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# SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

## Leadership Training for Various Fish Processors' Groups



APRIL, 2018

THE  
UNIVERSITY  
OF RHODE ISLAND  
GRADUATE SCHOOL  
OF OCEANOGRAPHY



# Hen Mpoano

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**Cover photo:** Participants from various groups engaged in a tower building exercise (Hen Mpoano)

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SNV: <http://www.snvworld.org/en/countries/ghana>

## **ACRONYMS**

|         |  |
|---------|--|
| CEWEFIA | Central and Western Region Fishmongers Improvement Association |
| DAA     | Development Action Association                                 |
| IUU     | Illegal Unreported Unregulated                                 |
| NAFPTA  | National Fish Processors and Traders Association               |
| SFMP    | Sustainable Fisheries Management Project                       |

# TABLE OF CONTENTS

|   |     |
|---|-----|
| ACRONYMS.....   | iii |
| TABLE OF CONTENTS.....                                    | iv  |
| LIST OF FIGURES .....                                     | iv  |
| LIST OF TABLES.....                                       | iv  |
| 1. BACKGROUND .....                                       | 1   |
| 1.1 Workshop Objectives.....                              | 1   |
| 1.2 Learning Outcomes.....                                | 2   |
| 1.3 Methods Applied.....                                  | 2   |
| 2. TRAINING PROCEEDINGS.....                              | 3   |
| 2.1 Training Content .....                                | 3   |
| 2.1.1 Leadership.....                                     | 3   |
| 2.1.2 Team Building and Team work .....                   | 4   |
| 2.1.3 Conflict Management and Resolution .....            | 5   |
| 2.1.4 Relevant section of the fisheries policy/Laws ..... | 5   |
| 3. CONCLUSIONS.....                                       | 7   |
| APPENDIX 1: WORKSHOP AGENDA .....                         | 8   |
| APPENDIX 2: PARTICIPANT LISTS .....                       | 10  |

## LIST OF FIGURES

|   |   |
|---|---|
| Figure 1. Ms Adiza Ama Owusu addressing participants at Winneba ..... | 3 |
| Figure 2 . Picture collage from trainings .....                       | 6 |

## LIST OF TABLES

|   |   |
|---|---|
| Table 1. Information about the date, venue and beneficiaries of each training session ..... | 1 |
|---|---|

## 1. BACKGROUND

Strengthening the various fish processors and traders' associations under Development Action Association (DAA), Central and Western Region Fish Improvement Association (CEWEFIA) and National Fish Processors and Traders Association (NAFPTA) within the Central and Western regions is part of the SFMP gender mainstreaming strategy in achieving a sustainable co-management of the fisheries sector.

As part of capacity building interventions for the various groups in the area of gender integration in fisheries co-management, a series of gender leadership and conflict management trainings were organized for 7 women fish processors/trading groups from Elmina, Moree, Winneba, Apam (Central Region) and Axim, Ankobra and Asanta (Western Region). It had been realized that most training of trainers for selected leaders from the various groups don't get transferred to members of their groups. This had caused knowledge gaps between leaders and members of their groups and most often led to conflict within groups. Selected leaders from the various groups were therefore trained on leadership and conflict management on the 20th of Feb 2018 at office of Hen Mpoano in Takoradi in the Western of Ghana. The trained leaders led the facilitation of the trainings within their various groups at the community level.

The trainings which lasted for a month spanned from 27<sup>th</sup> March to 18<sup>th</sup> April. In all, a total of 155 women fish processors and traders benefited from the training. The use of the women leaders as facilitators was to encourage the participation of women (members of the various groups) in fisheries dialogues and other fisheries decision-making platforms.

**Table 1. Information about the date, venue and beneficiaries of each training session**

| <b>Date</b>                  | <b>Community/Town</b> | <b>Number of Beneficiaries</b> |
|------------------------------|-----------------------|--------------------------------|
| 27 <sup>th</sup> March, 2018 | Elmina and Moree      | 41                             |
| 11 <sup>th</sup> April, 2018 | Winneba & Apam        | 33                             |
| 17 <sup>th</sup> April, 2018 | Axim                  | 37                             |
| 18 <sup>th</sup> April, 2018 | Ankobra & Asanta      | 44                             |

### 1.1 Workshop Objectives

This training workshop aimed to provide a unique opportunity for the leaders of the various groups to educate their members on topics such as leadership, team building and conflict management, to empower them to take up leadership roles when called upon.

