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# SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

## Leadership in Fisheries Management Course Curriculum

August 2015



**Hen Mpoano**



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

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

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**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>

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

Brian Crawford [brian@crc.uri.edu](mailto:brian@crc.uri.edu)  
Najih Lazar [nlazar@uri.edu](mailto:nlazar@uri.edu)  
Patricia Mensah [patriciaba.mensah@gmail.com](mailto:patriciaba.mensah@gmail.com)  
Bakari Nyari [hardinyari@gmail.com](mailto:hardinyari@gmail.com)  
Don Robadue, Jr. [don@crc.uri.edu](mailto:don@crc.uri.edu)

**Kofi Agbogah**  
kofi.agbogah@gmail.com  
**Stephen Kankam**  
Stephenkankam@hotmail.com  
Hen Mpoano  
38 J. Cross Cole St. Windy Ridge,  
Takoradi, Ghana  
233 269 786 540

**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

**Amanda Childress**  
achildress@snvworld.org  
SNV Netherlands Development  
Organisation  
#161, 10 Maseru Road, E. Legon, Accra,  
Ghana  
233 30 701 2440

**Victoria C. Koomson**  
cewefia@yahoo.com  
CEWEFIA  
B342 Bronyibima Estate  
Elmina, Ghana  
233 24 427 8377

**Lydia Sasu**  
[daawomen@gmail.com](mailto:daawomen@gmail.com)  
DAA  
Darkuman Junction, Kaneshie Odokor  
Highway, Accra, Ghana  
233 302 315 894

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

## Acronyms

CRC	Coastal Resources Center/The University of Rhode Island
CSO	Civil Society Organization
DFAS	Department of Fisheries and Aquatic Sciences (UCC)
EBM	Ecosystem based management
FoN	Friends of the Nation
GIS	Geographic Information Systems
GOG	Government of Ghana
HM	Hen Mpoano
MOFAD	Ministry of Fisheries and Aquaculture Development
NCFC	National Canoe Fishermen’s Council
PHU	Post-Harvest Unit of the Fisheries Commission
SFMP	Sustainable Fisheries Management Project (USAID/URI-CRC)
UCC/CCM	University of Cape Coast/ Center for Coastal Management
WARFP	West Africa Regional Fisheries Project (World Bank)

## Contents

Acronyms.....	iii
CURRICULUM for the LEADERSHIP IN FISHERIES MANAGEMENT COURSE .....	1
COURSE DESCRIPTION .....	1
GOALS and LEARNING OBJECTIVES .....	1
CURRICULUM.....	2
Central Themes .....	2
Systems-Based Approach to Fisheries and Co-Management .....	2
Leadership.....	3
Team building .....	4
Knowledge, Skills and Attitudes Shared in this Course .....	5
LEARNING METHODS .....	6
ASSESSMENT METHODS.....	6
COURSE EVALUATION.....	6
CONTENT AND MATERIALS .....	7
NEEDS ASSESSMENT .....	7
ELIGIBILITY .....	7
VENUE.....	7
RESOURCE PEOPLE .....	8
OUTPUTS.....	8
APPENDIX. 2015 Course Agenda.....	9
Sunday, August 2, 2015 .....	9

DAY 1 Monday, August 3, 2015: Systems and Leadership .....	9
DAY 2 Tuesday, August 4, 2015: Systems Thinking and Community assessments .....	10
DAY 3 Wednesday, August 5, 2015: Field Trip to Elmina (community profiling).....	10
DAY 4 Thursday, August 6, 2015: Moving ahead- How do you bring about change .....	11
DAY 5 Friday, August 7, 2015: Co-management .....	12
Saturday August 8, 2015:.....	13
DAY 6 Monday, August 10, 2015: The Management Plan and action items .....	13
DAY 7 Tuesday, August 11, 2015: Preparation for Field Trip for stakeholder discussion.	14
DAY 8 Wednesday, August 12, 2015: Wednesday Field Trip to Elmina (meeting).....	15
DAY 9 Thursday, August 13, 2015: Leadership and the draft action plan .....	16
DAY 10 Friday, August 14, 2015: Wrap up.....	16

