

INTERNATIONAL TROPICAL TIMBER ORGANIZATION

ITTO

PROJECT PROPOSAL

TITLE:	COMMUNITY FOREST LANDSCAPES AND SMALL ENTERPRISES CONTRIBUTING TO LEGAL TIMBER TRADE IN GHANA
SERIAL NUMBER:	PD 791/15 Rev.3 (M)
COMMITTEE:	ECONOMICS, STATISTICS AND MARKETS
SUBMITTED BY:	GOVERNMENT OF GHANA
ORIGINAL LANGUAGE:	ENGLISH

SUMMARY:

The overall objective of this project is to increase the availability and sources of legally sourced timber on the domestic market of Ghana. This will be achieved through the establishment of legal timber supply chain from community landscapes. At project completion, these landscapes would be established as additional legal sources of timber. Small-scale producers will also demonstrate understanding of the standards covering chain of custody and wood tracking by documenting and implementing procedures to comply with legal timber trade requirements. The capacity of the Kumasi Wood Cluster Association (KWC) (a certification system service provider) and the National Forest Forum Ghana (NFF- G) will be enhanced to better offer technical support to small-scale community producers towards legal timber trade in Ghana. Approaches to achieve this includes capacity building of communities to develop systems and agreements that provide incentives and security of tenure; capacity building of small-scale producers to develop appropriate chain of custody systems will contribute to value chain development from the community landscapes to the market. KWC will also continue to offer technical support to small-scale producers to comply with legality requirements, while NFF-G will be the platform to discussing forest governance issues that may affect legal timber trade.

EXECUTING AGENCY: KUMASI WOOD CLUSTER ASSOCIATION

DURATION: 24 MONTHS

BUDGET AND PROPOSED SOURCES OF FINANCING:	SOURCE	CONTRIBUTION IN US\$
	ITTO	<u>309,299</u>
	Govt. of Ghana/EA	<u>59,013</u>
	TOTAL	<u>368,312</u>

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PROJECT BRIEF

Context and Analysis

The forest resources of Ghana are being depleted at an alarming rate. The immediate drivers include, among others: policy and market failures in the timber sector; growing population in rural and urban areas, which increases local demand for agricultural and wood products; high demand for wood and forest products on the domestic and international market; heavy dependence on charcoal and wood fuel for rural and urban energy; limited technology development in farming systems; continued reliance on cyclical 'slash and burn' methods to maintain soil fertility; and limited access to affordable credit for investments.

There is now a revised forest policy which aims at addressing major barriers to investments in forestry, such as tree tenure, complexities of land ownership, forest encroachment, weak infrastructure and insufficient implementation of legal instruments which is yet to be tested. The Ghana Voluntary Partnership Agreement (VPA) explicitly recognizes the need for social safeguards, for example as provided in Article 17 paragraph 1: *In order to minimize possible adverse impacts, the Parties agree to develop a better understanding of the livelihoods of potentially affected indigenous and local communities as well as the timber industry, including those engaged in illegal logging.*

The concept of social safeguards is not further elaborated, although the need to consider livelihoods is reiterated in articles 1, 13, 15 and 16 of the VPA document. Ghana signed the VPA to control illegal wood entering both international and domestic markets. Wood and wood products placed on Ghana's domestic market are mainly from illegal sources largely as a result of the low capacity of SMFEs to meet the legal requirements for legal sourcing, inability of SMFEs to compete for TUCs with the established timber firms within the forest reserves and the non-availability of legal sources of timber in the off-reserves where SMFEs source their raw material.

Further to that, Ghana has no community based enterprise development experience and there exist no commercial timber value chain from community forest landscapes to the domestic market. There however exist community lands in the off-reserve areas that have high timber potential which can be developed and established as legal sources of timber for small-scale community producers in the timber industry. The community landscapes when developed as legal sources would contribute to reduced illegal logging and associated trade and increase the availability of verified legal timber and forest products on the domestic market.

Project Objectives

The development objective of the project is to contribute to the creation of a more legal and well-regulated wood and forest product market in Ghana. The impact of the project will be measured by assessing and tracking the percentage of wood and forest products on the market that are legally sourced and the additional forest areas they are sourced from.

The specific objective of this project is to initiate two new inclusive and process driven community forest landscapes in the Western and Brong Ahafo regions of Ghana that will bring about a legal commercial timber supply chain in Ghana within two years. The outcome of the project will be measured by assessing the number of small-scale and community producers sourcing legal timber from the two landscapes. It will also be measured by assessing the number of small-scale and community producers benefiting from the supply of legal wood and forest products from the two landscapes.

Project Beneficiaries, Outcome and Outputs

Direct Beneficiaries

- a) Small-scale and community producers: The project will be implemented in two community landscapes which will be used as pilot sites for sourcing legal wood. These two landscapes covers approximately seventy (70) communities across the high forest zone of Ghana (Brong-Ahafo and Western Regions of Ghana). This will cover an average of about ten thousand, two hundred and fifty (10,250) forest dependent community members'. There is almost a 50:50 gender split in the communities with about 50% (5,125) being adults of whom about 80% (4,100) are farmers and or hunters. Existing livelihood and occupation among communities have farming as the leading economic activity. This is followed by hunting and logging. Other economic activities being carried out on minor scales include NTFPs collection, herbal preparations for economic survival. Among the needs expressed by communities surprisingly are difficulties in accessing processed timber such as lumber and plywood for housing and furniture construction even though the area is a major source of timber. Almost a dozen mobile sawmills are located in surrounding districts that supply domestic timber to cities in Accra, Tema, Kumasi and Takoradi. Carpentry and furniture supplies are by craftsmen most of whom employ less than 10 men and women and use few power machines (mostly hand operated tools). Such small-scale enterprises would adopt systems that meet the legal sourcing requirements in their supply of wood products to the domestic market.
- b) Community level institutions – five (5) traditional councils and thirty (30) community chiefs will benefit from the project through the establishment of protocols and systems that ensure tree tenure security, fair and equitable benefit-sharing arrangements and ensure transparency and accountability in their traditional areas. NFF-G, other civil society partners and District Assemblies will build their capacities to develop and implement local-level forest by-laws within the national forest policy framework and enforce resource management regulations.

Indirect beneficiaries: A spill over effect to more than ten thousand (10,000) forest dependent men and women within the two landscapes is expected. Local tree tenure reforms and benefit sharing arrangements will allow local people to improve their livelihoods especially women through forest investment on their off-reserve landscapes. Women and the youth in rural areas in Ghana are more engaged in off-reserve landscapes due to their daily activities. They gather and sell NTFPs to support their homes. These include essential oils, medicinal plants, rattan, natural honey, edible nuts, mushrooms, snails, fuel wood of which would be by-products besides timber within the two landscapes. The Ministry of Lands and Natural Resources has expressed interest in promoting community forest management and will be a lead stakeholder in the project. In late March 2016, the MLNR organized a stakeholder consultative workshop to revise the twenty years Forestry Development Master Plan for the period 2015-2035. The Forestry Commission (FC) of Ghana will benefit from capacity building around community forest investment models. The Ministry of Food and Agriculture (MoFA) will build staff capacities on the forest enterprise model to enable them to support farmers with sustainable land-use management practices.

The project at the end of its implementation would achieve the following expected outcomes:

- Improved local mobilization and organizational capacity of men and women resulting to better understanding of forest management, local level tree tenure and benefit sharing arrangements , devolution of management rights and active participation in the implementation and monitoring of forest law enforcement within the two (2) demarcated landscapes;
- Improved capacity of 10 loggers and 50 SMFEs from 6 associations on timber value chain, chain of custody, timber and timber products tracking and legal sourcing resulting in 5% (30,000 m³) increased timber that are legally verified on the market;

- Project activities contributing to the ongoing forest sector legal reforms, policy and VPA implementation through project steering committee meetings;
- Forest law reforms, enforcement, compliance and governance improved with 300 men and women in 30 communities and 10 loggers and 50 SMFEs demonstrating good knowledge and compliance with legality requirements;
- Two (2) community landscapes established as pilot areas for legal sources with SMFEs value chain, chain of custody and wood/forest product tracking systems in place and functioning;
- Men and women forest sector practitioners, institutions, communities and stakeholders benefiting from improved knowledge, capacity and competency as a result of available project success stories and lessons.
- Simplified and abridged versions of forest laws, chain of custody and wood/forest product tracking systems developed, shared and used by men and women in communities, SMFEs and other CSOs.

Project Implementation and Sustainability

Already existing platforms such as the forest forums and other community based platforms created will be used for networking and information sharing among communities, SMFEs and individual participants. KWC will offer technical support and coaching to SMFEs in legal sourcing of timber prescribed by the standards and verification processes of the Ghana Legality Assurance System (GLAS) Project reviews will be carried out twice annually and will be done with a team of stakeholders. Knowledge and lessons learnt from the project will be shared with the FSD/TVD/TIDD of the Forestry Commission for maintaining the VPA program. All reports will be sent to ITTO for its evaluation and adoption for other member country use, where appropriate.

These sustainability interventions will be achieved by ensuring that the established forums at local, regional and national level participation and capacity building platforms continue to operate in a replicable form and its benefits continue to be available without external support after the project. At the community level, the project will contribute to existing FC, Private Sector and NGO interventions in community action planning and implementation of action plans that incorporate capacity building and information sharing on VAP/FLEGT and support community-based structures for decision-making with VPA/FLEGT information. Institutional frameworks: collaborate with Traditional Councils, whose jurisdictions go beyond single communities, to enable Traditional Area level capacity and knowledge on VPA/FLEGT; Industry level: responsible use of Ghana's timber resources through strict adaptation to legal behaviour by SMFEs will guarantee long term availability of timber and forest products to protect businesses, jobs and reduce poverty in rural the project area. The project will also seek to develop specific measures to address gender concerns during implementation as well as ensuring impact measurement of gender. Some of these measures include gender assessment during project inception, ensuring gender balance in project events such as forest forums, meetings, workshops, trainings and gender sensitive planning and monitoring. Project quantitative data will be disaggregated by gender and qualitative information will also be documented along gender lines to enable impact monitoring. The project will also identify and engage with women groups and traditional women leaders at the community level to ensure women participation in project activities and landscape management decisions.

Assumptions and risks

Key assumption of this project is the commitment from government agency responsible for the regulation and management of forest resources. Government has already demonstrated its commitment by signing the VPA, developing the new forest and wildlife policy (2012) and revised the forestry development master plan and the framework for tree tenure and benefit sharing that will support community based forest investment.

Two risks areas have however been identified, that is mining and climate change. The expansion of mining activities within the HFZ is also a threat to the implementation of community forest enterprise development models that aim to create forest resources in the off-forest reserve areas. The Government of Ghana has deeply committed to comply with environmental permit regulations and procedures. This will empower communities to be part of the decision-making processes on mining to reduce this threat.

