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SUSTAINABLE FISHERIES MANAGEMENT PROJECT (SFMP)

SYNTHESIS REPORT: FINAL CIVIL SOCIETY ORGANIZATIONS (CSO) ORGANIZATIONAL CAPACITY ASSESSMENT (OCA)

MARCH 2019

THE
UNIVERSITY
OF RHODE ISLAND
GRADUATE SCHOOL
OF OCEANOGRAPHY



Hɛn Mpoano



Friends of the Nation

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Citation: Agbey, S., Etsra, H.E. (2019). Synthesis Report: Final Civil Society Organizations (CSO) Organizational Capacity Assessment (OCA). The USAID/Ghana Sustainable Fisheries Management Project (SFMP). Narragansett, RI: Coastal Resources Center, Graduate School of Oceanography, University of Rhode Island GH2014_CAP045_CRC. 23 pp.

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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 team and do not necessarily reflect the views of USAID or the United States Government.

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ACRONYMS

CRC-URI	URI Coastal Resources Center-University of Rhode Island
CSO	Civil Society Organization
HR	Human Resource
LOP	Life of Project
GITA	Ghana Industrial Trawlers Association
EoP	End of Project
DAA	Development Action Association
CEWEFIA	Central and Western Fishmongers Improvement Association
FoN	Friends of the Nation
HM	Hen Mpoano
GNCFC	Ghana National Canoe Fishermen Council
NAFPTA	National Fish Processors and Traders Association
NAFAG	National Fishers Association of Ghana
NGOs	Non-Governmental Organizations
OCA	Organizational Capacity Assessment
SFMP	Sustainable Fisheries Management Project
SNV	Netherlands Development Organization
USAID	United States Agency for International Development

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ACKNOWLEDGEMENTS

The Organizational Capacity Assessment Team would like to acknowledge the support of the Sustainable Fisheries Management Project Team for their unflinching support and belief in the capacity development of local partners. This has for the duration of the project brought some organizational soundness and hope to some local partners through compliance measures introduced in their organizations.

The assessment team would also like to acknowledge the support of all the organizations for their forthrightness during the process and sincere desire to strengthen and sustainably grow their organizations. This is exactly the type of commitment and level of interest required for an organization to be successful in such an initiative as this.

EXECUTIVE SUMMARY

The Organizational Capacity Assessment (OCA) which started in 2015 with local implementing partners of the Sustainable Fisheries Management Project is in its fourth year of implementation. The objective of the OCA was to ensure that local partners of the project have robust systems and structures to enable them in their capacity to provide quality and sustainable services to their constituents by implementing and sustaining the fisheries sector results that SFMP supports, and also to improve their readiness and capacity to receive direct funding from USAID and other donors.

In the course of conducting the assessment for the project's local implementing partners, some national membership associations in the fisheries sector expressed interest to have their organizations assessed to help grow and develop their organizations' governance and program management processes and systems. This request was approved by the Chief of Party, as the importance of national membership associations representing large numbers of actors in the sector was recognized. These associations were, thus, also guided through the OCA process.

The project is coming to a close and the OCA Team conducted End of Project (EoP) evaluations for the various organizations as follow up to their baseline and mid-term assessments. The organizations that benefitted from the CSO OCA process and their progress are summarized as follows:

- Friends of the Nation (FoN)
- Hen Mpoano (HM)
- Development Action Association (DAA)
- Central and Western Fishmongers Improvement Association (CEWEFIA)
- Ghana National Canoe Fishermen Council (GNCFC)
- National Fish Processors and Traders Association (NAFPTA)
- National Fishers Association of Ghana (NAFAG)
- Ghana Industrial Trawlers Association (GITA)

Daasgift Quality Foundation (DQF) was part of the baseline OCA, but their partnership under SFMP ended after their mid-term assessment and they did not advance after the mid-term review stage of the OCA to the EoP OCA stage.

NAFPTA, NAFAG and GITA were not among the original organizations that started the OCA process, but after showing interest and with approval from the Chief of Party (CoP), they had their baseline assessment after the second year of project implementation. For the remainder of this report for purposes of confidentiality organizations will be identified by their institutional type, Local NGOs (HM and FoN), Regional Membership Organizations (DAA and CEWEFIA), and National Membership Organizations (GNCFC, NAFPTA, NAFAG, and GITA).

A summary of OCA Results at baseline and midterm is presented in Table 1 below. Based on the discussions, review of each organization's capacity development action plan, and the End of Project assessment, it was evident that the Local NGO's and Regional Membership Associations chosen as implementing partners of SFMP are closer to having robust systems and structures in place to enable them in their capacity to provide quality and sustainable services to their constituents, and in their readiness and capacity to receive direct funding from USAID and other donors. These four organizations are better placed in terms of their strength to play their important roles in the fisheries sector and to be drivers for effectively sustaining results the project has achieved over the last five years. These organizations got external donor funding other than SFMP, which is an indication that they are becoming

strong enough to continue to fundraise for sustainable implementation of activities in the sector. The key action plan item that these organizations implemented was to develop stronger financial management systems, which builds the confidence donors have in an organization's ability to manage finances effectively and efficiently. The analysis indicated that the four National Membership Associations do not yet have the adequate governance and program management processes, systems, and structures in place to provide high quality and sustainable services to their constituents for implementing and sustaining fisheries management improvements. The major challenge the National Associations had was their inability, by the EoP OCA, to have systems in place to improve their Human Resources, Financial Management and Programs, which resulted in a low score for the organizational sustainability

