

Ghana Cocoa Board

Policy Guidelines

(2019)

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Definitions

The following shall have the meanings attributed to them:

1. The Board shall mean Ghana Cocoa Board and its Divisions and Subsidiaries.
2. COCOBOD refers to Ghana Cocoa Board.
3. Chief Executive shall mean the Chief Executive or his Deputies appointed in accordance with the Ghana Cocoa Board Law, 1984 (PNDCL. 81) as amended.
4. Management shall include the Chief Executive, the Deputy Chief Executives and other officers as may be prescribed under regulations made by the Board of Directors.
5. Non-Executive Directors shall mean members of the Board of Directors who are not employees of the Board.
6. Senior Member of Staff is an employee who is on the officer grade.
7. Junior Member of Staff is an employee who is on the junior staff grade.
8. CRIG refers to Cocoa Research Institute of Ghana.
9. SPD refers to Seed Production Division.
10. CHED refers to Cocoa Health and Extension Division.
11. QCC Limited refers to Quality Control Company Limited.
12. CMC Limited refers to Cocoa Marketing Company (Ghana) Limited.
13. Divisions shall refer to SPD, CHED and CRIG.
14. Subsidiaries shall refer to CMC and QCC.
15. CRETEC refers to Cocoa Research and Extension Technical Committee
16. GCCSFA refers to Ghana Cocoa Coffee and Sheanut Farmers' Association.
17. PPRC refers to Producer Price Review Committee.
18. LBCs refers to Licensed Buying Companies.
19. FOB refers to Free On Board.
20. External Auditors shall refer to Auditors appointed by the Auditor General to examine the financial records of the Board.

Executive Summary

1.0 INTRODUCTION

The Ghana Cocoa Board Policy Guidelines (2019) is a consolidation of the existing policies, regulations and basic procedures of the Board's main operational guidelines, Human resource Policy and Financial Regulations.

Until now, these policy guidelines have been documented separately and the last review on the main Policy Guidelines was approved in May 1996.

1.1 Objective

The main objective of Management was to review the existing policies, taking into consideration the general changes in standard practices and procedures pertaining to the Cocoa Industry as well as changes in Government's labour and financial laws during the period 1996, 2009 and 2019.

1.2 Components of Policy Guidelines

The Policy Guidelines encompasses three main areas. These are:

- (a) The general Operational Guidelines
- (b) Human Resource/ Administrative Policy
- (c) Financial Policies, Regulations and Procedures

There are appendices which give detailed and extra information on the policy guidelines.

2.0 THE OPERATIONAL GUIDELINES

The section on Operational Guidelines highlights the Board's Mission Statement, Objects, Structure and the basic functions of Head Office and the respective Divisions and Subsidiaries.

The section also deals with other policies on internal marketing, processing and local consumption of cocoa.

- 2.1 In addition to these broad guidelines, each Division or Subsidiary shall maintain an operational manual to regulate its core activities.

2.2 Operational Linkages

The functional relationships among Head Office, Subsidiaries, Divisions and the Licensed Buying Companies (LBCs) have been spelt out in the guidelines.

2.3 Internal Marketing

The Policy Guidelines highlights on the broad procedures for internal marketing of cocoa.

COCOBOD shall license companies to be known as Licensed Buying Companies (LBCs) to purchase cocoa and other scheduled produce on the local market on behalf of the Board.

The detailed operational procedures and sanctions on breach of rules in the internal marketing are not included in the Policy Guidelines.

(The Manual is quite big and could not be incorporated in this document. However, it will be used side by side with the Policy Guidelines.)

2.4 Processing

The Board shall encourage the local processing of cocoa by private companies. The basic procedures for the supply of beans to the local processing companies are stated in the document.

3.0 HUMAN RESOURCE/ADMINISTRATIVE POLICY

The policies, rules and regulations under this section shall be applicable to Head Office, its Subsidiaries and Divisions.

The guidelines emphasise on standard principles of code of ethics, conflict of interest and confidentiality.

3.1 Employment, Appraisal and Promotions

The section has spelt out the procedures for engagement, appraisal and promotion of staff. All appraisals shall be documented and promotions shall be based on approved criteria as outlined by Human Resource Department.

3.2 Leave

A confirmed employee who completes twelve months' service shall be entitled to appropriate leave days. No employee shall forego his annual leave.

Detailed procedures for applying for the annual leave and other forms of leave are stated in the Policy Guidelines. The other forms of leave are:

- | | |
|-----------------------------|--------------------------|
| (a) Compassionate leave | (f) Sabbatical leave |
| (b) Casual leave | (g) Sick leave |
| (c) Study leave with pay | (h) Disembarkation leave |
| (d) Study leave without pay | (i) Leave of absence |
| (e) Maternity leave | |

3.3 Disciplinary Measures

The Guidelines have spelt out disciplinary measures on staff who misconduct themselves at work. The following shall constitute:

- | | |
|--|--------------------------------|
| (a) Dismissal | |
| (i) Embezzlement of funds | (vii) Falsification of records |
| (ii) Sentence to a term of imprisonment | (viii) Gross Misconduct |
| (iii) Stealing or any form of dishonesty | (ix) Breach of oath of secrecy |
| (iv) Wilful damage to the Board's property | (x) Rape |
| (v) Conviction on a criminal offence | (xi) Fraud |
| (vi) Drunkenness / Drug Abuse on the job | (xii) Assault and Battery |

(b) Termination

An employee's appointment shall be terminated on the following grounds:

- | | |
|------------------------|-------------------------------------|
| (i) Incompetence | (iv) Verbal assault |
| (ii) Insubordination | (v) Sexual harassment |
| (iii) Vacation of post | (vi) Negligence/dereliction of duty |

The Board of Directors shall, on the recommendations of respective Managements be responsible for the termination or dismissal of Managers and Directors.

The Chief Executive shall on the recommendations of the respective Managements be responsible for dismissal or termination of all other employees.

3.4 Medical Care

The guidelines on medical care for both employees and ex-employees and other dependants are expressly stated in the Policy document.

3.4.1 Medical Care for Serving Employees

- (a) The Board shall provide free medical care for its employees, one registered spouse, six children up to 18 years (and children up to 22 years and attending school or in

- apprenticeship).
- (b) Where adequate medical facilities are not available locally, the Board shall provide free medical treatment abroad for employees only on the advice of a properly constituted medical board.

3.4.2 Medical Care for Ex-employees and Dependants

- (a) Retired employees who have served for a minimum of fifteen (15) years, one registered spouse and two children up to 18 years (and 22 years and still in school) shall be given free medical care.
- (b) Retrenched employees who have served for a minimum of twenty-five (25) years continuously and have attained the compulsory retiring age, shall receive free medical care together with one (1) spouse and two (2) children up to 18 years (and 22 years and attending school or in apprenticeship).
- (c) Incapacitation: A person serving the Board who is retired on grounds of near or total incapacitation (no time limit in terms of age or length of service)
- (d) Staff who resigned after working continuously for twenty-five (25) years and have attained the compulsory retiring age.
- (e) A government appointee that is Chief Executive or Deputy Chief Executive who leaves the service of the Board.
- (f) A Director who serves the Board for at least ten (10) years and leaves the service of the Board
- (g) The registered spouse of an eligible staff would continue to receive free medical attention at Cocoa Clinic until he/she passes away. Where the spouse remarries, the facility would cease.
- (h) Two Children up to 18 years (and children up to 22 years and attending school or in apprenticeship) of retired/retrenched staff shall receive free medical care.
- (i) Such children should have been registered with the Board prior to retirement.
- (j) The Board shall not provide medical care abroad for ex-employees.
- (k) All other ex-employees and their dependants as in (a) above shall be given free medical care upon production of NHIS card.

The Board shall not pay for dentures and spectacles for ex-employees

3.5 Separation Benefits

Employees leaving the services of the Board other than dismissal shall receive their benefits (i.e. Tier-two, Tier-three, Provident Fund, Long Service Awards or any other benefits/awards as may be determined by the Board or as stated in the Collective Agreement, Senior Staff rules and regulations and other Human Resource Manuals.

3.6 Conditions of Service for Chief Executive and Deputy Chief Executives

The conditions of service for Chief Executive and Deputy Chief Executives are as stated in Appendix C.

3.7 Tier-three (3)

The Board shall establish Tier-Three (3) Pension Scheme which shall be contributory in a proportion agreed between Management and staff.

3.8 Long Service Awards

Long Service Awards shall be given to employees at the point of exit from the Industry as determined in the Collective Agreement (CA) and the Senior Staff Conditions of Service.

3.9 Acquisition of Vehicles for Management Staff

The Board shall provide vehicles for Managerial staff under a Owner-User Policy as detailed below:

3.9.1 Owner-User Policy – Executives

- (a) The Board shall acquire vehicles for the use of the Chief Executive and Deputy Chief Executives.
- (b) Vehicles acquired under this policy shall be replaced once every four (4) years.
- (c) Beneficiaries retiring or leaving the service of the Board shall acquire the saloon vehicle allocated by paying 5% of the written down value of the vehicle. The vehicle so acquired must have been used by the Board for at least two (2) years.

3.9.2 Owner-User Policy – Directors

- (a) The Board shall acquire vehicles for the use of Directors and Deputy Directors.
- (b) Vehicles acquired under this policy shall be replaced once every four (4) years.
- (c) Beneficiaries leaving the service of the Board shall acquire the saloon vehicles allocated by paying a percentage of the purchase price of the vehicle as follows:

Length of Usage

- (i) 2 years and up to 3 years
- (ii) Above 3 years

Payment

- 7.5% of the purchase price
- 5% of the purchase price

Such beneficiaries shall be confirmed employees who should have served the Board continually for eight (8) years or more.

3.9.3 Owner-User Policy – Managers

- (a) The Board shall acquire vehicles for use by officers in the managerial class.
- (b) Vehicles acquired under this policy shall be replaced once every five (5) years.
- (c) Beneficiaries leaving the service of the Board shall acquire the saloon vehicles allocated by paying a percentage of the purchase price of the vehicle as follows:

Length of Usage	Payment
(i) 2 years and up to 3 years	10% of the purchase price
(ii) Above 3 years and up to 4 years	5% of the purchase price

Such beneficiaries shall be confirmed employees who should have served the Board continually for eight (8) years or more.

3.10 Training Policy

The guidelines on the Board's Training Policy are set out to provide a balanced, unified and well coordinated development of human resource programmes through a purposefully directed training machinery to attain the aims and objectives of the whole cocoa industry and its employees.

3.10.1 Types of Programmes

The guidelines highlights on a number of courses and training programmes that shall be arranged for employees. They include the following:

- (a) Induction courses
- (b) Orientation courses
- (c) On the job training/ refresher courses
- (d) Correspondence courses
- (e) Professional training
- (f) Management Courses
- (g) Attachment Training
- (h) Industry-wide seminars and workshops
- (i) Local institutional training
- (j) Degree Courses
- (k) Distance/online learning
- (l) Vocational/ Technical/ Certificate/ Diploma courses

3.10.2 Overseas Training

Employees shall only be sponsored on overseas courses when it becomes absolutely necessary, due to a dire need of a very specialized knowledge and skill, and when facilities for local training are not adequate or available. Every effort, however, shall be made to obtain an external aid grant through the Ministry of Finance and Economic Planning/other donor agencies.

3.10.3 Fees – Professional Courses

Tuition and examination fees for staff who pursue professional courses shall be paid only once for each level. All tuition fees as a result of re-sittings shall not be borne by the Board.

3.10.4 Non-Completion of Courses

Employees who refuse to attend or fail to complete scheduled courses without justifiable excuse shall be liable to disciplinary action and shall not be sponsored by the Board for any other course.

3.11 Housing Policy

The following guidelines shall constitute the Staff Housing Policy of Ghana Cocoa Board:

3.11.1 Eligibility

- (a) The Board shall provide furnished accommodation for Managers and above.
- (b) Regional Managers, District Heads in the Regions shall be provided with accommodation.
- (c) Regional Sectional Heads may be provided with accommodation.

3.11.2 Duty-Post Houses

The Board shall establish and maintain duty-post houses. Duty-post houses are those attached to the following positions:

Eligible Officers

- | | |
|-----------------------------|-----------------------|
| (a) Chief Executive | (d) Regional Managers |
| (b) Deputy Chief Executives | (e) District Heads |
| (c) All Directors | |

3.11.3 Conditions of Occupancy

- (a) Rented Houses for Eligible Staff
In cases where there are no Board premises, houses may be rented for qualified staff in accordance with approved rent ceilings determined by Management.

3.11.4 Staff Living in Own Houses

- (a) All eligible staff who reside in their own private homes which are beyond 16 km radius from their place of work shall be entitled to commuted mileage allowance or additional fuel.
- (b) A Management staff who has benefitted from the Home Ownership Scheme and the house is located within 50 kilometres from place of work shall not be housed by the Board. If the staff is housed, he shall pay economic rent.

3.12 Contract Appointments

COCOBOD shall not encourage contract appointments. In some instances where a retiring officer has specialized professional knowledge which will significantly enhance the functioning of the Board, a contract appointment shall be considered.

(a) Procedure

The employee being considered for a contract appointment shall possess the requisite skills, knowledge, ability, experience, physical and mental health, the temporary absence of which, shall impair the smooth running of the Board.

(i) Remuneration

A contract employee shall be paid a negotiated salary / fee.

(ii) Duration

The contract appointment shall be for a duration not exceeding one (1) year in the first instance, and may be extended for a further period not exceeding one year.

4.0 FINANCIAL POLICIES, REGULATIONS AND PROCEDURES

The section on financial policies deals with the Board's basic financial procedures, procurement, Audit and other related financial commitments and transactions.

Government regulations relevant to the Board's financial operations as contained in the Ghana Cocoa Board Law 1984 (PNDCL 81) are set out in Appendix G of these Regulations as amended.

4.1 COCOBOD Budget

The Board's budget shall be based on the projected crop size for both main and light crop seasons. The Producer Price Review Committee (PPRC) shall consider the expected revenue from cocoa sales and how it should be distributed.

4.2 COCOBOD Revenue

Ghana Cocoa Board's revenue shall be derived from two main sources, Foreign and Local

sales. In both situations, Cocoa Marketing Company (Ghana) Limited (CMC) shall act as a Collecting Agent after delivery of cocoa to both foreign and local buyers.

4.3 Cocoa Sales Policy

The Board's cocoa sales policy is attached to these Regulations as Appendix J.

4.4 Procurement Policy

The procurement procedures of the Board shall be in line with the Public Procurement Act 2003, (Act 663).

(a) The Procurement Department

The Department is headed by a Director and is to be responsible for the procurement of goods, works and services

(b) The General Services Department

The General Services Department is responsible for providing Technical inputs for the procurement of works and technical services.

(c) Procurement Advisory Committees

The Divisions and Subsidiaries shall use a Procurement Advisory Committees for the procurement of minor goods, works and services within thresholds approved by Management

4.5 Funding for COCOBOD Operations

Cocoa operations shall be funded from the following sources:

- (i) Loan syndication.
- (ii) Issuing cocoa bills and overdrafts.
- (iii) Internally generated funds.
- (iv) Commercial papers.
- (v) Raising funding through warehouse receipts.

4.5.1 Loan Syndication

Prior to the beginning of every financial year, the Board shall determine its projected purchases for the ensuing year (crop outturn) which shall form the basis for the amount to be borrowed. The total amount borrowing requirements is then determined by the cost of produce and related costs.

4.5.2 Local Borrowing

The Board raises capital by issuing bills through the Bank of Ghana. This is used to supplement the foreign loan facility when the need arises.

4.5.3 Seed Fund Advances

To ensure that there is sufficient money to purchase cocoa by the LBCs, the Board shall provide seed fund to the LBCs. The amount released to each LBC shall be calculated on projected tonnage determined for each LBC.

4.6 Insurance Policies

The Board shall provide adequate insurance cover for staff and its landed and moveable properties.

4.6.1 Types of Policies

The insurance policies covered are:

(a) Group Insurance

The Board shall provide group insurance cover policy for all categories of employees.

(b) Employees' Insurance

(i) Group Personal Accident Insurance:

This shall cover all senior staff and the entire membership of the Board of Directors.

(ii) Employers' Liability (Workmen's Compensation) Insurance:

This shall cover all junior staff.

(c) Business Insurance

The Board's Business Insurance shall cover:

(i) Burglary Insurance

(ii) Fidelity Guarantee Insurance

(iii) Motor Insurance

(iv) Marine Open Cover Insurance

(v) Fire and Allied Perils Insurance

4.7 Investment Policy

Ghana Cocoa Board shall invest its funds in a manner which shall provide adequate security with the optimum investment return while meeting the daily cash flow demands of the Board and conforming to all state and local statutes governing the investment of the funds.

(a) Short Term Investments

Where there is cash which is not immediately required, it may be invested.

Short term investment shall include:

(i) Deposit accounts/ Call accounts

(ii) Government securities, i.e. Treasury Bills & Notes

(iii) Term deposits

(iv) Certificate of deposits (Fixed Deposits)

- (v) Commercial Papers
- (b) **Shares in Other Companies**
The Board may acquire shares in companies which have strategic significance to its operations.

4.8 Contributory Funds

4.8.1 Provident Fund

Every permanent employee shall become a member of the Ghana Cocoa Board Employees Provident Fund Scheme and shall, at the end of each month, contribute an agreed percentage of his basic monthly salary towards the Fund.

Any employee who has not contributed to the Fund for three (3) years and is leaving the service of the Board shall forfeit the employer's contribution.

Members who have been in the service of the Board for not less than three (3) years and upon submission of a written request to the Trustees may withdraw funds from their Accounts.

4.8.2 Tier 3 Pension Scheme

These Scheme Rules are made pursuant to the Trust Deed establishing the COCOBOD Tier 3 Pension Scheme, (hereinafter referred to as the "Fund" or the "Scheme") and shall be deemed to be in operation on the date the Trust Deed is executed. The Employer or the Company, as referred to in this document, shall mean Ghana Cocoa Board (COCOBOD) or any of its subsidiaries the employees of which participate in the COCOBOD Tier 3 Scheme.

The main objectives of the Scheme are:

- (i) To provide financial support for employees at the point of exit from the organisation.
- (ii) To complement the benefits that employees shall derive from the existing welfare schemes being operated by the Board and SSNIT retirement schemes respectively.
- (iii) To comply with Ghana Government directive to organisations to set up a three-tier pension schemes for employees.

4.9 Home Ownership Scheme

The Homeownership Scheme was designed by Management of the Board to support its eligible employees acquire personal homes whiles in service. Management shall set up a Home Ownership Fund which shall be managed by a Management Committee.

4.9.1 Qualification and Approving Authority

The Scheme shall be limited to confirmed employees of the Board who have served the organisation as indicated below:

(a) The Executive

The Executive, made up of the Chief Executive and the Deputy Chief Executives shall be given loans based on the approval of the Board of Directors. However, the loan may be given on condition that such executives do not already own a house through such a scheme before their elevation. The Chief Executive and his Deputies shall serve two (2) years to qualify for the facility.

(b) Other Staff

All other confirmed employees who have served for five (5) years or more are eligible for the housing loan. A staff shall not benefit more than once from the facility.

4.10 Transport Policy

The main objectives of this policy document are to provide a general framework for management of transport to ensure effective and efficient use of vehicles in the Cocoa Industry.

4.10.1 Fleet Management

(a) Acquisition of Vehicles

- (i) Only new vehicles shall be acquired.
- (ii) The Board shall procure vehicles with strong dealership presence and after sales service facilities in the country.
- (iii) Acquisition of vehicles shall be in line with the Public Procurement Act, (Act 663).

(b) Vehicle Capacities

The Board shall acquire official saloon cars for Management Staff. The capacities of such vehicles shall be as follows:

- (i) Executives: between 2,400cc and 3,000cc capacity
- (ii) Directors: between 1,800cc and 2,000cc capacity
- (iii) Managers: between 1,600cc and 1,800cc capacity

4.10.2 Use of Official Vehicles

All operational vehicles with the exception of duty post saloon cars shall be driven by the Board's professional drivers.

4.11 Maintenance Policy

Maintenance undertaken through repair or replacement of parts must retain value of assets.

The objectives of this policy are:

- (a) To maximise the useful lives of the Board's assets (buildings, plant and machinery, equipment and furniture) and to ensure their optimum performance.
- (b) To maintain current value of the buildings and machinery.
- (c) To minimise breakdown, or failure of components.
- (d) To maintain the health and safety of the users of the assets.
- (e) To improve the energy-efficiency and running cost of buildings by ensuring effective and efficient use of the facilities.
- (f) To ensure planned and corrective maintenance programmes in a timely and cost-effective manner.
- (g) To ensure that the buildings and facilities as well as the compounds are in aesthetically pleasing condition.

4.12 Social Responsibility

Management shall authorise and approve requests for financial support from individuals, communities and the general public.

4.13 Board of Directors' Allowance, etc

- (a) Allowances
Non-Executive Directors of the Board shall be paid subsistence, travelling and any other allowances approved by the Minister for Finance.
- (b) Ex-Gratia
Non-Executive Directors of the Board shall be paid ex-gratia at the end of their term of office.

5.0 APPENDICES

There are appendices to these guidelines which give detailed and extra information on the Policy Guidelines.

6.0 CONCLUSION

Ghana Cocoa Board Policy Guidelines have been codified into one document for ease of reference and also to guide Management, Managers and other policy implementers in the Cocoa Industry in the day today administration of the Board.

Structure and Operational Guidelines



Vision

Create a modernized, resilient and competitive cocoa environment where all stakeholders strive towards a sustainable cocoa economy in which cocoa farmers and their communities thrive.

Mission Statement

To encourage and facilitate the production, processing and marketing of premium quality cocoa, coffee and sheanut in all forms in the most sustainable, efficient and cost effective manner.

Objectives

The objectives of COCOBOD are:

- (a) To encourage the production of cocoa, coffee and sheanut, using good agricultural, best labour and sound environmental practices;
- (b) To initiate programmes aimed at controlling pests and diseases of cocoa, coffee and sheanut;
- (c) To purchase, import, undertake and encourage the manufacture of inputs used in the production of cocoa, coffee and sheanut;
- (d) To undertake, promote and encourage scientific research aimed at improving the quality and yield of cocoa, coffee, sheanut and other tropical crops;
- (e) To regulate the marketing and export of cocoa, cocoa waste, coffee and sheanut;
- (f) To secure the most favourable arrangements for the purchase, inspection, grading, sealing and certification, sale and export of cocoa;
- (g) To purchase, market and export cocoa produced in Ghana which is graded under the Cocoa Industry (Regulation) (Consolidation) Decree, 1968 (N.L.C.D. 278) or any other enactment as suitable for export;
- (h) To assist in the development of cocoa, coffee and sheanut industries in Ghana;
- (I) To market and export cocoa and cocoa products produced in Ghana;
- (j) To encourage and promote local consumption of cocoa and its allied products;
- (k) To encourage and facilitate the establishment of industrial processing factories for the processing of cocoa and cocoa waste into marketable cocoa products;
- (l) To promote the general welfare of cocoa, coffee and sheanut farmers in Ghana; and
- (m) To promote and maintain the best industrial relations between Management and staff of COCOBOD.

1.0. Structure

COCOBOD shall maintain the following structures:

1.1 Corporate Board of Directors

The Board of Directors shall be charged with the management of the property, business and finances of COCOBOD and other affairs and concerns thereof on matters of policy as stated in the Ghana Cocoa Board Law.

1.2 Corporate Head Office

The Head Office shall be the Corporate Headquarters of Ghana Cocoa Board. It shall be headed by the Chief Executive, assisted by three (3) Deputy Chief Executives. There shall be Divisions and Subsidiaries to be responsible for the various operations of COCOBOD.

1.3 Cocoa Research Institute of Ghana (CRIG)

The Cocoa Research Institute of Ghana (CRIG) shall be the Division that undertakes scientific research into all problems relating to production, quality and yield of cocoa, coffee, sheanut and other indigenous and introduced tree species which produce fats similar to cocoa butter.

1.4 Seed Production Division (SPD)

- (a) The Seed Production Division (SPD) shall be responsible for multiplication and distribution of planting materials for cocoa and coffee and offer extension education to farmers in collaboration with the Cocoa Health and Extension Division (CHED).
- (b) It shall pursue soil fertility improvement programmes for sustainable increased productivity.

1.5 Cocoa Health and Extension Division (CHED)

- (a) The Cocoa Health and Extension Division (CHED) shall be responsible for the control of cocoa diseases, assist farmers to re-plant treated farms and offer back-up extension services for the adoption of recommended modern agronomic practices.
- (b) It shall pursue programmes to control cocoa pests.

1.6 Quality Control Company Limited (QCC)

The Quality Control Company Limited (QCC), a wholly-owned subsidiary of COCOBOD, shall have the responsibility for the regulation and maintenance of the quality of the scheduled produce. It shall also provide superintendent services to Cocoa Marketing Company (Ghana) Limited (CMC) and other companies.

1.7 Cocoa Marketing Company (Ghana) Limited (CMC)

Cocoa Marketing Company (Ghana) Limited (CMC), a wholly-owned subsidiary of COCOBOD, shall be charged with the responsibility of taking over and warehousing of cocoa as well as marketing of scheduled produce and cocoa products.

2.0. Operational Guidelines

Each Subsidiary or Division shall maintain an operational manual to regulate its activities.

2.1 Corporate Head Office

The Corporate Head Office shall ensure the achievement of the mission of COCOBOD through effective regulation and monitoring of the general operations of the industry.

To achieve this, the Head Office shall have the following:

- (a) The Office of the Chief Executive shall be responsible for the direction of the day-to-day business of COCOBOD, its administration and the control of all employees of COCOBOD.
- (b) The Offices of the Deputy Chief Executives shall be responsible for the following:
 - (i) Technical oversight of scientific research, multiplication and distribution of planting materials, pests and diseases control, and quality control.
 - (ii) Marketing and Socio-economic Research.
 - (iii) Finance and Administration.