Forest use patterns and farming are changing in recent times resulting in increasing migration into the High Forest Zone to access farmland. The consequence has been a rising population pressure on forest reserves for agricultural lands with an added pressure on social services. KWC is mindful of the risk that climate change will negatively effect and impact the livelihoods of direct beneficiaries, and project outputs. Thus, KWC is mainstreaming climate change and ecosystem-based disaster risk reduction (EcoDRR).

Project Budget

A total of three hundred and nine thousand, two hundred and ninety-nine Dollars and twenty cents (\$309.299) is being requested from ITTO over two years. An amount of fifty-nine thousand and thirteen Dollars (\$59.013) is the contribution of the executing agency. Of the ITTO budget, nineteen percent (19%) is allocated to personnel costs whilst one percent (1%) is allocated to capital items.

- The budget amount requested from ITTO – **\$309.299**
- The contribution of the executing agency - **\$59.013**
- Other funding sources - NA
- **Of the ITTO budget, 19% allocated to personnel and 1% to capital items**

LIST OF ABBREVIATIONS AND ACRONYMS

CBNRM	Community Based Natural Resource Management
CBs	Certification Bodies
CIKOD	Centre for Indigenous Knowledge and Organizational Development
CoC	Chain of Custody
CREMAs	Community Resource Management Areas
CSOs	Civil Society Organizations
DAs	District Assemblies
DOLMAG	<u>Domestic Lumber Millers Association of Ghana</u>
DOLTA	Domestic Lumber Trade Associations of Ghana
EA	Executing Agency
EcoDRR	Ecosystem-based Disaster Risk Reduction
EU	European Union
FAWAG	Furniture and Wood Workers Association of Ghana
FC	Forestry Commission of Ghana
FIP	Forest Investment Plan
FLEGT	Forest Law Enforcement, Governance and Trade
FSC	Forest Stewardship Council
FSD	Forest Services Division
FWP	Forest and Wildlife Policy
GDP	Gross Domestic Product
GoG	Government of Ghana
GTA	Ghana Timber Association
GTMO	Ghana Timber Millers Organisation
HFZ	High Forest Zones
ICCO	Interchurch Organization for Development Cooperation
ICT	Information and Communication Technology
ITTO	International Tropical Timber Organisation
IWCS	Internal Wood Control System
KWC	Kumasi Wood Cluster Association
LAS	Legality Assurance System
MTDP	Medium-Term Development Plans
NLBI	Non Legally Binding Instrument
PA	Project Assistant
PC	Project Coordinator
PL	Project Leader
RMSC	Resource Management Support Centre
SFM	Sustainable Forest Management
SMFEs	Small and Medium Forest Enterprises
TBI	Tropenbos International
TC	Traditional Council
TFLET	Thematic Program on Forest Law Enforcement, Governance and Trade
TIDD	Timber Industry Development Division of Forestry Commission
TO	Technical Officers
TUC	Timber Utilisation Contract
TVD	Timber Validation Department
UNFF	United Nations Forum on Forest
VPA	Voluntary Partnership Agreement
WG	Working Group on Forest Certification
WITC	Wood Industry Training Centre
WTS	Wood Tracking System

PART 1: PROJECT CONTEXT

1.1. Origin

The project idea derives essential motivation from the policy strategies under the following Strategic Directions of the new Ghana Forest and Wildlife Policy (FWP) of 2012:

- Strategic Direction 1.2: Develop Off-reserve forest production areas with well-defined and clearly established objectives compatible with sustainable forest management principles;
- Strategic Direction 2.1: Develop systems and incentive packages to support public, private sector and community investment in reforestation and forest plantation development in degraded priority forest areas and private/community lands;

The policy strategies under these strategic directions seek to devolve forest management rights to communities as well as ensuring security of tenure and fair benefit sharing arrangement for promoting community forest investment. Aspects of the FWP also seek to promote sustainable forest management and also ensure legal wood and wood products on the domestic market. It has also become a glaring challenge for SMFEs in terms of access to legal sources for their raw materials. This is because the off-reserve and community landscapes which are the main sources for SMFEs are not developed as legal sources and do not meet the requirements of legal sourcing. The forest reserve areas are mainly given as TUCs to timber companies through competitive bidding process where SMFEs are disadvantaged. The project therefore seeks to provide options to piloting systems that will promote forest investment by communities, development of off-reserve landscapes as legal sources of timber and promoting SMFEs value chain development.

The motivation is that communities that manage Community Resource Management Area (CREMAs) receive 100% of the benefit for tree tending. The CREMA concept grants natural resource governance and management rights fully to communities. Communities that manage a CREMA have the right to manage and benefit economically from their natural resources (within the accepted CREMA boundaries) and in line with the CREMA's constitution and associated by-laws. CREMA benefit sharing arrangement is contractual and communities determine their own benefit-sharing arrangements that are responsive to the CREMA stakeholders' values, perceptions of equity and needs (MLNR, 2016: Tree tenure and Benefit sharing framework in Ghana).

The FIP investment programme also target management models such as the CREMAs which provide opportunity for building social capital and empower communities and their institutions. This interventions may pave the way for income generation opportunities from alternative forest management models and increased access to forest resources. Applying the CREMA concept to the management of forests and forest resources aims at empowering women in decision making and in sharing benefits. Improved management of forest patches in off reserve areas would provide access to fuel wood and conserve important NTFP species that are crucial for women both for household use and as a source of income and livelihood.

Furthermore, the Forestry Development Master Plan (2016-2036) programme 1.2 outlines a framework for sustainable off-reserve production. There are strategies proposed to implement this framework and one of these strategies is to increase forest cover in off-reserve areas by supporting the establishment of CREMAs in at least 80% of potential off-reserve forest areas. This project will be run concurrently with these policy intentions which serve as a motivation for communities managing trees in off-reserve areas.

A new LI is in a bill form to be passed as an Act that will provide specificity to the grants of timber rights on small scales that will benefit such landscapes and would require the consent of the land and farm owners.

1.2. Relevance

1.2.1. Conformity with ITTO objectives and priorities

The project will directly contribute to two objectives of the ITTA 2006, viz:

- promote expansion and diversification of trade in tropical timber from sustainably managed and legally harvested forests
- Promote the sustainable management of tropical timber producing forests.

The project strategies conform to Strategic Priorities 1 and 2 for 2013 - 2018 and adapting strategies c, i, j, k, n, r for implementation.

The project directly contributes to the ITTO call special priority which aims at combating illegal logging and associated trade through building the capacity to implement systems (for example, for timber legality verification) that will promote trade in legal timber and, in the long term, trade in timber and wood products from sustainably managed forests. The project will also develop and implement SMFE's development strategy that build and sustain value chain and chain of custody systems in line with forest sector policy and laws. This will lead to direct community participation and economic benefits from sustainable forest management and enable SMFEs to have proof of verification systems for legal wood and wood products in the market.

1.2.2. Relevance to the submitting country's policies

Ghana has since June, 2016 finalized the forestry development master plan to guide the implementation of the new FWP 2012 which seeks to devolve forest investment and devolution of forest management rights in the off reserve area¹. Ghana also signed the VPA with the EU in 2008 and undergoing legal and structural reforms to facilitate the full implementation of the VPA. Ghana is also about to undertake a forest law consolidation and review and eradicate illegalities for deepening sustainable forest management. Ghana is at a stage of finalizing the artisanal milling policy which is supposed to address the issue of illegal logging by providing key minimum standards for artisanal millers within the legality definition. The case for artisanal milling is to replace wasteful use of chain sawing (exploits estimated 2.5 million m³ round logs annually) and currently supply over 80% of the estimated 600,000 m³ local lumber needs with modern, efficient mobile sawmills. The introduction of the efficient mills still increases demand for timber for processing and inclusion of community landscapes within outside reserve forest areas as source of timber will provide artisanal millers with the raw material required. In as much as this is a useful step, it still remains a major challenge for small-scale and community producers to adopt the needed systems that will meet the legality requirements of the VPA. It is noteworthy to state that under the VPA, the Government of Ghana has made a commitment to ensure that legal timber is traded both on the export and domestic markets.

1.3. Target Area

1.3.1 Geographic location

The project will cover two (2) selected landscapes which have substantial timber potential and where CBNRM systems such as CREMAs have been established in the high forest zone of Ghana. The project will cover landscapes and SMFEs in Western and Brong Ahafo regions of Ghana. These two regions is also the focus of the Forest Investment Program. These regions are selected because they host majority of the forest landscape, wood processing facilities and

¹ Ghana Forest and Wildlife Policy strategy 4.1.1b

forest related interventions in Ghana. The two landscapes are the Asunafo North landscape and Mafia C landscape as **shown in Figure 1**.

Asunafo North Landscape

The Asunafo North landscape is located between the Tano-Bia, Bonkoni and the Subim forest reserves in the Asunafo-North Municipality, Brong Ahafo Region. The estimated area is 21,574ha. Thirty-six (36) communities are found within the landscape. There are 6 large communities with an average population of 500 persons per community and 30 smaller ones with an average population of 50 persons per community. The Tano River runs north-south through the landscape. The most common tree species in the landscape are the *Triplochiton scleroxylon* (wawa), *Enthandrophragma cylindricum* (sapele), *Celtis* spp (esa), *Ceiba pentandra* (onyina), *Anitiaris toxicana* (kyenkyen), *Chrysophyllum albidum* (akasa) and *Aningeria robusta* (asafena). All these species are of high economic value.

Mafia C Landscape

The Mafia C landscape on the other hand is located between the Krokosua hills forests reserve and the Bia National Park. It cuts across two administrative districts – Juaboso and Bia districts. It has an area of 24,000ha. Thirty-four (34) communities are found within the landscape. There are 9 large communities with an average population of 500 persons per community and 25 small communities with an average population of 50 persons per community. The Bia River runs north-south through the landscape. Timber species like wawa, odum, mahogany are very common within the landscapes with high density of non-timber forest products (NTFPs) like chewing sticks, pest and robes.

1.3.2 Social, cultural, economic and environmental aspects

Forest resources are critical to the livelihoods of over 60% of Ghanaians but since Ghana's forest resources are dwindling at the extremely fast rate (65,000 ha per annum) current usage patterns are unsustainable. Ghana's original 8.2 million hectares of high forest cover (34% of Ghana's land area) has shrunk to less than 1.5 million hectares in less than a century. Forest resources in the off-reserve areas are doomed to "extinction" under current usage patterns, as forests are seen as land banks for expansion of cocoa farms. The proposed project seeks to explore the possibility of expanding and extending the use of lesser use (LU) timber species. These LUs are very common in the off-reserve landscapes and are the main source of timber and timber products on the domestic market. Current use patterns of these species will lead to diminishing forests which is also causing the loss of biodiversity and destroying habitats of wildlife.

