REPORT OF THE LITERACY TRAINING COURSE: LEADERSHIP AND TEAM BUILDING
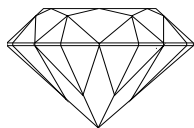
November 20 -23, 2012

Venue:

Msambweni Turtle and Marine Conservation Hall

LIGHTHOUSE FOUNDATION
DIE STIFTUNG FUR MEERE UND OZEANE

TECAFILI

CONTENTS

Front left: Chinyama Njia (Majoreni), Mohamed Jasho (Kibuyuni),Halifa Parago (Shimoni), Ali Tinga(Mvuleni). Standing from left: James Ng'ang'a (MCI), Mohamed Hamza (Munje), Majaliwa (Msambweni Marine and Turtle Conservation), Salim Sadik (Gazi), Barua (TECAFILI), Said Zogo (Likoni)) and Suleiman Dzilala (Chale)

1. Summary

The expectations and requirements of setting up and running an operational Beach Management Unit are quite demanding. From our analysis, most landing site institutions are nowhere near the required level in terms of their human capacity, skills and experience to undertake tasks such as conflict resolution and management of resources. This has led to lack of honesty among the group members, transparency and accountability. Few financial reports are tabled to the members, leading to continuous suspicion and conflict. Elections are held irregularly with some groups retaining the same leaders up to 7 years in office. This situation contributes to, or is a product of some infighting and lack of trust among group members and their leadership. Further, some landing sites have several fisher groups established, some of which are confrontational and in conflict with each other, showing several levels of conflict among fishers at a landing site that obstruct open and accountable action (Stephen J. Oluoch and David Obura)

To ensure the situation is addressed for the betterment of the fisher communities and the Marine resources, TECAFILI identified lack of leadership and team building skills as the major draw-back in integrating all the members under the BMU leadership. The Leadership and team building training were therefore important to the fisher folks in facilitating a positive change in the management of BMUs.

The target audiences were the BMU leaders and those entrusted with leadership roles from Eight (8) BMUs. The BMUs under focus included: - Likoni, Mvuleni, Chale, Gazi, Munje, Shimoni, Kibuyuni and Majoreni. Each BMU sent one (1) representative for the event. The training course on Leadership and Team Building was conducted between 20th to 23rd November, 2012 at Msambweni Turtle and Marine Conservation Group Hall in Msambweni.

The facilitator(s) used different training method e.g. focused group discussions, brainstorming, case study, storytelling question and answer and demonstrations. To engage the participants to the training program, members were requested to be more active and participatory in the learning process. Feedback from the participants was solicited using simplified questions that revolved on the ability of the facilitator, training shortcomings, what impressed them, what did not impress them, their participation, catering and venue, general comments and their recommendations.

The Leadership and Team Building course training were aimed at achieving the following specific objectives as outlined below:-

- To introduce the participants on the aspect of Leadership
- To equip the participants with different Leadership styles that they can adopt
- To institute the principles of Leadership and Governance to the participants
- To empower the participants the importance of effective communication in the management of BMUs
- To improve the aspect of team building, networking and partnership creation

2. TRAINING DISCUSSIONS AND PROCEEDINGS

i. Training description and program

The Training was organized by TECAFILI with Financial support from Lighthouse foundation. It was aimed at bringing sanity and institute proper Leadership within the BMUs under focus. Eight (8) BMUs from south coast were presented by one person each. The BMU presented include: Mvuleni, Chale, Likoni, Munje, Gazi, Likoni, Kibuyuni and Majoreni. It was a four (4) days training.

The training consisted of Ten (10) sessions. Some of these session included exercises that the trainees had to complete and discuss, while others included time for discussion among the whole class. The sessions were:
- Introduction to leadership
- Types of leadership
- Characteristics and principles of leadership
- Governance
- Leadership and Governance
- Effective Communication
- Teambuilding
- Group dynamics
- Networking and building partnership

ii. Training Proceedings

The training was official opened at around 8:30 am with Mzee Chinyama leading with a word of prayers. Barua made opening remarks by giving a brief background on what is happening at Likoni BMU as it has been disbanded due to leadership wrangles. The participants were also required to understand the repercussions of poor leadership exhibited at Mwaepe BMU where Mvuleni was part of it. Mvuleni fish landing site decided to rebel and formed its own BMU when dissatisfied with the Mwaepe BMU leadership. He concluded that when leadership is not up to the expectation of its members, it will always be faced with hurdles and urged the participants to be serious on what was going to be taught.

