



USAID | GHANA
FROM THE AMERICAN PEOPLE

SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Baseline Study on Women in Leadership Roles Within SFMP Fisheries Stakeholder Groups



JUNE 2016

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



SNV SMART
DEVELOPMENT
WORKS

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: Okyere-Nyako, A., Nsiah, A. (2016). Baseline Study on Women in Leadership Roles within SFMP Fisheries Stakeholder Groups. The USAID/Ghana Sustainable Fisheries Management Project (SFMP). Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island and SNV Netherlands Development Organisation. GH2014_GEN005_SNV 23 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: Fish processor being interviewed in Apam (Akua Amoa Okyere- Nyako)

Detailed Partner Contact Information:

USAID/Ghana Sustainable Fisheries Management Project (SFMP)
10 Obodai St., Mempeasem, East Legon, Accra, Ghana

Telephone: +233 0302 542497 Fax: +233 0302 542498

| | |
|------------------|---|
| 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

Stephen Kankam
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 Organisation
#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

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 |

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

ACRONYMS

| | |
|---------|---|
| CEWEFIA | Central and Western Region Fishmongers Improvement Association |
| CRC | Coastal Resources Center at the Graduate School of Oceanography, University of Rhode Island |
| DAA | Development Action Association |
| FC | Fisheries Commission |
| FoN | Friends of Nation |
| FtF | Feed the Future |
| HM | Hen Mpoano |
| GIFA | Ghana Inshore Fishermen's Association |
| IR | Intermediate Results |
| MOFAD | Ministry of Fisheries and Aquaculture Development |
| MOU | Memorandum of Understanding |
| SNV | Netherlands Development Organization |
| URI | University of Rhode Island |
| USAID | United States Agency for International Development |

TABLE OF CONTENTS

| | |
|---|-----|
| ACRONYMS..... | iii |
| TABLE OF CONTENTS..... | iv |
| LIST OF FIGURES | v |
| LIST OF TABLES | v |
| INTRODUCTION | 1 |
| Involvement of women in leadership in Ghana | 1 |
| Gender mainstreaming under SFMP..... | 1 |
| Problem statement..... | 2 |
| Survey objective..... | 2 |
| Purpose/Significance of the Gender Survey | 2 |
| Limitations | 2 |
| Definition of terms | 3 |
| LITERATURE REVIEW | 3 |
| Women and Leadership | 3 |
| Leadership in fishing communities..... | 4 |
| Fisheries Resource Management | 5 |
| SURVEY METHODOLOGY | 5 |
| Scope of survey..... | 5 |
| Methodology | 5 |
| RESULTS OF SURVEY | 6 |
| Distribution of Respondents by Region..... | 6 |
| Distribution of Respondents by Association..... | 6 |
| Purpose of Association | 7 |
| Membership against Composition of Executives | 8 |
| Women Dominated Groups- Fish Processors/ Mongers Associations | 8 |
| Men Dominated Groups..... | 8 |
| Decision Making..... | 9 |
| Main Issues Discussed | 9 |
| Influence on Fisheries Management Issues | 10 |
| Female Dominated..... | 10 |
| Male Dominated..... | 10 |
| Ensuring Inclusive Representation at Meetings..... | 11 |
| Findings of the Survey | 12 |
| RECOMMENDATIONS/ CONCLUSIONS..... | 12 |
| REFERENCES | 14 |
| APPENDIX..... | 15 |

LIST OF FIGURES

| | |
|--|---|
| Figure 1 Distribution of Group Gender Domination | 6 |
| Figure 2 Representation of Fishing Associations | 7 |
| Figure 3 Purpose of Association | 7 |
| Figure 4 Main Issues Discussed..... | 9 |

LIST OF TABLES

| | |
|--|----|
| Table 1 Distribution of Membership..... | 9 |
| Table 2 Influence on Fisheries Management Issues | 11 |

INTRODUCTION

Involvement of women in leadership in Ghana

Ghana has an Affirmative Action Policy (1998) which provides for a 40% quota of women's representation on all government and public bodies. The recent passage of the National Gender Policy (2015) and advocacy for the passage of an Affirmative Action Law shows Ghana's appreciation of the contributions of women to development. It also shows the readiness of the country to embrace women as holders of key leadership positions. More women now hold public position in Ghana today than in the past. Though this is not representative of the population of women in Ghana it indicates progress. Women make up 51% of Ghana's population but occupy disproportionate number of decision making positions. For instance, at the highest level of government, women make up 29% of Ministers and 22% of Deputy Ministers¹. In Parliament (2013), 10.9% of the members are women, against the average percentage of 22.3 in the Sub-Saharan region².

Though women tend to combine economic activities with their traditional roles as homekeepers, women's roles in economic activities were more shaped along these biological lines. Traditional household roles of men being the heads and decision makers while women are left playing subordinate roles are also seen in the economic sector. There are more men in managerial positions (2.6% of economically active males) than there are women (2.5% of economically active females) according to the 2010 population and housing census of Ghana. Though the difference is small, it becomes significant when considering the non-economically active population. In Ghana about 250,000 men and 700,000 women are full time homemakers, which means that significantly more women than men are not engaged in income earning livelihoods.