Further to this, denial of ownership, governance and management of forest resources to forest-owning communities is a major contributor to the rapid forest loss and degradation. Naturally growing forest resources are vested in the state and managed by the state on behalf of forest-owning communities but farmers on whose lands these resources are harvested are denied access to financial benefits from these resources. The new forest and wildlife policy seeks to reverse some of the negative impacts of exclusion of forest dependent communities by promoting participatory forest management. Unlike cocoa, which is produced by rural farmers and sold to government, with timber, Government has absolute control over production, management, harvesting and financial decision making. Thus forest fringe communities are living in poverty while surrounded by rich forest resources they have been denied access to. Thus, they have little incentive to maintain, invest and manage forest resources on their lands.

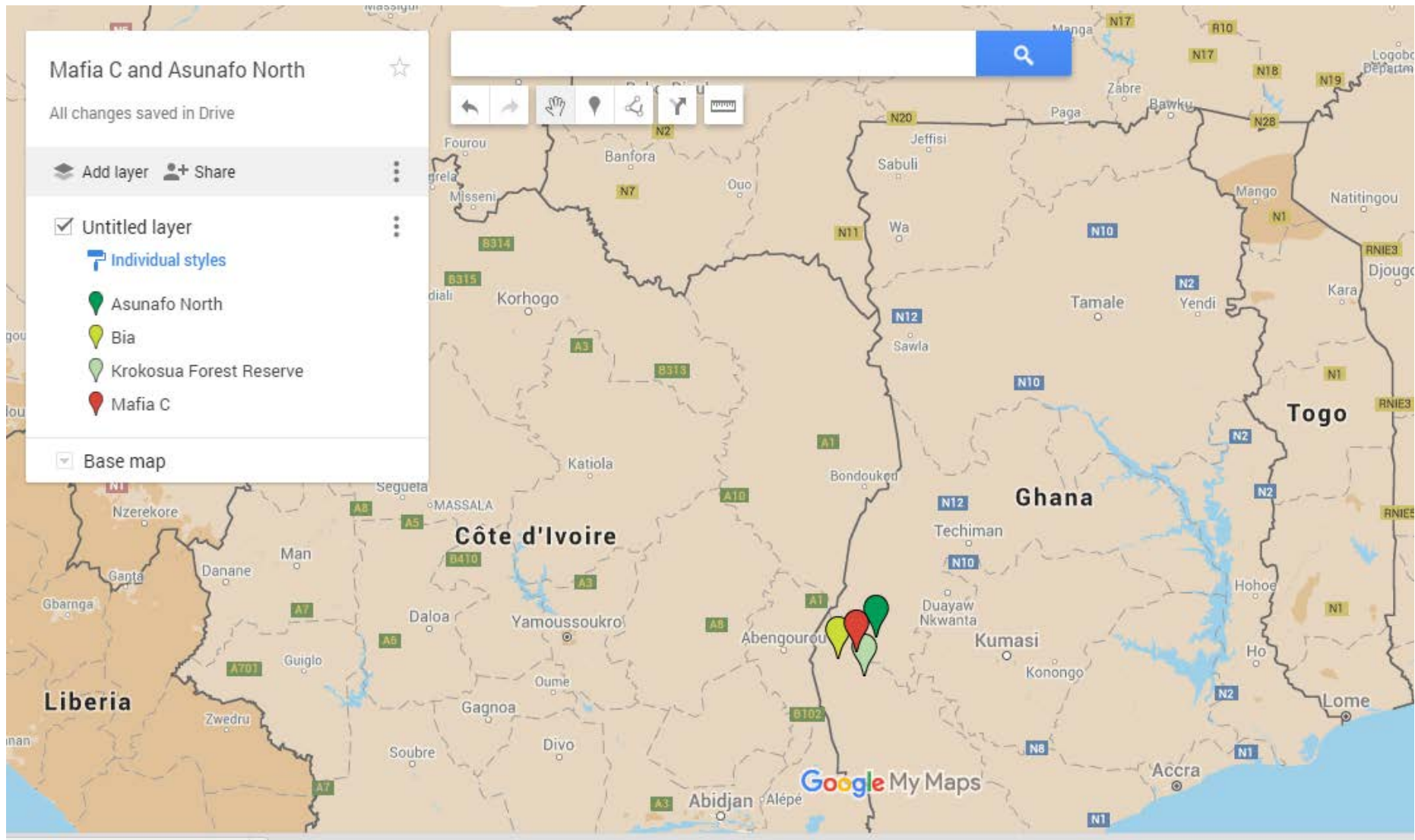


Figure 1: Map of the target area (Asunafo North and Mafia C Landscape)

Ownership of Naturally Regenerated Trees

All naturally occurring trees are symbolically owned by the traditional authorities, who hold the resources on behalf of the people. However, in the 1962 Concessions Act (Act 124: Section 16 (4), all rights to “economic trees” is vested in the President in trust for the Stools concerned (Republic of Ghana 1962). This effectively means that the government, through the FC, has the sole responsibility and right to manage, harvest and sell the country’s timber resources, while the affected Stools are relatively passive stakeholders in the formal decision-making process. This has been a major challenge to forest investment at the communities since local people do not derive direct economic benefits from naturally growing trees on their lands and risk the destruction of their farms when TUCs are granted to timber companies. It is expected that small-scale producers will be able to build the appropriate partnerships with communities to engage in forest investment as legal sources of timber.

Ghana is the second leading producer of cocoa in the world. Ghana government has no cocoa plantations but has been achieved through the combined effort of rural farmers. They simply took advantage of the policy environment and institutional framework provided by government, which gave them confidence of ownership and invested in cocoa production. It stands to reason that creating a similar policy and institutional environment in the forest sector will stimulate forest dependent communities to invest in forest resource production, management and sustainable utilization in the off-reserve areas and change the forest landscape. Due to the contribution of the timber sector to GDP, Ghana government has a keen interest in keeping the timber industry in business. Comparing the current rate of forest resource loss at 65,000 ha per annum with the annual plantation development rate averaging 10,000 ha over the last 10 years, the future of the timber industry on local timber resource is bleak unless communities begin to invest in timber production in the off-reserve areas of the high forest zone.

1.4. Expected outcomes at project completion

The project at the end of its implementation would expect the following outcomes:

- Improved local mobilization and organizational capacity of men and women resulting to local level tree tenure and benefit sharing arrangements, devolution of management rights and active participation in the implementation and monitoring of FLEGT within two (2) demarcated landscapes;
- Improved capacity of 10 loggers and 50 SMFEs (drawn from GTMO, GTA, **DOLMAG**, FAWAG, WAG, DOLTA,) on value chain, chain of custody, wood/forest product tracking and legal sourcing resulting in 5% (30,000 m³) increase in timber that are legally verified on the domestic market;
- Project activities contributing to the ongoing forest sector legal reforms, policy and VPA implementation through project SC meetings and policy briefs;
- Forest law reforms, enforcement, compliance and governance improved with 300 men and women community members and farmers in 30 communities and 10 loggers and 50 SMFEs (from 6 associations) and demonstrating good knowledge and compliance;
- Two (2) community landscapes established as legal sources of timber and timber products for SMFEs;
- Men and women forest sector practitioners, communities and stakeholders benefiting from improved knowledge, capacity competency as a result of available project case studies, success stories and lessons.
- Simplified community-based forest management guidelines developed, shared and used by men and women in communities, SMFEs and CSOs

PART 2: PROJECT RATIONALE AND OBJECTIVES

2.1. Rationale

2.1.1. Institutional set-up and organizational issues

The Government of Ghana (GoG) is committed to tackling deforestation and forest degradation. This is the emphasis of the revised Forest and Wildlife Policy, and other on-going processes, such as the VPA/FLEGT, the UNFF-NLBI and the Forest Investment Program (FIP). There are a number of CSOs that are active in the sector and held government in check leading to the revised forest policy. The Forestry Commission (FC) is the statutory body responsible for forest sector management in Ghana. The FC is evolving from an institution identified with the unsustainable exploitation of natural forests to a modern agency striving to ensure sustainable use and to involve stakeholders in its activities, organizational inertia persists. The FC has been oriented towards law enforcement but increasingly a more people-oriented approach is required. District Assemblies (DA) which are government authority at the district and local levels have no or little idea of the policy changes taking place in order to adjust their development agenda or supervisory roles to incorporate them. Very little is being done to bring traditional authorities, who are in daily contact with forest fringe communities to inform and build their knowledge and provide them with the means by which they can bring their leadership roles to bear on their people to effect the changes envisaged in the VPA/FLEGT. Communities also clearly lack the appropriate local organizational capacity to hold duty-bearers accountable and build agreements and structures that enable them invest and benefit from forest resources. Community-based management systems require, at a minimum: well-organized, effective, and inclusive community institutions; coordination within communities and with higher-level decision-making; more effective systems of communication and linkages with district support services and other development initiatives; and information availability and training opportunities for improved knowledge and competency.

2.1.2. Stakeholder analysis

The primary stakeholders with direct interest in the project or those affected by it are the farmers, landowners, traditional authorities, **community leaders** and **District Assembly**. Others are the industry associations such as DOLTA, FAWAG, WAG and the newly formed **DOLMAG (small millers using mobile sawmills for processing to feed the domestic market)**. Secondary stakeholders of the project including the NFF-G, FWG and other CSOs who are **project partners. They will provide social intervention support including knowledge and awareness on forest governance, forest monitoring, and social development needs assessment and how to address them.** Government institutions like FC and MOFA are the other secondary stakeholders who by mandate will provide technical direction such as forest management planning and practices, impact assessments and mitigation measures. They are not directly affected by the project. The stakeholder details are provided in annex 5.

Direct beneficiaries

- a) Communities and SMFEs: Thirty (30) out of seventy (70) communities in the two landscapes across the high forest zones of Ghana (Brong Ahafo and Western Regions) will be the direct project beneficiaries. This will cover about 5000 forest dependent men and women farmers in the landscapes to be piloted. Men and women in communities living around forest areas depend on the resource for their livelihoods and their activities have a direct impact on the sustainable management of the resource. SMFEs will adopt systems that meet the legal sourcing requirements in their supply of wood products to the domestic market.
- b) Institutions: five (5) traditional councils and thirty (30) traditional rulers will benefit from the project through the establishment of protocols and systems that ensure land tenure security, fair and equitable benefit-sharing arrangements and ensure transparency and

accountability in their traditional areas. They will also gain accurate records of the number of migrant farmers on their lands, the size of land leased by each of them, starting and expiration dates for leases, and any unleased land left. District Assemblies (Asunafo North, Juaboso and Bia District Assemblies) will build their capacities to develop and implement local-level forest by-laws within the national forest policy framework. The project will build DAs capacities to develop and enforce resource management regulations within the national policy and legal framework as well as to develop bye-laws for community level resource management and benefit sharing schemes.