2.2 Cocoa Research Institute of Ghana (CRIG)

Mission Statement

To undertake scientific research into all problems relating to sustainable, production, quality and yield of cocoa, coffee, sheanut, kola and other indigenous tree species which produce fats similar to cocoa butter.

(a) Functions

To achieve this mission, CRIG shall pursue the following:

- (i) Conduct research into, develop and produce improved planting materials aimed at improving the quality and yield of cocoa, coffee, sheanut, kola and cashew.
- (ii) Conduct research into and develop new products from cocoa, coffee, kola and sheanut with the aim of diversifying utilization and improving market prices.
- (iii) Develop by-products from residues or waste parts of those crops to give farmers more income.
- (iv) Provide research information on all matters relating to pests and diseases affecting cocoa, kola, coffee, sheanut and other tree species which produce fats similar to cocoa butter.
- (v) Provide the farmer with a package of environmentally friendly husbandry practices/technologies for realizing optimal yields and high economic returns.
- (vi) Establish strong linkages with the Seed Production and the Diseases Control

Divisions for effective transfer of research findings, new technologies and improved agronomic methods to farmers.

- (vii) Liaise with Ghana Investments Promotion Centre through COCOBOD to find prospective investors for the manufacture of by-products.
- (viii) Undertake such activities as are incidental or conducive to the discharge of its functions.

(b) Operational Guidelines

- (i) Research results shall be published in the Annual Report and be made available to COCOBOD and its relevant Divisions. Research results may also be published in International Journals, as Technical Bulletins or presented at Conferences.
- (ii) The final Research Report and Technical Recommendations shall be presented to the Cocoa Research and Extension Technical Committee (CRETEC). CRETEC shall refer it to its sub-committee for the production of materials/handouts for farmers through SPD and CHED.
- (iii) Recommendations from research shall be used by SPD and CHED for on-farm trials and demonstrations.
- (iv) The Social Science and Statistics Unit shall introduce Systems Perspective in the design and implementation of field experiments, taking into account the economic and social implications of the research and its effect on farmers and the nation as a whole.
- (v) The New Products Development Unit shall identify alternative uses of cocoa, coffee, kola, sheanut and their wastes and by-products.

2.3 Seed Production Division (SPD)

(a) Mission Statement

To multiply and distribute the best quality planting materials in the most efficient and cost effective manner in adequate quantities to farmers and pursue soil fertility improvement programmes.

(b) Functions

To achieve this mission, SPD shall pursue the following:

- (i) Maintain, improve and expand seed gardens at the cocoa stations.
- (ii) Multiply all newly developed cocoa and coffee varieties at the stations through clonal budding and establishment of special wood gardens.
- (iii) Undertake hand pollination of flowers in the seed gardens for the production of hybrid cocoa seed pods.

- (iv) Raise hybrid cocoa seedlings at the stations and at selected sites for distribution to farmers for the rehabilitation of old farms and the establishment of new ones.
- (v) Provide hybrid cocoa seedlings at designated nursery sites for distribution to CHED for replanting of all swollen shoot treated farms.
- (vi) Produce and distribute to farmers coffee clonal cutting materials from propagating centres at the stations.
- (vii) Provide residential training and extension education for farmers on good agricultural practices.
- (viii) Undertake awareness and sensitization programmes on best labour practices for farmers.
- (ix) Educate and encourage cocoa farmers to establish their own nurseries for the production of hybrid seedlings.
- (x) Pursue soil fertility improvement programmes.
- (xi) Undertake such activities as are incidental to the discharge of its functions.

2.4 Cocoa Health and Extension Division (CHED)

(a) Mission Statement

To control the spread of cocoa swollen shoot virus disease, (and other diseases) and pest, assist farmers to replant their treated and rehabilitated farms with improved cocoa varieties as well as provide backup extensions services to meet technical needs of cocoa farmers in Ghana.

(b) Functions

To achieve this mission, CHED shall pursue the following:

- (i) Sectoring and surveying all cocoa areas to identify cocoa swollen shoot virus disease infected farms.
- (ii) Adopt modern technology to reduce the cycle of sectoring and surveying to facilitate early detection and treatment of diseased farms.
- (iii) Assist farmers to re-plant their treated farms with improved and recommended cocoa varieties which are high yielding, disease tolerant and early bearing.
- (iv) Encourage and assist communities and individuals to raise cocoa seedlings to augment supplies from SPD.
- (v) Generate data on the distribution of cocoa varieties and age classes and produce relevant maps to assist planning.
- (vi) Pay compensation to farmers whose farms would be treated and farmers who would be able to re-plant and maintain their farms.
- (vii) Pursue effective programmes for the control of black pod disease as well as cocoa and coffee pests.

- (viii) Provide lean, professional and cost effective back-up extension services to meet the technical needs of old and new cocoa farmers to enhance their productivity and income.
- (ix) Provide linkage between farmers and scientific research.
- (x) Monitor activities of field staff and farmers to ensure that best labour and agronomic practices are adopted.
- (xi) Organize regular farmers' educational and sensitization programmes using efficient and cost effective methods.
- (xii) Adopt reasonable and legal means to mitigate farmers' opposition to the treatment of infected farms.
- (xiii) Undertake such activities as are incidental to the discharge of its functions.

2.5 **Quality Control Company Limited (QCC)**

(a) Mission Statement

To develop and maintain strategies that will ensure the supply of best grade cocoa and other scheduled produce.

(b) Functions

To achieve this mission, QCC shall pursue the following functions:

- (i) Enforcement of the provisions of the Cocoa Industry Regulations (Consolidation) Decree 1968 (NLCD 278), Cocoa Industry Regulations LI 598 and other Policy Guidelines issued by COCOBOD from time to time, to regulate Internal Marketing of Cocoa and other scheduled produce in the country.
- (ii) Ensure that facilities of LBCs, such as storage premises, gratings and tarpaulins, are of the approved standards to maintain quality of produce at all times.
- (iii) Monitor and advise on the operations of LBCs regarding the safety of produce in their custody in accordance with laid down procedures.
- (iv) Prevent the export of inferior or sub-standard cocoa and other scheduled produce to overseas buyers and sale of same to the local mills.
- (v) Organise periodic courses for farmers and Marketing Clerks on the proper preparation of good quality cocoa and other produce.
- (vi) Provide general disinfestation services to the public.
- (vii) Superintend services to companies and institutions other than COCOBOD.

(c) Operational Procedure

The Quality Control Company Limited shall:

- (i) Carry out inspection of all intended storage premises of LBCs and issue Certificate of Registration to cover such approved premises.

- (ii) Sample, inspect, grade, seal, certify and disinfest all cocoa, coffee and sheanut purchased and stored by all LBCs at scheduled Grading Centres and Depots.
- (iii) Check-sample the quality of all sealed produce taken over by CMC from LBCs at the Take-Over Centres.
- (iv) Ensure the enforcement of proper sanitation practices for the maintenance of quality of produce in storage sheds or in transit.
- (v) Carry out check-sampling, inspection, certification and disinfestations of all produce at the Ports before shipment.
- (vi) Carry out disinfestations of ship holds and containers before cocoa and other scheduled produce are loaded into them and issue certificate to cover same.
- (vii) Monitor and report on the operations of all LBCs regarding safety measures for the quality of cocoa and other scheduled produce to COCOBOD.
- (viii) Inspect, grade and certify cocoa waste in accordance with the appropriate guidelines and regulations.
- (ix) Monitor and ensure that approved insecticides for disinfestations of stored produce are appropriately applied to all scheduled produce.
- (x) Issue Certificate of Deterioration to LBCs whose sealed cocoa fall to sub-standard grade at the Take-Over Centres.
- (xi) Ensure that all cocoa sample residues are graded and sealed and properly transferred to CMC for sale.

2.6 Cocoa Marketing Company (Ghana) Limited (CMC)

(a) Mission Statement

To take over cocoa from LBCs at designated Take-Over Centres, store, evacuate and arrange export sales of good quality cocoa beans as well as cocoa products in the most efficient and cost effective manner and at a profit.

(b) Functions

To achieve this mission, CMC shall pursue the following:

- (i) Take over good quality produce from LBCs at approved Producer Price Review Committee (PPRC) price, store and evacuate same in preparation for shipment.
- (ii) Sell produce to registered customers only.
- (iii) Ensure that quality produce/products are shipped within the contractual period.
- (iv) Ensure that the necessary shipping documents are forwarded to the customers to enable them get title to the produce/products at final ports of destination.
- (v) Monitor timely payments for produce/products shipped.

3.0. Operational Linkages

The following shall constitute the operational linkages within COCOBOD:

3.1 Head Office – Subsidiaries Linkages

- (a) The Chief Executive shall exercise supervisory control over the wholly-owned Subsidiaries of COCOBOD.
- (b) On matters of policy, the Chief Executive shall, on behalf of the Corporate Board of Directors, direct the managements of the various Subsidiaries through their Boards of Directors.
- (c) With respect to day-to-day administration, the Chief Executive shall deal directly with the managements of the Subsidiaries.
- (d) With reference to matters of a technical nature, the appropriate Deputy Chief Executive shall deal directly with the various managements of the Subsidiaries.

3.2 Head Office – Divisions Linkages

- (a) On matters of policy, the Corporate Board of Directors shall direct the various Management Committees through the Chief Executive.
- (b) The Chief Executive shall have administrative responsibility for the Divisions.
- (c) With reference to matters of a technical nature, the appropriate Deputy Chief Executive shall deal directly with the various managements of the Divisions.

3.3 Divisions/Subsidiaries/LBCs Linkages

- (a) QCC shall attend promptly to applications from LBCs for the inspection and certification of their storage premises.
- (b) QCC shall provide disinfestations services regularly to LBCs and CMC.
- (c) LBCs shall apply to QCC for grading and sealing of all produce they purchase at the buying centres.
- (d) LBCs shall grant access to Quality Control Company staff for various inspection and quality control duties.
- (e) LBCs shall deliver produce to CMC at designated Take-Over Centres. CMC shall appropriately take over the produce from the LBCs.
- (f) QCC shall liaise with CMC on check sampling, inspection and certification of produce during take-over and disinfest produce in storage at the Take-Over Centres prior to shipment.
- (g) SPD, CHED, CRIG, QCC and LBCs shall collaborate to organize periodic education for farmers on scientific methods of production and preparation of cocoa and other produce for sale.

3.4 CMC – Head Office Linkages

- (a) The Chief Executive shall exercise supervisory control over the wholly-owned CMC.
- (b) On matters of policy, the Chief Executive shall, on behalf of the Corporate Board of Directors, direct the management of CMC through CMC's Board of Directors.
- (c) For the day-to-day administration, the Chief Executive shall deal directly with the Management of CMC.
- (d) With respect to matters of technical nature, the Deputy Chief Executive (Operations) shall deal directly with CMC Management.

3.5 CMC – QCC Linkages

- (a) QCC shall provide disinfestation services regularly to CMC.
- (b) CMC shall liaise with QCC on check sampling, inspection and certification of produce during take-over and disinfest produce in storage at Take-Over Centres prior to shipment.
- (c) CMC shall receive all cocoa sample residues graded and sealed and properly transferred by QCC.

3.6 CMC – LBCs/Hauliers Linkages

- (a) CMC shall liaise with Cocoa Hauliers Association of Ghana on matters relating to cocoa evacuation.
- (b) CMC shall contract Hauliers to transport cocoa from the Take-Over warehouses to the quayside for shipment.
- (c) CMC shall receive into storage at Take-Over Centres graded stock of cocoa from up-country depots by LBCs.

3.7 CMC Linkages with Labour Companies

CMC shall hire Labour Companies for loading and off-loading at Take-Over point.

3.8 CMC Linkages with Customers

- (a) CMC shall sell produce to registered customers only.
- (b) CMC shall ensure that quality produce/products are shipped within the contractual period.
- (c) CMC shall ensure that the necessary shipping documents are forwarded to customers to enable them get title to the produce/products at the final port of destination.
- (d) CMC shall monitor timely payments for produce/products shipped.
- (e) CMC shall sell and deliver cocoa to all the Local Processing Companies.
- (f) CMC shall ship cocoa through its registered shipping lines and Shipping Agents.

3.9 CRIG/Farmer Linkages

In order to facilitate the transfer of research findings to farmers and to get a feedback from farmers to the researchers, there shall be an effective Research-Extension-Farmer linkage. The linkage shall be as follows:

- (a) The Executive Directors of SPD and CHED shall be members of the Management Committee of CRIG.
- (b) The Executive Director of CRIG shall be a member of the Management Committees of SPD and CHED.
- (c) In the absence of the Executive Directors, Deputy Executive Directors shall attend as representatives from the Divisions.
- (d) There shall be a Cocoa Research/Extension Technical Committee (CRETEC) on which CRIG, SPD and CHED shall be represented. It shall be chaired by CHED.

CRETEC shall facilitate a two-way feedback process whereby farmers' reactions to technical issues shall be channelled through SPD and CHED to CRIG, and solutions or answers from research findings sent back to farmers through SPD and CHED.

- (e) There shall be out-of-station research programmes under which SPD/CRIG shall conduct collaborative trials at the SPD Cocoa Stations and/or on farmers' farms.
- (f) There shall be collaborative SPD/ CHED /CRIG outreach programmes where farmers shall be grouped, preferably on their farms for discussions, demonstrations and technical assistance.

3.10 Other Linkages

The following shall constitute the operational linkages outside COCOBOD:

- (a) COCOBOD/Farmer Linkage
 - (i) COCOBOD through the Producer Price Review Committee (PPRC) shall determine the producer price of cocoa at the beginning of the cocoa season.
 - (ii) COCOBOD shall link with cocoa farmers through the Ghana Cocoa, Coffee and Sheanut Farmers' Association (GCCSFA).
 - (iii) GCCSFA shall always be represented at all fora organized by COCOBOD to discuss farmers' interests and other related issues.
 - (iv) COCOBOD shall be represented on the Board of the Cocoa Inputs Company Limited, which is wholly-owned by the GCCSFA, to ensure that the interest of COCOBOD in respect of distribution of recommended inputs is taken care of.
- (b) COCOBOD/CMC/LBCs/Hauliers Linkages
 - (i) COCOBOD shall liaise with the Cocoa Hauliers Association of Ghana on matters relating to cocoa evacuation.

- (ii) CMC shall contract Hauliers to transport cocoa from the Take-Over warehouses to the quayside for shipment.
- (iii) LBCS shall contract Hauliers to transport graded stocks of cocoa from up-country depots to the Take-Over centres.

4.0. Internal Marketing

4.1 Licensed Buying Companies (LBCs)

- (a) COCOBOD shall license companies to be known as Licensed Buying Companies (LBCs) to purchase cocoa and other scheduled produce on the local market on behalf of COCOBOD.
- (b) COCOBOD shall identify various malpractices in internal marketing of cocoa and apply appropriate sanctions on defaulting LBCs.

4.2 Operational Guidelines

- (a) LBCs shall purchase good quality cocoa, store, evacuate and deliver to COCOBOD through CMC at the Take-Over Centres.
- (b) The said cocoa must have been graded, sealed and certified by QCC.
- (c) LBCs shall organize their operations in the most efficient and cost effective manner to achieve their objectives and in conformity with their own operational guidelines and the guidelines and regulations issued by COCOBOD for LBCs.
- (d) The companies shall define such areas of operation as shall enable effective and efficient operation and supervision. Such areas should be determined on the basis of produce density, volume of activity, convenience of operation, profitability, and such other relevant parameters.

5.0. Processing

5.1 Local Processing Companies

COCOBOD shall encourage the local processing of cocoa and the other scheduled produce by private companies. The Board shall:

- (a) facilitate processing of cocoa beans and other oil seeds to add value thereto for internal

- and external marketing.
- (b) sign a bean supply agreement with Local Processing Companies and ensure regular supply of quality beans subject to availability.
- (c) identify various malpractices in domestic processing of cocoa and apply appropriate sanctions on defaulting processing companies.
- (d) conduct due diligence on Local Processing Companies before registration.
- (e) have the right to do a mandatory inspection of the facilities of processing factories.
- (f) have the right to withdraw the registration certificate upon breach of regulations and guidelines on local processing.
- (g) at the minimum, set up a primary processing plant to produce liquor, butter and cake/ powder. The following products shall apply to the processing stages:
 - (i) Primary processing: Liquor, butter, cake and powder.
 - (ii) Secondary processing: Liquid chocolate or coating (couverture).
 - (iii) Tertiary processing: Finished chocolate or Confectionery products.

6.0. Local Consumption of Cocoa

COCOBOD shall encourage and promote local consumption of cocoa and its allied products.

7.0. Human Resource/administration Policy

7.1 General Introduction

The Policy herein under set out shall be applicable to Ghana Cocoa Board, its Subsidiaries/ Divisions to regulate and facilitate the general administration of the Board.

7.2 Code of Ethics

COCOBOD shall conduct its business with honesty, integrity, probity and accountability at all levels. Management shall ensure compliance with this policy, including the maintenance of appropriate systems of internal controls and adherence to all relevant legislation.

Officers shall:

- (a) Refrain from personal activities that may conflict with the proper execution of responsibilities that may impair the ability to make impartial decisions.
- (b) Disclose any personal positions or interests that could compromise the Board's interest.

7.3 Conflict of Interest

All employees shall in all matters act loyally and faithfully to the Board and shall not, without the prior written consent of the Chief Executive, engage or be interested, either directly or indirectly as principal or agent, whether alone or in conjunction with others, in any business or trade which may conflict with the interest and business of the Board or which may derogate from his ability to render unalloyed services to the Board.

7.4 Confidentiality

All employees shall keep the operations and dealings of the Board confidential and shall not make public or issue press statement(s) on any matter concerning the Board or its agents or officers without prior clearance with the Chief Executive.

7.5 Standing Committees

There shall be established standing committees, the lists of which are provided in Appendix B.

7.6 Guiding Principles

Human Resource Management within the Board shall be based on the Constitution of the Republic of Ghana, the Ghana Labour Law and International Labour Organisation Conventions.

8.0. Employment

The Board shall engage and retain suitably qualified and experienced personnel who shall be motivated with adequate remuneration, incentives and competitive conditions of service to ensure optimum performance.

8.1 Human Resource Planning

The Board shall:

- (a) identify its short and long term labour requirements through labour forecasts projected for five years and reviewed periodically.
- (b) put in place a Succession Plan
- (c) establish a system of Performance Appraisal.
- (d) ensure that staff identified as having great potential are systematically developed for future advancement to replace staff in key positions in conformity with the Board's Succession Plan.

8.2 Human Resource Audit Committee

A Human Resource Audit Committee within the industry shall be established every other year to assess and monitor manpower requirements of the Board.

8.3 Recruitment/Selection

Suitably qualified and medically fit persons shall be recruited to fill vacancies within the Board. The following shall serve as guidelines for recruitment:

- (a) All vacancies shall be filled through promotions or where necessary through re-designation.
- (b) Vacancies that cannot be filled as in (a) above shall be advertised internally.
- (c) Vacancies that cannot be filled from within shall be advertised externally.

8.4 Appointment

- (a) The Chief Executive and his Deputies shall be appointed in accordance with the Ghana Cocoa Board Law 1984 (PNDCL 81).
- (b) The Board of Directors of COCOBOD, upon the recommendation of the Chief Executive shall be responsible for the appointment of the following:
 - (i) Heads of wholly-owned Subsidiaries
 - (ii) Heads of Divisions
 - (iii) Directors
 - (iv) Managers
- (c) All other categories of staff shall be appointed by the respective Managements of the Board, Subsidiaries/Divisions.
- (d) The Board may engage employees on permanent, temporary, contract or casual basis as may be necessary for the proper and efficient conduct of its operations.
- (e) All such employment shall be in accordance with the Labour Act 2003, (Act 651).
- (f) The Human Resource Department shall be responsible for processing the recruitment of staff subject to establishment and budgetary provisions.

- (g) Interview Panels shall be constituted to conduct screening and selection of suitably qualified applicants to fill existing vacancies.
- (h) Only candidates declared medically fit shall be appointed.
- (i) All categories of staff shall be issued with appointment letters on engagement.
- (j) The Human Resource Department has the responsibility for keeping and updating all personnel records.
- (k) Any employee who hires personnel without proper authority shall be liable to disciplinary action.

8.5 Job Description

Job descriptions of all positions shall be written and made available to staff on appointment.

8.6 Induction Course

Induction courses shall be organised for newly engaged staff.

8.7 Probationary Period

- (a) All newly appointed employees shall serve a probationary period of six (6) months in the case of junior members of staff and one (1) year in the case of senior members of staff. Such probationary periods may be extended for a further three (3) months for unsatisfactory performance and/or conduct.
- (b) Appointments may be terminated at any time during the probationary period with one months notice given by either side in the case of senior officers and one week's notice in the case of junior staff.
- (c) Female staff who deliver before completion of their probationary period shall have their probation deferred until they have served the required number of months after their maternity leave.

8.8 Confirmation

The appointment of probationary employees whose performance and conduct are considered satisfactory at the end of the period shall be confirmed in writing.

8.9 Salaries and Wages

- (a) The Board shall put in place a system of job evaluation and classification.
- (b) Each job class carries the salary scale to be paid the employee.
- (c) Employees shall be given the basic salary within the scale of their job position on monthly basis.
- (d) Employees may be entitled to salary increments based on annual appraisal subject to satisfactory performance and conduct.

8.10 Appraisal

- (a) There shall be quarterly appraisals of employees' performance within the Board's operational year.
- (b) There shall be a final appraisal of employee's performance by the end of July of the operational year.
- (c) All appraisals shall be documented.

8.11 Promotion

- (a) The Board of Directors of COCOBOD, on the recommendation of Management, shall be responsible for the promotion to the position of Manager and Director.
- (b) Promotion of other employees shall be the responsibility of Management or Management Committees.
- (c) Promotion Committees shall be set up by the respective Managements within the Industry to consider recommendations for promotion of other employees.
- (d) Promotion shall be based on the approved criteria as outlined in the Human Resource Manual.
- (e) Staff on secondment may be promoted provided that the Board's procedure for appraisal of performance has been followed by the recipient organisation and a favourable recommendation submitted to Management for consideration and approval. Such promotion shall be subject to availability of vacancy.

9.0. Formal Acting Appointment

A formal acting appointment may be occasioned by various situations including where the position demands that the person being appointed should be on probation first or else allowed time to affirm his or her suitability for substantive appointment.

- 9.1 A formal Acting Appointment shall be authorised by the Board of Directors.
- 9.2 A formal Acting Appointment shall arise outside the normal promotion structure of Ghana Cocoa Board.
- 9.3 A formal Acting Appointment shall not subsist beyond a period of one (1) year, consistent with the one (1) year probationary period required of a substantive appointment.

- 9.4 Before the expiration of the one (1) year acting period, Management shall appraise the performance of the Acting Officer and take appropriate action for the confirmation or otherwise of the appointment.

10.0. Acting Assignment

- 10.1 A vacant position arising out of the following:
- Interdiction
 - Dismissal/Termination
 - Sudden death
 - Vacation leave
 - Indisposition
 - Short residential course at home or abroad
 - Assignment outside place of work
- shall be filled by an Acting Assignment. The staff to be given the assignment shall be informed in writing.
- 10.2 The most senior and available subordinate staff, who is at one step below the position/grade is assigned in an acting capacity unless his/her efficiency and effectiveness are in serious doubt or dictate otherwise.
- 10.3 In the absence of a senior officer as in 10.2 above, the next most senior available staff may be requested to act in the grade.
- 10.4 An acting assignment is not subject to confirmation.
- 10.5 An acting assignment shall not persist continuously for more than three (3) months.
- 10.6 In cases where the substantive incumbent is not likely or expected to resume duty, such as dismissal, termination or sudden death, action shall be taken for substantive or formal acting appointment within three (3) months, in any case not later than six (6) months.
- 10.7 In cases where the substantive incumbent may resume work, such as in interdiction, vacation leave, indisposition, course, temporary assignment, the acting period of three (3) months may be extended, but not beyond one (1) year.

- 10.8 In circumstances as in 10.6 Management should closely monitor the situation and take appropriate decisions or make recommendations for action on substantive or formal acting appointment.

11.0. Transfer

11.1 Internal Transfer

- (a) Employees may, in the interest of the Board, be transferred temporarily or permanently.
- (b) Temporary transfer shall not exceed three (3) months.
- (c) An employee may be transferred to and/or from the COCOBOD Head Office, Divisions and Subsidiaries.
- (d) Under special circumstances, the Board may transfer an employee at his own request.

11.2 Disturbance/Inconvenience/Out of Station Allowance

- (a) There shall be 60 days notice given for such transfers and 30 days inconvenience allowance paid accordingly.
- (b) Where insufficient notice is given, the appropriate compensation which is 60 days' night allowance shall be paid.
- (c) Where the transfer does not involve relocation (change in station), inconvenience allowance/ compensation shall not be paid.
- (d) Employees transferred at their own request shall not be entitled to any disturbance/ inconvenience/night allowance.

11.3 Secondment to Public/Civil Service

Under special circumstances, an employee may be seconded to a Government Institution. Secondment of Public Servants to the Board may occur through negotiation with a Government Department or Ministry.

Such secondment shall be for an initial period of two (2) years renewable. At the end of the secondment period the individual shall return to the Board. Where the individual fails to return to the Board his appointment may be terminated.

12.0. Leave

12.1 Annual Leave

- (a) A confirmed employee, who completes twelve months' service, shall be entitled to appropriate leave days.
- (b) Annual Leave shall be taken within the calendar year. It can only be deferred at the request of the respective Managements, and shall not be in arrears for more than two (2) years.
- (c) No employee shall forego his annual leave.

12.2 Compassionate Leave

- (a) An employee may be granted compassionate leave with pay for a period not exceeding ten (10) working days in each event of the death of a spouse, parent or child.
- (b) Any further leave granted in excess of the said ten (10) days shall be treated as part eave.

12.3 Casual Leave

In special circumstances and by the express consent of Management, an employee may be granted casual leave. Such leave shall not exceed five (5) working days within a year and shall be granted to an employee who has already taken his annual leave.

