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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Fisheries Training Center Business Plan

THE
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GRADUATE SCHOOL
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Citation: Otoo, A., Ajongbah, L., Samey, B. (2015). Fisheries Training Center Business Plan. The USAID/Ghana Sustainable Fisheries Management Project (SFMP). Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island and SNV Netherlands Development Organization. GH2014_ACT018_SNV. 49 pp.

Authority/Disclaimer:

Prepared for USAID/Ghana under Cooperative Agreement (AID-641-A-15-00001) awarded on October 22, 2014 to the University of Rhode Island and entitled; the USAID/Ghana Sustainable Fisheries Management Project (SFMP).

This document is made possible by the support of the American People through the United States Agency for International Development (USAID). The views expressed and opinions contained in this report are those of the SFMP team and are not intended as statements of policy of either USAID or the cooperating organizations. As such, the contents of this report are the sole responsibility of the SFMP Project team and do not necessarily reflect the views of USAID or the United States Government.

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ACRONYMS

CEDECOM	Central Region Development Commission
CEWEFIA	Central and Western Region Fishmongers Improvement Association
CLaT	Child Labour and Trafficking
DAA	Development Action Association
DSW	Department of Social Welfare
FoN	Friends of Nation
SFMP	Sustainable Fisheries Management Program
SNV	Netherlands Development Organization
USAID	United States Agency for International Development
WFCL	Worst Forms of Child Labour

EXECUTIVE SUMMARY

EDC Consulting Ltd. (EDC) was contracted by SNV to conduct a Needs Assessment and develop a Business plan for a Fisheries Training Centre for Development Action Association (DAA). The Business plan describes the business idea and promoters, the marketing, operational, management and financial plans and risk analysis and critical success factors.

The Business Idea and Promoters: A fisheries training center to deliver customized training to artisanal fishermen, fish processor and traders is being promoted by Development Action Association (DAA), a socio-environmental advocacy, non-profit, non-governmental development-oriented farmer based association.

The Marketing Plan

Description of products and services: a) A suite of fish processing, fishing, entrepreneurship and management and literacy and numeracy specialized training products and services; b) Dual Purpose Conference Room Facility that can seat up to 30 participants for training and a meeting/lecture room with a capacity to seat 100 people.

Area of Trading: The center will operate along the coastal communities of Ghana – from Keta in the Volta region to Axim in the Western region.

Competitors: The major competitors of DAA Fisheries Training Center (DFTC) are: Atta Mills Fisheries College (ATFC), CEWEFIA, CSIR- FRI Blekusu Women Cooperative Fishmongers and Marketing Society Limited (BWCFML), fish smoking facility for a women's group in Ankobra

Potential Customers and demand: Associations of artisanal fish processors, traders and fishermen such as DAA, NAFTA and CEWEFIA. Potential demand is estimated at GHC 210,000 per annum. Their own members, SNV and SFMP, are currently serving nearly all the potential customers.

Pricing strategy: A price bundling strategy and cost-plus pricing will be adopted for the suite of training products and renting of the conference room.

Distribution: 93% of the suite of training products will be delivered on site through DFTC trained trainers who have been selected by the potential target groups. This is to meet the target groups learning needs and expectations.

Promotion: Promotional channels will be through brochures, association meetings, networking and DFTC's website.

Operations Plan

Training curriculum and manuals: A curriculum for the suite of training products will be developed based on the Competency Based Training (CBT) approach. The manuals will be produced for both the trainers as well as trainees.

Accreditation: The center will apply for accreditation as a vocational training center from the Council for Technical and Vocational Education and Training (COTVET).

Facilitators: will be subject matter experts who will be called upon to deliver training as and when they are required

Location of the Training Centre: The training center will be a green building to be located at Kokrobitey in the Greater Accra region on a piece of land owned by DAA.

Training Centre Facilities .The proposed training facilities is made up of one conference hall, fish processing demonstration unit and accommodation.

Onsite Training: The training products will be delivered on site by trained trainers of the potential customers

Organization and Management Plan

Name and legal status of the business: The training center will be registered as a company limited by guarantee and will operate under the business name DAA Fisheries Training Center (DFTC).

Organisation structure:A Training Center Manager will be the head of DFTC, reporting to the Manager will be the deputy Training Manager. The Support staff (a Driver, Two (2) Security personnel and two (2) cleaners) will all report to the deputy Training Manager

Management

SNV will manage the centre for five years after which it will hand over to DAA. To ensure that DAA is able to manage the centre effectively after the 5years, DAA will second a staff member to understudy the Training centre Manager.

Financial Plan

Total project Cost: It is estimated that it will cost GHC 833,566.87 to construct and operate DFTC and GHC 348,181.60 to rent the premises and operate the center

Financing: The total construction and operating cost of GHC 833,566.87 will be financed by DAA equity of GHC 24,500 (3%), SFMP grant GHC 108,000 (13%), DAA loan of GHC 572,357.39 (69%) and GHC 128,389.49 (15%) working capital support from SNV which will be used to manage the center and is required to operationalize the center. The total renting and operating cost of GHC 348,181.60 will be financed by DAA equity of GHC 4,500 (1%), SFMP grant GHC 108,000 (31%), DAA loan of GHC 148,645.26 (43%) and GHC 87,036.34 (25%) working capital support from SNV, which will be managing the center and is, required to operationalize the center

Feasibility: The project feasibility is heavily dependent on DAA's ability to source additional funding.

Profitability: DFTC will start making profit after the second year of operations if it builds the premises, although this will not be consistent. An analysis of the profitability ratios shows very low profitability or viability of the center within the six-year period. DFTC will start making profit after the third year of operations if the premises are rented. The profitability ratios show that the business will be unprofitable within the six-year period.

Risk Analysis and Mitigating Factors

The main risks confronting the business are: (a) the likelihood that DFTC may not achieve the projected revenue targets because potential participants are highly price sensitive and are used to free services. DFTC should find innovative ways of getting the participants to pay for training services. (b) The probability that DAA may not be able to raise the additional funding required to complete the first (year 1) and second (year 4) phases. DAA should engage in a very aggressive fund raising campaign and also look for ways of partnering with other institutions

Critical Success Factors

DFTC will be successful if DAA shows keen interest in migrating from their current activities of not-for-profit to the business of running a profit making training center. The viability of the DFTC is highly dependent on the ability of management of the center to undertake an aggressive drive to recruit new customers and develop strategies to maintain existing ones for the training courses.

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INTRODUCTION

Purpose and Scope of Report

EDC Consulting Ltd. (EDC) was contracted by SNV to conduct a Needs Assessment and develop a Business plan for a Fisheries Training Centre for Development Action Association (DAA). This document is the Business plan for establishing the training center. The Business plan describes the business idea and promoters, the marketing, operational, management and financial plans.

Background

The United States Agency for International Development (USAID) has committed funds to the implementation of a Sustainable Fisheries Management Project (SFMP) in Ghana. The project is to improve fisheries management and strengthen governance to have positive impacts on fisheries resources and the people that depend on marine ecosystem goods and services.

