USAID | GHANA
FROM THE AMERICAN PEOPLE

SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Regional Study Tour on Women's Empowerment and Post-Harvest Improvements

FEBRUARY 2016

THE UNIVERSITY OF RHODE ISLAND GRADUATE SCHOOL OF OCEANOGRAPHY | CRC COASTAL RESOURCES CENTER

Hɛn Mpoano

DO THE RIGHT THING Friends of the Nation

SNV SMART DEVELOPMENT WORKS

SSG ADVISORS Catalyzing Development Through Partnership

HELPING WOMEN HELP THEMSELVES DAASGIFT QUALITY FOUNDATION Daasgift

DEVELOPMENT ACTION ASSOCIATION "NDYAA KPEE" Development Action Association

CEWEFIA UNITY & PROGRESS

SpS SPATIAL SOLUTIONS

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

For more information on the Ghana Sustainable Fisheries Management Project, contact:

USAID/Ghana Sustainable Fisheries Management Project
Coastal Resources Center
Graduate School of Oceanography
University of Rhode Island
220 South Ferry Rd.
Narragansett, RI 02882 USA
Tel: 401-874-6224 Fax: 401-874-6920 Email: info@crc.uri.edu

Citation: Coastal Resources Center. (2016). Regional Study Tour on Women's Empowerment and Post -Harvest Improvements. The USAID/Ghana Sustainable Fisheries Management Project (SFMP) .Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island. GH2014_CAP008_CRC 46 pp.

Authority/Disclaimer:

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

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

Cover photo: Fatou Janha, Director, TRY Oyster Women's Association shares insights with Ghana study tour participants and members of the TRY Jeshwang oyster harvesting community in The Gambia. (Credit: Guy Loum)

Detailed Partner Contact Information:
USAID/GhanaSustainable Fisheries Management Project (SFMP)
10 Obodai St., Mempeasem, East Legon, Accra, Ghana

Brian Crawford	Chief of Party	brian@crc.uri.edu
Najih Lazar	Senior Fisheries Advisor	nlazar@crc.uri.edu
Patricia Mensah	Communications Officer	patricia.sfmp@crcuri.org
Bakari Nyari	Monitoring and Evaluation Specialist	hardinyari.sfmp@crcuri.org
Don Robadue, Jr.	Project Manager, CRC	don@crc.uri.edu
Justice Odoi	USAID Administrative Officer Representative	Jodoi@usaid.gov

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

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

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

Peter Owusu Donkor
Spatial Solutions
powusu-donkor@spatialdimension.net
#3 Third Nautical Close,
Nungua, Accra, Ghana
233 020 463 4488

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

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

Lydia Sasu
daawomen@daawomen.org
DAA
Darkuman Junction, Kaneshie Odokor Highway
Accra, Ghana
233 302 315894

Gifty Asmah
giftyasmah@Daasgift.org
Daasgift Quality Foundation
Headmaster residence, Sekondi College
Sekondi, Western Region, Ghana
233 243 326 178

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
Daasgift:	https://www.facebook.com/pages/Daasgift-Quality-Foundation-FNGO/135372649846101
Friends of the Nation:	http://www.fonghana.org
Hen Mpoano:	http://www.henmpoano.org
SNV:	http://www.snvworld.org/en/countries/ghana
SSG Advisors:	http://ssg-advisors.com/
Spatial Solutions:	http://www.spatialsolutions.co/id1.html

ACRONYMS

ANACIM	Senegal National Civil Aviation and Meteorological Agency
APTE	Association for Sanitation, Fisheries, Tourism and Environment, Senegal
BOD	Board of Directors
CL	Local Convention (Fisheries Management Rules)
CLPA	Local Artisanal Fisheries Council
COMFISH	Collaborative Management for a Sustainable Fisheries Future (Senegal)
CRC	Coastal Resources Center, Graduate School of Oceanography, URI
CSO	Civil Society Organization
DQF	DaasGift Quality Foundation
EIG	Economic Interest Group
EU	European Union
FC	Fisheries Commission
FC/PHU	Fisheries Commission Post-Harvest Unit
FTT	Thiaroye Fish Processing Technology
GIE	Economic Interest Group
ITA	Institute for Food Technology
IUU	Illegal Unreported Unregulated
LC	Local Conventions
LEK	Local Ecological Knowledge
LGUs	Local Government Units
MCS	Monitoring, Control and Surveillance
MESA	Monitoring for Environment and Security in Africa
MFMD	Marine Fisheries Management Division
MOFAD	Ministry of Fisheries and Aquaculture Development
MPA	Marine Protected Area
NAFPTA	National Fish Processors and Traders Association
NASCOM	National Sole Fishery Co-Management Committee
NGO	Non-Governmental Organization
PPP	Public-Private Partnerships
RAMSAR	Convention on Wetlands of International Importance
REFEPAS	Network of Artisanal Fishery Women of Senegal
SFMP	Sustainable Fisheries Management Project
SK	Scientific Knowledge
SSG	SSG Advisors
SNV	Netherlands Development Organization
TRY	TRY Oyster Women's Association
TWNP	Tanbi Wetlands Naitonal Park
URI	University of Rhode Island
USAID	United States Agency for International Development
WASH	Water, sanitation and hygiene

Table of Contents

Acronyms ..... *iii*

Table of Contents ..... *iv*

List Of Participating Organizations And Individuals ..... *v*

BACKGROUND *1*

STUDY TOUR OBJECTIVES *1*

HOST ORGANIZATIONS *1*

SUMMARY OF KEY THEMES AND LESSONS LEARNED *2*

STUDY TOUR DAY 1 – The GAMBIA *9*

STUDY TOUR DAY 2 – THE GAMBIA *12*

STUDY TOUR DAY 3 – THE GAMBIA *14*

STUDY TOUR DAY 4 – THE GAMBIA *17*

STUDY TOUR DAY 5 – THE GAMBIA *19*

STUDY TOUR DAY 6 – SENEGAL *19*

STUDY TOUR DAY 7 – SENEGAL *21*

STUDY TOUR DAY 8 – SENEGAL *24*

STUDY TOUR DAY 9 – SENEGAL *27*

STUDY TOUR DAY 10 – SENEGAL *28*

Annex A: Study Tour Action Plan *29*

Annex B: Detail Of Lessons Learned *35*

THE GAMBIA *35*

SENEGAL *37*

Annex C: Study Tour Agenda *39*

List Of Participating Organizations And Individuals

Central and Western Region Fishmongers Improvement Association (CEWEFIA)

- Hannah Antwi, Communications Officer
- Diana Otuteye, Moree Community Women's Group Leader

Development Action Association (DAA)

- Nancy Ayesua Otu, Finance /Administration Officer and Communication Officer
- Grace Bondzie, DAA SFMP Community Liaison Officer for Apam (also District President NAFPTA)

DaasGift Quality Foundation (DQF)

- Mrs. Gifty Baaba Asmah, Founder and Executive Director

National Association of Fish Processors and Traders (NAFPTA)

- Regina Solomon, President
- Eva Atitsogbey, President of the Volta Region Chapter
- Rebecca Eshun, National and Central Region Branch Treasurer

Fisheries Commission, Ministry of Fisheries and Aquaculture Development, Government of Ghana

- Richner Naa Krokor Odoi, Fisheries Officer, Marine Fisheries Management Division (MFMD)
- Samuel Duodu Manu, Head of the Post-Harvest Unit

SNV Netherlands Development Organization

- Akua Amoa Okyere-Nyako, Gender Advisor

The University of Rhode Island (URI), Coastal Resources Center

- Karen Kent, Study Tour Organizer and Facilitator

TRY Oyster Women's Association, The Gambia

- Fatou Janha, Founder and Executive Director. Study Tour host for The Gambia and participant in the Senegal leg.

Association for Sanitation, Fisheries, Tourism and Environment (APTE), Senegal

- Aminata Mbengue, Program Officer Gender and Fisheries. Study Tour host for Senegal and participant in The Gambia leg.

BACKGROUND

The USAID-funded Ghana Sustainable Fisheries Management Project (USAID/SFMP) implemented by the University of Rhode Island works closely with the Ghana Ministry of Fisheries and Aquaculture Development (MOFAD), the Fisheries Commission (FC) and local and international partners to rebuild marine fisheries stocks and catches through adoption of responsible fishing practices. It aims to end overfishing of key stocks important to local food security. More than 100,000 men and women involved in the local fishing industry are expected to benefit from this project. The MOFAD, the FC and Ghanaian civil society organizations led by women and serving women in the sector are championing women's empowerment in fisheries management and in post-harvest value chain improvements. URI/CRC and SFMP implementing partners are supporting these efforts. A regional study tour to The Gambia and Senegal, where small scale fisheries, fishing communities and women in the fisheries sector face challenges similar to those in Ghana and where some notable successes have been achieved, was included in the SFMP Year 2 Workplan. The study tour activity contributes to the organizational capacity development (IR7), gender (IR5) and post harvest (IR4) components of the project.

STUDY TOUR OBJECTIVES

1. Expose women-led and oriented civil society organizations (CSOs) to peer organizations with similar missions that have developed successful community-based strategies for sustainable fisheries management and value chain improvements.

2. Expose Government of Ghana Fisheries Commission points of contact for gender and post-harvest to successful strategies for CSO/Government collaboration for sustainable fisheries management and value chain improvements.

HOST ORGANIZATIONS

Under Cooperative Agreements awarded by USAID/West Africa and USAID/Senegal respectively, The University of Rhode Island has worked since 2009 in The Gambia and since 2011 in Senegal to support the Government, fishing communities and fisheries stakeholders to develop participatory, ecosystem-based co-management plans for sustainable fisheries management. Women and women oriented organizations are key stakeholders in the process and have realized some of the most significant achievements to date. Two of these local organizations hosted the SFMP Study Tour in their respective countries, capitalizing on their expertise and experience and developing their own organizational capacity as resource organizations for the West Africa Region.