12.4 Study Leave with Pay

- (a) Where the Board sponsors an employee to undergo an approved course of study, either in or outside Ghana, the Board shall pay the employee his full salary in Ghana Currency less all statutory and other deductions.
- (b) An employee who has been in the service for at least three (3) years may apply for study leave with pay.

12.5 Payment of Allowances to Staff on Study Leave

- (a) Staff granted study leave tenable locally or outside the country and is housed by the Board shall be paid the appropriate housing-related allowances, namely:
 - (i) Utility allowance
 - (ii) House maintenance allowance (if applicable)
- (b) Staff granted study leave and is entitled to Vehicle Maintenance Allowance shall continue to draw same so long as the vehicle is roadworthy and being used by himself/herself or registered dependants.

Commuted Mileage Allowance shall however not be paid.

- (c) Staff on study leave shall not be paid leave allowance or clothing allowance.

12.6 Sabbatical Leave (CRIG)

- (a) Officers not below the grade of Research Scientist may, upon application, be granted sabbatical leave after every six (6) years continuous service. When sabbatical leave is granted, an officer shall be allowed passages for spouse and two (2) children under 18 years. On his/her return, the officer shall serve the Board for a minimum period of two (2) years.
- (b) Application for sabbatical leave shall include an indication of the purpose for which the leave is being sought.
- (c) Sabbatical leave is normally for a period of one year (12 months). However, sabbatical leave may be extended for another one year on application.
- (d) For a continuous service of 10 years or more, a sabbatical leave of two (2) years may be granted.

12.7 Study Leave Without Pay

An employee who has been in the service for three (3) years and who seeks to undergo an approved course not exceeding four (4) years, without the Board's sponsorship, may be eligible for Leave Without Pay.

12.8 Disembarkation Leave

An employee who returns from abroad after a sponsored course or posting of not less than six (6) months duration shall, on arrival, be granted seven (7) working days as disembarkation leave. The leave shall start from the day following the date of disembarkation.

12.9 Sick Leave

Where an employee is absent on account of ill-health, such absence being justified by a Medical Certificate from any of the Cocoa Clinics or a government hospital (or a Licensed Traditional Herbalist), the employee shall be granted Sick Leave on the following basis:

- (a) Permanent Employees:
 - i. An employee seeking medical/dental attention will obtain from the Human Resource Department, a Hospital Form/Card for presentation to the Medical Officer provided that, in an emergency, an employee may seek medical or dental attention without having first obtained the Hospital Form/Card, but will secure one within the next working day.
 - ii. When an employee suffers from illness which causes his absence from duty, he is required to furnish his Head of Department with a medical report from the

Board's Medical Officer or an approved Medical Practitioner covering the period of such absence. Such absence shall be recognized as sick leave. In all such cases, the Head of Department or Human Resource Manager should be notified.

- iii. If an employee remains on such leave for a period of four (4) consecutive weeks, the Chief Executive or his representative may call for a special medical report on him.
- iv. If an employee remains on sick leave for a period of eight (8) consecutive weeks or if the special medical report under (iii) above warrants it, the Chief Executive or his representative may request a Medical Board to report on the employee and make recommendations on the suitability of such an employee for continued employment with COCOBOD.
- v. If the report under (iv) above notifies that his continued absence from duty is necessary, the employee may be released from discharging his duty without loss of salary for a period not exceeding twelve (12) months; such period to be reckoned as continuous from the date on which he reported sick.
- vi. If for reason of protracted illness, the officer is still absent from duty, the Chief Executive may request a Medical Board to examine the employee and, subject to the Medical Board's recommendation, he may extend the period for a further period of six (6) months during which he will be on half pay or on such terms as COCOBOD may think fit.
- vii. On the certification of a medical Board, and upon approval by the Chief Executive, an employee may be given medical treatment outside Ghana, the cost of which shall be borne by COCOBOD.
- viii. If an employee fails to resume duty after all his sick leave privileges have been exhausted, a Medical Board shall be convened with a view to retiring him.

b. Contract Employees:

The provisions in (a) (i) – (v) of the ill-health procedure above shall be applicable to all Contract Employees except that;

- (i) If the report under (b) (iv) above notifies that his continued absence from duty is necessary, the employee may be released from discharging his duty without loss of salary for a period not exceeding three (3) months, such to be reckoned as continuous from the date he was first absent.
- (ii) In the event of the illness of the employee necessitating his further absence from duty for a period in excess of three (3) months, the Board shall consider determining the contract.

c. Unconfirmed Employees

The ill-health Procedure laid down in 12.9 (a) above shall be applicable to unconfirmed employees except that they will receive full pay for a maximum period of three months on such leave and for a further period of three months during which they will be on half pay. Sick leave in excess of six months in any period of twelve months shall be without pay.

12.10 Leave of Absence

An employee who serves for three (3) years and applies for leave of absence may be granted a maximum period of two (2) years leave of absence without pay.

Where the employee has worked for five (5) years and above, such leave may be extended for a further period not exceeding two (2) years.

The number of years of leave of absence shall not be included in the length of service of the employee.

12.11 Maternity Leave

Maternity leave shall be granted in accordance with the Labour Act of Ghana.

13.0. Discipline

- (a) Disciplinary measures shall be taken or instituted against staff whose performance or conduct (including attendance and punctuality) are unsatisfactory.
- (b) An employee who is the subject of disciplinary proceedings shall be given the opportunity to be heard.
- (c) **Interdiction**
Interdiction may be ordered:
 - Where further disciplinary proceedings are to be taken against an Employee.
 - Where the Employee is the subject of criminal investigation or trial for an offence, whether or not connected with the Employee's work.
 - Where the continued presence of an Employee at his work-place may influence investigations into an offence allegedly committed by the Employee.

Duration

An Employee under investigation shall be interdicted until the final determination of the case.

- (i) Such interdiction shall not exceed six (6) months. However, if because of the complex nature of the case, the investigations extend beyond the six (6) months, the interdiction may be extended for a further six (6) months.
- (ii) Management reserves the right to re-call an Employee on interdiction before the expiration of the interdiction period.

Remuneration

An Employee shall draw two – thirds (2/3) of his salary while on interdiction. Where the case involves a financial misconduct, such employee shall not be paid any salary.

Sanction

- (i) The effective date of sanctioning an Employee on interdiction found guilty of the charge(s) against him shall be the date the decision was communicated to him.
- (ii) Where an Employee has been exonerated or the interdiction was found to be unjustifiable, he shall be granted the full salary and allowances to which he would have been entitled had he not been so interdicted.
- (iii) Where an Employee is found culpable or the interdiction was found to be justifiable, he shall forfeit the salary withheld and all allowances accrued to which he would have been entitled had he not been so interdicted.

Criminal Investigation

- (i) Where criminal proceedings other than traffic offences and misdemeanours have been instituted against an Employee, and extends beyond six (6) months, the Board may institute its own investigations to satisfy itself as to whether or not disciplinary action should be taken against the Employee.
 - (ii) Where interdiction is the result of criminal investigation leading to prosecution, and the interdicted Employee is subsequently convicted in a court of law of a criminal offence involving dishonesty, fraud, theft or is sentenced to a term of imprisonment, the Employee shall be dismissed forthwith and shall forfeit the salary withheld upon interdiction.
- (d) The following acts of misconduct shall be considered as offences which may render the offending employee liable to Dismissal or having his/her appointment terminated:

Dismissal

- | | | | |
|------|-------------------------------|---|--|
| (i) | Embezzlement of Board's funds | - | Embezzlement is the act of dishonestly appropriating or secreting assets, usually financial in nature, by one or more individuals to whom such assets have been entrusted. |
| (ii) | Fraud | - | Fraud is an intentional deception made for personal gain or to |

- (iii) Stealing or any form of dishonesty - damage another.
Stealing is the illegal taking of another person's property without that person's freely-given consent.
- (iv) Wilful damage to the Board's property- Any person who wilfully and unlawfully destroys or damages any property is guilty of an offence.
- (v) Conviction on a criminal offence - In law, a conviction is the verdict that results when a court of law finds a defendant guilty of a crime.
- (vi) Sentence to a term of imprisonment
- (vii) Falsification of records - Falsification of records, including but not limited to qualification, birth registration, marital, parental, employment, academic, health, etc.
- (viii) Gross misconduct - Gross misconduct is where an employee can be dismissed because it is serious enough and possibly criminal, e.g. stealing, sexual harassment and fighting.
- (ix) Breach of oath of secrecy - Divulging confidential information without authority.
- (x) Rape - Rape, also referred to as sexual assault, is an assault by a person involving sexual intercourse with or without sexual penetration of another person without that person's consent.
- (xi) Drunkenness & Drug Abuse
- (xii) Assault & Battery
- (xiii) Any other act which may bring the Board's image into disrepute.

Termination

- (i) Misconduct - Misconduct is a legal term meaning a wrongful, improper, or unlawful conduct motivated by premeditated or intentional purpose or by obstinate indifference to the

- consequences of one's acts.
Misconduct is where a person's conduct is seen as unacceptable but is not a criminal offence, e.g. persistent lateness
- (ii) Incompetence - Incompetence is the inability to perform; lack of competence; ineptitude
 - (iii) Insubordination - Insubordination is the act of a subordinate deliberately disobeying a lawful order from someone in charge of them.
 - (iv) Vacation of post - An employee who absents him/herself from work for ten (10) consecutive working days shall be considered to have vacated his/her post.
 - (vi) Verbal assault - Assault is defined to include not only violence, but any physical contact with another person without their consent.
 - (vii) Sexual harassment - Sexual harassment is intimidation, bullying or coercion of a sexual nature, or the unwelcomed or inappropriate promise of rewards in exchange for sexual favours.
 - (viii) Negligence/dereliction of duty - Dereliction of duty includes various elements centred around the avoidance of any duty which may be properly expected.

These offences shall have the definitions as prescribed in the Criminal Code of Ghana.

- (e) The Board of Directors shall, on the recommendations of respective Managements, be responsible for the termination or dismissal of Managers and Directors.
- (f) The Chief Executive shall on the recommendation of the respective Managements be responsible for dismissal or termination of all other employees.
- (g) An employee found to be incompetent upon appraisal, shall have his appointment terminated.
- (h) Other disciplinary actions shall be taken depending on the gravity of the offence.

14.0. Grievance

An aggrieved employee shall have the right to appeal to the appropriate authority within the Board for redress.

14.1 Grievance Procedure

Any dispute or difference over the interpretation or application of these Policy Guidelines shall be considered a grievance and shall be processed through the following procedure in the sequence indicated below:

- a)
 - i. When an employee or group of employees wishes to register a grievance, he/they should first report in writing to the immediate supervisor, stating in full, the reasons for the grievance and any evidence in support of the case, with a copy to the Senior Staff Association. The Supervisor will investigate the matter and advise the complainant within five (5) working days after the receipt of the grievance. (Step 1).
 - ii. If the employee is not satisfied, he may submit the grievance through the Supervisor to the Head of Department or Regional Manager within three (3) working days. The Head of Department/ Regional Manager shall, within three (3) working days upon receipt of the grievance investigate and resolve the grievance. (Step 2).
 - iii. If the employee is still not satisfied in step 2, he may appeal in writing within five (5) working days to the Director Human Resource/ Head of Division/ Subsidiary (where applicable) who shall deal with the complaint within five (5) working days upon receipt. (Step 3)
 - iv. If the employee is still not satisfied with the decision in step 3, he may appeal in writing to the Board of Directors/Management Committee of the Subsidiary/Division to be considered at their next sitting. (step 4)

In the case of COCOBOD Head Office, the employee shall forward the complaint to the Chief Executive for consideration.

- v. If an employee in a Division/Subsidiary is still not satisfied with step 4, he may appeal in writing within five (5) working days to the Chief Executive for resolution. (Step 5)
- vi. If the employee is still not satisfied in step 5, he may appeal to the Board of Directors of COCOBOD.

- b) During the processing of the grievance, the employee or group of employees involved, unless previously suspended or dismissed, and all other employees shall carry out work in a normal manner and shall not resort to any other action.
- c) All processes and stages of the above grievance procedure shall be in writing and carefully recorded in reports and routed through the appropriate channel with copies to the Director-in-charge.

15.0. Welfare

- (a) Employees' welfare shall be of paramount importance to the Board.
- (b) The Board shall endeavour to provide welfare facilities to meet employees' safety, health, social and recreational needs.
- (c) The Board shall operate a Welfare Loans Scheme.
- (d) The Board shall make monetary donation to:
 - (i) the family of a deceased employee .
 - (ii) bereaved employee in accordance with the welfare policies of the Board.
- (e) The Board shall make monetary donation to the family of deceased retired/retrrenched employee.

16.0. Medical Care

16.1 Medical Care for Serving Employees

- (a) The Board shall provide free medical care for its employees, one registered spouse, six (6) biological or legally adopted children up to 18 years (and children up to 22 years and attending school or in apprenticeship).
- (b) Where adequate medical facilities are not available locally, the Board shall provide free medical treatment abroad for employees only on the advice of a properly constituted medical board.
- (c) The Board shall NOT pay maternity bills for employees' children who become pregnant.
- (d) The Board shall not pay for dentures for employees unless they suffer injuries to the

teeth in the course of performance of official duty.

The spouse and children below 18 years of age (and children up to 22 years and attending school or in apprenticeship) of a staff who served the Board continuously for 15 years and died while still in active service would continue to receive free medical attention at cocoa clinic for a maximum period of two (2) years.

- (e) In the event of an eligible staff being referred to a government hospital or any other hospital as determined by the Director, Health, the cost thereof would be borne by the Board.

16.2 Medical Care for Ex-employees and Dependants

Free Medical Care will cover medical and dental care at any of the Cocoa Clinics but shall exclude the provision of dentures, spectacles, hearing aids, artificial limbs and walking aids.

Eligibility

- (a) Retired employees who have served for a minimum of fifteen (15) years, one registered spouse and two children up to 18 years (and 22 years and still in school) shall be given free medical care.
- (b) Retrenched employees who have served for a minimum of twenty-five (25) years continuously and have attained the compulsory retiring age, shall receive free medical care together with one (1) spouse and two (2) children up to 18 years (and 22 years and attending school or in apprenticeship).
- (c) Incapacitation: A person serving the Board who is retired on grounds of near or total incapacitation (no time limit in terms of age or length of service)
- (d) Staff who resigned after working continuously for twenty-five (25) years and have attained the compulsory retiring age.
- (e) A government appointee that is Chief Executive or Deputy Chief Executive who leaves the service of the Board.
- (f) A Director who serves the Board for at least ten (10) years and leaves the service of the Board
- (g) The registered spouse of an eligible staff would continue to receive free medical attention at Cocoa Clinic until he/she passes away. Where the spouse remarries, the facility would cease.
- (h) Two Children up to 18 years (and children up to 22 years and attending school or in apprenticeship) of retired/retrenched staff shall receive free medical care.
- (i) Such children should have been registered with the Board prior to retirement.
- (j) The Board shall not provide medical care abroad for ex-employees.
- (k) All other ex-employees and their dependants as in (a) above shall be given free medical care upon production of NHIS card.
- (l) The Board shall not pay for dentures and spectacles for ex-employees.

17.0. Separation Benefits

Employees leaving the services of the Board other than dismissal shall receive their benefits (i.e. Tier-two, Tier-three, Provident Fund, Long Service Awards or any other benefits/awards as may be determined by the Board or as stated in the Collective Agreement, Senior Staff rules and regulations and other Human Resource Manuals.

17.1 Leaving the Service

The modes by which an employee may leave the service of the Board without loss of entitlements are as follows:

1. Voluntary/Compulsory Retirement
2. Resignation
3. Retirement on medical grounds
4. Retrenchment/Redundancy
5. Termination of appointment other than dismissal
6. Death.

17.2 Resignation

- (a) A senior member of staff may resign his position by giving three (3) months written notice or such period as stated in his appointment letter of his intention to do so.
- (b) He shall be liable to pay three (3) months' salary in lieu of notice.
- (c) A junior member of staff may resign his position by giving one (1) month notice or such period as stated in his appointment letter of his intention to do so.
- (d) The employee shall be liable to pay one (1) month salary in lieu of notice.
Resignation shall not be accepted where criminal/disciplinary proceedings have been, or about to be, instituted against the officer.

18.0. Benefits

18.1 Conditions of Service for Chief Executive and Deputy Chief Executives

The conditions of service for Chief Executive and Deputy Chief Executives are as stated in Appendix C.

18.2 Tier-three (3)

The Board shall establish Tier-Three (3) Pension Scheme which shall be contributory in a proportion agreed between Management and staff. (Refer to page 51 [35.2])

18.3 Long Service Awards

Long Service Awards shall be given to employees at the point of exit from the Industry as determined in the Collective Agreement (CA) and the Senior Staff Conditions of Service. (See Appendix D attached)

18.4 Bonus

Employees with eleven (11) months service and above shall benefit from full Annual Bonus, eight (8) to ten (10) months services shall benefit on pro-rata basis determined by Management.

18.5 Staff Shift Inconvenience/Night Allowance**(a) Junior Staff**

An employee who works on a Two (2) shift system and a three (3) shift system shall be paid shift inconvenience allowance in accordance with approved schedule in the Collective Agreement.

An employee other than a Security Assistant shall be paid night shift allowance in accordance with approved schedule for working deep night i.e. 10.00 p.m. to 6.00 a.m.

(b) Senior Staff

A Senior employee who goes on shift and work extra hours shall be paid monthly allowance as indicated in the formula below:

Manager:	75% (seventy five per cent) allowance payable for a locum for 100 hours (12.5 working days)
Principal Officer:	80% (eighty per cent) allowance payable to a Manager Senior
Officer:	70% (seventy per cent) allowance payable to a Manager Officer : 60% (sixty per cent) allowance payable to a Manager

18.6 Day Trip Allowance

An employee required to travel within 80 km radius on official duties shall be paid Day Trip allowance only.

18.7 Night Allowance:

An employee required to spend a night out of his station shall be paid an overnight allowance for each night spent.

18.8 Acting Allowance

(a) Junior Staff

The Board shall pay acting allowance to a junior member of staff who is written to by the Human Resource Department to act in a higher position for a period of not less than fourteen (14) working days.

(b) Senior Staff

The Board shall pay acting allowance to a senior officer who is written to by the Human Resource Department to act in a higher position for a period of not less than thirty (30) working days.

A formal Acting Appointment shall attract acting allowance. The allowance shall be the difference between his salary and the initial salary of the grade in which he is to act.

18.9 Clothing Allowance

(a) Clothing Allowance at a percentage of the annual base salary determined by Management shall be paid across the Board each year.

(b) Staff on probation shall be paid clothing allowance on pro rata basis.

(c) Payment of Arrears

Payment of rates relating to salary, allowances and fringe benefits are applicable to only employees at post as at date of approval. Arrears should not be paid to staff who have left the service of the Board before adjusted salary and fringe benefits were approved.

19.0. Acquisition of Vehicles For Management Staff

The Board shall provide vehicles for Managerial staff under an Owner-User Policy as detailed below:

Owner-User Policy – Executives

(a) The Board shall acquire vehicles for the use of the Chief Executive and Deputy Chief Executives.

(b) Vehicles acquired under this policy shall be replaced once every four (4) years.

(c) Qualified beneficiaries shall have the first option to acquire title to vehicles when due for replacement at valuation.

- (d) Beneficiaries retiring or leaving the service of the Board shall acquire the saloon vehicle allocated by paying 5% of the written down value of the vehicle. The vehicle so acquired must have been used by the Board for at least two (2) years.
- (e) On paying the value specified, title to the vehicle shall pass to the beneficiary and, the vehicle shall become his property.
- (f) All maintenance costs before title is passed shall be borne by the Board.

19.1 Owner-User Policy – Directors

- (a) The Board shall acquire vehicles for the use of Directors and Deputy Directors.
- (b) Vehicles acquired under this policy shall be replaced once every four (4) years.
- (c) Qualified beneficiaries shall have the first option to acquire title to the vehicles when due for replacement at valuation.
- (d) Beneficiaries leaving the service of the Board who are confirmed employees and have served the Board continually for at least eight (8) years, shall acquire the saloon vehicle allocated by paying a percentage of the purchase price of the vehicle as follows:

Length of Usage	Payment
(i) 2 years and up to 3 years	7.5% of the purchase price
(ii) Above 3 years and up to 4 years	5% of the purchase price
- (e) On paying the value specified, title in the vehicle shall pass to the beneficiary and, the vehicle shall become his property.
- (f) To qualify to own the vehicle, the beneficiary must have served the Board for four (4) years.
- (g) All maintenance costs before title is passed shall be borne by the Board.
- (h) The beneficiary shall not be entitled to maintenance allowance.
- (i) Fuel allocation to the beneficiary shall not exceed quantity allocated to such officer in line with the conditions of service of the Board.

19.2 Owner-User Policy – Managers

- (a) The Board shall acquire vehicles for use by officers in the managerial class.
- (b) Vehicles acquired under this policy shall be replaced once every five (5) years.
- (c) The cost of the vehicle less aggregate depreciation for five (5) years computed on reducing balance basis at 25% shall be charged to the account of the beneficiary.
- (d) The beneficiary shall make monthly payments from his salary to pay the value determined in above. A beneficiary, who leaves the service of the Board before the expiration of the five (5) year term, forfeits his right to purchase the vehicle and monthly payments so far made shall be refunded to him. The Board of Directors at its discretion may permit the beneficiary to acquire the vehicle at an agreed value depending on the circumstances.

- (e) On paying the value specified in (c) the Board shall transfer title in the vehicle to the beneficiary at the first instance and at the point of exit.
- (f) All maintenance costs before title is passed shall be borne by the Board.
- (g) The beneficiary shall not be entitled to maintenance allowance.
- (h) Fuel allocation to the beneficiary shall not exceed quantity allocated to managers in line with the conditions of service of the Board.
- (i) Qualified beneficiaries shall have the first option to acquire title to the vehicles when due for replacement at valuation.
- (j) Beneficiaries leaving the service of the Board shall be confirmed employees who should have served the Board continually for eight (8) years or more, shall acquire the saloon vehicle allocated by paying a percentage of the purchase price of the vehicle as follows:

Length of Usage

- (i) 2 years and up to 3 years
- (ii) Above 3 years and up to 4 years

Payment

- 10% of the purchase price
- 5% of the purchase price

19.3 Redundant Management Staff

A Management staff declared redundant shall be given the option to purchase his owner user vehicle at the depreciated value.

20.0. Furnishing Ceilings For Management/senior Staff

The Board shall provide furnishing for Management/Senior staff as indicated in Appendix E. Items within each category may be varied as long as the total amount is not exceeded.

Management/Senior staff shall be given the option to purchase the items indicated in Appendix E at the end of their useful economic lives.

21.0. Payment of Allowance to Attachment Trainees/Honorarium for Private Secretaries

Attachment trainees and certain category of secretaries shall be paid allowance/honorarium as may be determined by Management.

22.0. Donations For Bereavement

The Board shall make monetary donation to the family of deceased retired/retrenched employee as determined by Management.

23.0. Training Policy

23.1 Rationale/Preamble

- (a) COCOBOD accepts the fact that for an organization to achieve its aims and objectives, the most valuable asset needed is a well-trained, skilled, efficient, effective and committed work force. A skilled and knowledgeable work force can only be achieved if a premium is placed on a systematic and sustained staff development programme and policy. Training will develop and improve upon workers existing skills and efficiency, and this will result in increased productivity to the mutual benefit of COCOBOD and the employee.
- (b) The guidelines set out herein are to provide a balanced, unified and well coordinated development of human resource programmes through a purposefully directed training machinery to attain the aims and objectives of the whole cocoa industry and its employees.
- (c) These guidelines are based on the assumption that every endeavour is made to fill staff or management posts by promotion from within, including the transfer of personnel between Divisions/Subsidiaries provided that the individuals transferred most closely meet the requirements and criteria of the vacant post.

23.2 Objectives

- (a) To ensure a continuous availability at all times of a trained, skilled and efficient work force at all levels.
- (b) To identify and advise on the optimum utilization of manpower resources.
- (c) To establish training priorities for COCOBOD.
- (d) To cater for flexible and dynamic work force that can accommodate occupational shifts, technological dynamism and industrial re-organisation.
- (e) To cater for a high standard of performance and facilitate increased productivity.
- (f) To develop, motivate and unearth the potential and confidence of members of staff to

- enable them identify individual goals with the corporate goals.
- (g) To ensure fairness in training and job placements, taking into account educational background, experience, performance and competence.
- (h) To ensure that training proposals and programmes are designed to enhance the attitude, skills and general competence of selected individuals at a given level with the aim of:
 - (i) Improving existing job performance.
 - (ii) Enhancing individual eligibility for promotion.

23.3 Career Development Advisory Committee

(a) Membership

Membership of the Committee shall comprise the following:

- | | | | |
|-------|---------------------------------------|---|------------------|
| (i) | Director, Human Resource | – | Chairman |
| (ii) | Director, Legal or Representative | – | Member |
| (iii) | Director of Finance or Representative | – | Member |
| (iv) | COSSA Representative | – | Member |
| (v) | Supreme Council Representative | – | Member |
| (vi) | Human Resource Manager, Head Office | – | Member/Secretary |

(b) Functions

The Committee shall:

- (i) Study and advise on local or foreign training programmes submitted by the various Departments, Divisions/Subsidiaries.
- (ii) Recommend to Management officers who should be given training.
- (iii) Address any other pertinent training issues.

(c) Scope

- (i) The policy on training shall be for the guidance of the Ghana Cocoa Board and its Divisions/Subsidiaries. The centralized Career Advisory Committee of the Ghana Cocoa Board shall see to the effective implementation of the policy on training.
- (ii) It shall coordinate and control the use of external aid training programmes.
- (iii) It shall set up criteria for accreditation, standardization and evaluation of training courses.
- (iv) Maintain up to date Institutional training records and statistics relating to training for all divisions and the head office, and also ensure that other training

records are maintained within the Divisions/Subsidiaries.

- (v) Disseminate training information to all Departments, Divisions/Subsidiaries.
- (vi) Assist Divisions/Subsidiaries with the development of training programmes as required.
- (vii) It shall consider applications submitted and make recommendations to Management.
- (viii) Organise industry-wide workshops and seminars.

