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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

Report on supporting developing SOPs for NAFPTA



FEBRUARY, 2018

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



SNV SMART
DEVELOPMENT
WORKS

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Cover photo: Group picture of participants after the workshop at Forest Hotel, Dodowa (Credit: Bridget Biney, NAFPTA)

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ACRONYMS

| | |
|--------|--|
| SFMP | Sustainable Fisheries Management Project |
| SNV | Netherlands Development Organization |
| USAID | United States Agency for International Development |
| NAFPTA | National Fish Processors and Traders Association |

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SECTION: 1 BACKGROUND

The Sustainable Fisheries Management Project (SFMP), as part of its components, seeks to develop the capacity of various stakeholders in the fishing industry. This is to ensure that the various stakeholders are actively involved in the sustainable management of the fish resources by influencing policy making and decision taking. The process of organizational development is a long-range effort seeking to strengthen organizations from their core, improving their problem solving capacities and ability to cope with changes in their external environment with the help of external or internal change agents.

The SNV Capacity Development Team has been working with a number of local NGOs and other stakeholders in the fisheries sector, assisting in capacity development activities for these stakeholders in the fisheries sector. NAFPTA is one of such stakeholders. The capacity development team, as part of developing the capacity of NAFPTA, is supporting NAFPTA to develop SOPs to ensure that it becomes a strong organization with strong institutions in place for sustainable development in the organization.

The SOPs were drafted with support from the Capacity Development team from SNV. The team assisted NAFPTA in forming a working committee of NAFPTA members to review and develop the drafted SOPs. The working committee met on three (3) occasions to review the draft SOPs and made inputs into the document. After reviewing the drafted documents, there was the need for the working group and the national executives to come together to analyze the documents. The meeting was to give opportunity for the NAFPTA national executives to also make inputs into the documents where necessary.

In view of this, a workshop was organized at the Forest Hotel in Dodowa on 22nd February, 2018 to finalize these documents with the NAFPTA National Executives and the working committee.

1.1 Objective of the workshop

The main objective of the workshop was to present the drafted SOPs to NAFPTA National Executives for further discussions and finalization.

1.2 Expected outcomes

The expected outcome of the workshop was to finalize the SOPs for NAFPTA as a working document, accepted by the leadership of the association.

1.3 Meeting method

The workshop was more of presentations and discussions with the participants. Presentations were intertwined with discussions to ensure that all participants understood each presentation. Participants made some inputs and suggestions on some of the presentations.

1.4 Venue

The workshop was organized at Forest Hotel, Dodowa.

1.5 Participants

The workshop was attended by a total of 28 participants, made up of 3 males and 25 females.

SECTION: 2 DEVELOPING THE SOPS

2.1 Forming the Working Committee to develop the SOPs

As part of supporting NAFPTA to develop its SOPs, the national executives of NAFPTA with support from the capacity development team of SNV formed a working group to serve the purpose of drafting SOPs for NAFPTA. The formation of this committee was necessitated by the fact that the national executives of NAFPTA are scattered across the country so it would be difficult and expensive to bring all of them together to draft the SOPs. The committee consisted of executives who were in the Greater Accra Region. The composition of the committee comprised of National, Regional and District Executives of NAFPTA. Members of the committee are;

- Regina Solomon
- Borley Wradi
- Edith Osabutey-Okumo
- Margaret Petiafo
- Doris Ahadzi
- Mary Abbey-Asante
- Bridget Biney

2.2 Reviewing and developing the Financial Policy Manual

The committee met on three occasions to review the drafted SOPs for NAFPTA. The first meeting of the committee was on 11th February 2018, with the second and third meetings on 25th February 2018 and 31st February 2018 respectively. During the first meeting, committee members were taken through what was expected of them as a committee, and the need to sacrifice some time to contribute to the growth of NAFPTA. The first meeting was used to review the drafted Financial Policy Manual. During the presentation and discussions, members appreciated the need to change how things are done in the association. Some of the inputs made by the committee members into the drafted Financial Manual are;