The objectives of the trainings were to;

- Build and strengthen the leadership skills of women in the co-management of fisheries.
- Develop their understanding on team building and conflict management.
- Expose them to relevant sections of the fisheries law relative to Illegal Unregulated Unreported (IUU) fishing and their sanctions.

## **1.2 Learning Outcomes**

The general outcomes of the training session were as follows:

- Leadership skills in fisheries management strengthened
- Team building and conflict management techniques enhanced
- Participants exposed to relevant section of the fisheries law

## **1.3 Methods Applied**

The mode of delivering the training was through structured learning experiences (engaging with) rather than teaching, plenary discussions, video shows, role plays and group exercises. The trainings were facilitated by Peace Abla Gavor, Diana Otuteye and Araba Adedzewa (Elmina and Moree), Florence Nartey, Emelia Arthur and Mercy Acquah (Winneba and Apam), Gifty Cobbinah and Comfort Ebambey (Ankobra and Asanta) and Theresah Freeman, Sarah Amoasi and Anna Quaiocoe (Axim).

## 2. TRAINING PROCEEDINGS

In all the trainings, Ms. Adiza Ama Owusu opened by welcoming the participants and introducing of the purpose of the training. She emphasized the commitment of SFMP to empower women through capacity building and advocacy at all levels. She encouraged participants to continue to transfer the knowledge they acquire among other group members.



Figure 1. Ms Adiza Ama Owusu addressing participants at Winneba

### 2.1 Training Content

Participants were taken through the following topics;

- Leadership.
- Team building & Group dynamics.
- Conflict and Conflict management.
- Relevant section of the fisheries policy/Laws.

#### 2.1.1 Leadership

Everything rises and falls on leadership. For the sustainability of the various groups, their leadership must be strong. In order for the participants to understand the leadership roles for their various groups, they were taken through topics on leadership such as

- Who is a leader?
- What is leadership?
- Types of leaders.
- Qualities of a good leader.
- Styles of leadership.
- Are leaders born or made?
- Do you recognize yourself as a leader?



Lessons learned by the participants are as follows:

- Leadership is not about the amount of money and the things one possesses but it's about influence.
- A good leader gives followers the chance to take initiatives.
- She needs to bring change to her people.
- She should have time for her people.
- She should serve her people.
- A leader should be at peace with her members.
- A leader should encourage her members.
- She should be vocal, but respectful and forgive easily.
- She should also be firm her actions.
- A good leader should always communicate her ideas and allow others to contribute to the vision.

A plenary session on “*Who is a leader and qualities of a good leader*”, helped participants to realize and appreciate their leadership skills and also to assess their level of understanding on leadership. Below are compiled responses from the various groups.

### **Who is a leader?**

- Leads by example (desist from the purchase of illegally caught fish).
- Imparts knowledge to her people.
- Gathers people to follow her vision.
- Serves her people.
- The number one person who leads a group.
- The person who directs followers to a particular destination.
- Konkohene's (Fish mummies) at the landing beaches.
- Chief fishermen at the landing sites.
- Parents.

### **Qualities of a good leader**

A leader is:

- Patient.
- Understanding.
- Disciplined.
- Tolerant.
- Builds capacity.
- Encourages.

### **2.1.2 Team Building and Team work**

The team building exercise was employed for the various groups to see how they can build their team to last and to stand the test of time. After a presentation on effective team and group dynamics by the facilitators, the participants engaged in team building exercises to learn the values that keep a team together to work towards a common goal.

Lessons from the team work exercises were as follows:

- Avoid distraction from outsiders.
- Good to work in a team.
- One person cannot do it all.
- Delegate/ assign tasks based on individual strengths.
- The need to work as a group and not wait for the government.

- Work with limited resources.
- When things don't work well try again.
- When we do things well as a team, we can attract people to join.
- As a team we need to follow our laid down rules.
- Ask questions when necessary.
- Plan before you take an action.
- Do it well to last.
- Foundation has to be good.
- When you invest in what you're doing and it doesn't work reinvest.
- One person cannot make a team, you need people to work with.
- Respect and tolerance of each other's views.
- Unity.
- Perseverance.
- Adaptive learning.
- Sharing of ideas.
- Role play and division of labor.
- Communication.
- Efficient management of resources.

### **2.1.3 Conflict Management and Resolution**

Conflict within groups, if not well managed, can lead to the collapse of the group. Conflict normally occurs when people are hurt because of other people's actions. This is unavoidable in a group, but if well managed can contribute significantly to the growth of the group.