23.4 Types of Programmes

The outlined programmes shall cater for all levels of the organizational hierarchy of the Ghana Cocoa Board, its Divisions/Subsidiaries. These programmes, it is envisaged, shall develop human resource and prepare employees for higher responsibilities and productivity.

Permanent employees who have served the Board for at least five (5) years continuously may be sponsored for fee-paying (tuition) courses as determined in the Training Manual.

No employee shall be permitted to change an approved course without prior approval from Management.

(a) Induction Courses:

Induction courses shall be organized for newly engaged staff.

(b) Orientation Courses:

The Human Resource Department shall organise orientation courses for staff whose work schedules have undergone changes or for staff who have been transferred to other departments.

(c) On the Job Training/Refresher Courses:

- (i) All employees shall be required to be trained periodically to improve upon efficiency and job performance in order to be abreast of the constant dynamics of globalization.
- (ii) The frequency of in-house training shall depend on one's job placement and training needs. Training needs analyses shall be prepared jointly by the Human Resource Department and the employee's department.
- (iii) The Human Resource Department shall ensure that the course designed is cost effective. Instructors for in-house courses may be obtained from within the

- Board and its Divisions/Subsidiaries if possible and rewarded accordingly.
- (iv) Employees who act as Resource Persons or Facilitators on these and other courses shall be given adequate compensation as determined by Management from time to time.
- (d) **Correspondence Courses:**
The Board shall reimburse employees who embark on correspondence courses with prior approval of the Board only on successful completion of recognized stages of the course. Payment shall be once for each level.
- (e) **Professional Training:**
The Board shall give the necessary encouragement to serving employees who want to obtain higher professional qualifications by giving them time off to pursue such course.
Annual Subscription
COCOBOD shall pay the annual subscription fees to approved professional body to which an employee is a full member. Subscription fees shall be paid only if staff is practicing the profession within the Board. The Board shall pay one (1) annual subscription per staff.
- (f) **Management Courses:**
The Board shall continue to utilize the training facilities provided by institutions and training consultants to train staff. However, the Human Resource Department shall ensure that it plays an active role both at the planning and execution stages of such courses which shall be geared towards the Management needs of the Board. There shall also be tailor-made courses for various departments on request after proper needs assessment.
- (g) **Attachment Training:**
Staff shall go on attachment courses up to six (6) months if this is deemed necessary for the efficient performance of a particular job schedule. The attachment could be done locally or overseas.
- (h) **Industry-wide Seminars and Workshops:**
Seminars and workshops shall be held for employees as and when necessary.
- (i) **Local Institutional Training:**
Employees who have the requisite qualifications to enter any institution of

higher learning shall apply through their Heads of Department to the Human Resource Department for consideration.

Employees shall be encouraged to seek admission into accredited tertiary institutions and other Government accredited institutions. These employees shall be paid their salaries in addition to books and training allowances at the Management approved rates.

Applications from employees who do not comply with the laid down regulations shall not be entertained.

(j) Degree Courses:

Employees who gain admission to the local universities may be granted study leave. The Board shall not sponsor employees abroad for first degree courses.

(k) Distance/Online Learning

The Board shall encourage employees to undertake distance/online learning as part of its continuing staff development programme. Such approved programme shall be relevant to the Board's needs. The cost in terms of fees and study materials shall be borne by the Board.

(l) Vocational/Technical/Certificate/Diploma Courses:

The Board shall encourage staff whose job demands vocational and technical training to pursue such courses.

(m) Non-Completion of Courses

Employees who refuse to attend or fail to complete scheduled courses without justifiable excuse shall be liable to disciplinary action and shall not be sponsored by the Board for any other course.

23.5 Overseas Training

Employees shall only be sponsored on overseas courses when it becomes absolutely necessary, due to a dire need of a very specialized knowledge and skill, and when facilities for local training are not adequate or available. Every effort, however, shall be made to obtain an external aid grant through the Ministry of Finance and Economic Planning/ other donor agencies.

The policy shall ensure that all overseas courses are directed at improving efficiency.

23.6 Confidential Report

- (a) The Board shall demand annual confidential report on staff pursuing approved courses.
- (b) It shall be the responsibility of the individual to ensure that such reports are submitted to the Board on time.
- (c) Payment of subsequent fees shall be dependent upon the receipt of such report.

23.7 Technical Aid

- (a) The Board shall seek Technical Aid/Donor sponsorship to supplement its training programmes.
- (b) The Board shall not grant Technical Aid/Donor sponsorship which shall be deemed detrimental to its interest.

23.8 Eligibility

- (a) A Senior Member of Staff shall become eligible for sponsorship to a public tertiary/accredited institution after three (3) years from the date of confirmation of appointment.
- (b) A Junior Member of staff shall become eligible for sponsorship to a public tertiary/accredited institution after three (3) years from the date of confirmation of appointment.
- (c) Management Staff, i.e. Deputy Managers and above who have served the Board for a minimum of five (5) years and are not more than fifty-five (55) years may be considered for a fee-paying Post Graduate Programme.
- (d) Senior Members of Staff who have served the Board for a minimum of seven (7) years and are not above fifty-two (52) years of age may be considered for fee-paying (tuition) Masters Programmes or first degree courses in public institutions.
- (e) Junior Members of Staff who have served the Board for a minimum of ten (10) years and are not above fifty-two (52) years of age may be considered for fee-paying (tuition) Masters Programmes or first degree courses in public institutions.
- (f) Members of staff who have benefited from sponsorship and have served two (2) years after their bond may be eligible for further sponsorship.
- (g) Preference shall be given to staff who have not previously benefited from sponsorship by the Board.
- (h) A members of staff who obtains a scholarship after a bachelor's/master's programme may be allowed to continue.

23.9 Fees – Professional Courses

- (a) Registration, Tuition and examination fees for staff who pursue professional courses shall be paid for only once for each level. All tuition fees as a result of re-sittings shall not be borne by the Board.
- (b) Ceiling for tuition fees shall be pegged at the official rates of the appropriate professional bodies.

23.10 Tuition Fees

- (a) The Human Resource Department shall vet receipts by checking from the accredited privately run school and the appropriate professional bodies to arrive at the going rate, which should be the amount to be paid to the applicant.
- (b) Receipts for specially arranged classes submitted by the employee shall not be accepted for refund.

23.11 Textbooks

The Board shall pay for one textbook per subject per level/ semester.

23.12 Rent ceiling for staff on course

The rent ceiling for staff on course outside their station shall be applicable to the Ghana Hostels (SSNIT) on the various campuses of tertiary institution as follows:

- (a) The Board shall pay the actual fee charge by recognized hostels on campus or
- (b) Where hall residential accommodation is available the actual rent shall be paid by the Board.

The ceiling should not be above that of the Ghana Hostel shared accommodation. This applies to staff who live outside their station and are not given residential status on the various campuses.

23.13 Criteria

The criteria for selection for training shall however be based on the following:

- (a) Need for training to meet the job requirement of a specific job schedule
- (b) Availability of training facilities
- (c) Qualification and potential of employee.
- (d) Selection for training should be according to the priorities of the Department and the Board.

24.0. Policy on Bonding

24.1 Policy Statement

This policy, being supplementary to the training Policy, seeks to ensure that staff who benefit from the various schemes under the policy return to serve the Board for a period determined by an agreed formula. (See Appendix F).

24.2 Rationale

For the opportunity to benefit from the Board's training policy, staff who avail themselves of the various schemes are expected, as a matter of limited payback to return to work for the Board for various periods. This is to ensure that the skills acquired are applied for the benefit of the Board.

24.3 Bond

All employees of Ghana Cocoa Board released to pursue courses and any form of training, either with or without pay shall execute and serve a bond.

25.0. Housing Policy

The following guidelines shall constitute the Staff Housing Policy of Ghana Cocoa Board:

25.1 Eligibility

- (a) The Board shall provide furnished accommodation for Managers and above.
- (b) Regional Managers, District Heads in the Regions shall be provided with furnished accommodation.
- (c) All other categories of staff may be housed subject to the availability of the Board's own accommodation.
- (d) All such accommodation may be furnished subject to availability of funds.
- (e) The Board shall determine rent ceilings as follows:
 - (i) Where premises have to be rented for eligible officers
 - (ii) Where an eligible officer lives in his own house.
- (f) All employees shall be paid allowance in respect of utilities as approved by Management from time to time.

- (g) All staff who are:
 - (i) eligible to be housed by the Board; or
 - (ii) in home ownership acquired properties and living beyond sixteen (16) kilometres radius from their places of work shall be entitled to commuted mileage allowance or additional fuel.
- (h) Staff on 24 hour-duty call in the medical facilities may also be housed.

25.2 Duty-Post Houses

The Board shall establish and maintain duty-post houses. Duty-post houses are those attached to the following positions:

Eligible Officers

- | | |
|--|-----------------------|
| (a) Chief Executive | (d) Directors |
| (b) Deputy Chief Executives | (e) Regional Managers |
| (c) Executive Directors/Managing Directors | (f) District Heads |

25.3 Conditions of Occupancy

- (a) Rented Houses for Eligible Staff
In cases where there are no Board premises, houses may be rented for staff qualifying under 23.1 above in accordance with approved rent ceilings determined by Management.

(b) Rent

- (i) Rent deductions shall be made from the salary of employees who have been provided with accommodation in accordance with rent ceilings approved by Management as follows:

• Single rooms with shared amenities	–	2%
• Bed sitter ensuite (single room self-contained)	–	4%
• Hall & chamber with shared amenities	–	3%
• Junior Staff in ensuite unfurnished	–	3%
• Junior Staff in two bedroom flat unfurnished	–	6%
• Senior Staff in ensuite unfurnished	–	6%
• Senior Staff in ensuite furnished	–	8%
- (ii) Regional Managers and District Heads occupying duty post houses shall pay rent of 8% of their monthly salaries.

(c) Utilities

Employees provided with accommodation shall be responsible for the payment of their utility bills.

(d) Maintenance

- (i) The Board shall institute a maintenance policy with a view to maximising and maintaining the value of its properties.
- (ii) The Board shall be responsible for the proper and efficient maintenance of its premises as well as rented ones. Maintenance of rented premises shall be in accordance with the provisions of the Tenancy Agreement.
- (iii) Employees occupying the Board's bungalows/flats shall be obliged to keep the premises and surroundings in good and tenantable state of repair.
- (iv) An employee who fails to abide by the obligation stated in (iii) above shall be liable to sanction. Such sanction shall follow a second reminder of the employee's obligations.
- (v) Employees shall not make structural changes or extensions to the Board's property.

23.4 Staff Living in Own Houses

- (a) All eligible staff who reside in their own private homes which are beyond 16 km radius from their place of work shall be entitled to commuted mileage allowance or additional fuel.
- (b) A Management staff who has benefitted from the Home Ownership Scheme and the house is located within 50 kilometres from place of work shall not be housed by the Board. If the staff is housed, he shall pay appropriate rent.
- (c) All eligible staff who reside in their own premises other than the Board's accommodation shall be entitled to Owner-occupier housing allowance to be made up of two parts:
 - (i) Rent Allowance equal to 8% of the basic salary of the eligible staff.
 - (ii) Repair and Maintenance allowance equal to 3% of the basic salary of the eligible staff.

25.5 Temporary Housing

- (a) Employees who are on permanent transfer may be accommodated in a hotel recommended by Management for a period not exceeding three (3) months.
- (b) The Board shall not be responsible for the payment of meals.
- (c) Employees living in the Board's premises who are on permanent transfer to another station shall vacate their accommodation within three (3) months from the date of transfer.
- (d) Employees on relieving duties or on temporary transfer to a station outside their permanent station may be housed in the Board's guest house or hotel or be paid night allowance for the period of their stay which shall not exceed three (3) months.

25.6 Leaving the Service of the Board

- (a) An employee who resigns from the service of the Board shall vacate the Board's accommodation within three (3) months after the effective date of resignation.
- (b) An employee who retires from the Board shall vacate the Board's premises within three (3) months from the date of retirement. This period may be extended **once** for a further three (3) months upon an application to Management.
- (c) The Board shall withhold 25% of the Employee's entitlements until the Estates/Human Resource Departments have issued a clearance certificate to discharge him from his obligations.
- (d) An employee who is dismissed or whose appointment is terminated shall vacate the Board's accommodation within **one (1)** month from the date of dismissal or termination.
- (e) An employee on leave of absence or study leave (without pay) who resides in the Board's accommodation shall make appropriate arrangements acceptable to the Board to pay the rent chargeable on the premises.

25.7 Criteria for the Allocation of Houses

- (a) **Nature of Work**
An employee who is required to be on-call or by the nature of his duties required to work at short notice, shall be accommodated as close to their places of work as possible.
- (b) **Transfer**
An employee who is transferred from one station to another may be considered for the allocation of a house.

© Fairness

There must be fairness in the allocation of accommodation for both junior and senior members of staff.

25.8 Bungalow Allocation Committee

- (a) A Bungalow Allocation Committee shall be established to process applications for the allocation of accommodation. All recommendations shall be made to Management for consideration and approval.
- (b) The Bungalow Allocation Committees of the various Subsidiaries/Divisions may refer their allocations to Head Office for ratification.
- (c) In the exercise of its responsibilities, the Committee shall be guided by the criteria enumerated in clause 25.7 above.

25.9 Furnishing

- (a) The Board shall provide furnishing for both rented and its own houses.
- (b) Owner-occupier houses shall be furnished by the Board.
- (c) The extent of the furnishing shall be restricted to the approved schedule of furnishing and shall be commensurate with one's position.
- (d) All furnishing provided in owner-occupier houses shall remain the property of the Board.
- (e) There shall be a replacement policy based on the Financial Regulations which require that furniture shall be replaced after five (5) years and electrical/gas appliances replaced after four (4) years.
- (f) The Board may decide to dispose of the furniture to the employee at a depreciated value approved by Management.
- (g) All recommendations for the procurement of furniture shall be made to Management for consideration and approval.

26.0. Contract Appointments

26.1 Introduction

- (a) COCOBOD shall not encourage contract appointments. In some instances where a retiring officer has specialized professional knowledge which will significantly enhance the functioning of the Board, a contract appointment may be considered.
- (b) This can either be by way of normal contract appointment or on consultancy/retainer basis. Such contract appointment must significantly benefit the Board in terms of ensuring uninterrupted work and/or mentoring or developing competencies of staff to enable them aspire to higher responsibilities. The benefit to the Board of a normal contract appointment shall lie in the capacity of the potential Contract Appointee to sufficiently develop a successor within the tenure of the contract.

26.2 Procedure

- (a) The employee being considered for a contract appointment should possess the requisite skills, knowledge, ability, experience, physical and mental health, the temporary absence of which, shall impair the smooth running of the Division/Subsidiary/Department/Unit concerned.
- (b) The request for a contract appointment shall emanate from the Head of the Department to the Chief Executive. Where the Retired Staff being considered is a

Director, the request shall emanate from the Deputy Chief Executive responsible for the Department or Division.

- (c) Contract appointments shall be limited to Deputy Managers and above.
- (d) All contract appointments should be approved by the Board of Directors.
- (e) The Board shall provide the Contract Employee with an offer letter headed "Contract Appointment" and shall be signed by the Chief Executive.
- (f) The contract employee shall acknowledge acceptance of the appointment.
- (g) The contract employee shall not maintain his/her designation.
- (h) The Contract Appointment letter shall specify the job description, terms and conditions attached to the position. The terms and conditions shall include the following:

(i) Remuneration

A contract employee shall be paid a negotiated salary / fee.

(ii) Duration

The contract appointment shall be a minimum of three (3) months and a maximum of six (6) months in the first instance to be renewed for a final six (6) months in the second instance.

(iii) Notice of Termination

The contract of appointment may be terminated at any time by either party by giving the other party a minimum of two (2) weeks' notice or two (2) weeks' pay in lieu of notice.

(iv) Housing

Contract Appointees who are already housed by the Board, may continue to stay on till the end of the contract period. The Appointee shall vacate the premises within three (3) months after the expiration of the contract, as per the Housing Policy of the Board. This period shall not be extended. Those in owner occupier houses shall be paid the appropriate allowance. Housing shall not be provided, except where the task to be performed is outside the duty post.

(v) Medical

The employee shall enjoy Retired Staff medical benefits.

(vi) Leave

Where the employee does one (1) year service, he/she shall be entitled to fifteen (15) working days' leave with full pay. The leave shall be taken prior to the end of the contract.

(vii) Benefits

The contract employee shall be entitled to all benefits including bonus. The employee shall not contribute to the Pension Schemes under the National Pensions Act, Act 766 as amended and Staff Provident Fund.

27.0. Other Policies

All other matters not specifically mentioned in this policy shall be dealt with in accordance with Ghana Cocoa Board Act 1984, PNDCL Law 81, Labour Act 2003, Act 651 and other regulations as determined by Management from time to time.

28.0. Financial Policies, Regulations and Procedures

28.1 Introduction

- (a) The Regulations set out herein shall be known and called the “Ghana Cocoa Board Financial Policies, Regulations and Procedures” and shall be applicable to the Head Office, Divisions and the Subsidiaries.
- (b) The Regulations cover the Board's basic financial procedures, procurement, audit and other related financial commitments and transactions.
- (c) Government regulations relevant to the Board's financial operations as contained in the Ghana Cocoa Board Law 1984 (PNDCL. 81) are set out in Appendix G of these Regulations.
- (d) Procurement Regulations relevant to the Board's operations as contained in the Public Procurement Act 2003, Act 663 as amended and Financial Administration Act 2003, Act 654 are set out in Appendices H and I respectively of these Regulations.
- (e) Ghana Cocoa Board accounts shall be prepared in accordance with International Financial Reporting Standards (IFRS).

28.2 Objectives

The Objectives of these regulations are:

- (a) To set out the functions of the Board with respect to finance and accounts as contained in the Instrument of Incorporation of the Board.
- (b) To set out principles, procedures and rules to be followed to ensure proper initiation, authorisation, recording, control and accounting for all transactions.
- (c) To set out the guidelines for the Board's Investment Policies and Fund management.
- (d) To specify the internal checks and controls aimed at safeguarding the assets of the Board.

29.0. Budget

29.1 Introduction

The Board's budget shall be based on the projected crop size for both main and light crop seasons. The Producer Price Review Committee (PPRC) shall consider the expected revenue from cocoa sales and how it should be distributed.

After the deduction of the industry cost, the net Free-On-Board (FOB) value shall be shared proportionately among the following:

- Farmers
- Buyer's Margin (LBCs)
- Hauliers
- CMC's Internal Marketing
- Disinfestations Grading / Sealing (QCC)
- Crop Finance
- Scale Inspection and Phytosanitary
- Ghana Cocoa Board / Government

In line with government Policy, the cocoa farmer shall be paid a significant percentage of the net FOB price.

29.2 COCOBOD Revenue

Ghana Cocoa Board's revenue shall be derived from two main sources, Foreign and Local sales. In both situations, Cocoa Marketing Company (Ghana) Limited (CMC) shall act as a Collecting Agent after delivery of cocoa to both foreign and local buyers.

(a) Foreign Sales

CMC shall take over cocoa purchased by Licensed Buying Companies at the port. Based on contracts agreed between CMC Trading Unit and the Buyers, invoices shall be raised before shipment to various destinations. Copies of such invoices shall be submitted to COCOBOD Finance and Research Departments for monitoring of sales and for accounting purposes.

(b) Local Sales

CMC shall be responsible for delivering cocoa to processing companies based on contracts between the Marketing Department of CMC and various local processing companies. Upon delivery, invoices shall be raised and copies submitted to COCOBOD Finance and Research Departments for monitoring and accounting purposes.

29.3 Cocoa Sales Policy

The Board's cocoa sales policy is attached to these Regulations as Appendix J.

29.4 Components of Expenditure

The main expenditure of the Board comprises the following:

- | | |
|--------------------------------|------------------------------|
| (i) Purchases of Cocoa Beans | (v) Financial Costs |
| (ii) Staff Costs | (vi) Capital Costs |
| (iii) Office and General Costs | (vii) Payment of export duty |
| (iv) Estate/Property Costs | |

(a) Purchase of Scheduled Produce

- (i) At the beginning of each crop season, the Board shall arrange funds for the purchase of produce.
- (ii) Initial Seed Funds may be released to a Licensed Buying Company (LBC) based on its market share.
- (iii) Further releases of Seed Funds shall be based on weekly purchases report and compliance with purchasing regulations.
- (iv) The Licensed Buying Company shall raise debit notes on CMC for endorsement and payment by the Board's Head Office Finance Department for cocoa taken over.
- (v) The Board's Head Office Finance Department shall open an account for each Licensed Buying Company to monitor its performance and payment including Seed Fund.
- (vi) The Licensed Buying Company/the Board, CMC and QCC shall arrange to reconcile and update their records on monthly basis.

(b) Processing of Payment of Cocoa Purchases

The Head Office Finance Department shall prepare appropriate payment vouchers and forward them to the Cash Office for payment. Post audit of the transactions shall be conducted by the Audit Department.

(c) Salaries and Allowances

- (i) Vouchers for salaries and allowances shall be prepared by the Payroll Section and pre-audited before they are passed on to the Cash Office for payment on monthly basis.
- (ii) Once a month the Human Resource Department shall certify to the Finance Department that all staff in respect of whom salaries have been paid are at post.

- (iii) The Salary Section shall maintain and keep a comprehensive list of:
 - (1) All permanent and temporary staff showing date of employment, Social Security Number, salary notch and the scale and date of leaving the service. For temporary staff, the authority for recruitment and the length of employment shall be indicated.
 - (2) All staff who leave the employment of the Board showing effective date of leaving the service, and details of all entitlements paid. This list shall be cross-checked against the permanent or temporary staff list and the name deleted.
- (iv) Payment of salaries shall be strictly in accordance with internal checks for salaries.
- (v) Records shall be maintained at the Salaries Section showing:
 - (1) Provident Fund deductions and payments
 - (2) Social Security contributions
 - (3) Staff loans
 - (4) Tier- two (2) and three (3) pensions
 - (5) Coco-Mutual (if applicable)
 - (6) Pay as you earn (PAYE)
 - (7) Any other deductions that Management shall approve

29.5 Monthly Performance Reports

The Head Office, Divisions and Subsidiaries shall submit monthly performance reports matching their expenditures and revenues and explaining variances to Management.

29.6 Expenditure Transactions at the Head Office, Divisions and Subsidiaries

- (a) Expenditure at the Divisions and Subsidiaries of the Board shall be restricted to approved budgets.
 - (i) Annual budgets shall be recommended by Management/Management Committees and duly endorsed by the Board of Directors.
 - (ii) Any proposed changes in the budget shall require the approval of Management and the Board of Directors.
- (b) At the beginning of each month Management shall upon request release to Head Office, Divisions and Subsidiaries amounts required to meet their monthly recurrent expenditure as per the approved budget.
- (c) The Chief Executive shall approve all capital expenditure items.
- (d) Procurement shall be in accordance with the regulations as contained in the Public Procurement Act 2003, (Act 663) as amended.

30.0. Property, Plant And Equipment (fixed Assets)

For the purpose of these regulations, fixed assets shall consist of the following:

- (a) Land and building
- (b) Produce Sheds & Warehouses
- (c) Furniture and equipment
- (d) Computers & Accessories
- (e) Motor vehicles
- (f) Plant and machinery
- (g) Work in progress
- (h) Other assets (i.e. Tools of trade, Farms/Seed Gardens)

30.1 Acquisition of Property, Plant and Equipment (Fixed Assets)

- (a) All fixed assets shall be acquired in accordance with the Public Procurement Act 2003, (Act 663) as amended.
- (b) Acquisition of all fixed assets shall be in accordance with a system of internal checks in line with the Procurement Policy of the Board.
- (c) Fixed assets shall be purchased during a financial year, if they have been provided for in that year's budget or as appropriately approved.
- (d) Fixed assets requiring contracts under seal such as Freehold and Leasehold land and buildings as well as storage sheds shall be acquired with the prior approval of the Board of Directors. Obtaining valid title shall be part of the process of acquisition of Freehold and Leasehold properties.
- (e) Deeds of Title shall be kept with the Legal Department.
- (f) Acquisition of property, plant and equipment including motor vehicles provided for in the budget shall be made with the approval of the Chief Executive.

30.2 Depreciation

The Board shall charge depreciation using the straight line method. The following rates shall be applied in providing for depreciation:

- | | | |
|-----|-------------------------|-----|
| (1) | Land and Buildings | 2% |
| (2) | Cocoa and Coffee Sheds | 10% |
| (3) | Furniture and Equipment | 20% |
| (4) | Computers | 25% |
| (5) | Motor Vehicles | 25% |
| (6) | Plant and Machinery | 25% |

- (7) Tractors 25%
- (8) A revaluation of all assets shall be done periodically for all properties. All other assets shall be stated at fair value in line with international standards.

30.3 Computer Systems

(a) Introduction

Computer system here refers to either a set of desktop personal computer, an uninterruptible power supply (UPS) and a printer or a laptop personal computer and a printer.

(b) Computer Systems Lifetime Policy

The Board shall procure new computer systems for user departments after evaluation of their needs by the Information Systems Unit. These systems shall only be replaced after they have served their useful life of four (4) years.

- (i) The cost of the computer system shall be depreciated over a period of four (4) years.
- (ii) The computer system, after four (4) years of usage, may be auctioned to staff in line with the Board's policy on disposal of assets. Management however reserves the right to alter the conditions for the disposal of the computer systems.
- (iii) The Information Systems Manager shall be co-opted to serve on the Entity Tender Committee when it comes to the procurement of Information Technology (IT) equipment and accessories.
- (iv) There shall be continuous collaboration between the Information Systems Unit and the Procurement Department in getting the appropriate specification for IT items to ensure the Board gets value for money.
- (v) The Information Systems Unit shall ensure a periodic review of preventive maintenance contract to ensure prompt and good service is provided to enable the Board derive the full benefits of the systems during their useful lives.
- (vi) Regular and appropriate training programmes shall be organised for all computer end- users to enable them put the computer systems to maximum use.
- (vii) Staff shall be expected to use the computers with adequate care and attention.