# **CURRICULUM for the LEADERSHIP IN FISHERIES MANAGEMENT COURSE**

## **COURSE DESCRIPTION**

The Leadership in Fisheries Management Course is a two-week intensive program for Ghanaians pursuing the management of more ecologically sustainable, economically strong and resilient fisheries. Working in teams, participants will leave the course with a draft action plan for developing a strategy to manage Ghana's small pelagic fishery. This practical course will follow two national dialogues on fisheries management occurring in early 2015. These activities are components of USAID/Ghana's Sustainable Fisheries Management Project (SFMP), led by the University of Rhode Island with support from Ghana's Fisheries Commission and a consortium of partners. Applying a bottom-up approach based on an ecosystem-wide perspective to fisheries management is the overarching theme of this leadership development experience. Participants will explore new and innovative concepts in fisheries management with a focus on small pelagics fisheries and will draw lessons from case studies, such as sardine fisheries management in the Philippines and other management models around the world.

Subject matter covered includes:

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

## **GOALS and LEARNING OBJECTIVES**

The main goal of this course is to enable inter-organizational teams in Ghana to develop a strategy to implement the small pelagics fisheries management plan as a follow-up exercise from two national dialogues occurring in 2015.

The objective of this course is to develop a core leadership team to move small pelagics fisheries management planning forward in Ghana. Competences in fisheries management and leadership will be strengthened to ensure the team has the foundational capacity to engage a wider stakeholder group in the planning of early actions for management of the small pelagics fishery.

By the end of this course, participants should be able to:

- Explain the variety of actors engaged in the fisheries system and how these actors interact in policy and practice
- Explain the concept of co-management, identify where Ghana is at currently within that concept and how the country could take steps towards a larger embrace of co-management approaches
- Identify key elements of a quality fisheries management plan with clear objectives
- Analyze a conflict through the mutual gains approach to negotiations to determine the needs of all parties and potential third ways to move the negotiations forward

- Design and facilitate a participatory stakeholder meeting related to fisheries management
- Identify personal leadership qualities and challenges to better themselves as they engage in fisheries management

