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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Leadership for Fisheries Management Course 2015: Report and Recommendations

August 2015

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

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Cover photo: Course participants. (Credit: CRC photo)

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ACRONYMNS

EBM	Ecosystem Based Management
FC	Fisheries Commission
FISH	Fisheries Integration of Society and Habitats
GMP	Good Management Practices
IUU	Illegal, Unreported, and Unregulated
MPA	Marine Protected Area
NGO	Non-Governmental Organization
SFMP	Sustainable Fisheries Management Project
URI	University of Rhode Island
USA	United States of America
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

Twenty-one individuals, working throughout the fishery system in Ghana, and one from Malawi, attended a two-week course offered by the University of Rhode Island (URI) to develop competencies and a stronger team of leaders to improve the small pelagics fishery in Ghana.

The "Leadership for Fisheries Management" course offered by the URI's Coastal Resources Center of the Graduate School of Oceanography and the Fisheries Center of the College of Environment and Life Sciences was an intensive program focused on the application of an ecosystem approach and a whole systems view to fisheries management as the overarching themes of this leadership development experience. The participants explored new and innovative concepts in fisheries management with a focus on small pelagics in Ghana that draw lessons from case studies around the world.

The course used a range of methods including lectures, field trips, 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. The course stressed leadership development, focusing on transformational change at the individual through societal levels. Team building was a theme woven throughout each day and a major benefit of the two-week experience. As the course took place in Cape Coast, the class conducted site visits of the major fisheries landing site of Elmina followed by a stakeholder meeting to practice new competencies and gather perceptions by the fishing community on rebuilding the small pelagics fishery.

At the conclusion of this course, the participants:

- Drafted a vision for rebuilding the small pelagics fishery in Ghana
- Developed strategies that included leverage points and quick wins with stakeholders across the fishery system
- Committed to working as a team informally to build off of their unique positions throughout the fishery system

The participants rated the course very high and encouraged future iterations so that other leaders across the Ghanaian fishery system can develop their competencies related to leadership and teamwork so that there is a core community motivated to improve the small pelagics fishery.

"In all aspects of work there should be trust, love and system identification to make informed decisions and effective implementation, every system is in 'UBUNTU' (I am because you are) term therefore I don't have to overlook things but be part of it establishment"

Quote from participant in the 2015 course

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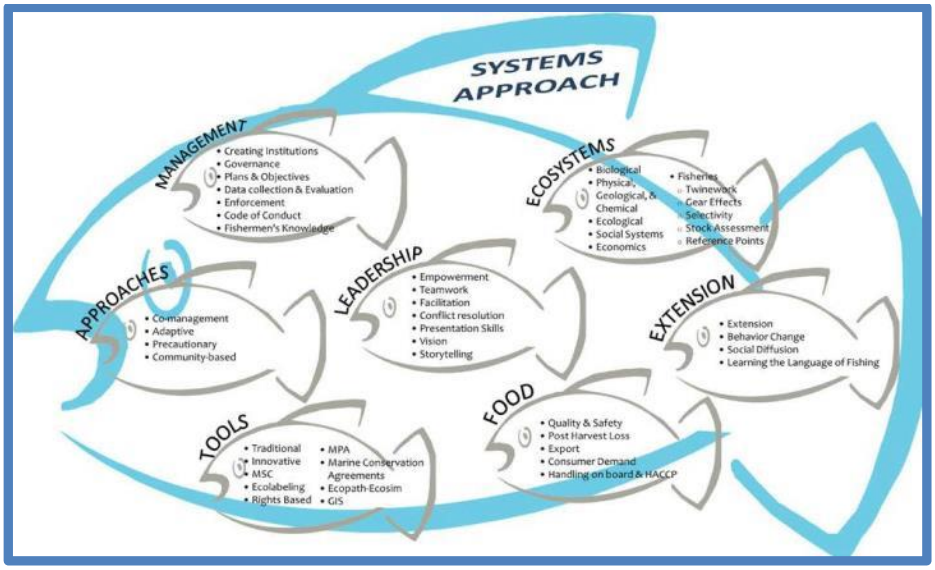
OVERVIEW OF THE CURRICULUM

This two-week Leadership for Fisheries Management course was designed to flow from concepts of leadership and co-management to practical strategies for improving the small pelagics fishery in Ghana. Applying a bottom-up approach based on an ecosystem-wide perspective to fisheries management was the overarching theme of this leadership development experience. Participants explored new and innovative concepts in fisheries management with a focus on small pelagics fisheries and drew lessons from case studies, such as sardine fisheries management in the Philippines and other management models around the world. Subject matter covered included:

- 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

While the majority of the modules and sessions were sequential, the leadership module was a cross-cutting theme that was delivered throughout the two weeks. Two field trips to Elmina were incorporated into the curriculum. In addition to the 21 Ghanaians in attendance, there was also a participant from the USAID Malawi FISH project to gain international perspective and identify ways to introduce elements to the FISH project.

