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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Capacity Building Workshop for Regional Executives of NAFPTA



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THE
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ACRONYMS

CEWEFIA	Central and Western Region Fishmongers Improvement Association
GITA	Ghana Industrial Trawlers Association
GNCC	Ghana National Canoe Council
GoG	Government of Ghana
M&E	Monitoring and Evaluation
MOFAD	Ministry of Fisheries and Aquaculture Development
NAFPTA	National Fish Processors and Traders Association
OCA	Organizational Capacity Assessment
SFMP	Sustainable Fisheries Management Project
SOP	Standard Operating Procedures

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EXECUTIVE SUMMARY

Women have the potential to influence the fisheries sector if they are encouraged to come together, form a formidable group capable of engaging and advocating on issues that affect their livelihoods.

The Ministry of Fisheries and Aquaculture Development (MOFAD) in March 2015 inaugurated the National Fish Processors and Traders Association (NAFPTA), as a channel for the delivery of support to postharvest actors in the fisheries value chain.

SFMP's objective is to augment the efforts of the Government of Ghana to rebuild marine fish stocks and catches through the adoption of responsible fishing practices. These efforts can be achieved if the organizational capacities of fisheries associations such as NAFPTA, Ghana Industrial Trawlers Association (GITA) and Ghana National Canoe Council (GNCC) can be developed.

In 2016, the organizational capacity of NAFPTA was assessed and the report shared with the executive council of the association. The executives were then supported by SFMP to develop standard operating procedures to guide NAFPTA's engagement with its constituents.

This report is on a workshop organized for the regional executives of NAFPTA to assess the progress made with the adoption and implementation of the Standard Operating Procedures (SOP) and the way forward.

1. INTRODUCTION

Women are key actors in the fishery value chains, involved in the financing of fishing expeditions, processing and marketing of fish. In Ghana there are an estimated 33,000 women processing and trading in fish. These women have the potential to influence the fisheries industry if they are organized and equipped with the right skill set and tools. Yet they are in fragment groups whose front and voices were so dispersed they are hardly heard on national issues that bother on the collective wellbeing of their members.

With this recognition, the Ministry of Fisheries and Aquaculture in March 2015, formed and inaugurated the National Fish Processors and Traders Association (NAFPTA).

The purpose of the association is to:

1. Organize processors and traders of fish to constitute one formidable advocacy platform on which members can channel their concerns
2. Serve as a channel for delivery of support to fish business operators from Central Government and donors
3. Support members to collectively initiate and support the development of collective's activities to help improve the livelihoods of those it represents in areas such as collective microfinance schemes and capacity building.

To date, the Association is active in 61 districts in Ghana with 212 local groups across the ten regions of Ghana, with a total membership of about 14, 700.

SFMP recognizes the power and influence NAFPTA wields to support its objective of rebuilding marine fisheries stocks and catches through the adoption of responsible fishing practices. This is can however be achieved only if the Association is supported to develop and strengthen its organizational capacity.

SFMP's partner SNV, was therefore tasked to facilitate and support the development and strengthening of the capacities of NAFPTA and other associations in the fishery sector as key Local Partners and improve the quality and sustainability of the services they provide to their constituencies.

SNV's interventions with NAPFTA have been:

1. Organizational Capacity Assessment (OCA).
2. Development of an Organizational Development Manual.
3. Constitution.
4. Development of Financial and Administrative Manual.
5. Development of a Board Charter.
6. Development of Communication Manual.
7. Development of Strategic plan.
8. Training on Governance and Leadership(based on the OCA findings).
9. Training on Evidence based advocacy.

SFMP organized a meeting with Regional executives of the Association on the 12th of October, 2018 at the Tomreik Hotel in Accra, to review progress made since the OCA, and the adoption and implementation of their SOPs.

1.1 Workshop Objectives and Expected outcomes

The objectives of the workshop are:

1. To review the progress made in implementing the gaps that were identified during the organizational capacity building assessment.
2. Identify and address any challenges the executives of the association have encountered in the implementation of these manuals.
3. Chart a path for future engagements with SFMP and CARE International.

The outcomes expected of the workshop were:

1. The regional executives will share their experience on going through the OCA.
2. Share the efforts that have been made in filling in the gaps identified by the OCA.
3. Address any challenges that may have arisen in the implementation of the OCA report and the SoP.

1.2 Workshop Attendance

The workshop was attended by 26 regional executives of (25 females and 1 male).

2. THE WORKSHOP

The workshop started with an opening prayer by a participant. Doris Owusu a staff of SFMP welcomed all the participants and reminded them of how much power they wielded as executives of one of the largest trade associations in Ghana's fisheries sector. She encouraged them to share their experiences and opinions on how NAFPTA can be transformed into a formidable association.

Sarah Naa Dedei Agbey, SFMP's Capacity Building Advisor who had led the organizational capacity development process took over the session. She asked the participants what they had done with all the Standard Operating Manuals she had developed with them. She then admonished the women to ensure that they strengthen the association before the next election of new executives/officers in March 2019.

Madam Sarah Agbey, explained to the participants that the OCA is an important organizational development tool in managing and planning organizational growth, as it helps to identify areas of the organization's operations that requires change.