TRY Oyster Women's Association, The Gambia: The 500 members of the TRY Oyster Women's Association founded in 2007 in The Gambia, winners of the 2012 UNDP Equator Prize, are mostly low income, uneducated, widowed, middle-aged women who are the sole bread winners for their families. Yet these women have been an integral part of a planning process that led to a gazetted Cockle and Oyster Co-Management Plan for the Tanbi-Wetlands National Park (a 6,300 hectare RAMSAR site) in 2012. Under this plan, the Government of The Gambia granted TRY exclusive use rights to the oyster and cockle fishery—a first for a women's group in Africa. During the process, both the women's lives and the shellfish resources on which they depend have improved. The University of Rhode

Island supported TRY and the development and implementation of the Oyster and Cockle co-Management Plan under the USAID-funded Gambia-Senegal Sustainable Fisheries Project (USAID/BaNafaa) from 2009-2014.

Association for Sanitation, Fisheries, Tourism and Environment, Senegal: APTE is a non-governmental, non-profit association founded in 2005. APTE is active in the field of sustainable development through actions on sanitation, fishing, tourism and the environment. APTE also conducts studies to provide evidence and advice to support government agencies and NGOs in their planning and decision-making. In this context APTE has developed projects in environmental protection, poverty reduction and illegal immigration on behalf of its partners. APTE's main partners are the Regional Coastal and Marine Conservation Program for West Africa (PRCM), the International Union for the Conservation of Nature (IUCN), WWF, state services in Senegal and Mauritania, the Italian government and the European Union. APTE is a partner of The University of Rhode Island Coastal Resources Center on the USAID-funded Project Collaborative Management for a Sustainable Fisheries Future in Senegal (USAID/COMFISH) (2011-2016), implementing post-harvest value chain improvement and gender components. With support from APTE under the USAID/COMFISH project, the women's fish processors Economic Interest Group (EIG) in Cayar now operates the first artisanal fish processing center in Senegal to meet international standards and be granted an export agreement with the European Union.

SUMMARY OF KEY THEMES AND LESSONS LEARNED

During the first leg of the ten-day visit from January 27 – February 1, 2016 in The Gambia, study tour participants engaged with the TRY Oyster Women's Association at the national and community levels, with the National Sole Fishery Co-Management Committee (NASCOM) and with men and women processors and fishermen at landing sites, including some from Ghana. They also met with Government of The Gambia Ministry of Fisheries and Department of Fisheries representatives at the national level and at fish landing and oyster harvesting sites. A TRY Association Board of Directors member accompanied the tour throughout.

From February 2 – 6 in Senegal, study tour participants were hosted by APTE. They met with the USAID/COMFISH Project Chief of Party, field staff and women's groups supported by APTE and COMFISH at national and landing site levels. Participants also met with Local Artisanal Fisheries Councils (CLPAs) and actors from sub-national offices of the Department of Marine Fisheries at Cayar, Mbour and Joal, including quality control officers. An FTT stove and fish processing expert, Momar Yacinthe Diop, who consults widely in West Africa, including in Ghana, also accompanied the group to processing sites. Observations and lessons learned around key study tour themes are summarized as follows:

Women can play an important and powerful role in sustainable fisheries management, fisheries livelihoods and value chain improvements beyond their traditional post harvest processing activities.

A few of the most illustrative examples experienced by study tour participants include:

- In The Gambia, the 500 women from 15 oyster harvesting communities who are members of TRY manage every aspect of the shellfish resource and its value chain from ecosystem stewardship to harvesting to processing to marketing. TRY was delegated exclusive use rights and management responsibility for the oyster and cockle fishery in the Tanbi Wetlands National Park (TWNP) by the National government under a gazetted Oyster and Cockle Co-Management Plan. They are the first and so far only women's association in Sub-Saharan Africa to be granted such authority (and responsibility) by a national government. TRY instituted an 8 month closed season, a minimum size limit, and gear restrictions to protect mangroves among other measures. The TRY women are leaders in biodiversity conservation locally, nationally and globally as the TWNP is also a RAMSAR site recognized for its global biodiversity importance.
- In the Allahein River Estuary on the border of The Gambia and Southern Senegal, Gambian and Senegalese oyster harvesting communities are harmonizing shellfish management best practices and voluntarily complying at the community and ecosystem level across national borders. This action in favor of sustainable resource use and women's livelihoods is based on civil society collaboration, not on a government initiative.
- In Senegal women are now represented among leadership and participate actively in Local Artisanal Fisheries Councils (CLPA), the legally recognized governance structure for artisanal fisheries at the district level. They are decision-makers and key actors in recently approved Sardinella Management Plans and in the Ethmalosa/Bonga Management Plans under development.
- Women in Senegal's fisheries sector have come together to form an active, powerful and self-sustaining civil society Network of Women in Artisanal Fisheries in Senegal (REFEPAS). As a result, women are now invited to national policy dialogues and conferences as well as international meetings and conferences, where previously they were not represented and their needs and concerns not considered a priority. They shared recent examples of such meetings where their presence is already resulting in a transformation of "business as usual" dominated by men's interests.
- At Cayar in Senegal, the women fish processor's Economic Interest Group (EIG) of more than 200 women oversees processing at the entire site, enforces a code of good conduct that includes not buying juvenile fish, has protected women's livlihoods with the support of government and local authorities by limiting men's role in and appropriation of artisanal fish processing, has developed an improved processing facility and now manages the only artisanal fish processing unit in Senegal to achieve required standards and have an agreement for export to the European Union.
- Women are represented among Fisheries Department staff actively supporting both men and women at the Kartong and Tanji landing sites in The Gambia and to some extent in Senegal (women food safety and quality control officers at Cayar and Joal).

"Women's interests are taken into account. Women keep the money as treasurer. Women enforce monitoring by refusing to buy juveniles.

We are powerful."

Figure 1. Anta Diouf, Local Artisanal Fisheries Council (CLPA), Mbour, Senegal. (Credit: Albert Boubane)

Women's empowerment in the fisheries sector starts with solidarity around shared goals and succeeds through organization, capacity development, use of local knowledge combined with scientific knowledge, and integrated programs that address women's multiple needs.

Study tour participants learned how TRY Association in The Gambia began with one community of 40 oyster harvesters and brought together 15 previously isolated communities of more than 500 women to speak with a unified voice to address shared challenges through programs that delivered on all of these elements. Confidence and capacity was developed in fisheries management and value chain improvement through trainings, study tours and action research conducted by the women themselves. Members were also trained in alternative livelihoods, literacy, business and financial management and provided access to credit—saving money for the first time in their lives. TRY trained members' out-of-school daughters in culinary, handicraft and business skills to supplement family income and expand their livelihood choices beyond oyster harvesting. Members and their daughters also benefit from maternal and reproductive health and life skills programs.

REFEPAS in Senegal brought together the 5 largest sub-national women's fisheries groups and sub-groups under one umbrella to form a national level organization that enabled women to increase their visibility and influence at the national level and more strongly at local levels. Members emphasized the important role of participatory action research (as opposed to just hiring an outside consultant) to document the number of women involved in fisheries nationwide and their contribution to the sector. The exercise served to mobilize and engage members who take ownership of the results and use the data to present compelling evidence to government that women should lead and be represented proportional to their contribution in the sector.

Study tour participants recognized that women's empowerment can take time, but that it is also a self-reinforcing process. They understood how the impressive achievements of the Cayar women processors in Senegal with their improved fish processing center and EU export agreement is based on a long history of solidarity, organization and capacity development among the women processors at this site. It was because of this pre-existing, demonstrated capacity that a time-limited (5–year) project like USAID/COMFISH had the

confidence to invest in supporting these women towards realizing more ambitious goals. Participants saw that women's processing groups at other sites visited in Senegal are at various stages of developing these enabling conditions.

Civil society organizations (CSOs) representing fisherfolk and value chain actors, especially CSOs led by and serving women, have a critical, unique and leading role to play in sustainable fisheries management.

TRY in The Gambia and the Cayar women's GIE in Senegal provided study tour participants with strong examples of how women's CSOs are well positioned to create effective and sustainable change with limited resources. This is because the change (and resulting benefit) is owned and led by the very actors who must implement it rather than imposed by government. The value of participatory compliance and monitoring were observed in both The Gambia and Senegal cases. Study tour participants also saw how, rather than relying on government bureaucracy to take the first step on priority issues, these CSOs were able to hold government more accountable for supporting change by pro-actively organizing meetings, proposing solutions and inviting government to participate. They likewise saw how CSOs can continue to consistently support implementation of fisheries management plans even when government collaborators may be distracted by political cycles.

The tour highlighted how CSO membership organizations (such as TRY, the Cayar GIE and REFEPAS), as well as non-membership local NGOs (such as APTE) are able to generate additional human and financial resources from internal and external sources for development of the fisheries sector. These resources are particularly important for the support of women in fisheries, which might not be well funded by limited government budgets. This point was illustrated by the total lack of government resources devoted to oyster and cockle fisheries in The Gambia pior to the establishment of TRY and the limited resources provided since.

Tour participants saw the comparative value of CSOs as designers and implementers of support for women's activities in the fisheries sector. CSOs visited have a strong presence and close connection at the community level. They use training and service delivery approaches that are tailored and adapted to women's needs. APTE used a "coffee hour discussion" format and employed a local drummer to accompany women in their traditional methods of communication through song and dance. APTE also created visual pedagogical supports and communication tools to reach women who are not literate. TRY conducted "floating meetings" with women on the water in their boats in their work environment. Study tour participants were also impressed with the close working relationship between the TRY Board of Directors and women members. The BOD is active and well known to the women. Women led and targeted CSOs were seen to champion women's livelihoods in the fisheries sector with greater patience, persistence and a deeper level of understanding of gains considered insignificant by others but that are important to economically marginalized women. For example, access to as little as $30 credit.

Government support for organized civil society actors in the fisheries sector, including through legal frameworks that allow for delegation of authorities and responsibilities, can create a win-win situation for addressing challenges and achieving sustainable results with limited resources.