31.0. Cash And Bank Transactions

31.1 Bank Accounts

- (a) Bank accounts shall be approved by the Board of Directors upon the recommendation of the Chief Executive. Appointment and change of signatories to the bank accounts shall be made upon the approval of the Chief Executive.
- (b) A Cash Book shall be maintained for each Bank account.
- (c) Bank reconciliation statement shall be prepared for each bank account at the end of every month.
- (d) All cheque books shall be kept safely by the Accounts Manager.
 - (i) Cheque books shall be pre-recorded in a register.
 - (ii) Counterfoils of used cheques shall be kept in safe custody for a period of five (5) years, after which they may be transferred to the archives or may be destroyed in conformity with the existing law.
 - (iii) Cancelled cheques shall be retained in the cheque book for verification.
 - (iv) Cheques issued shall be crossed. Where a payee has no bank account, the cheque shall be opened provided a known third party certify to the identity of the payee. All payments exceeding the petty cash level shall be made by cheque.
- (e) Every cheque issued shall be accompanied by a bank advice.
- (f) Daily cash balances report shall be prepared by the head of Cash Office.

31.2 Office Cash Account

- (a) A Cash Book shall be kept to account for all receipts and payments.
- (b) A register shall be kept to record all receipts of money and cheques.
- (c) Unissued Receipt books shall be kept by the Accounts Manager and shall be issued on requisition by the head of Cash Office.
- (d) Official Receipts shall be issued for amounts received. Receipt Books in use shall be kept safely by the head of Cash Office. Used/duplicate receipt books shall be preserved by the head of Cash Office.
- (e) All receipts brought in before 4.00 p.m. shall be banked on the day of receipt whilst receipts after 4.00 p.m. shall be banked on the next working day.
- (f) All Cash Takings shall be paid to bank. The officers shall ensure that under no circumstances shall proceeds from sales of goods and services be used to meet expenses.

31.3 Petty Cash Account

- (a) A petty Cash Account shall be maintained on imprest basis.
- (b) The limit of the total Petty Cash/Float shall be determined by the Chief Executive/.Executive Director.
- (c) Only payments within the limit as approved by the Chief Executive/Executive Director shall be made out of the Petty Cash.
- (d) Petty Cash payments shall be made only against the Board's Petty Cash payment voucher authorised by a Departmental Head, and approved by the Accounts Manager.
- (e) Before the Petty Cash is replenished the Accounts Manager shall vouch for the Petty Cash transactions and certify the balance.

31.4 Accountable Imprest

- (a) Accountable imprest shall be made against written requisition by the Head of Department. All such requisitions shall be approved by the Executive Director/Director of Finance.
- (b) Expenditure out of accountable imprest shall be restricted to transactions covered by the purpose for which the imprest is paid.
- (c) An account shall be rendered to the Accounts Manager for all accountable imprest within one week, after completing the transaction for which the imprest was granted. For trekking officers, the account shall be rendered within one week after the return of the officer to base.
- (d) In the event of the Head of Department failing to account for the Accountable imprest, the Accounts Manager shall inform him and subsequently surcharge and sanction him, if unaccounted for.
- (e) Where the imprest was utilised by an officer, the Head of Department shall require the said officer to account for and failing which the officer shall be surcharged and sanctioned.

31.5 Loans and Advances

Payments for any money for loans/advances shall be in accordance with Administrative Policy of the Board. The Accounts Manager shall reconcile schedules of staff debtors at the end of each month.

32.0. Procurement Policy

32.1 Introduction

The procurement procedures of the Board shall be in line with the Public Procurement Act 2003, (Act 663) as amended.

32.2 The Procurement

(a) The Procurement Department

The Department is headed by a Director and is to be responsible for the procurement of goods, works and services

(b) The General Services Department

The General Services Department is responsible for providing Technical inputs for the procurement of works and technical services.

The input shall include Bill of quantities, specifications, drawings assisting in preparation of Tender documents and evaluation of Tenders received and contract management.

(c) Procurement Advisory Committee

The Divisions and Subsidiaries shall use a Procurement Advisory Committees for the procurement of minor goods, works and services within thresholds approved by Management

32.3 Procurement Plan

- (a) Management shall cause to be prepared a procurement plan to support its approved programme. The Plan shall cover the Board's procurement activity in the Head Office, Divisions and Subsidiaries. The plan shall therefore be a consolidated one.
- (b) The Procurement Plan for the ensuing year shall be submitted to the Board's Entity Tender Committee not later than a month prior to the end of the financial year for approval and subsequent posting on Public Procurement Authority (PPA) website.
- (c) The Head of Procurement shall submit an update of the procurement plan to the Entity Tender Committee at quarterly intervals after the approval of the Budget.

The Board shall submit to the appropriate Tender Review Committee, procurement notices for contracts and procurement plans above the thresholds stipulated in

- Schedule 3 of the Act 663, as amended, for publication.
- (d) Procurement contracts shall not be divided into parts or the value of a procurement contract lowered to avoid the application of the procedures for public procurement.

32.4 Procurement Procedures

In summary, procurement activities shall be carried out in line with the Procurement Act, Act 663 as amended and guidelines spelt out in the Procurement manual and directives issued by Public Procurement Authority.

33.0. Funding for COCOBOD Operations

33.1 Introduction

Subject to cost, cocoa operations shall be funded from the following sources:

- 33.1.1 Loan syndication.
- 33.1.2 Issuing cocoa bills and overdrafts.
- 33.1.3 Internally generated funds.
- 33.1.4 Commercial papers.
- 33.1.5 Raising funding through warehouse receipts.

33.2 Loan Syndication

- (a) Prior to the beginning of every financial year, the Board shall determine its projected purchases for the ensuing year (crop outturn) which shall form the basis for the amount to be borrowed. The total amount borrowing requirements is then determined by the cost of produce and related costs. On the basis of these projections, COCOBOD shall invite financial institutions to submit bids.
- (b) An Evaluation Committee shall be set up to evaluate the bids to select the mandated lead arrangers.
- (c) COCOBOD shall mandate the lead arrangers to source for the required funds from financial institutions both local and foreign.
- (d) The Board may organize a Road Show to attract potential financial institutions and other stakeholders.

33.3 Local Borrowing

- (a) The Board shall raise capital by issuing bills through the Bank of Ghana. This shall be

used to supplement the foreign loan facility when the need arises.

- (b) The gross bills shall be paid to the Bank of Ghana at the end of the maturity period.
- (c) The Board shall borrow from the commercial banks to finance its operations when the need arises.

33.4 Repayment of Loan Facility

The loan shall be repaid over an agreed period.

33.5 Disbursement

The facility shall be used mostly for cocoa purchases.

33.6 Seed Fund Advances

To ensure that there is sufficient money to purchase cocoa by the LBCs, the Board shall provide seed fund to the LBCs. The amount released to each LBC shall be calculated on projected tonnage determined for each LBC.

(a) Loan Security

The Board shall require the LBCs to provide Bank guarantees on application for seed fund.

(b) Recoveries of Seed Fund

Recoveries shall be made from payments due on delivery of cocoa by the LBCs to CMC.

Upon completion of recovery of seed money and interest, Bank guarantees shall be released to LBCs.

34.0. Insurance Policies

31.1 Introduction

The Board shall provide adequate insurance cover for staff and its landed and moveable properties.

31.2 Types of Policies

The insurance policies covered are:

(a) Group Insurance

The Board shall provide group insurance cover policy for all categories of employees.

Employees' Insurance

- (i) Group Personal Accident Insurance: This shall cover all senior staff and the entire membership of the Board of Directors.
- (ii) Employers' Liability (Workmen's Compensation) Insurance: This shall cover all junior staff.

(b) Business Insurance

- (i) Burglary Insurance: This shall cover loss of property and damage to premises and property by theft or any attempt thereat consequent upon actual forcible and violent entry into premises.
- (ii) Fidelity Guarantee Insurance: This shall cover the employer against direct financial loss resulting from acts of dishonesty of the employees.
- (iii) Motor Insurance: This shall cover the entire fleet of vehicles belonging to the Board including Tractors, forklifts and motor cycles.
- (iv) Marine Open Cover Insurance: This shall cover all imported inputs such as jute sacks, tarpaulins, chemicals and spraying machines/parts.
- (v) Fire and Allied Perils Insurance: This shall cover all landed and moveable properties such as office buildings, warehouses, and operational stocks.

31.3 Insurance Brokers

The Board shall employ the services of Insurance Brokers where necessary to act as intermediaries between the Board and the insurance companies on all matters relating to its insurance policies.

All brokers shall be bound by contract to remit to the Board a minimum of thirty per cent (30%) of all commissions earned in connection with the Board's insurance businesses. Failure to comply may result in the termination of their contract.

31.4 Insurance Companies

Management shall contract accredited insurance companies to provide adequate insurance cover for all of its policies.

Their appointment shall be based on the careful evaluation of their general performance and thorough assessment of their track record over the years especially with regard claim and service.

31.5 Negotiation of Rates with Insurance Companies

Management shall renegotiate downwards insurance rates with the companies from time to time, with the view to making savings on insurance premium payments.

31.6 Insurance Policy Renewals

- (a) The Board shall renew its insurance policies every year with the assessment of the performance of all the Insurance Brokers for possible re-appointment or withdrawal.
- (b) The insurance companies shall submit Debit Notes to cover premium charges on the respective policies for the period.

35.0. Investment Policy

35.1 Preamble

Ghana Cocoa Board shall invest its funds in a manner which shall provide adequate security with the optimum investment return while meeting the daily cash flow demands of the Board and conforming to all state and local statutes governing the investment of the funds.

Investment shall be made with seasoned judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived.

Investment officials shall act with due diligence and in accordance with written procedures and the investment policy. They shall be relieved of personal responsibility for individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. They shall, however, be held responsible for imprudence, negligence and non-disclosure of personal interest.

35.2 Scope

This policy shall apply to all assets for which the Board has financial/fiduciary interest. The investment character of the various funds of the Board shall guide the development of suitable asset allocation for them.

35.3 Objective

The primary objectives, in priority order, of the Board's investment activities shall be:

(a) Safety

Investments of the Board shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To achieve this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

(b) Liquidity

The Board's short term investment portfolio shall remain sufficiently liquid to enable it meet all operating requirements that might be reasonably anticipated.

(c) Return on Investment

The Board's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the Board's investment risk constraints and the cash flow characteristics of the portfolio.

35.4 Types of Investments

Ghana Cocoa Board shall undertake investments in the following:

(a) Capital Projects/Investments Properties

For the purpose of this policy, investment properties, shall mean “an interest in land and /or buildings”

- (i) in respect of which construction work and development have been completed, and
- (ii) which is held for its investment potential, any rental income being negotiated at arm's length.

The Board shall maintain a General Services Department which shall be responsible for all its Investment Properties. The Department shall ensure that:

- All vacant properties of the Board are to be identified for rental or for sale after valuation by competent valuer.
- All such vacant premises should attract economic and competitive rent for generation of maximum returns to the Board.
- The Board shall enter into agreement with all its tenants and such agreements should be enforceable by the nation's Courts of Law.

1. Sale and Lease Back

Under the Sale and Lease Back arrangement, the Board sells its assets/properties to a financial institution or a Leasing Company and simultaneously executes an agreement to Lease the property back for a certain period under specific terms.

2. **Operating Leases**

These are also called Service Leases and may include both Financing and Maintenance Services.

3. **Financial Leases**

The Board shall select an asset and negotiate its price and delivery terms with the manufacturer or supplier.

Then the Board arranges with a bank or leasing company to buy the asset from the manufacturer or supplier. This calls for full amortisation.

(b) **Short Term Investments**

Where there is cash which is not immediately required, it may be invested.

Short term investment shall include:

- (i) Deposit accounts/ Call accounts
- (ii) Government securities, i.e. Treasury Bills & Notes
- (iii) Term deposits
- (iv) Certificate of deposits (Fixed Deposits)
- (v) **Commercial Papers**

(c) **Shares in Other Companies**

The Board may acquire shares in companies which have strategic significance to its operations.

35.5 **Financial Criteria**

- (a) The Board shall use the following criteria as basis for evaluating decisions on capital/ investment projects:
 - (i) Payback Period: A payback period for every capital project will have to be assessed. The project with the shorter payback period shall be used.
 - (ii) Net Present Value (NPV): Net present value of the period of investment shall be positive.
 - (iii) Internal Rate of Return (IRR): The most desirable strategy would have the higher IRR. The minimum required should be the cost of debt to the Board or a benchmark set by the Board.
- (b) Discounted Payback: With regards to shares in other companies, the guiding principles shall include:
 - (i) Strategic importance
 - (ii) Competitive prospects

- (iii) Level of risk of an equity investment in the company
 - (iv) Marketability of a company's shares
 - (v) The company's dividend policy
- (c) In respect of short term investment, the factors that shall guide the decision-maker shall include:
 - (i) Maturity of the investment
 - (ii) Marketability of the security
 - (iii) Risk of default
 - (iv) Transaction cost
 - (v) Expected return and its competitiveness

35.6 Authorisation and Approval

- (a) All capital projects shall be approved by the Board of Directors upon the recommendation of the Chief Executive.
- (b) Short term investments shall be approved by the heads of Divisions and Subsidiaries and in the case of Head Office by the Chief Executive.
- (c) The Director of Finance/Investment Manager shall provide the technical justification for all investments.
- (d) Management responsibility for the investment programme shall be delegated to the Deputy Chief Executive (F&A) who shall establish written procedures for the operation of the investment programme consistent with this Investment Policy.

35.7 Books of Account

Proper books of accounts shall be maintained in accordance with best practice.

35.8 Ethics and Conflicts of Interest

Officers involved in the investment process shall:

- 35.8.1 Refrain from personal business activities that may conflict with the proper execution of the investment programme, or may impair their ability to make impartial investment decisions.
- 35.8.2 Disclose in writing to the Chief Executive their material financial interest in financial institutions that conduct business with the Board.
- 35.8.3 Further disclose any personal financial/investment positions that could be related to the performance of the Board's portfolio.
- 35.8.4 Subordinate their personal investment transactions to those of the Board, particularly with regard to the timing of purchases and sales.

35.9 Authorised Financial Dealers and Institutions

The Investment Officials for Head Office, Divisions and Subsidiaries shall maintain a list of financial institutions authorised to provide investment services as well as security brokers/dealers selected on the basis of their credit worthiness and soundness.

35.10 Diversification

The Board shall diversify its investments by security type and institution. With the exception of Government of Ghana Treasury Bills, and call deposits, not more than 15% of the entity's total investment portfolio shall be invested in a single security type or with a single financial institution.

35.11 Disclosure of Income

Disclosure of income from the sale of investment properties in the annual financial statements shall be in accordance with the Ghana National Accounting Standards/IFRS. Such assets are to be re-valued periodically and disclosed in the carrying amounts in the accounts or shown by way of notes to the Accounts.

35.12 Internal Controls

The Deputy Chief Executive (F&A) shall establish an annual process of independent review by the Board's auditors for consideration by the Finance Committee of the Board of Directors. This review shall provide internal control by ensuring compliance with the policies and procedures.

35.13 Reporting

The Investment Officials shall provide the Deputy Chief Executive (F&A) or head of Divisions/Subsidiaries consistent monthly reports for onward submission to the Board of Directors. These reports shall provide an accurate and meaningful representation of the investment portfolio, its performance vis-à-vis the established benchmark, and proof of compliance with the investment policy.

Monthly reports shall include:

- (i) A listing of individual securities held at the end of the reporting period.
- (ii) Average life and final maturity of all investments listed.
- (iii) Coupon, discount on earnings rate.
- (iv) Par value, amortised value and market value.
- (v) Percentage of the portfolio in each investment category.

36.0. Contributory Funds

36.1 Provident Fund

(a) Contributions to the Fund

Every permanent employee shall become a member of the Ghana Cocoa Board Employees Provident Fund Scheme and shall, at the end of each month, contribute an agreed percentage of his basic monthly salary towards the Fund.

The Board shall also at the end of each month contribute an agreed percentage of the employee's basic salary towards the Fund.

(b) Membership

Membership of the Fund shall be open to all permanent employees of the Board and any such employees shall in the form hereto be admitted to and become a member of the Fund.

An employee who becomes a member of the Fund shall continue as such until he ceases to be a permanent employee of the Board and shall abide by these rules.

(c) Forfeiture of Employer's Contribution

Any employee who has not contributed to the Fund for three (3) years and is leaving the service of the Board shall forfeit the employer's contribution.

(d) The Trustees of the Fund

The direct Management of the Fund shall be vested in the Head Office Board of Trustees which shall be assisted by the Trustees from the Divisions and Subsidiaries.

The number of Trustees of the Fund shall not be less than five (5) or more than seven (7), of which the Chairman shall be Management's representative. Other members shall include an Accounts Manager, and two (2) Representatives of the Senior Staff Association and the Local Union.

(e) Powers and Duties of Trustees

The Trustees shall be in charge of the administration of the Fund and shall exercise, perform and observe all powers and duties in them as contained in the Regulations.

The Trustees shall always act by majority, and any meeting at which four (4) Trustees are present shall be competent to exercise all or any of the powers and discretions vested in the Trustees.

The Trustees shall have power to employ any person or persons (including any one or more of their members) to do any Secretarial, Legal, Accountancy or other work which they may consider necessary or expedient in connection with the management of the Fund or the assets thereof and all expenses so incurred in the management of the Fund shall be borne by Ghana Cocoa Board/Divisions/Subsidiaries.

(f) Banking and Payment to Beneficiaries

The Trustees shall pay all monies received by them into the designated Bank. All monies in the said account shall be dealt with in accordance with these Regulations and such account shall be drawn on only by cheques bearing the signature of two (2) Trustees who shall be nominated from time to time by the Trustees for that purpose including the Trustee who is also a member of the Fund.

(g) Investments

All investments of the Fund shall be in accordance with the investment policy of Ghana Cocoa Board.

(h) Indemnity of Trustees

No Trustee shall be chargeable otherwise than in respect of money and securities actually received by him notwithstanding his signature to any receipt for the sake of conformity and he shall be answerable and accountable only for his own acts, receipts, neglects or defaults and not for those of any other Trustees nor of any Banker or other person with whom any of the assets of the Fund for the investments representing the same may be deposited or upon whose advice or opinion the Trustees may act nor shall he be answerable for insufficiency or deficiency of any securities nor for any other loss however arising save such as happens through his own willful default.

(i) Accounts

(i) Members' Accounts

- (a)** Individual accounts shall be raised for each member in the books of the Fund.
- (b)** At the end of every quarter statements shall be prepared by the Trustees for all members.

(ii) Revenue Accounts

Within three (3) months after the Board's financial year, the Trustees shall prepare a Balance Sheet and Revenue Account as at that date.

The Revenue Account shall be credited with all income accrued during the

period of account and all investments shall be valued and any appreciation or depreciation in the value shall be adjusted by crediting or debiting the Revenue Account. The Trustees shall credit each member in proportion to the amounts standing to the credit of members accounts with his share of the balance of such Revenue Account and the amounts so credited shall be treated as the income accruing on both the members' own contribution and on the Board's contributions. The accounts shall be audited yearly by Auditors appointed by the Board of Directors. As soon as possible after such Balance Sheet and Revenue Account have been prepared and audited each member shall be furnished with a statement showing the position of his account.

(j) Benefits/Withdrawals

Members who have been in the service of the Board for not less than three (3) years and upon submission of a written request to the Trustees may withdraw funds from their Accounts only in the following circumstances:

- (i) To supplement a Housing Loan from the facilities under the Board's Home Ownership Scheme.
- (ii) To carry out repairs on a house in which the Board has interest under the Board's Home Ownership Scheme.
- (iii) To repair a house for the use of the member and his immediate family.
- (iv) To purchase a plot of land for Residential purposes or farming.
- (v) Annual Withdrawal: Management shall approve an agreed annual withdrawal from the Fund.

The amount so withdrawn shall not exceed the aggregate amount for the time being standing to the credit of his Accounts and shall be deducted from the amount standing to the credit of his Account.

(k) Dismissal of a Member

If the services of any member with the Board shall be determined for any fault or breach justifying dismissal, he shall be entitled to receive the aggregate amount of the employees' contribution and the employer's contribution shall be forfeited to the Fund.

(l) Resignation or Retirement of a Member

On resignation or retirement of a member from the service of the Board his total contribution shall be paid to him as follows:

- (i) A member with less than three (3) years complete service shall forfeit the

employer's contribution and interest thereon. The balance (if any) of the amount standing to the credit of such member in the employer's contribution not payable to him under these Regulations shall be forfeited to the use of the Fund and shall be dealt with as hereinafter provided.

- (ii) A member with three (3) years service or more shall receive the whole of the employer's contribution of such aggregate in his Account.

(m) Death of a Member

On the death of any member whilst in the service of the Board the Trustees shall pay to the Executors or Administrators, upon the presentation of probate or Letters of Administration respectively, the aggregate amount standing in the employee's accounts.

(n) Assignment of Interest

No member shall transfer or assign whether by way of security or otherwise his interest or any part thereof in the Fund.

(o) Books of Account and Financial Statements

- (i) The Trust shall keep proper books of accounts and records on transactions of the Fund.
- (ii) The Trust shall prepare and distribute Statement of Accounts to contributors quarterly.
- (iii) The Accounting year of the Fund Account shall synchronize with Ghana Cocoa Board's Accounting Year which commences on 1st October and ends on 30th September.
- (iv) The Chairman of the Fund Account shall cause to be prepared half-year and annual accounts to Management.
- (v) The financial statement of the Fund shall be prepared and audited within three (3) months after the end of the financial year.

(p) Audit of the Fund

The Chairman of the Fund shall, on half yearly basis, submit draft accounts to be audited by the Board's Internal Audit Department. At the end of the year, an independent (external) Auditor shall be engaged to audit the Fund.

(q) Reporting

The Trust shall submit a comprehensive report on the management of the Fund to the Management and contributors at the end of the financial year.

36.2 Tier 3 Pension Scheme

(a) Introduction

These Scheme Rules are made pursuant to the Trust Deed establishing the COCOBOD Tier 3 Pension Scheme, (hereinafter referred to as the "Fund" or the "Scheme") and shall be deemed to be in operation on the date the Trust Deed is executed. The Employer or the Company, as referred to in this document, shall mean Ghana Cocoa Board (COCOBOD) or any of its subsidiaries the employees of which participate in the COCOBOD Tier 3 Scheme.

(b) Membership

Membership of the Scheme shall be open to persons whose conditions of service with the Employer shall entitle them to become members of the Scheme.

36.2.1 No member shall resign his membership so long as he remains in the service of COCOBOD.

36.2.2 An employee of COCOBOD or participating Subsidiary becomes a member of the Scheme as soon as he/she is employed on permanent basis and such membership shall continue until that person has been paid out in accordance with the Rules. The Company shall notify Trustees as soon as possible of the commencement of a new membership or the termination of an existing membership in respect of persons in their employment.

36.2.3 For the purposes of these Rules, any prior to the coming into operation of these Rules during which a member has been in the service of an Employer shall be regarded as a membership of the scheme.

36.2.4 Every member shall be given a copy of these Rules, either in a hard or soft copy.

36.2.5 Every member shall make a nomination or nominations as to the beneficiary (ies) of his/her entitlement in the event of his death.

36.2.6 Members shall have access to information regarding the details of investment at least once every year.

(c) Member Accounts

(i) Trustees shall keep in respect of each member, four contribution accounts namely; "Employer Pre-tax", "Member Pre-tax", "Employer After-tax" and "Member After-tax" accounts. Contributions made by the Employer on behalf of the member shall be credited to the appropriate Employer Account(s) whereas contributions deducted from a member's salary and paid into his/her account shall be credited to the appropriate Member Account(s).

(ii) A member shall receive, in each year, a benefit statement showing

contributions and gains on his/her account and he/she shall be deemed to have accepted it as correct unless he/she notifies the Board of Trustees, in writing of his objection, within three (3) months of the statement being issued.

(d) Contributions

The following shall constitute contributions into the scheme:

- (i) Every member shall contribute and pay 5% of his/her base salary into the Scheme at the end of each month. Such deductions shall be done by payroll at the time of paying that member's salary.
- (ii) At the time of paying the salary of member, the Employer shall in respect of that member contribute and pay into the Scheme a sum equal to 12.5% of the member's base salary at the end of each month.
- (iii) All contributions shall be paid into the custody account of the Scheme within 14 days after the end of the month of contribution.
- (iv) The Employer's contributions on behalf of members in the "Employer Pre-tax" and/or "Employer After-tax" accounts shall be subject to the Employer's vesting rules, as may be set by the Employer from time to time.
- (v) Notwithstanding clause 3.4 above, on the death of a worker before or after the expiry of the vesting period, any accrued benefit of that worker shall be devolved to his/her nominated beneficiary, in accordance with any applicable laws in Ghana.
- (vi) Contributions made by a member of and invested in either the "Member Pre-tax" account shall vest in that member as accrued benefits as soon as it is paid to the custody account of the Scheme.

(e) Qualifying Conditions for Withdrawals

In compliance with section 110 of Act 766;

- (i) Upon leaving the Company whether by resignation, retirement, retrenchment or medical incapacitation, a member shall be entitled to receive 100% of the benefits standing to his/her credit, subject to the payment of all applicable taxes.
- (ii) No member shall qualify to make withdrawals of their benefits from the Scheme whilst still in service of the Employer.
- (iii) On the death of a member. Trustees shall pay the full accrued benefits of that member to the nominated beneficiaries of that member.
- (iv) Withdrawal of benefits from this scheme shall constitute part and parcel of exit activities upon retirement or resignation of employee/members from the service of the Employer.

(f) Transfers

- (i) A member who ceases to be an employee of the Employer can elect to have his/her accrued benefits transferred to another Scheme.
- (ii) A member on entering the Scheme, with the approval of Trustees, may also transfer in his/her accumulated benefits from the scheme of his former employer to the Scheme.
- (ii) The member leaving the Scheme must also be given a transfer statement in accordance with the National Pensions Regulatory Authority's regulations.