SNV plays a supporting role in the project and is currently supporting Development Action Association (DAA) to establish and operate a Fisheries Training Centre. In preparation towards establishing the centre, EDC conducted the training needs assessment to evaluate the following:

- The needs of those who will use the service (fishermen, fish processors, fish traders, fishery institutions and other stakeholders)
- Those that want target groups to be trained / the needs of prospective customers/clients of the centre (DAA, SNV, Fisheries Commission, Ministry of Food and Agriculture and other related institutions)
- The needs of the West African Regional Fishery Project (WARFP) in this direction.
- The capacity of DAA to manage the centre
- Other needs depending on the consultant's discretion.

EDC identified the needs and categorized them into the needs of potential users and expectations of stakeholder institutions and regulatory bodies. The ability of DAA to manage the center was also determined and the information gathered formed the basis for the strategies in the business plan. A summary of the findings is shown below.

1. The potential users of the Training Centre (Associations of fish processors, traders and fishermen):

- a) Learning Needs
 - Fish Processing and Fishing Techniques
 - Entrepreneurship and Management
 - Literacy and Numeracy
- b) Learner needs
 - The learner needs of both men and women interviewed are:
 - Onsite training for convenience, flexibility and cost effectiveness
 - Facilitators who are members or staff of the association who understand the language of members, the organizational culture or the way they do things
 - Free or low fees to address the low-income levels of members.

2. Expectations of Institutions or Regulatory Bodies

Courses the institutions expect to be covered

- Hygiene and Sanitation
 - Smoking and smoke deposits
 - Handling of fresh and processed fish
 - Smoking process control
 - Smoke production and components
 - Fishing gear technology,
 - Safety at sea,
 - Use of GPS, compass, coxswains, captainship,
 - Hygiene and Sanitation
 - Record Keeping & Market information
- 3. Ability of DAA to manage the center – DAA does not have the capacity to manage the center.**

BUSINESS IDEA AND PROMOTERS

Business Idea and Objectives

The business idea is a fisheries training center to deliver customized training to artisanal fishermen, fish processors and traders along the coastal communities of Ghana who mostly produce for the local market. This is in response to the need to improve the quality of fish in the value chain from catch to plate.

The main objective of the proposed DAA Fisheries Training Centre (DFTC) is to build the capacity of the target group in fishing and fish processing technologies in order to:

- Improve the quality of fish sold to the consumer by observing high hygienic and sanitation standards;
- Improve productivity by using more efficient technologies in fish processing;
- Reduce post-harvest losses due to poor handling;
- Improve the incomes of the target beneficiaries who are predominantly women;

Promoters

DAA is the promoter of the Fisheries Training Centre. It was established in 1997, and registered as a socio-environmental advocacy, non-profit, non-governmental development-oriented farmer based association. It is active in the areas of Resource Governance, Population, Health and Environment Education, Local Governance and Business Advocacy.

DAA is registered with the Registrar General's Department as a company limited by guarantee with registration number G 2672 and Social Welfare Department registration number DSW 1082 with its head office in Darkuman in the Greater Accra Region. It operates in 4 regions of Ghana and in 54 communities, out of which 13 are fishing communities.

DAA currently has six staff members made up of:

- Executive Director
- Finance & Administration officer
- Project Manager

- Adm. Assistant
- Project Driver
- Liaison officer

The members of the Board of Directors are:

President:	Mrs Comfort Addo
Vice President:	Maria Salifu
Vice Treasurer:	Victoria Appiah
Organiser:	Sampson Lamptey
Member:	Adotei Brown
Secretary:	Lydia Sasu
Financial Secretary:	Mrs. Cecelia Agbey

MARKETING PLAN

Description of Products And Services

Based on the needs identified, the following products and services are being proposed.

(a) A suite of fish processing, fishing, entrepreneurship and management and literacy and numeracy specialized training products and services to increase productivity and quality of processed fish.

This suite is made up of:

- Manuals: trainers and learners, which will be reviewed periodically based on new technologies and development on the market.
- Refresher courses
- Certificate of participation
- Access to information and technology

Table 1 Suite of training products

Courses	Possible Modules
Fish Processing	Hygiene and Sanitation
	Smoking and smoke deposits
	Handling of fresh and processed fish
	Fish smoking equipment
	Smoking process control
	Smoke production and components
Fishing	Gear technology,
	Safety at sea,

	Use of GPS, compass, coxswains, captainship,
	Fishing nets
	Indicators to fish
	Hygiene and Sanitation
Entrepreneurship and Management	Record Keeping
	Marketing
	Packaging
	Marketing information
Literacy and Numeracy	Literacy
	Numeracy

b) Dual Purpose Conference Room Facility

A training room that can seat up to 30 participants with teaching aids such as flip chart stands, LCD projector, white boards and a public address system .The training room can also be used as a meeting/ lecture room with a capacity to seat 100 people.

Comparison of Services With Those Of Competitors

The major competitors of DAA Fisheries Training Center (DFTC) are: Atta Mills Fisheries College (AMFC), CEWEFIA, Food Research Institute (FRI), Blekusu Women Cooperative Fishmongers and Marketing Society Limited (BWCFML), fish smoking facility for a women's group in Ankobra.

Table 2: Analysis of Competitors

Criteria relevant to competition	DFTC	AMFC	CEWEFIA	CSIR- FRI	(BWCFML)	Ankobra
Status	At the design stage	Sod-cutting for construction	In Operation	In Operation	In Operation	In Operation
Target Market	Trainers of artisanal fish processors, traders and fishermen associations and groups	All Stake Holders in the fisheries industry.	members	All stakeholders in the fisheries industry	Members	Members
Type of Institution	Training of Trainers	Training	NGO	Research	NGO	NGO
Types of Services	Training	Education, Research & Training	Training	Research and Training	Training	Training
Range of Services	Artisinal fish processing Technology, Business Management & Entrepreneurship Literancy and	Modern fishing technology from fishing to Marketing Research Findlings	Artisanal fish processing	Research into new Fish prcessing technology	Artisinal fish processing technology	Artisinal fishprocessing technology using improved ovens

	Numeracy					
Payment of fees	Fee paying	Not Known	Free	Fee paying	Free	Free
Payment strategy		Not Known	Accessible to as many beneficiaries as possible	To encourage use of Technology	Accessible to as many beneficiaries as possible	Accessible to as many beneficiaries as possible
Location	Kokrobitey	Anomabo	Elmina	South Legon	Volta Region	Ankobra in Ellembelle district
Distribution Strategy	Through trainers of target associations/groups	All stakeholders in the fisheries industry	Direct to it's members	All stakeholders in the fisheries industry	Direct to it's members	Direct to it's members
Delivery Model	On-site and off site	Off- site	On-site	Off-site and /On-site	On-site	On-site
Providers of Service	Certified Trainers	Officers ,lecturers	trainers	Researchers	Trainers/ processors	Trainers/ processors
Training Methodology	Competency Based Training Approach	Traditional method : lectures and demonstration	On the job	Lectures and demonstration	On the Job	On the job

Means of Communication	Local language (Twi, Ga, Fanti, Ga-Dangbe, Ewe)	English	Fanti	English	Ewe	Nzema
Ownership	Association	Government	Association	Government	Association	Association
Affiliation	Yet to be affiliated	UCC	No affiliation	International and local research bodies	No affiliation	No affiliation
Certification	Certificate of Participation	Merit-based certification	Certificate of participation	Certificate of participation	Certificate of participation	Certificate of participation
Level of Competition	Low	Low	Low	Low	Low	Low

Competitive Edge

The DFTC has a competitive advantage over the others because of the following:

Target market: DFTC specifically targets all artisanal fish processors, traders and fishermen whereas the other associations who have training facilities target only their members. The government owned institutions namely AMFC and FRI target all stakeholders in the fisheries industry and do not specifically target artisanal processors, traders and fishermen.