In the fishery sector, the management of resources (including control/decision making) also follows a similar trend. Over two million people are engaged in fishery. Though both men and women are involved, men control fisheries management and fish resources. Lumped together as forestry, agriculture and fishing industry in the 2010 population and housing census, men make up over 2.3 million while women make up a little over 2 million persons working in this industry. Though women constitute an appreciable percentage of fishery groups, men generally do the management of fishery resources.

Gender mainstreaming under SFMP

Under the USAID/Ghana Sustainable Fisheries Management Project (SFMP), efforts are being made to promote the involvement of women in the management of fisheries resources. Post-harvest intervention in fisheries (which involves more women than men) under the project is aimed at empowering women as co-managers of fishery resources in Ghana.

¹ 2010 Population and Housing Census of Ghana, Summary Report of Final Results

² GASSIER, Marine (2014). "A Review of Ghana's Achievements in Women's Empowerment and Gender Equality", Africa Region. Gender Practice, Policy note, January 2014, 8 pages

Gender mainstreaming activities under SFMP have included a Gender Analysis of the fishery sector. The analysis outlined the level of control men and women have over various fishery resources, from net to plate. Men have more control over fisheries resources than women. The control women have is directly related to the assets they own (Torell, Owusu, & Okyere-Nyako, 2015).

The Project went further to develop a Gender Mainstreaming Strategy and Manual that has been used to train implementing partners of the Project and other stakeholders on how they can mainstream gender into their activities. A Fisheries Gender Network has also been formed, as part of the mainstreaming strategy, to support partners and other stakeholders with their gender activities. Women and women associations have been provided with trainings on business development and fish handling with livelihood empowerment as the objective. In the coming months, the Fisheries Commission (FC) will be supported under the Project to develop a Gender Mainstreaming Strategy for the fisheries sector. Much is being done under the project to strategically address the needs of women in fisheries.

Problem statement

The main issue the survey aims to address is the low involvement of women in the management of fishery resources in Ghana. Though women are engaged in almost all aspects of fishery, from net to plate, their involvement in decision making and control over is limited. The absence of a holistic approach to the management of fishery resources affects the effectiveness of the management of the resource.

Survey objective

The overarching aim of gender mainstreaming under SFMP is to promote the involvement of women as co-managers of fisheries resources. In order to measure the impact of gender interventions under the Project, it became necessary to conduct a baseline survey to outline the current leadership roles played by men and women in the management of fishery resources.

The objective of this survey is therefore to establish a baseline on the level of involvement of women in the management of fishery resources in the SFMP pilot communities.

Purpose/Significance of the Gender Survey

Policies formulated to ensure sustainable management of fishery resources in Ghana have the aim of benefitting both men and women in the same manner without paying much attention to the differences in the needs of both groups. In the end, these policies tend to inure to the benefit of the men more than the women (Amu, 2005). Even in the fishing communities, the formulation of rules tends to be skewed towards the benefit of the fishermen than the fish processors (most of whom are women).

The purpose of the survey was to identify the major decision making bodies in fishing communities along the coast and establish the level of involvement of women in decision making regarding the management of fishery resources. The survey identifies key areas the project interventions should concentrate on in mainstreaming gender into co-management of fishery resources. The results will complement the Gender Mainstreaming Strategy and feed into the design and implementation of gender mainstreaming activities under SFMP.

Limitations

In carrying out this survey, the following were restraining factors which influenced the outcome of the research:

Some of the pre-selected respondents were not available during the period of the data collection. Their assistants or group members stepped in to provide answers to the questions.

The opinion of the intended leaders may or may not vary from what was provided.

Definition of terms

Fishery Resources: this refers to water body, fish stock, fish-harvesting equipment, fish-processing equipment, and human resources engaged in the use of the resource.

Gender³: The term gender refers to culturally based expectations of the roles and behaviors of men and women. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. Unlike the biology of sex, gender roles and behaviors and the relations between women and men (gender relations) can change over time, even if aspects of these roles originated in the biological differences between sexes.

Gender mainstreaming: Is defined as the process of assessing the implications for women and men of any planned action, including legislation, policies or program, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality.

Resource management: the efficient and effective deployment and allocation of an organization's resources when and where they are needed.

LITERATURE REVIEW

Women and Leadership

Leadership has been defined by many scholars. A common element which runs through most of these definitions is the influence exercised over a group of persons (Duerst-Lahti & Kelly, 1995). Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent (Sharma & Jain, 2013). It is about providing solutions to common problems or offering ideas about how to accomplish collective purposes, and mobilizing the energies of others to follow these courses of action. Leaders determine or clarify goals for a group of individuals and bring together the energies of members of that group to accomplish those goals (Keohane, 2010). Leadership has been described by many scholars as synonymous to supervision, authority, control, guidance, direction, management, decision making and power among others.

³ Agricultural Learning and Impacts Network (ALINe). P4P Global Gender Strategy. Version 1 - August 2011.