Indirect beneficiaries

Nation-wide spill over to more than ten thousand (10,000) individuals is expected. Local tree tenure reforms and benefit sharing arrangements will allow local people to improve their livelihoods through forest investment on their off-reserve area farmlands. Other indirect beneficiaries consist of government agencies: The Ministry of Lands and Natural Resources has expressed interest in promoting community forest management and will be a lead stakeholder in the project. The staff of the Forestry Commission (FC) is responsible for forest resource management and regulation and will benefit from capacity building around community forest investment models. Staff of Ministry of Food and Agriculture (MoFA) will build their capacities on the forest enterprise model to enable them to support farmers with sustainable land-use management practices and farm–forest integration into current cocoa farming practices. Members of the Parliamentary Select Committee on Lands and Forestry have oversight responsibility over the Ministry of Land and Natural Resources and will learn about the goals of this project and its contribution to the national development agenda.

2.1.3. Problem analysis

Illegal logging is a problem pertaining to both developed and developing countries with the most occurrences in the latter. The situation is such that the developed countries are the main market centres for illegal timber from developing countries. Due to the international nature of the problem, it is important to tackle efforts at finding solutions in a holistic manner. The EU has devised an initiative in recognition of the need to ensure timber legality by launching the FLEGT action plan of which the signing of the Voluntary Partnership Agreement (VPA) is a key component. In summary VPA seeks to prevent illegal logging and enhance good forest governance through ensuring that imported tropical timber into the European market complies with all legal requirements of the forest laws of the producing country. Ghana's VPA applies for both domestic and international markets. Ghana has so far developed a Legality Assurance System (GhLAS) comprising Legality standard, verification protocols, wood tracking system (WTS) and licensing system but Ghana is yet to issue a FLEGT license. Design of three modules of the WTS (electronic and paper based) has been completed, tested and training carried out. Verification protocols, which provide guidance on processes and procedures for verifying legal compliance have been field tested. Ten selected companies (large, medium, small) have been trained on the WTS. END-TO-END testing of WTS has been carried out in 2015. All staff of the Forestry Commission has so far been trained to effectively apply the GhLAS principles (Early weeks of January, 2017). **Under the EU-FAO FLEGT sponsored program (2016 - 2017), Small size timber millers using small milling equipment are being trained by KWC to develop and maintain their internal data and information capturing systems to demonstrate compliance with the Ghana legality traceability system.**

FLEGT/VPA implementation in Ghana has been a big challenge especially for small-scale producers of timber. The laws, regulations and processes being formulated and developed for VPA implementation clearly links to the ability of forest fringe communities and SMFEs to build appropriate capacities and knowledge systems in standard compliance, monitoring and enforcement. A community based tenure framework that allows community members to secure access to land for investment in long-term forest resources is necessary to enable the testing of models for community based forest management. In order to ensure the practical implementation and community participation, a deliberate community engagement is needed to design and test models that enable communities to discuss, dialogue and evolve agreements

and benefit sharing arrangements that provide local level tenure and benefit security for farmers to invest and lead in forest management. Ghana has no community based enterprise development experience and there exist no commercial timber value chain from community forest landscapes to the domestic market.

Currently, there is no community organised involvement in the timber supply chain (sourcing from community forest, plantation, using community organised transportation, processing or distribution) with SMFEs to feed the domestic market as depicted in Figure 3. Obtaining legal timber by SMFEs is the biggest challenge for forest enterprises. There however exist community landscapes that have adequate stocks of economic forest resources. This presents an opportunity for communities that build the appropriate systems and procedures for establishing their areas as legal sources for enterprise development and economic benefits. They will eventually become viable options for increasing timber resources for artisanal millers whose policy has been promoted by a TBI project. The introduction of the artisanal milling arrangement allows millers to obtain off cut timber or lesser used timber species from existing TUC holders. This arrangement still has some difficulties because volume flow to the artisanal millers is still inadequate. The model to be developed will enable artisanal millers arrange continuous supply of material from the landscapes. The community landscapes when developed as legal sources would also contribute to reduced illegal logging and associated trade and increase the availability of verified legal timber and forest products on Ghana's domestic market.