The gender training on leadership and conflict management was thus used as a platform to build adequate knowledge and skills needed among the various groups to confidently resolve conflicts when they arise.

The various groups were taken through the following aspect of conflict and its resolution.

- Definition of conflict
- Types of conflict
- Conflict episodes
- Causes of conflicts
- Conflict management strategies
- Strategies sequences and resource requirements

Participants related by sharing real life conflict experiences and the methods that would have been appropriate in resolving them.

### **2.1.4 Relevant section of the fisheries policy/Laws**

Participants were also taken through aspects of the fisheries law relative to IUU fishing and their sanctions. This was to allow participants to be well abreast with the fisheries law and the penalty they are to face when they go against it.

The relevant aspects of the fisheries pertaining to IUU included

- Fisheries Act 625: Sec 88 – (2002).
- Fisheries LI 1968Regulation 11-14 (2010).
- Fisheries Act 880(2015).
- Fisheries LI 2217 (2015).



Figure 2 . Picture collage from trainings

### 3. CONCLUSIONS

The workshop was effective in enhancing the leadership skills, team building and conflict management techniques of over 150 fish processors and traders of various groups. They were also exposed to relevant sections of the fisheries law that highlights on IUU fishing and its sanctions. The peer-to-peer training method was effective in encouraging the participation of women in fisheries dialogues. Participants were excited and appreciative of the various modules they were trained on. They acknowledged the fact that these trainings will go a long way to strengthen their various groups.

*“This is the best training I’ve ever had so far, and it should be a continues thing and not just end with this one training”*

Margaret Graham, Axim

## APPENDIX 1: WORKSHOP AGENDA

### Sustainable Fisheries Management Project (SFMP)

#### TRAINING WORKSHOP ON THE GENDER LEADERSHIP AND CONFLICT MANAGEMENT FOR SELECTED LEADERS OF FISHERIES GROUPS IN THE WESTERNVAND CENTRAL REGION OF GHANA

HEN MPOANO TAKORADI

FEBRUARY 19<sup>TH</sup>, 2018.

#### Workshop Objectives

- To strengthened competences in fisheries management and leadership skills
- To develop advocacy and leadership skills
- Develop conflict management skills
- Promote collaboration amongst stakeholder groups

#### WORKSHOP AGENDA

| TIME                   | ACTIVITY   | MAP             |
|------------------------|--|-----------------|
| 08:30 – 09:00am        | Arrival/registration   | Samuel Bogoblay |
| 09:00 – 09:30 am       | Workshop opening: Participant introduction<br>Objectives and schedule  | Adiza           |
| 09:30 - 10:30 am       | Leadership skills <ul style="list-style-type: none"><li>• What type of leader are you?</li><li>• Presentation: Leading the Gender integration</li><li>• Plenary discussion</li></ul> | Adiza           |
| <b>10:30 – 11:00am</b> | <b>Snack break</b>   | <b>All</b>      |
| 11:00 – 11:30          | Presentation on relevant section of the fisheries<br>policy/Laws   | Cephas          |
| 11:30 – 12:00          | Team building & Group dynamics<br>Group visioning – <ul style="list-style-type: none"><li>• Shifting from blame - Taking Responsibility</li></ul>                                    | Adiza           |

|                    |  |             |
|--------------------|--|-------------|
| 12:00 – 1:30 pm    | <p>Conflict management</p> <ul style="list-style-type: none"> <li>• Video: Conflict management</li> <li>• Lessons learned</li> <li>• Presentation: Conflict management</li> <li>• Role play on conflict management</li> <li>• Report out on role play</li> </ul> | Alex        |
| <b>1:30 – 2:30</b> | <b>Lunch</b>   | <b>All</b>  |
| 2:30 – 3:00        | Action plan  | Adiza Owusu |
| 3:00 – 3:15        | Closing remarks and departure  | Adiza Owusu |