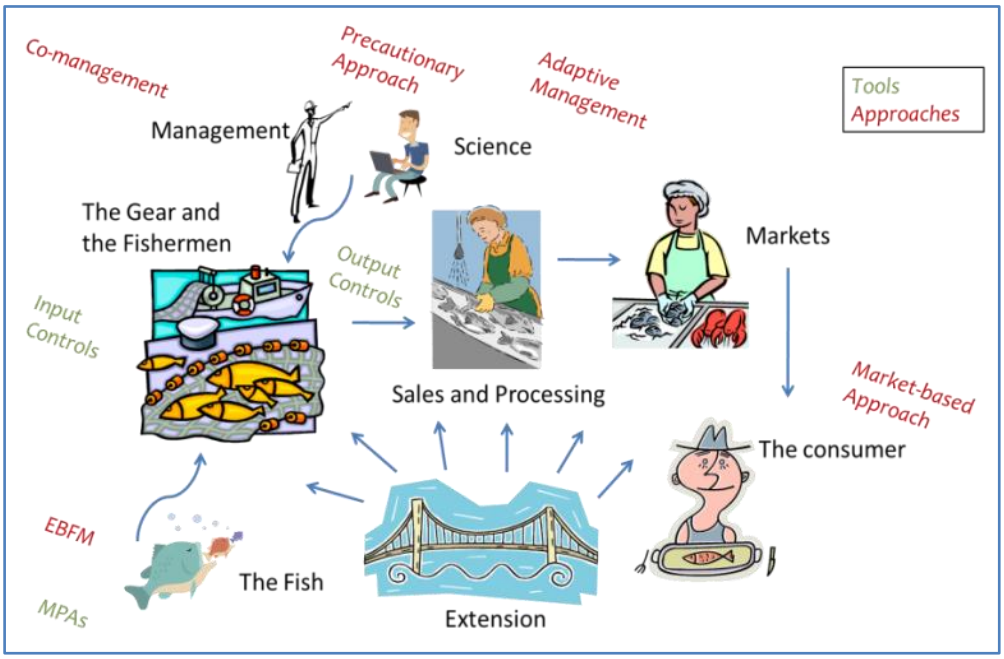
In the first week, the participants analyzed the small pelagics fishery system, status of the fish stocks, and approaches to improving fisheries management. In the second week, the teams worked together to design and facilitate a stakeholder meeting in Elmina to better understand the vision and way forward for processors, canoe fishermen and trawlers. As the final assessment, the team worked in two groups to develop and present a strategy for moving forward using leverage points and quick wins.



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.



Leadership

The course was 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.

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 Ghanaian group was fortunate to bring a large cross section of stakeholders to the training, so that they could take advantage of a rare focused opportunity to work together, live together and learn together. They are now establishing a critical mass to support one another in applying the new information and approaches to their work upon their return. Participants left 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.

PARTICIPANTS' OUTPUTS

The team was asked to develop a vision that could bring diverse stakeholders together and start a negotiation process from an area of shared values. Their vision is short and simple:

Our Vision for Small Pelagics

Our Sardinella, Our Livelihood, Our Heritage

We, as all stakeholders, including fishermen, processors, fishmongers, managers, researchers, government and consumers, are working together towards the sustainability of the small pelagic fishery for Ghana through:

- Eliminating the need for illegal fishing
- Targeting high quality fish
- Trading in good quality fish
- Ensuring food security
- Achieving high profitability
- Improving living conditions

Based on the course sessions, the participants were asked to work in two groups to produce recommendations for advancing the management of small pelagics in Ghana. Their strategies were presented to guest resource people, as if they were senior government policy makers.