Table 1 Table of values for Baseline and Final OCA Scores for Organizations

ORGANISATION	OCA SCORE											
	GOVERNANCE		SUSTAINABILITY		PROGRAMS		FINANCIAL MGT		EXTERNAL REL.		HUMAN RES.	
	Baseline	Final	Baseline	Final	Baseline	Final	Baseline	Final	Baseline	Final	Baseline	Final
Local NGO 1	5	5.4	3.7	5.2	4.2	5	3.8	5.7	4.8	5	5.1	5.3
Local NGO 2	4.3	5.9	4.5	5.7	5.2	6	4.9	6	5.2	5.7	5.1	5.8
Reg. Assoc. 1	4	6	3	5	4	6	3	6	4	6	3	6
Reg. Assoc. 2	4	5	4.3	5	4.4	5	3.9	5	3.9	5	3.3	5
Natl. Assoc. 1	3.2	3.4	2.6	3.6	3.3	3.3	2.3	2	3.3	3.6	2.2	2.1
Natl. Assoc. 2	2.9	3.2	2.7	2.8	3.1	2	1.6	2	3.6	3.5	3.5	2
Natl Assoc. 3	2.2	2.5	1.8	1.3	1.6	1.5	1	1	3.2	2.8	1	1
Natl. Assoc. 4	2.3	3.1	0.5	2.7	1.4	2.2	1.3	1.6	2.3	3.6	2.5	2.8

SECTION I: BACKGROUND

USAID has committed approximately \$24 million for the implementation of the 5 year Ghana Sustainable Fisheries Management Project (SFMP) running from October 2014 to October 2019. The project is tasked with rebuilding marine fisheries stocks and catches through adoption of responsible fishing practices. This important project contributes to the Government of Ghana's fisheries development objectives and USAID's Feed the Future Initiative.

To become strong and effective, organizations must assess and analyze the roots of their successes and challenges. As part of the project, SNV led the capacity building component to support and prepare local civil society organizations to ensure that these local partners of the project have robust systems and structures enable their capacity to provide quality and sustainable services to their constituents by implementing and sustaining the fisheries sector results of SFMP, and also to improve their readiness and capacity to receive direct funding from USAID, and other donors.

The local organizations that benefitted from the Capacity Development are

- Friends of the Nation (FoN)
- Hen Mpoano (HM)
- Development Action Association (DAA)
- Central and Western Fishmongers Improvement Association (CEWEFIA)
- Ghana National Canoe Fishermen Council (GNCFC)
- National Fish Processors and Traders Association (NAFPTA)
- National Fishers Association of Ghana (NAFAG)
- Ghana Industrial Trawlers Association (GITA)

The objective of the capacity development initiative was to facilitate and support the development and strengthening of capacities of key local partner organizations to:

- Allow for effective implementation and sustainability of the fisheries sector results SFMP supports.
- Improve the quality and sustainability of the services local organizations provide to their constituencies
- In the case of civil society organizations (CSOs), better position them to be ready and capable of receiving direct funding from USAID and other donors.

The OCA process was carried out in 3 steps:

- **Step 1-** Self- Assessment
- **Step 2-** Full OCA On-Site Assessment
- **Step 3-** Participatory Evaluation of Results and Action Plan Development.



To promote ownership of the capacity development intervention, SNV/CRC-URI used participatory self-assessment tools that included input from the constituencies served by the partner organizations; CSO's and key government institutions and universities.

For CSOs, the self-assessment was used in addition to the OCA tool to benchmark each organization at the beginning, midpoint and end of the project. Results of the baseline assessments identified each organization's needs and priorities.

Following the OCA, a tailored Action Plan was developed in collaboration with each organization. The Action Plan allowed each organization to measure their progress and ensure they were on track for achieving their objectives. Steady progress over the Life of Project (LOP) is very important and the Action Plan assists with keeping each organization on track. Progress according to the Action Plan was measured and monitored regularly throughout the LOP.

For the purposes of this report we identify three types of CSO partners. National Membership Associations like NAFPTA, NAFAG, GNCFC, and GITA, governed by and acting in the interest of their members; Regional Membership Associations that are governed by and act in the interest of their members, but are regional in scope like CEWEFIA and DAA, and Non-Governmental Organizations (NGOs), like Hen Mpoano and FoN, governed by a board of Directors that is not controlled by the constituents they serve. The two Local NGOs and the two Regional Membership Associations were chosen by SFMP as implementing partners (sub-awardees), in part because of their existing capacity.

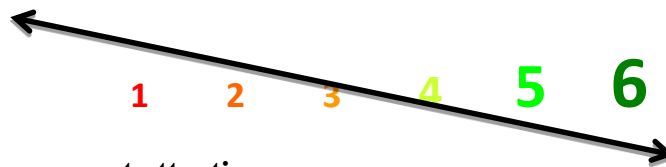
1.1 Scoring

The OCA was categorized into 6 main topical issues including:



The OCA scale is scored from 1- 6 with “1” representing a very urgent need and “6” suggesting no need for improvement. The assessment scale was instrumental not only in understanding the status of the capacity of the local organizations, but also assisted in prioritizing focus areas during action plan development.

Organizational Capacity Assessment Scale



- 1= Needs very urgent attention**
- 2= Needs urgent attention**
- 3= Needs many improvements, but without urgency**
- 4= Needs to improve some aspects, but without urgency**
- 5= Needs some minor adjustment, but without urgency**
- 6= No need for improvements**

During the OCA sessions, it was stressed to all organizations that it was to their benefit to be fully open and transparent on their self-assessments as well as with the assessment team during the on-site assessments.

During the orientation, it was also clarified that members of the assessment team were the facilitators and not the judges, and were there to support them to identify and work through their weaknesses to become strong organizations fully prepared and well-positioned to be effective in accomplishing their missions and sustainable in supporting fisheries sector improvements and their country’s development for decades to come. It was communicated that their success is SFMP’s success and ultimately Ghana’s success. This high level of trust developed with partner organizations promoted the free flow of information and open dialogue throughout the process.

SECTION 2: END OF PROJECT SYNTHESIS

This synthesis report highlights the common themes of all eight assessed organizations in a consolidated manner. Data and information has been pulled from each individual organizational EoP, baseline, and mid-term OCA. The synthesis report is particularly useful in determining at a glance the progress made by each organization since baseline and the extent to which each organization was able to carry out activities that were agreed upon in its’ Action Plan. It also provides a comparative analysis of each organisation’s closeness to having systems and structures in place to enable their capacity to provide quality and sustainable services to their constituents, implement and sustain the fisheries sector results of SFMP, and also to improve readiness and capacity to receive direct funding from USAID and other donors.

