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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Fisheries Training Center Consensus Building Workshop Report



THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



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

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Cover photo: Participants at the workshop (Credit: Emmanuel Kwarteng)

**Detailed Partner Contact Information:
USAID/Ghana Sustainable 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.	Program 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 Organization
#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@sng-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://sng-advisors.com/>
Spatial Solutions: <http://www.spatialsolutions.co/id1.html>

ACRONYMS

ATFC	Atta Mills Fisheries College
BWSFML	Blekusu Women Cooperative Fishmongers and Marketing Society Limited
CBT	Competency Based Training
COVET	Council for Technical and Vocational Education and Training
DAA	Development Action Association
DFTC	DAA Fisheries Training Center
EDC	EDC Consulting Ltd.
SNV	Netherlands Development Organization
USAID	United States Agency for International Development

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1.0 INTRODUCTION

The Sustainable Fisheries Management Project, which is being funded by USAID and implemented by the Coastal Resources Center of the University of Rhode Island through a consortium of local partners of which SNV is part, seeks to rebuild marine fisheries stocks and catches through adoption of responsible fishing practices. More than 100,00 men and women in the local fishing industry will be involved as beneficiaries of the project.

SNV's overall contribution to the project includes support to

1. Promote ecosystem-based and adaptive management approaches.
2. Knowledge development of the value chain of small pelagics with focus on Sardinella.
3. Reduce child labor and trafficking in the fisheries sector in the intervention areas.
4. Provision of Capacity Development Services.
5. Contribute to project communication and stakeholder engagements.

In the area of providing capacity development services, SNV is responsible for assisting DAA establish a Fisheries Training Center. In doing this SNV working with EDC Consulting, has carried out a detailed Needs Assessment which was used to develop a business plan for establishing and running the training center. Also, SNV working with a certified architect designed the building structure in 3D drawings. In order to bring the members of DAA up to speed with proceedings, SNV organised a consensus building workshop for DAA members to inform them on proceedings and provide a platform to discuss the reports and the way forward. This document therefore presents a report on the workshop proceedings.

1.1 Objective

The workshop was organised to:

1. Inform DAA members about progress on the Fisheries Training Center
2. Discuss the various reports that have been prepared during the year
 - Needs Assessment Report
 - Business plan
 - 3D Designs on proposed building plan
3. Decide the way forward

2.0 THE WORKSHOP

The workshop brought together key members of DAA from all the various sectors, ranging from the Eastern Region to Greater Accra to the Central Region. About 45 members participated in the workshop and all the board members of DAA were present. The session started with a prayer by one of the participants, this was then followed by a brief speech by Madam Lydia Sasu the Executive Director of DAA. She informed the participants on what has been going on concerning the training center and the reason for the workshop.

The presentations were in two sessions; the first one was on the proposed design for the training center and the second one presented the business plan.

2.1 Training Center Design



Figure 1 Design of proposed DFTC



Figure 2 Yaw Barima, the architect presenting the designs

The training centre which will be a green building will be located at Kokrobitey in the Greater Accra region on a piece of land owned by DAA. The land is situated quite a distance off the Accra to Kasoa highway on a back road. The size of the land is 0.20acre or 807.5 metre square (skewed 99.8x84.3ft). Electricity supply is available but water needs to be connected. The proposed main building of the centre is 280.3 metres square.

The Architect, Yaw Barima, presented the various 3D designs of the proposed training center design against a proposed budget of GHC576, 753.38. The proposed training facility is made up of one conference hall or training room measuring 126.3 metre square and a demonstration area 82.3 metre square and an accommodation unit which can house 12 participants at a time.

The training hall comprises of an office unit, a kitchenette, a washroom and a training /conference hall which can be divided into four training rooms at a time and can accommodate 100 people maximum for any event and 30 participants for any training programme. As part of the complex is a demonstration center which will be a well built shed, separated into five working rooms comprising of the Receiving area, Processing room, Smoking room, Storage room and Packaging room. It also has a washroom attached to it, to serve as a changing and cleaning area. The third unit is an accommodation unit made up of four rooms, which has three beds each, thus it can accommodate 12 people at a time. The unit has washrooms, a kitchenette and a common room.

The Architect presented the following information on the estimated budget.