## CURRICULUM

### Central Themes

#### Systems-Based Approach to Fisheries and Co-Management

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

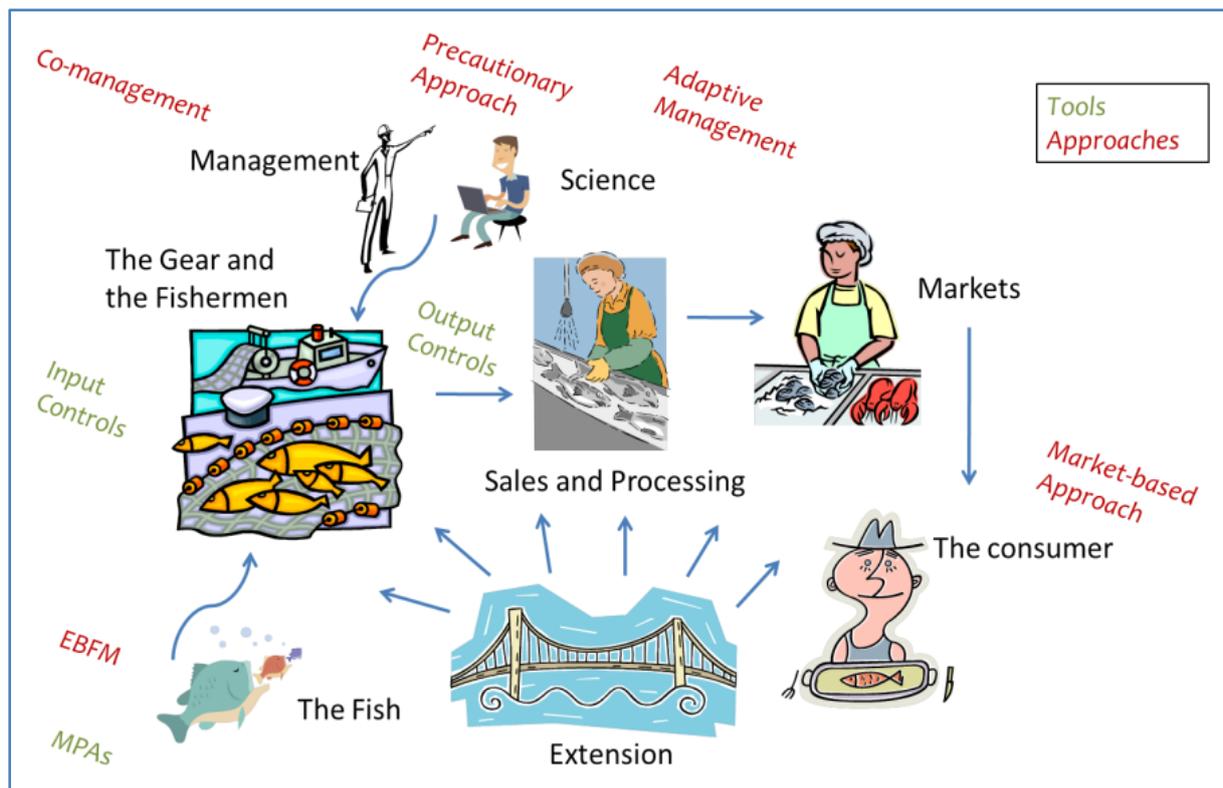
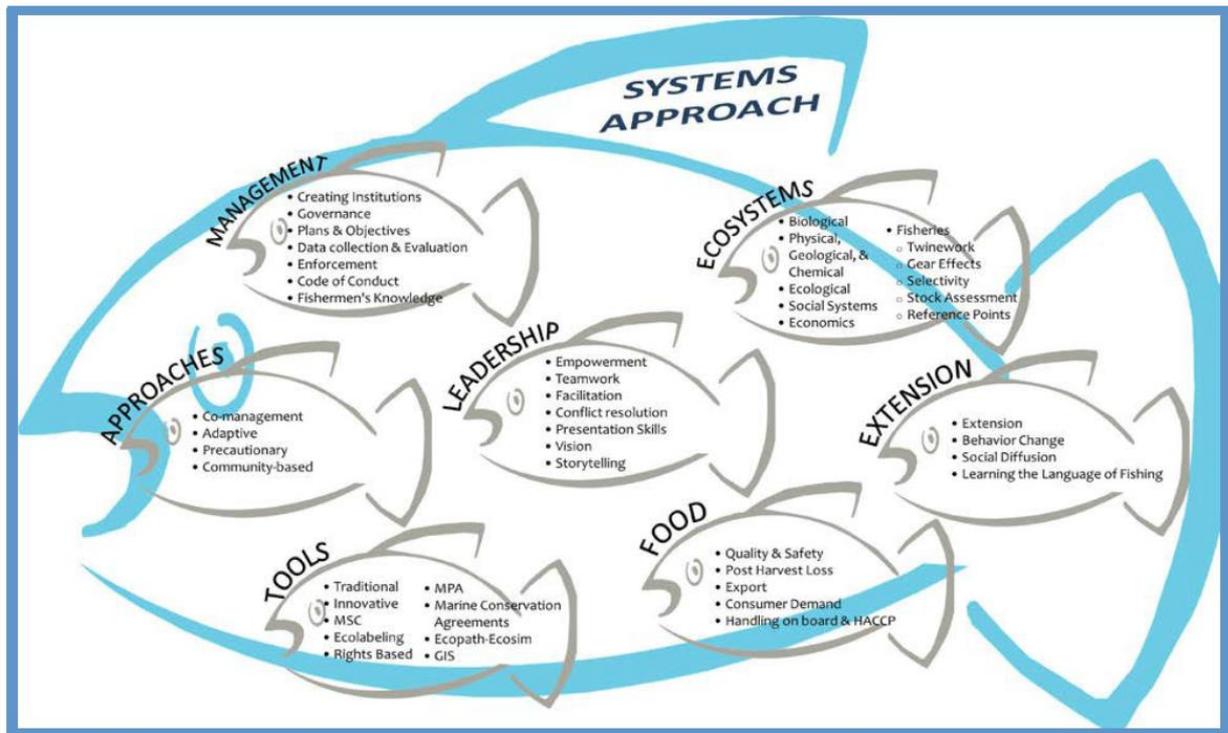