2.1 Governance

All the organizations assessed have a governance structure that oversees general operations and to which the Executive Leadership is accountable. As noted above there are two general types of governance structures, NGOs with governance structures that are not controlled by the beneficiaries served by the organization and membership associations governed by and serving their members. Although the capacity and engagement of these structures varied among the organizations assessed, overall the organizations see governance structures as

playing a positive and important role in their daily work. All the organizations assessed are legally registered and officially recognized by the Government of Ghana.

Though the baseline OCA indicated the need for most of these organisations to review their constitutions, the EoP OCA revealed that all organizations assessed have revised their constitutions and some had developed Standard Operating Procedures Manuals (SOPs) that direct the affairs of the organization and allow for complying with their constitutions. The constitutions of these organisations, although adopted from source documents, have now been modified to suit the needs of the organizations and the beneficiary groups they serve. Some of the constitutional revisions took into consideration the evolution of the governance structure of the organisation since it was founded.

The EoP OCA revealed that, although the organisations have reviewed their constitutions and developed SOPs, the National Membership Associations were not adhering to most of the provisions in the manuals. Based on the EoP OCA results, the Local NGOs and Regional Membership Associations were adhering to some extent to the operating procedures manuals. Although the baseline OCA indicted that Local NGOs had more detailed Administrative manuals, the EoP showed that all the organizations now have detailed manuals. Adherence to them was still not found to be comprehensive and consistent.

On the issue of board membership, the EoP OCA indicated that the Local NGOs and Regional Membership Associations and one of the National Membership Associations have Boards that are competent and they play oversight roles to help in organizational operations, including reviews of achievements of strategic goals, financial status and Executive Director Performance. However, some boards still need to have strong capacity to support fundraising and new business development.

The Board of one organization is yet to have a new Chairperson though currently there is an acting chairperson for the Board. At the time of the EoP OCA one National Membership Organization did not have a Board. Another has a Board, but it is yet to set a clearly defined time-limit to the Board members' mandates. Generally, the performance of the organisations during the baseline OCA improved at the time of the EoP OCA. Local NGOs and Regional Membership Associations generally made significant improvements in their Governance from Baseline scores of 4.3, 4.0 and 4, to scores of 5.9, 5.0 and 6 respectively at the EoP OCA. Most National Membership Associations could not make significant improvements in their Governance with Baseline scores of 3.2, 2.2 and 2.9 to EoP OCA scores of 3.4, 2.5 and 3.2 respectively. The fundamental weaknesses of the latter group were the lack of Board of Directors and lack of a Fiscal Committee responsible for managing finances. The National Associations are not able to systematically collect dues because they don't have a comprehensive membership list, and members are not willing to pay dues. Members of the OCA team identified that members are unwilling to pay dues because they think they don't get any benefits from the use of the dues they pay.

Three of the Local NGOs/Regional Membership Associations have set up fiscal committees, and these committees are now very strong and effective. These committees have the right personnel with the requisite skill set in systematically analyzing the financial management system, budgets and financial reports of the organization. One organization's fiscal committee is attached to the Board and they play effective roles at defining policies to ensure transparent accounting practices, making the committee one of the assets of the organization. Another organization does not have a fiscal committee, indicating a structural gap in financial oversight. The four National Membership Associations also did not have a fiscal committee at the time of the EoP OCA.

All the organizations assessed have a very strong executive team, but conflict of interest between governance structures and the executive team and between the executive team and staff are not in all cases well understood and formally identified. Adhering to the SOPs developed would have contributed to addressing some of the issues, but some of the organisations are not adhering wholly to the procedures in the SOPs.

All the organizations assessed have clear mission and vision statements which they comply with. This is a strength since their mission and vision strategy keeps them focused and this has made it easy for these organizations to relate effectively with their beneficiary group.

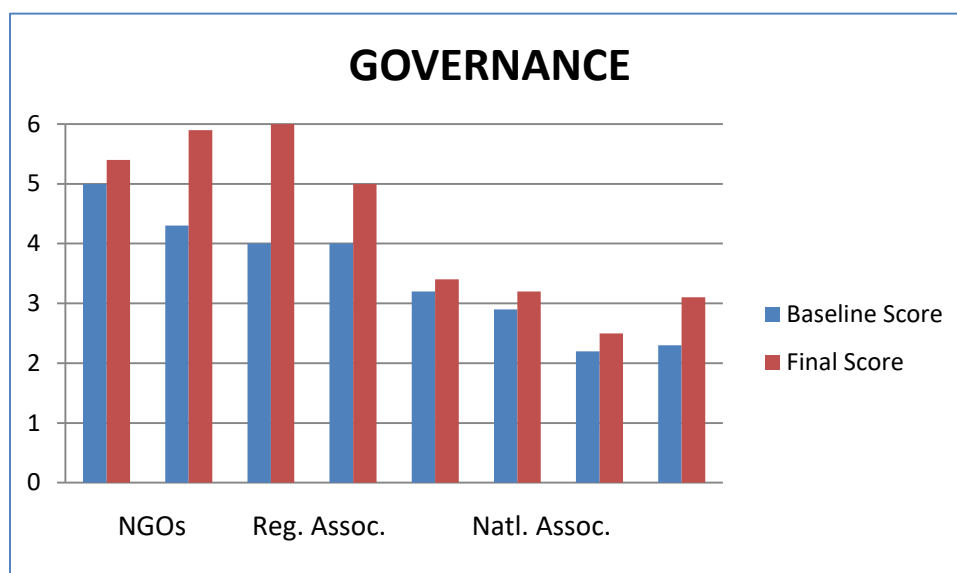


Figure 1: Comparative Scores - Governance

2.2 Human Resources

Most of the assessed organizations have written job descriptions with clear recruitment guidelines. The Local NGOs have more academically qualified staff strength than the other organisations at the time of the EoP OCA, with the minimum of master’s degree for key positions for one of them. One Local NGO does well in motivating staff by supporting the team to engage in consultancy services to enrich their CVs and also motivates them by making them leads of some projects. The National Membership Associations at the time of the EoP assessment did not have permanent staff. Two of these associations had interns seconded by SFMP whose support was ending.

