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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Training on Gender Mainstreaming Strategy for MOFAD/FC Directors



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THE
UNIVERSITY
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GRADUATE SCHOOL
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Cover photo: Group picture of the participants and facilitators (Credit: SNV)

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ACRONYMS

FC	Fisheries Commission.
GM	Gender Mainstreaming.
GMS	Gender Mainstreaming Strategy.
M&E	Monitoring and Evaluation.
MOFA	Ministry of Food and Agriculture.
MOFAD	Ministry of Fisheries and Aquaculture Development.
NAFPTA	National Fish Processors and Traders Association.
SNV	Netherlands Development Cooperation.
USAID	United States Agency for International Development.
WARFP	West Africa Regional Fisheries Project.

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EXECUTIVE SUMMARY

SNV under the USAID/Ghana SFMP is working with MOFAD and the Fisheries Commission (FC) to mainstream gender into the fisheries sector. Gender-blind policy, lacking evidence and sex-aggregated data, as well as regulatory environments have been identified as key among the constraints that block women from fully tapping into available economic opportunities. To help address this problem, MOFAD has developed a Gender Mainstreaming Strategy (GMS) with an Action Plan for the Fisheries Sector. The overall goal of the Gender Mainstreaming Strategy (GMS) is:

Empowering actors in the fisheries sector, in particular women through their active participation in fisheries management and decision making, facilitating their access to and control of resources and opportunities for an enhanced valuation of their contributions along the value chain for an equitable and sustainable development of the fisheries sector.

The Ministry of Fisheries and Aquaculture Development (MOFAD) Gender Mainstreaming Strategy (GMS) serves as the framework for promoting gender responsiveness in the fisheries sector in Ghana, under the leadership of MOFAD and the Fisheries Commission (FC). It builds on ongoing gender mainstreaming efforts of MOFAD, by identifying existing gaps and proposing strategic interventions to enhance greater accountability to the promotion of women's rights and gender equality in all the stages of the fisheries value chain in Ghana (MOFAD, 2016). This is in line with Ghana's commitment towards promoting women's rights and gender equality in decision-making and all socio-economic sectors.

This report contains information on a workshop organised within the framework of the USAID/GHANA Sustainable Fisheries Management Project being implemented through the Ministry of Fisheries and Aquaculture Development (MOFAD). It was organised around the Gender Mainstreaming Strategy (GMS) for the Leadership of the Ministry of Fisheries' and Aquaculture Development (MOFAD) and the Fisheries Commission (FC) from March 14-15, 2018 at the Forest Hotel, Dodowa, Eastern region of Ghana. The workshop aimed to secure the buy-in of key decision-makers in the sector, in terms of how the GMS can be implemented.

1. INTRODUCTION

As part of the USAID/GHANA Sustainable Fisheries' Management Project, a training workshop was organised from the 14-15 March, 2018 for the leadership of MOFAD and FC. The workshop sought to sensitise the directors and all divisional heads within MOFAD and FC to promote understanding and ownership of the Gender Mainstreaming Strategy for the fisheries sector and to facilitate the integration of the strategic actions in their operations.¹

The Gender Mainstreaming Strategy (GMS) was approved by the former Minister, Hon. Sherry Ayittey and had already been budgeted for under the WARFP, for implementation. Even though some Zonal officers had already been trained on implementing the strategy, it became necessary to have the directors understand the strategy in order to enhance oversight responsibilities.² The report is divided into six (6) sections. After the introduction, the aim and objectives of the workshop is provided followed by the process used for delivering the training. The fourth section discusses the actual delivery of the training while section five (5) outlines the key takeaways. The final section provides a few concluding remarks with Annexes attached.

1.1 Aim and Objectives of the Workshop

The aim of the workshop was to assist the national and regional staff of MOFAD/FC to better identify, understand and explain existing gaps between women and men; and the relevance of gender norms and power relations within the fisheries sector so as to facilitate their work in ensuring that the GMS achieve its intended outcomes. The specific objectives are as follows:

- To develop a training plan with all necessary training materials for the conduct of training of twenty-five national and regional MOFAD/FC staff on the Gender Mainstreaming Strategy (GMS).
- To provide information and sensitise participants on the gender mainstreaming strategy (GMS).
- To gain the acceptance of the leadership of MOFAD and FC towards the implementation of the GMS.