Leaders make decisions that affect the immediate members of their groups and other stakeholders. Whether they are direct or indirect stakeholders, both men and women should ideally be involved in decision making related to domestic, reproductive, and livelihoods issues. This is however not usually the case. In general, women tend to have more influence over reproductive/domestic decisions while livelihood or financial decisions are more in the control of men (Agyei-Mensah, Casterline, & Agyeman, 2005) and (Ardayfio, 1996). Though women have made a lot of progress over the decades to occupy decision making positions they remain underrepresented at the decision making level and overrepresented at the bottom level (Rhode, 2003). In theory men should represent the views of both themselves and the women. However, since women and men play different roles in society and therefore have different needs, interests, and priorities, it follows that women cannot be adequately represented in decision-making by men (Corner, 1997). Providing women with the right conditions such as gender sensitive social norms, education, income generating skills, tools and opportunities, time, self-confidence and credibility make them as effective and successful as or even more than their male counterparts (Hora, 2014) and (FAO, 2013). In Ghana, the few women leaders who have been involved in decision-making have made meaningful contribution to development⁴.

Leadership in fishing communities

Leadership in fishing communities revolves around the performance of specific roles including: dispute resolution, management of landing sites, carrying out religious or other ceremonies, undertaking community development activities and acting as political linkages between the fishing communities and government (FAO, 2004). For these roles to be performed effectively, it is necessary that all stakeholder groups (including women) are able to participate in decision-making in these roles. Women groups, especially young women, are however often excluded or not represented in 'gender mixed' groups. This results in the neglect of resource management issues for which women are primarily or exclusively responsible (FAO, 2013).

Leadership in fishing communities in Ghana is mostly along gender lines. Women groups have their own leaders and men groups have theirs. The management of fishery resources is mostly in the hands of the users of the resource. Fishing and its related resource is done by the men while the post-harvest activities including processing and trading are mostly done by the women. However, overall leadership lies with male groups with the chief fisherman and his council, who are all men, playing a supervisory role (Torell, Owusu, & Okyere-Nyako, 2015). This is strongly linked to leadership or the power embedded in gender relations in the form of male dominance and female subordination (Duerst-Lahti & Kelly, 1995). Autonomy is not absolute. This mostly leads to the views of the women being side-lined in the management of the fishery resources. This has implications not only at the community level but also at the national level, making resource management incomplete.

⁴ <https://www.modernghana.com/blogs/139357/women-in-leadership.html>

To help prevent such problems, it has been proposed that some measures be put in place. This includes giving quotas for women in membership and decision-making positions in fishery organizations; giving gender-sensitive training in management and leadership skills and negotiation techniques; and creating awareness among men and women of gender-equity issues and associated labour rights (FAO, 2013). Others include training in organizational development, business skills and literacy which increase women's confidence and participation in decision-making processes (Hora, 2014).

Fisheries Resource Management

Fishery resources in general refer to the elements of a natural aquatic resource which can be legally caught by fishing. This includes strains, species, populations, stocks, assemblages and fishing equipment, technique and handling (FAO, 2016). The management of this resource also refers to:

the integrated process of information gathering, analysis, planning, consultation, decision-making, allocation of resources and formulation and implementation, with enforcement as necessary, of regulations or rules which govern fisheries activities in order to ensure the continued productivity of the resources and the accomplishment of other fisheries objectives (Cochrane, 2002).

At the national level, the management of these resources is under the control of the Ministry of Fisheries and Aquaculture and the Fisheries Commission. The Fisheries Management Plan, together with other fishery regulations, are providing the guideline for the management of fishery resources in Ghana. This gives the general trend of what goes into fishery management at the community level. To gather more details and establish the baseline, the survey became necessary.

SURVEY METHODOLOGY

Scope of survey

The Project's implementing partners have formed and are supporting various groups and associations at the community levels for both men and women. These groups are part of the major decision making body in charge of managing fishery resources along the fisheries value chain. They include the Fishermen Council, Canoe Owners Association, Inshore Association, the National Fish Processors and Traders Association (NAFPTA), CENFA and Trawlers Association. The focus of this survey is therefore on these groups and associations.

The survey was limited to the 8 Project pilot communities: Winneba, Apam, Elmina, Moree, Anlo, Shama, Ankobrah and Axim.

Methodology

A survey instrument (sample in appendix), was prepared and shared with the SFMP M&E team for comments. A test survey was conducted to test response from respondents in Elmina, Apam, Winneba and Shama.

The questionnaires were administered from April 4 to April 12, 2016 to the executives or leaders of the groups as well as potential group members.

The target groups were the major decision making bodies along the fisheries value chain, this included; the fishermen council, Canoe owners association, Inshore Association, NAFPTA, CENFA and Trawlers Association in 8 SFMP communities; Winneba, Apam, Elmina, Moree, Anlo, Shama, Ankobrah and Axim.

For each community the six associations stated above were identified with the help of implementing partners. Specialized interviews were also conducted with key people in the communities who were supposed to be part of the stated associations but were not present during meetings.

A total number of 57 respondents was realized.

RESULTS OF SURVEY

Distribution of Respondents by Region

A total of 57 respondents were interviewed. Out of the total, central region constituted 56% whereas western region constituted 44%. From all the communities visited, male dominated groups constituted 42.1%, Female dominated groups constituted 52.6% and Balanced group constituted 5.3% (shown in Figure 1 below).