2.2.1 Travel and Expenses

- For programs where the organizing institution is paying for all expenses of the program, NAFPTA would not pay for cost incurred by employee attending that program
- In the case where NAFPTA conveys employees or members to a program, members attending the program would contribute to pay for fueling the vehicle if the organizers of the program provide transportation allowance

2.2.2 Consultants

- An individual NAFPTA member can be contracted to execute a contract, and NAFPTA as an association can also be contracted to execute a contract. However, members should ensure that conflict of interest should be avoided if the contract was meant specifically for NAFPTA as an association.

2.2.3 Fiscal Management

- Though the drafted manual indicated that there should not be petty cash in the office, committee members requested that a clause be added when in a situation where all cash were not deposited, petty cash of an amount not exceeding GHS 200.00 could be kept in the office per month. At the end of the discussions, members appreciated the relevance of having systems in place to ensure efficient use and monitoring of the association's

resources. Members however expressed concern over the need to educate members at the various levels to appreciate what has been taught for members to adhere to it. Members were assured that after the review, the draft SOPs would be presented to the National Executives for their final input before it would be finalized. When finalized, all executives at the various levels would be educated on it, and copies would be printed for them.

2.3 Reviewing and developing the Administrative Manual

The second meeting of the Working Committee was on 25th February, 2018 at the SNV Accra office to review the drafted Administrative Manual. Before the day's review was started, participants were asked if there were any concerns as per the previous discussions on the Financial Manual. Some participants said they were very grateful for developing the manual because upon reflecting on it, they realized it would be very useful for the association. The second meeting saw members of the committee reviewing the drafted Administrative Manual of the association. Some of the inputs made into the drafted Administrative Manual for NAFPTA by the committee members were;

2.3.1 Recruitment

- It was agreed that every position should be advertised both internally and externally.

2.3.1 Probation and Confirmation

- The committee asked for the proposed probation period to be changed from six (6) months to three (3) months after which the employee would be eligible for confirmation, subject to an assessment report.

2.3.2 Attendance at work

- It was agreed that in a situation where an employee needed to embark on a planned personal trip, permission should be sought by the employee at least three (3) days to the set date. Seeking permission for planned trip on the same day of the trip would constitute an offence, subject to disciplinary action.

2.3.3 Staff Development and Study Leave

- The minimum number of years that an officer needs to serve NAFPTA before qualifying for study leave was reviewed from three (3) years in the drafted manual to five (5) years.

2.3.4 Salary and Allowances

- The date for paying employees of NAFPTA was set at 25th of every month.

2.3.5 Resignation

- The committee agreed that in case of retirement on the grounds of occupational ill health or injury, the affected employee would be paid severance of his/her basic salary multiplied by the number of years worked.

2.3.6 Death of an employee

- The committee agreed that in the case of death resulting from an accident, which occurs in the course of one's duty, the deceased's next of kin would be paid severance due the deceased, in addition to an amount to be decided by the Board.
- Upon the death of a serving employee, NAFPTA will present to the bereaved family drinks and cash donation as specified in Annex 'A'.
-

2.3.7 Annex 'A'

- **Overtime**
The rate for overtime was fixed at GH¢10.00 per hour for every extra hour worked
- **Medical Care**
The committee indicated that a clause should be put in the manual that all employees of NAFPTA are exempt from any approved health insurance schemes. This meant that only medical bills not paid by the insurance policy would be refunded to employees.
- **Overnight allowance**
These were fixed as follows

| | |
|---|-----------|
| Project officers, Technical Support Staff | GH¢100.00 |
| Administration staff, Drivers | GH¢80.00 |
| Program coordinator, Program Officers | GH¢100.00 |
- **Housing and Transport Allowance**
Transport allowance was fixed at GH¢50.00 per month
In case of an employee using a motorbike for NAFPTA duties, NAFPTA would provide fuel for the motorbike.
- **Transfer Allowance**
The committee agreed that NAFPTA would not pay for the cost of transportation of the employee as well as his/her belongings, since the relocation would cater for that cost.