Figure 1 Tools and Approaches



**Figure 2 A Systems Approach**

### **Leadership**

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



**Figure 3. Stakeholder meetings in Elmina**

### **Team building**

This is a theme woven throughout each day and a major benefit of the two week experience. The bigger the things are that we want to do in the world; the less likely we can do them alone. The ability to work effectively in teams, to lead teams, to communicate and network among teams are essential skills if we are to have more sustainable fisheries worldwide. The course is fortunate to bring a large cross section of stakeholders to the training, so that they can take advantage of a rare focused opportunity to work together, live together and learn together. Participants returning from the course can begin establishing a critical mass to support one another in applying the new information and approaches to their work upon their return. Participants will leave with a deeper level of appreciation of their own talents and those of their colleagues, practical skills in team work, personal growth and a deep bonding with other participants that is remarkable.

The table below highlights the core competences (knowledge, skills and attitudes) covered in this course. The degree of coverage and depth provided will vary based on the needs of the participants.

## Knowledge, Skills and Attitudes Shared in this Course

Knowledge	Skills	Attitudes
Fisheries is an inter-related complex system	Identify, understand and act intelligently within the system	I need to consider the consequences of actions throughout the system
Knowledge of oneself	Identifying ones strengths, weaknesses and limiting beliefs, and how it stops you from moving forward.	I am a leader – I am important
Leadership of others	Developing empathy and build trust	I must be genuine
Teamwork – challenges and good practices	Strategies and action to build and maintain teams	Teams are more effective in changing a system - ubuntu
Small Pelagics Fishery in Ghana		Small actions can change the system
Conflict Management	Identifying the roots of a conflict and how to identify the interests of each part	Conflict can be energizing and productive to reaching consensus. To achieve this I must understand the interests of all parties.
Extension tools for understanding communities	Methods for observing and inquiring fishing community	You need to spend time with people in their place to know them best
Basics of Fisheries Management		
Co-management benefits, challenges and design options	Able to identify different types of co-management and identify factors for success. Outline a Co-management process	Shared resources can be jointly managed by stakeholders without tragedy of the commons
Essential elements of a fisheries management plan including goals and objectives	Outline a fisheries management plan	A goal or objective must be linked to harvest rules and be measurable
Understand how other countries address their fisheries challenges	Identify challenges in Ghana for advancing fisheries management	Fisheries can be turned around

<b>Knowledge</b>	<b>Skills</b>	<b>Attitudes</b>
Participation and facilitation approaches to engage stakeholders	Design and facilitate stakeholder meetings to discuss and identify preferences for small pelagics action options	Stakeholder engagement can lead to improved strategies, change from short term to long term view.
	Analyze the Ghana Fisheries Management Plan and identify areas for improvement	
Understand fisheries management approaches and tools	Assess action options based on management objectives	Actions ripple through the governance and benefits of the system
Scenario planning as a method for moving into the future	Design and facilitate a scenario planning exercise	Plan for unintended consequences
Science of behavior change	Diagnose and create strategies for behavior change	Behavior change isn't random, and there are proven methods to shape the path
Compliance and Enforcement Concepts and Strategies	Identify options for compliance vs enforcement	Rarely is there enough enforcement to achieve goals

## **LEARNING METHODS**

The course uses a range of methods including lectures, field exercises, small group work, simulations and case studies to create a robust interactive and dynamic environment to learn new insights and skills for managing fisheries more sustainably. Stakeholders will speak on their experiences to enhance and expand perspectives through this learning exchange. The course stresses leadership development, focusing on transformational change at the individual through societal levels. Each day's curriculum weaves in teambuilding, a major benefit of the two-- week experience. Participants develop individual action plans for applying course learning in their jobs on return home.

