants to use knowledge gained and the tools introduced in their work to sharpen skills acquired. The trainers indicated their willingness to support the trained officers and urged them to contact them for further clarifications and/or technical advice whenever the need arise. They applauded efforts

by MOFAD and the Fisheries Commission to gender mainstreaming the fisheries sector and hoped the Gender Mainstreaming Strategy (GMS) Action Plan will be followed through to achieve the intended outcomes.

## **ANNEXES**

### **Annex 1 Participants List**

PDF Attached

### **Annex 2 Program**

**TWO-DAY TRAINING WORKSHOP  
ON  
THE IMPLEMENTATION OF THE GENDER MAINSTREAMING STRATEGY  
(GMS)  
FOR  
NATIONAL AND ZONAL STAFF OF MOFAD AND FISHERIES COMMISSION  
(FC)**

**9<sup>th</sup> – 10<sup>th</sup> FEBRUARY, 2017  
AMPOMAA HOTEL, EAST LEGON**

**PROGRAMME  
FACILITATORS: ROSE MENSAH-KUTIN AND PATRICIA BLANKSON AKAKPO**

**Table 10 agenda**

<b>TIME</b>	<b>SESSION</b>	<b>OBJECTIVES</b>
	<b>Day 1</b>	
8:30am	Registration	SNV and FC
	Setting the Context	
9:00-9:45am	Welcome Remarks, Introductions and Expectations <ul style="list-style-type: none"> <li>▪ MOFAD/Fisheries Commission</li> <li>▪ SNV</li> <li>▪ Introduction of Participants</li> <li>▪ Workshop Objectives</li> <li>▪ Expectations</li> </ul>	This session will establish the atmosphere and provide the overview for the 2-day training workshop
	Creating Gender Awareness	
9:45-10:45am	Exploring Gender <ul style="list-style-type: none"> <li>▪ Gender Concepts and Definitions</li> </ul> Methodology: Brainstorming, group work, discussions and plenary	To explore key gender concepts and definitions and their implications for policy and practice
10:45-11:00am	Health Break	
	Gender Mainstreaming in MOFAD and the FC	
11:00-12:30pm	Building a gender-aware Ministry/FC <ul style="list-style-type: none"> <li>▪ Self-reflections (using gender marker) on current ways in which</li> </ul>	Having understood gender concepts and definitions, participants reflect on how they have been discharging



<b>TIME</b>	<b>SESSION</b>	<b>OBJECTIVES</b>
	<p>participants carry out their duties from a gender perspective</p> <ul style="list-style-type: none"> <li>▪ Sharing your vision of a gender-responsive Ministry/FC</li> <li>▪ Gender Mainstreaming Framework for a Gender-Aware Institution</li> </ul> <p>Methodology: Interactive session guided by questions, breakout sessions and open discussions in a plenary.</p>	<p>their duties</p> <p>To discuss what gender mainstreaming means to the management and staff</p> <p>To look at ways in which gender inequality is inhibiting the Ministry and its agencies commitment to gender equality and equity in fisheries and aquaculture development.</p>
12:30-1:30pm	Lunch	
	Operationalising the Gender Mainstreaming Strategy (GMS) Action Plan	
1:30pm-3:00pm	<p>MOFAD/FC's program work and cooperation with stakeholders</p> <p>MOFAD/FC's work program and stakeholders' engagement</p> <p>Methodology: Brainstorming, breakout sessions and discussions in a plenary</p>	To brainstorm on how the Ministry/FC can redefine its work program and stakeholders' engagement from a gender perspective
3:00-3:30pm	Health Break	
3:30-4:30pm	<p>Strengthen gender mainstreaming capacity of MOFAD and the FC</p> <ul style="list-style-type: none"> <li>▪ Gender mainstreaming capacity of MOFAD/FC</li> </ul> <p>Methodology: Breakout sessions and plenary</p>	To assess the gender capacity of MOFAD and the FC
4:30-5:00pm	End of Day 1	To draw out key learning points
	<b>Day 2</b>	
8:30am	<i>Registration</i>	SNV and FC
9:30-11:00am	<p><i>Enabling environment for gender-responsive fisheries management</i></p> <ul style="list-style-type: none"> <li>▪ <i>Identifying the key stakeholders in the fisheries sector</i></li> <li>▪ <i>Analysing the power dynamics</i></li> <li>▪ <i>Identifying actors in fisheries management</i></li> <li>▪ <i>Stakeholders' Analysis: Engagement and partnerships decisions</i></li> </ul> <p>Methodology: <i>Brainstorming, breakout sessions, role play and plenary discussions</i></p>	To equip participants with tools to facilitate the creation of gender responsive process and interventions for women and men to ensure equity and equality in fisheries management
11:00-11:30am	<i>Health Break</i>	
11:30-1:00pm	<i>Strengthen capacities of women and men associations including CSOs</i>	To discuss skills and tools to facilitate strengthening