Objective Tree

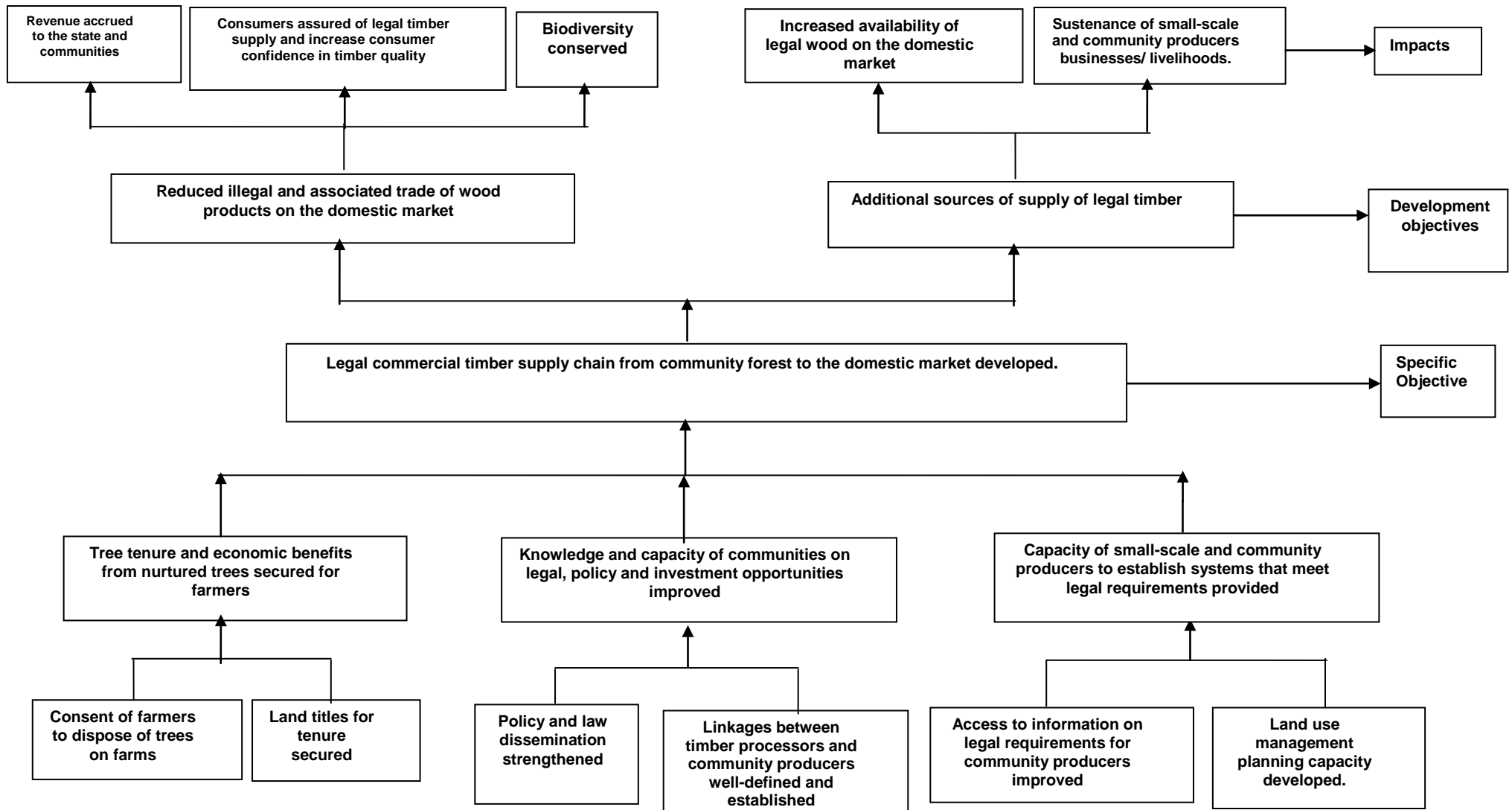


Figure 2: Objective Tree

Problem Tree

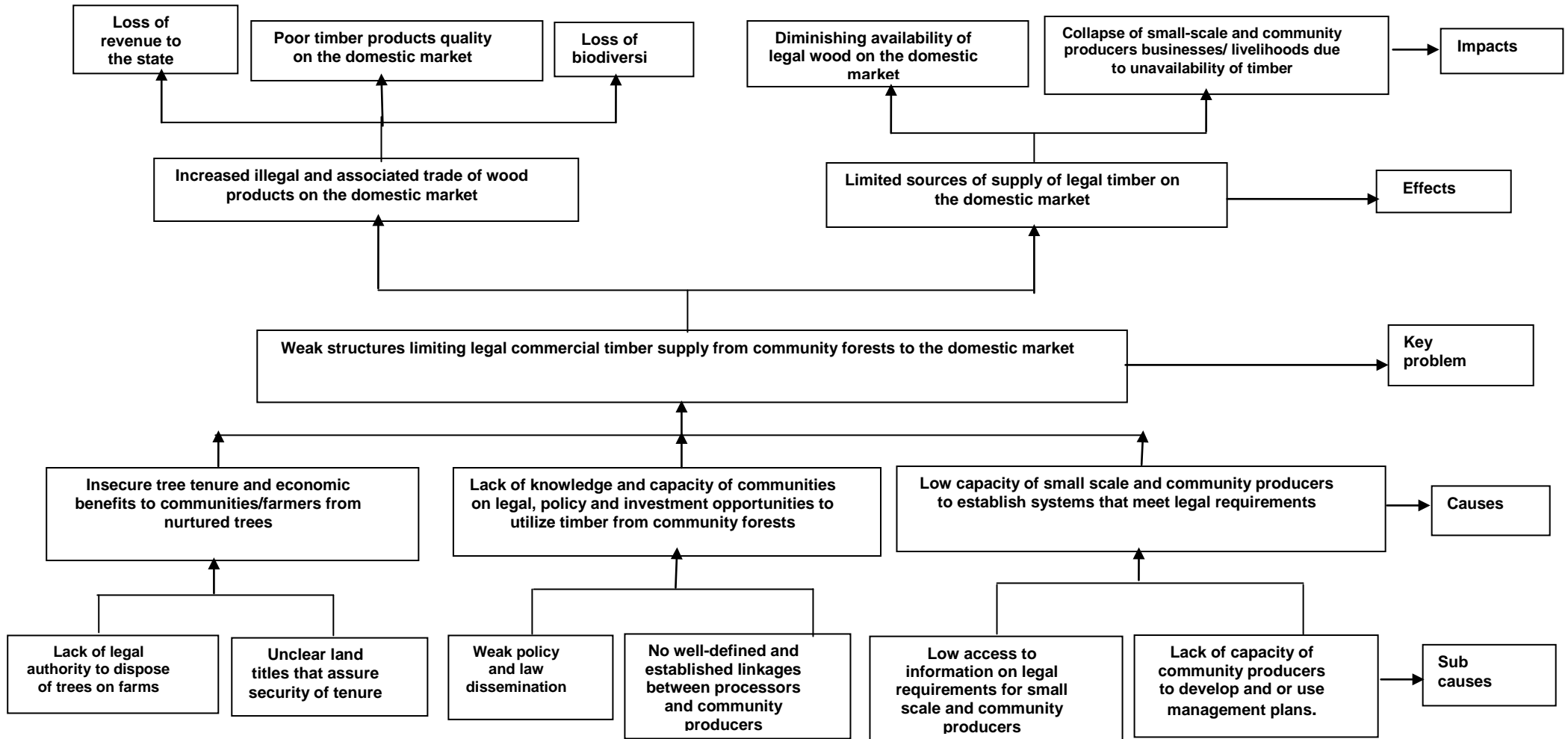


Figure 3: Problem Tree

2.1.4. Logical Framework Matrix

Strategy of intervention	Verifiable indicators	Means of verification	Key assumptions
<p><i>Development objective</i></p> <p>To contribute to the creation of a more legal and well-regulated wood and forest product market in Ghana</p>	<p><i>Impact indicators</i></p> <p>By 2019, two well managed landscapes for timber supply established contributing 30,000 m³ legal timber.</p> <p>By 2018, the rate of logged and traceable timber has increased by 5% on the domestic market.</p>	<p>-Names and geographic location of 2 landscapes</p> <p>-Names and demographic data of 30 communities applying principles for legal management in timber sourcing.</p> <p>-Names of male and female farmers supplying legal timber</p> <p>-Species and volumes of timber processed by 50 SMFEs</p> <p>-Names of vendors trading in timber from the 2 community landscapes</p>	<p><i>Sustainable assumptions</i></p> <p>A new policy environment has been created with the introduction of a draft of policies such as the new forest and wildlife policy, the VPA, artisanal milling policy, tree tenure reform and devolution of forest management rights to communities in the off-reserve areas. The FC of Ghana will now be fully equipped to implement the new forest policy.</p>
<p><i>Specific Objective</i></p> <p>To initiate two new inclusive and process driven community forest landscapes in the Western and Brong Ahafo regions of Ghana that will bring about a legal commercial timber supply chain in Ghana within two years</p>	<p><i>Outcome indicators</i></p> <p>By 2019, 50 SMFEs sourcing legal timber from the two landscapes</p> <p>By 2019, 10 small-scale and community producers in 30 communities benefiting from the supply of legal wood and forest products</p>	<p>-Field assessment report of timber stocking potential of the landscapes</p> <p>-Forest management plan for the 2 landscapes</p> <p>-Community tenure (land, tree and forest) and benefit sharing arrangement</p> <p>-Records of species and volumes sourced</p> <p>-Community land agreements and maps.</p>	<p><i>Development hypothesis</i></p> <p>Government of Ghana has pledged its commitment to respecting article 17 of the VPA on safeguards for SMFEs & communities. The new requirements of legal sourcing will force SMFEs to adjust their systems and practices in compliance with legal requirements.</p>

Strategy of intervention	Verifiable indicators	Means of verification	Key assumptions
<p><i>Outputs</i> 1: Framework for tree tenure arrangements and economic benefits developed</p>	<p><i>Output indicators</i> By the end of the project, a framework for the two landscape areas will be completed</p>	<p><i>Project progress and final report</i> on tenure arrangements and framework for economic benefits from trees</p>	<p><i>Implementation assumptions</i> Community stakeholders including traditional authorities with the backing of the FC, constitute the main agents with the capacity to manage the landscape responsibly. FC's role in encouraging these landscapes will be crucial.</p>
<p>2: Improved community knowledge and capacity to identify and implement two investment opportunities in forestry</p>	<p>By the end of the first year, 300 people have been trained to identify investment opportunities. By the end of the second year 300 people trained to implement them.</p>	<p>Types of investment opportunity Project reports</p>	<p>Small-scale community producers will be the key players in implementing the investment opportunities</p>
<p>3: Timber legality requirements developed and implemented by 10 small-scale and community producers.</p>	<p>By the end of the first year, 10 small-scale community producers in 30 communities adopting systems that meet timber legality requirements.</p>	<p>Type of systems developed by small-scale community producers to meet legality requirements Project reports.</p>	<p>Small-scale producers are identified as crucial players in adopting systems of timber legality verification. Community interest and participation in the process is expected to remain high.</p>

2.2. Objectives

2.2.1. Development objective and impact indicators

Development Objective:

- To contribute to the creation of a more legal and well-regulated wood and forest product market in Ghana.

Impact indicators are:

- By 2019, two well managed landscapes for timber supply established contributing 30,000 m³ legal timber.
- **By 2018, the rate of logged and traceable timber has increased by 5% on the domestic market.**

2.2.2. Specific objective and outcome indicators

Specific Objective:

- To initiate two new inclusive and process driven community forest landscapes in the Western and Brong Ahafo regions of Ghana that will bring about a legal commercial timber supply chain in Ghana within two years.

Outcome Indicators are:

- By 2019, 50 SMFEs sourcing legal timber from the two landscapes.
- **By 2019, 10 small-scale and community producers in 30 communities benefiting from the supply of legal wood and forest products.**

PART 3: DESCRIPTION OF PROJECT INTERVENTIONS

3.1. Outputs and activities

3.1.1. Outputs

- Output 1: Framework for tree tenure arrangements and economic benefits developed.
- Output 2: Improved community knowledge and capacity to identify and implement two investment opportunities in forestry.
- Output 3: Timber legality requirements developed and implemented by 10 small-scale and community producers.

3.1.2. Activities

Activity 1.1: *Provide support to platforms for participatory community dialogues and make practical contributions to implement the new tree tenure scheme.*

Indicators:

- Six (6) multi-stakeholder platforms supported in (30) communities by the end of the fourth month after project inception. The platform will make use of forestry forum channels to review the effectiveness of existing tree tenure arrangements and recommend practical options for improving the new tree tenure scheme.
- By the end of year 1, farmers in 30 communities are informed of their rights to nurtured trees as per the currently revised (June, 2016) framework and benefit sharing agreement and tree tenure arrangements.
- By the end of Year 2, members within 30 communities would be practicing the new policy and are able to provide feedback on its implementation to aid evaluation and monitoring for its sustenance.

Activity 1.2: *Build capacities of 30 communities to demarcate and sign land agreements that assure security of tree tenure.*

Indicators:

- By the end of year 1, the capacities of farmers from thirty (30) communities have been built on land demarcation and mapping. Two (2) experts will assist 10 farmers to demarcate and map their lands.
- By the end of year 2, the capacities of farmers from thirty (30) communities have been built and are able to sign land agreements that assures them security in tree tenure.

Activity 2.1: *Develop and implement community-based forest management guidelines, rules, regulations and protocols for legal forest management.*

Indicators:

- By the end of year 1, recommendations have emerged from consultations with communities and FC for the development of the community-based forest management guidelines.
- By the end of year 1, 500 copies of the landscape management guidelines will be developed.

Activity 2.2: *Develop appropriate resource exploitation models that encourage farmers to invest and benefit from forest. (example NTFP cultivation, harvesting, processing and marketing targeting women).*

Indicators:

- By the end of year two, **3 management and investment models developed to support** 300 collectors within the two (2) landscapes have been trained to identify and sustainably harvest and trade in plant NTFPs of economic importance.
- By the end of year two, 300 transfer-of-technology manuals have been developed to guide training of farmers; and the establishment and collection of plant NTFPs.

Activity 2.3: *Develop management/investment models that support and increase partnerships between private timber processors and community producers for legal sourcing.*

Indicator (s):

- By the end of year 2, 3 management and investment models developed to support and increase partnership between timber processors and producers in 30 communities.

Activity 3.1 Train 10 small-scale community producers and 50 SMFEs on added value, information and record keeping requirements for legality verification and validation along the supply chain.

Indicators:

- By the end of year 1, the capacities of 10 community producers and 50 SFMEs have been developed to adopt value chain and chain of custody systems that meet legality requirements through a workshop. The capacity building will be followed with hands-on support by project staff. One (1) chain of custody expert will be hired to sensitize the community producers during the workshop.
- By the end of year 1, the executing agency has developed the capacities of 10 community producers to adopt information and record keeping systems for verification and validation of timber along the timber supply chain.

Activity 3.2: *Assist 10 community producers to develop land use management plans for the two (2) landscapes.*

Indicators:

- By the end of year 1, biodiversity or High Conservation Value (HCV) assessment and zoning have been completed.
- By the end of year 1, land use management plans have been developed for 2 landscapes, with the assistance of a consultant.
- By the end of year 1, the capacities of 10 community producers have been strengthened to implement the management plans.

Activity 3.3 Develop partnership with the Forest Commission and facilitate the process of devolution of forest management roles to communities in the established landscapes.

Indicator

- By the end of the second year, 4 focus group discussions and 2 field workshops organized for 10 community representatives and 3 FC district offices.

3.2. Implementation approaches and methods

The project, will directly or indirectly collaborate with forest communities, small-scale community timber producers and other relevant stakeholders. More importantly, this strategic approach of collaboration will include the following:

Consultations: consultations with relevant stakeholder will be done to discuss the goals and objectives of the project and establish areas of common interests. This will be done during project inception workshop. The workshop will also be used to develop monitoring and evaluation plan. The workshop will bring together thirty (30) participants comprising 10 community representatives, 8 SMFEs, 4 FC staff, 2 MOFA staff, 2 CSOs, 3 staff from the Juaboso, Bia and Asunafo North DAs and 1 national consultant. The capacity needs of stakeholder institutions will be assessed to identify skills and expertise that supports the objectives of the project. Suitable individuals within these institutions will be enlisted as future trainers and serve as the links between the project office and the various institutions.

Small-scale producers' participation: An inception workshop will be used to assess small-scale and community producers' level of awareness, interests and motivation to meet the requirements of legal timber trade. Their strategies and plans to meet these requirements will be sought and how the project will help them to meet some of their plans will also be made known. Participation of SMFEs in the project will be voluntary; however, some obligations must be met in order to maintain membership. These will be similar to requirements of the KWC membership.

Training and Capacity Building: Training and capacity building will be in a form of awareness creation, sensitisation workshops and information sharing. Training materials will be developed to facilitate training sessions and subsequently serve as reference guide to trainees. Thus the training programmes will be followed with direct support to small-scale producers aimed at building their capacity in developing appropriate systems for legal timber trade. Sensitization tools such as flyers, stickers, water cans, caps will be developed and used during sensitization workshops.