Though the baseline OCA indicated that staff development was not incorporated into the annual plans of the organisations, most of the organisations at the time of the EoP OCA indicated the inclusion of staff development into their annual plans.

One common thread regarding supervision is the lack of orientation and feedback on staff work. It was noted that though some of the organisations conducted formally structured staff appraisals, the results did not necessarily inform staff development. Merit is generally not used by most of the organizations assessed for promotion on a pre-determined and documented salary scale or for determining annual increases, if any are given. The Local NGOs have more robust recruitment procedures compared to the other assessed organizations.

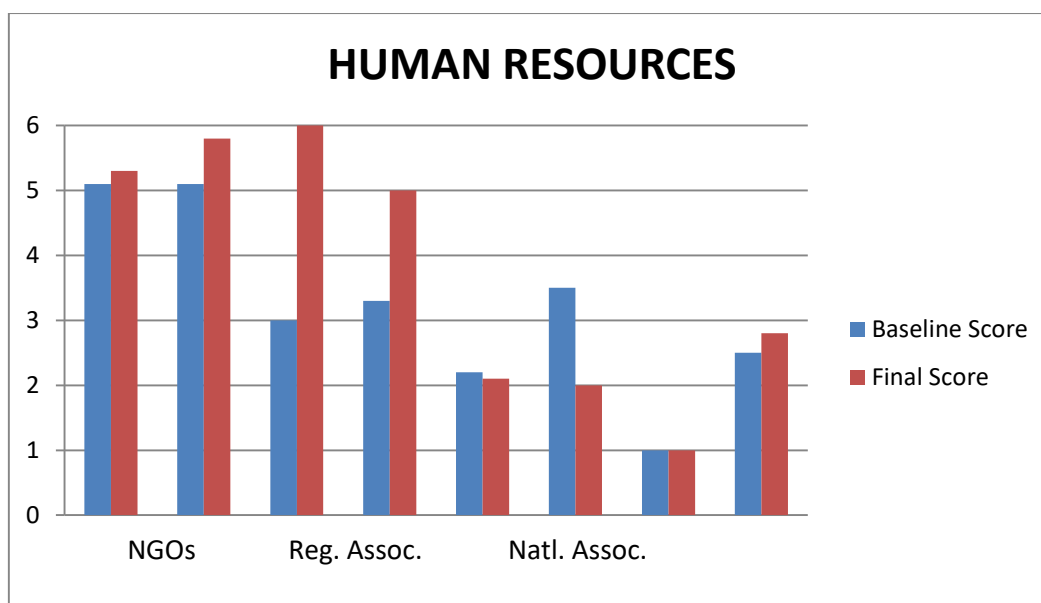


Figure 2: Comparative Scores - Human Resources

2.3 Financial Management

During the baseline OCA it was noted that the organisations conducted manual accounting practices. This problem was addressed by SFMP through the purchase of QuickBooks financial management software for all the local implementing partner organisations (Local NGOs and Regional Membership Associations). SFMP also organised periodic training of finance officers of these organisations on the use of the software. The provision of this software and training of finance officers has tremendously improved the financial accounting and reporting of the organisations. Institutional financial capacity supports to these partners, including quarterly expenditure verification, resources – quick books, and financial management training for core finance teams were a major boost for the growth and sustainability of the implementing partner organisations. The trainings and support increased transparency and accountability for partners in dealing with vendors, suppliers, consultants etc. The efficient periodic auditing of the implementing organisations has enhanced the images of these organisations, indicating strong financial management systems, and placing them at competitive levels with other organisations in terms of bidding for funds. One of the National Membership Associations purchased the QuickBooks financial accounting software on their own, but at the time of the EoP OCA, its finance officers could not use the software due to lack of training. The other National Membership Associations do not have an accounting system in place, either manual or electronic, for monitoring transactions.

One of the Regional Associations has only one staff with financial knowledge and this makes it risky for the organisation. The OCA revealed that compliance with the financial manual by all of an organization’s staff needs to improve, since this affects documentation especially as regards staff providing official receipts for transactions.

Three of the Local NGO/Regional Association SFMP partners make payments and purchases using cheques for threshold amounts. As a result, they have low rates of cash transactions for payments and purchases, using threshold amounts, making accounting and reporting easier.

On the issue of financial control and inventory management, some of the assessed organizations had coded all fixed assets though not all of them had fully complied. With the exception of three, all assessed organizations need to develop a more sophisticated inventory system to manage office supplies.

All the assessed organizations need to present full financial statements in their annual reports for public consumption. Financial reports should regularly include a balance sheet and statement of expenses against budget. Fiscal committees need to review and approve annual budgets and quarterly financial reports, which all the assessed organizations are not doing.

The assessment team observed that three of the National Membership Associations have extremely weak financial management. This has to be critically addressed with immediate effect. The fourth scored an average of 2 under financial management. This is because it has a good financial control and inventory system, but needs to develop the other sectors in the financial management capacity area.