(g) Forfeiture of Benefits

All members who exit the service of the Employer on the grounds of age, ill-health, voluntary resignation, death, termination of appointment and redundancy shall receive the total accrued benefits standing to their credit, except in the following cases:

- (i) An exiting employee who has not served probationary period and is leaving the service of the Employer shall qualify for 100% of balance of that member's contributions and accrued benefits standing to his/her credit but forfeit 100% of the Employer's contributions and accrued benefit standing to his/her credit.
- (ii) Where an employee with less than ten (10) years continuous service is dismissed, he/she shall be entitled to 100% of his/her Member Contributions only. Thus, he/she shall forfeit 100% of the Employer's contributions and accrued benefit standing to his credit.
- (iii) In the event of dismissal, an employee with a minimum of ten (10) years continuous service with the Employer shall qualify for 100% of the balance on Member Contributions and accrued benefits standing to his/her credit but forfeit 50% of the Employer's contributions and accrued benefits standing to his/her credit.

(h) Benefits Payment

- (i) The Employer shall have the first and paramount lien upon the balance standing, from time to time, to the credit of each member against any loss, damage, costs or expenses which the Employer may at any time sustain incur, pay or be put to by any reason of any act of embezzlement, neglect or default by such a member, or in respect of any advance of pay, loan, etc. which may have been made to him.
- (ii) Benefits are payable by lump sum to members who are eligible to withdraw or transfer their benefits to the Scheme.
- (iii) Where the nominee is a minor, on the death of the member nominating him/her, a receipt issued by the minor's parent or legal guardian for the

benefits paid him/her on behalf of such minor shall constitute a good discharge.

- (iv) On the death of a member not survived by a nominee, the Trustees shall pay his/her benefits to his/her Executor or Administrator who presents Probate or Letters of Administration relating to his/her Estate.

(i) Preservation of Benefits

Immediately after the exit of a member from the Company, the entitlement of that member shall be placed in the Preserved Accounts for the member until that member is ready to redeem his/her benefits.

(j) Scheme Reports

Trustees shall produce or cause to be produced the following reports.

- (i) A statement of investment holdings showing name, asset type, cost and market value of each security at the end of each quarter.
- (ii) Benefits statements, at least once a year, in a regulator-approved format showing contributions summary, investment gains, total withdrawals and total transfers, and same shall be provided to members at least once in a year.
- (iii) Summary contributions report showing total monthly contributions in respect of each member and amounts in arrears.
- (iv) An audited financial statements showing the balance sheet, income statement and cash flow statement by the end of the fourth month following the end of the year.
- (v) Quarterly transaction report detailing all transactions occurring in the Scheme during the quarter.
- (vi) A report on all other activities occurring in the Scheme within the reporting period.

(k) Annual Accounts & Audit

- (i) Within three months after 31st day of December, in each year the Trustees shall prepare a Balance Sheet and Revenue Account for the year ending 31st December.
- (ii) The said accounts shall be audited by auditors who shall be appointed by the Board of Trustees in accordance with the Trust Deed.
- (iii) Trustees shall prepare an Annual Report, which shall include the Audited Accounts for submission to the members of the Scheme.

(m) Winding up of the Scheme

- (i) Trustees shall be empowered by a resolution passed by a majority not less than two-thirds of their number (both of employer-nominated and member-nominated Trustees) provided the prior consent, in the writing, of the Company has been obtained (after giving not less than six months' notice in writing to the Company and the members), to wind up the Scheme.
- (ii) Upon the winding up of the scheme whether by notice or otherwise, Trustees shall transfer the assets to another Scheme open to the staff of the Company, and as much as possible make arrangements regarding the allocation of such moneys to the members' account in that Scheme

36.3 Employees' Mutual Funds

Management shall have oversight responsibility over all employee mutual funds, for example Coco Mutual Fund, Credit Union, Welfare Funds, etc.

37.0. Home Ownership Scheme

37.1 Introduction

The Homeownership Scheme was designed by Management of the Board to support its eligible employees acquire personal homes while in service. Management shall set up a Home Ownership Fund which shall be managed by a Management Committee.

37.2 Qualification and Approving Authority

The Scheme shall be limited to confirmed employees of the Board who have served the organisation as indicated below:

(a) The Executive

The Executive, made up of the Chief Executive and the Deputy Chief Executives shall be given loans based on the approval of the Board of Directors. However, the loan may be given on condition that such executives do not already own a house through such a scheme before their elevation. The Chief Executive and his Deputies shall serve two (2) years to qualify for the facility.

(b) Other Staff

All other confirmed employees who have served for five (5) years or more are eligible for the housing loan. A staff shall not benefit more than once from the facility.

37.3 Financing

The fund shall be financed as follows:

37.3.1 Annual budgetary provision

37.3.2 Recoveries from beneficiaries

37.3.3 Interest on investments of the Fund

37.4 Home Ownership Scheme Management Committee

(a) The Board shall establish a Home Ownership Scheme Management Committee which shall be responsible for the processing of all applications.

(b) The grant of a loan under the Scheme shall be subject to availability of funds and the number of applicants.

(c) The Committee shall be constituted as follows:

- | | | |
|--|---|-----------|
| • Deputy Chief Executive (F&A) | – | Chairman |
| • Director, General Services | – | Member |
| • Director, Health | – | Member |
| • Director, Legal Services | – | Member |
| • Director, Human Resource | – | Member |
| • Director, Audit | – | Member |
| • Director, Finance | – | Member |
| • Executive Director, CHED, QCC, SPD, CRIG | – | Member |
| • Senior Staff Association Representative | – | Member |
| • Union Representative | – | Member |
| • Human Resource Officer | – | Secretary |

37.5 Requirements

Qualified employees who wish to apply for the loan must have already acquired their own plots. The employee concerned shall satisfy the Board beyond doubt that he has exclusive legal title to the land. The building plan of the house duly approved and passed by the appropriate Town Planning Authorities shall be submitted to the Board for examination. In the case of an outright purchase, legal documents covering the property shall be submitted to the Board for examination.

37.6 The Loan

(a) Funds for loans shall be provided by Management. Other sources shall also be considered.

(b) The loan amount shall be determined by Management in consultation with relevant stakeholders.

- (c) The value of the building, as derived from the design, shall be assessed by the General Services Department which shall certify that the value of the outstanding works to be undertaken on the building is within the maximum entitlements of the beneficiary before the first instalment is released to the employee.
- (d) Approvals for all loans shall come from the Chief Executive on the recommendations of the Home Ownership Scheme Management Committee.
- (e) In the case where a beneficiary's Provident Fund balance is not up to the threshold to be withheld by the Board, the difference between the Provident Fund amount and the threshold shall be deducted from the loan amount.
- (f) Additional loan shall not be granted to a beneficiary to complete his house. Accordingly, a beneficiary shall not alter the approved design of the house.

31.7 Procedure

(a) Owner's Development

A prospective beneficiary who intends to put up his own house by direct labour shall be requested to submit his application to the Home Ownership Scheme Management Committee.

(b) Development by Registered Private Developer

Where a prospective beneficiary requests a registered private developer to put up his house, the developer shall be requested to submit his title deeds, approved building plans and the cost of the building to the Home Ownership Scheme Management Committee.

(c) Outright Purchase

Where a prospective beneficiary desires to make an outright purchase of a house, title deeds and approved building plans shall be submitted to the Home Ownership Scheme Management Committee.

(d) Vetting of Documents

All documents shall be forwarded to Legal Services and General Services Departments for vetting.

(e) Valuation

The value of the building, as derived from the design, shall be assessed by the General Services Department which shall certify that the value of the house intended to be constructed is within the maximum entitlements of the beneficiary before the first

instalment is released to the employee. Approval of the design shall be declined if the value of works exceeds the maximum entitlement of the applicant unless he deposits the difference in value with the Board.

37.8 Mode of Disbursement

(a) Outright Purchase

If the building is an outright purchase, the full amount shall be released to the beneficiary on the recommendation of the General Services Department.

(b) Owner's Development

- (i) Where the building is being erected by direct labour (owner's development) or a contractor, payment shall be made in instalments to the beneficiary on the recommendation of the General Services Department.
- (ii) In cases where a loan is required to purchase a house (outright purchase), payment for the value of the house shall be made to the beneficiary.

37.9 Insurance

The building shall be insured by the employee against fire, burglary and any other risks that the Board may consider necessary. The Board may pay the insurance premium on behalf of the employee and recover same at source from the salary of the employee.

37.10 Interest

The rate of interest on the loan shall be 2.5% per annum "Simple Interest". This interest should be calculated on balance of loan outstanding each year and account kept separately from the principal account. The total sum of both principal and interest shall be deducted from the employee's salary in equal monthly instalments.

37.11 Security

A percentage of a beneficiary's contribution to the Provident Fund at the time of advancing the loan shall be withheld as additional security.

37.12 Repayment Period

The maximum repayment period shall be twenty (20) years. A beneficiary may opt to repay the loan over a shorter period.

37.13 Repayment Moratorium

- (a) Repayment of loans for beneficiaries who put up their own houses or purchase uncompleted houses shall start twelve (12) months from date of first disbursement.

- (b) In the case of purchase of existing houses, repayment shall start six (6) months from the date of purchase.

37.14 Repayment of Loan

Repayment of the loan shall exclusively be from the lump sum from the beneficiary's Provident Fund.

37.15 Staff Living in Own Houses

- (a) A member of staff who has benefited from the Board's Home Ownership Scheme and the house is located within fifty (50) kilometres radius from his place of work shall not be housed by the Board. The Chief Executive and his Deputies are exempted from this rule.
- (b) A member of staff who has benefited from the Board's Home Ownership Scheme and resides in Board's accommodation shall pay appropriate rent. Such rent shall be determined by the General Services Department.
- (c) An employee who resides in his Home Ownership House which is beyond sixteen (16) kilometres radius from his place of work shall be entitled to commuted mileage allowance.

37.16 Autonomous Subsidiaries

Autonomous subsidiaries shall fashion their own schemes along the lines outlined herein.

37.17 Provident Fund Threshold

The Provident Fund threshold shall be determined by a model as indicated in Appendix K.

38.0. Transport Policy

The main objectives of this policy document are to provide a general framework for management of transport to ensure effective and efficient use of vehicles in the Cocoa Industry.

38.1 Fleet Management

- (a) Acquisition of Vehicles
 - (i) Only new vehicles shall be acquired.
 - (ii) The Board shall procure vehicles with strong dealership presence and after

sales service facilities in the country.

- (iii) Vehicle type and model to be acquired shall be appropriate for the intended use.
- (iv) Relevant technical details shall be provided by the Transport Unit emphasis being placed on efficient fuel consumption and operational cost.
- (v) The dealership shall provide technical training for the Board's maintenance staff and drivers.
- (vi) Acquisition of vehicles shall be in line with the Public Procurement Act, (Act 663) as amended.

(b) Vehicle Capacities

The Board shall acquire official saloon cars for Management Staff. The capacities of such vehicles shall be as follows:

- (i) Executives: between 2,400cc and 3,000cc capacity
- (ii) Directors: between 1,800cc and 2,000cc capacity
- (iii) Managers: between 1,600cc and 1,800cc capacity

(c) Vehicle Replacement

- (i) Four Wheel Drive vehicles (4x4) shall be replaced after seven (7) years or 250,000 kilometres whichever comes first.
- (ii) Ambulances shall be replaced after twelve (12) years or 200,000 kilometres whichever comes first.
- (iii) Trucks, tankers and the like shall be replaced after ten (10) years or 250,000 kilometres whichever comes first.
- (iv) Saloon cars shall be replaced after four (4) years for Directors and five (5) years for Managers.

(d) Insurance

All new vehicles shall be comprehensively insured up to five (5) years, after which they shall be insured Third Party.

(e) Roadworthiness

All vehicles including motorcycles shall be roadworthy and shall have valid roadworthy certificates.

(f) Vehicle Maintenance

- (i) Planned preventive maintenance strategy shall be adopted. All vehicles shall be maintained regularly in accordance with the manufacturers' recommendation.

- (ii) All vehicles under warranty shall be serviced and maintained at the dealers' shop.

(g) Maintenance Workshops

- (i) Workshops shall be equipped with the necessary tools.
- (ii) Maintenance work shall be carried out at the Divisions' shops where possible, i.e. depending on availability of spare parts, tools, resources, etc.
- (iii) External/private workshops shall be inspected, approved and accredited to work on the Board's vehicles.
- (iv) Major repairs shall be outsourced to accredited workshops under the following conditions:
 - (1) Every job must have a Works Order duly signed by the Transport Manager/Officer and approved by the Director in charge.
 - (2) Jobs carried out must be related to the work request and where necessary to perform any work outside the request, the Transport Manager/Officer must be notified for approval.
 - (3) The Works Order reference number, date and odometer reading of job completion should be written on the invoice.
 - (4) It is expected that final bills shall be reasonable to correspond to work done. If in the opinion of the Transport Manager/Officer, the bill is not reasonable, the said Workshop Manager shall be invited, prices negotiated and the appropriate bill presented.
 - (5) All replaced parts must be surrendered for verification.
 - (6) The odometer reading and fuel levels of vehicles shall be noted just before going to shop and same shall be inspected after delivery together with cleanliness of vehicles.
 - (7) All vehicles must be returned within a reasonable period of time.

38.2 Use of Official Vehicles

- (a) All operational vehicles with the exception of duty post saloon cars shall be driven by the Board's professional drivers.
- (b) Management staff and above may drive operational vehicles in the absence of the Board's professional drivers.
- (c) If it becomes necessary for any officer to drive an operational vehicle, the officer must seek permission from the Director in charge.

38.3 Operational Management

- (a) Vehicle Allocation

- (i) Vehicle allocation shall be made in response to requests in the Divisions budget that are duly approved.
 - (ii) Vehicles shall be allocated for projects as and when required.
- (b) Vehicle Pool**
Vehicles shall be in the pool for official use and shall be released based on approved requisition.
- (c) Duty Post**
 - (i) Duty post saloon cars shall be allocated to Managers and higher grade officers for the efficient performance of their duties.
 - (ii) The saloon cars for the various categories shall be allocated on the basis of seniority.
 - (iii) Managers and Directors driving assigned duty post cars shall have valid driver's license at all times.
 - (iv) Managers and Directors shall be responsible for driving their saloon cars to and from work.
 - (v) If an officer cannot drive due to ill health, the services of an official driver shall be provided for a period.
 - (vi) Officers who have been allocated saloon cars shall not use 4x4 vehicles to and from work.
- (d) Operational Duties**
 - (i) The most suitable available vehicle to meet the requirements of a trip shall be allocated.
 - (ii) Station wagons available in the pool may be used by other officers for long distances.
 - (iii) Request for use of vehicles may be authorised on welfare matters depending on availability.
 - (iv) Staff bus services may be provided for use of workers who have not benefited from vehicle loans.
- (e) Fuel Control**
 - (i) The status of vehicles shall be checked daily before fuel is issued.
 - (ii) Each vehicle must have one fuel requisition book at a time.
 - (iii) Every driver must sign his own fuel requisition book.
 - (iv) Fuel allocation to vehicles shall be based on proper vetting of requisition book.

- (v) Fuel coupons may be issued to vehicles that may need extra fuel in areas where fuel dumps are not available.

(f) Security Logs

All vehicles leaving and entering the Board's premises shall be duly logged by the Security staff.

38.4 Information Management

(a) Vehicle Odometer

Vehicles shall have working odometers at all times.

(b) Transport Records

Divisions and Subsidiaries shall keep relevant transport records by using source documents as follows:

- | | |
|-----------------------------|----------------------------|
| (i) Vehicle register | (iv) Waybills |
| (ii) Log books | (v) Fuel requisition books |
| (iii) Vehicle history books | (vi) Work orders, etc |

Comprehensive vehicle maintenance records shall be kept and used in assessing vehicle and workshop performances. They shall also be used to determine the yearly maintenance budget to guide Management in future acquisitions.

(c) Vehicle Performance Evaluation

The following basic transport performance indicators shall be used:

- (i) Kilometres travelled
- (ii) Fuel utilisation
- (iii) Maintenance cost per kilometre
- (iv) Actual maintenance cost against budget
- (v) Vehicle availability
- (vi) Vehicle utilisation

38.5 Safety

(a) Safety Equipment

Vehicles shall have the required safety equipment such as seat belts, fire extinguishers, warning triangles, first aid boxes, etc.

All persons in the Board's vehicles shall wear seat belts in line with the Road Traffic Regulations.

(b) Driving Under the Influence of Intoxicants

It is prohibited to drive under the influence of an intoxicant. Offenders shall be liable to disciplinary action.

(c) Driving at Night

Driving between the hours of 8:00 p.m. and 4:00 a.m. shall be avoided except in emergencies.

(d) Speed Limit

Vehicle shall travel at a maximum speed of 80 kilometres/100 kilometres per hour for highways and motorways respectively.

(e) Unauthorised Persons and Overloading

- (i) Unauthorised persons and goods shall not be carried on the Board's vehicles.
- (ii) Drivers shall ensure that vehicles are not overloaded. Offenders shall be liable to disciplinary action.

(f) Smoking

Smoking is forbidden in all the Board's premises and vehicles.

(g) Overnight Parking

- (i) Official vehicles shall be parked at designated parking places. Offenders shall be liable to disciplinary action. Officers and drivers shall be held responsible for any loss or damage as a result of non-compliance.
- (ii) All vehicle keys shall be submitted to the Security staff at the close of work and properly documented.

(h) Traffic Offences

Over-speeding, reckless/careless driving, etc. shall constitute punishable offences.

38.6 Reporting Accidents

- (a) All accidents shall be reported immediately to the nearest Police Station.
- (b) The Board's accident report form shall be used to record any accident on a vehicle. Management shall be notified of any accident within a week.
- (c) All accidents shall be referred to the Accident Committee to investigate.
- (d) All accidents shall be reported to the Insurance Company and claim procedures followed promptly.

38.7 Disposal of Vehicles

- (a) The Board's operational vehicles that have outlived their useful economic lives shall be disposed of upon approval by Management.
- (b) Method of disposal of vehicles shall be by:
 - (i) Bidding or auctioning
 - (ii) Transfer to another institution
 - (iii) Transfer to a retiring person at a depreciated value
- (c) Staff shall be given the option to acquire used saloon cars.
- (d) Disposal of vehicles shall be in line with the Public Procurement Act, (Act 663) as amended.

39.0. Maintenance Policy

39.1 Introduction

Maintenance undertaken through repair or replacement of parts must retain value of assets. The objectives of this policy are:

- 39.1.1 To maximise the useful lives of the Board's assets (buildings, plant and machinery, equipment and furniture) and to ensure their optimum performance.
- 39.1.2 To maintain current value of the buildings and machinery.
- 39.1.3 To minimise breakdown, or failure of components.
- 39.1.4 To maintain the health and safety of the users of the assets.
- 39.1.5 To improve the energy-efficiency and running cost of buildings by ensuring effective and efficient use of the facilities.
- 39.1.6 To ensure planned and corrective maintenance programmes in a timely and cost-effective manner.
- 39.1.7 To ensure that the buildings and facilities as well as the compounds are in aesthetically pleasing condition.

39.2 Organisation

- (a) Requests for minor repairs and replacements shall be made (using the Works Requisition Forms) to the Estate Manager.
- (b) Major repairs shall be planned and executed by contractors or through direct labour by the Civil Works Department.
- (c) Emergency repairs shall be reported promptly and directly to the Estate Manager, Civil Works Manager or the Director, General Services.

39.3 Offices/Club Houses/Guest Houses

- (a) Buildings
 - (i) Regular Maintenance shall be carried out as follows:
 - (1) Replacements of plumbing, electrical and carpentry fittings as and when necessary.
 - (2) Servicing of extractor fans and other fittings in washrooms as per service contracts.
 - (3) Painting shall be done on average every three (3) years. Quality of paint used shall be approved by the General Services Department prior to painting of any Board building.
 - (4) Reasonable quantities of replacement items (plumbing, electrical, carpentry) shall be stocked on the recommendations of the General Services Department.
 - (ii) Cleaning shall be carried out as follows:
 - (1) Cocoa House, Accra shall be internally cleaned daily, stripped quarterly and externally cleaned bi-annually as specified in cleaning contract. In other circumstances (such as regional offices), cleaning shall be undertaken by the Board's staff/private cleaning companies.
 - (2) Sanitary fittings (water closet systems, urinals/urinal pots, wash hand basins, etc) shall be replaced after five (5) years.
 - (3) Caretakers shall be responsible for the cleaning of the Club Houses and the Guest Houses.
 - (4) General Services Department shall ensure the cleanliness of all these buildings.
 - (iii) Furniture/Equipment
 - (1) Hard furnishing to be replaced after eight (8) years. Upholstery may be replaced with prior approval of the Director of General Services.
 - (2) Curtains and blinds shall be replaced after five (5) years.
 - (3) Electrical equipment (e.g. fridges) shall be replaced after five (5) years.
 - (4) Replacement/disposal of furniture shall be done in conjunction with the Estate Unit of the General Services Department.
 - (5) Computers and accessories to be replaced after four (4) years.
 - (6) Fax machines, photocopiers (to be managed with service contracts) shall be replaced after five (5) years.
 - (7) Soft furnishing in the Guest Houses (i.e. linen, crockery, utensils, cutlery, glassware, etc.) shall be replaced after three (3) years.
 - (8) Selected staff shall be trained to operate fax machines and photocopiers to minimise abuse.
 - (9) All purchases and replacements shall be made in consultation with appropriate departments.

- (10) All items in offices, guest houses, club house and duty post houses shall be inscribed with code numbers.
- (iv) Lifts
 - (1) The Civil Works Manager shall provide maintenance schedule (monthly, annually, etc.) and shall liaise with service providers in its implementation on monthly, quarterly and yearly basis.
 - (2) Servicing contracts shall be executed for maintenance.
 - (3) Lift Technicians shall be responsible for daily operation of lifts.
 - (4) Lift Technicians shall keep a maintenance log book for each lift.
 - (5) Lift Technicians shall submit weekly reports to the Civil Works Manager who shall send monthly summaries to the Director of General Services.
 - (6) Staff shall be educated on the safe use of lifts, especially in emergency cases.
- (v) Generator Sets
 - (1) The Civil Works Manager shall provide maintenance schedule (monthly, annually, etc.) and shall liaise with service providers in its implementation on monthly, quarterly and yearly basis.
 - (2) Servicing contracts shall be executed for maintenance.
 - (3) Technical Officer (Electrical) and Regional Works Superintendents shall submit monthly reports on the operation of the generators to the Civil Works Manager.
 - (4) Logbooks shall be kept on operations and maintenance.
 - (5) Civil Works Manager shall liaise with servicing companies and ensure compliance with service contracts.
 - (6) There shall be regular training for caretakers to operate generator sets.
 - (7) Generator sets shall be replaced after fifteen (15) years.
- (vi) Air Conditioners
 - (1) The Civil Works Manager shall provide maintenance schedule (monthly, annually, etc.) and shall liaise with service providers in its implementation on monthly, quarterly and yearly basis.
 - (2) Servicing contracts shall be executed for maintenance.
 - (3) Works Superintendents shall coordinate maintenance of all air conditioning systems in the Regional and District offices as well as Guest Houses.
 - (4) Service contracts shall be signed for servicing of air conditioning systems.
 - (5) Staff shall be educated on the smooth operation of air conditioners in offices.
 - (6) Technical Officer (Air Conditioner) shall submit monthly reports on air conditioning systems to the Civil Works Manager.
 - (7) Air conditioners (split and window units) shall be replaced after five (5) years.

- (vii) Fire Extinguishers
 - (1) The General Services Department shall be responsible for the provision and maintenance of fire extinguishers in the Board's properties.
 - (2) Fire Service personnel shall conduct annual assessment of offices and buildings and make recommendations for actual needs.
 - (3) Service contracts shall be executed for servicing of extinguishers.
 - (4) There shall be prompt replacement of faulty extinguishers.
 - (5) There shall be education of staff on effective use of fire extinguishers.
 - (6) Caretakers shall coordinate servicing of fire extinguishers.
- (viii) Telecommunication Equipment (Radio, Telephone, etc.)
 - (1) Service contracts shall be executed for monthly, quarterly and yearly servicing of equipment.
 - (2) Operators (Radio and Telephone) shall submit weekly reports to the Estate Manager and monthly summaries to the Director of General Services.
 - (3) Emergencies shall be reported to the Estate Manager, Civil Works Manager or the Director of General Services.

39.4 Warehouses

These comprise of the following:

- (a) The Board Occupied Warehouses (e.g. Tema, Takoradi, Kaase, etc.)
 - (i) These are owned and occupied by the Board.
 - (ii) General Services personnel shall inspect facilities regularly and submit appraisal reports for maintenance activities.
 - (iii) Works Superintendent shall handle minor repairs and replacements such as door locks, faulty doors, minor roof leakages, etc.
 - (iv) Daily cleaning shall be in accordance with terms of contract with private cleaning companies.
 - (v) The Civil Works Manager shall coordinate annually the internal white washing of warehouses in line with standard practice. There shall be external painting every two years.
 - (vi) The Civil Works Manager shall plan the regular maintenance of all warehouses.
 - (vii) Warehouses shall be provided with fire fighting equipment.
 - (viii) Tenant caterers to be responsible for cleaning and minor maintenance works in the canteen (kitchen and eating area).
- (b) **Offices/Warehouses Rented to Tenants**
 - (i) These are mostly rented to LBCs and managed by Tenancy Agreements.

- (ii) Tenants shall pay rent, utility bills and contribute to cleaning and waste management.
- (iii) There shall be Tenancy Agreements between the Board and its tenants.
- (iv) Tenancy Agreements shall be supervised by the Estate Manager.
- (v) Terms of agreement relating to maintenance shall be strictly enforced.
- (vi) Works Superintendents to inspect premises regularly and advise on maintenance needs.