2.4 Reviewing and developing the Board Charter

The third meeting of the working committee was held on 31st February, 2018 at the SNV Accra office to review the drafted Board Charter for NAFPTA. Discussions on the drafted Board Charter faced a major challenge in the sense that NAFPTA at the moment does not have a Board, and was presently running on the National Executives system. The committee came into agreement that though the association does not have a Board, it is prudent to develop the Board Charter for future constitution of a Board. The following inputs were made into the Board Charter:

2.4.1 Chair and Deputy Chair

- The committee agreed that the appointment of the Chair and Deputy Chair for the Board should be done in conformity with what the NAFPTA constitution says about selecting its leaders.
- It was also agreed that the roles and responsibilities of the Board should be synchronized with the roles and responsibilities of the National Executives as outlined in the constitution.
- The Board shall meet quarterly, in addition to any emergency meeting that might arise

2.4.2 Members' remuneration

- It was agreed that the amount would be determined annually by the Board, taking into consideration any limitations imposed by the organization's financial and administrative policies.

2.4.3 Provision of business or professional services by members

- The committee indicated that where a member of the Board has special expertise or services in a particular field required by NAFPTA, that member can be engaged but his/her engagement must be supported by a justification.

SECTION 3: WORKSHOP TO DISCUSS DRAFTED SOPs

The team together with NAFPTA organized a workshop for the National Executives of NAFPTA to present the drafted SOPs to them for their input and finalization.

3.1 Welcome note and purpose of gathering

Mrs. Sarah Naa Dedei Agbey gave the welcome address and purpose of gathering to the workshop. In her introduction she stated that the purpose of the workshop was for participants to make inputs into the drafted SOPs. She said organizations do not need strong people, they rather need strong institutions. She added that NAFPTA can only be strengthened through strong institutions and SOPs. She assured participants that after the finalization of the SOPs, copies would be made for executives and members as working documents for the association.

3.2 Message from NAFPTA

The national president of NAFPTA (Mrs. Regina Solomon) delivered a message from NAFPTA to the participants. In her message, she thanked SFMP and SNV for the assistance being given to NAFPTA in building their capacity by assisting them in developing their SOPs. She informed participants that NAFPTA was initially registered as an NGO, but processes have been initiated to change the organization's status from NGO to an Association. She also assured participants that the ministry has approved the disbursement of money that was promised the association so they would be receiving the money soon. She added that the ministry has also approved the distribution of free Ahotor ovens to selected fish processors.



Figure 1. NAFPTA National President delivering her message from NAFPTA to participants

In conclusion, she asked participants to take activities at the workshop very serious to ensure that together they would help the association to develop.

3.3 Presentation on the Financial Policy

The team from SNV took participants through the drafted Financial Policy for NAFPTA. Through the presentation, participants appreciated the fact that there is the need to change how monetary activities were carried out in the association. Participants had thorough discussion on some aspects of the policy, such as the need to deposit funds into the account before being spent. At the end of the discussions participants understood the need to deposit any and all income into the account of the association before withdrawing for use. Participants complained about instances where members pay dues at programs; and the money is expected to be used to settle other costs. Participants were advised to desist from that so that the bank statement and the records book would balance at all times.