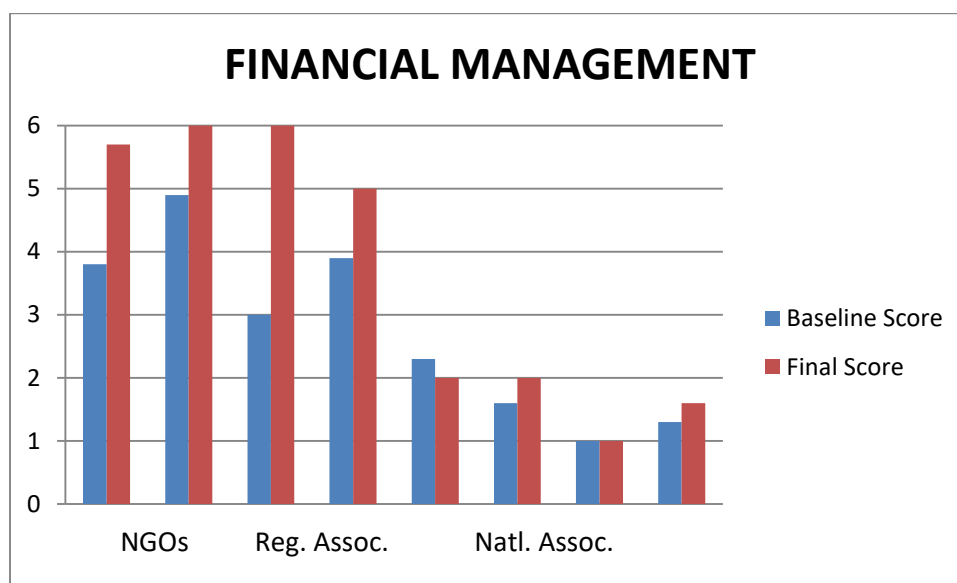


Figure 3: Comparative Scores - Financial Management

2.4 Programs

All the assessed organizations involve beneficiary groups in program design, though they rarely assess the feasibility of program goals.

One Local NGO involves beneficiary groups and other stakeholders in the identification and design of programs through the use of animators. In expanding the reach of their activities, they conducted an environmental scan of opportunities both geographically and in thematic sectors, and have developed manuals for community focal persons. One of such manuals is their Community Environmental Monitoring and Advocacy Group (CEMAG) Manual. Another Local NGO involves beneficiary groups in program design with focused group discussions at the community level. They need to perform program impact assessments for all projects as an organisation and not for donor purposes only. One of the Regional Associations involves women members in program design through a community meeting strategy. They also engage field officers for project implementation, which helps in project sustainability since the field officers are mostly community members. Another Regional Association uses their annual general meetings to reach out to beneficiary groups and stakeholders. At the time of the EoP assessment as part of program development, they had won funding from BUSAC and from the German Association of rural women. They need to conduct program impact assessments for all their programs to ensure the development of future interventions and for sustainability purposes. The EoP OCA revealed that National Membership Associations did not have Program Development Units, and that they need to take a critical look at this and organize programs for their members before the enthusiasm of members dies down.

All the assessed organizations have clear sectoral focus. One Local NGO’s sectoral focus is very impressive regarding knowledge transfer, advocacy, capacity building, networking and research in areas such as natural resource management, governance, fisheries, enterprise and community development. Another’s sectoral expertise is one of their assets as an organization. The OCA team concludes that they are an authority as regards fishery governance in Ghana. The Regional Associations are sector focused and they do not have intentions of deviating. The sectoral focus and expertise of the National Membership Associations are not used to organizing trainings for their members. This is a missed opportunity.

Regarding Program Monitoring and Evaluation, the EoP OCA indicated that three of the Local NGOs/Regional Associations have clear program indicators that are monitored and analysed regularly and results used for making program adjustments. Though the other Regional Association’s programs have clearly defined indicators of success, and data from monitoring is analyzed regularly, program impact is not measured. This organization’s Knowledge Management Systems need to be structured for effective program interventions. Most of the assessed organizations have yet to conduct and publish program evaluations on their web sites or in annual reports so it is accessible to the public especially when public funding has been used.

The National Membership Associations did not have direct programs running at the time of the EoP assessment for their members. That accounts for why the graph below shows low scores for them.

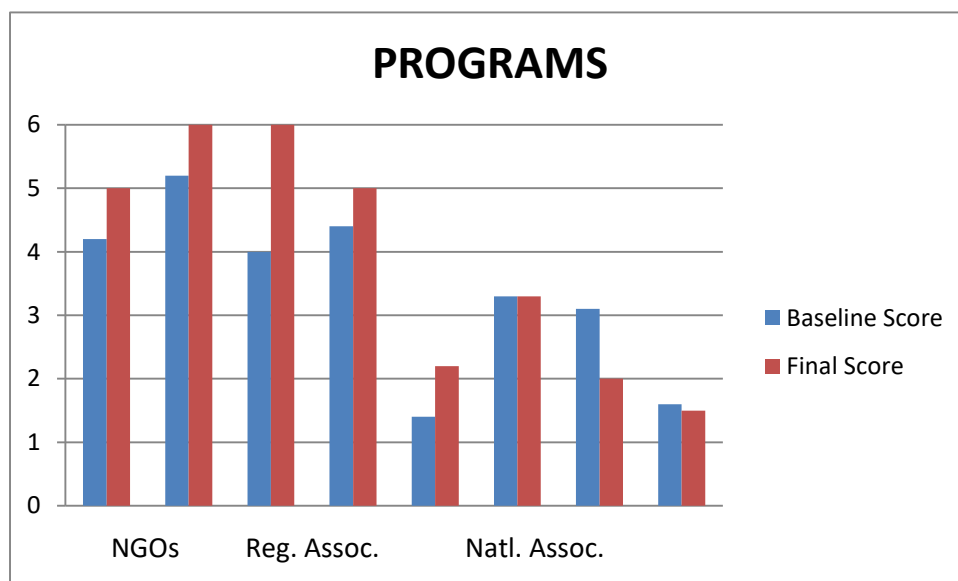


Figure 4: Comparative Scores - Programs

2.5 External Relations

Local NGOs and Regional Associations have good relationships with local NGOs. Two of them need to work on developing an organizational Communication Strategy and also improve the branding strategy document to cover other topical areas related to brand protection for stakeholder engagement purposes. At the time of the EoP assessment, one of these organizations was developing an abridged version of their Strategic Plan. A few of the National Associations need to do more as regards political insulation. External Actors, partners and even some members still perceive them as political, serving upstream political interests rather than understanding and representing membership.