Range of services: DFTC will offer services to address all the main learning needs of the target group namely fish processing and fishing techniques, entrepreneurship and management and literacy and numeracy skills. The other associations **CEWEFIA**, **BWCFML** and Ankobra however offer mainly fish smoking techniques to their members only. The Government owned institution (AMFC) will offer fish processing techniques but not entrepreneurship and management or literacy and numeracy skills and FRI does not offer entrepreneurship literacy or numeracy skills or comprehensive management training.

Service Providers : DFTC training will be delivered to the direct beneficiaries on site through trainers of the associations to address the learner needs of the target group. The trainers who will be members of the associations who understand the language of members, the organizational culture or the way they do things. The other associations also use their own trainers. However, the government owned institutions use officers or lecturers who are not trainers who tend not to be in tune with the needs of the target group.

Methodology: DFTC will use competency based training approach where the target group will be trained to acquire the competencies to perform their work. All the other training centers do not use this approach so there is no assurance that the target group has mastered the skills and competencies to perform their job.

Type of Institution: DFTC is the only training institution which will train trainers to specifically address the needs and expectations of artisanal fish processors, traders and fishermen.

Mode of Service Delivery

We are proposing that all the suite of training products should be delivered on site by selected trainers from the target associations to meet the following learning needs identified.

- To take part in the training and continue with their businesses.
- To learn new skills to improve productivity without leaving their premises
- To save costs - eliminate travelling and lodging expenses
- For convenience
- For flexibility –time frames and days of week and class size

Training the trainer will be organized for the selected trainers from the target associations to enable them deliver the suite of training product. Six (6) members from each community that the associations operate in will be selected for the training. The trainers will be taught to use Competency Based Training (CBT) approach to deliver the training. CBT is about concrete skills rather than abstract learning. The program will ensure consistency in delivery

minimizes variation in delivering the content and promote quality through consistent implementation of training. Although the duration of competency based training is dependent on the learner's pace, we have assumed duration of 5 days for the training the trainer program.

Area of Trading

DFTC will operate along the coastal communities of Ghana – from Aflao in the Volta region to Half Assin in the Western region where there are fishermen, fish processors and traders associations. Over time DFTC will extend its activities to cover fishing communities along the Volta basin in line with its vision to provide artisanal fisheries training to both coastal and inland fishing communities in Ghana.

Customers and Customers' Demand

Table 3: Projected income

Associations	Number of communities	Number of trainers per community	Total number of trainers per association	Average Price per trainer (GHC)	Projected income (GHC)
DAA	13	6	78	542	42,250.00
NAFPTA	32	6	192	542	104,000.00
CEWFIA	10	6	60	542	32,500.00
Fishermen	5	6	30	542	16,250.00
	4	312.5	1250	12	15,000.00

Table 4: Percentage market share

Customers	Potential demand (annual) GHC	Share of customers (sales/%)
DAA	42,250.00	20.12
NAFPTA	104,000.00	49.52
CEWEFIA	32,500.00	15.48
Fishermen	16,250.00	7.74
Users of conference facility for	15,000.00	7.14

Customers	Potential demand (annual) GHC	Share of customers (sales/%)
occasions		
	210,000.00	100.00

Table 5: Current service providers

Group of customers	Number of customers (estimate)	Where they buy currently
DAA	39	Own Members
NAFPTA	96	SFMP
CEWEFIA	30	SNV, own members
Fishermen	15	Own members
Managers of churches and individuals who organize social events	48	Event facilities in Kokrobitey

Table 6: Price sensitivity

Group of customers	Criteria that influence customer decision	Price sensitive (less/more)
DAA	Price, mode of delivery	More price sensitive
NAFPTA	Price, mode of delivery	More price sensitive
CEWEFIA	Price, mode of delivery	More price sensitive
Fishermen	Price, mode of delivery	More price sensitive
Managers of churches and individuals who organize social events	Space, price, facilities available & security	Less price sensitive

It is being proposed that DFTC operates along the coastal communities of Ghana from Keta in the Volta Region to Axim in the Western Region. Potential customers are members of fish processors, traders and fishermen associations. The potential demand for DFTC's product and services is estimated at GHC 210,000 per annum. Nearly all the potential customers are currently being served by their own members, SNV and SFMP. The criteria that influence their decision to use the training services are onsite delivery and price, which they are very sensitive.

Competitor Analysis

Table 7: Competitors

Description	Competitor 1 (Atta Mills Fisheries College- AMFC)	Competitor 2 (CEWEFIA)	Competitor 3 (CSIR- FRI)	Competitor 4 Blekusu Women Cooperative Fishmongers and Marketing Society Limited (BWCFML)	Competitor 5 (Fish smoking facility for a women's group in Ankobra)
The differences compared to DFTC products /services and its significance.	-AMFC will offer merit based certificates which is not important to DFTC clients	-DFTC products will be certified by COTVET and delivered using competency based training approach. CEWEFIA not certified and uses traditional training methods. A very significant difference since the CBT approach is the best approach for	DFTC will provide fish processing training using certified CBT trainers who are fish processors. FRI services delivered by subject matter experts with little training skills. Comfortable using traditional lecture methods to deliver training .All that the potential client requires are to be competent at the task.	DFTC products will be certified by COTVET and delivered using competency based training approach. BWCFML not certified uses traditional training methods. Very significant	- DFTC products will be certified by COTVET and delivered using competency based training approach. FSF not certified uses traditional training methods. Very significant

Description	Competitor 1 (Atta Mills Fisheries College- AMFC)	Competitor 2 (CEWEFIA)	Competitor 3 (CSIR- FRI)	Competitor 4 Blekusu Women Cooperative Fishmongers and Marketing Society Limited (BWCFML)	Competitor 5 (Fish smoking facility for a women's group in Ankobra)
		teaching vocational skills	DFTC will offer literacy and numeracy training, which FRI does not offer. Potential clients are mostly illiterates.		
The customers of DFTC competitors and how far they differ from DFTC customers	-Extension officers of the fisheries commission -Students and academicians -Researchers	DFTC targets all artisanal processors whereas CEWEIFIA targets only its members.	-DFTC targets all artisanal fish processors mainly in groups whereas FRI has a wider target group including artisanal processors and individuals.	DFTC targets all artisanal processors whereas BWCFML targets only its members.	DFTC targets all artisanal processors whereas FSF targets only its members.