(c) Board Rented Warehouses

These are rented from third parties such as Global Haulage, Tarzan and Adwumapa and managed by Tenancy Agreements.

39.5 Residential Properties of COCOBOD

These comprise the following:

- (i) Ghana Cocoa Board residential houses and Cocoa Villages mostly occupied by staff. A few are occupied by third parties including Produce Buying Company. In this case, the Board is the landlord and the staff is the tenant.
- (ii) Residences rented from third party landlords on behalf of Managers.
- (iii) Residences owned and occupied by Managers.
- (iv) Residences owned and occupied by Managers through Home Ownership

(a) Board Owned Residences

- (i) Board Responsibilities

The Board's responsibilities as landlord shall include the following:

- (1) Carrying out structural and external repairs.
- (2) Carrying out initial repairs and replacement prior to occupation.
- (3) Replacing insect proof netting every two (2) years.
- (4) Carrying out internal and external painting every three (3) years.
- (5) Providing insurance cover for building and contents owned by the Board.
- (6) Providing firefighting equipment.
- (ii) Staff Responsibilities as Tenants

The following shall be applicable to staff occupants below the rank of Deputy Chief Executive:

- (1) All occupants shall sign a Tenancy Agreement with the Board.
- (2) Occupants shall be responsible for replacement of bulbs, tubes, louvre blades, other light fittings, switches, toilet seats, etc.
- (3) Occupants shall be responsible for maintenance of landscape and other horticultural facilities in the immediate surroundings of their residences (e.g. tending of lawns, etc.).

- (4) General Services Department shall maintain common areas.
- (5) Occupants shall use the facilities for residential purposes only.
- (6) Occupants shall ensure prompt payment for utilities (electricity, water, telephone) during their tenancy.
- (7) Payment of rent shall be at a rate as approved by Management.
- (8) Occupants shall allow the Estate Unit to take inventory of all furniture items supplied by the Board.
- (9) Occupants shall vacate the official premises upon leaving the service of the Board in accordance with the Tenancy Agreement.
- (10) On leaving the service of the Board, 25% of a tenant's benefits shall be withheld until a clearance certificate is issued by the Human Resource and General Services Departments respectively to clear him.

(b) Rented from Third Party Landlords

These shall be managed as per the Tenancy Agreements and the Board shall carry out the responsibilities of the tenant.

(c) Owned and Occupied by Managers

The Board shall carry out responsibilities of the tenant.

- (d) Owned and Occupied by Managers (Home Ownership) The Board shall carry out responsibilities of the tenant.

39.6 Furniture/Equipment

- (a) Residences shall be furnished strictly in accordance with the Board's furnishing policy.
- (b) Furniture/electronic equipment (fridges, cookers, television sets, etc.) shall be replaced after five (5) years.
- (c) Generator sets shall be serviced in accordance with service agreements.

39.7 Accounting for Furniture and Equipment

(a) Coding

Estate Unit shall keep an inventory of furnishing and ensure coding of all items. Relocation of any item shall be authorised and documented.

(b) Asset Disposal

Disposal of items (e.g. after replacement, or upon vacation of premises) shall be

handled by the Asset Disposal Committee. This shall be in accordance with the Public Procurement Act, (Act 663) as amended.

(c) Vacation of the Board's Residence

- (i) There shall be joint inspection (by the Estate Unit, occupant, etc.) prior to vacation of residences to reconcile utility bills, inventory of furniture and equipment, etc.
- (ii) Works Superintendents shall regularly inspect residential facilities and report on state of repair to the Civil Works Manager.

39.8 Utilities (Water, Electricity, Telephone Services)

- (a) Payment of Official Bills
 - (i) Bills payable on the Board's premises shall be paid promptly.
 - (ii) For prepaid meters, top up credit should be promptly provided to forestall interruption in power supply. Occupants shall also cooperate to forestall interruptions due to non payment by giving sufficient notice before credit runs out.

39.9 Conservation (Water, Electricity, Telephone Services)

There shall be regular staff education on prudent use of utilities.

- (a) All lights, air conditioners, radios, television sets in offices should be switched off after close of work.
- (b) Air conditioners shall be switched off if rooms are to be vacated for more than thirty (30) minutes at any time.
- (c) Window blinds should be drawn open frequently to allow natural light during office hours.
- (d) Security personnel shall promptly report cases of damaged water pipes, lights left on after working hours and dripping taps for urgent action.
- (e) No electrical gadgets shall be left on standby power for more than one hour.

40.0. Social Responsibility

Management shall authorise and approve requests for financial support from individuals, communities and the general public.

41.0. Board of Directors' Allowances, Etc

(a) Allowances

- (i) Members of the Board shall be paid subsistence, travelling and any other allowances approved by the Minister for Finance.
- (ii) Directors' fees shall be paid to members of the Board of Directors.
- (iii) The Chief Executive, Deputy Chief Executives and other members of staff of the Board who serve on the Board shall not draw sitting allowances and fees.

(b) Ex-Gratia

- (i) Non-Executive Directors of the Board shall be paid ex-gratia at the end of their term of office.
- (ii) The Chief Executive, Deputy Chief Executives and other members of staff of the Board who serve on the Board shall not be paid ex-gratia at the end of their tenure of office.
- (iii) A prior approval of the quantum of ex-gratia shall be made by the appointing authority of the Board of Directors.

42.0. Financial Statements

- (a) Management shall submit draft annual accounts to its External Auditors for audit at the end of the financial year.
- (b) The financial statements of the Board shall include the financial activities of its Divisions and Subsidiaries.
- (c) Management shall submit the audited accounts of the Board's annual financial operations to the Board of Directors for approval.
- (d) Within a month after the end of each financial year the Head Office/Divisions/Subsidiaries shall submit to Management their draft financial statements.
- (e) During the financial year the Internal Auditors shall check the transactions of the Head Office/Divisions/Subsidiaries and submit quarterly reports.
- (f) The External Auditors shall conduct annual audit and submit report to the Board of Directors within three (3) months from the end of the Financial Year.

42.1 Accounting Policies

Management shall adopt accounting policies in accordance with the accepted accounting standards that are appropriate to the Board's operations.

The following are the basic accounting policies of the Board:

(a) Basis of Accounting

The financial statements shall be prepared in accordance with International Financial Reporting Standards (IFRS).

(b) Fixed Assets and Depreciation

Depreciation of fixed assets shall be calculated using the straight line method.

(c) Stocks

Stocks shall be stated at the lower of cost and net realisable value.

(d) Accounts Receivables

Accounts receivables shall be shown at Invoiced Value less provision in respect of anticipated irrecoverable debts.

(e) Foreign Currencies

- (i) Transactions denominated in foreign currencies shall be converted into Cedis and recorded at the rate ruling at the time of the transaction.
- (ii) Balances denominated in foreign currencies shall be converted into Cedis at the rates of exchange ruling on the Balance Sheet date.
- (iii) All differences arising from changes in exchange rates shall be dealt with through the Profit and Loss accounts.

(f) Investment Income

Income derived from investment in Ghana Government stocks and loans as well as dividends receivable from subsidiaries are treated on cash basis in the financial statements.

42.2 Internal Audit

(a) Introduction

Ghana Cocoa Board shall have an Internal Audit Department which shall have unrestricted access to all documents, information and reports, established in accordance with the Ghana Cocoa Board Law and International Auditing Standards. Such documents, information and reports shall be treated as confidential.

(b) Approved Internal Audit Mandate

- (i) The Ghana Cocoa Board Law 1984, (PNDCL 81) prescribes the appointment of an Internal Auditor who shall be responsible to the Chief Executive for the performance of his functions.
- (ii) The Internal Auditor shall, at intervals of three months, prepare a report on internal audit work and submit it to the Chief Executive.
- (iii) The Internal Auditor's report shall cover the financial and operational transactions of all Departments, Divisions and Subsidiaries of the Board.

(c) Audit Committee

The Board shall establish an Audit Committee in accordance with the Public Financial Management Act, 2016, Act 921 which shall have oversight responsibility for the general operations of the Internal Audit Department.

42.3 External Auditors

- (a) The Board's External Auditors shall carry out two (2) main audits of the general operations of the Board as follows:
 - An interim audit on the financial operations of the Board.
 - A final audit on the financial operations of the Board.
- (b) The External Auditors shall submit their reports to Management and the Board of Directors within three (3) months after the financial year.

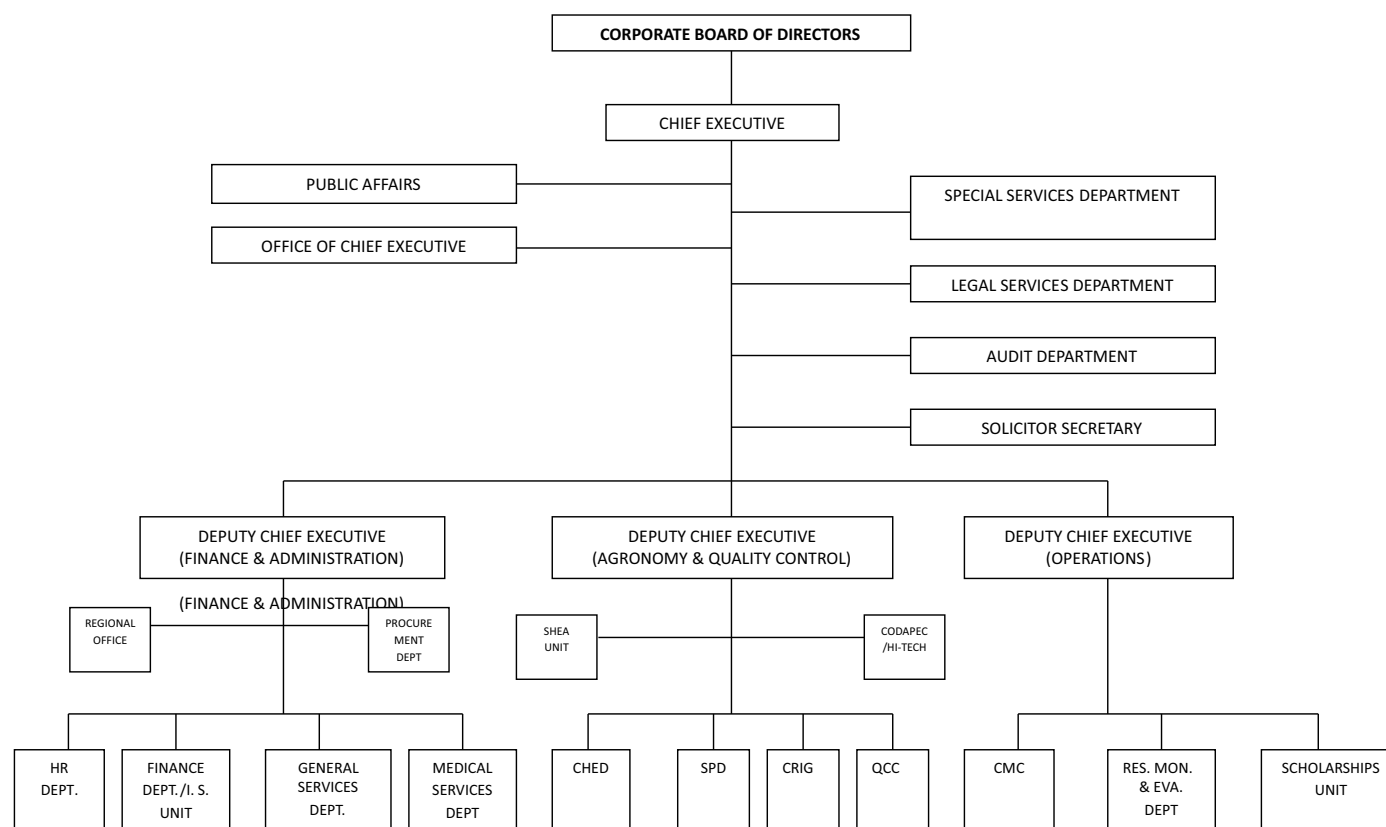
43.0. Amendment

Management shall submit all proposals for amendment to the Board's policies and regulations to the Board of Directors for approval.

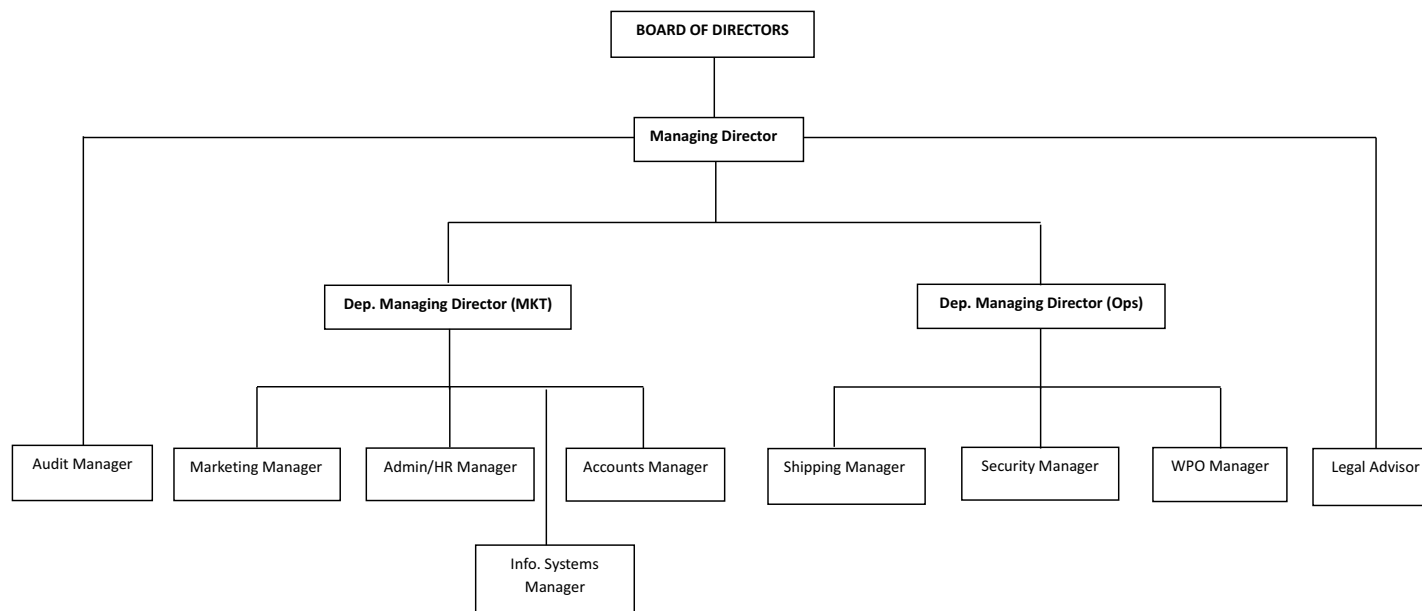
APPENDICES

Appendix A

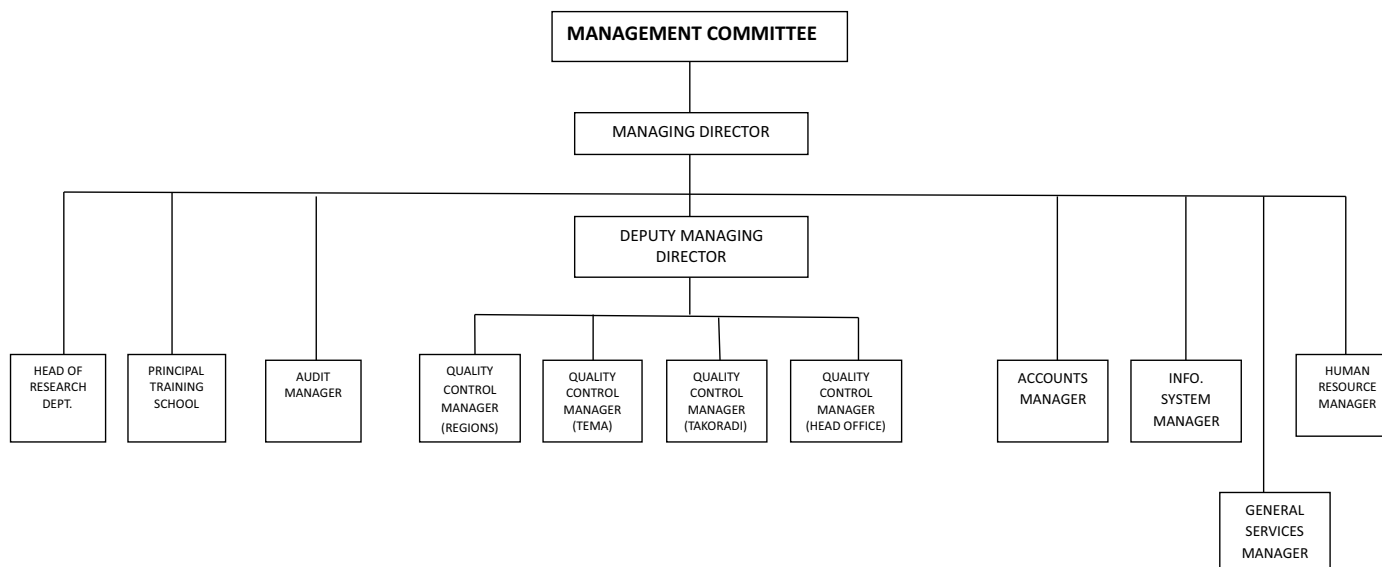
ORGANISATIONAL STRUCTURE OF GHANA COCOA BOARD



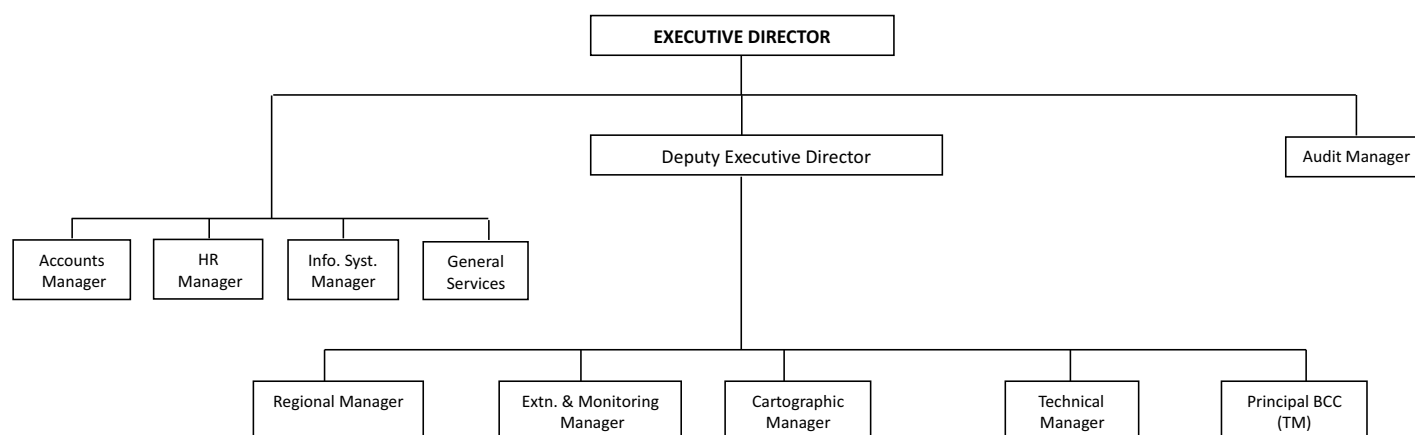
ORGANOGRAM FOR COCOA MARKETING COMPANY (GHANA) LIMITED



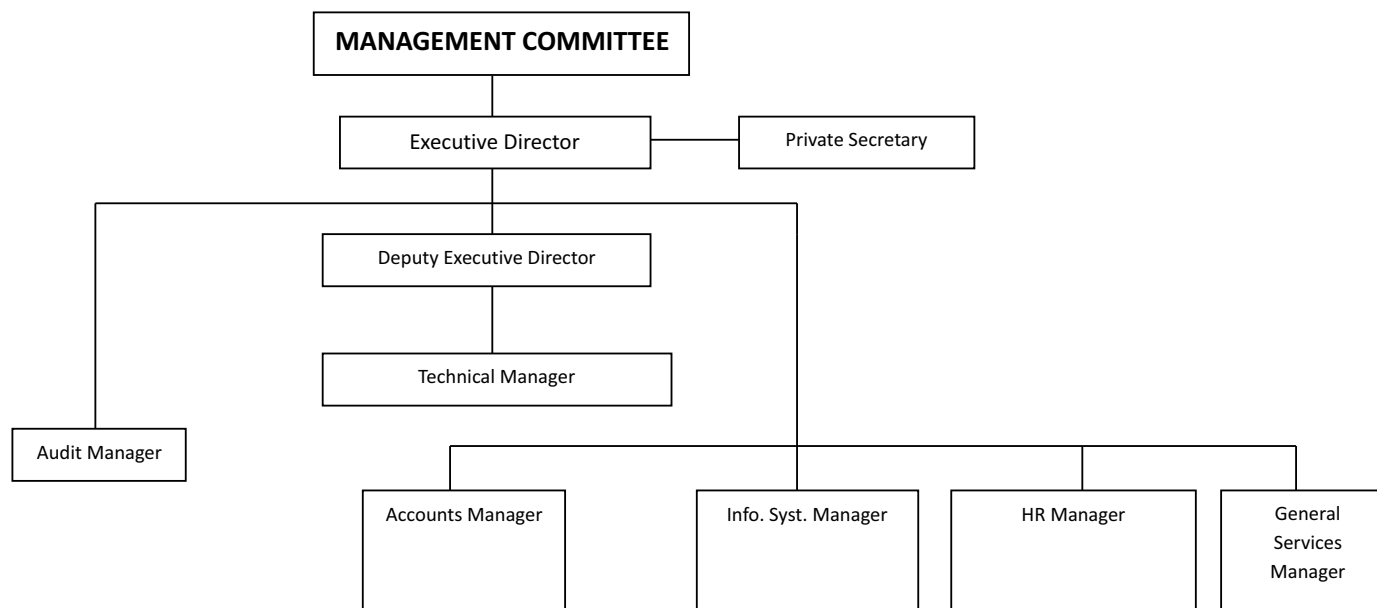
ORGANOGRAM FOR QUALITY CONTROL COMPANY



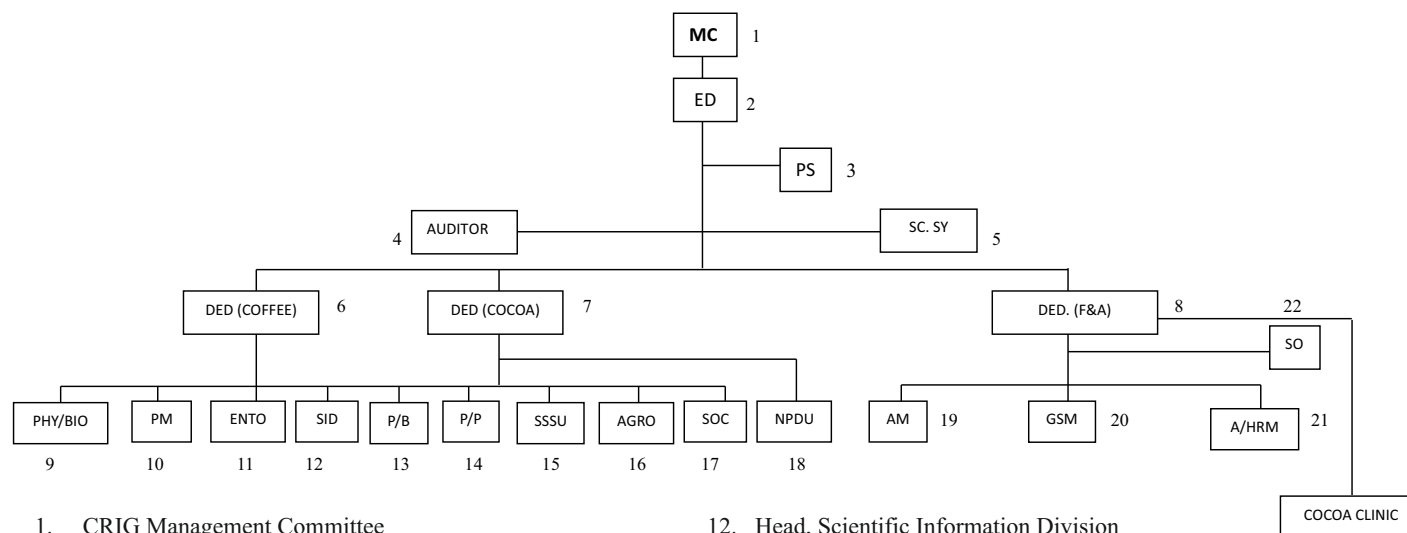
ORGANOGRAM OF COCOA HEALTH AND EXTENSION DIVISION



ORGANOGRAM OF SEED PRODUCTION DIVISION



COCOA RESEARCH INSTITUTE OF GHANA (CRIG) ORGANIZATIONAL CHART



1. CRIG Management Committee
2. Executive Director
3. Private Secretary
4. Auditor
5. Scientific Secretary
6. Deputy Executive Director (Coffee)
7. Deputy Executive Director (Cocoa)
8. Dep. Exe. Director (Gen. Admin)
9. Head, Physiology/Biochemistry Division
10. Head, Plantation Management Division
11. Head, Entomology Division

12. Head, Scientific Information Division
13. Head, Plant Breeding Division
14. Head, Plant Pathology Division
15. Head, Social Science and Stats. Div.
16. Head, Agronomy Division
17. Head, soil Science Division
18. Head, new products Dev. Unit
19. Accounts Manager
20. General Services Manager
21. Admin/Human Res. Manager
22. Security Officer

Appendix B

List of Standing Committees

- 1. Board of Directors**

Membership

(i) Three Government nominees (one of whom shall be)	–	Chairman
(ii) Chief Executive	–	Member
(iii) Two Farmers' Representatives (being persons with interest in cocoa farming)	–	Members
(iv) Governor of Bank of Ghana	–	Member
(v) Ministry of Finance Representative not below the rank of Director	–	Member
(vi) Ministry of Trade & Industry Representative not below the rank of Director	–	Member
(vii) Ministry of Food and Agriculture, Representative not below the rank of Director	–	Member
(viii) COCOBOD's Workers' Representative	–	Member
(ix) Solicitor Secretary	–	Secretary