GROUP ONE

STRATEGY

1. Strengthen existing women groups
    a. Training
    b. Study tour/ exchange program
2. Provide equipment for testing poor/good quality fish
3. From " jaw-jaw" to "show-show"
    a. Audio visual aids
    b. Drama
    c. Positive messaging on canoes/boats
    d. Using fishermen canoes flags as best practices
    e. Awards , adaptors
4. Community policing
    a. Use community folks to improve compliance
5. Training of enforcement agencies on fisheries laws/regulations
    a. Mandatory orientation of every enforcement officer to a coastal community
6. Coalitions of NGOs, media, consumers and other users to campaign against industrial trawlers involved in illegal fishing practices (name and shame)

LEVERAGE POINTS

1. Working with women
2. Working with media in tracking IUU
3. Working with fishermen

QUICK WINS

1. Women organize stakeholder meetings to share their vision
2. IUU fishers being named and shamed in public media

GROUP TWO

STRATEGY

Policy makers & Fisheries Commission (FC) Staff

- Position papers (past situation, present and the future), policy briefs done by a team comprising fisher folks, NGOs, FC, Universities, scientists etc.

- Build capacity of FC in co-management, leadership, advocacy and extension
- Equip research division of FC to come out with modern findings
- Strengthen MCS on compliance systems (reward people who comply with laws and punish offenders)

Key stakeholders: NGOs, FBOs, Districts' authorities etc.

- Engagement on situational analysis of the sector

Fishing Communities

- Training of chief fishermen, leaders of associations on leadership and advocacy skills and behavior change
- Town hall meeting
- Community radio
- T- Shirts and other souvenirs

Consumers

- Radio discussions, Flyers, Floats, , Bill boards, Campaigns
- Constant engagement with stakeholders (fisher folks, NGOs, policy makers etc.) on vision (buying into vision)
- Delivering on short term developmental project
- Build up knowledge of all stakeholders on technical issues like closed seasons, spawning areas, environmental changes and their implications and marine protected areas (Judges to appreciate laws with respect to these areas)
- Indigenous knowledge from fisher folks

Integrated Actions

- Legal reviews of fisheries laws to bring on board co management issues
- Sharing recent findings with key stakeholders
- Community policing
- Manage conflict (arbitration committees)
- Dialogue platforms in community for engagements

LEVERAGE POINTS

- Engagement with stakeholders
- Strengthening of associations and leaders on leadership, advocacy, and co-management
- Engagement (continuous) on the need to change in attitudes and back dawn on entrenched position

QUICK WINS

- Communities meeting on issues

COURSE EVALUATION

The participants completed a final evaluation to advise URI on how best to refine the course and expand the network. In addition to the written evaluation, we also conducted a closing circle, which provided the personal space for participants and facilitators to share what the

course meant to them. Participants scored the overall course as very good (8.6 out of 10 with 10 as excellent) including the trainers' knowledge (8.8) and facilitation (9.3). Each of the participants learned something valuable to themselves and as a group.

The most common skills, attitude or knowledge gained from the course were:

- Understanding the fishery system
- How to build trust
- Engaging stakeholders
- How to effect behavior change
- Leadership skills
- Communicating a vision

Key lessons, messages or principles that they believe need to be applied to the fishery include:

- Leadership is about the heart
- Get stakeholders involved in the process
- Use an adaptive co-management approach
- Include local knowledge
- Achieve higher acceptance and compliance from stakeholders by engaging them early
- Build trust
- Our fish, our livelihood and sustainable fisheries is the key to our future
- Shared vision to have a common focus Help people identify their own problems and solution

Additional topics that participants would like to see included or provided in follow-up events include:

- Communication strategies and skills
- Facilitation skills
- Types of fisheries models
- Fishery hygiene management, Oceanography and stock assessments

When asked how SFMP could potentially provide future support the responses were extensive:

Community Meetings and Outreach

- More community/ stakeholders meeting in other fishing communities
- Organizing meetings with all the chief fishermen and women and the need to save our fishery industry from being collapsed
- Provide resources for implementing activities, monitor the participants in their work and organize more training similar in nature
- Joint training and collaboration sensitization program
- Visit communities with fisheries messages via audio-visual presentation
- Funding and implementation of advocacy training for a section of women processors and traders in the coastal district
- Refresher training to keep the team to revive and work well to achieve set goals, organize a study tour for the team on the best practices in other countries

Trainings

- Training on key policies mentioned e.g. closed seasons, closed areas, etc., provide platform for participants to share experiences gathered from the field during meetings with stakeholders and the community especially

