

WHY TRAIN THE TRAINER?

Cross-cutting most activities of the SmartFish Programme is the provision of training. The development of knowledge and skills of small-scale fishers, traders and processors, as well as extension workers and public sector staff, is a fundamental aspect of most interventions to improve standards, fish handling, management and ultimately improved business. Here we describe a training of Community Trainers approach that has been successfully used by the Programme.



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Previous capacity building in the region has produced a range of training materials and a number of lessons learned. It was important to understand these previous initiatives. Historically a great deal of attention has been given to strengthening the traditional government extension services to deliver training to small-scale fisheries stakeholders. For reasons such as lack of resources and lack of motivation amongst extension agents, this model has rarely worked and hence the knowledge and skills don't reach those who require them.

The EU ACP Fish II Programme had piloted a training of trainer's initiative to develop the capacity of community trainers to deliver fish quality, handling and hygiene training to small-scale fishermen, processors and traders. Discussions with the trainers involved indicated that this approach had led to some positive changes in terms of better practices and greater awareness of handling and hygiene at landing sites. It was also noted that the sustainability of the approach had been hampered by a lack of resources for local level training activities and recognition of the trainers amongst peers and by government.

TRAINING NEEDS

Before embarking on any training or capacity building initiative it is good practice to conduct a training needs assessment (TNA). The aim is to understand what is required, what had already taken place, what skills and knowledge already existed and the key topics and modes of training delivery that would be most appropriate to the audience. In this case the focus was on improved fish handling, hygiene and processing with the new East African Community (EAC) harmonized SPS Guidelines as a backdrop. In the follow outlines key questions that were used to guide the TNA:

Training needs assessment (TNA) checklist

- **priorities** - What are the priorities in terms of handling, hygiene, sanitation, regional trade & training
- **Expectations** - What are the main ways in which fishermen, traders, processors, fish farmers (operators) need to change or do things differently in terms of improving landing site hygiene, sanitation, fish handling and conducting business in general (what is the problem, level of desired performance and actual performance and what is causing the problem)?

Who should do what differently...to define the performance goal? What behaviour pattern based on knowledge skills and attitudes do operators need to carry out tasks with competence?

- **Influences** - Use force field analysis to identify what will help of hinder operators as they learn and try to apply new knowledge, skills and attitudes?
- **Solutions** - What are the solutions to the obstacles identified during the force field analysis?
- **Non-training** - Other than training what other cost/effective ways are there to achieve the desired performance / development of knowledge & skills attitudes?
- **Training** - What kind of training will best help operators achieve the desired level of competence?
- **Learning objectives** - Define learning objectives for each performance goal requiring training:
 - **Situation** - what situation will the operator be in when they need to perform the task skilfully?
 - **Action** - what will they be able to do specifically after the training session is over?
 - **Standard** - some measure by which they will be able to judge success
- **Audit** - What training of trainers' exposure have you had in terms of formal training and/or experience in practice? What training material do you have to help you train others in handling, hygiene, sanitation and marketing; describe how these are used?

TRAINING OF TRAINERS APPROACH

The programme undertook a training of trainers' capacity building programme for community trainers from key fisheries in twelve countries. The trainers were carefully selected according to specific criteria.

- Resident within the community, well-known to the fishing community and have the respect of local leaders/elders
- able and willing to provide training in key landing sites
- unlikely to migrate or move from current location to elsewhere
- be good communicators and demonstrate patience
- have some educational background and skills and have completed primary education
- be able to speak the relevant local languages



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A key lesson learned from previous capacity building work with small-scale fisheries stakeholders was that training materials should be pictorial and prepared in appropriate languages.

As a consequence a trainers' manual was prepared with images using simple language. This was translated into several languages such

Training of trainers and capacity building for small-scale fisheries operators

as French, Swahili, Chichewa & Amharic. Bearing in mind the level of literacy amongst many fisheries operators, to assist with community level training by the trainers, a separate pictorial manual was produced for use by them as a hand-out in their training sessions.