Study tour participants witnessed the benefits of two different examples of legal frameworks that allow for civil society participation in fisheries management. They saw that local ownership over decision-making processes and the opportunity for greater participation of women was facilitated by these frameworks. They also saw that it was primarily by the initiative and leadership of non-governmental actors with the collaboration of government

that such processes were operationalized. Participants understood that these processes resulted in viable and adaptive management plans implemented largely through participatory compliance and monitoring, producing better and more sustainable results at lower cost than a top-down government approach would be able to do. Fishing communities win, the government wins and society at large benefits.

a. In the Gambia, the Fisheries Act of 2007 and associated regulations of 2008 provide authority for the Minister to designate special management areas for the purpose of community–based co-management and to allocate property rights over fisheries resources in these areas. Under this authority participatory management planning processes were undertaken and use rights were eventually delegated to TRY for the oyster and cockle fishery in the TWNP and to NASCOM for the sole fishery along the entire Atlantic coast out to 9 nautical miles in 2012. Designation of the TWNP as a RAMSAR site in 2007 strengthened the legal framework for initiatives such as sustainable fisheries management by broadening the Government's official committment to biodiversity conservation in the Tanbi (including its mangrove oyster fishery).
b. In Senegal the Fisheries and Aquaculture Sector Policy Letter of 2008 provides for "Local Conventions (CL)" and "Local Artisanal Fisheries Councils (CLPA)" as the governance mechanisms and framework for fisheries management at the decentralized (district/prefecture) level. This legal framework is the basis for formal establishment of CLs and CLPAs with support from the USAID/COMFISH Project. CLPA by-laws now mandate strong representation of civil society fisheries stakeholders, including women post-harvest actors of various categories. While Senegal's law and regulations do not provide for the delegation of rights to resource users, participatory CLPA level Sardinalla Management Plans have been developed and approved by the national government.

"We need to work together. In Senegal the processors themselves have trust in the government and in the NGOs."

Figure 2. Richner Naa Krokor Odoi, Fisheries Officer, Marine Fisheries Management Division (MFMD). (Credit: Guy Loum)

Other types of government support appreciated by tour participants included the extent to which fisheries officers were present at the landing site level to support fisheries actors in both The Gambia and Senegal. Examples of local Fisheries Department support for women's activities at this level included, a.) participation in cockle ranching action research with the TRY Kartong community in The Gambia and, b.) oversight and countersignature of the Cayar women's GIE contract with an investor/buyer from Ivory Coast.

Best practices in post-harvest techniques and technologies range from basic (raised platforms for drying fish off the ground) to complex (an improved processing facility that meets EU export standards). But, a key factor in technology's widespread success is the context of organization, governance and ownership of the adoption process into which it is introduced.

Participants observed that the use of raised platforms and tarps for fish handling and processing was standard practice in both The Gambia and Senegal in contrast to Ghana where it is not. Both improved (concrete and durable plastic) and traditional (wood and palm tree slats) construction was observed.

Participants visited improved WASH facilities and potable water points at fish landing and oyster harvesting sites in The Gambia that are operating and well maintained two years after the USAID/BaNafaa project support that funded them is over. They noted two different governance models, one at the busier sites that relies on user fees and another at lower traffic seasonal oyster sites where the oyster women contribute from their revenues to maintain the facilities.

Senegal produces braised and dried or braised and salted sardinella called "Keccax", a technique that was new to the Ghanians. After braising the skin is scraped off and the fish is dried or salted and dried. At Cayar, Filao leaves (*Casuarina equisetifolia*) are used as fuel, reducing the cutting of trees for fuelwood.

The standard smoking oven technology in use in The Gambia is in theory based on transfer of Chorkor technology from Ghana starting in 2002, but key features such as the stacking of trays and energy efficiency measures were lacking leading to more than triple the number of days required to produce the same amount of finished product.

The improved processing facility at Cayar modeled improved technologies for braising, smoking (FTT and Chorkor type ovens), drying, fermenting and salting as well as best practice processes (one way movement of product and people through the facility, etc.). Tour participants learned how the investment in facilities and technology was made only after and in the context of significant and patient investment in a process of capacity development and establishment of strong governance and management systems. The tour visited two other sites (Mballing and Joal) where very large improved processing facilities and technology were provided through government and donor funding. However these are unused due to lack of coordinated planning, organization, governance and ownership of the process by users. These sites were dramatic examples of the danger of underestimating the need for investment in participatory ownership, governance and management processes while overestimating the extent to which improved infrastructure and technology by itself will drive sustainable improvements in post-harvest processing.

Collective versus individual business models for adoption of improved processing techniques and technologies were also explored. The Cayar processing facility is governed and managed collectively. Fish are processed there when orders are received from a buyer for the center's improved product. Net profits realized to date are reinvested and accumulated in the joint account rather than distributed to members in order to build a reserve of capital that will enable the group to respond to larger orders. Individual women members continue to earn their livelihoods by conducting their individual day to day fish processing and marketing activities outside of the center at their own individual ovens and drying racks. They adhere to the Cayar Code of Good Conduct in their practices, but the processes and standards are not at the level of what is practiced in the center. It was important to note that even at Cayar where the "gold standard" of an improved, EU agreement facility has been achieved, at this point it

supplements but does not replace traditional, individually managed processing activities. SFMP's ambition to scale up individual ownership of improved smoking ovens to replace exisiting technology is a completely different type of business model with a different approach.

Branding and marketing of the Cayar Keccax product to distinguish it in the market as a higher quality product has been successful, attracting more discriminating clients and higher prices.

The Cayar women's group actively markets its improved, branded product at trade fairs and through networking directly with business contacts. Its' EU export agreement has now brought additional visibility and competitivity in the market. An exporter from Ivory Coast researched potential suppliers throughout West Africa and has signed an agreement with the Cayar Women's group. Under the agreement he funded the construction and will fund 5 years' maintenance of an FTT stove at the center. The women will produce orders at independently negotiated prevailing market prices specifically for him using the stove for 5 years, at which time it reverts to them to use as they choose.

Key challenges that are also common to, and even influenced by, the situation in Ghana remain.

Identifying and supporting viable alternative livelihoods is a challenge, especially for women and especially in relation to the seasonal nature of fisheries catches and closed seasons.

In spite of some of the encouraging examples seen on the study tour, protection of women's livelihoods in fishmongering and processing in The Gambia and Senegal is at a critical juncture. Increasing national and especially regional West Africa market demand is bringing a dramatic influx of money and traders, including Ghanians, to and from these countries. These trends are favoring the appropriation of fishmongering and processing activities by men who have more capital to deal in high volumes and who are more flexible to move long distances to foreign markets where profit is higher. Women are at risk of being reduced to paid laborers.

Capacity development and sustainability of local civil society organizations supporting fisheries management and women in fisheries are priority needs. As study tour participants observed, CSOs play a critical role. Viable business models that respond to members'/consituents' needs and legacy plans to sustain strong and visionary leadership after dynamic founders hand over are critical.

Finally, behavior change takes time and commitment. Sustained engagement at all levels by a range of stakeholders is required to achieve it.

Figure 3. Study tour participants welcomed by TRY members at the Banjul airport, The Gambia. (Credit: Guy Loum)

STUDY TOUR DAY 1 – THE GAMBIA

Arrival: The evening of arrival, participants were greeted at the airport by a contingent of TRY oyster women who danced and sang. Gambian television interviewed Regina Solomon, NAFPTA President and Fatou Janha, TRY Director. The piece was broadcast the following days January 28 and 29th on the 8:00 and 10:00 pm news hours. The visit was also featured in the print media (The Daily Observer) on February 1st.

Introductory Session, Presentation of TRY and SFMP: At the TRY office the following morning, the study tour delegation met with 15 women members from 9 communities, two TRY Board of Directors members and staff.[1] While everyone settled in the Director of

Study Tour Expectations

- Teach and learn 5 songs on women's empowerment
- Learning, exchange /sharing of knowledge
- Receive people to learn from TRY. To see if we have the capacity (a TRY member)
- Learn the aspirations of those assisted. What do women in fisheries want over the next 2 to 5 years
- Learn how Gambia women are organized to have power in fisheries with government
- Learn about closed season in The Gambia
- Learn about environmental sanitation
- Learn about integrated programs for women and best practices
- Learn about sustaining organizations
- Reinforce learning for NAFPTA to take back. Realize now NAFPTA has something important to do and we have to make it strong.
- Be in the field with women not just in the office.
- Get fish quality improvement ideas.

[1] Note that in The Gambia translation was made from Jola to English and English to Twi. In Senegal Wolof and/or French or English and English to Twi.

TRY provided a brief tour of the office and explained the credit and savings/financial literacy program for TRY members and vocational and life skills training provided to members' daughters.

After individual introductions and study tour expectations (see box), the following presentations were given:

- Study Tour Orientation. Karen Kent, URI/CRC
- SFMP post-harvest and gender components. Akua Okyere-Nyako, Gender Advisor, SNV
- TRY Oyster Women's Association Overview. Fatou Janha, Director, TRY

The presentation of TRY and Questions and Answers (Q&A) covered the following points:

- The Government of The Gambia granted TRY exclusive use rights to the cockle and oyster fishery in the TWNP in a gazetted Cockle and Oyster Fishery Co-Management Plan, a first for a women's group in Sub-Saharan Africa.
- The Plan contains biological, ecological, social and economic management objectives and key management measures including an 8 month closed season, a minimum size restriction (bigger than 6cm), specified gear (axe to prevent mangrove root damage), exclusive bolongs (local harvesting areas) closed to harvesting by all but local TRY members.
- In 2007 when TRY was founded, poor working conditions and low economic returns characterized the oyster fishery. Destruction of habitat and poor sanitation prevailed in the mangrove ecosystem and at harvesting sites. TRY began reversing these trends and evolved from one community of 40 women in 2007 to 15 communities of more than 500 women today through:
    - Organization and building Solidarilty and Trust.
    - Stakeholder Consultation.
    - Training.
    - Value chain improvements (longer growth period = larger oysters= higher price; preservation and packaging for off season marketing, selling on raised covered platforms with gloves, head covering, identifiable aprons, and protection of the product from flies, branding).
    - Water, sanitation and hygiene training and improvements.
    - Oyster and cockle aquaculture pilots.
    - Mangrove replanting.
    - Microfinance, Literacy, Girls skills training, Health training and access to services for the women and their daughters.
    - Public education and outreach (oyster festivals and use of the media).

The Results achieved:

- 6,300 ha of oysters and protected mangroves better managed
- Increased income for TRY members
- 250% oyster price increase (from 30 - 80 cents/cup)
- Value chain improvements
- 15 daughters of TRY members trained in 2 year program
- Improved social cohesion, solidarity and conflict resolution around management of the oyster and cockle fishery

- Knowledge and power in decision-making on sustainable natural resource management for food security and livelihoods
- TRY won the UNDP Equator Prize in 2012

Remaining Challenges:

- Government agencies lack capacity.
- TRY still building institutional & financial sustainability
- Scaling up to meet demand for sustainable oyster & cockle management from communities in The Gambia and throughout West Africa
- Scaling up to develop and benefit from market opportunities

Courtesy Visit to the Ministry of Fisheries: Three Ministers including Fisheries were removed the day before the study tour courtesy visit. In spite of this, the delegation was received by:

- Abdoulie Jarra, Permanent Secretary of the Minister
- Matarr Bah, Director of the Department of Fisheries (DoFish)
- Anna Mbengue Cham, Deputy Director DoFish, National Gender Focal Point and TRY Board Member.