1.2 Approach for Delivering the Training Workshop

A participatory and gender responsive approach that allowed interactive discussion of critical gender issues in the fisheries sector as a whole was utilised. This promoted an enabling and empowering atmosphere for learning and sharing. All participants had an equal chance to participate actively and contribute their views and perspectives to the discussions. The training sessions involved the utilisation of the following methods: brainstorming, buzz groups, presentations, group work, and plenary discussions.

¹ In the year 2017, the Consultants had the opportunity of working with focal persons of the Fisheries Commission and other stakeholders to develop the Gender Mainstreaming Strategy for the fisheries sector in Ghana. The GMS has already been shared with MOFAD/FC

2. ACTUAL DELIVERY OF WORKSHOP CONTENT

There were three (3) key components of the presentations. First, there was a brainstorming session followed by the actual presentation of the GMS. The third component was the presentation of the Action Plan of the GMS which was directly linked to a group exercise. Each of the components was accompanied by plenary discussions.

2.1 Brainstorming Session

The programme started with a brainstorming session on “*What do you know about Gender issues?*” The objective here was to obtain a sense of the knowledge and experience of the directors on gender issues. Responses were expected to provide the backdrop on the presentation of the GMS itself. Responses given by the participants were insightful as there was clear evidence of knowledge and experience of gender issues. While some responses focused on personal experiences, others were derived from the fisheries spaces where they occupied. Below is a summary of the responses obtained:

- Gender issues are aimed at ensuring equity and equality for all groups of men and women especially those who are usually marginalised and excluded.
- Males and females are of different biological constitution. However, both must be considered as equal and the capabilities of each must be regarded and nurtured for elimination of vulnerability and inequality.
- Equitability in both sexes.
- Giving equal opportunity to male and female.
- Roles played by male and female.
- It is about male and female and how they can be treated equally.
- Fairness in all endeavours for both males and females.
- In giving opportunities to females thought not to have been given equal opportunities like men; there should be equity.
- Giving equal opportunities to both male and female in all activities.
- Equality of men and women in all spheres of life.
- Giving equal opportunities to both males and females in all endeavours. Equal treatment to both sexes. Discrimination should be eliminated from the dealings with women and men.
- Roles played by various sexes.

After the brainstorming session, there was a plenary discussion to try to break the definitions down to practical day to day experiences. Through the plenary discussion the following points were agreed upon:

- It was established that men and women are different in a number of ways. In particular, it was agreed that the differences are mainly biological which have been translated into social life to create inequalities between them in all the different spheres of life.
- The fisheries sector was referred to as a site where the issue of inequality requires that some interventions are put in place to secure some opportunities for women in order to bridge the gender gaps that such inequalities created.
- It was also agreed that gender inequality often created situations where women experienced different and higher forms of vulnerability.
- There are inequalities in the society. Society originally discriminated against women. This discrimination also occurs among women themselves. It can also occur among men as a group.

- People think that women are the only ones who are affected by the concept of gender inequality.
- Gender also intersects tradition and culture.

2.2 Presentation of the Gender Mainstreaming Strategy (GMS)

After the discussions, the Gender Mainstreaming Strategy (GMS) for the Fisheries sector was presented. Participants were then offered a chance to make comments, ask questions and make contributions on the presentation. Below is a summary of issues arising from the plenary discussion on the presentation of the GMS:

- Some participants were of the view that the men carry out the riskier part of the work in the fisheries industry and that the women merely process and sell fish, making more profits than the men. It was however agreed that going to sea is a major component of fishing along the fisheries value chain and the fact that only men are involved in it is a pointer to the gender division of labour rather than an expression of men's involvement in riskier tasks.
- There was also a discussion on the issue of women having more money and therefore responsible for financing the fishing expeditions of men. While women may be the ones who finance fishing expeditions, it was agreed that women tend to focus on their businesses more, thereby they are able to accumulate more. With specific reference to the catch of the day, it was also agreed that women often have no choice in accepting whatever fish is brought from the sea since they cannot afford to lose their investments in fishing expeditions. This therefore meant that policy makers have to examine the dynamics and interactions between women and men in the fishing industry on a continuous basis in order to provide the appropriate policy responses to emerging gender issues.
- Some participants were of the view that the women exploit the fishermen. This assertion was based on the allegation that the women usually undervalue a given quantity of fish and pay lower rates. The directors were of the view that the GMS should focus on the goal of examining needs and concerns of both women and men as a means of addressing the issue of undervaluing men's work by women in the fisheries sector.
- It was also argued that the empowerment process should be for both women and men so that both can work together in an equitable fashion to develop the fisheries industry. The need to consider the current state of the fishing industry to ensure that men are also empowered to be co-financiers with women of fishing expeditions was recommended.
- Participants accepted that when it comes to decision making, the women are not adequately and sufficiently involved. The need to promote equal participation of women in decision-making in the sector was therefore seen as a strategy that needed speeding up. The Ministry has so far had women Ministers and it was felt that this was one way of making a deliberate effort to increase women's involvement in decision-making.
- The need to have a follow-up meeting with the new Gender Expert attached to MOFAD was called for. So was the need for the tools of M&E to be developed and shared to promote gender sensitivity.
- Behavioural change is essential in the fisheries sector, especially amongst the women as they need to strengthen their group formation and networking relationships to enhance their collective decision-making power.
- Capacity building support for NAFPTA is critical but it must be managed in such a way that the association is not over-dependent on MOFAD.
- Staffing is a necessity. Since it is a Ministry, there is the need for many field officers who should frequently engage with the fishers.

2.3 Action Plan of the GMS and Group Exercise

The second day of the workshop was devoted to a presentation of the Action Plan of the GMS followed by group exercise.³ Participants were convinced that the Action Plan was directly related to the key elements of the GMS. Therefore the group exercise was basically to enable them make additional inputs to strengthen the GMS and the Action Plan.⁴ Three groups were formed and assigned to respond to only one main question. The issues and responses per group is presented below:

GROUP 1

QUESTION: As Directors in the Fisheries Sector, what will we commit to doing concretely to enhance ownership and implementation of the Gender Mainstreaming Strategy (GMS)?

RESPONSES

- As Directors we will propose the application of the Gender Mainstreaming Strategies (GMS) in the formulation of policies.
- We will incorporate gender issues during planning, budgeting and implementation of programs.
- We will promote equitable representation of women in all fisheries activities.
- We also advocate for gender desks in all regional offices.

GROUP 2

QUESTION: In terms of promoting gender responsiveness in the Fisheries Sector, what additional activities do we consider to be extremely critical for inclusion in the action plan of GMS?

RESPONSES

- Include family planning and sexual and reproductive health rights issues in collaboration with other stakeholders. Family planning education should be focused on the household.
- Gender responsive programmes to check pollution should be highlighted.
- Gender responsive programmes to check illegal fishing is crucial.
- Review Fisheries policies regularly to include gender sensitive issues.
- Recruitment should include equal opportunities for both men and women extension officers in fisheries.
- Training of trainers is very important. The need for training of trainers for the fisheries staff to understand gender issues for replication in various areas all over the country was emphasised. It was pointed out that a TOT had already been organised in 2017.
- Work towards removing cultural and traditional barriers that hinder gender sensitivity in collaboration with Chiefs and other opinion leaders. Such barriers include: widowhood rites, gender insensitive land tenure system and lack of male commitment to family planning.
- Additional livelihood initiatives should be institutionalised.

³ See Action Plan in Annex 12.

⁴ See Group Work Questions in Annex 2.

- Credit facilities should also be in place to benefit both women and men equally
- The need to provide insurance cover for both women and men in fisheries was also mentioned.

GROUP 3

QUESTION: In five years from now, what do we want to see in the Fisheries Sector in terms of the situation of women and men at the different levels of the value chain?