Description	Competitor 1 (Atta Mills Fisheries College- AMFC)	Competitor 2 (CEWEFIA)	Competitor 3 (CSIR- FRI)	Competitor 4 Blekusu Women Cooperative Fishmongers and Marketing Society Limited (BWCFML)	Competitor 5 (Fish smoking facility for a women's group in Ankobra)
	Artisanal processors. AMFC is also targeting artisanal processors				
Competitor's advantages/disadvantages with regards to the location	Easily accessible and visible location. Advantage over DFTC	Easily accessible Advantage over DFTC	Easily accessible. Advantage over DFTC	Not easily accessible. DFTC has advantage	Not easily accessible. DFTC has advantage
Competitors weaknesses and DFTC can take advantage	-Somehow academic programs and may not be able to understand the needs of the	Do not have certified CBT Trainers. Train only members. DFTC	-Do not offer numeracy and literacy skills	Do not have certified CBT Trainers. Train only	Do not have certified CBT Trainers. Train only

Description	Competitor 1 (Atta Mills Fisheries College- AMFC)	Competitor 2 (CEWEFIA)	Competitor 3 (CSIR- FRI)	Competitor 4 Blekusu Women Cooperative Fishmongers and Marketing Society Limited (BWCFML)	Competitor 5 (Fish smoking facility for a women's group in Ankobra)
	<p>local communities.</p> <p>-DAA can concentrate on the artisanal segment of the market</p>	<p>can train the trainers of CEWEIFIA to train using CBT</p>		<p>members</p>	<p>members</p>
<p>Strengths of Competitors and how DFTC can react to that</p>	<p>Perception of credibility</p> <p>-DAA should brand itself as a training center of excellence for artisanal fish processors,</p>	<p>None</p>	<p>Track record of developing new technology for artisanal fish processors .DAA should partner with FRI</p>	<p>None</p>	<p>None</p>

Description	Competitor 1 (Atta Mills Fisheries College- AMFC)	Competitor 2 (CEWEFIA)	Competitor 3 (CSIR- FRI)	Competitor 4 Blekusu Women Cooperative Fishmongers and Marketing Society Limited (BWCFML)	Competitor 5 (Fish smoking facility for a women's group in Ankobra)
	traders and fishermen				

Table 8: Selling price and sales amount

Services	Cost per unit (GHC)	Margin per unit (25%)	Selling price per unit (GHC)	Number of projected customers per annum	Projected Sales amount (Per annum) (GHC)
Improved Fish Technologies	500	125	625	120	75,000
Entrepreneurship and Business Management	400	100	500	120	60,000.00
Literacy and Numeracy	400	100	500	120	60,000.00
Conference facility	250	62.5	312.5	48	15,000.00
Total Income					210,000.00

Pricing Strategy:

DFTC will adopt the following strategies:

Discounts: DAA members will be given a discount of 10% as owners and promoters of the project. NAFPTA will also be given a discount for having a larger market share. Discounts will also be given to clients who will bring more than six participants to be trained and special price for clients who will get referrals for the center;

A price bundling strategy will be adopted for the suite of training products. If all the suite of training products is demanded a special price will be offered which will be less than the total price of individual products. Cost-plus” pricing which involves total cost (fixed + variable) per unit and adding a margin. This approach however ignores the product’s value to the target beneficiaries and has been used to prepare the financials

Distribution

Table 9: Distribution channel

Distribution channel	Share over total sales amount	Conditions of payment
Trainers of targeted associations	93%	Full payment on enrolment

Promotion

Table 10: Promotion channel

Promotion channel/media	Expected annual expenses GHC	Share over total promotion budget
Brochure	1800	12.50
Attending association meetings to sell the products and services	4500	31.25
Networking	1500	10.42
Internet/Website	6600	45.83
Total	14400	100.00

The management of the proposed fisheries training center has different promotional strategies to shop from in creating awareness of their services and attracting clients. Since most of the clients of the center will be associations operating in the fishing and fish processing and trading sub-sectors, the target group for any promotional strategy will be the executives of the various associations using the following strategies:

Table 11: Type of publicity

OPERATIONS PLAN

This section discusses the operational plan for delivering the suite of training products and services.

Development of Training Courses

Demand-driven competence based training programs for all the courses will be developed in

Type of publicity	Promotion	Selling	Relationship Management
Brochure	Effective	Occasionally effective	Minimal benefits
Attending association meetings to sell the products and services	Very Effective	Effective	Effective
Networking	Effective	Effective	Effective
Internet/Website	Effective, if well targeted and updated	Effective, if well targeted and updated	Effective, if well targeted and updated

cooperation with the target groups and major stakeholders by conducting comprehensive needs assessment, which will form the basis for developing the training curricula.

Training Curriculum

Each course will be made up of one or more modules. A course description will be developed for each module. At a minimum, each course description will include the course/module name; the length of time the course/module will take; the expected class size (minimum, maximum, optimal); the target audience: course objectives; module content/syllabus; specific training resources required, such as devices, aids, equipment, materials, and media to be used; and any special learner prerequisites. The course description will also include information on trainer-to-learner ratio, total number of learners to be trained, estimated number of classes, location of classes, and testing methods. Certification and accreditation procedures for the training courses will be established.

Training Manuals

Training manuals will be developed for the courses and modules. The manuals will be for both trainers and learners.

Approach and Methods

A Competency Based Training (CBT) approach will be used to deliver all the training. CBT is an approach to vocational education and training that places emphasis on what a person can do in the workplace as a result of completing a program of training.

This approach to training is designed to allow learners to demonstrate their ability to do something. For example, use of the chokor smoker, smoke fish, and keep records or read and

write. The key thing about CBT is that the learners either can or cannot (yet) do the thing that they are learning about. Learners are not expected to perform tasks better than others, or in competition to others. Learners simply have to demonstrate that they can do a task, activity or exercise well enough to be assessed as “competent”. In other words, they must be successful at the task they are given to complete.

For any training program, needs assessment will first be conducted, then the training program and materials will be developed after which the training will be delivered and then an impact assessment conducted.

Facilitators/Service Providers

Facilitators at the training center will be made up of subject matter experts from industry. They will not be permanent employees but will be called upon to deliver training as and when they are required to do so.

Certification /Collaboration/ licensing

The DFTC will apply to the Council for Technical and Vocational Education Training (COTVET) to be accredited as a vocational training center. The curriculum and training manuals together with the training service providers will also be certified by COTVET.

COTVET was established under the act of parliament (718) to formulate national policies on skills development across pre-tertiary and tertiary education in both the formal and non-formal sectors of the economy. It also coordinates and harmonizes the activities of private and public sector providers and Technical Vocational Education including apprenticeship.

COTVET assesses key areas of an organization's operations including training services, trainers, course materials and quality management systems. The training accreditation will be a way of being officially recognized for competency and best practice. Clients will see the COTVET accreditation and feel confident that they are in expert hands.

The center will also work closely with stakeholder Institutions like Food Research Institute (FRI), Fisheries commission, Food and Agriculture Organization, Food and Drugs Authority and other related institutions. This is to keep up to date with all aspects in the fish processing and fishing value chain.

DFTC will also look for collaboration and affiliation with international fisheries training centers.