The situation served to highlight to study tour participants the value of strong civil society institutions with the authority to move forward on fisheries management based on government approved frameworks and delegations of authorities. Co-management institutions can provide a high level of consistency and resource management results even when (and especially when) there is political change and uncertainty.

The key question for the government stakeholders was "*What enabled the government to grant exclusive use rights to TRY in a co-management plan?*" The legal basis that exists in the Gambia's Fisheries Act Revisions of 2007 and regulations of 2008 is unique in West Africa. It provides authority for the Department of Fisheries to designate special management areas and delegate exclusive use rights for co-management of fisheries in those areas. There was a convergence of opportunity with the Fisheries Act revision, the founding of TRY, the designation of the TWNP as a RAMSAR site all in 2007, and then USAID BaNafaa Project support for the co-management process starting in 2009.

Site Visits to TRY Communities at Kamalo and Old Jeshwang: Participants visited WASH facilities and smoking infrastructure and had Q&A sessions with a group of about eight TRY members at each site. Key points discussed were:

- Smoking ovens and equipment. Once they started using the ovens built by UNDP at each of the 15 harevsting sites, the women realized deficiencies like the height of the rack and the need for the rack to be secured against theft. They addressed these problems themselves and with TRY and even innovated tongs from local materials for handling the hot shells.
- The WASH facility (toilets, hand washing, showers and potable water point) is managed communally with funds that each woman member of that community contributes from her sales. Tour participants commented that this is not something commonly practiced in Ghana.
- At Old Jeshwang, separate WASH facilities for the oyster and fisheries landing sites were built even though the sites are adjacent. This allowed the TRY women to manage in a manner appropriate for them and to maintain ownership and control of their own facilities and operations.

- Leadership for the harvesting site group is by nomination and rotates among the communities using the site. The need for diffusion and sharing rather than concentration of leadership power in community governance structures was highlighted in the discussions.
- Donor dependency remains a challenge. The women want donor support for a fence, boats, cold storage facilities, and for inputs to continue aquaculture activities.

Figure 4. The tour visits WASH facilities at Kamalo oyster harvesting site. (Credit: Guy Loum)

STUDY TOUR DAY 2 – THE GAMBIA

Site Visit TRY Community at Kartong: The border between The Gambia and Southern Senegal is the Allahein River estuary at Kartong. The Ghana delegation spent the day there with more than 35 women, including TRY women from The Gambia, oyster harvesting women from Katak on the Senegal side of the estuary, and Gambian fish processing women. A woman DoFish Officer assigned to Kartong, Isatou Bajam, was also present and the former Kartong DoFish Officer, Ibrahim Djabang, joined later in the morning. Key points included:

- Collaboration on an ecosystem level (the Allahein estuary) across national boundaries between oyster harvesting women. The Senegal women are voluntarily respecting the oyster and cockle management measures initiated by TRY in The Gambia and want to pursue a joint/transboundary co-management plan. TRY is reaching out to them and including them in meetings and activities in The Gambia. These activities and actions emphasize again the power of civil society to organize actors and take voluntary steps to manage resources sustainably even while government stakeholder involvement is still developing.
- Cockle ranching. At Kartong cockle density is so high in some areas that they do not get to edible size due to stunting. Ranching involves harvesting juvenile cockles from high density areas and "planting" them in lower density areas. The women continue to do the ranching on their own after learning how to do it and conducting a pilot during the USAID/BaNafaa Project. TRY is now exploring how the Kartong women can train women at other sites with appropriate conditions for cockle ranching. Because this is a

form of mariculture that does not require costly inputs, it is highly sustainable and replicable by the women themselves.

- Savings and credit management. Ten out of those present said they still have their individual savings box from the TRY microfinance activity initiated in 2010 and closed in 2013. With savings of the association, they have purchased a boat and last year they bought cooking equipment. It was challenging to start the savings. People joined slowly and contributions to savings were small. It started with 3 people only. As TRY Kartong member Isatou Jarju said "Small by small." The issue of trust and transparent management of funds was highlighted. Participants appreciated approaches such as getting the bank to go to the community on the savings day to avoid the need to entrust member with the funds when the bank is far. Timing with market day also helped.
- The role of DoFish. As described by the DoFish officer her role is; facilitating the formation of women into associations, sensitizing them; enforcement of the rules (i.e., fish not to be handled and processed on the ground, cardboard cartons not to be used as fuel for smoking); recording landings data twice per month (weight and species), issuing smoking permits. Ghana participants appreciated the presence and level of engagement of DoFish at the landing site and saw this as an area for further improvement in Ghana even though the volume of sites in Ghana and limited number of staff is a challenge.
- Chorkor ovens. A delegation of DoFish officers went to Ghana in 2002 to learn about the Chokor oven and disseminate the technology in The Gambia. Fish smokers at Kartong appreciate that it protects them from the smoke and finishes the smoking quicker, it is more hygienic, price of smoked fish is higher, there is less risk of the fish getting burned or breaking up. The end product looks so beautiful that those who are travelling want quantities of it to take. However, the ovens visited do not seem to be what in Ghana is considered "Chorkor" with the stacked trays, etc. There seems to have been a dilution of the technology in the transfer.
- Alternative livelihoods. Participants saw a new initiative that taught women how to make charcoal briquettes from mango leaves, coconut husk or sawdust, which is easy to get and more environmentally friendly than wood. The process consists of carbonizing the leaves, pounding, sifting, adding a binder and pressing the mixture in a mould. It is appreciated because it burns longer and cleaner. The activity is new, but they get about US$0.40 for 17 briquettes. A person can produce about 400-500 briquettes/day.

Figure 5. Oyster shells are "banked" by each harvester and sold for uses such as paving material and processing into lime. (Credit: Akua Okyere-Nyako, SNV Ghana)

STUDY TOUR DAY 3 – THE GAMBIA

Ghana Town Fisheries Landing and Processing Site: This is a settlement of Ghanian fishermen and fish processors living in The Gambia. Most are originally from an area in Ghana's Central Region. More than 30 people met with the study tour delegation. Ishmaila Jagne, the site Coordinator is also a member of NASCOM and keeps the Ghana community informed of the sole fishery management rules, including the 6 month closed season out to 1 nautical mile. They believe the closed season has been beneficial for fisheries in general. They see this now, although it was difficult in the beginning. Other points discussed include:

- Fish smoking and gender: Men operate all of the large outdoor smoking ovens at the landing site. Women have Chorkor style ovens at their homes. One explanation provided was that due to high winds Chorkor smoking is done at home. The Ghanians generally only do fish processing. They have no other activities except small scale gari and palm oil trading.
- Dry and Salted Fish was also processed at the site, including sharks and rays. Raised platforms are used. When fish handling was observed on the ground, a tarp was used.
- Marketing product in Ghana: The fish harvested and processed in Ghana Town is exported by boat to Ghana. Transport costs in general 30% of the value of the product.
- Women's empowerment. There are 2 women's organizations in Ghana Town, but women do not participate in fisheries decision-making meetings with the men. A dispute arose over whether they are invited but never come (the men's claim) or they are never invited (the women's claim). Study tour participants organized an ad hoc women's meeting and shared some strategies about how the women might get organized and begin participating more fully in decision-making. Fatou Jahna of TRY promised to stay in touch and follow up with them.

Study tour participants were curious about the quality of the smoked fish produced by the Ghanaians. They purchased samples and experimented with cooking it that evening, noting the low humidity content and its tendency to break into small pieces when cooked.

Brufut Landing Site Fish Smoking Facility: Hadi Jattou, Vice President of NASCOM gave participants a guided tour of the smoking infrastructure at Brufut operated by women and explained the process for smoking Marine Catfish. Catfish eggs were also observed being collected for marketing fresh. Ghana participants confirmed a similar market for catfish eggs in Ghana. For sustainable management of catfish fisheries this demand will need to be addressed. In conclusion, Hadi explained that although she has some education and might consider leaving fish processing, "her knife is her pen, her bucket is her briefcase and her income may be better than a civil servant working in an office."

Site Visit Tanji (The Gambia's largest landing site): NASCOM BOD members and DoFish landing site Officers (two of whom were women) gave participants a guided tour of Tanji fish processing activities.

- Fish Processing and Gender. Men were operating large outdoor smoking ovens with large volumes of fish being processed. Women were operating indoor ovens with no smoking in progress at the time of the visit. They explained the gender divide in fish processing as follows:
- Certain species are reserved for processing by women only (i.e., catfish, and sea snails (Cymbium))
- Women have less capital than men
- Even if they had more capital, women have household and family duties and safety concerns, so they cannot go upcountry to access higher value markets for processed fish as the men can.
- Fish Smoking Technology: Again here what The Gambians call "Chorkor" is not representative of what is known as Chorkor in Ghana (mainly the stacking of many trays). Smoking was said to take 5 days in The Gambia (for export quality low moisture fish). In Ghana it takes 1 day.
- Fish handling and hygiene: Drying and salting of fish is done on raised platforms throughout the site. The use of old refridgerators and deep freezers to store fresh fish is widespread. The negative environmental impacts of this practice were discussed, including the leakage of Freon and other toxic chemicals from the broken cooling systems. Only a limited number of large durable plastic insulated boxes are available at Tanji supplied by companies buying fish in bulk.