Although all the assessed organisations have good relationships with donors and the private sector, this does not translate into receiving adequate funding, which is a worrying trend for most of the organisations.

Relationships with the media across the assessed organizations are good and these relationships should be maintained and strengthened. One Local NGO has employed a staff to boost their online and social media presence. All the NGOs have harnessed the potential of the broadcast media and the print media to reach a wider audience. The Local NGOs/Regional Associations have strategically groomed other people in the organization to engage the media who are called upon to give their views on pertinent issues in the fisheries sector, instead of calling on only the Chief Executives as used to be the case. This needs to be emulated by the National Associations to avoid personality relationships and build the organisation’s relationship with the media by projecting the organisation in the media landscape rather than their Executive Director and/or President.

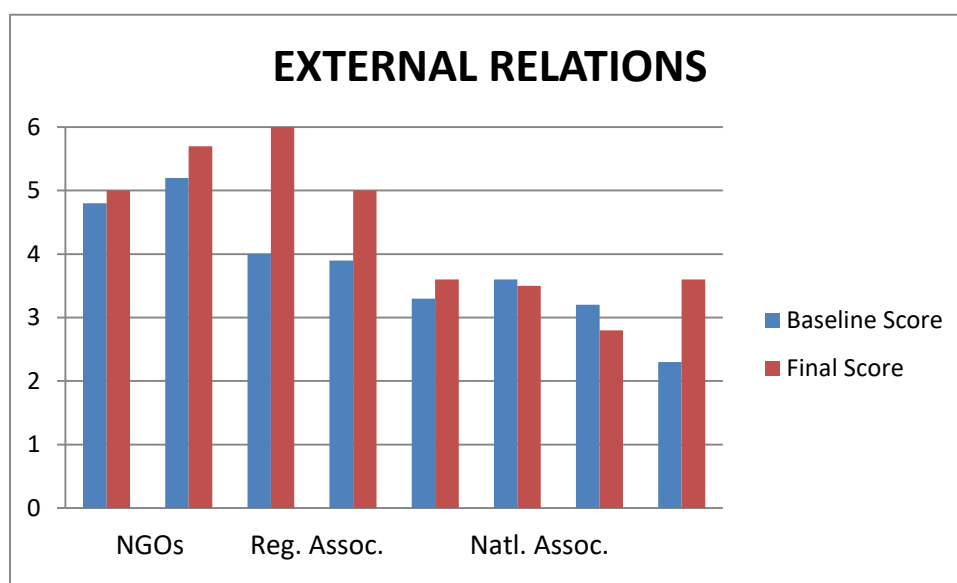


Figure 5: Comparative Scores - External Relations/Partnerships

2.6 Sustainability

All the assessed organizations need to work on establishing their financial sustainability, although the Local NGOs and Regional Associations are relatively stronger in this area than the National Associations. This is because the National Associations were not implementing any projects at the time of the EoP assessment, with some of their activities funded by or implemented under SFMP. Organisations have identified the need to strategically diversify their funding, and have made some progress in that, in order to improve their financial sustainability, which in turn would ensure institutional sustainability.

Most of the organizations assessed now have a fundraising strategy, which if implemented would improve their financial sustainability. DAA’s training center if managed effectively can greatly enhance their sustainability. The facility built by the SFMP is significant and may greatly change the image and financial status of DAA. There is the need for the SFMP to support DAA develop a business plan for the training center. CEWEFIA’s training center is expected to generate funds for the organization through trainings organized for beneficiary groups in respective communities. At the time of the EoP OCA, all the organisations were highly donor dependent making all the organizations susceptible to donor decisions. The Local NGOs and Regional Associations have positioned themselves strategically to respond to donor requirements and have even won some funding at the time of the EoP OCA. Out of

four proposals written by one Regional Association last year, they won two; one from BUSAC and one from the Social Development Fund.

The National Associations also need to strategically diversify their funding since the collection of dues from members is not yielding much. GITA is trying to overcome this funding challenge and has an agreement with the Ministry of Fisheries and Aquaculture Development (MOFAD), where an observer is placed on each vessel and the amount paid by the vessel as administrative cost for the services of the observer is managed by GITA and MOFAD.

On the issue of Program sustainability, the Regional Associations are supporting their beneficiary communities through the provision of some infrastructure. One supported the construction of a corn meal processing factory and a cassava processing factory which is being managed by the various communities. Another has also supported the construction of a primary school for beneficiary communities, which is helping the fish processors to concentrate on their income generating activity. Most of the organizations assessed generally ensure that interventions are owned by project beneficiaries. Working with Community Resource Management Areas, which is a strategy SFMP trained local NGOs/Regional Associations to include in their project implementation to sustain impacts, is also being implemented by the organisations.