Location of the Training Centre

The training center which will be a green building will be located at Kokrobitey in the Greater Accra region on a piece of land owned by DAA .The land is situated quite a distance off the Accra to Kasoa highway on a back road. The size of the land is 0.20acre or 807.5 meter square (skewed 99.8x84.3ft). Electricity supply is available but water needs to be connected. The proposed main building of the center is 280.3 meters square.

Training Centre Facilities

The proposed training facilities is made up of one conference hall or training room measuring 126.3 meter square and a demonstration area 82.3 meter square

Conference Room

The conference room measures 126.3 meters square and can take 100 people maximum for any event and 30 participants for any training program. The conference room will be fitted with facilities such as flip chart stands, LCD projector and white and meta-plan Boards

The conference room will be used to deliver DFTC courses. DFTC will also rent the premises for both social and business purposes.

Fish Processing Demonstration Unit

The facility will have a fish-processing unit for only training purposes.

The facilities of the Fish Processing Unit have been sized at the level of cottage to medium size plant. The floor has been given as 210 square meters. The production unit should have a space for:

- Receiving Area,
- Processing Hall,
- Storage room,
- Changing room,
- Packaging Room,
- Fish Smoking Room for four smokers
- Space for new or improved smokers,

In addition the facilities should conform to the required and accepted health and safety standards in accordance with the Ghana Standards Authority Regulation Standards.

Onsite Training

It is proposed that the training is conducted onsite based on the needs of the potential participants.

Overview of Tools and Technical Equipment

Table 12: Tools and technical Equipment

Furniture and Technical Equipment	Number	Specifications	Purpose
Production Unit			
Chokor smoker	4	6 tray, 1 board, Smoker with chimney (3m long x 1.5 m wide x 1m high)	Teaching Equipment
Fish Trays	10	Big trays with no holes	Transporting Fish

Basket	1	Big cane basket	Storing Fish
Basket	4	small cane baskets	Storing Fish
Bowl	15	small rubber bowls	hand washing
Pan	3	Metal pans	Cleaning
Deep freezer	1	5.0 cubic foot chest freezer	Ice storage
chopping tables	6	Chopping tables	Teaching Equipment
Chairs and stools	10	plastic	Sitting
Knives	20	Assorted	Teaching equipment
Conference facilities			
Public address system,	1	Public address system= 2 microphones, 1 microwave amplifier (26GHz) and 2, 2 way PA loudspeakers (38cm)	Social Events
flip chart stands	2	70cm x 120 cm	Teaching Equipment
LCD projector	1	Sony VPL CH350, 4000 Lumen WUXGA 1920 x 1200	Teaching Equipment
White Boards	1	4 feet x 5 feet	Teaching Equipment
Metaplan Boards	3	150cm x180 cm	Teaching Equipment
Chairs	120	Fabric chairs	For sitting
Conference table	1	152 cm wide x147cm	Conference use
Tables	7	60 x 30 x 30 inches (W x D x H)	training
Laptop	1	1 HP laptop computer	Teaching Equipment
Office furniture and equipment			

Chair	2	Swivel leather chairs	Office use
Visitors chairs	6	fabric chairs	Office use
Desk	2	L –shaped desk	Office use
Desktop computers	2	HP 17 inches flat screen desktops	Office use
Comb binder	1	Ivico comb binder	Office use
Photocopier machine	1	Canon IR 2420 photocopier machine	Office use
Printer	1	1 HP Laserjet PRO 200	Office use
Wi-fi	1	Vodafone	Office Use
Cabinet	1	Sliding door cabinet 2 in 1	Office use
Fridge	1	Fridge Skyworth	Office use

Capacity Planning

Table 13: Tools and technical equipment that influence capacity

Tools and technical equipment that influence capacity	Maximum production capacity	Production capacity with 80% capacity utilization
Training:		
Chokor smoker	5 participant per smoker	3
Conference room	30 chairs for training and 100 for lectures/ social events	24 chairs for training and 80 for lectures/ social events
Accommodation	32 beds for training	26 beds for training

The capacity of the conference room determines the number of participants that can be trained. The conference room should be able to accommodate a class size of 25 participants, which is the recommended size when using participatory methodology for training.

For maximum utilization of the conference room for fish processing training there is a need to have four (4) choker smokers.

There is also a need for a 25-bed accommodation

Depreciation

Table 14: Depreciation

Assets	Acquisition costs	Annual depreciation in %	Yearly (Yr 1-3) depreciation in GHC
Office furniture and equipment	19,340	20%	3868
Training Equipment and Tools	30,500	20%	6100
Demonstration unit equipment	14,084	20%	2816.8
Vehicles	40,000	20%	8000
Total depreciation			20,785

Variable costs

Table 15: Variable costs

Item	Description	Costs per unit in GHC	Estimated monthly consumption in units during the first year of operation											
			1	2	3	4	5	6	7	8	9	10	11	12
Fish smoking demonstration														
Fish	1 Box	35	0	0	0	0	0	0	24	24	24	0	0	0
Cost per month									840	840	840			
Brown paper (Tray)	Sheet	1	0	0	0	0	0	0	24	24	24	0	0	0
Cost per month									24	24	24			
Water	Tanker	100	0	0	0	0	0	0	1	1	1	0	0	0
Cost per month									100	100	100			

Fire wood	Per oven	50	0	0	0	0	0	0	4	4	4	0	0	0
Cost per month									200	200	200			
Sanitation materials	Lump sum	50	0	0	0	0	0	0	1	1	1	0	0	0
Cost per month									50	50	50			
Conference room training														
Training manuals	Per participant	50	20	20	20	20	20	20	20	20	20	0	0	0
Cost per month			1000	1000	1000	1000	1000	1000	1000	1000	1000			
Training material	Per participant	10	20	20	20	20	20	20	20	20	20	0	0	0
Cost per month			200	200	200	200	200	200	200	200	200			
Bottled water (Box)	Box	18	2	2	2	2	2	2	2	2	2	0	0	0

Cost per month			36	36	36	36	36	36	36	36	36			
Sanitation materials	Lump sum	250	1	1	1	1	1	1	1	1	1	0	0	0
Cost per month			250	250	250	250	250	250	250	250	250			
Total cost per month			1486	1486	1486	1486	1486	1486	2700	2700	2700	17016		

Total operating costs

Table 16: Total operating costs

Costs in GHC per month during first year of operation														
	1	2	3	4	5	6	7	8	9	10	11	12	Annum	Per 3 month
Subtotal variable costs	4927.73	4927.73	4927.73	4927.73	4927.73	4927.73	4927.73	4927.73	4927.73	4927.73	4927.73	4927.73	59132.76	14,783.19
Labour	8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	6000	6000	6000	96,003	24,000.75
Promotion and marketing	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14,400	3600
Stationary	80	80	80	80	80	80	80	80	80	80	80	80	960	240
Utilities	100	100	100	100	100	100	100	100	100	100	100	100	1,200	300
Curriculum development	40,000												40,000	40,000
Vehicle running	1070.	1070.	1070.	1070.	1070.	1070.	1070.	1070.	1070.	1070.	1070.	1070.	12,850	3,212.4

expenses	8	8	8	8	8	8	8	8	8	8	8	8		
Accounting fees	300	300	300	300	300	300	300	300	300	300	300	300	3,600	900
Subtotal fixed costs	51,118	11,118	11,118	11,118	11,118	11,118	11,118	11,118	11,118	8,451	8,451	8,451	165,413	41,353.15
Total	56,046	16,046	16,046	16,046	16,046	16,046	16,046	16,046	16,046	13,379	13,379	13,379	224,545	56,136.34