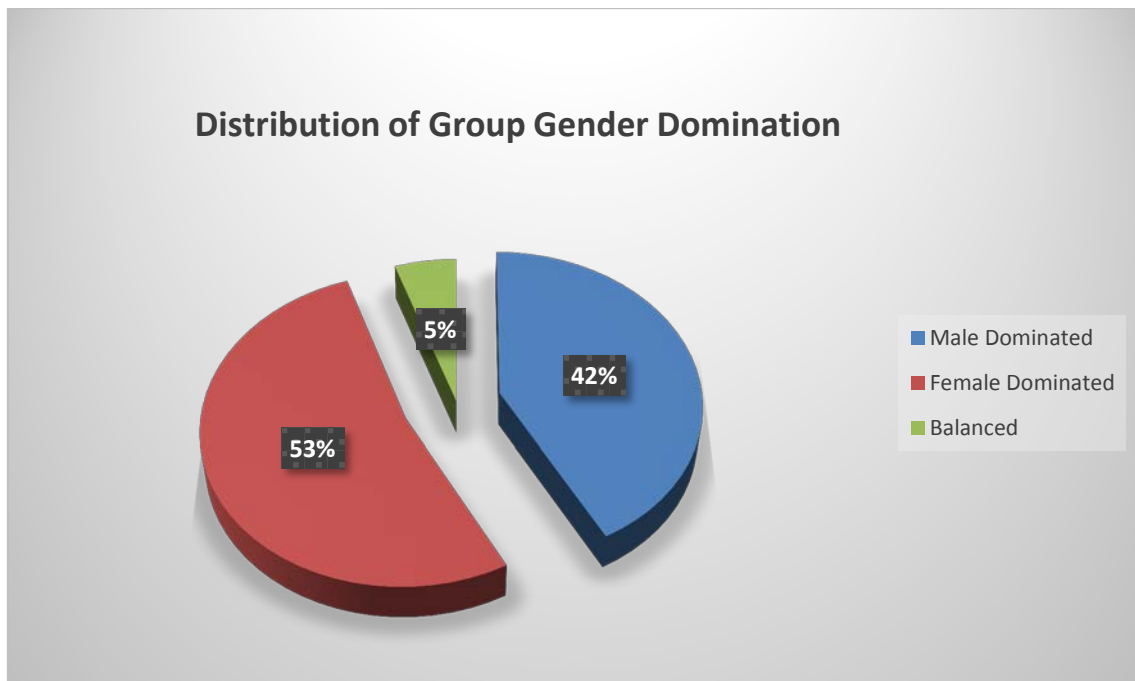


Figure 1 Distribution of Group Gender Domination

Distribution of Respondents by Association

Respondents were grouped under Four major Associations; Ghana National Canoe Fishermen council (GNCFC), Canoe Owners Association, Ghana Inshore Fisheries and Fish Processors/ Mongers.

For Ghana National Canoe Fishermen Council, a total of 21 respondents were interviewed, Canoe Owners Association 3 respondents were interviewed, and 2 respondents were interviewed from Ghana Inshore Fisheries and 31 respondents from Fish Processors/Fish mongers.

Ghana National Canoe Fishermen Council, Ghana Inshore Fisheries and Canoe Owners Association are male dominated groups whilst Fish processors/ Mongers are female dominated groups.

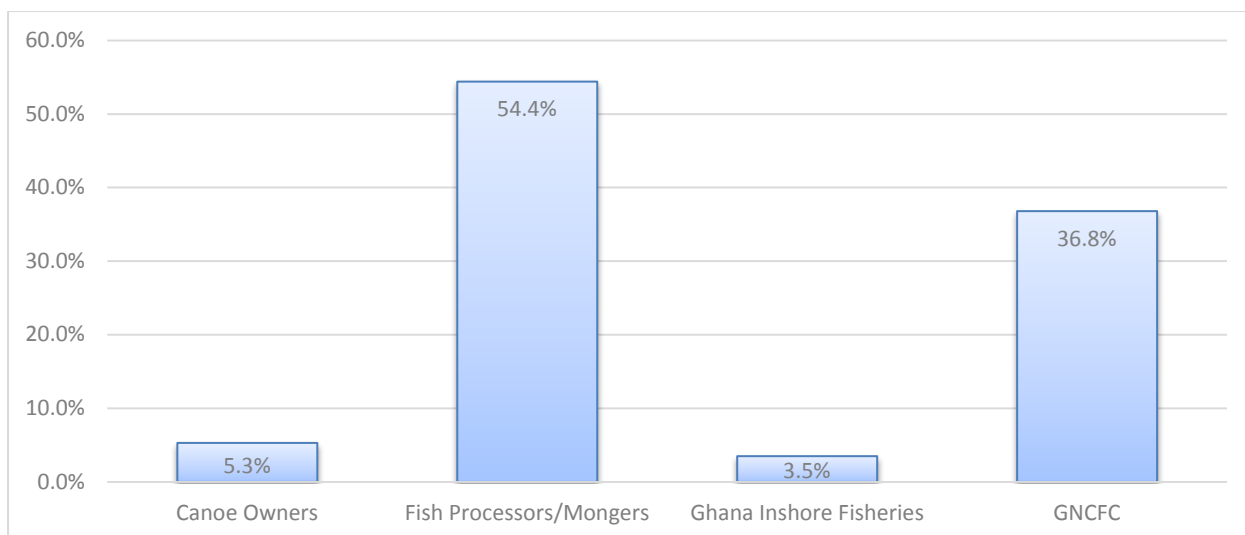


Figure 2 Representation of Fishing Associations

Purpose of Association

The various associations have different purposes for its existence. The leadership was also established for different reasons according to the respondents. From the survey the below graph indicates various purposes stated for the establishment of the leadership.