- Facilitating participants to train others under their domain in the system
- Organizing education tours to place of best practice and visiting our organizations to be part of what we do on the grass level
- Strategies & leverage to apply in difficult scenarios,
- Study tours for stakeholders to broaden their understanding and knowledge of the industry

Networking

- Information sharing through emails
- Identify key leaders in fisheries management in a country where fisheries management has seen great success, and sending the team to meet up with them to learn practical lessons.
- Stakeholder engagements in the other three coastal regions
- A seminar to evaluate program made after one year
- Organizing meetings with all the chief fishermen and women and the need to save our fishery industry from being collapsed

A cross-cutting theme to the course was teambuilding. Based on their work together during the course and the suggested activities after the course, there appears to be an opportunity to continue engaging the team in field activities. We did several adult exercises and games to practice the teamwork concept. The participants thought these methods were very effective and 'glad they did them.

Two field trips were taken to provide first hand observation of the fishery system in Elmina. The first trip was to produce a community profile using a variety of techniques. This encouraged the participants to understand stakeholder interests and perspectives without judgement – a challenge for experts in fisheries. This profile assisted the group to prepare their design for the second field trip back to Elmina to conduct a stakeholder meeting. This meeting allowed the participants to practice interactive facilitation skills, visioning and mutual gains negotiation techniques. The participants were pleased with the outcomes and the stakeholder feedback was applied to their final strategies.

Regarding the logistics for the course the participants rated the housing, meals, venue and social activities as very good. The two areas for improvement were variety in the catering and a backup generator to allow the class activities to flow without interruption.

Finally the participants offered names of colleagues who should be invited to any future offerings of this course. These names included leaders from industry, government and academia.

RECOMMENDATIONS FOR FOLLOW-ON WORK

We were impressed by the cohesiveness of the team and their commitment to improving fisheries management in Ghana. Below are observations and recommendations by the facilitators for follow-on work by partners and perhaps by SFMP should funding become available. The recommendations combine capacity development activities at the individual, organizational and institutional levels to ensure greater likelihood of success. It is vital that capacity development activities not stay in the classroom or at the individual level.

- **Build a large network of fisheries management leaders in Ghana** – the course should be refined and replicated with stakeholders throughout the fishery system to provide an even foundation of leadership skills and vocabulary to enable a core cadre of leaders to rapidly work together on small pelagics in a collaborative and

transparent manner. The course could be done twice a year and in a variety of coastal locations to build awareness nationally. Built into this model would be to develop the capacity of a few Ghanaian leaders to be the facilitators in future courses.

- **Leadership Course for Ghanaian Fishermen and Processors** – we could modify the existing national course to suit the needs and capacity of fish processors and fishermen in the villages. The course would need to use local languages, be based in the villages, and use more interactive exercises.
- **Organizational development and leadership** – while all organizations can benefit from this support, we believe the women fish processing groups have significant influence in the success of the small pelagic fishery, hold key leverage positions with fishermen and have not received the necessary attention and involvement in fisheries. One potential site visit would be to Senegal where the women processors took a leadership role in changing the fishery.
- **Engaging the trawling sector through a study tour** – The trawling sector was mostly not present at the course. They are a key stakeholder in addressing small pelagics. A way to engage them is to conduct a study tour of trawling technology and attitudes in the northeast of the USA. This can build the foundation for future involvement with the other fisheries leaders.
- **Building on local knowledge** – it was apparent in the course that the fishermen and women processors possess significant amount on of knowledge regarding the fishery. For moving forward, these locals also best know their problems and preferred solutions for improving the fishery. The Fisheries Commission participants in the course showed a true interest in building on local knowledge to develop management action plans. There is a need to incorporate local knowledge with the scientific information normally collected by the government and apply it to decision-making processes.
- **Field application through teamwork** – the classroom session was valuable in learning concepts and building a team. The next step is to apply these new skills in the communities through inter-agency/stakeholder activities. The focus could be on engaging all stakeholders in the local fishery, developing a shared vision and conducting a behavior change campaign on an issue the locals select. By doing this with our course participants – who are near the site, such as Elmina, we are developing their applied leadership skills. This would complement the course content and provide a learning laboratory for future courses. For the locals, the benefits include immediate action, an opportunity to organize and the ability to show national partners that their community has the leadership and proven capacity to act on future management decisions – if all are effectively engaged.
- **Good Management Practices (GMP) competition and workshop –** we suggest following the Senegal model of engagement through the use of a national GMP competition. This could consist of a wide advertising program, receiving information packages, judging criteria, judges, selection, meeting to present, communication about results and then a follow up exchange visits between communities for learning and spreading innovations.