RESPONSES:

- Catch and Landing/Production improved to benefit both women and men
- Equal representation of women and men on premix committees
- Improved fishing facilities along the whole value chain to benefit both women and men
- Aquaculture enhanced through credit facilities and gender sensitive land tenure systems
- All sea going vessels would move with ice to ensure that fish remains fresh to enhance value-addition for both women and men.
- Illegal trans-shipment of fish would be stopped
- Women friendly cold storage facilities provided.
- Development of gender sensitive landing sites
- Efficient transportation system including vans in place, thereby eliminating head portorage of fish.
- Modern and gender responsive technologies for processing in place
- Gender mainstreaming undertaken along the whole fisheries value chain
- Improved marketing structures to ensure men and women participate in marketing equally
- Education and training of women and men on fisheries issues

3. LESSONS LEARNED

The use of external consultants with gender expertise proved to be very useful in terms of planning and facilitating the training sessions. The participants were directors who have power to make decisions at the different levels of the fisheries institutions. Yet they were willing to listen to the voice of someone who does not work in their sector but who they considered to be credible in terms of the expertise on gender and development as whole.

Relatedly, the value of learning on gender issues was also enhanced as the directors had been drawn from several offices in the country's fisheries sector. This enhanced interaction and sharing of experiences. The role of the SNV also added legitimacy to the training and helped participants to feel that the time they were investing in the training was worthwhile.

While highlights of the specific ways in which men in the fisheries sector are disadvantaged was discussed, there was consensus about the high level of gender inequalities experienced by women in the sector at all levels. The need to address gender specific inequalities with emphasis on women's needs and concerns was therefore stressed. The men who were in the majority were extremely interested in this and supported the idea of prioritising the integration of gender issues in the program of the fisheries sector. Their perspectives on the issues being considered points to the importance of building a cadre of male champions with decision making powers in the implementation of the GMS.

The brainstorming session facilitated a process whereby key gender terms and language were discussed and clarified in a non-threatening way at the start of the training. This created a common foundation of 'gender understanding' among participants that is conducive to interaction.

The participatory and experience-based approach of the training was also found to be the most effective way to get participants to internalise new information. This approach enabled the participants to build a sense of trust and competence with gender issues. Participants were actively engaged in the training as they were given the opportunity to develop, during the session, a 'product' that they will be able to use when they go back to their workplaces. The information generated through the group work session on recommendations for the GMS is such a product.

Participants were very appreciative of the handout on 'key gender terms' as a resource material provided.⁵

⁵ See Annex 3.

4. CONCLUSION

Mainstreaming gender in the fisheries sector is a step in the right direction to ensure that the gender inequalities embedded in the fishing value chain is addressed to promote and protect the interest of women and men as equal economic actors in the chain. The consultants understand the solid foundation laid by the SFMP through gendered interventions including the development of the Gender Mainstreaming Strategy (GMS) for the fisheries sector. For the consultants, the training will assist the national and regional staff of MOFAD/FC to better identify, understand, and explain gaps between males and females that exist, and the relevance of gender norms and power relations within the sector. In addition, it will equip the staff with the requisite skills and gender lens to facilitate their work in ensuring that the GMS achieve its intended outcomes. Achieving gender equality and upholding the human rights of women and girls entail addressing the root causes of marginalisation, poverty and inequality which are endemic to the current social order. The assignment if effectively executed will help address some level of gender inequalities within the fishing value chain in order to create an enabling environment for women's empowerment through active participation of women and girls as envisaged by the SFMP program.

Gender training increases demands and expectations of the Sector Gender Focal Point. Resources need to be foreseen to respond to the demands for gender technical assistance that gender training and advocacy generate. Maximizing the benefit of these training workshops can be done in many ways. Among them: refresher trainings or discussions; recognition of employees who perform well in advancing gender equality, institutionalising the use of the gender tools developed in the workshops.

In this connection, it is hoped that the directors of the various institutions of MOFAD/FC will provide leadership towards effective implementation of the GMS for an enhanced gender responsive fisheries sector in Ghana.