## **ASSESSMENT METHODS**

The learning of participants is assessed through group exercises, classroom discussions, an evaluation and a final summative group strategy activity. There are no formal quantitative assessments conducted, though they could be added as needed.

## **COURSE EVALUATION**

A final formal course evaluation form is administered to document participants' response to the quality and content of the course materials. An evaluation form template is available in the course materials electronic folder. In addition to the written evaluation, we also conduct a closing circle, which provides the personal space for participants and facilitators to share what the course meant to them.

## **CONTENT AND MATERIALS**

The course agenda displays the sessions and content covered. All session plans, handouts, exercise, presentations and associated materials are available electronically by SFMP.

## **NEEDS ASSESSMENT**

No formal needs assessment was conducted. Based on our large partnership and time working on the project, we had detailed insights into the capacity gaps and needs. Much of the course curriculum was developed through the previous iterations of this course. A rapid needs assessment is recommended if the training group doesn't have a firm understanding of the situation and the needs of participants. The course design also allows time for asking participants about their needs and providing changes in sessions so as to tailor the course to their needs.

## **ELIGIBILITY**

This course is for individuals who are actively engaged in fisheries management or for individuals whose work is affected increasingly by the issues of overfishing, biodiversity losses, ecosystem changes, food security and poverty. This program provides valuable feedback from peers and faculty to improve leadership skills and offers a rare opportunity for reflection and networking with leading fisheries science and management practitioners. Participants become part of a network of fisheries professionals who are using innovative approaches in their respective countries. Currently, due to the skills of the facilitators and the language of the existing materials, basic proficiency in English is required.

## **VENUE**

A training room set up for PowerPoint presentations and group interactive activities is necessary. Access to nearby fishing ports is also necessary.



**Figure 4. Elmina Port was the site of the course field activities.**

## **RESOURCE PEOPLE**

The course will should be facilitated by a team of at least two professionals to allow for a diversity of voices, keep energy levels high and collaboratively facilitate sessions. Additional guest speakers should be invited to share their experiences and technical skills.

Conducting a course also requires skilled administrative staff. There should be one lead administrator to coordinate all venue, meals, lodging, travel and visa issues. One to two administrative staff members should be assigned to be in the training room at all times to handle printing, venue and miscellaneous issues as they arise.

## **OUTPUTS**

The team (class participants) is asked to develop a vision that could bring diverse stakeholders together and start a negotiation process from an area of shared values. At the end of the course and as a summative assessment activity, the participants are asked to work in two groups to produce recommendations for advancing the management of small pelagics in Ghana. Their strategies should be presented to guest resource people, as if they were senior government policy makers.

## APPENDIX. 2015 Course Agenda

### AGENDA

**Sunday, August 2, 2015**

6:30 pm - Reception and dinner at <i>Pempamsie</i> hotel & Conference Center 2 <sup>nd</sup> Ridge, Cape Coast Ghana
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Phone number: +233 0332137913 / 0332137909
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### **DAY 1 Monday, August 3, 2015: Systems and Leadership**