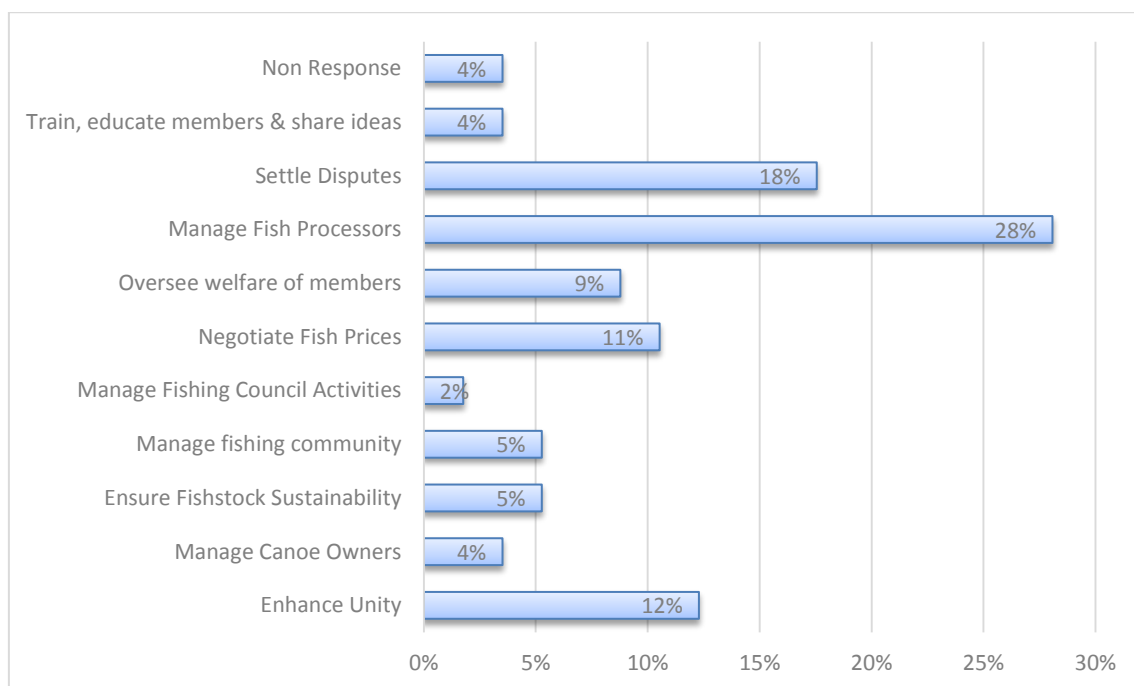


Figure 3 Purpose of Association

From the survey 4% of respondents could not give a response as to the purpose of group existence or leadership set up. It was indicated that some of the groups are set up solely for the purpose of benefitting from government distribution of fishing equipment. They therefore do not meet as a group to think about their welfare or how develop their businesses.

The graph above shows a 28% domination of leadership with the sole purpose of managing fish processors. However, this group is made up of several fish processors, led by females and only manages just one area of the whole fisheries value chain. That is to mean that, they are only in charge of females engaged in fish processing. Thus, the bigger chunk of

leadership and several groups or associations along the fisheries value chain is still dominated by males. That is, there are a lot of different groups, handling different aspect of the fisheries industries which are male dominated.

Membership against Composition of Executives

Women Dominated Groups- Fish Processors/ Mongers Associations

Out of the 33 respondents under fish processor/ mongers associations, 26% of respondents have both male and female membership whilst the remaining 74% are strictly female dominated.

For the 26% respondents that have both male and female membership, 44% have males occupying the leadership positions as a president, secretary or financial secretary. The remaining 56% were of the view that although there are males as group members, the number of females outweighs that of males and therefore women should take charge of their affairs.

For the 74% that were strictly female dominated, 52% would allow males who are in the same field as them to be part of the group. 36% would not allow males into the group and 12% were indifferent.

Some of the reasons given as to why some female dominated groups would not allow males to join include;

- Men do not respect the views of the women and when called upon for meetings they do not show up.
- Some men who are into the fish processing business are young and very exuberant and do not understand the rubrics of the business. Thus, women run the risk of tarnishing the image of the association if they admit young men into the association.
- Men do not know the market dynamics and are not regular at meetings and hence, women would prefer if they are not part of the associations.

Men Dominated Groups

Male dominated groups included the Ghana National Canoe Fishermen Council and Canoe owners and Ghana Inshore Fisheries Association. The overall recorded membership in these associations is 2,479, out of which 98% are males and 2% are females. From the survey 28% of males from the male dominated groups indicated that it was important for females in the field to join the group. They stated there was no problem for women to join the group. On the issue of women being part of the leadership, men indicated the relevance of women being part of the leadership. Although it is not the norm, they could acknowledge its relevance. However 11% of respondents indicated that there was absolutely no need for women in the field to join the group. They stated male dominated groups mainly discussed fisheries concerns of which women have little or no idea about and therefore cannot make informed decisions on fisheries matters.