Staff planning

Table 17: Staff planning

Description of work force	Number of staff	Months/Day	Salary/ Month incl. Incidental costs	Total costs
DFTC Manager	1	12	2000	24,000
Deputy DFTC Manger	1	12	1200	14,400
Security	2	12	600	14,400
Cleaner	2	12	400	9,600
Driver	1	12	800	9,600
Facilitators	6	60 days	400	24,000
Total				96,000

ORGANISATION AND MANAGEMENT PLAN

Name and Legal Status of the Business

The training center shall operate under the business name of DAA Fisheries Training Center (DFTC). The center will be registered as a company limited by guarantees or by shares under the Companies Code, 1963 (Act 179)

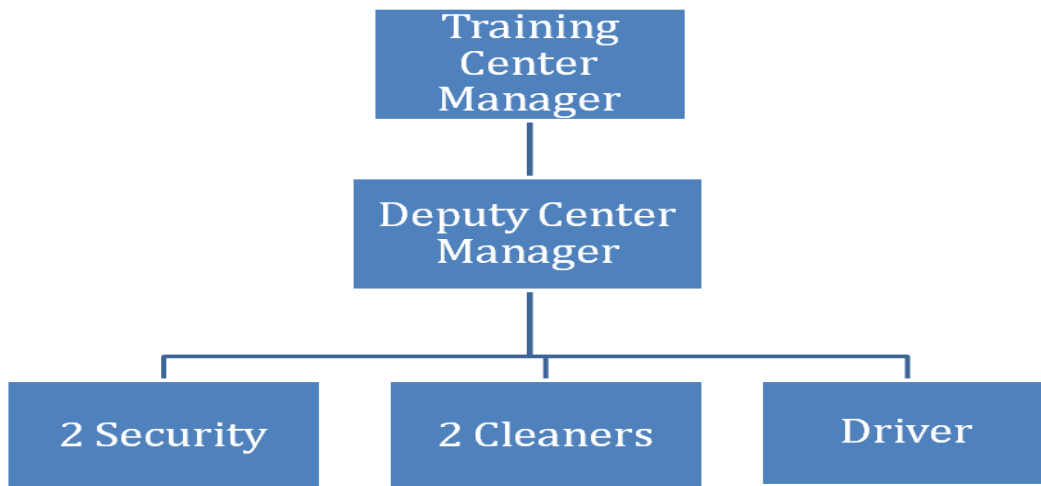
Organisation Structure

A Training Center Manager will be the head of DFTC, reporting to the manager will the deputy centre manager. The support staff (a Driver, Two (2) Security personnel and two (2) cleaners) will all report to the deputy centre manager. The structure is shown below.

Management

SNV will manage the centre for five years after which it will hand over to DAA. To ensure that DAA is able to manage the centre effectively after the 5years, DAA will second a staff member to understudy the training center Manager.

Figure 1: Organization structure of DFTC



The roles and responsibilities as well as the skills and knowledge mix required of a Training Centre Manager and Deputy are specified in Appendix.

FINANCIAL PLAN

The summary of the results of the financial analysis are presented below. Find attached the details in the work book and spreadsheet files.

The projected financial results of the DFTC are based on the following key assumptions:

- DAA is able to source for additional funding to complete the conference room and production unit in year 1 and source for additional funding for accommodation for participants in year 4
- SVN/SFMP is willing to provide additional funding in support of working capital in order to make the center operational;
- The exchange rate remains fairly stable at GHC4 to US\$1;
- Interest charged on any loan facility to be acquired by DAA is 20% per annum.

Total project Cost

Construction of Training Centre

The estimated total cost for constructing and operating the DFTC is GHC 833,566.87. Due to financial constraints, the whole project cost cannot be funded from the start. It was therefore agreed that the Training Hall and the Fish Processing Demonstration Unit be completed before the DFTC can start operations. This was at a Consensus Building Workshop held on 25th August, 2015 at the Fishermen Conference room. Therefore, for the DFTC to start and operate a total of GHC 474,407.56 is required representing the cost of the Training Hall, Fish Processing Demonstration Unit, Furniture and Equipment, Vehicle, Working Capital, Land and pre-operating expenses. The rest of the project cost is expected to be sourced by DAA in the fourth year of operation to complete the other components of the center.

In terms of the financing plan, it is expected that DAA's equity financing will constitute 3%, SFMP 13%, SFMP/SNV 15%, and DAA loan financing 69% of the total project cost. See Work book: Business plan construction option – Total project cost sheet.

Renting Training Centre Premises

The total project cost for renting and operating the DFTC is estimated at GHC 348,181.60 consisting of cost of office Furniture and Equipment, Vehicle, Fish Processing Demonstration Unit, Working Capital and Pre-operating expenses. In the proposed financing plan, DAA will contribute equity of 1%, SFMP grant 31%, SNV 25%, and DAA loan facility 43%. See Work book: Business plan renting option- Total project cost sheet.

Cash Flow Statement

Construction of Training Centre

The cash flow analysis show that the DFTC will have adequate cash to operate based on the assumption that DFTC will get additional funding to augment what will be provided by SFMP and SNV. The center will be able to meet all cash obligations starting from year 3. See Work book: Business plan construction option - Cash flow sheet.

Renting Training Centre Premises

The cash flow analysis show that the DFTC will have adequate cash to operate based on the assumption that DFTC will get additional funding to what will be provided by SFMP and SNV. Therefore, the DFTC will have enough cash to pay for its entire cash obligation from year 1. See Work book: Business plan renting option - Cash flow sheet.

Income Statement

Construction of Training Centre

DFTC will start making profit after the second year of operations. This is not consistent and from the income surplus statement it is only in the sixth year of operations that the DFTC can have retained earnings that can be considered as part of the financing of the center's assets in the balance sheet.

The operational or gross profit of the business is arrived at before interest and tax deductions. It therefore gives a better indication of the strength of the operational structure of the business. The average gross margin ratio is 0.14 which is higher than the average net profit ratio of -0.01. These indicate the very low profitability or viability of the center within the analysis period.

Return on Investment is measured as the operating or gross profit divided by total assets. The average return on investment is -1.18% which is far lower than the cost of capital of 20% in this case; showing that the business is very unprofitable. Return on investment is the most comprehensive of the profit ratios. See Work book: Business plan construction option – Income statement sheet.

Renting Training Centre Premises

It is clear from the pro forma income statement that DFTC will start making profit after the third year of operations and it is only the sixth year of operations that profits can be retained as part of asset financing in the balance sheet. .

In terms of profitability, the average gross profit ratio is -0.01 as compared to the average net profit ratio of 0.04. These show a very unprofitable business within the analysis period. See Work book: Business plan renting option – Income statement sheet.