Participatory monitoring: a participatory monitoring system will be established together with relevant stakeholders of the project to monitor progress of activities to be implemented. Project steering committee will be established to guide the implementation of project activities. The committee members will be constituted from seven stakeholder organisations, including KWC, FC, NFF-G, Industry/GTA/DOLMAG, SMFEs, traditional council (TC) and District Assemblies (DAs). Three (3) steering committee meetings will be held during the life span of the project.

3.3. Work plan

Outputs/Activities	Responsible Party	Year 1 Quarter				Year Quarter			
		1	2	3	4	1	2	3	4
Inception	Project Coordinator and Project officers								
<i>Output 1: Framework for tree tenure arrangements and economic benefits developed.</i>									
A1.1 Provide support to platforms for participatory community dialogues and make practical contributions to implement the new tree tenure scheme	Forest Fora								
A1.2 Build capacities of 30 communities to demarcate and sign land agreements that assure security of tree tenure	Consultants								
<i>Output 2: Improved community knowledge and capacity to identify and implement two investment opportunities in forestry.</i>									
A2.1 Develop and implement community-based forest management guidelines, rules, regulations and protocols for legal forest management	Consultants/ Project Coordinator and officers								
A2.2 Develop appropriate resource exploitation model(s) that encourage farmers to invest and benefit from forest (example NTFP cultivation, harvesting, processing and marketing targeting women.	Sub-contractor								
A2.3 Develop management/investment models that support and increase partnerships between private timber processors and community producers for legal sourcing.	Sub-contractor								
<i>Output 3: Timber legality requirements developed and implemented by 10 small-scale community producers</i>									
A3.1 Train 10 small-scale community producers and 50 SMFEs on added value, information and record keeping requirements for legality verification and validation along the supply chain.	Coordinator Officers								
A3.2 Assist 10 community producers to develop land use management plans for two (2) community landscapes	Consultants								
A3.3 Develop partnership with the Forest Commission and facilitate the process of devolution of forest management roles to communities in the established landscapes.	Project Coordinator and officers								

3.4. Budget

3.4.1. Consolidated budget by component

Category		TOTAL	YEAR 1	YEAR 2
10	Personnel			
11.1	Project Coordinator	\$ 20,925.00	\$ 11,475.00	\$ 9,450.00
11.2	Project Finance Officer	\$ 1,800.00	\$ 900.00	\$ 900.00
11.3	Project Assistant	\$ 9,360.00	\$ 7,560.00	\$ 1,800.00
13.1	3 Social Foresters	\$ 6,800.00	\$ 6,800.00	
13.2	Forest Management Experts	\$ 11,000.00	\$ 9,000.00	\$ 2,000.00
13.3	Cartographer	\$ 2,000.00	\$ 2,000.00	
13.4	Communication Expert and Facilitator	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00
13.5	Value Chain Expert	\$ 800.00	\$ 800.00	
19	Subtotal	\$ 57,685.00	\$ 41,535.00	\$ 16,150.00
20	Sub-contracts	\$ -		
21	Sub-contract to develop 3 business modules for farmers to invest & benefit from NTFPs from the forests in Production Support, Market Development and Trade Facilitation, Build capacities of 7 women and 3 men from 30 communities	\$ 15,000.00		\$ 15,000.00
22	Sub-contract to develop 3 modules for business partnerships between private timber processors and community timber producers for, a) Production Support, b) Market Development and Trade Facilitation, c) Build capacities of 7 men and 3 women from 30 communities	\$ 15,000.00		\$ 15,000.00
23	Contract for developing land use plans	\$ 2,000.00	\$ 2,000.00	
29	Subtotal	\$ 32,000.00	2,000.00	30,000.00
30	Travel	\$ -		
31.1	DSAs for consultants to carry out impact assessments, including environmental & social impacts, NTFP mapping, HCVF zoning	\$ 16,080.00	\$ 6,240.00	\$ 9,840.00
33.1	Travel costs (vehicle hire & fuel) for consultants to carry out impact assessments, including environmental & social impacts, NTFP mapping, HCVF zoning	\$ 17,200.00	\$ 7,600.00	\$ 9,600.00
39	Subtotal	\$ 33,280.00	\$ 13,840.00	\$ 19,440.00
40	Capital Items	\$ -		
41	Office Space	\$ 7,200.00	\$ 3,600.00	\$ 3,600.00
42	Forestry Equipment (GPS and ArcPad Software)	\$ 2,295.00	\$ 2,295.00	
49	Subtotal	\$ 9,495.0	\$ 5,895.00	\$ 3,600.00
50	Consumable Items	\$ -		
51	Utilities	\$ 2,400.00	\$ 1,200.00	\$ 1,200.00
521	Office Supplies	\$ 2,400.00	\$ 1,200.00	\$ 1,200.00
522	Stationery	\$ 100.00	\$ 100.00	
53	Map Production	\$ 2,000.00	\$ 2,000.00	
54	Conference Facilities	\$ 8,200.00	4600	3600
55	Purchase & branding of water cans, caps, guidelines	\$ 14,000.00	14000	
56	Printing of T-Shirts	\$ 2,500.00	2500	
59	Subtotal	31,600.0	\$ 25,600.00	\$ 6,000.00
60	Miscellaneous	\$ -		
601	Workshops (transport)	\$ 38,700.00	\$ 20,700.00	\$ 18,000.00
602	Daily Subsistence Allowance	\$ 44,700.00	\$ 20,700.00	\$ 24,000.00
603	Steering Committee (Travels)	\$ 4,200.00	\$ 2,100.00	\$ 2,100.00
604	Steering Committee (DSA)	\$ 3,360.00	\$ 1,680.00	\$ 1,680.00
61	Annual Audit	\$ 6,000.00	\$ 3,000.00	\$ 3,000.00
69	Subtotal	\$ 96,960.00	\$ 48,180.00	\$ 48,780.00
70	National Management Costs	\$ 39,153.00		
80	Project Monitoring and Administration	0		
81	ITTO Monitoring and Review	\$ 25,000.00		
82	ITTO midterm, final, ex-post Evaluation Costs	\$ 10,000.00		
	Subtotal (10-82)	\$ 335,173.00		
83	ITTO Programme Support Costs (12% on items 10 to 82 above)	33,139.00		
89	Subtotal	\$ 33,139.00		
100	GRAND TOTAL	\$ 368,312.00		
84	Donor Monitoring Costs	\$ -		
89	Subtotal		\$ -	\$ -
100	GRAND TOTAL	\$ 368,312.00		

3.4.2. ITTO budget by component

Category	Description	TOTAL	YEAR 1	YEAR 2
10	Personnel			
11.1	Project Coordinator	20,925.00	11,475.00	9,450.00
11.2	Project Finance Officer	1,800.00	900.00	900.00
11.3	Project Assistant	9,360.00	7,560.00	1,800.00
13.1	3 Social Foresters	6,800.00	6,800.00	-
13.2	Forest Management Experts	11,000.00	9,000.00	2,000.00
13.3	Cartographer	2,000.00	2,000.00	-
13.4	Communication Expert and Facilitator	5,000.00	3,000.00	2,000.00
13.5	Value Chain Expert	800.00	800.00	-
19	Subtotal	57,685.00	41,535.00	16,150.00
20	Sub-contracts			
21	Sub-contract to develop 3 business modules for farmers to invest & benefit from NTFPs from the forests in Production Support, Market Development and Trade Facilitation, Build capacities of 7 women and 3 men from 30 communities	15,000.00	-	15,000.00
22	Sub-contract to develop 3 modules for business partnerships between private timber processors and community timber producers for, a) Production Support, b) Market Development and Trade Facilitation, c) Build capacities of 7 men and 3 women from 30 communities	15,000.00		15,000.00
23	Land use plan consultant	2,000.00	2,000.00	
29	Subtotal	32,000.00	2,000.00	30,000.00
30	Travel			
31.1	DSAs for consultants to carry out impact assessments, collect community data, demarcate and assist communities to sign land agreements, conduct training, assist in the development of land use plans, develop business modules and build capacities, facilitate partnership development with FC	16,080.00	6,240.00	9,840.00
33.1	Travel costs (vehicle hire and fuel) for consultants to carry out 31.1 as in above	17,200.00	7,600.00	9,600.00
39	Subtotal	33,280.00	13,840.00	19,440.00
40	Capital Items			
42	Forestry Equipment (GPS and ArcPad/Pathfinder Software bundle)	2,295.00	2,295.00	-
49	Subtotal	2,295.00	2,295.00	-
50	Consumable Items			
51	Utilities	-	-	-
521	Office Supplies	-	-	-
522	Stationery	-	-	-
53	Map Production	2,000.00	2,000.00	
54	Conference Facilities	8,000.00	4,400.00	3,600.00
55	Purchase & branding of water cans, caps, guidelines	14,000.00	14,000.00	
56	Printing of T-Shirts	2,500.00	2,500.00	
59	Subtotal	26,500.00	22,900.00	3,600.00
60	Miscellaneous			
601	Workshops (transport)	38,700.00	20,700.00	18,000.00
602	Daily Subsistence Allowance for workshop and training participants	44,700.00	20,700.00	24,000.00
61	Annual Audit	6,000.00	3,000.00	3,000.00
69	Subtotal	89,400.00	44,400.00	45,000.00
70	National Management Costs			
80	Project Monitoring and Administration			
81	ITTO Monitoring and Review	25,000.00		
82	ITTO midterm, final, ex-post Evaluation Costs	10,000.00		
	Subtotal	276,160.00		
83	ITTO Programme Support Costs (12% on items 10 to 82 above)	33,139.00		
89	Subtotal	68,139.00		
100	GRAND TOTAL	309,299.00		

3.4.3. Executing agency budget by component

Category	Description	TOTAL	YEAR 1	YEAR 2
10	Personnel			
11.1	Project Coordinator	\$ -		
11.2	Project Finance Officer	\$ -		
11.3	Project Assistant	\$ -		
19	Subtotal	\$ -	\$ -	\$ -
40	Capital Items			
41	Office Space	\$ 7,200.00	\$ 3,600.00	\$ 3,600.00
49	Subtotal	\$ 7,200.00	\$ 3,600.00	\$ 3,600.00
50	Consumable Items			
51	Utilities	\$ 2,400.00	\$ 1,200.00	\$ 1,200.00
521	Office Supplies	\$ 2,400.00	\$ 1,200.00	\$ 1,200.00
522	Stationery	\$ 100.00	\$ 100.00	
54	Conference Facilities	\$ 200.00	\$ 200.00	
59	Subtotal	\$ 5,100.00	\$ 2,700.00	\$ 2,400.00
60	Miscellaneous			
601	Workshops (Travel)	\$ -		
602	Daily Subsistence Allowance	\$ -		
603	Steering Committee (Travels)	\$ 4,200.00	\$ 2,100.00	\$ 2,100.00
604	Steering Committee (DSA)	\$ 3,360.00	\$ 1,680.00	\$ 1,680.00
69	Subtotal	\$ 7,560.00	\$ 3,780.00	\$ 3,780.00
	Subtotal all categories	\$ 19,860.00	\$ 10,080.00	\$ 9,780.00
	Management costs @15%	\$ 39,153.00		
100	GRAND TOTAL	\$ 59,013.00		