Table 1 Distribution of Membership

| | | | |
|---------------------------|--------------|--------------|--------------|
| Overall Membership | 2,669 | 5,216 | 7,885 |
| Balanced | 230 | 276 | 506 |
| Female Dominated | 20 | 4,880 | 4,900 |
| Male Dominated | 2,419 | 60 | 2,479 |

Decision Making

Main Issues Discussed

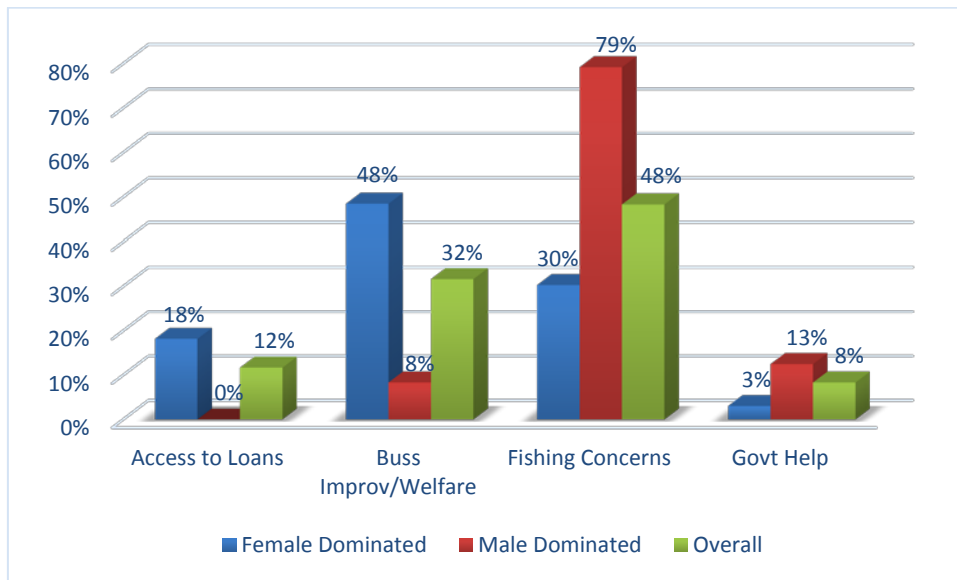


Figure 4 Main Issues Discussed

Out of the 33 respondents from female dominated groups, 3% indicated that the associations discuss how to obtain help from the government whereas 13% of respondents from male dominated groups indicated they discuss such issues. In women dominated groups, 18% discuss access to loan facilities and 48% are concerned about the welfare of members and how to improve upon their businesses. A considerably high percentage of women dominated groups (30%) discuss fishing concerns such as how to curb illegal fishing, what to do to improve upon fish stock, fish handling among other pressing fishing concerns. It is impressive to note that a higher percentage 78% of the female dominated groups discuss issues (Business Improvement and Fishing concerns) issues as such as how to develop the fishing industry and help curb activities that pose as threats to the industry.

For the male dominated groups 13% of respondents indicated that, they discuss how to obtain help from the government. The great majority of men, 79%, discuss issues on fishing concerns and 8% discuss how to improve upon business. None of the male dominated groups discussed issues on how to get access to loans.

When combining male and female dominated groups, 12% of respondents discussed how to get access to loans, 32%, how to improve upon business operations, 48% fishing concerns and 8% how to get help from the government.

From the graph, it can be deduced that the total number of respondents interviewed, fishing concerns are most often discussed at meetings, followed by issues of how to improve upon business, how to get access to loans, and how to get government help. Thus is the discussion is centered on what the members can do to help develop the fishing industry. It is worth noting that 30% of the leaders in women dominated groups indicated that they discussed fishing concerns. This is in contrast to the views of the male dominated groups which indicated that women have little or no knowledge about fishing issues.

Based on the view that women have little knowledge about fishing issues, male dominated groups indicated that women that are part of association leadership cannot be informed in settling disputes. However the most important issue discussed among most male dominated groups is the issue of fishing concerns and the decisions made affect both male and female dominated groups.

The survey indicated that in 85% of women associations, it is mostly the executives who influence decisions made at meetings. Only 15% indicated that both members and executives influence decisions made. It can be noted that the women associations have larger memberships compared to the male dominated groups. However in decision making at the group level, a high percentage of the groups are dominated by the executives, who are said to have enormous experience in the field. When the leaders monopolize decision making, true representation is questionable. Few female group members are thus active when it comes to decision making in the group.

Influence on Fisheries Management Issues

Female Dominated

Out of 33 respondents for female dominated groups, 21 of them were asked what areas they have influence over in the group. The survey indicated that 91% of women groups have influence over what fish processing technologies are used, in terms of price paid for technology, the income generated from its use and when to use it.

About 48% indicated that they have influence over the management of landing beaches. There are government officials who are in charge of the management of the landing beaches. The women's influence is mostly related to the cleanliness of the landing beaches.

Another 33% indicated they have influence on setting and implementing rules and regulations related to fishing and fishery resources. However, they have little or no influence over regulations that are not set by them, but affect the fishing industry. For instance, they do not have influence over government set regulations related to fishing activities. It is difficult to monitor and make sure people adhere to government regulations since little or nothing is done when reported to law enforcement agencies. The plurality, 61%. indicated they have a great deal of influence in settling disputes.