After the introduction, the participants were asked to outline their expectations after receiving the training invitation. Below are the expectations:-

1. Getting skills in leadership
2. Meeting new faces
3. New ideas from other BMUs in leadership
4. Learning different types of leadership
5. Measuring one's skills with what one is going to learn from the training
6. Learn about the qualities of good leadership especially at this time of election
7. Characteristics of a good leader
8. Learn more on leadership roles

The training objectives presented were and analyzed if they would achieve the expectations of the participants by the end of the training. Participants set their own rules and norms to govern the trainings as this forms the basis of leadership. The norms and rules include:

1. Phones were to be on silence or vibration mode
2. Respect of individual opinions/ suggestions on a matter on the floor
3. No smoking in class
4. One was to observe time/ be time conscious
5. One was supposed to raise a hand when asking a question, giving out an opinion or a suggestion
6. The initiations of energizers to ensure participants were active and participatory during sessions
7. Opening and closing of day's sessions with a word of prayer

To ensure the norms and rules were adhered and respected, the participants choose their own leaders to safeguard them. Those who took the leadership role in the training include:-

- Chairperson   Chinyama Njia
- Time keeper   Said Zogo
- Energizer   Salim Sadik
- Participants welfare Jasho

After the rules and norms setting the training started in line with the program (see annex 1)

3. TRAINING EVALUATION

The participants were engaged in the training evaluation process by using a simple questionnaire form. The topics under evaluation were the ability of the facilitators, training shortcomings, what impressed, what did not impress, participant participation, venue and catering, suggestion (say anything) and recommendation. Below are the verbatim responses from the participants

Comments about the facilitator(s)

- They were very eloquent, understanding, respectively and willing to help regardless of the participant educational background
- Wonderful facilitations – stories, games and cheerful facilitators made the training lively.
- Easy to understand the facilitator(s) has they could explain lucidly all the sessions in a language understood to all. They are good!
- The use of humor made the learning more interesting

Comments on training shortcomings

- More topics to be covered under a very limited time.
- No aspect on HIV/AIDS yet the fisher folks are also vulnerable

Comments on what impressed the participants

- Getting answers on questions asked in an elaborate manner
- The knowledge gained is something that the participants were proud of
- To many, learning on the topic on leadership was their first time
- Cheerful facilitators made the learning more interesting
- A nice platform for networking and learning too!

Comments on what did not impress

- Some participants didn't like the way some of their colleagues were constantly moving out of the hall to receive calls and late coming
- The use of English language posed a challenge to some participants especially on the flipcharts yet others couldn't translate the language
- Noise from the adjacent building interfered with the learning exercise
- Lack of gender balance

Comment on participants' participation

- Participants participated by asking questions and learning from the facilitator(s)
- Listening to the facilitators and ensured that the participants attended all the training sessions
- Accepted all responsibilities and assignments given to them by the facilitator(s) and other participants

Comments about the venue/catering
- Food was good but not sufficient
- Hall too hot
- Venue space very little and thus exercises where to be conducted at the beach

General comments (say anything) about the training
- TECAFILI and Facilitators to ensure they conduct trainings at least twice in a month
- BMUs to be assisted with finance to start a new page with the skills gained here
- For BMUs to succeed, they require consistent trainings on all aspects of the BMU targeting a large number of its members

Recommendation from participants
- Organizers (TECAFILI) and the team of facilitators to visit the respective landing sites to train the other members and make follow-up
- Conduct more trainings that empower the BMUs in orders to bring the desired change in terms of marine conservation(*Tengefu*), office management and record keeping
- This training should be allocated more time at least ten days. It's too wide! It is a very important training for us
- Increase the allowance and bring on board female facilitators
- These participants from this training should make an effort to visit other BMU as change agents

4. TRAINING WAY FORWARD

- Pass the knowledge to other BMU leaders
- Motivate and guide other BMU leaders through the skills and knowledge gained
- Refresher courses to be organized so that BMUs are at par with emerging knowledge and skills
- Organize sensitization meetings to measure communication skills
- Bring on board other stakeholders to develop the BMUs by using the skills gained
- To assess the BMUs with the knowledge gained and make adjustments where necessary
- Monitor one another in the management of BMUs
- Use the knowledge and skills as a yardstick in what is happening in the BMUs

Annex 1: Training Program

LEADERSHIP AND TEAM BUILDING (GOVERNANCE TRAINING)