3.4.4. Other sources budget by component

Not Applicable

3.4.5 Master Budget with details for each activity

Output/ Activities	Description	Budget Compon ent	Quantity		Units	Unit Cost	Total Cost	ITTO		Executing Agency
			Yr. 1	Yr.2				Yr. 1	Yr.2	
Output 1	Framework for tree tenure arrangements and economic benefits developed									
A1.1	Provide support to platforms for participatory community dialogues and make practical contributions to implement the new tree tenure scheme. Indicators									
	1 Project Coordinator for 10 days to support community dialogues & assessments	11.1	10		Person-days	135	1,350.00	1,350.00		
	2 Social Foresters for 12 days to carry out social baselines and impact assessment	13.1	24		Person-days	200	4,800.00	4,800.00		
	1 EA Project finance officer for 5 days to keep and report on project accounts	11.2	5		Person-days	90	450.00	450.00		
	1 EA Project Assistant-organising activity and preparation and reports for 10 days	11.3	10		Person-days	90	900.00	900.00		
	Travel cost (vehicle hire & fuel) for 6 days for consultants to carry out social baselines for impact assessments	33.1	6		Days	200	1,200.00	1,200.00		
	Travel for workshop for 200 participants (6 workshops x 1 day each)	601	200		Participants	20	4,000.00	4,000.00		
	DSA for 200 workshop participants (6 workshops x 1 day each)	602	200		Participants	20	4,000.00	4,000.00		
	Conference facilities; 6 workshops	54	6		Event	200	1,200.00	1,200.00		
	DSA for 2 consultants/social foresters for 12 days	31.1	24		Consultant field expense	80	1,920.00	1,920.00		
	Supply of branded 50 water cans, 200 caps, 500 stickers, 500 Flyers	55	1250.00		Units	10	12,500.00	12,500.00		
	Design and Printing of T-Shirts	56	500.00		Units	5	2,500.00	2,500.00		
	Stationery	522	1		Supply/month	100	100.00			100.00

A1.2	Build capacities of 30 communities to demarcate and sign land agreements that assure security of tree tenure									
	1 Project Coordinator	11.1	40		Person-days	135	5,400.00	5,400.00		
	1 Forest Management expert for 20 days for land demarcation and registration	13.2	20		Person-days	200	4,000.00	4,000.00		
	1 Cartographer for 10 days for land mapping	13.3	10		Person-days	200	2,000.00	2,000.00		
	Map Production	53	100		Copies	20	2,000.00	2,000.00		
	1 EA Project finance officer for 5 days to keep and report on project accounts	11.2	5		Person-days	90	450.00	450.00		
	1 EA Project Assistant-preparation and reports	11.3	20		Person-days	90	1,800.00	1,800.00		
	Travel costs (vehicle hire &fuel) for 10 days for forest management consultant and cartographer to demarcate and sign land agreements	33.1	10		Days	200	2,000.00	2,000.00		
	Travel for workshop participants	601	200		Participants	20	4,000.00	4,000.00		
	Daily Subsistence Allowance for 200 workshop participants	602	200		Participants	20	4,000.00	4,000.00		
	Conference facilities at District Capital	54	4		Event	200	800.00	800.00		
DSA for 1 Forest Management Expert and 1 Cartographer for 10 days	31.1	20		Consultant field expense	80	1,600.00	1,600.00			
Output 2	Improved knowledge and capacity of farmers in 30 communities to identify and implement 2 investment opportunities in forestry.									
A2.1	Develop and implement community-based forest management guidelines, rules, regulations and protocols for legal forest management									
	Printed guidelines	55	300		Copy	5	1500	1500		
	1 Project Coordinator	11.1	10		Person-days	135	1350	1350		
	1 EA Project Assistant-preparation and reporting	11.3	5		Person-days	90	450	450		
	1 Communication Expert - prepare guidelines and communication aids	13.4	15		Person-days	200	3000	3000		
	Travel for 200 participants to 6 x 1 day community durbars	601	200		Participants	20	6000	6000		
	Daily Subsistence for 200 participants ' refreshments at 6 durbars	602	200		Participants	20	6000	6000		
	1 Forest Management Expert to develop forest management guidelines	13.2	15		Person-days	200	3000	3000		
	DSA 1 Communication expert and 1 forest management expert to collect community data	31.1	10		Days	80	800	800		
Travel costs (vehicle hire &fuel) for consultants (forest management and communication expert) for 10 days	33.1	10		Days	200	2000	2000			

A2.2	Develop appropriate resource exploitation model(s) that encourage farmers to invest and benefit from forest (example, NTFP cultivation, harvesting, processing and marketing targeting women and the youth)									
	1 Project Coordinator	11.1		30	Person-days	135	4050		4050	
	Sub-contract to develop 3 business modules for farmers to invest & benefit from NTFPs from the forests in Production Support, Market Development and Trade Facilitation. Build capacities of 7 women and 3 men to lead 30 communities.	21		3	Person-months	5000	15000		15000	
	Travel for 50 participants per workshop x 3 workshops x 2 days per workshop	601		300	Participants	20	6000		6000	
	Daily subsistence 50 participants per workshop x 3 workshops x 2 days per workshop	602		300	Participants	30	9000		9000	
	Conference facilities	54		6	Events	200	1200		1200	
	DSA for consultant for 24 days to develop business modules and build capacities in 30 communities	31.1		24	Days	80	1920		1920	
	Travel costs (vehicle hire & fuel) for consultant for 24 days	33.1		24	Days	200	4800		4800	
A2.3	Develop management/investment models that support and increase partnerships between private timber processors and community producers for legal sourcing									
	1 Project Coordinator for 30 days	11.1		30	Person-days	135	4050		4050	
	Sub-contract to develop 3 modules for business partnerships between private timber processors and community timber producers for, a) Production Support, b) Market Development and Trade Facilitation, c) Build capacities of 7 men and 3 women from 30 communities	22		3	Person-months	5000	15000		15000	
	Travel for 50 participants per workshop x 3 workshops x 2 days per workshop	601		300	Participants	20	6000		6000	
	Daily subsistence 50 participants per workshop x 3 workshops x 2 days per workshop	602		300	Participants	30	9000		9000	
	Conference facilities at District Capital	54		6	Events	200	1200		1200	
	DSA for consultant for 24 days to develop 3 modules for business partnership in 30 communities	31.1		24	Days	80	1920		1920	
	Travel costs (vehicle hire & fuel) for consultant for 24 days	33.1		24	Days	200	4800		4800	

Output 3	Timber legality requirements adopted by 10 small-scale community producers									
A3.1	Train 10 loggers and 50 SMFEs on added value, information & record keeping requirements for legality verification and validation along the supply chain:									
	Travel for value chain consultant to conduct 4 trainings (2 classroom 2 field)	33.1	4		Days	100	400	400		
	Travel for 15 participants x 4 trainings	601	60		Participants	20	1200	1200		
	Daily Subsistence Allowance for 15 participants x 4 trainings	602	60		Participants	20	1200	1200		
	Conference facilities (2 classroom)	54	2		Event	200	400	400		
	DSA for Value Chain consultant to conduct training: 2 days per training x 4 quarters	31.1	8		Person-days	80	640	640		
	Value chain consultant	13.5	4		Person-days	200	800	800		
	1 Project Coordinator for 10 days to support training on information and record keeping requirements for legality verification	11.1	10		Person-days	135	1350	1350		
	Forestry Expert to lead training on information and record keeping requirements for legality verification	13.2	10		Person-days	200	2000	2000		
	1 EA Project finance officer for 5 days to keep and report on project accounts	11.2	5		Person -days	90	450		450	
	2 EA Project Assistants undertaking legality training ; 3 days preparation and training delivery per quarter for 4 quarters	11.3	24		Person days	90	2160	2160		
A3.2	Assist 10 community producers to develop land use management plans for the two (2) landscapes									
	1 Project Coordinator	11.1	10		Person-days	135	1350	1350		
	1 Land use plans consultant for 10 days to assist communities to develop land use plans	23	10		Person-days	200	2000	2000		
	1 Social Forester to provide support in developing management plans	13.1	10		Person-days	200	2000	2000		
	1 EA Project finance officer for 5 days to keep and report on project accounts	11.2	5		Person-days	90	450		450	
	1 EA Project Assistant-community liaison and reporting	11.3	20		Person-days	90	1800	1800		
	Travel costs (vehicle hire &fuel) for 10 days for consultants (1 land use and 1 social forester)	33.1	10		Days	200	2000	2000		
	Travel for workshop participants	601	200		Participants	20	4000	4000		
	Daily Subsistence Allowance	602	200		Participants	20	4000	4000		
	Conference facilities	54	4		Events	200	800	800		
	DSA for 1 land use Consultant and 1 Social forester for 8 days	31.1	16		Days	80	1280	1280		
	Forestry equipment: 3B Hand held GPS with ArcPad/Pathfinder Software	42	1		Unit	2295	2295	2295		

A3.3	Develop partnership with the Forest Commission and facilitate the process of devolution of forest management roles to communities in the established landscapes										
	Travel for 4 meetings; 10 Community members, 10 Producers per meeting	601		80	Participants	50	4000		4000		
	DSA for 4 project staff, 6 FC staff(2 per 3 Districts), 10 community members and 10 producers for 4 meetings	31.1		120	Participants	50	6000		6000		
	Travel for 2 Field Workshops (Communities, Producers)	601		40	Participants	50	2000		2000		
	Daily Subsistence Allowance for 200 field workshop participants	602		200	Participants	30	6000		6000		
	Forest Management Expert for 10 days to support partnership development and facilitate the devolution of forest management roles	13.2		10	Person-days	200	2000		2000		
	1 Project Coordinator for 10 days to support consultants in partnership development with FC	11.1		10	Person-days	135	1350		1350		
	1 Communication Expert and 1 Facilitator for 10 days to lead partnership development with FC	13.4		10	Person-days	200	2000		2000		
	1 EA Project Assistant-preparation and reporting	11.3		20		90	1800		1800		
Output 4	Implementation coordination										
A4.1	Conduct Inception Workshop for 10 community members, 10 SMFEs, 6 FC members, 4 CSOs										
	1 Project Coordinator for 5 days - preparation and coordinating workshop	11.1	5		Person- days	135	675	675			
	1 EA Project Assistant for 5 days- preparation & assistance at workshop	11.3	5		Person- days	90	450	450			
	Travel for 30 workshop participants for 1 day	601	30		Participants	50	1500	1500			
	DSA for 30 workshop participants for 1 day	602	30		Participants	50	1500	1500			
	Conference facilities for 1 day	54	1		Event	200	200			200	
A4.2	Steering Committee meetings: 7 members x3 meetings for two years										
	Travel for 7 SC members at 3 meetings for 2 years	603	42		Members	100	4200			4200	
	DSA for 7 SC members at 3 meetings for 2 years	604	42		Members	80	3360			3360	
	Conference facilities at 3 meetings per year for 2 years	54	6		Event	400	2400	1200	1200		
A4.3	Office space	41	24		Months	300	7200			7200	
A4.4	Utilities	51	24		Months	100	2400			2400	
A4.5	Office supplies	521	24		Months	100	2400			2400	
A4.6	Annual audit	61	2		Years	3000	6000	3000	3000		
								126,970.00	114,190.00	19,860.00	
	GRAND TOTAL								261,020.00		

3.5. Assumptions, risks, sustainability

3.5.1. Assumptions

Commitment of Government of Ghana the Government of Ghana (GoG), through the MLNR, has demonstrated its commitment by signing the VPA. GoG has also developed a new FWP and going through forest law consolidation and review processes that will support community based forest investment, reduce illegal logging and ensure sustainable forest management.