Contribution In Kind

Table 18: Project Contribution by DAA

Contribution in kind	Value of items in GHC
Land	20,000
Total Contributions in kind	20,000

Loan Required

Table 19: Loan Required

Description	Construction GHC	Renting GHC
Loan required	572,667	148,645
Total payment (after five years)	865,804	252,697

See Work books: Business plan construction option and renting option – Loan repayment sheet.

Balance Sheet Analysis

Construction of Training Centre

The calculations show that the **current ratios** were negative in the first three years of operation of the center, became positive at a high of 1.39 in year 4 and thereafter decline steadily to year 6. The implication is that the company's liquidity situation is expected to improve marginally over the analysis period.

The **Acid Test Ratio**, which averages to about -0.17 for the 6-year period, further confirms the short-term insolvency of the business.

The two structural type of leverage ratios, namely: **Debt Equity Ratio** and **Debt Asset Ratio**, which have been included in the financial analysis, show that debt financing plays a dominant role than equity in the center's financial structure.

See Work book: Business plan construction option – balance sheet

Renting Training Centre Premises

The calculations show that the current ratios increase steadily from 1.46 in year 1 to as high as 18.80 in the sixth year. The implication is that the company's liquidity situation is expected to improve over time.

The **Acid Test Ratio**, which averages to about 8.07 for the 6-year period, further confirms the short-term solvency of the business. See Work books: Business plan renting option – balance sheet.

Debt Equity Ratio and **Debt Asset Ratio**, which have been included in the financial analysis, show that equity plays a low role than debt financing in the center's financial structure.

Sensitivity Analysis

Sensitivity analysis was carried out on three scenarios to determine the effect on profitability.

- The effect of 10% increase in operational cost assuming revenue remain the same
- The effect of 10% increase in sales revenue assuming cost remain the same
- The effect of 10% increase in cost and 10% drop in revenue

Construction of Training Centre

The analyses show that the business is more sensitive to a decline in revenue than an increase in operational cost. See Work book: Business plan construction option – sensitivity analysis sheet 1 and 2.

Renting Training Centre Premises

The analyses show that DFTC's operations are more sensitive to an increase in operational cost than a decrease in revenue. See Work book: Business plan renting option – sensitivity analysis sheet 1 and 2.

10% Increase In Cost And 10% Reduction In Revenue For Renting And Construction

With a combined increase of operational cost and a reduction in revenue, DFTC will become very unprofitable for the renting option. In comparison, DFTC will start making profits after the fifth year for the construction option. See Work books: Business plan construction and renting options – sensitivity analysis sheet 3.

RISK ANALYSIS AND MITIGATING FACTORS

- I. DFTC may not reach the projected revenue targets because the potential participants are highly price sensitive. Therefore, the center should put in place a stringent cost controlling measures to ensure that the center does not increase its prices arbitrarily to cover cost. Again, the pricing strategy should be to penetrate the market than profit maximization.
- II. The associations are used to free services and it will be difficult for them to pay for the training themselves unless they get funding.

- III. DFTC operations will be feasible only on condition that they are able to get additional funding to finance part of the project cost – about 43% and 69% of the total project cost in the case of renting and constructing respectively.
- IV. DAA does not have the capacity now to manage the DFTC because it does not have the requisite skilled and competent staff to do so. DAA’s current orientation is also towards offering not for profit services and there is the uncertainty about the motivation and commitment of DAA currently to run the center. To ensure that DAA can manage the center after five years, we are proposing that a member of DAA be employed as a deputy manager to understudy the training center manager.
- V. We anticipate a seeming rivalry and lack of commitment from the other associations in accessing DFTC services in the future. Coupled with the uncertainty of DAA to manage the fisheries center as a business due to the orientation as an NGO, it is recommended that the fisheries training center be owned by an umbrella body and managed independently with membership from the other fisheries associations.
- VI. The current site of the proposed DFTC appears limited considering the vision of the center to become a Center of Excellence. In order to accommodate future expansion and attract prospective investors who may be interested in any form of collaboration with DFTC, it is recommended that a larger parcel of land be acquired for the project.

CRITICAL SUCCESS FACTORS

1. The feasibility of the DFTC must of necessity be based on DAA’s ability in
 - (a) Year 1, to raise additional funds of GHC 213,198 to match SNV/SFMP grant of GHC 236,389.49 to finance the initial project costs of constructing the conference room and the demonstration processing unit
 - (b) Year 4, to raise GHC 359,159.13 to complete the other components of the training center including providing accommodation. If they intend to rent the premises, the feasibility again depends on its ability to again raise funding.
2. It will be successful, if DAA shows keen interest in migrating from their current activities of not-for-profit activities to the business of running a profit making training center.
3. The viability of the DFTC is highly dependent on the ability of management of the center to undertake an aggressive drive to recruit new customers and develop strategies to maintain existing ones for the training courses. DFTC needs to recruit a minimum of 741 participants per year and make a minimum of GHC 444,817.89 sales in order to breakeven if it constructs the training center. If DFTC decides to rent the premises, it will need to recruit a minimum of 548 participants per year and make a minimum of GHC 328,553.20 sales in order to breakeven .
4. DFTC needs to improve revenues to be generated from other sources.
5. Revenue generations will depend on the ability of management to continuously meet the needs and expectations of the potential target group. This will be achieved by constantly monitoring the external environment for new and improved technologies in fish

processing and fishing and conducting regular needs assessment in order to offer new and innovative products and services.

6. The sustainability of the DFTC will depend to a larger extent on the ability of management to introduce alternative income generating activities over time. The following alternative income generating activities could be considered:
 1. Processing of fish as a commercial activity for the market when training is off season;
 2. The operation of a shop as proposed by members of DAA to sell fishing gear to members and other fish processing and fishing groups.

APPENDIX

Appendix 1 Job Summary and Competencies

Training Center Manager

Job Purpose

Manage the training center and steering of training requirements to improve quality of training programs and set standards for an effective operating organization.

Responsibilities

- Budget / cost control of training
- Definition of training requirements – conduct training needs assessment
- Client consultation and selling training courses to customer
- Execution of trainings –determine training dates, manual development, coordinate facilitation, etc.
- Evaluation of training success
- Steering the activities of the Training Centre and ensuring the efficient utilization of all training recourses
- Responsible for the quality of the technical equipment and the setting according to the market needs

Competencies Required:

Performance Competencies

Vocational Skills: being able to use up-to-date - and if necessary also detailed - expert knowledge; incorporating far-reaching experience for relevant tasks; ensuring quality by applying expert knowledge and experience

Methodical Knowledge: Systematically analyzing and handling problems or processes using appropriate methods: project management, problem-solving techniques, and moderation and presentation techniques.

Entrepreneurship: striving for outstanding performances; having the overall well-being of the company in view; assuming responsibility in accordance with own competencies; thinking outside the (functional / regional) box.