ANNEXES

ANNEX 1. GMS ACTION PLAN

Table 1. GMS ACTION PLAN

STRATEGIC OBJECTIVE	SPECIFIC OBJECTIVES	ACTIVITIES	EXPECTED OUTCOMES	TIME-LINES	INSTITUTIONS RESPONSIBLE	KEY COLLABORATORS AND PARTNERS	BUDGET (GHS)
1. Restructure MOFAD/FC's program work and cooperation with stakeholders in the fisheries sector from a gender perspective	<p>1.1 Integrate GMS into MOFAD's goals, structures, management systems, working practices, processes and programs</p> <p>1.2 Carry out gender review of program with stakeholders</p>	<p>1.1 Carry out gender review of all MOFAD/FC programs</p> <p>1.2 Develop a gender program for MOFAD/FC</p> <p>1.3 Design gender sensitive indicators for impact assessment</p>	<p>Gender mainstreamed as integral part of policies and programs</p> <p>Key stakeholders aware of MOFAD/FC gender responsive programs</p>	2017	MOFAD/FC	Key actors and identifiable groups in the fisheries value chain	3 000,000.00
2. Strengthen gender mainstreaming capacity at policy and implementation levels of the fisheries value chain	2.1 Train management and staff in gender issues to have the knowledge, attitude, values and skills needed for their respective field of work	<p>2.1 Gender training for management and staff</p> <p>2.2 Creation of Gender Unit of MOFAD</p>	<p>Strengthened capacity of management and staff on gender issues</p> <p>Gender Unit Created</p>	2017-2018	MOFAD/FC	<p>Ministry of Gender, Children and Social Protection (MoGCSP)</p> <p>Gender Departments of</p>	5,000,000.00

STRATEGIC OBJECTIVE	SPECIFIC OBJECTIVES	ACTIVITIES	EXPECTED OUTCOMES	TIME-LINES	INSTITUTIONS RESPONSIBLE	KEY COLLABORATORS AND PARTNERS	BUDGET (GHS)
	2.2 Collaborate and support gender mainstreaming efforts in relation to stakeholders at all levels of the value chain	2.3 Identify and appoint Gender Desk Officer for FC and provide the requisite gender training for the officer 2.4 Build capacity of stakeholders on gender issues	Designated Officer with gender background Enhanced capacity of stakeholders on gender issues			Academic Institutions CSOs working on gender equality and women's rights issues	
3. Create an enabling environment to enhance the process of gender responsive fisheries management to ensure women and men have equal opportunities as fisheries decision-makers and co-managers	3.1 Provide equal participation of women and men in fisheries decision making and management 3.2 Provide equitable representation of women on fisheries bodies to enhance women's voice in the	3.1 Facilitate the creation of gender sensitive processes and interventions 3.2 Establish quotas for women to enhance their equal participation with men in decision-making	Women and men as co-managers in fisheries management	2017- 2022	Gender Unit of MOFAD/FC Women and Men Fisheries Association CSOs working in the fisheries sector	Development Partners	6,000,000.00

STRATEGIC OBJECTIVE	SPECIFIC OBJECTIVES	ACTIVITIES	EXPECTED OUTCOMES	TIME-LINES	INSTITUTIONS RESPONSIBLE	KEY COLLABORATORS AND PARTNERS	BUDGET (GHS)
	fisheries value chain	and as co-managers					
4. Strengthen capacities of women and men fisheries associations including CSOs to manage their affairs using gender responsive organisational and networking processes	4.1 Integrate gender responsiveness in all policies, programs and processes of fisheries associations and bodies	4.1 Review structures and functions of fisheries associations and bodies from a gender perspective 4.2 Support Women and Men Fisheries Associations to strengthen their structures and leadership skills	Gender-responsive and transparent structures created for equitable decision-making Strengthened leadership and management skills Collective platform for women and men fisheries associations created	2017-2022	Women and Men Fisheries Associations MOFAD/FC	CSOs Development Partners	5,000,000.00
5. Improve the fisheries value (through technological innovation and infrastructures, finance and research) and	5.1 Strengthen the role of women, youth and marginalised groups in the fisheries sector	5.1 Provide access to clean energy technologies and services to	Best fishing practices adapted by women and men in the fisheries sector	2018 -2022	MOFAD/FC Women and Men Fisheries Associations	Ministry of Environment, Science, Technology and Innovation	10,000,000.00