<b>TIME</b>	<b>SESSION</b>	<b>OBJECTIVES</b>
	<ul style="list-style-type: none"> <li>▪ <i>Effective communication, networking and shared decision making</i></li> <li>▪ <i>Conflict management styles</i></li> </ul> <p><i>Methodology: Presentation and open discussions</i></p>	capacities of fisheries associations including CSOs
1:00-2:30pm	<p><i>Improving the fisheries value chain</i></p> <ul style="list-style-type: none"> <li>▪ <i>Key gender issues in the fisheries sector</i></li> <li>▪ <i>Gender Analytical lenses</i></li> </ul> <p><i>Methodology: Presentation and open discussions</i></p>	To equip participants with gender responsive skills and tools as ways to introduce best practices in the fisheries value chain
2:30-4:00pm	<p><i>Knowledge creation, information management and gender-responsive M&amp;E</i></p> <ul style="list-style-type: none"> <li>▪ <i>Gender sensitive M&amp;E</i></li> <li>▪ <i>Basic data collection methodologies</i></li> </ul> <p><i>Methodology: Open discussions, buzz groups and plenary</i></p>	To understand gender sensitive frameworks for monitoring and evaluating actions in the fisheries sector
4:00-4:30pm	<p><i>End of Workshop/Closing</i></p> <ul style="list-style-type: none"> <li>▪ <i>Key learning points</i></li> <li>▪ <i>Next Steps</i></li> <li>▪ <i>Closing Remarks</i></li> <li>▪ <i>Wrap Up</i></li> </ul>	To wrap up the 2-day training workshop

## **Annex 3      Concept Note**

### **TRAINING WORKSHOP ON THE IMPLEMENTATION OF THE GENDER MAINSTREAMING STRATEGY (GMS) FOR NATIONAL AND ZONAL STAFF OF THE MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT (MOFAD) AND THE FISHERIES COMMISSION (FC)**

**9 – 10 FEBRUARY, 2017**

**AMPOMAAH HOTEL, EAST LEGON**

*A Concept Note*

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#### **Introduction**

The Government of the Republic of Ghana (GoG), through the Ministry of Fisheries and Aquaculture Development (MOFAD) has the commitment to increase fish food security, fish production, employment and creation of additional job opportunities, foreign exchange earnings and overall national development. USAID/Ghana under the SNV-led Sustainable Fisheries Management Project (SFMP) has committed funds to support GoG's fisheries development objective. SNV under the USAID/Ghana SFMP is working with MOFAD and the Fisheries Commission (FC) to mainstream gender into the fisheries sector. Gender-blind policy, lacking evidence and sex-aggregated data, as well as regulatory environments have been identified as key among the constraints that block women from fully tapping available economic opportunities. To help address this problem, MOFAD has developed a Gender Mainstreaming Strategy (GMS) with an Action Plan for the Fisheries Sector.

The Ministry of Fisheries and Aquaculture Development (MOFAD) Gender Mainstreaming Strategy (GMS) serves as the framework for promoting gender responsiveness in the fisheries sector in Ghana under the leadership of MOFAD and the Fisheries Commission (FC). It builds on ongoing gender mainstreaming efforts of MOFAD, by identifying existing gaps and proposing strategic interventions to enhance greater accountability to the promotion of women's rights and gender equality in all the stages of the fisheries value chain in Ghana (MOFAD, 2016). This is in line with Ghana's commitment towards promoting women's rights and gender equality in decision-making and all socio-economic sectors.

#### **2.0      Aim and Objective**

The aim of the training workshop is to strengthen the capacity of staff of MOFAD and the Fisheries Commission (FC) to implement actions outlined in the Gender Mainstreaming Strategy (GMS). The specific objectives are as follows:

- To equip a core group of staff of MOFAD and the FC with knowledge and skills of training so they can act as trainers on gender mainstreaming in the fisheries sector
- To strengthen the capacity of participants on gender issues and their relevance in the fisheries sector
- To facilitate discussion on incorporating gender issues in MOFAD and the FC's work programs
- To introduce and equip participants on gender responsive tools that can facilitate the operationalisation of the GMS.

### **3.0 Methodology**

The training will adopt a participatory and gender responsive approach that allows interactive discussion of critical gender issues in the fisheries sector. This will promote an enabling and empowering atmosphere for learning and sharing. All participants will have an equal chance to participate actively and contribute their views and perspectives in the discussions.

The training sessions will utilize presentations, group work, role play and plenary discussions.

### **4.0 Participants**

Participants will include (but not limited to) field officers, M&E staff, policy formulation staff, gender focal persons and staff of MOFAD and the FC working directly with fishery associations.

### **5.0 Expected Outcomes**

The following are the expected outcomes of the training:

- A core group of staff of MOFAD and the FC equipped with knowledge and skills of training and ability to act as trainers on gender mainstreaming in the fisheries sector
- Strengthened capacity of participants on gender issues and their relevance in the fisheries sector
- Facilitated discussion held on incorporating gender issues in MOFAD and the FC's work programs
- Participants introduced to gender responsive tools for the operationalisation of the GMS.

### **6.0 Conclusion**

The ability to facilitate this training successfully rests on a process of collective action that recognizes what every person brings to the table. It is also about planning well where both organizers and the facilitators have a common understanding of the aim and objectives of the training even as they may differ in some perspectives. It is hoped that the training workshop will provide the basis of strengthening the capacity of MOFAD, the FC and related agencies to ensure an effective gender mainstreaming in the fisheries sector.

#### **Annex 4 Role Play Recordings**

Attached

#### **Annex 5 Training Materials**

PowerPoint Presentations Attached

#### **Annex 6 Training Manual**

Attached

#### **Annex 7 GMS Document**