Suggest working with fishermen in Elmina to help:

1. Develop behavior change strategies
2. Strengthen associations
3. Assist with strengthening chief fishermen unity
4. Develop showcase BMP

Suggest working with fish processors in Elmina to help:

1. Strengthen associations
2. Develop behavior change strategies
3. Develop showcase BMPs

AGENDA

Leadership for Fisheries Management

August 3 to 14, 2015

The Ghana Ministry of Fisheries and Aquaculture

Marine Fisheries Commission

USAID/Ghana Sustainable Fisheries Management Project (SFMP)

The University of Cape Coast

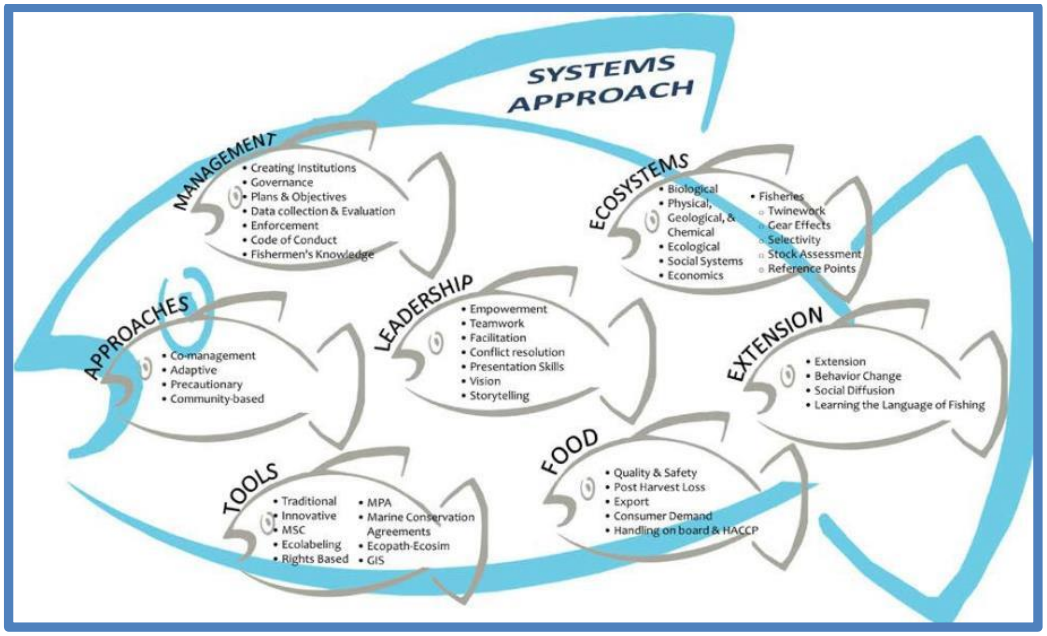
Course Location – University of Cape Coast, Ghana

This 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 Sardinella fisheries. This practical exercise 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

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. Fishermen from Ghana and the United States 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 team building, a major benefit of the two-week experience. Participants develop individual action plans for applying course learning in their jobs on return home.



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. Basic proficiency in English is required.

Outputs

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

Trainers and Venue

Dr. Kathy Castro and Mr. Glenn Ricci of the University of Rhode Island will facilitate the course. It will take place at the University of Cape Coast, Ghana, with field trips to nearby locations.

SCHEDULE

Sunday, Aug. 2

6:30 pm - Reception and dinner at *Pempamsie* hotel & Conference Center 2nd Ridge, Cape Coast Ghana
Phone number: +233 0332137913 / 0332137909

DAY 1. Monday, Aug. 3. Systems and Leadership

Bus pick up at 8:30am

Time	Topic	Material Covered
9a	Opening/ Prayer	Official project/institutions
9:40	Welcome and Logistics	
10:00	Coffee break	
10:15	Course Overview	Leadership, Teamwork, Fisheries Management
10:30	Introductions	The Six Stories You Need to Know how to tell
12:00	Fisheries Systems	Whole system of actors
12:30	Lunch	
1:30	Leadership Step 1: Leadership of Self	Self-Knowledge
3:15	Break	
3:30	Leadership Step 2: Leadership of Others	Knowledge of Others: Working as a Team • Understanding others • Building Trust
4:30	Adjourn	