National Sole Fishery Co-Management Committee (NASCOM) Presentation: In the conference room at Tanji, Dawda Saine, Executive Secretary of NASCOM presented an overview of NASCOM and the Sole Fishery Co-Management Plan under which NASCOM has been delegated exclusive use rights to the sole and marine catfish fisheries out to 9 nautical miles along the entire coast of The Gambia. He first presented NASCOM's BOD, which includes 3 women and 5 men. He then described the co-management plan's key management measures:

- 6 month closed season out to 1 nautical mile along the entire coast (all species, all gear)
- Minimum allowable mesh size

- Minimum allowable fish size

Other key points of interest to study tour participants included:

- The use of best available Local Ecological Knowledge (LEK) combined with Scientific Knowledge (SK) is enough to move forward with management decision-making. The co-management plan framework allows for integration of new information as it becomes available.
- Some study tour participants noted that the combination closed area/closed season allows flexibility to fishermen to fish outside the closed area during the closed season and therefore buffers the hardship. This is a scenario they thought would be easier to promote in Ghana. However, the sole fishery is a demersal fishery. The closed area and season is based on its spawning areas and times. For sardinella, a pelagic species, the same logic may not apply.
- NASCOM initiates and funds surveillance missions not DoFish. NASCOM boats are used. NASCOM pays for the fuel. NASCOM invites DoFish and marine police to participate and pays their transportation costs. NASCOM manages the revenue from fines collected (as per their authority in the Co-Management Plan), with the majority going to the landing site where the violation occurred.
- NASCOM has private sector partnership support from a German retail company that donated 100,000 Euro to NASCOM for work on improving sustainable management of the sole fishery. Some of this was used to purchase 2 boats and engines.
- Trust and leadership are key factors in the success of the co-management process in achieving stakeholder consensus and voluntary compliance.

Figure 6. (Left) Nancy Ayesua Otu of DAA discusses fish smoking processes at Tanji with Fisheries Department staff (far left and far right) and the President of the NASCOM (center). (Right) A full view of the smoking oven. (Credit: Kent, URI/CRC; Akua Okyere-Nyako, SNV

STUDY TOUR DAY 4 – THE GAMBIA

Tanbi Wetlands National Park Boat Trip: Participants took a 2 hour boat trip through the TWNP on Sunday. The trip allowed them to observe close-up the mangrove ecosystem and how mangrove oysters grow. Although it was the closed season for harvesting oysters and cockles, women were seen collecting crabs. Highlights included:

- Participants understood the dangers faced by women working in this environment which include, sharp submersed shells and other objects cutting feet and hands, exposure to mosquito and other disease carrying insect bites, drowning by getting caught out on sandbars as tides rise, crocodiles and poachers conducting illegal mangrove cutting or wildlife trafficking, among others.
- Reinforced once again the value and cost effectiveness of an association such as TRY for building community awareness around participatory compliance and surveillance, especially given the vast and largely inaccessible territory to be monitored and the limited human and financial resources of government agencies to do it.
- Illustrated again the pro-active leadership role civil society can play. Participants learned how TRY handled the problem of boat wakes tipping over oyster women's canoes. Rather than expecting the government to initiate a resolution, TRY took the first step by organizing a meeting on the issue and inviting government stakeholders to attend.

TRY Community at Lamin: The discussion at this community focused on two issues. The UNDP constructed smoking ovens led participants to ask why the Lamin TRY group had not been pro-active in making needed adjustments to the design, the way the study tour saw TRY groups at other sites doing. The main design complaints about the UNDP ovens were that the grille was placed too high in relation to the fire and that an outlet was needed in the upper surrounding wall to slide hot shells off the grille into a basket. At Kamalo the study tour saw the TRY women solving these challenges by adding sand to the bottom of the oven chamber to raise the fuel bed up closer to the grille and by creating locally made tongs to remove hot shells from the grille. The discussion highlighted to study tour participants the difficulty of balancing external support with local initiative and ownership. It also highlighted the fact that although smoked oysters get a better market price, individual market orders for smoked oysters at this landing site do not seem to be important enough to motivate the women to solve the oven issues in order to use the oven at full capacity.

Figure 7. Participants saw oysters growing in the Tanbi and TRY women harvesting crabs during the 8 month closed season for oyster harvesting. (Credit: Guy Loum)

The economic activity of processing oyster and cockle shells into lime also brought up questions. Only women process lime. Men do not do it. Unfortunately, this profitable activity does not coincide with the closed season for oyster harvesting because it is the rainy season and lime must be processed during the dry season. The major constraint on lime processing is the cost and the availability of large diameter logs needed to create a fire that is hot and long-burning enough. The production process takes 6 days: 3-4 days for burning, a day to add fresh water to break the burned shells down, 1-2 days for cooling, picking out whole shells, sifting and packaging. The women claimed that one batch can produce 60 bags sold at approximately $2 US per bag = $120. For marketing, some buyers come to the site, but those who use lime to make tiles are nearer to Banjul and do not come. The women pay 25% to outlets near Banjul who market their lime.

TRY Community at Faji Kunda: Of interest here was the fact that the TRY group had installed a fence around the UNDP smoking oven using their group account. In addition,

local authorities invested in improving the road to the smoking oven site after the women themselves made an effort to do it. This group faced challenges in:

1.) managing unauthorized municipal garbage disposal at the site during the closed season when they are not active at the site and
2.) the changing physical environment that may be the reason behind a dramatic decline in the cockle population at this site.
Fatou also highlighted the life story of one woman in this group. Because of her economic activities in fisheries, her husband no longer gave her a significant financial contribution to support the household. Nonetheless, she put nine children through school herself and covers breakfast and dinner for the family every day. The husband only buys one bag of rice per month and covers the mid-day meal.

STUDY TOUR DAY 5 – THE GAMBIA

Participants met at the TRY office where they reflected on Lessons Learned in groups based on their type of organization, government, local NGO, local membership organization (NAFPTA) and international NGO. Key points from this exercise are integrated into the summary in Section IV above. Details are provided in Annex B.

Study tour expectations identified by participants on Day one were reviewed and determined to be largely satisfied so far, although participants were looking forward to the greater focus on women's fish and sardinella processing (in addition to the shellfish focus of The Gambia) to be visited in Senegal.

The Gambia leg of the study tour was closed with brief remarks by Karen Kent for URI/SFMP, Fatou Janha for TRY, Gifty Baaba Asmah of DQF and Mr. Manu of FC/PHU for the study tour participants. Participants had time to visit the Banjul market before heading to the airport.

STUDY TOUR DAY 6 – SENEGAL

USAID/COMFISH Project: Following introductions and orientation at the APTE office, participants proceeded to the USAID/COMFISH Project office where the COMFISH Chief of Party, Khady Sane Diouf gave an overview of the project. Without going into detail on all of the activities and achievements that would be the subject of field visits in the coming days, she highlighted the following:

- The goal of the project to support the Government of Senegal's efforts to achieve reform of its fisheries sector by strengthening the enabling conditions necessary for improved governance and by demonstrating effective tools and approaches for ecosystem-based collaborative management.
- The main objective of the project to strengthen the resilience of fishing communities to climate change through capacity building, implementation of management plans and measures, protection of the environment, and increasing socio-economic benefits.
- The focus on the Sardinella and Bonga (Ethmalose) fisheries.
- The legal basis in the Senegal Fisheries Act for "Local Conventions" (CL) providing the authority for local governance of local management plans at the level of Local Artisanal Fisheries Councils (CLPAs).
- The CL allows for emphasis on local participatory compliance rather than enforcement.

- The Project used local field offices with facilitators employed by the project who interact with "relays" from each community, chosen by the community to be their link between the project and the community and between the government and the community. This served to create trust and facilitate communications to and from the community level.
- The project sought to involve women through the CL as participants in governance structures and fisheries management, not just as processors.
- To date local sardinella management plans have been developed and approved by the Ministry of Fisheries in 3 of the 5 administrative regions targeted along the coast.
- In addition the Fisheries Act in Senegal is currently under revision and USAID/COMFISH approaches and achievements are being considered in this process, including the models developed and implemented under the project for including and empowering women in fisheries.

Network of Artisanal Fishery Women of Senegal (REFEPAS): Study Tour participants met with seven women (most of them elected officers) of this National Association at their office housed in the Regional Fisheries Department office for Dakar. REFEPAS was created in 2010 out of the members of the five largest national level associations. Four of these associations were mixed men and women (they only took the women) and one was all women. The impetus for its' creation came from the women working in the member associations at the decentralized level. In spite of the fact that women make up 70% of people working in fisheries, they were not being included in fisheries policymaking. Their objective is women's participation. Now they are recognized by the government and by donors.

Achievements:

- They started with an analysis of the sector in order to document the importance of women. Having facts and figures at their disposal to back up their demands for greater participation was very effective.
- Now the government includes them in delegations to international conferences and trade fairs (i.e.,, South Korea, Moscow). They explained how before this never would have happened.
- To illustrate how things are changing, they also gave the example of International Fisheries Day which is a day to acknowledge both men and women. There was a big debate because the women refused to let the men dominate.

Challenges:

- Competition with factories is their greatest challenge. They are at risk of ending up as employees of the factories.
- They need financial training and financing that is appropriate to their needs in order to compete with their competitors.

Governance:

- Officers are elected and have term limits (every 2 years)
- Each institutional member pays 100,000 fcfa (about $180) membership and 20,000 fcfa (about $36) annually.
- They also have partners such as the USAID/COMFISH Project.
- They developed an Action Plan that has also been helpful for attracting donor support

REFEPAS members were surprised to hear that the Government of Ghana and the World Bank initiated the creation of NAFPTA and provide substantial support, including a bus and three support staff. REFEPAS noted that it started on its own and funds its own activities.

NAFPTA participants remarked that the REFEPAS membership fees are more substantial than theirs and that NAFPTA could consider having more than a token fee in order to have greater ownership by members and for sustainability.

Fisheries Department and CLPA Cayar: After a courtesy visit to the Mayor of Cayar, the study tour proceeded to the Cayar Department of Fisheries where it met the CLPA. The Director of Fisheries presented the context. Cayar has been a fish landing site since 1871. January to June is the high season when 2,500 canoes and 6,000 fishermen operate. Low season is 1,200 canoes and 3,000 fishermen. Production was 33,600 tons in 2014 (2,074 tons processed) and 29,475 tons in 2015 (1,800 tons processed).

CLPA Governance structure: The Prefet is the Chairperson. Chair, Vice Chair, Conflict Manager, General Secretary and Fishmongers' representatives are all elected. There is an Advisory Committee and an Executive Committee. There are 6 Commissions:

- Fishmongers
- Women processors
- Traders
- Fishers
- Investors
- The mayor, elders and the administration

Decisions are by consensus. Management measures are to limit the harvest. It is forbidden to catch juveniles and to use longlines. Two outings per day are not allowed. The fishery can be closed for a day. Processors refuse to process fish caught in non-compliance. They clean the sea (i.e., of old nets and debris).