| Bank Statement | | General Ledger | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------|---|------------|-------------|--|--|------|-------------|-------|--------|---------|---------------|----------------|-----------|--|-------------|---------------|----------------|----------|--|-----------|---------------|----------------|------|--|-----------|---------------|----------------|--|------------|-----------|---------------|----------------|-------|--|-----------|---------------|----------------|--------|--|-----------|---------------|----------------|----------|--|-----------|---------------|----------------|-------|--|-----------|---------------|----------------|--|----------|-----------|
| <p>Lake City National Bank 272 Golden Street P.O. Box 6458 Lake City, XX 12345</p> <p>Statement date: July 1, 20X3 - July 31, 20X3 Statement for: The Tackle Shack 445 Main Street Lake City, XX 12345 Account # 76-7888-0987</p> | | <table border="1"> <thead> <tr> <th>Date</th> <th>Description</th> <th>Debit</th> <th>Credit</th> <th>Balance</th> </tr> </thead> <tbody> <tr> <td>July 22, 20X3</td> <td>Journal page 7</td> <td>\$ 375.62</td> <td></td> <td>\$44,234.61</td> </tr> <tr> <td>July 24, 20X3</td> <td>Journal page 7</td> <td>2,779.59</td> <td></td> <td>41,455.02</td> </tr> <tr> <td>July 24, 20X3</td> <td>Journal page 7</td> <td>9.31</td> <td></td> <td>41,445.71</td> </tr> <tr> <td>July 25, 20X3</td> <td>Journal page 7</td> <td></td> <td>\$3,909.65</td> <td>45,355.36</td> </tr> <tr> <td>July 25, 20X3</td> <td>Journal page 7</td> <td>30.30</td> <td></td> <td>45,325.06</td> </tr> <tr> <td>July 30, 20X3</td> <td>Journal page 7</td> <td>109.00</td> <td></td> <td>45,216.06</td> </tr> <tr> <td>July 30, 20X3</td> <td>Journal page 7</td> <td>1,196.69</td> <td></td> <td>44,019.37</td> </tr> <tr> <td>July 30, 20X3</td> <td>Journal page 8</td> <td>50.00</td> <td></td> <td>43,969.37</td> </tr> <tr> <td>July 31, 20X3</td> <td>Journal page 8</td> <td></td> <td>3,565.93</td> <td>47,535.30</td> </tr> </tbody> </table> | | | | | Date | Description | Debit | Credit | Balance | July 22, 20X3 | Journal page 7 | \$ 375.62 | | \$44,234.61 | July 24, 20X3 | Journal page 7 | 2,779.59 | | 41,455.02 | July 24, 20X3 | Journal page 7 | 9.31 | | 41,445.71 | July 25, 20X3 | Journal page 7 | | \$3,909.65 | 45,355.36 | July 25, 20X3 | Journal page 7 | 30.30 | | 45,325.06 | July 30, 20X3 | Journal page 7 | 109.00 | | 45,216.06 | July 30, 20X3 | Journal page 7 | 1,196.69 | | 44,019.37 | July 30, 20X3 | Journal page 8 | 50.00 | | 43,969.37 | July 31, 20X3 | Journal page 8 | | 3,565.93 | 47,535.30 |
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| July 31, 20X3 | Journal page 8 | | 3,565.93 | 47,535.30 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>CHECKING SUMMARY</p> <p>Previous statement balance on 06-30-X3 46,543.89</p> <p>Total of 4 deposits + 31,209.11</p> <p>Total of 16 withdrawals - 27,077.77</p> <p>Interest earnings + 119.34</p> <p>Service charges - 55.00</p> <p>New balance 50,739.57</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Figure 2. Slide explaining Bank Reconciliation to participants

The slide in Figure 2 above was used to explain to participants the need to deposit all funds into the association’s bank account before the money is spent. If money is recorded and

deposited in the account before expenses are made, the bank balance and the ledger balance would be the same; any discrepancies thereof is easily traceable and can be corrected.

LEASES

A. REAL ESTATE

1. The Executive Secretary will review leases prior to submission to the Board of Directors for approval.
2. All leases, clearly delineating terms and conditions, will be approved by the Board of Directors and signed by the Board Chair.
3. The Executive Secretary will keep a copy of each lease on file.
4. The Accounts Officer will be notified of each lease and lease specifications, and will make proper general journal entries for same



Figure 3. Slide on how lease issues should be handled by the association as per the financial manual



Figure 4. Facilitator leading discussions on the Financial Policy Manual

During the discussions, participants appreciated the need to pay employees according to hours of work done as indicated on their timesheet, in order to avoid paying employees for no work done. It was explained to participants that this approach ensures effective way of monitoring staff performance.