STRATEGIC OBJECTIVE	SPECIFIC OBJECTIVES	ACTIVITIES	EXPECTED OUTCOMES	TIME-LINES	INSTITUTIONS RESPONSIBLE	KEY COLLABORATORS AND PARTNERS	BUDGET (GHS)
provide post-harvest training and technical know-how to women and men engaged directly and indirectly in the fisheries sector	through improvement in their operations, cash incomes and livelihoods 5.2 Address specific needs and concerns of women, men and youth on an equal basis in the fisheries sector	women processors 5.2 Provide training in fish processing technology, finance and business management 5.3 Facilitate and provide facilities and resources including information on opportunities including export and support women and men to access such opportunities	Enhanced fishing activities skills acquired Enabling environment created for women and men to access opportunities in the fisheries sector equally Special interventions created for women to access opportunities in the fisheries sector		CSOs	(MESTI) and its sector agencies GRATIS Development Partners	
6. Strengthen knowledge creation and information management of the fisheries sector through	6.2 Facilitate women's active participation in knowledge creation and	6.1 Develop gender mainstreaming knowledge, information	Gender-Responsive M&E tools developed	2017–2022	MOFAD/FC and Women and Men Fisheries Associations	Research and Academic Institutions	10,000,000.00

STRATEGIC OBJECTIVE	SPECIFIC OBJECTIVES	ACTIVITIES	EXPECTED OUTCOMES	TIME-LINES	INSTITUTIONS RESPONSIBLE	KEY COLLABORATORS AND PARTNERS	BUDGET (GHS)
gender responsive monitoring and evaluation	information management of the fisheries sector	<p>management and reporting mechanisms</p> <p>6.2 Design gender sensitive indicators and tools for monitoring and evaluation</p> <p>Integrate enumeration of women and youth in surveys in the fisheries sector</p>	<p>Up-to-date data on progress of GMS in the fisheries sector</p> <p>Existence of gender responsive data in the fisheries sector</p>			<p>MDAs and MMDAs</p> <p>CSOs</p>	

ANNEX 2. GROUP WORK QUESTIONS AND PICTURES

QUESTION 1:

As Directors in the Fisheries Sector, what will we commit to doing concretely to enhance ownership and implementation of the Gender Mainstreaming Strategy (GMS)?

QUESTION 2:

In terms of promoting gender responsiveness in the Fisheries Sector, what additional activities do we consider to be extremely critical for inclusion in the action plan of GMS?

QUESTION 3:

In five years from now, what do we want to see in the Fisheries Sector in terms of the situation of women and men at the different levels of the value chain?



Figure 1. Cross section of participants



Figure 2. Participants in a group work session

ANNEX 3. TERMINOLOGIES USED IN THE GENDER MAINSTREAMING STRATEGY (GMS)

GENDER – “Refers to the social attributes and opportunities associated with being male or female; and the relationships between women and men, girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in women or men in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age”

GENDER EQUALITY – “Refers to the equal rights, responsibilities and opportunities of women and men; and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognising the diversity of different groups of women and men. Gender equality is not a “women’s issue” but should concern and fully engage men as well as women. Equality between women and men are seen both as a human rights issue and as a precondition for, and indicator of sustainable people-centered development.”

GENDER MAINSTREAMING - “Mainstreaming a gender perspective is the process of assessing the implication for women and men of any planned action, including legislation, policies or programs, in 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 is to achieve gender equality.”

WOMEN’S RIGHTS - “The human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community.”

WOMEN’S EMPOWERMENT – “Women’s empowerment has five components: Women’s sense of self-worth; right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.”

GENDER PARITY – “Equal numbers of men and women at all levels of the organisation. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integral mechanisms for improving effectiveness.”