To questions about child labor and fisheries, CLPA members responded that some school age children drop out of school and follow their parents into fishing at the age of secondary school because the secondary school is some distance from Cayar. They indicated that the problem of girls dropping out and teenage pregnancy is not a major issue in their communities.

Cayar Fish Processing Site: The delegation was received by the Cayar Fish processing women. Dancing and drumming continued until the delegation left for the day to return in the morning.

STUDY TOUR DAY 7 – SENEGAL

Cayar Fish Processing Site: Hosted by women from the Cayar GIE, Study Tour participants divided into four groups to tour the expansive fish processing site at Cayar. Each group had an interpreter and 2-3 women from the GIE. Mr. Jobe, post-harvest specialist also accompanied the groups. Key observations included:

- Types of processing included, smoked, salted dried, non-salted dried, and fermented.
- All processing was done on raise racks/platforms made of cement bases with durable plastic grates. This improved infrastructure was provided by the Japanese.
- Various species were observed including sardinella, mackerel, sharks among others. Shark fins were for export to Asia. Shark meat was for export to Ghana.
- Men are not permitted to process fish at the Cayar site. They can only be paid laborers.
- Smoking of sardinella is done on open air raised smoking ovens using Filao leaves/needles for fuel that the women purchase by the cartload.

- Fish is braised, then the skin is scraped off before drying with or without salt.
- The scraped fish waste is sold for poultry feed.

Figure 8. Cayar women's GIE members explain their smoked (left) and dried (right) fish products processed at the site outside the improved processing center. (Credit: Albert Boubane; Kent URI/CRC)

Cayar Improved Fish Processing Center: The same four groups were maintained for a tour of the COMFISH supported improved processing center. Highlights included:

- This is the only artisanal fish processing center in Senegal to meet the standard and have an export agreement with the European Union.
- Personnel and product entries are separate. Flow is in a single direction. Waste and finished product are separated and exit through separate doors. Other measures include no touch hand washing stations (foot pedal operated), foot disinfection baths between rooms, the use of hair bonnets and gloves and the use of uniforms that are not worn in from the street and that are color coded for the step in the processing chain that the wearer is assigned to, white tiling and stainless steel equipment throughout.
- An FAO model FTT stove has been installed and was explained by the post harvest specialist, Mr. Jobe. Processed product from the stove has been sent to Europe for testing of PAH and other parameters as Senegal labs do not have the capacity yet. They are still awaiting the results.
- Other models of smoking stoves as well as brining/salting basins and drying racks were also viewed.
- Sardinella processed at the facility are branded "Keccax Cayar" packaged in plastic containers, labelled and packed in cardboard cartons.

- Processing is done at the facility based on orders received. Purchase of inputs for processing of orders are made out of a group account. Proceeds go into the group account. Operating and maintenance costs are also paid out of this account.
- Annually the General Assembly (2017 women) meets to review expenditures and revenues and to decide how to divide up net proceeds among maintenance needs for the center and what should be considered ditributable income to members. To date they have decided not to distribute any income to members, but to accumulate the funds in the account. Capital to purchase optimal quantities of fish at the optimal times is one of their biggest constraints.
- Women each conduct their individual smoking and processing operations at the outside site for day to day income.
- Challenges are that fish is plentiful only during 7 months. If they had a refridgerated truck they could bring fish from other locations during the low season at Cayar.

Richner Naa Krokor Odoi of the Ghana Marine Fisheries Management Division had seen similar processing facilities in Iceland but commented that seeing such an improved facility for artisanal fisheries, managed by a women's group, meeting EU export requirements right here in Senegal was very encouraging and demonstrated that it was not out of reach for a country like Ghana.

Regina Solomon, the President of NAFPTA was impressed by how new and well maintained the facility was when she saw that it had been inaugurated two years earlier.

Aminata Mbenge of APTE gave a presentation on the process by which the Cayar women's GIE capacity was developed and how the Center's facilities were improved. Key points included:

- Revolving Credit managed through the Fisheries Department has a 90% reimbursement rate.
- Literacy training was based on practical needs for financial management, bookkeeping and marketing.
- Best Practices in communications included:
- Image based communications tools as most of the women are not literate
- Use of song and dance. They had a drummer on contract to animate and motivate the women
- Use of customs and traditions
- Sitting on the floor and serving tea
- Creation of poems and songs for each theme and used these to train women on these themes
- Literacy trainer was chosen from among the women, not an outsider.
- Studies were targeted at first understanding local practices and then using scientific research to improve on those practices. Examples included comparative microbiological studies on traditional and modern processed products and action research involving women to better understand factors contributing most significantly to shelf life of processed products.
- Marketing was improved through branding/labelling of the improved Keccax Cayar product and participation in trade fairs.

Aminata's presentation also made the point that Cayar was chosen for USAID/COMFISH Project support to further develop and demonstrate the potential for improved processing because of the level of organization and capacity that already existed among the women

processors at Cayar due to previous efforts. To replicate the results achieved at Cayar at other processing sites would likely require even more technical assistance and investment in organization and capacity development of the women's GIEs than what was provided by the USAID/COMFISH Project at Cayar.

Figure 9. Demonstration of fish processing at the Cayar improved processing center. (Credit: Albert Boubane)

STUDY TOUR DAY 8 – SENEGAL

Mbour Department of Fisheries and CLPA: After greeting the Director of Fisheries of Mbour, study tour participants met with the CLPA. The USAID/COMFISH Project Facilitator at Mbour facilitated the meeting. Following introductions, the key points of interest included:

CLPA Governance Structure and Gender. Processors have five representatives on the CLPA. Fishers have seven representatives. Fishers have more because more people are engaged in being fishers. In addition to these representatives, the CLPA includes the Prefet, the Mayor and a representative of the Fisheries Department. Officers include a National Coordinator, a Deputy, a Secretary and a Treasurer. Some of the officers are women (i.e., the Treasurer).

Management measures include:

- "biological rest" for specific species at specific times (i.e. sea snails).
- Facilitating reproduction of octopus by planting "pots"
- Restriction to day fishing (no night fishing)
- For small pelagics a 6 months fishing season only
- 11cm minimum size for small pelagics rasied to 15cm.
- Sanctions that increase in severity for landing juveniles include confiscating the canoe, paying a fine, jail time.

Involvement of Women in Management:

- CL document is available to everyone and well diffused.
- Women refuse to process juveniles. They make a report to the CLPA if they see violations.
- Women keep the money (Woman CLPA Treasurer)
- Women's interests are taken into account

How did they do it:

- Organization, solidarity and respect among the women. Working together.
- They selected leaders
- They attended all the fishermen's meetings
- Fishermen need them to buy the surplus fish, so fishermen come to them. Without them, fishermen can not get money for their fish. (Surplus supply). It was noted that this is a different dynamic than Ghana where women finance fishing trips just to secure a supply as supplies are dwindling (Surplus demand).

Key to their process was:

- Involve everyone, participatory management
- Monitoring of the process
- Regular exchange with stakeholders
- Have a vision. Know what you want.

Benefits:

- They have purchased houses and sent their children to school. They have seen the benefits.

Challenges:

- Competition is harsh, especially from factories.
- For every woman in processing now there are 2 men.
- Foreign influence is strong. Foreigners from Ghana and Burkina Faso pay high rates to fishermen to catch juveniles, which are the preferred size for their markets.

Mballing Fish Processing Site Visit: Again raised racks for processing are standard although the infrastructure at this site was not improved (i.e., racks are generally locally made from wood and palm branches) and hygiene was not very good. Dominance of men processors and traders for both domestic and foreign markets (including Ghana) was evident. The explanation of men's entry into fish processing as told by women was that when the older women who dominated the processing sector retired or passed away, their daughters did not go into the business, so it was their workers, who are men, that took over and now dominate. The tour visited a Gambian man renting a walled compound from the Women's GIE group. He seemed to be doing very well drying red and black sea snail (murex) for export by air to Asia.

Mballing Improved Processing Site: At Mballing a walled compound with improved processing racks, solar dryers, smoking ovens and a toilet facility had been built, but was not being used. Discussion revealed that a succession of different donors had contributed different parts of the infrastructure at different times over the years and that the smoking ovens and drying racks, although improved, were not enough to accommodate the volume needed for the women to shift their operations to the new site. In addition, the GIE is currently in discussions with an investor to upgrade the site to a standard that could meet EU export agreement requirements.

Joal Improved Fish Processing Site: At Joal, Senegal's largest fisheries landing site, the study tour visited a vast compound for improved fish processing many times the size of the one in Mbour. It is meant to serve the 43 women's associations at Joal under which women are clustered by ethnic group in small groups of 15. The facility had initially been constructed seven years ago and had not been used since that time due to the lack of construction of adequate volume of drying racks, covered areas/kiosks for marketing and electricity and water hook ups. Most striking about this site was the number (20) of improved smoking stoves (worth approximately $1000 each) that had been constructed a few years ago that were not frequently used and were already rusting and suffering from lack of maintenance. Department of Fisheries representatives and women's GIE representatives explained that the plan is to rehabilitate and finish the site over the next two years. Meanwhile, processing is taking place outside the compound under conditions very similar to those at Mbour; raised racks made of local materials are standard, but hygiene is not very good.

A few kilometers from the processing compound and closer to the sea, the study tour visited a large fish smoking area with more than 3000 open air smoking ovens. The site also had many warehouses made from flattened 200 liter barrels for the storage of smoked product for export to the West Africa region. Many of the warehouses were owned by foreigners (Cote d'Ivoire, Burkina Faso, Ghana). Massive smoking operations were going on at the site, with billows of thick smoke engulfing the entire site. Participants witnessed juvenile fish being braised. The visit to this site highlighted very dramatically the transition of fish smoking from an operation conducted largely by women and serving domestic markets to an operation dominated by men and influenced by significant market demand and money coming from West African buyers financing production for export to their countires. Juvenile fish are preferred in these markets. The situation also highlighted to participants the critical importance of strengthened governance structures like the CLPAs and the women's GIEs to

Figure 10. Smoking at Joal for export to the region (left). Juveniles preferred by neighboring country markets (right). (Credit: Akua Okyere-Nyako, SNV Ghana; Kent, URI/CRC).

develop and implement local fisheries management plans in nested fashion with national fisheries management planning and policy as a counterbalance to these overwhelming market forces. The drastically contrasted outcomes at the Cayar and Joal processing sites demonstrate what a difference this can make for overexploitation of the fishery and for women's economic interest.