Training Hall		137,343.70
Paving		68,552.00
Dormitory		106,963.80
Office		76,680.45
Fence wall		98,723.73
San ACC and Shed		61,025.26
SUB TOTAL		549,288.93
PRELIMINARIES	2%	10,985.78
CONTINGENCY	3%	16,478.67
ESTIMATED COST		576,753.38

Upon open forum deliberations by the participants they confirmed that they need a training center to provide a formal venue for their training sessions which will also double as a conference hall for their programs. They also agreed that their land and existing foundation at Kokrobite be used for this activity. They acknowledged that with the kind of funding USAID is willing to provide (\$27,000) they cannot have the entire complex built, thus they decided that, the construction process should be carried out in phases. In this regard the women through the process of voting decided that the construction process will be undertaken according to the following:

1. The training hall
2. The demonstration shed
3. The office
4. The fence wall
5. Paving
6. Dormitory

They agreed that the training hall should be built first, followed by the shed and all the others as listed above. They pleaded with the Chief of Party, Brian Crawford, who was at the workshop, to assist them raise funds from other organisations to finish up with the entire project.

2.2 The Business Plan



Figure 3 Lambert of EDC presenting the Business plan

EDC gave a brief presentation on the needs assessment report and the business plan which provides information on the viability of the center and how it should be run. EDC was contracted by SNV to conduct a Needs Assessment and develop a Business plan for a proposed Fisheries Training Centre for DAA. The Business plan describes the business idea and promoters, the marketing, operational, management and financial plans, risk analysis and critical success factors.

The center will provide the following products and services:

- a) A suite of fish processing, fishing, entrepreneurship and management and literacy and numeracy specialized training products and services;
- b) Dual Purpose Conference Room Facility that can seat up to 30 participants for training and a meeting/ lecture room with a capacity to seat 100 people.

The centre will serve beneficiaries along the coastal communities of Ghana (this may be extended to the Volta Basin in later years) from Aflao in the Volta region to Half Assini in the Western region. The major competitors are the ATFC which is yet to be established, CEWEFIA, CSIR- FRI BWCFML, fish smoking facility for a women's group in Ankobra. The potential clients are Associations of artisanal fish processors, traders and fishermen and potential demand is estimated at GHC 210,000 per annum.

The outcome of the needs assessment report informed that the women are more interested in having the trainings at their own locations (onsite), thus the center will provide trainer of trainees services and supervise onsite training by trained trainers. A curriculum for the suite of training products will be developed based on the Competency Based Training (CBT) approach. The manuals will be produced for both the trainers as well as trainees. The centre will apply for accreditation as a vocational training centre from the Council for Technical and Vocational Education and Training (COTVET) and facilitators will be subject matter experts who will be called upon to deliver training as and when they are required.

The training center will be registered as a company limited by guarantee and will operate under the business name DFTC. SNV will manage the centre for five years after which it will hand over to DAA. To ensure that DAA is able to manage the centre effectively after the 5years, DAA will second a staff member to understudy the Training centre Manager.

It is estimated that it will cost GHC 833,566.87 to construct and operate DFTC and GHC 348,181.60 to rent the premises and operate the centre. The project feasibility is heavily dependent on DAA's ability to source additional funding. DFTC will start making profit after the second year of operations if it builds the premises, although this will not be consistent. An analysis of the profitability ratios shows very low profitability or viability of the centre within the first six years. DFTC will start making profit after the third year of operations if the premises are rented. The profitability ratios show that the business will be unprofitable within the six-year period thus it is advisable to construct the center itself.

The main risks confronting the business are: (a) the likelihood that DFTC may not achieve the projected revenue targets because potential participants are highly price sensitive and are used to free services. DFTC should find innovative ways of getting the participants to pay for training services. (b) The probability that DAA may not be able to raise the additional funding required to complete the first (year 1) and second (year 4) phases. DAA should engage in a very aggressive fund raising campaign and also look for ways of partnering with other institutions. DFTC will be successful if DAA shows keen interest in migrating from their current activities of not-for-profit to the business of running a profit making training centre. The viability of the DFTC is highly dependent on the ability of management of the centre to undertake an aggressive drive to recruit new customers and develop strategies to maintain existing ones for the training courses

There wasn't much discussion after this presentation as the main issue was how to raise funds to ensure that the training center becomes a reality. The Executive Director of DAA, Madam Lydia Sasu encouraged the members to be committed to contributing their annual dues so that as and where necessary they can support in putting up the demonstration shed. She further asked that SNV should assist in raising more funds to enable the construction of both the training hall and the demonstration shed; which they accepted are the most important units needed to run the center and acquire some income.

The workshop ended with a prayer by one of the participants.

3.0 CONCLUSION

The workshop was essential in providing a platform to receive the views of DAA members concerning SFMP's support to DAA in establishing a Fisheries Training Center. It also provided a unilateral agreement from the members on the use of DAA's land and existing foundation for the project. They also decided on the phases the project should be implemented by.

For next steps, SNV will finalise the designs for the construction of the center and will also facilitate the refurbishing of an interim training center for training to start whilst the construction of the main center is ongoing. All these will be carried out in year 2.