- 2. CRIG Management Committee**

Membership

(i) Government nominee	–	Chairman
(ii) Deputy Chief Executive (A&QC)	–	Member
(iii) Ministry of Trade & Industry Representative	–	Member
(iv) Representative from a Public University	–	Member
(v) Representative from Crop Research Institute	–	Member
(vi) Executive Director, CRIG	–	Member
(vii) Executive Director (CHED)	–	Member
(viii) Executive Director (SPD)	–	Member
(ix) Representative from COCOBOD	–	Member
(x) Two (2) Farmers' Representative	–	Member
(xi) Workers' Representative	–	Member

- 3. SPD Management Committee**

Membership

(i) Government nominee	–	Chairman
(ii) Deputy Chief Executive (A&QC)	–	Member
(iii) Executive Director (CRIG)	–	Member

(iv)	Farmers' Representative	-	Member
(v)	MOFA Representative	-	Member
(vi)	Executive Director, CHED	-	Member
(vii)	Executive Director, SPD	-	Member
(viii)	Workers' Representative	-	Member

4. CHED Management Committee Membership

(i)	Government Nominee	-	Chairman
(ii)	Deputy Chief Executive (A&QC)	-	Member
(iii)	Executive Director (CRIG)	-	Member
(iv)	Executive Director (CHED)	-	Member
(v)	Executive Director (SPD)	-	Member
(vi)	COCOBOD Representative	-	Member
(vii)	MOFA Representative	-	Member
(viii)	Workers' Representative	-	Member

5. QCC Board of Directors Membership

(i)	Chief Executive, COCOBOD	-	Chairman
(ii)	Managing Director, QCC	-	Member
(iii)	Executive Director or Representative (CRIG)	-	Member
(iv)	Managing Director (CMC)	-	Member
(v)	Farmers' Representative	-	Member
(vi)	Ministry of Agric. (Plant Protection Unit) Representative	-	Member
(vii)	Workers' Representative	-	Member

6. CMC Board of Directors Membership

(i)	Chief Executive, COCOBOD	-	Chairman
(ii)	Managing Director, CMC	-	Member
(iii)	Bank of Ghana Representative	-	Member
(iv)	Ministry of Trade & Industry Representative	-	Member
(v)	Ministry of Finance Representative	-	Member
(vi)	Ministry of Food & Agriculture Representative	-	Member
(vii)	Farmers' Representative	-	Member
(viii)	Staff Representative	-	Member

7. Standing Joint Committee

Membership

- (i) COCOBOD Management
- (ii) Union Representatives

8. Cocoa Clinic Management Committee

Membership

- (i) Chief Executive, COCOBOD – Chairman
- (ii) Deputy Chief Executive (F&A) – Member
- (iii) Director of Health – Member
- (iv) Director, Human Resource – Member
- (v) Director, General Services – Member
- (vi) Workers' Representative – Member
- (vii) A Member of Ghana Medical Association
(registered by the Medical and Dental Council) – Member
- (viii) Hospital Administrator – Secretary

9. Home Ownership Committee

Membership

- (i) Deputy Chief Executive (F&A) – Chairman
- (ii) Director of Legal Service – Member
- (iv) Director of Finance – Member
- (v) Director, Human Resource – Member
- (vi) Director, General Services – Member
- (vii) Director of Audit – Member
- (viii) Director of Health – Member
- (ix) Managing Director, QCC – Member
- (x) Executive Director, CRIG – Member
- (xi) Executive Director, SPD – Member
- (xii) Executive Director, CHED – Member
- (xiii) COSSA Representative – Member
- (xiii) SCC Representative – Member
- (xiv) Human Resource Manager – Secretary

10. Assets Disposal Committee

Membership

- (i) Director of Finance – Chairman
- (ii) Director, Legal Services – Member

- | | | | |
|-------|-----------------------------|---|-----------|
| (iii) | Director, General Services | - | Member |
| (iv) | Director of Audit | - | Member |
| (v) | Senior Staff Representative | - | Member |
| (vi) | Local Union Representative | - | Member |
| (vii) | Administrative Officer | - | Secretary |

11. Bungalow Allocation Committee Membership

- | | | | |
|--------|--|---|------------------|
| (i) | Director, Human Resource | - | Chairman |
| (ii) | Director, General Services | - | Member |
| (iii) | Executive Director or Representative, SPD | - | Members |
| (iv) | Executive Director or Representative, CRIG | - | Member |
| (v) | Managing Director or Representative, QCC | - | Member |
| (vi) | Executive Director or Representative, CHED | - | Member |
| (vii) | COSSA Representative | - | Member |
| (viii) | SCC Representative | - | Member |
| (ix) | Estate Manager, Head Office | - | Member/Secretary |

12. Disciplinary Committee Membership

- | | | | |
|-------|---------------------------------------|---|------------------|
| (i) | Director of Legal Service | - | Chairman |
| (ii) | Director of Human Resource | - | Member |
| (iii) | Senior Staff Representative | - | Member |
| (iv) | Ladies' Club Representative | - | Member |
| (v) | Local Union Representative | - | Member |
| (vi) | Administrative/Human Resource Officer | - | Member/Secretary |

13. Motor Accident Committee Membership

- | | | | |
|-------|---------------------------------|---|------------------|
| (i) | Deputy Director, Human Resource | - | Chairman |
| (ii) | Accounts Manager | - | Member |
| (iii) | Transport Manager | - | Member |
| (iv) | Legal Officer | - | Member |
| (v) | Local Union Representative | - | Member |
| (vi) | Senior Staff Representative | - | Member/Secretary |

14. Staff Provident Fund**Membership**

(i)	Deputy Chief Executive (A&QC)	-	Chairman
(ii)	Director, Legal Services	-	Member
(iii)	Accounts Manager	-	Member
(iv)	Investment Manager	-	Member
(v)	Senior Staff Representative	-	Member
(vi)	Local Union Representative	-	Member
(vii)	Human Resource Manager	-	Member/Secretary

15. Scholarship Award Committee**Membership**

(i)	Deputy Chief Executive (Operations)	-	Chairman
(ii)	Director of Scholarships	-	Member
(iii)	Director, Human Resource	-	Member
(iv)	COSSA Representative	-	Member
(v)	SCC Representative	-	Member
(vi)	Farmers' Representation	-	Member
(vii)	Deputy Administrative Manager	-	Member/Secretary

16. Staff Welfare Loans Committee**Membership**

(i)	Director Human Resource	-	Chairman
(ii)	Director of Finance	-	Member
(iii)	Senior Staff Representative	-	Member
(iv)	Local Union Representative	-	Member
(v)	Administrative/Human Resource Officer	-	Member/Secretary

17. Tier 2 and 3 Board of Trustees**Membership**

(i)	Deputy Chief Executive (F&A)	-	Chairman
(ii)	Director, Human Resource	-	Member
(iii)	Representatives from the various Divisions/Subs	-	Member
(iv)	COSSA Representative	-	Member
(v)	SCC Representative	-	Member
(vi)	Human Resource Manager	-	Secretary

NB: Committee numbers 9 to 17 shall be reconstituted after every three (3) years.

Appendix C

Conditions of Service For Chief Executive and Deputy Chief Executives

(a) Accommodation

The Chief Executive and Deputy Chief Executives shall be entitled to free accommodation with soft furnishing.

(b) Security Arrangement at Residence

Night Security Man	-	2
Day Security Man	-	1
House Boy(steward)	-	1
Garden Boy	-	1

(c) Means of Transport

The Chief Executive and Deputy Chief Executives shall be provided with:

- (i) One (1) saloon car with a driver
- (ii) One cross-country vehicle with a driver.
- (iii) Fuel

(d) Medical Facility

The Chief Executive and Deputy Chief Executives shall enjoy:

- (i) Free medical attention for self.
- (ii) Free medical attention for immediate family.

(e) Annual Leave

The Chief Executive and Deputy Chief Executives shall enjoy their annual leave either at home or abroad.

(f) Bereavement Leave

To be granted five (5) days.

(g) Sick Leave

The Chief Executive and Deputy Chief Executives shall be entitled to sick leave as may be prescribed by a Medical Officer.

(h) Responsibility Allowance

The Chief Executive and Deputy Chief Executives shall be entitled to Responsibility Allowance as may be amended from time to time.

- (i) The Chief Executive and Deputy Chief Executives shall be entitled to Gross monthly salaries.
- (j) The Chief Executive and Deputy Chief Executives shall enjoy Insurance Protection Group Accident Policy as applicable to other members of staff.
- (k) The Chief Executive and Deputy Chief Executives shall be entitled to free utility services:
 - (i) Water
 - (ii) Electricity
 - (iii) Telephone (Residence) and mobile
- (l) Entertainment expenses.
- (m) The Chief Executive and Deputy Chief Executives shall enjoy all benefits including bonus.
- (n) The Chief Executive and Deputy Chief Executives shall contribute to the Staff Provident Fund
- (o) The Chief Executive and Deputy Chief Executives shall contribute to the National Pensions Scheme in accordance with the National Pensions Act, Act 766 as amended.

Appendix D

Ceilings for Furnishing

For Management and Senior Staff Accommodation

Directors

S/N	Item	Qty	Rate (GH¢)	Total Cost (GH¢)
	<u>Furniture</u>			
1	Suite of Lounge Furniture Mansonia/Walnut	1	15,000.00	15,000.00
2	Writing Desk with Chair	1	-	-
3	Book Case [6" x 6' W/L]	-	-	-
4	Dinning Table with Eight (8) Chairs	1	8,000.00	8,000.00
5	Medium Bedsteads/Cabinets (With Mattress)	4	1,800.00	7,200.00
6	Chest of Drawers (4 Drawers)	2	950.00	1,900.00
7	Dressing Tables with Stools	4	800.00	3,200.00
8	Set of Garden Chairs (Wooden)	-	-	-
9	Room Divider (8' wide) / Stand	1	1,650.00	1,650.00
*10	Side Board	-	-	-
				36,950.00
	<u>Electrical Appliances</u>			
11	Gas Cooker / Electric	1	5,000.00	5,000.00
12	Electrical Cooker			
13	Fridge (Double door; 515 L)	1	3,500.00	3,500.00
14	Freezer (Medium Size, 450L)	1	3,800.00	3,800.00
15	Air Conditioner [Split 2.5 HP]	5	3,500.00	17,500.00
16	Television Set (Smart TV -55")	1	5,000.00	5,000.00
17	Washing machine [6 10kg]	-	-	-
				34,800.00
	<u>Carpets/Curtains</u>			
18	Floor rugs/Carpets	1	-	8,000.00
19	Carpets	-	-	-
20	Curtains & Lining materials voile	1	14,000.00	14,000.00
				22,000.00
	<u>Others</u>			
21	Waste Paper Boxes	5	-	-
22	Linen Box	-	-	-
23	Standing Mirrors	-	-	-
24	Fire extinguishers - dry powder (6 kg)	1	195.00	195.00
25	Fire extinguishers - Co2 [3kg]	1	240.00	240.00
				435.00
	<u>Boys Quarters</u>			
26	Medium besteads (with mattress)	2	1,200.00	2,400.00
27	Wardrobes (Singles)	2	1,000.00	2,000.00
				4,400.00
				98,585.00
****	Generator Set [20KVA)		66,000.00	66,000.00
				66,000.00
	TOTAL			164,585.00

Managers

S/N	<u>Item</u>	<u>Qty</u>	<u>Rate</u> <u>(GH¢)</u>	<u>Total Cost</u> <u>(GH¢)</u>
	<u>Furniture</u>			
1	Suite of Lounge Furniture Mansonia/Walnut	1	8,000.00	8,000.00
2	Writing Desk	-	-	-
3	Side Board/Roomm Divider	1	1,400.00	1,400.00
4	Dinning Table with Eight (6) Chairs	1	5,000.00	5,000.00
5	Medium Bedsteads/Mattresses	3	1,800.00	5,400.00
6	Dressing Tables with Stools	3	1,200.00	3,600.00
				23,400.00
	<u>Electrical Appliances</u>			
7	Gas Cooker / Electric	1	3,500.00	3,500.00
8	Fridge (Double door; 320 L)	1	3,000.00	3,000.00
9	Freezer (Medium Size (450L)	1	2,200.00	2,200.00
10	Air Conditioner (Split 2.5HP)	2	3,500.00	7,000.00
11	Television Set (Smart TV 43")	1	4,000.00	4,000.00
12	Washing machine [6 - 10kg]	-	-	-
				19,700.00
	<u>Carpets/Curtains</u>			
13	Floor rugs/Carpet	-	6,000.00	6,000.00
14	Floor rugs/Carpet	-	-	-
15	Curtains & Lining materials	1	10,000.00	10,000.00
				16,000.00
	<u>Others</u>			
15	Fire extinguishers - dry powder (6kg)	1	195.00	195.00
16	Fire extinguishers - Co2 [3kg]	1	240.00	240.00
				435.00
	<u>Boys Quarters</u>			
16	Medium besteads (with mattress	2	1,200.00	2,400.00
17	Wardrobes	2	1,000.00	2,000.00
			2,200.00	4,400.00
	GRAND TOTAL			63,935.00

Senior Officers

S/N	<u>Item</u>	<u>Qty</u>	<u>Rate</u> <u>(GH¢)</u>	<u>Total Cost</u> <u>(GH¢)</u>
	<u>Furniture</u>			
1	Suite of Lounge Furniture Mansonia/Walnut	1	4,000.00	4,000.00
2	Dinning Table with Eight (4) Chairs	1	3,000.00	3,000.00
3	Medium Bedsteads/Mattresses	3	1,200.00	3,600.00
4	Dressing Tables with Stools	3	1,000.00	3,000.00
				13,600.00
	<u>Electrical Appliances</u>			
5	Gas Cooker / Electric	1	2,500.00	2,500.00
6	Television (LG 40")	-	-	-
7	Fridge (Double door; 300 L)	1	2,200.00	2,200.00
8	Air Conditioner -	1	2,500.00	2,500.00
9	Washing machines (6kg)	1	-	-
				7,200.00
	<u>Curtains</u>			
10	Curtains & Lining materials voile	1	5,500.00	5,500.00
				5,500.00
	<u>Others</u>			
11	Fire extinguishers - dry powder (6kg)	1	195.00	195.00
12	Fire extinguishers - Co2 [3kg]	1	240.00	<u>240.00</u>
				435.00
	GRAND TOTAL			<u>26,735.00</u>

Appendix E

Bonding Formula

Variables Contained in Formula

In reviewing the existing Bonding Policy, three main variables were considered, namely:

- Cost of programme to the Board
- Duration of training programme
- Number of years staff has served in the Board (Length of beneficiary)

Assumptions

- The basis of the calculation/formulae is that the average expenditure for a Master programme for 2008 was between \$8,000 and \$15,000.
- It is proposed that a master's programme will attract a bond of at least 60 months or five years.
- one month for every \$1,000.00 spent on beneficiary.

Let y – be the bonding period to be determined
 e – the expenditure incurred on the beneficiary in US\$
 df – duration factor (pull effect) where duration factor is dependent on the length of service to the Board.

Table below illustrates the df (duration factors in relation to number of years in Board)

Length of Service (years)	Duration Factor
0 – 5	1
6 – 10	0.85
11 – 15	0.75
16 – 20	0.65
21 and above	0.55

From the above, the formula for the Bonding period will be deducted as follows:-

$$y = \left\{ 60 + \frac{(e - \$6,000)}{\$1,000.00} \right\} \times df$$

For all $e > \$8,000.00$

All computed figures are rounded up to the nearest whole number.

For example, currently the GIMPA Executive MBA costs between \$7,200 and \$11,800. In applying the above formula we have the following:

Scenario 1(i) When $e = \$7,200$

Df = 25 years

$$\begin{aligned}
 \text{Then } y &= \frac{\{60 + (e - \$8,000)1\}}{\$1,000} \times df \\
 &= \frac{\{60 + (\$7,200 - \$6,000)\}}{\$1,000} \times 0.55 \\
 &= \frac{\{60 + (\$1,200)\}}{\$1,000} \times 0.55 \\
 &= \{60 + 1.2\} \times 0.55 \\
 &= 34
 \end{aligned}$$

Therefore the bonding period is 34 months for master's degree programme costing \$7,200 on an employee who has served for 25 years.

(ii) When $e = \$7,200$

Df = 5 years

$$\begin{aligned}
 \text{Then } y &= \frac{\{60 + (e - \$6,000)1\}}{\$1,000} \times df \\
 &= \frac{\{60 + (7,200 - \$6,000)\}}{\$1,000} \times 1 \\
 &= \{60 + 1.2\} \times 1 \\
 &= 61
 \end{aligned}$$

Therefore the bonding period is 61 months for master's degree programme costing \$7,200 on an employee who has served for 5 years.

Scenario II(i) When $e = \$11,800$

Df = 25 years

$$\begin{aligned}
 \text{Then } y &= \frac{\{60 + (e - \$6,000)\}}{\$1,000} \times df \\
 &= \frac{\{60 + (11,800 - \$6,000)\}}{\$1,000} \times 0.55
 \end{aligned}$$

$$= \frac{\{60 + (\$5,800)\}}{\$1,000} \times 0.55$$

$$= \{60 + 5.8\} \times 0.55$$

$$= 36$$

Therefore the bonding period is 16 months for master's degree programme costing \$11,800 on an employee who has served for 25 years.

(ii) When e = \$11,800
Df = 5 years

$$\text{Then } y = \frac{\{60 + (e - \$6,000)\}}{\$1,000} \times df$$

$$= \frac{\{60 + \$11,800 - \$6,000\}}{\$1,000} \times 1$$

$$= \frac{\{60 + (\$5,800)\}}{\$1,000} \times 1$$

$$= \{60 + 5.8\} \times 1$$

$$= 66$$

Therefore the bonding period is 66 months for master's degree programme costing \$11,800 on an employee who has served for 5 years.

All Other Local/Overseas Seminars/Workshops and Professional Courses

(a) All Other Local/overseas Seminars/Workshops

Assumption

The basis for the calculation/formulae is that the average expenditure for all other programmes i.e. Seminars/Workshops etc for year 2008 was between \$8,000 and \$25,000.

It is proposed that any seminar/workshop cost \$5,000 and below should attract a bond of at least 6 months.

Any expenditure in excess of \$5,000 will attract an additional period of one month for every \$500 spent on the beneficiary.

Let y = the bonding period to be determined.
E = the expenditure incurred on the beneficiary in US dollars
Df = duration factor is dependent on the length of service to the Board.

From the above, the formula for the Bonding period will be deduced as follows:

$$Y = \left\{ 6 + \frac{(e - \$5,000)}{\$500} \right\} \times df$$

For all $e > \$5,000$

For example for an external seminar/workshop that will cost the Board about \$8,000. In applying the formula above we have the following:

- (i) When $e = \$8,000$
 Df = 20 years
 Then

$$Y = \left\{ 6 + \frac{(\$8,000 - \$5,000)}{\$500} \right\} \text{ months} \times 0.65$$

$$Y = (6 + 6) \text{ months} \times 0.65$$

$$Y = 12 \times 0.65$$

$$= 8 \text{ months}$$

Therefore, the bonding period is 8 months for any other programme costing \$8,000 for any employee who has served 20 years in the Board.

- (ii) When $e = \$8,000$

$$Df = 5 \text{ years}$$

Then

$$Y = \left\{ 6 + \frac{(\$8,000 - \$5,000)}{\$500} \right\} \text{ months} \times 1$$

$$Y = (6 + 6) \text{ months} \times 1$$

$$Y = 12 \times 1$$

$$= 12 \text{ months}$$

Therefore, the bonding period is 12 months for any other programme costing \$8,000 for any employee who has served 5 years in the Board.

- (b) Professional Courses (ACCA, ICA, CIM and ACIB Assumptions)

The basis for the calculation/formulae is that the average expenditure for professional courses for year 2008 was

between \$1,500 and \$3,500.

It is proposed that any professional course costing \$1,500 will attract a bond of at least 24 months.

Any expenditure in excess of \$1,500 will attract an additional period of one month for every \$500 spent on the beneficiary.

Let y = the bonding period to be determined
 E = the expenditure incurred on the beneficiary in US dollars
 Df = duration factor is dependent on the length of service to the Board.

From the above, the formula for the Bonding period will be deduced as follows:

$$Y = \frac{\{ 24 + \frac{(e - \$1,500)}{\$500} \} \times df}{\$500}$$

For all $e > \$1,500$

For example, for a professional course that will cost the Board about \$3,000, in applying the formula above we have the following:

(i) When e = \$3,000

 Df = 1 year - 5 years

Then

$$Y = \frac{\{ 24 + \frac{(\$3,000 - \$1,500)}{\$500} \} \times df}{\$500}$$

$$Y = \frac{\{ 24 + \frac{(\$1,500)}{\$500} \} \text{ months} \times df}{\$500}$$

$$Y = (24 + 3) \text{ months} \times df$$

$$= 27 \text{ months}$$

(ii) When e = \$3,000

 Df = 20 years

Then

$$Y = \frac{\{ 24 + \frac{(\$3,000 - \$1,500)}{\$500} \} \times df}{\$500}$$

$$Y = (24 + 3) \text{ months} \times df$$

$$= (24 + 3) \times 0.65$$

$$= 18 \text{ months}$$

Therefore the bonding period is 18 months for any professional course costing \$3,000 for any employee who has served 20 years in the Board.

Appendix F

Cocoa Marketing Company (Ghana) Limited Sales Policy

(a) Sale of Beans

- (i) Based on the Sales Policy, the Board's Finance Department shall raise a debit note on the Cocoa Marketing Company (Ghana) Limited for all cocoa shipped and/or sold to local factories.
- (ii) Cocoa Marketing Company shall submit invoices of all marketing costs incurred to the Board for the preparation of the Board's final accounts.
- (iii) At CMC, a record shall be kept for every shipment. A record of delivery shall also be kept for each of the local factories. All invoices and bills relating to every shipment/delivery shall be checked by CMC Finance Office before they are passed on to the Board's Finance Department for preparation of final account.
- (iv) Trading transactions which are not related to shipments shall also be examined and certified by CMC Finance Office before forwarding them to the Finance Department of the Board. All such transactions shall be entered in a register at the appropriate Department/Section.
- (v) Head Office shall be responsible for the payment of export duty.

(b) Cocoa Marketing Company Sales Policy

All sales by the Cocoa marketing Company (Ghana) Limited are made to firms registered by the Company as Buyers on Cost Insurance and Freight (CIF) terms without any commission whatsoever. In special circumstances, however, the Company can make sales on such other terms as Cost and Insurance (C&I) and Free On Board (FOB) basis.

(i) Registration

Firms wishing to be registered as buyers for Cocoa beans and Cocoa Products are required to:

- Apply in writing direct to the Managing Director of the Company.
- Provide evidence that they have usefully been employed in some capacity in the cocoa trade in a consuming country or that they are organized in such a way that they can effectively handle the commodity on the International Market.
- Furnish the Company with the name(s) and address (es) of their bankers to enable it ascertain the firm's financial capability.
- Provide evidence of their membership of the Federation of Cocoa Commerce Limited (FCC) and or the Cocoa Merchants Association of America, New York, even if they are members of other Cocoa Associations.
- Fees:

Appropriate fees shall be paid by new applicants. Buyers shall pay a fixed fee for annual renewal of licence.

(ii) Negotiation

Sales by the Cocoa Marketing Company (Ghana) Limited are made by private treaty on the basis of World Market values at the best prices obtainable, and negotiations are governed by normal commercial considerations only, without any kind of discrimination in favour or against any individual firm or particular company.

(iii) Payment

Sales by the Cocoa Marketing Company (Ghana) Limited are effected on the basis of Cash Against Documents via documentary collection.

The Company, however, reserves the right to insist on the establishment of Letters of Credit whenever it deems it necessary to do so. All sales by the Cocoa Marketing Company (Ghana) Limited are negotiated on a net basis and all bank charges shall comply with terms of the Uniform Rules for collections 522 (1995).

(iv) Contract Quantity

The minimum quantity for a Contract of Cocoa beans to all the main ports of discharge is 50 metric tonnes while that for the cocoa products is 20 metric tonnes. In certain circumstances, however, the Company could insist on a larger tonnage to ascertain ports of discharge if that would serve as an inducement to Carriers.

(v) Shipment

Sales are made for three (3) monthly shipment period, e.g., October/December, November/January, December/February, etc. for cocoa beans and for two (2) monthly shipment periods, e.g., February/March, March/April, etc. for cocoa products. In both cases, the sales are made basis Main UK ports. Differentials are chargeable on all European and USA outports, and the company reserves the right to reject declared ports which are not easily accessible. Contracts in such cases are converted to FOB terms to enable buyers arrange shipment.

Buyers are required to declare ports of destination at the time of negotiation or, at the latest, two (2) clear calendar months prior to the commencement of the Contract shipment period. Request for change of destination are entertained; but each request is dealt with, on its own merit.

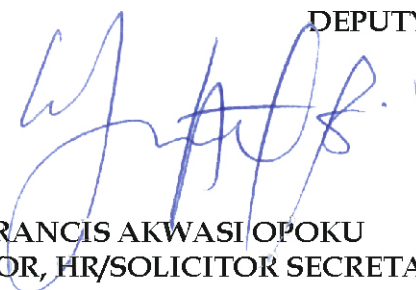
THE GHANA COCOA BOARD POLICY DOCUMENT WAS APPROVED BY THE BOARD OF
DIRECTORS AT ITS 409TH MEETING HELD ON MONDAY 30TH SEPTEMBER, 2019



HON JOSEPH BOAHEN AIDOO
CHIEF EXECUTIVE



EMMANUEL RAY ANKRAH
DEPUTY CHIEF EXECUTIVE (F&A)



FRANCIS AKWASI OPOKU
DIRECTOR, HR/SOLICITOR SECRETARY