Time Sheet Template

Weekly Employee Time Sheet

Employee Name: _____ Hourly Rate: _____

| Date | Day | Start | Finish | Breaks | Total Hours |
|------|-----------|-------|--------|--------|-------------|
| | Monday | | | | |
| | Tuesday | | | | |
| | Wednesday | | | | |
| | Thursday | | | | |
| | Friday | | | | |
| | Saturday | | | | |
| | Sunday | | | | |

Total Hours Worked: _____
Total Pay: _____

Employee Signature

Employee Signature

Figure 5. Slide on sample of timesheet shown to participants

3.4 Presentation on the Administrative Manual

Participants were taken through the draft Administrative Manual for discussion and inputs where necessary. The manual was to help NAFPTA have a laid down procedure to guide it during recruitment and establishing terms of conditions for employees. It also gives guidelines on the day-to-day running of the association, to ensure efficient management of the resources of the association.

MEDICAL EXAMINATION

- All engagements shall be made subject to medical fitness.
- All new employees are therefore required to undergo a medical examination by a Registered Medical Officer approved by the NAFPTA Executives at the various levels (depending on the level of employment) who will send a report directly to NAFPTA.



Figure 6. Slide on employees undergoing medical examination

WORKING TIME CONDITIONS

HOURS OF WORK

- The normal working week shall be 40 hours worked over five days of 8 hours a day for all employees except where otherwise stated in an employee's letter of appointment.
- Working hours shall be from 8:00am to 5:00pm. Monday to Friday with a break for lunch from 12:30 pm to 1:30pm



Figure 7. Slide on working time conditions for employees



Figure 8. Facilitator addressing questions from the participants

During the discussions, the participants appreciated the need to have the administrative policy in place to ensure effective management of the resources of the association.

3.5 Presentation on the Board Charter

The presentation on the Administrative Manual was followed by a presentation and discussion on the drafted Board Charter for NAFPTA. This document is to guide the NAFPTA Board in its activities.



Figure 9. Facilitator taking participants through the Board Charter

During discussions it was agreed that since NAFPTA presently does not have a Board, the national executives would act as the Board. In view of this, subsequent elections of national executives of NAFPTA would take into consideration the composition of the Board of Directors as stated in the Board Charter. Participants asked that the functions of the Board should be inculcated into the Board Charter as per the functions of the national executives stipulated in the constitution of NAFPTA.

- **VISION: our vision is to organize ourselves, identify our common strengths and weaknesses and together as a whole work with a common voice to advocate for policies that will sustain and promote our businesses.**
- **MISSION: is to promote the coordination, information and enhance capacity development among stakeholders in the fisheries sector in Ghana.**



Figure 10: vision and mission of NAFPTA

14. Members are entitled to have access, at all reasonable times to all relevant organization's information.

15. Members are expected to strictly observe the provisions of the Act applicable to the use and confidentiality of organization's information



Figure 11. Slide on Board Members' use of information on NAFPTA

Members' remuneration

The board will determine the level of remuneration paid to members within any limitations imposed by organization's financial and Administrative policies. Amount to be paid would be reviewed annually by the board



Figure 12. Slide on remuneration for Board Members



Figure 13. Facilitator addressing questions from the participants

Participants also agreed that the Board should not be restricted in terms of the formation of committees. Formation of committees should be left open, so that the Board forms committees as and when it deems necessary.



Figure 14. NAFPTA National President in a discussion with the facilitator during break

SECTION 4: CONCLUSION

Participants agreed that there is the need to change how things are currently done in the association to ensure that the association grows, and most importantly become independent.

With the help of SNV's Capacity Development team, the executives of NAFPTA have finalized their Financial Manual, Administrative Manual and the Board Charter. Hence the workshop was successful.

Copies of the finalized documents would be printed and given to the executives and members of NAFPTA as their working documents.