Bus pick up at 8:30am

Time	Topic	Topics Covered	Who/How
9 :00	Opening/ Prayer	Official project/institutions	Papa Yaw UCC Vice chancellor – Prof. D.D. Kuupole USAID Ghana – Dr. Shape, Economist SFMP – Dr. Crawford
9:40	Welcome and Logistics		Nafisa / Lizzy / Sheila
10:00	Coffee break		
10:15	Course Overview	Leadership, Teamwork, Fisheries Management	Glenn/PPT
10:30	Introductions	The Six Stories You Need to Know how to tell	Glenn/Exercise
12:00	Fisheries Systems	Whole system of actors	Kathy/ Poster
12:30	Lunch		
1:30	Leadership Step 1: Leadership of Self	Self Knowledge	Kathy/ Colors personality test Individual work that will be shared in small groups.
3:15	Break		
3:30	Leadership	Knowledge of Others:	Glenn and Kathy/

Time	Topic	Topics Covered	Who/How
	Step 2: Leadership of Others	Working as a Team <ul style="list-style-type: none"> <li>• Understanding others</li> <li>• Building Trust</li> </ul>	Using results of colors test, discussion about teamwork  Hands on activities to illustrate leadership and teamwork
4:30	Adjourn		

## **DAY 2 Tuesday, August 4, 2015: Systems Thinking and Community assessments**

Bus pickup at 8:00 am

Time	Topic	Covered material	Who/How
8:30	Profile of the small pelagic fisheries system in Ghana	System- where are you now? <ul style="list-style-type: none"> <li>•</li> </ul>	Joe and Najih
9:30	We all have different perceptions	System dynamics. Mapping out the players	Kathy/Glenn
10:30	Coffee Break		
10:45	Conflict Management	Understanding the roots of the conflict, Strategies for moving forward	Glenn/Discussion and Negotiation Game
12:30	Lunch		
1:30	Community profiles	Getting to know the system	Kathy/Glenn
3:15	Break		
3:30	Community profiles (continued)	Developing strategies for field trip	Kathy/Glenn
4:30	Adjourn		

## **DAY 3 Wednesday, August 5, 2015: Field Trip to Elmina (community profiling)**

Bus pickup at 8:30 – Directly to Elmina

Time	Topic	Material	Who/How
9:00	Field trip	Task is to visit port to understand the system. Try to learn something new.	All
12:30	Lunch	@UCC	

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
1:30	Process Field Trip	Allow time for groups to prepare presentations  Consolidate all the new information  How does this the process?	Kathy/Glenn/Najih
3:00	Coffee break		
3:30	Fish Prints	Have artistic fun	All
5:00	Adjourn		

**DAY 4 Thursday, August 6, 2015: Moving ahead- How do you bring about change**

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
8:30	Basics of Fisheries Management	Where do you want to be?  Thinking like a fisheries manager  Basic concepts of renewable resource management  The reality of small scale fishing  Types of management systems  Code of responsible fisheries  Thinking like a fisheries management leader	Kathy
10:30	Coffee Break		
10:45	Thinking Like a Fisheries Management Leader	How to consider the needs of the entire fishery system and show leadership	Kathy

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
12:30	Lunch		
1:30	Behavior Change	How do you lead change for co-management? How do you change ways of thinking and ethics Steps for behavior change Role of extension	Kathy/Glenn
3:15	Break		
3:30	Behavior Change	Continue	Kathy/Glenn
4:30	Adjourn		

### **DAY 5 Friday, August 7, 2015: Co-management**

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
8:30	Co-management Concepts and Principles	Types of Co-management What it is? Continuum Where are you now? Where do you want to be? Process to get there	Kathy/Glenn
9:30	Conditions for success in co-management	Ostrom's Principles for Natural Resources Management of the Commons	Kathy
10:30	Coffee Break		
10:45	Legal System	Current legal status of co-management in Ghana	Godfrey
12:30	Lunch		
1:30	What will co-management look like in Ghana	Scale Stakeholders Process Roadblocks General Needs	Dr. Martin Tsamenyi or Godfrey

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
2:15	Case Study – Malawi	Analysis of Co-management in Malawi	Daniel Jamu/ Presentation
3:00	Break		
3:15	Case Studies – Philippines and Japan	Process Preparation Roadblocks Results	Kathy/Doris/ Presentations and Group Work
4:30	Adjourn		

### **Saturday August 8, 2015:**

#### OPTIONAL FIELD VISIT

To national park and ostrich farm. Lunch out.