## APPENDIX 2: PARTICIPANT LISTS

### GHANA SUSTAINABLE FISHERIES PROJECT-HM PARTICIPANTS ROSTER INFORMATION

Required in English. Please Print

**Title of Course:** Gender leadership and conflict management training workshop \_\_\_\_\_

**Activity:** 5.1.2 Leadership training for various groups (Ankobra women's group) \_\_\_\_\_

**Date:** \_\_\_\_\_ 18-04-18 \_\_\_\_\_

**Length of Course:**                      Less than three days                                            Three days or longer

| First Name | Surname   | Organization | Sex |   | Do you wish to receive messages on SFMP ? |   | Signature/Tomb Print |
|------------|-----------|--------------|-----|---|---|---|----------------------|
|            |           |              | M   | F | Y   | N |                      |
| Gifty      | Chapman   | Ankobra      |     | • |   |   |                      |
| Mary       | Kwame     | Ankobra      |     | • |   |   |                      |
| Mawu       | Dakwukpor | Ankobra      |     | • |   |   |                      |
| Mary       | Somiah    | Ankobra      |     | • |   |   |                      |
| Theresah   | Asare     | Ankobra      |     | • |   |   |                      |
| Elizabeth  | Kwesi     | Ankobra      |     | • |   |   |                      |
| Rebecca    | Kwam      | Ankobra      |     | • |   |   |                      |
| Mary       | Attah     | Ankobra      |     | • |   |   |                      |
| Dorah      | Somiah    | Ankobra      |     | • |   |   |                      |
| Grace      | Kaku      | Ankobra      |     | • |   |   |                      |

|           |           |         |  |   |  |  |  |
|-----------|-----------|---------|--|---|--|--|--|
| Dorah     | K-Bervel  | Ankobra |  | • |  |  |  |
| Elizabeth | Awuah     | Ankobra |  | • |  |  |  |
| Georgina  | Kwofie    | Ankobra |  | • |  |  |  |
| Margaret  | Amissah   | Ankobra |  | • |  |  |  |
| Matilda   | Chapman   | Ankobra |  | • |  |  |  |
| Theresah  | Kpongboyi | Ankobra |  | • |  |  |  |
| Margaret  | Kwesi     | Ankobra |  | • |  |  |  |
| Godsway   | Awoyie    | Ankobra |  | • |  |  |  |
| Agnes     | Mintah    | Ankobra |  | • |  |  |  |
| Florence  | Sien      | Ankobra |  | • |  |  |  |
| Alice     | Rabina    | Ankobra |  | • |  |  |  |
| Victoria  | Akpo      | Ankobra |  | • |  |  |  |
| Theresa   | Mensa     | Ankobra |  | • |  |  |  |
| Gift      | Cobinnah  | Ankobra |  | • |  |  |  |
| Agnes     | Duku      | Ankobra |  | • |  |  |  |
| Mansa     | Agbomagah | Ankobra |  | • |  |  |  |
| Bertha    | Kugbe     | Ankobra |  | • |  |  |  |
| Comfort   | Ahianyio  | Ankobra |  | • |  |  |  |
| Theresa   | Amoadzin  | Ankobra |  | • |  |  |  |
| Paulina   | Gleky     | Ankobra |  | • |  |  |  |
| Shalot    | Amo       | Asanta  |  | • |  |  |  |
| Faustina  | Coffie    | Ankobra |  | • |  |  |  |
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| Comfort   | Coffie    | Asanta  |  | • |  |  |  |
| Sarah     | Mensah    | Asanta  |  | • |  |  |  |
| Akosua    | Kobi      | Asanta  |  | • |  |  |  |
| Abigail   | Kaku      | Asanta  |  | • |  |  |  |
| Paulina   | Manu      | Asanta  |  | • |  |  |  |



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| Rebecca | Komson | Asanta  |  | • |  |  |  |
| Ophelia | Coffie | Ankobra |  | • |  |  |  |
| Joyce   | Tandoh | Ankobra |  | • |  |  |  |