DAY 2. Tuesday, Aug. 4. Systems Thinking and Community assessments

Bus pickup at 8:00 am

Time	Topic	Material Covered
8:30	Profile of the small pelagic fisheries system in Ghana	System- where are you now?
9:30	We all have different perceptions	System dynamics. Mapping out the players
10:30	Coffee Break	

10:45	Conflict Management	Understanding the roots of the conflict, Strategies for moving forward
12:30	Lunch	
1:30	Community profiles	Getting to know the system
3:15	Break	
3:30	Community profiles (continued)	Developing strategies for field trip
4:30	Adjourn	

DAY 3. Wednesday, Aug. 5. Field Trip to Elmina (community profiling)

Bus pickup at 8:30 – Directly to Elmina

Time	**Topic**	**Material**
9:00	Field trip	Task is to visit port to understand the system. Try to learn something new.
12:30	Lunch	@UCC
1:30	Process Field Trip	• Allow time for groups to prepare presentations • Consolidate all the new information
3:00	Coffee break	
3:30	Fish Prints	Have artistic fun
5:00	Adjourn	

DAY 4. Thursday, Aug. 6. Moving ahead- How do you bring about change

Time	**Topic**	**Material Covered**
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
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
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
3:15	Break	
3:30	Behavior Change	Continue
4:30	Adjourn	

DAY 5. Friday. Aug. 7. Co-management

Time	**Topic**	**Material Covered**
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
9:30	Conditions for success in co-management	Ostrom's Principles for Natural Resources Management of the Commons
10:30	Coffee Break	
10:45	Legal System	Current legal status of co-management in Ghana
12:30	Lunch	
1:30	What will co-management look like in Ghana	• Scale • Stakeholders • Process • Roadblocks • General Needs
2:15	Case Study – Malawi	Analysis of Co-management in Malawi
3:00	Break	
3:15	Case Studies – Philippines and Japan	• Process • Preparation • Roadblocks • Results
4:30	Adjourn	

Saturday, Aug. 8. OPTIONAL FIELD VISIT. To national park and ostrich farm. Lunch out.

DAY 6. Monday, Aug. 10. The Management Plan and action items

Time	Topic	Material Covered
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
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?
12:30	Lunch	
1:30	Identifying Action Items	• Role play – identify potential action items. • Introduce 9 action items proposed.
3:15	Break	
3:30	Introduction to Scenario Planning	What is it and how can it help with stakeholder dialogue?
4:30	Adjourn	

DAY 7. Tuesday, Aug. 11. Preparation for Field Trip for stakeholder discussion

Time	Topic	Material Covered
8:30	Scenario Planning - continued	• Work through the 9 action items to understand the ripples through the system. • Bundling to avoid winners/losers
10:30	Coffee break	
10:45	Continue with scenario planning	What's missing? Helping the community
12:30	Lunch	
1:30	Facilitation Skills	• Role play how to engage everyone and create a space for discussion

Time	Topic	Material Covered
		• What are the 7Ps of planning a meeting? • How to deal with challenging situations?
3:15	Break	
3:30	Stakeholder Meeting Preparation	Planning stakeholder meeting and good practices in Ghana.
4:30	Adjourn	

DAY 8. Wednesday, Aug. 12. Field Trip to Elmina (meeting)

Time	Topic	Material Covered
8:30	Field trip	Hold stakeholder meeting to discuss
12:30	Lunch	@UCC
1:30	Process Field Trip	• Allow time for groups to prepare presentations • Consolidate all the new information
4:30	Adjourn	

DAY 9. Thursday, Aug. 13. Leadership and the draft action plan

Time	Topic	Material Covered
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
10:00	Break	
10:15	Compliance and Enforcement Strategies	Advanced strategies
12:30	Lunch	
1:30	Revisit and reinforce teamwork	Define vision Role of each member of the team
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

4:00	Group Photo	
4:30	Adjourn	
6:30	Graduation Dinner	• Speeches by SFMP, USAID and Participants • Handout Certificates

DAY 10. Friday, Aug. 14. Wrap-up

Time	**Topic**	**Material Covered**
8:30	Presentations and draft action plan wrap up	Group presentations
11:00	Debriefing	Close group discussion
11:30	Evaluation	Evaluation form
12:30	Lunch	
2:00	*Trainer Debrief*	