### **DAY 6 Monday, August 10, 2015: The Management Plan and action items**

<b>Time</b>	<b>Topic</b>	<b>Covered material</b>	<b>Who/How</b>
8:30	Management Plans	Parts and pieces of a management plan  Vision Objectives Where are you- status of resources  Where do you want to be- reference points or sustainability criteria  How will you get there: Harvest control rules and control strategies  How will you know? Monitoring, evaluation and Enforcement	Kathy  Puzzle exercise as large group. Many cards with many things on it. They would need to eliminate some and arrange in order  PPT  Examples to look at (small groups)  MRAG Guide

<b>Time</b>	<b>Topic</b>	<b>Covered material</b>	<b>Who/How</b>
10:30	Break		
10:45	Elements of existing small pelagics management plan for Ghana  Problem Analysis	Are all the parts there? Existing rules and what's happening Will it work? What will need to happen?	Kathy/Glenn
12:30	Lunch		
1:30	Identifying Action Items	Role play – identify potential action items.  Introduce 9 action items proposed.	Najih  Perhaps split into groups and have them read and explain 3 each.
3:15	Break		
3:30	Introduction to Scenario Planning	What is it and how can it help with stakeholder dialogue?	Kathy
4:30	Adjourn		

**DAY 7 Tuesday, August 11, 2015: Preparation for Field Trip for stakeholder discussion**

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
8:30	Scenario Planning - continued	Work through the 9 action items to understand the ripples through the system.  Bundling to avoid winners/losers	Kathy/Glenn
10:30	Coffee break		
10:45	Continue with	What's missing? Helping	Kathy/Glenn

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
	scenario planning	the community	
12:30	Lunch		
1:30	Facilitation Skills	Role play how to engage everyone and create a space for discussion  What are the 7Ps of planning a meeting?  How to deal with challenging situations?	Glenn
3:15	Break		
3:30	Stakeholder Meeting Preparation	Planning stakeholder meeting and good practices in Ghana.	Glenn and Kathy
4:30	Adjourn		

**DAY 8 Wednesday, August 12, 2015: Wednesday Field Trip to Elmina (meeting)**

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
8:30	Field trip	Hold stakeholder meeting to discuss	All
12:30	Lunch	@UCC	
1:30	Process Field Trip	Allow time for groups to prepare presentations  Consolidate all the new information	Kathy/Glenn/Najih
4:30	Adjourn		

## DAY 9 Thursday, August 13, 2015: Leadership and the draft action plan

Time	Topic	Material	Who/How
8:30	Leadership at Organizational Level: Leading the Nation	This is the ability to establish a winning strategy, the right priorities and an effective process	Kathy
10:00	Break		
10:15	Compliance and Enforcement Strategies	Advanced strategies	Brian
12:30	Lunch		
1:30	Revisit and reinforce teamwork	Define vision Role of each member of the team	Kathy/Glenn
3:00	Break		
3:15	Draft Action Plan	How each person/organization will contribute to process of moving forward with action items management plan  Education, Facilitation of discussion, Action needed Process to move forward	Glenn/Kathy
4:00	Group Photo		SFMP
4:30	Adjourn		
6:30	Graduation Dinner	Speeches by SFMP, USAID and Participants  Handout Certificates	SFMP/PAX

## DAY 10 Friday, August 14, 2015: Wrap up

Time	Topic	Material	Who/How
8:30	Presentations and draft action plan wrap up	Group presentations	Participants

<b>Time</b>	<b>Topic</b>	<b>Material</b>	<b>Who/How</b>
11:00	Debriefing	Close group discussion	Kathy
11:30	Evaluation	Evaluation form	Glenn
12:30	Lunch		
2:00	<i>Trainer Debrief</i>		<i>SFMP and UCC only</i>