The community trainers were trained in facilitation, presentation and training skills. They were also given a good technical background of fish hygiene, sanitation and handling issues. They were shown how to conduct their own training in a setting appropriate to their own community situation; no access to training equipment and proper facilities was assumed and everything needed was in the training manual and pictorial guide provided. Trainees underwent a hands-on learning by doing process that mixed training practise sessions with technical issues awareness. The training objective was to provide technical knowledge and to instil confidence to plan and conduct training sessions when they returned to their communities. They undertook the process of developing their own training plans, which meant they had to think through the technical issues and decide who would benefit from the training they proposed. Implementation plans also provided potential for programme follow-up at a later date. These training sessions were planned to last a maximum of two hours.

This five day learning-by-doing training programme for trainers was delivered in 13 workshops in 12 countries. Approximately 300 community based trainers have been trained to deliver their own simple low cost training at the community level in harmonized best practices for fish handling, processing, hygiene and sanitation. The box provides a case study from Lake Tanganyika that illustrates how this has led to trainers continuing with their own training activities. Significant training also followed in Kenya, which has been also been aligned with SmartFish providing support equipment (freezers and insulated boxes) to operators at coastal landing sites.

CONCLUSIONS & WAY FORWARD

Significant training of trainers has been applied in the region and appropriate training materials have been developed for ease of use and distributed. Trainers are now to be monitored further to ensure the training expands as intended to small-scale fishery operators in various value-chains.

A mechanism needs to be developed that will enable trainers to continue training; funding for training continues to be a key challenge. The challenge is the ongoing support for trainers and mainstreaming into government policy and improved provision of training through various community management organizations.

In addition to technical knowledge and skills, many small-scale fishers, processors and traders lack access to infrastructure (landing sites and physical markets), services (electricity, roads, water & ice) and equipment (insulated boxes & packaging) to be able to apply better practices. A lack of food safety legislation and bylaws at all levels, or awareness of these if they exist, is also hampering the introduction of better practices throughout the region.

The provision of improved technology to help demonstrate the better practices being promoted by community trainers is required. There is also scope to develop and apply new bylaws to support the uptake of better practices, for example hygiene and sanitation rules for landing sites, fishing gear and vessels. Phase II of SmartFish will see follow-up of the training of trainers undertaken in Phase I and further provision and installation of basic equipment to assist and demonstrate improvements to fish handling and quality.

Case study Improving Quality and Handling for Regional Trade of Fish from Lake Albert

Lake Albert is an important fishery, shared between Uganda and DRC. Much of the fish harvested is processed by smoking or salting and drying and is destined for consumers in DRC and South Sudan. In 2012, 26 Ugandan and 22 DRC community trainers from fishing communities around the lake were trained as trainers. Fol-



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lowing this, in Uganda further training in over 20 landing sites as well as markets trained at least 800 fishermen, traders and processors. This has led to a greater awareness of personal hygiene and fish quality issues, the construction of a new fish landing slab, regular cleaning of canoes, fish put on mats rather than on the ground, toilets being built at landing sites, beaches being cleaned, equipment being cleaned, fish boxes being used, protective clothing and hats being worn, and improved quality small pelagics being produced. Despite civil unrest, in DRC awareness sessions led to the training of nearly 100 fisheries stakeholders. A local NGO also committed to support the community trainers and a number of training sessions are planned. It was felt by the trainers that more can be achieved with resources for transport, demonstration of improved technologies as part of the training delivery, market support for improved quality products, improved access to cheap ice and more support from local government for the trainers.



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PREPARED BY

Chris Short: Key Expert Trade, SmartFish Programme
Ansen Ward: FAO Consultant, SmartFish Programme

SMARTFISH Programme

Blue Tower, 5th Floor, Rue de l'Institut | Ebene | Mauritius
Tel: (+230) 402 6100 | Fax: (+230) 466 0160

E-mail: smartfish@fao.org | smartfish@coi-ioc.org

Web sites: www.smartfish-coi.org | www.fao.org | www.coi-ioc.org

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