Customer Competencies

Initiative: initiating, pressing ahead with and completing customer-related activities; understanding changes as opportunities; overcoming hurdles; having courage to try out something new; placing the solution to a problem in the foreground

Quality: ensuring the specified quality using the means available; eliminating errors or quality defects that occur as quickly as possible, and avoiding them being repeated

Customer Orientation: knowing and understanding the requirements of internal and external customers; maintaining a close relationship with customers, to understand which next step would be the correct one; taking customers seriously; being honest and engaging

Social Competencies

Communication: speaking a clear language (ability to speak at least one of the local languages – Ga, Twi, Ewe, Nzema and Fanti); expressing oneself clearly and giving substantiated answers; presenting content simply and convincing with coherent arguments; being able to listen actively

Collaboration: building up and making use of networks (knowing who to address for what purpose); passing on relevant information and knowledge; ensuring the flow of information; giving constructive feedback and obtaining feedback from others; perceiving conflicts and contributing to their solution

Empathy: seeing things through the eyes of others and understanding and tolerating their point of view; treating others fairly and with respect; recognizing the consequences of one's own actions for others; knowing what is required and appropriate when dealing with other cultures and adapting to them

Leadership Competence

Taking decisions and implementing them: taking logical and timely decisions; being also capable of taking unpopular decisions and assuming responsibility for them; adopting the approach of what is right? “rather than „who is right?“ (Or "what would be the simplest solution?"")

Acting Strategically: developing clear ideas about the future of one's field of responsibility; formulating targets and delegating binding tasks to one's employees, guiding and ensuring fulfilment of objectives; handling changes proactively and convincing one's employees that changes can mean opportunities

Promotion and Development: supporting employees in their development through constructive feedback; recognizing potentials of co-workers and promoting them; granting them further room for maneuver; identifying deficits, agreeing measures to improve them and following up; motivating employees effectively

Profile of Behavior

Drive, Competitive nature, Single-Mindedness, Dominance, Self-Starting, Strategic Awareness, Pioneering, Confidence, Affability, Persuasiveness, Friendliness, Influence, Poise, Verbalization, Mobility, Energy, Pace, Diversification, Vigor, Diversity, Flexibility, Orthodoxy, Self-Discipline, Shrewdness, Congeniality, Adaptability, Uniformity, Meticulousness

Tangible, measurable results must be obtained despite opposition or resistance to their accomplishment. There is pressure to meet deadlines in an environment laced with a wide variety of problems and unexpected interruptions. The job environment requires actively influencing and motivating a variety of people in changing situations. Active generation of

many contacts with people is usually required. Selling a product or a concept must be accomplished by gaining willing acceptance.

The job profile suggests that this function requires a person who is driven, self-confidence, accuracy and the ability to achieve profitable results. The job calls for a person who is prepared to meet opposition and resistance to ideas, will keep pressure on others to meet deadlines in an environment, which could have variety and interruption.

The job is likely to be a specialist / technical nature and decision making should be vested within this area confident, inspiring, logical, systematic and precise. The ability to communicate with others and work within expertise. The person fulfilling this role should be self-starting, competitive, imaginative, and enthusiastic, self- well defined parameters, whilst at the same time retaining standards and making things happen quickly are integral to the position.

Knowledge, Skills and Experience:

Education: Essential: University degree in Business Management or MBA Experience: Hands on experience in fish processing technology and experience in the fisheries industry is a MUST. Eight (8) years field service experience; preferably on post-harvest sector of the fisheries is a MUST. 10 years as a Trainer or Manager

- Training experience or strong ability of developing trainer competencies
- Ability to match up training programs to target groups
- Experience in selling trainings
- Ability of enthusiastic knowledge transfer
- Leadership and management skills in communications (conflict resolution, consensus building, facilitation, people skills, intercultural skills)
- Well-developed presentation skills
- Risk analysis and management

Fisheries-specific skills/knowledge: - Fisheries science - Fisheries management tools (risk analysis, stock assessment, and post-harvest) - Knowledge of all stakeholder groups - Skills in managing the interface between specialist and decision-maker - Skills in incorporating indigenous and industry knowledge.

Deputy Centre Manager

Job Summary

A member of DAA who will under study the Training Center Manager for the project period. The person will manage and execute administrative, project, and executive support activities associated with the office and will be involved in all the training activities of the center. Reporting directly to the Training Center Manager, the person will serve as a principal point of administrative contact and liaison with internal and external constituencies. He/she provide and/or oversee the provision of direct staff support to the Training Center Manager. The person will also provide specialist administrative services as appropriate in such areas as fiscal management; public/community relations; expert facilitators, and staff; general

business administration; and/or development and relations, depending upon the functional area supported.

Duties and Responsibilities

- Provides support to the Training Centre Manager in all training related activities.
- Oversees and administers the day-to-day activities of the office; develops policies, procedures, and systems which ensure productive and efficient office operation.
- Provides assistance and support to the Training Centre Manager in problem solving, project planning and management, and development and execution of stated goals and objectives.
- Supervises the work of employees in supporting roles, including assigning workload and monitoring employee performance.
- Oversees and facilitates resources management and administration procedures and documentation for the principal.
- Performs research and analysis on specific issues, as required, and independently prepares non-routine letters and/or reports, which may be highly sensitive and confidential in nature.
- Serves as the primary point of administrative contact and liaison with other units/offices, individuals, and institutions on operational and programmatic matters concerning the Office.
- Organizes and facilitates meetings, conferences, and other special events; coordinates and attends committee meetings, and participates in committee discussions, as appropriate.
- Coordinates the disposition and/or resolution of individual problems and disputes involving expert facilitators, staff, participants, and/or members of the general public, as they arise.
- Oversees the operation of office accounts, and plans and monitors expenditures; as appropriate, develops and/or coordinates budgets for the office and associated accounts.
- Provides and/or oversees provision of staff support to the office, to include handling walk-up and phone interactions, maintaining calendars and travel arrangements, screening, analyzing, and responding to incoming correspondence, handling day-to-day problems and situations, and provision of secretarial support.
- Provides assistance in the understanding and interpretation of DFTC policies and procedures, as appropriate, and ensures that office operations are in compliance with policy provisions and standards.
- Assists in the coordination, supervision, and completion of special projects, as appropriate.
- Performs miscellaneous job-related duties as assigned.

Knowledge, Skills and Abilities Required

- Strong interpersonal and communication skills and the ability to work effectively with a wide range of constituencies in a diverse community.
- Ability to gather data, compile information, and prepare reports.
- Records maintenance skills.
- Skill in budget preparation and fiscal management.
- Ability to use independent judgment and to manage and impart confidential information.

- Ability to analyze and solve problems.
- Ability to plan, develop, and coordinate multiple projects.
- Skill in examining and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures.
- Skill in organizing resources and establishing priorities.
- Ability to lead and train staff and/or students.
- Conflict resolution and/or mediation skills.
- Demonstrated ability to maintain confidentiality.
- Word processing and/or data entry skills.
- Knowledge of office management principles and procedures.
- Ability to make administrative and procedural decisions and judgments on sensitive, confidential issues.
- Skills in the use of database management, word processing, spreadsheet, and/or presentation software.
- Organizing and coordinating skills.
- Ability to foster a cooperative work environment.
- Knowledge of human resources administration principles and practices.
- Effective verbal and written communication skills.