She then elaborated on the findings of the OCA with NAFPTA under 6 main themes;

1. Governance
2. Human resource
3. Financial Management
4. Programs
5. External Relationships and Partnerships
6. Sustainability.

2.1 Governance

According to her ,Governance is the establishment of policies and the continuous monitoring of their implementation by the governing body aimed at enhancing the prosperity and viability of the organization, and therefore the assessment of NAFPTA's governance system required the;

- Training Board Members/Executive members on their roles and responsibilities on Technical Issues
- Development of Strategic Plan
- Setting up a Fiscal Committee
- Ensure internal/External audits are conducted by the fiscal committee
- Development of succession Plan
- Ensuring quarterly meeting by the Board
- Amend Constitution and Develop Standard Operating Procedures

2.2 Human resource

Madam Sarah explained that human resource component focuses on the activities relating to the hiring, training, benefits and retention of employees. The OCA required NAFPTA to;

- Incorporate Staff trainings as part of annual Plans and Budgets.
- Conduct Annual Performance Appraisals.
- Hold team Building sessions.
- Enforce Mandatory Annual Leave of staff.
- Conduct staff training needs assessment and incorporating into New Business.

2.3 Financial Management

On Financial Management, she reiterated that the planning, directing, monitoring, organizing, and controlling of the monetary resources of an organization is critical to its growth, and OCA again required the association to:

- Acquire a more sophisticated accounting Software.
- Publish annual and financial reports on web sites.
- Staff Training on financial Management system.
- Establishing chart of accounts and codes.
- Develop a Budget (Need to monitor budget regularly comparing budget actuals on a monthly basis).
- Obtain 3 quotations for all procurements.
- Include cash reconciliations and Bank reconciliations in financial reports.

2.4 Programs

Madam Sarah explained to the Executives that the Association needs to develop a program /plan of action to enable them to accomplish clear business objectives with details on what should be done, by whom and with what resources. The OCA required NAFPTA to:

- Publish results of program evaluations.
- Develop manuals for focal persons in communities.
- Proper packaging of proposals to international donors and Partners.
- Baseline establishment and knowledge Management.
- Data Management.
- Conduct research on Project Impacts.
- Develop Organizational M&E system.
- Prepare organizational reports to stakeholders.
- Incorporating impact evaluation into strategic plans.

2.5 External relationships with partners

On NAFPTA's external relationships with partners, the facilitator encouraged the executives to establish relations with other individuals/Organizations by:

- Publishing results of program evaluations.
- Developing manuals for focal persons in communities.
- Proper packaging of proposals to international donors and Partners.
- Baseline establishment and knowledge Management.
- Instituting Data Management Systems.
- Conducting research on Project Impacts.
- Developing Organizational M&E system.
- Preparing organizational reports to stakeholders.
- Incorporating impact evaluation into strategic plans.

2.6 Sustainability

She explained Sustainability as the organization's ability to support an activity or a process over a long period and so to ensure that NAFPTA's mandate is sustained, the OCA required that they:

- Develop strategy for establishing new linkages with universities and research institutions.
- Develop a Succession Plan.

- Develop a diversified funding base.
- Training on new business development including proposal writing.

After going through the various that NAFPTA is expected to fill in order to meet all the requirements of the OCA, the executives also told Sarah some of the efforts they have made to implement some of the gaps identified by the OCA.

Some of the successes chalked so far include:

- NAFPTA has revised their constitution to reflect their current situation.
- NAFPTA has developed a Communications Manual/Board Charter/Financial Manual and Administrative Manual with support from SNV.
- NAFPTA executives have been trained on Evidence based advocacy and Leadership.
- NAFPTA is in the process of reconstituting their Boards.
- Board Members have been trained on their roles and responsibilities.
- NAFPTA has developed a Strategic Plan.
- Develop strategy for establishing new linkages with universities and research institutions.
- Developed a Succession Plan.
- Developing a diversified funding base.
- Training on new business development including proposal writing.

3. WAY FORWARD FOR NAFPTA

The facilitator said she was happy with the progress made so far by the NAFPTA, but with the exit of SFMP in 2019, the association needs to do more to remain relevant to its members.

The executives of NAFPTA laid out the support they require from SFMP in the short term to enable them implement on the findings in the OCA as well fulfil its mandate to its members.

1. NAFPTA needs a strong coordinator at their secretariat who can provide technical and administrative support to the association.
2. NAFPTA will need support from SFMP to develop a job description for the coordinator.
3. NAFPTA is willing to pay the salary and benefits for this coordinator.
4. The fish processors would also like SFMP to support them to access formal markets for their produce.
5. Feasibility study to construct and operate a training Centre in the long term.
6. NAFPTA would like SFMP's support to have better engagement with the Ghana National Canoe Council
7. NAFPTA would like SFMP to facilitate a learning platform with sister organizations DAA and CEWEFIA.

4. CONCLUSION

The workshop helped the associations executives to understand better the need to institute structures that will outlive the current leadership, so they can live up to the mandate they were set up for. They therefore pledged to re-engage with their membership at the grassroots.

Enoch Appiah ended the workshop by assuring the executives of SFMP's support if they will also also make an effort to implement their strategic plan and SoP.