STUDY TOUR DAY 9 – SENEGAL

Fish Landing Site Cayar: Study tour participants visited the landing site at Cayar with Department of Fisheries and CLPA members. They learned about the safety at sea program supported by the USAID/COMFISH Project in collaboration with the Senegal National Meteorological Agency that is now operational along the entire coast of Senegal. Points of contact at landing sites are notified by cell phone text message about conditions at sea. Using a pre-determined index of wave hight and wind speed thresholds, either a green flag (no danger) a yellow flag (caution) or a red flag (high danger) is then posted at the site. Training and awareness raising was conducted among the fishing community, including education and behavior change communication about wearing life vests at sea. Ghana participants remarked how the MESA program had begun a similar activity in Ghana, but had not included women in the information and awareness raising sessions in spite of the fact that women finance fishing trips and, thus have influence over the conditions under which boats go out.

Figure 2. Poster showing how wearing a life vest is not a sign of weakness, but of a brave man who cares about the future of his family by not risking his life at sea.

The group observed and questioned actors on the beach about landings and sales transactions, licensing and boat sizes. Women are involved in buying fish as it comes off the boat. Sanitation and hygiene at the landing site was very good. Young boys were observed picking up dropped fish near the beach and selling them. It was explained that classes were not in session at the time of our visit to the site. One fishermen said he had heard about the study tour visit on the radio the evening before.

Demonstration of Processing at the Improved Processing Center Cayar: Participants were led on a step by step demonstration of how fish are processed at the Cayar Center. Key features of the process included, one way movement of people and product through the center (reinforced by color coded uniforms for the different processing areas), no touch hand washing stations, foot disinfection baths between rooms, white tiles for easy cleaning, hair covering and gloves worn at all times, stainless steel tables and appliances, waste drainage and removal systems.

Presentation on Marketing of Improved Product: Aminata Mbengue of APTE walked participants through the details of a sales contract the Cayar Women's GIE has signed with a buyer from Ivory Coast. The buyer surveyed several potential processing centers in the West Africa Region from which to source product and chose the processing center at Cayar because of the quality of its operations and because of the relationship he was able to enter into with the GIE. The buyer has financed the construction of an FAO/FTT stove in the processing center. He will also pay for maintenance of the stove. The women are contracted to use the stove to produce orders that he places with them. Prices are not fixed and will be negotiated each time based on market conditions at the time. The women can otherwise use the stove to produce product for marketing and promoting their work at trade fairs, but must otherwise use it to produce exclusively for him for a period of 5 years. After 5 years, the stove will revert to the women to use as they decide. The Department of Fisheries has co-

signed and will monitor the contract in support of the GIE. A clause for renegotiation based on mutual agreement of the parties is also included in the contract.

STUDY TOUR DAY 10 – SENEGAL

The study Tour concluded with a final session at the APTE office in Dakar. Participants reflected on lessons learned and worked in groups by type of organization to develop an Action Plan for implementation of priority actions upon their return to Ghana. The Action Plan is in Annex A. Section IV above summarizes key Lessons Learned. Details of Lessons Learned by type of organization are in Annex B.

Figure 3. Cayar Women's GIE members and study tour participants in front of the improved processing center. (Credit: Albert Boubane).

ANNEX A: STUDY TOUR ACTION PLAN

Ghana Sustainable Fisheries Management Project (SFMP)
Regional Study Tour on Women's Empowerment and Post -Harvest Improvements in the Value Chain To Senegal and Gambia from January 27 to February 6, 2016.

ACTION PLAN

	Action	Additional Resources Required	Funding from	Expected Outcome	Who	When	Status
	NAFPTA						
1.	Training in micro finance	Technical person on finance	WARFP	Members encouraged on the need to save for the future	Lead: NAFPTA Support: FC, SFMP	Feb – April 2016	
2.	Sensitizing on raised platform for drying fish	Photos from study tour, technical assistance	WARFP	Improved hygiene in fish processing	Lead: NAFPTA Support: FC, SFMP	May – JUNE 2016	
3.	MESA should be made aware of the need to involve NAFPTA in their system of warning at sea (communication by SMS to landing site contacts for setting of flags on the beach). Fishermen were consulted but since women pre-finance fishing trips their awareness and involvement is needed for compliance.	MESA	SFMP	Better safety at sea and women's involvement in the safety at sea program	Lead: FC Support: NAFPTA, SFMP	JUNE 2016	
4.	Media engagements on information about NAFPTA and lessons learned from the study tour	Newspaper publications , radio/ TV	NAFPTA Internal resources	Awareness on need for women's involvement and on best practices for	Lead: NAFPTA Support: SFMP, FC	July 2016	

	Action	Additional Resources Required	Funding from	Expected Outcome	Who	When	Status
		panel discussions		sustainable fisheries management and post-harvest increased			
5.	Share lessons learnt on study tour with members of NAFPTA	Newspaper publications , monthly and quarterly meetings	NAFPTA Internal resources	The group is strengthened and consensus on a common vision is built	Lead: NAFPTA	August 2016	
6.	Training of leaders must go down to the local level (trainer of trainers)	NAFPTA	NAFPTA Internal resources	Participatory approaches within NAFPTA are strengthened	Lead: NAFPTA Support: FC	All year	
	LOCAL NGOs						
7.	Share lessons learned at all SFMP meetings and project media platform, local media, and publication of the lessons learned from the tour in newspapers	videos, pictures, documentar ies	will be part of planned activities, no additional funding required	Awareness created on the lessons learned and relevant examples from The Gambia and Senegal.	Lead: SFMP PARTNERS Support: FC, NAFPTA	All year	
8.	Create a platform for study tour participants to continue communication. Skype, email, other social media, etc.	-	-	More awareness created and reflection facilitated on lessons learned and application in the Ghana context. Implementation strategy shared among members.	Lead: SFMP PARTNERS	10th Feb	

	Action	Additional Resources Required	Funding from	Expected Outcome	Who	When	Status
9.	Improve collaboration between SFMP implementing partners and NAFPTA.	Financial support for meetings	SFMP	Efforts of all reinforced and strengthened. Duplication of effort reduced. Improved collaboration and membership alignment between NAFPTA and other fisher groups.	Lead: SFMP Partners Support: NAFPTA, FC	Feb 15 and rest of year	
10.	Strengthen the collaboration with government agencies. a. Identify a suitable livelihood with fisherfolks b. Request for the status of the management plan	Financial support for meetings	SFMP	Respective roles are better understood and fulfilled as expected in the management plan Implementation of the Fisheries Management Plan fully supported by all stakeholders	Lead: FC support: SFMP Partners	Feb 15 and rest of year	
11.	Community characterization analysis to identify which ones will best involve group/individual activities	Part of studies on technology improveme nt	-	Abandoned projects avoided	Lead: SFMP Partners Support: FC	April 2016	
12.	Work with FC and other partners on improved stove development	Funding for survey	SFMP	Timely and appropriate implementation of stove scale up	Lead: FC Support: SFMP Partners, NAFPTA	March 2016	
13.	SFMP value chain improvement partners	Financial	SFMP, FC	Value addition and	Lead: SFMP	Feb 15,	

	Action	Additional Resources Required	Funding from	Expected Outcome	Who	When	Status
	to collaborate with NAFPTA, FC (standard packaging for processed fish)	support for meetings		recognition for quality products	Support: NAFPTA, FC	2016	
	GOVERNMENT						
14.	Sensitize the fishers and processors on fish quality	-	SFMP, FC	Better handling of fish	Lead: FC Support: SFMP	As part SFMP sensitization programs	
15.	Develop a model fish processing facility which complies with international sanitary standards.	Funding for construction on facility	SFMP, FC	Process high quality products for both domestic and international markets. Get a better market price based on quality.	Lead: FC Support: SFMP Partners, NAFPTA	Feb 15, 2016	
16.	Communicate and enforce closed season/areas for specific species (management plan) 2 days a week for artisanal fishing, 3 months (April to June) for trawlers	-	FC	To revive and maintain sustainable fish stocks	Lead: FC Support: FC, SFMP Partners, NAFPTA	End of March	
17.	Work closely with CSOs in decision making process and dissemination of information	-	-	Ensure policies to manage the resource. Empower women in the process	Lead: FC	All year activity	
18.	Coastal countries integration (special reference to artisanal fisheries as most of	Funding for	From all	Implement and enforce	Lead: FC	As part of	

	Action	Additional Resources Required	Funding from	Expected Outcome	Who	When	Status
	the regional IUU discussions are related to industrial)	meetings	participants	management. Raise awareness of the market links		regular FC/SFMP meetings	
	INTERNATIONAL NGOS						
19.	SFMP to make study tour videos/ photos available Photos should be grouped for easy identification	-	SFMP	Study Tour video and photos readily available for use by partners and FC	Lead: SFMP	Feb. 2016	
20.	Get data on gender from SFMP surveys conducted (i.e., CLAT, household baseline, DAA membership survey) if available, especially to provide evidence for the number of women in the fisheries sector to show that their participation is not at a representative level and needs to be greater.	-	-	Data on number of women in the fisheries sector available to all partners. Data on other gender aspects available to all partners	Lead: SFMP M&E Support: SFMP partners	March 2016	
21.	Use the gender mainstreaming workshop network to get more data and mainstream gender	-	-	More data on gender available to all partners and other actors in the sector. Gender mainstreamed into all SFMP and FC small scale fisheries work.	Lead: SFMP Partners Support: FC, NAFPTA	March 2016	
22.	Use data to sensitize associations on the need to involve women counterparts	-	-	Fisheries sector associations that are not	Lead: SFMP Partners	All year	