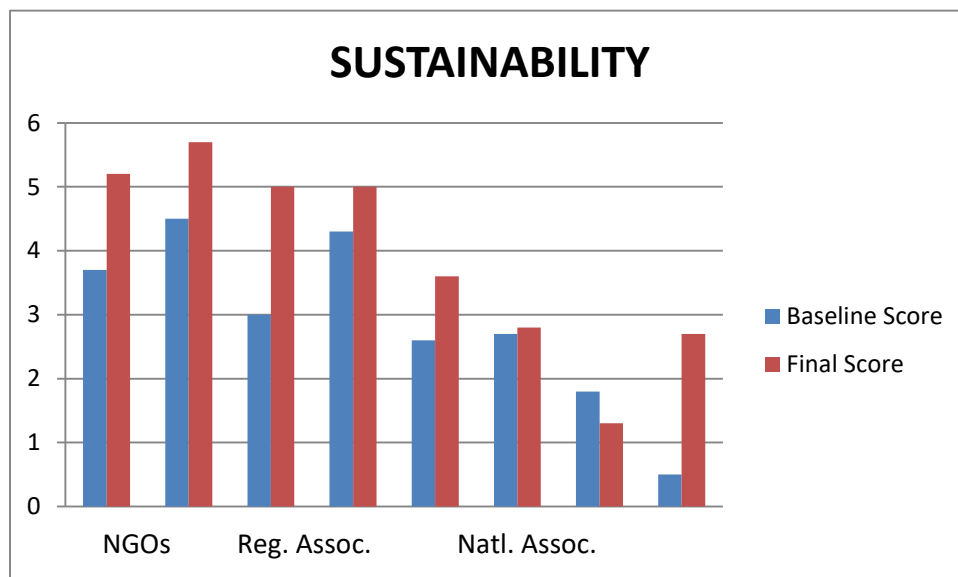


Figure 6: Comparative Scores - Sustainability

SECTION 3: GENERAL OUTLOOK FOR THE ASSESSED ORGANIZATIONS

The general outlook places the performance of the assessed organizations by type (Local NGOs, Regional and National Membership Associations) in perspective to identify their progress over time and their current stage of growth in relation to their own baselines and in relation to their peers. This was documented in the assessment through a general score for organizational development status over time. This will help suggest which organizations might benefit most from further capacity development support and the nature of the support needed.

Organizational Development Status

1= Non-functional

2= Nascent (Early Stages of Growth)

3= Emerging

4= Expanding

5= Mature

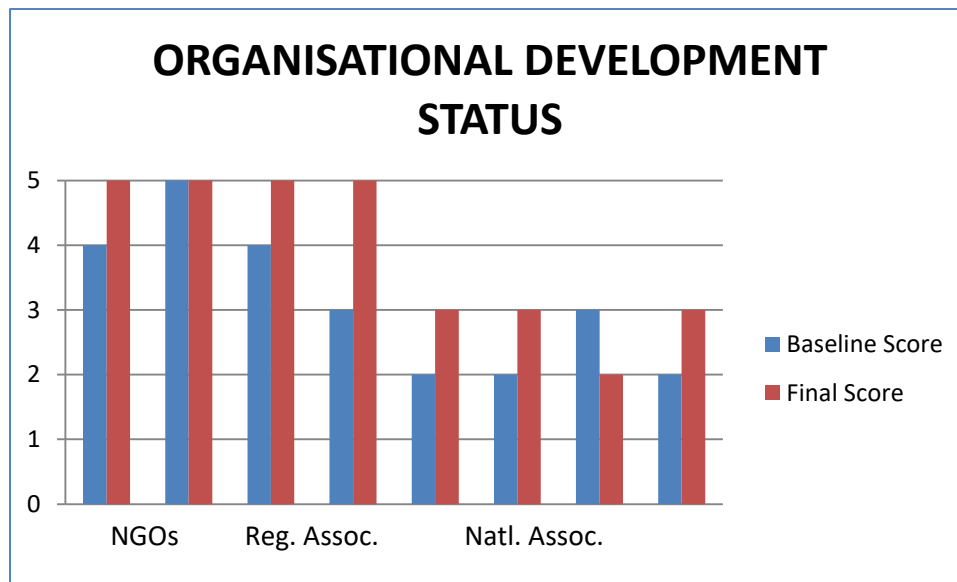


Figure 7: SFMP End of Project Capacity Assessment Outlook

The graph shows the development status of each of the organizations assessed and their performance per the data analysis. With regards to the Local NGOs and Regional Associations, there was a steady growth or development into the maturity stage of the development status. One maintained its' maturity stage (5), while two others moved from the expanding stage (4) to the maturity stage (5), with the fourth making impressive growth from the emerging stage (3) to the maturity stage (5).

Three National Associations grew from the early stage of growth (2) to the emerging stage (3), while one dropped from the emerging stage (3) to the early stage of growth (2). This indicated a non-performance on the part of that organization which therefore might need further capacity development support.

National Membership Association 1 from the data is in the stages of emerging as an organisation. Analysis of the assessment data gives a picture of this organization as in need of intentional support to achieve maturity. Its' lack of a functional secretariat contributed to its' low performance. It should develop a plan for sustainably equipping the secretariat with qualified personnel to serve as Executive Secretary for the organization and also ensure that the secretariat operates professionally.

National Membership Association 2 from the data is in the stages of emerging as an organisation. Analysis of the assessment data gives a picture of this association as an organisation that is in need of intentional support to ensure maturity. It has the prospect to become an association that brings integrity to the fishery industry; however, their slow progress during the EoP assessment was attributed to an internal wrangling within the association. The leadership however stated that the issue has been resolved so the association is back on track for growth and development. The technical capacity and the financial strength of the association are not in doubt though this strength may not translate necessarily into associational stability.

National Membership Association 3 from the data is in its nascent stage. This means it is in its early stages of growth. The data analysed gives a picture of an organisation that needs some major support to grow. The commitment of members is very much in doubt and the association's sustainability may be at risk. Its' score actually reduced from 3 to 2, which indicates that SFMP's contribution to the association's improvement did not yield the desired results.

National Membership Association 4 from the data is in the stages of emerging as an organisation. Analysis of the assessment data gives a picture of this association as an organisation that is in need of intentional support to ensure maturity. It needs a lot of support to realize its' potential. It is important to mention that without an effective and efficient secretariat and committed members, it may not be able to do much.

It is also important to state that the strategy in the project design as regards organizational capacity assessment for the National Membership Associations was a contributory factor to their lower scores recorded. These National Associations could have been assessed with an OCA tool that was different from what was used for the Local NGOs and Regional Membership Associations that were more mature. A different OCA tool would have been able to target the different aspects particular to this level of maturity and type of association and given a clearer indication of their performance with respect to the roles and responsibilities of the National Membership Associations. This is because the roles, responsibilities and objectives of the Local NGOs/Regional Membership Associations and the National Membership Associations differ and a different OCA tool for both groups would have been more appropriate.