1st Session (8:30 -10: 30 am)	T E A B R E A K	2nd session (11:00 -10:00 pa	L U N C H B R E A K	3rd session 2pm-4:30 pm
- Registration - Climate setting - Introduction - Training objectives		Introduction to leadership		Types of leadership
Characteristics and principles of leadership		Governance		Leadership and Governance
Effective communication		Team building		Team building exercises
Group dynamics		Networking and building partnerships		Training Evaluation Training way forward

Annex 2: List of participants

No.	Name	BMU(Landing site)	Contact
1	Ali Mohamed Tinga	Mvuleni	0703354998
2	Mohamed Hassan Jasho	Kibuyuni	0720215520
3	Suleiman Ronga Dzilala	Chale	0724644069
4	Said Hamisi Zogo	Likoni	0724397176
5	Salim Sadik	Gazi	0724271368
6	Mohamed Masud Hamza	Munje	0728321760
7	Chinyama Njia	Majoreni	0719838211
8	Halifa Omar Parago	Shimoni	0723235469

Annex 3: Training pictures

Group Discussions on progress

Participants actively highlightening key points

Presentation of groupwork by participants

Preparation of teaching aids on leadership

A clarification on a representation

Zogo making a representation for his group

Actively presentation by a group

Participant anwering a question from the floor

Blinding the participants by the facilitator

Barua taking a role play on the demonstration

Blinded participants take a move

Demonstration of blind leadership in a group

A blind leader shown way by the trainer

Participants making complains to a blind leader

Team building exercise

A show of lengthy and stability in a team

A good team player listens to others

Dependence of the members on the team

The exhibit of complementary strength

Common goal focus in a group

A balanced glass after team work

The share and ownering of team success/failure

Mutual trust and confidence in one another

Size of the team ensure close interaction

The recognition of each other as equal partner

A sign of showing meaningful contribution

A sign of charisma, vision and dynamism

Willingness and willness to cooperate in a team

Playing down their egos for the sake of a team

Sharing and contributing to a common good

Keeping focused on the teams objectives

Team work involves effective communication

A Show of understanding the teams agenda

Discipline and recognition of team leadership
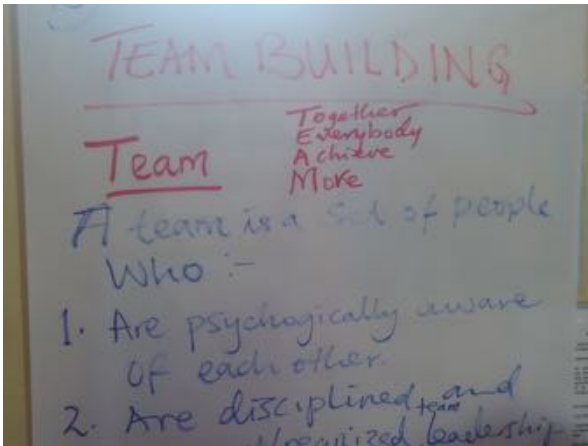

Seeking a win/win solution in a team

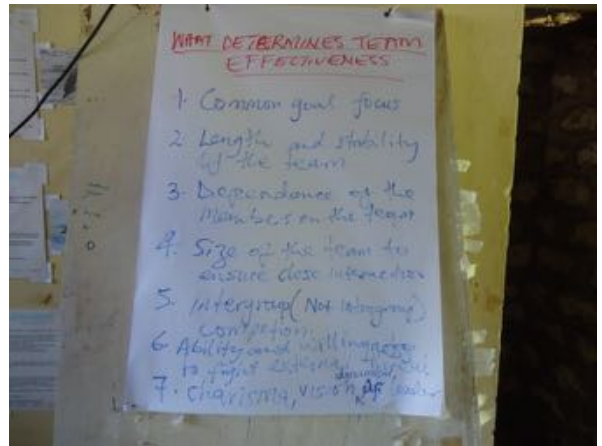Unity is strength,together a team achieve goals

Training on the roles of each official in the BMU

Participatory Governance demo (see tennis ball)

Training notes

Training notes

A demonstration on how to build a team

Listening to instructions from the trainer

Tying of baloons on the leg by participants

Participants divided into pairs(2) each

Participants getting ready for an exercise

Zogo making a circle for the demonstration

Formed teams playing to defend the baloons (interest)

A show of how team interests are to be guarded

Inter-group competition

Actively seeking mutual acceptable solutions

How refusal to listen hinders group dynamics

Effects of playing favourites in a group

A demonstration on leadership wrangles

How stubbornness hinders group dynamics

Joining by a network of relevant communication

Effects of a loose partnership and networking

Group photo

Group photo