Male Dominated

Out of the 24 respondents for male dominated groups who were interviewed about the influence they have in the industry, 67% indicated that apart from the traditional rule that forbids them to fish on Tuesdays, they do not have control over fishing periods, fishing trips and fishing equipment they use. The reason is that the fishermen do not own the boats and equipment. The 33% who indicated that they have control in these areas finance the fishermen to go for fishing and that enables them to influence such decisions.

About 46% of men indicated they have control over the use of fishing equipment, while none of the male dominated groups has influence over the use of processing technologies. A much larger number, 79%, of male dominated respondents have influence over the management of the landing beaches and 83% influence over rule setting and regulations. However they stated that they do not have influence over government set rules and regulations. 92% have influence over dispute resolution.

It can be deduced that for both male and female dominated groups, the areas of greatest influence by the leaders are settling of disputes and management of the landing beaches. Male dominated groups as compared to the female dominated groups have greater influence on fishing issues, use of gadgets and Setting of rules and regulations. Whereas for the female dominated groups, leaders have greater influence on the processing technologies used by them. It is evident that women have greater influence mostly on things managed by themselves and little influence when it comes to general areas.

Table 2 Influence on Fisheries Management Issues

| Fishery Management Issues | Yes | % |
|----------------------------------|------------|----------|
| Balanced | 3 | |
| Fishing | 1 | 33% |
| Use of gadgets | 1 | 33% |
| Processing technologies | 0 | 0% |
| Management of landing beach | 3 | 100% |
| Setting rules | 3 | 100% |
| Dispute resolution | 3 | 100% |
| Female Dominated | 33 | |
| Fishing | 3 | 9% |
| Use of gadgets | 4 | 12% |
| Processing technologies | 18 | 55% |
| Management of landing beach | 16 | 48% |
| Setting rules | 11 | 33% |
| Dispute resolution | 20 | 61% |
| Male Dominated | 24 | |
| Fishing | 16 | 67% |
| Use of gadgets | 11 | 46% |
| Processing technologies | 0 | 0% |
| Management of landing beach | 19 | 79% |
| Setting rules | 20 | 83% |
| Dispute resolution | 22 | 92% |

Ensuring Inclusive Representation at Meetings

Seven out of 21 respondents ranked as first priority that they would like at least a percentage of the men to be present at meetings before decisions are made, 5 out 21 ranked the same

item as their fourth priority. However one perceived challenge was the fact that men normally do not like to attend female dominated meetings because they do not think that men should meddle.

Five out of 21 ranked sending special invitations to potential members of the minority gender groups to join, second and third priorities.

The remaining 13 did not rank their activities. However, 8 of them would send special invitations to potential members on special occasions like the demonstrations on the use of new technologies.

The remaining 6 indicated that they would either make room for people with special needs or they would use help from government to encourage potential members to join.

Findings of the Survey

Major findings of the survey are discussed as follows:

- Female dominated groups have their own council led by only females whereas male dominated groups also have their own council which is the fishermen council, led by only men. However the fishermen council oversees all the affairs of the fishing community. In other words they are the lords of the fishing community and both the male and female groups are under the control of the fishermen council.
- There is no representation of women at the Fishermen Council because it is not the traditional norm for women to be part of the council.
- Members of the women council are called upon for meetings with the fishermen council when there is a general issue to be discussed that concerns the whole fishing community.
- The fishermen council, in their own meetings, discuss issues that affects the whole fishing community and yet there is no female representation in the making of these general decisions to be made.
- From the survey it was evident that the female dominated groups were more willing to take decisions with the males, but the same could not be said for male dominated groups.
- For some of the associations like Canoe Owners and Ghana Inshore Fisheries Association there is little or no representation of women in these associations. This is owed to the fact that only people who own boats or canoes can be members and few females meet that criterion. Women who are qualified to be part of these groups hardly attend meetings to make their voices heard. They are sometimes represented by their male relatives but there is no guarantee that their views are represented.

RECOMMENDATIONS/ CONCLUSIONS

- Provide continuous leadership training such as the *honam* dialogue for the associations. This should however not be limited to the female groups but extended to the male dominated groups. Trainings for these male groups on gender participatory management will serve as good entry points for women to be considered as co-managers of fishery resources.
- Encourage affirmative action in male dominated groups in the fisheries industry. The ultimate target will be 40% allocation of leadership positions on the council reserved for women. The starting point will be the appointment of female leaders perceived by the fishermen as being vocal and innovative.
- Another entry point for the inclusion of women as leaders in the fishery sector is through the FC staff, who offer technical support to the fishermen on the management of the

landing beaches. In line with the co-management objective of the fishery management plan, the Fisheries Commission 's support should be expanded to include women groups like the konkohemaa. The FC gender mainstreaming strategy to be developed under the Project should take a critical look at this and develop plans for gender inclusiveness in the management of the landing beaches.

- Encourage groups/associations to work under the affiliation of NAFPTA
- Provide continuous capacity development for associations on governance, organization, a united voice, advocacy, and sustainability of their structures.
- Share the results of this survey with all stakeholders interviewed and use the information to develop an action plan to increase women's leadership in the fisheries sector.