SECTION 4: COMPLIANCE WITH ACTION PLANS PER ORGANISATION

The assessment team invested an entire day with each organization developing their Action Plans. The Action Plan was developed after each of the OCAs with the purpose of addressing the issues or weaknesses identified during the OCA. After the OCA and based on the issues identified, the Action Plan developed was designed to suit individual organisations based on the results from their OCA. The Action Plan was developed together with the organisations and it was comprehensive to address all the gaps identified during the OCA. The Action Plan was to support organizations in their organizational growth to ensure that local partners of the project have robust systems and structures to enable their capacity to provide high quality and sustainable services to their constituents by implementing and sustaining the fisheries sector results that SFMP supports, and also to improve their readiness and capability to receive direct funding from USAID, and other donors. Adherence to planned activities in the Action Plan would enhance the growth and development of the organisation.

The major activities stated in the Action Plan for the Local NGOs and Regional Associations were activities geared towards improving their financial and sustainability. One Local NGO had specific targets at their Financial Management, Programs and External Relations since those were the areas of weakness for them. Another had plans that targeted Financial Management, and Governance, since those were the areas of highest weakness. The two Regional Associations had action plans designed to place more emphasis on all areas of the OCA, Governance, Human Resources, Financial Management, Programs, External Relation and Sustainability, since their weakness was across the assessed areas. Comparatively, the Local NGOs and Regional Associations had improved scores at the EoP OCA as compared to their National Membership Association counterparts. This improvement in performance by the Local NGOs and Regional Associations could have been as a result of the fact that they

started the OCA process earlier than the National Associations and so had more time to implement activities in their action plan. Secondly, these organizations might have had a better score than the National Associations because they started stronger and were SFMP implementing partners/sub-awardees with more project supports like office, staff salaries, materials and equipment, required software, audits, activity budgets etc., leaving fewer gaps to be addressed.

The major activities stated in the Action Plan for the National Membership Associations focused more on Financial Management, Human Resources and Programs. Most of these associations did not have staffs to man the affairs of the association. These associations also did not have any running program and there was the need to address that weakness to ensure the sustainability of the association to continue implementing the results from the project. With the exception of one, all the National Associations started the OCA process after the second year of the project. This also affected the performance of the associations since they did not have enough time for the full implementation of activities stated in their Action Plans. Secondly, the National Associations started the OCA process with many gaps to be addressed because they were weaker, with lack of some major components like materials and equipment, required software, audits, and activity budget.

When these areas addressed in the Action Plans were implemented adequately, it impacted on the score for Sustainability of the organisation. The EoP assessment, took into consideration the compliance level of organisations with respect to their Action Plans. The performance of the organisations in terms of compliance to their Action Plans reflected in their performance during the EoP assessment.

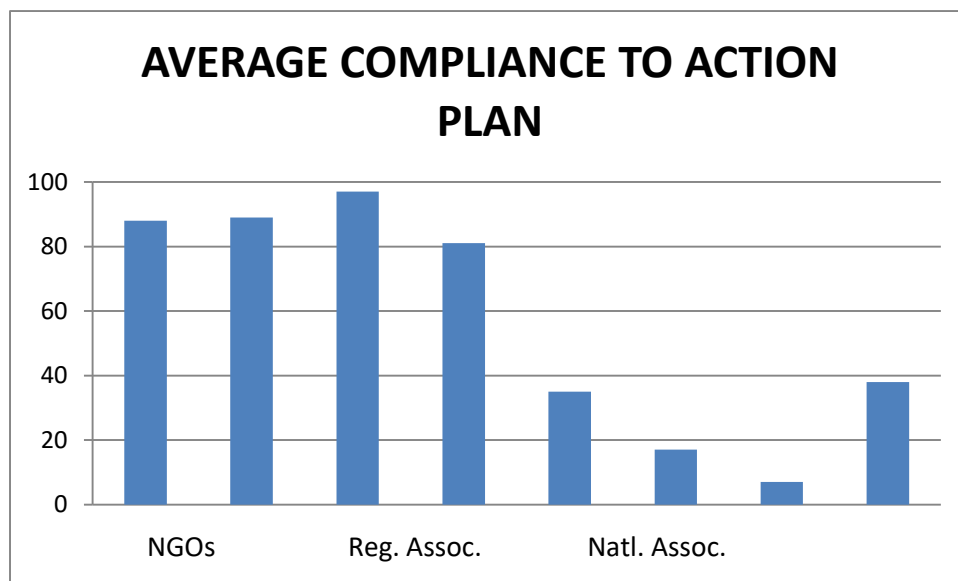


Figure 8: Comparative Scores - Compliance to Action Plan

SECTION 5: CONCLUSIONS

The objectives of the OCA as part of the project was to equip organizations with systems and structures that would enable them to provide quality and sustainable services to their constituents for implementing and sustaining the fisheries sector results supported by the project.

Per the discussions and review of the Action Plan and the End of Project OCA, it can be concluded that the four Local NGOs/Regional Membership Associations have adequate systems and structures enable their capacity to provide quality and sustainable services to their constituents for implementing and sustaining the fisheries sector results that SFMP supports, and also to improve their readiness and capability to receive direct funding from USAID and other donors. The analysis indicated that the four National Membership Associations did not at the time of the EoP OCA have robust systems and structures to enable their capacity to provide quality and sustainable services to their constituents for implementing and sustaining the fisheries sector results that SFMP supports, and also to improve their readiness and capability to receive direct funding from USAID and other donors. These associations can be ready if measures are put in place to ensure adherence to the activities stated in their Action Plans and SoPs developed.

It is also important to state that the strategy in the project design as regards organizational capacity assessment for the National Membership Associations could have contributed to the lower scores they recorded. These National Membership Associations should also be provided with an annual technical assistance and financial support as was done for the Local NGOs and Regional Membership Associations in a future project design if a similar performance on organizational growth is the aim.

In conclusion, the OCA had a strong awareness raising impact for all the local partners and has assisted these organizations to appreciate the need for growing systems and structures in their organizations.