**Title of Course:** Gender leadership and conflict management training workshop \_\_\_\_\_

**Activity:** 5.1.2 Leadership training for various groups (Winneba and Apam women's group)

**Date:** \_\_\_\_\_ 11-04-18 \_\_\_\_\_

**Length of Course:** Less than three days longer

Three days or

| First Name | Surname   | Organization | Sex |   | Do you wish to receive messages on SFMP ? |   | Signature/Tomb Print |
|------------|-----------|--------------|-----|---|---|---|----------------------|
|            |           |              | M   | F | Y   | N |                      |
| Florence   | Nartey    | Winneba      |     | • |   |   |                      |
| Enerstina  | Sackey    | Winneba      |     | • |   |   |                      |
| Matilda    | Bandze    | Winneba      |     | • |   |   |                      |
| Leticia    | Dampson   | Winneba      |     | • |   |   |                      |
| Stella     | Quotey    | Winneba      |     | • |   |   |                      |
| Aba        | Ketuba    | Winneba      |     | • |   |   |                      |
| Faustina   | Awusie    | Winneba      |     | • |   |   |                      |
| Agnes      | Dadzie    | Winneba      |     | • |   |   |                      |
| Akua       | Yaaba     | Winneba      |     | • |   |   |                      |
| Ama        | Ahensemah | Winneba      |     | • |   |   |                      |
| Ekua       | Panyin    | Winneba      |     | • |   |   |                      |
| Esi        | Akyyereba | Winneba      |     | • |   |   |                      |
| Grace      | Dadzie    | Apam         |     | • |   |   |                      |
| Mercy      | Acquah    | Winneba      |     | • |   |   |                      |
| Esther     | Esirepey  | Winneba      |     | • |   |   |                      |

|           |          |         |  |   |  |  |  |
|-----------|----------|---------|--|---|--|--|--|
| Esi       | Akyereba | Winneba |  | • |  |  |  |
| Rebecca   | Donkor   | Winneba |  | • |  |  |  |
| Janet     | Anapey   | Winneba |  | • |  |  |  |
| Emelia    | Arthur   | Apam    |  | • |  |  |  |
| Abigail   | Imprim   | Winneba |  | • |  |  |  |
| Lydia     | Enon     | Winneba |  | • |  |  |  |
| Elizabeth | Amonor   | Winneba |  | • |  |  |  |
| Ekua      | Atta     | Winneba |  | • |  |  |  |
| Victoria  | Botsi    | Winneba |  | • |  |  |  |
| Ama       | Tandoh   | Winneba |  | • |  |  |  |
| Aba       | Yaa      | Apam    |  | • |  |  |  |
| Ekua      | Wobir    | Apam    |  | • |  |  |  |
| Charity   | Dadzie   | Apam    |  | • |  |  |  |
| Ekua      | Nkrumah  | Winneba |  | • |  |  |  |
| Adwoa     | Manna    | Winneba |  | • |  |  |  |
| Florence  | Yankson  | Winneba |  | • |  |  |  |
| Comfort   | Yankson  | Apam    |  | • |  |  |  |
| Florence  | Arthur   | Apam    |  | • |  |  |  |

**Title of Course:** Gender leadership and conflict management training workshop \_\_\_\_\_

**Activity:** 5.1.2 Leadership training for various groups (Elmina & Moree) \_\_\_\_\_

**Date:** 27-03-18 \_\_\_\_\_

**Length of Course:** Less than three days   Three days or longer

| First Name | Surname     | Organization | Sex |   | Do you wish to receive messages on SFMP ? |   | Signature/Thumb Print |
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|            |             |              | M   | F | Y   | N |                       |
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| Beatrice   | Matariawui  |              |     | • |   |   |                       |
| Klufui     | Fiawotorfor |              |     | • |   |   |                       |
| Peace Abla | Gavor       |              |     | • |   |   |                       |
| Agnes      | Yevugah     |              |     | • |   |   |                       |
| Juliana    | Gikunoo     |              |     | • |   |   |                       |
| Comfort    | Rockson     |              |     | • |   |   |                       |
| Millicent  | Nana Appiah |              |     | • |   |   |                       |
| Priscilla  | Sakyi       |              |     | • |   |   |                       |
| Felicia    | Mensah      |              |     | • |   |   |                       |
| Aba        | Saduwa      |              |     | • |   |   |                       |
| Elizabeth  | Essilfie    |              |     | • |   |   |                       |
| Mercy      | Dadzie      |              |     | • |   |   |                       |
| Adwoa      | Abbam       |              |     | • |   |   |                       |
| Margaret   | Afful       |              |     | • |   |   |                       |
| Araba      | Egyirba     |              |     | • |   |   |                       |