REFERENCES

- Agyei-Mensah, S., Casterline, J. B., & Agyeman, K. D. (2005). *Reproductive Change in Ghana: Recent Pattern and Future Prospects*. Legon: University of Ghana.
- Amu, N. J. (2005). *The Role of Women in Ghana's Economy*. Accra: Woeli publishing service.
- Ardayfio, S. (1996). *The Changing Family in Ghana*. Legon: Ghana Universities Press.
- Cochrane, K. L. (2002). *FAO Corporate Document Respository*. Retrieved from A fishery manager's guidebook. Management measures and their application: <http://www.fao.org/docrep/005/y3427e/y3427e03.htm>
- Corner, L. D. (1997). Women's Participation in Decision-Making and Leadership. A Global Perspective. *Conference on Women in Decision-Making in Cooperatives*. Tagatay: ACWF and ICAROAP.
- Duerst-Lahti, G., & Kelly, R. M. (1995). *Gender Power, Leadership and Governance*. Michigan: The University of Michigan Press.
- FAO. (2004). *Participation in artisanal fisheries management for improved livelihoods in West Africa*. Rome: UN.
- FAO. (2013). *Good practice policies to Eliminate Gender Inequalities in Fish Value Chains*. Rome.
- FAO. (2016, May 3). *Concepts and Definitions - FIRMS*. Retrieved from Fisheries and Resources Monitoring System: <http://firms.fao.org/firms/concepts/en>
- Hora, E. A. (2014). Factors that affect Women Participation in Leadership and Decision Making Position. *Asian Journal of Humanity, Art and Literature*, 97-118.
- Keohane, N. O. (2010). *Thinking about Leadership*. New Jersey: Princeton University Press.
- Rhode, D. L. (2003). Gender differences in leadership opportunities. In D. L. Rhode, *The Difference "Difference" makes. Women and Leadership* (p. 6). California: Stanford University Press.
- Sharma, M. K., & Jain, S. (2013). Leadership Management: Principles, Models and Theories. *Global Journal of Management and Business Studies*, 309-318.
- Torell, E., Owusu, A., & Okyere-Nyako, A. (2015). *Ghana Fisheries Gender Analysis*. USAID/Ghana Sustainable Fisheries Management Project (SFMP), Ghana Fisheries Gender Analysis, Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island.

APPENDIX

USAID/Ghana SUSTAINABLE FISHERIES MANAGEMENT PROJECT WOMEN IN LEADERSHIP ROLES WITHIN SFMP FISHERIES STAKEHOLDER GROUPS - QUESTIONNAIRE

1. What is the name of your association/group?
2. What does your association/group do?
3. How many members are there in the association/group? Men_____ Women_____
4. If the group is male dominated, do you think is important for women in this field to join? (move to question 6) Yes_____ No_____
 - b. If No why can they not join?

5. If the group is female dominated, do you think is important for men in this field to join Yes_____ No_____
 - b. If No why can they not join?

6. For a male dominated group, what qualities do you think a woman should have to be qualified for a leadership role?
 - a. Vocal
 - b. Innovative
 - c. Results oriented
 - d. Good interpersonal skills
 - e. Influential
 - f. Others, please specify _____

7. Please indicate by ticking which gender group occupies the following executive positions:

| Position | Man | Woman |
|------------------------|------------|--------------|
| President | | |
| Vice president | | |
| Secretary | | |
| Treasurer | | |
| Organizer | | |
| Financial secretary | | |
| Others, please specify | | |

8. Please indicate in the table below, concerning issues discussed at your meetings from the beginning of the year till now?

| Main issues discussed | Who is affected by these issues? (men/women/children) | Who raised the issues? (an executive/member) | Which persons influenced the decision made? (name and role in group) | Why do these persons tend to make more of the decisions? |
|-----------------------|---|--|--|--|
| | | | | |

9. What fishery resources does your association influence?

| Fishery Management Issues | Influence on Days/time used | Influence on Income/price/fines/dues | Human resource involved | | |
|--|------------------------------------|---|--------------------------------|----------------|-----------------|
| | | | Males | Females | Children |
| Fishing e.g. Fishing trips, methods of fishing, | | | | | |
| Use of Fishing gadgets like canoe, nets, outboard motor | | | | | |
| Use of Fish processing technologies such as drying platforms and smoking ovens | | | | | |
| Management of | | | | | |

| Fishery Management Issues | Influence on Days/time used | Influence on Income/ price/fines/ dues | Human resource involved | | |
|---|-----------------------------|--|-------------------------|---------|----------|
| | | | Males | Females | Children |
| Sea/landing beaches | | | | | |
| Setting/implementing rules and regulations on fishing and fishery resources | | | | | |
| Dispute resolution | | | | | |

10. Please rank priority steps being taken or planned to be taken to encourage potential members identified in question 4/5 to get actively involved. (1 being top priority, 5 being least priority)

| Rank | Action | Timeline |
|------|---|----------|
| | At least x% of attendees will be men/women before decisions can be made at meetings. | |
| | Special invitations are made to potential members of the minority gender group to join. | |
| | In women dominated groups, men's views will be sought before making any decision | |
| | In men dominated groups, women's views will be sought before making any decision. | |
| | Write minutes for each meeting. | |
| | Put up minutes at every meeting. | |
| | Make room for the needs of minority at meetings such as persons with disability | |
| | Women who need to bring their children along to meetings. | |
| | Others: | |