	Action	Additional Resources Required	Funding from	Expected Outcome	Who	When	Status
	(i.e., NCFC, etc.)			including women do so.	Support: FC, NAFPTA	activity	
23.	Mangrove conservation (i.e., Ankobra). Take action to get all users (including women) involved in conservation – like the TRY example.	-	-	User driven and motivated participatory compliance, monitoring and enforcement models piloted in target zones.	Lead: SFMP partners working on mangroves, Support: other stakeholders	March 2016	
24.	Conduct a consumer awareness campaign on juvenile fish consumption (Ghanaians are eating juveniles from other countries in the Region). Demand is part of the problem. It was hard for Senegal CLPAs (Local Committees) to overcome the big money from foreign regional buyers who want juveniles.	Financial support for awareness creation	SFMP	Awareness of Ghana consumers raised on the negative impact of consuming juvenile fish.	Lead: SFMP Support: FC	April 2016	
25.	Develop capacity of Associations for governance, organization, a united voice, advocacy, and sustainability of their structures.	-	-	Capacity of associations in these aspects developed and their participation in fisheries decision-making and dialogue increased.	Lead: SFMP partners Support: FC, NAFPTA	June 2016	
26.	In forums like the National Dialogue or others use evidence and images from the study tour to back up and provide convincing examples for the messages the women decide to bring to these forums.	-	-	Compelling communication with the desired impacts achieved.	Lead: SFMP Partners Support: FC, NAFPTA	Continuous	

Annex B: Detail Of Lessons Learned

THE GAMBIA

Local NGOs

- Government support speeds the process. NASCOM/TRY had the support of government (dedicated officials to support activities, writing of proposals to government to solicit for support for TRY). Their fisheries officers were invoved in the whole process. The officers are in the locality and interact with both the community and government. Access to regulations and their interpretations for all stakeholders.
- Overlapping roles of government agencies can create confusion about which organization to seek what kind of help from.
- Direct involvement of both men and women in decision making.
- Duplication of groups. NAFPTA for instance was created without inclusion of existing women organisations.
- Co-management by users/beneficiaries. The understanding and involvement of beneficiaries of the plan rather than training them on the plans after they have been drawn.
- Knowledge sharing among the women is sometimes absent.
- Diversified livelihoods for both fishermen and the processors are important.
- Closed area and closed season means they still have access to the sea but in different locations. There is the need to get the men and women understand this.
- Income generated by NASCOM (eg. Fines) are managed by NASCOM.
- NGOs can run without relying on government support.

Government

- NGOs in fisheries sector are collaborating with the government, but in Ghana FC doesn't even know the NGOs operating in fisheries.
- The government involves the fishers in their activities, indigenous knowledge.
- Government has enacted laws to back the activities of the NGOs in The Gambia (i.e., user rights to TRY).
- Gender representative fisheries officers to promote issues to empower women.
- There is a technical advisor on gender supporting NAFPTA being paid by FC.
- Research was conducted to inform the choice of the closed areas and seasons.
- The fishers understand why best practices should be done according to the regulation. (eg. Why carry ice to sea, why the closed season).
- Vessels have been registered just as is being done by FC
- Control of fishing activities.
- The women are not depending on waiting for government to support them with alternative livelihoods.
- Enforcement of legislation (eg. Use of specified net sizes) is difficult and lacks strong political will.

NAFPTA

- The women in Azizanya come together to say no to bad fish. They go by the slogan: "NAFPTA say no to bad fish. Fish for wealth champion for change".
- Saving boxes where the keys are kept in TRY office was a new approach.
- The women are not open with their savings and income.
- Training of the youth on alternative livelihood was great.
- Organization of community level groups by TRY was strong.
- Smoking ovens constructed were not done in full consultation with the women.
- Fish smoking ovens here make the process long, 5 days to smoke a batch of fish
- Some species of fish are not washed (herrings because the fish is not descaled before smoking so the scales protect the unwashed fish from contamination), but others (catfish) are washed with hot water.
- Raised platforms for drying fish are the norm. We need to create this norm in Ghana.
- Alternative livelihood during the closed season (eg. Shells as lime, shells sold and used for terrazzo).
- Group champions are able to organize the women but it is important that they include the members in decision making.

International NGOs:

- Leadership capacity development can be a value added of Intl. NGOs.
- Bringing the pieces together (linking the efforts of local NGOs)
- Access and visibility of women's issues and voice to govt. and policy (i.e., championing)
- Bring global perspectives on women's issues and approaches.
- Access to and channeling of donor funding
    - Not through Govt. – more direct to local NGOs
    - Grants not loans
    - Can recommend local NGOs to donors for direct funding to the local structures.
    - Often a large chunk of the money stays with the Intl. NGO instead of going to the beneficiaries or local NGOs directly.
- Organizational capacity development (governance, admin./finance, communications, programs, partnership and networking).
- We see that women – led local NGOs tend to survive and persist better.
- Impact;
    - Small margins of improvement mean a lot to vulnerable women
    - May not mean a lot in macro-economic terms
    - So civil society should recognize this when choosing investments particularly for women. We can have the best impact at the community level.
- Complete integrated development packages particularly important for women devt. International NGOs have perspective and technical capacity to support multi-sectoral programs (fisheries, health, etc.)
- Convening force for cross-agency collaboration in Govt. So that Govt. agencies work together to meet the needs of communities.

- Gambia has a government institution responsible for NGO affairs. The equivalent of this is the Social Welfare in Ghana but in Ghana, this responsibility is not well taken up by the Social Welfare.
- Voluntary works
    - It is helpful to have volunteers who can be trained to assist in managing the NGOs to ensure continuity. The work must not depend on one person/the founder.
    - The Peace Corps or the Embassies support with this.

SENEGAL

Local NGOs

- The need for close collaboration between CSO and government agencies (eg. the local communities developed the bye-laws under the COMFISH project so there is better understanding and compliance).
- The use of data, facts and figures – both scientific and local.
- Women generate their own funds internally without any government support (eg. subscription fee 100,000 fcfa, annual dues of 20,000 fcfa).
- The association is independent of partisan politics.
- The characteristics of the communities will help determine the type of support, whether individual or group.
- The existing cCSOs need to be empowered to form national groups.
- The use of Local Conventions.
- Effective management plans.
- Sharing of information.
- Exchange of ideas by CSOs at regional level is useful and empowering.
- Media (local radio stations) involvement is key in dissemination of information.

Government

- The West Africa region should collaborate to manage fisheries resources (eg. enforcement of laws).
- A compliant fish processing facility has been developed in Senegal.
- Labelling of processed fish linked to (identifies) fish quality.
- The need for right co-ordination between local and international NGOs.
- Lack of consultation among fishery groups leads to projects being abondonned.
- Awareness and education to empower women processors to be responsible for and use project funded centres after the end of the initial project funding and support.
- Both fishers and fish processors should be sensitized on value chain improvement.

NAFPTA

- Formation of groups are similar to NAFPTA
- The processing technologies used are different, more improved (less smoke, less time) in Ghana than in Senegal
- Absence of raised platforms for drying fish in Ghana unlike in Senegal where they are the norm.

- In Ghana we need to educate the women on the need for savings.
- No political interference in the associations in Senegal (i.e., REFEPAS).
- Laws are more enforced in Senegal than in Ghana.
- Fisheries commission should monitor the fish processing activities at the various communities.
- The local members of NAFPTA should be involved in capacity building activities
- Flags are used to communicate the weather situation on the sea in Senegal.

International NGOs

- Regional approach to the value chain is needed (BF, Mali, CI, GHana Senegal, Gambia…).
- Women processors are vulnerable to losing livelihoods to men. Organization is key.
- Individual and cooperative way of working for women precessors each have their advantages. They both need strong associations to make it work.
- Civil society plays and important role in the capacity building of women's associations in compliment to government support of the operating framework that empowers women. (Govt. provides the skeleton, civil society puts the flesh on it.).
- Data to provide concrete evidence of the importance of women in the fisheries sector is needed as well as ownership of the data and evidence by women themselves (i.e., as we heard from REFEPAS for use in their advocacy for inclusion in meetings, workshops and conferences and for a voice).

Annex C: Study Tour Agenda

Ghana Sustainable Fisheries Management Project (SFMP)

Regional Study Tour on Women's Empowerment and Post -Harvest Improvements in the Value Chain

AGENDA

Date	***Time***	***Place***	***Org.***	***Activity***
Wednesday: 1/27	All Day	Accra to Banjul (via Dakar)	TRY	Depart Accra 9:00 am. Arrive Banjul 6:00 pm. Settle in. Introductions over dinner at hotel
Thursday: 1/28	All Day	Old Jeshwang Kamalo	TRY	TRY office – Introductions, Presentation by TRY and participating organizations Visit Department of Fisheries, Banjul Meet TRY members and see smoking and WASH facilities at Kamalo
Friday: 1/29	All Day	Kartong	TRY	Meet TRY Community and Senegal Oyster community. Visit WASH and smoking facilities
Saturday: 1/30	All Day	Ghana Town & Brufut Tanji	TRY NASCOM	Visit Ghana Fishermen Quick tour of Brufut women processing activities Visit Tanji (largest fish landing and processing site in The Gambia). Meet NASCOM, including women leadership*
Sunday: 1/31	All Day	Tanbi Wetlands	TRY	Excursion by boat Meet with TRY members at their communities. Remainder of the day off
Monday: 2/1	All Day	Old Jeshwang	TRY	Debrief on observations and lessons learned Afternoon break
	Night	Dakar	TRY APTE	Departure at 20h for Dakar
Tuesday 2/2	Morning	Dakar	APTE	Presentation COMFISH and APTE Meet REFEPAS*

	Afternoon	Cayar		Courtesy visit Regional Fisheries Dir. Meet Women's GIE* (COMFISH supported processing unit)
Wednesday: 2/3	All Day	Cayar	APTE	Women's GIE (COMFISH supported processing unit), including: - Food quality testing expert (FAO stove) Meet with CLPA* Visit other processing Units at Cayar
Thursday: 2/4	All Day	Mbour Joal	APTE	Mbour: Meet with CLPA Tour site, including unused improved processing infrastructure Joal: Meet with CLPA Tour site Meet with Ghana Processors, including men who have taken over the activity as it has become more profitable.
Friday: 2/5	All Day	Cayar	APTE	Cayar product market chain actors
Saturday: 2/6	Morning	Dakar	APTE	Debrief lessons learned and development of Action Plan for sharing back in Ghana
	Afternoon	Dakar to Accra	APTE	Depart: 3:25 pm flight

Note: All nights in Senegal will be in Dakar. All nights in The Gambia will be in the greater Banjul metro area.

- REFEPAS = Network of Artisanal Fishery Women of Senegal
- CLPA = Local Artisanal Fisheries Counsel;
- GIE = Economic Interest Group,
- ITA = Institute for Food Technology
- NASCOM = National Sole Fishery Co-Management Committee