|          |            |  |  |   |  |  |  |
|----------|------------|--|--|---|--|--|--|
| Adwoa    | Kwartum    |  |  | • |  |  |  |
| Ama      | Nnua       |  |  | • |  |  |  |
| Ekua     | Mansa      |  |  | • |  |  |  |
| Diana    | Otuteye    |  |  | • |  |  |  |
| Akosua   | Gyan       |  |  | • |  |  |  |
| Araba    | Adedzewa   |  |  | • |  |  |  |
| Mary     | Agbezukeh  |  |  | • |  |  |  |
| Diana    | Fianu      |  |  | • |  |  |  |
| Adwoa    | Mansa      |  |  | • |  |  |  |
| Efua     | Asabir     |  |  | • |  |  |  |
| Grace    | Ahor       |  |  | • |  |  |  |
| Juliana  | Dorvlo     |  |  | • |  |  |  |
| Doris    | Dzimaruyee |  |  | • |  |  |  |
| Gloria   | Kumanyeru  |  |  | • |  |  |  |
| Mary     | Afful      |  |  | • |  |  |  |
| Araba    | Kobenaba   |  |  | • |  |  |  |
| Lydia    | Cudjoe     |  |  | • |  |  |  |
| Esi      | Attah      |  |  | • |  |  |  |
| Agnes    | Eshun      |  |  | • |  |  |  |
| Juliana  | Kudanu     |  |  | • |  |  |  |
| Rose     | Ekpe       |  |  | • |  |  |  |
| Victoria | Ametepe    |  |  | • |  |  |  |
| Mary     | Dzeble     |  |  | • |  |  |  |
| Alice    | Woesama    |  |  | • |  |  |  |

**Title of Course:** Gender leadership and conflict management training workshop \_\_\_\_\_

**Activity:** 5.1.2 Leadership training for various groups (Axim women's group) \_\_\_\_\_

**Date:** \_\_\_\_\_ 17-04-18 \_\_\_\_\_

**Length of Course:** Less than three days longer

Three days or longer

| First Name  | Surname   | Organization | Sex |   | Do you wish to receive messages on SFMP ? |   | Signature/Thumb Print |
|-------------|-----------|--------------|-----|---|---|---|-----------------------|
|             |           |              | M   | F | Y   | N |                       |
| Ama         | Awortwe   | Axim         |     | • |   |   |                       |
| Anna        | Quaicoe   | Axim         |     | • |   |   |                       |
| Sarah       | Amoasi    | Axim         |     | • |   |   |                       |
| Akosua      | Essoun    | Axim         |     | • |   |   |                       |
| Nana Aba    | Enyan     | Axim         |     | • |   |   |                       |
| Emelia      | Abaka-Edu | Axim         |     | • |   |   |                       |
| Theresa     | Freeman   | Axim         |     | • |   |   |                       |
| Efua Panyin | Atta      | Axim         |     | • |   |   |                       |
| Eunice      | Eshun     | Axim         |     | • |   |   |                       |
| Efua        | Tawia     | Axim         |     | • |   |   |                       |
| Adwoa       | Essoun    | Axim         |     | • |   |   |                       |
| Esi         | Fuma      | Axim         |     | • |   |   |                       |
| Cecilia     | Antobam   | Axim         |     | • |   |   |                       |
| Maame       | Aba       | Axim         |     | • |   |   |                       |
| Margret     | Graham    | Axim         |     | • |   |   |                       |

|            |            |      |  |   |  |  |  |
|------------|------------|------|--|---|--|--|--|
| Elizabeth  | Graham     | Axim |  | • |  |  |  |
| Theresah   | Abaka      | Axim |  | • |  |  |  |
| Benedicta  | Cudjoe     | Axim |  | • |  |  |  |
| Elizabeth  | Dovlo      | Axim |  | • |  |  |  |
| Alberta    | Aggrey     | Axim |  | • |  |  |  |
| Rebecca    | Acheampong | Axim |  | • |  |  |  |
| Elizabeth  | Quaicoe    | Axim |  | • |  |  |  |
| Mary       | Acquah     | Axim |  | • |  |  |  |
| Eunice     | Amoasi     | Axim |  | • |  |  |  |
| Esther     | Dzzawabah  | Axim |  | • |  |  |  |
| Clementina | Coffie     | Axim |  | • |  |  |  |
| Matilda    | Hammond    | Axim |  | • |  |  |  |
| Sarah      | Ameku      | Axim |  | • |  |  |  |
| Stella     | Quainoo    | Axim |  | • |  |  |  |
| Vida       | Teru       | Axim |  | • |  |  |  |
| Anna       | Donkor     | Axim |  | • |  |  |  |
| Grace      | Amama      | Axim |  | • |  |  |  |
| Mary       | Essien     | Axim |  | • |  |  |  |
| Ama        | Mensiwa    | Axim |  | • |  |  |  |
| Adjoa      | Asaba      | Axim |  | • |  |  |  |
| Rosemond   | Akor       | Axim |  | • |  |  |  |
| Constance  | Mensah     | Axim |  | • |  |  |  |