The absence of widespread conflict there are already natural resources related tensions in the HFZ around mining and access to forestlands for farming. Farmers, in search of land for cocoa, have encroached into forest reserve creating tension between landowners, FSD officials and communities. The assumption is that these tensions would not degenerate into full-scale conflict.

Mining: surface mining has become an imminent threat to the existence of communities and forest ecosystems. The expansion of mining activities within the HFZ is also a threat to the implementation of community forest enterprise development models that aim to create forest resources in the off forest reserve areas. Commitment of the government of Ghana to comply with environmental permit regulations and procedures would empower communities to be part of the decision-making processes on mining and could thus reduce the threat.

Climate change: Climate change is changing agriculture and forest use patterns across the country, which is resulting in increasing migration into the High Forest Zone to access farmland. This has resulted in increasing population resulting in expansion on agricultural lands which puts pressure on forest reserve areas. Currently, many settler farmers live in hamlets in the forest, remote from the urban communities and with no access to social services (health, school, potable water). The project will join efforts with other NGOs in the region to discuss and draw the attention of regional and district coordinating councils to the impact of climate change-induced disasters and possible risk reduction measures.

KWC is mindful of the risk that climate change will negatively effect and impact the livelihoods of direct beneficiaries, and project outputs. Thus, KWC is mainstreaming climate change and ecosystem-based disaster risk reduction (EcoDRR). Ecosystem-based approaches for disaster risk reduction and climate change adaptation are considered a solution to sustainable development due to its characteristic 'no regrets' and 'win-win' appeal to addressing climate change issues and soaring disaster. It is able to impact all the elements (mitigating hazards, reducing exposure, reducing vulnerabilities and increasing resilience of exposed communities) of the disaster risk equation.

Staff turnover in government offices: There are risks associated with personnel turnover in the DAs and of officials being transferred half way through project implementation. The project will make conscious efforts to ensure that there are processes in place to ensure the building of institutional memory. The project may also develop training capacity in local NGO partners respected by the DAs to provide capacity support for new DA members.

Oil: Oil recently found off the coast of Ghana poses a number of potential negative consequences for poor people. For example, poor people may be adversely affected by a possible increase in the cost of living, key stakeholders (Government, DAs, TAs, farmers, etc.) may divert economic commitments from community based forest management into oil-related businesses or there may be an influx of people from various locations into the Country, including sex workers and the associated proliferation of HIV/AIDS and sexually transmitted diseases. Oil exploration and extraction could lead to a possible reduction in fish catch due to pollution may put pressure on forest resources as fishermen engage in logging activities.

3.5.2. Sustainability

The existing platform for networking and information sharing among community producers, small scale millers and other stakeholders will be strengthened as a result of this project. The capacity of participating institutions will be built to enable them pursue higher forms of sustainable forest management interventions such as certification. KWC will continue to offer technical support and coaching to SMEs. Project reviews will be carried out twice annually and will be done with a team of stakeholder members. Knowledge and lessons learnt from the project will be shared with the TVD/TIDD for maintaining the VPA program and with the WG to continue with certification development in Ghana. All reports will be sent to ITTO for its evaluation and adaption for other member country use, where appropriate.

The sustainability interventions will be achieved by ensuring that the established local level participation and capacity building platforms continue to operate in a replicable form and its benefits continue to be available without external support after the project. Community level: the project will contribute to existing NGO interventions in community action planning and implementation of action plans that incorporate capacity building and information sharing on VAP/FLEGT and support community-based structures for decision-making with VPA/FLEGT information. Institutional frameworks: collaborate with Traditional Councils, whose jurisdictions go beyond single communities, to enable Traditional Area level capacity and knowledge on VPA/FLEGT; link community efforts to District Assemblies; share experiences, successes, and problems widely within districts and the region; work through a range of relationships at all levels of project implementation to enhance dissemination of 'best practices' and opportunities for replication by partners; document and share successes and best practices beyond targeted districts through linkage with other relevant networks nationally and internationally; using other institutions as collaborators to build local capacity; creating ownership of project objectives from onset; and supporting on-going local initiatives. Industry level: responsible use of Ghana's timber resources through strict adaptation to legal and sustainable behaviour by SMFEs will guarantee long term availability of timber and timber products to protect businesses, jobs, reduction of poverty in rural communities. The project will also seek to develop specific measures to address gender concerns during implementation as well as ensuring impact measurement of gender.

PART 4: IMPLEMENTATION ARRANGEMENTS

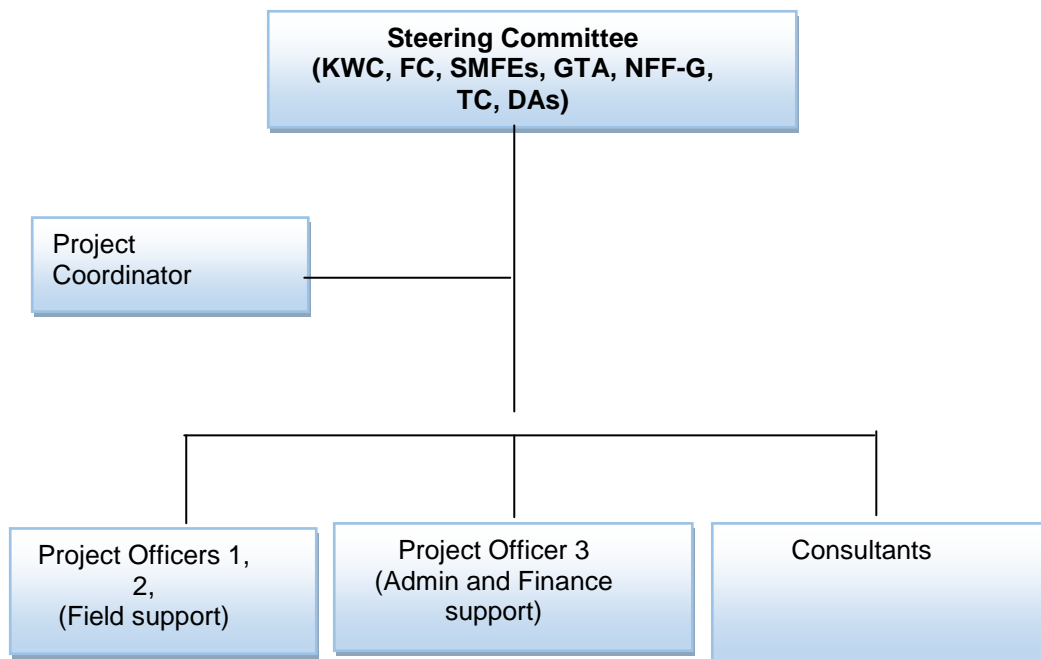
4.1. Organization structure and stakeholder involvement mechanisms

4.1.1. Executing agency and partners

Kumasi Wood Cluster is an association of small-to-medium sized wood processing enterprises formed in 2003 in Kumasi. The association is using clustering as a means of retaining the market share of its members on the international timber market. KWC was registered in December 2004 as a **Company Limited by Guarantee** to develop and promote their businesses.

The secretariat comprising of Project Leader and three project officers conduct the day-to-day business of KWC and reports to an Executive Council made up of the Managing Directors of KWC member companies. The project will be administered within the KWC system, but its supervision will be assigned to a Steering Committee to be constituted from seven stakeholder organisations, including KWC, FC, NFF-G, Industry Associations SMFEs, Traditional Council (TC) and District Assemblies (DAs).

The organogram of the executing is shown below:



4.1.2. Project management team

The project management team will comprise one (1) Project Coordinator, two (2) Project Officers, one (1) administrative and finance officer a team of consultants who will be recruited to lead the various components of the project. The Project Coordinator will be responsible for the day to day management of the project. Project Officers will be in charge of program development and production of information kit and training materials, execution of field activities and extension, preparation and coordination of workshops, administration and office support. They will also liaise with the small-scale and community producers and give feedback to the Project Coordinator. The consultants will spearhead the development of protocols, conduct the capacity building training for loggers, small-scale and community producers and facilitate the implementation of field project activities at the community level.

4.1.3. Project Steering Committee

The project will be supervised by a Steering Committee to be constituted from seven stakeholder organisations, including KWC, FC, SMFEs, GTA, Traditional Council (TC), DAs, CSOs (NFF-G) and representative from ITTO. The project steering committee would meet at the beginning of the project to approve project work plans and budget and develop modalities for supervising project implementation. The committee will meet at least twice every year to review project implementation and approve work plans and budgets. The committee will also meet at the end of the project for final project evaluation and make recommendations.

4.1.4. Stakeholder Involvement Mechanisms

The project will build on successful methodologies used in previous projects to facilitate capacity building of local partner organizations' abilities to facilitate inclusive community empowerment and develop locally determined service delivery systems. Amongst these strategies are training and supporting local systems for community producers. The project will also document a range of options for community based forest investment and enterprise development and promote learning and sharing at the community and district levels.

The project will be implemented through a combination of partnerships with NFF-G /NGOs, collaboration with networks, coalitions and public sector institutions like the DAs, FC and other civil society institutions like the Traditional Council.

Community Level

The project will facilitate capacity strengthening of community institutions and governance structures as well as DAs in community forest investment and enterprise development. Community-based management systems require, at a minimum:

- Well-organized, effective, and inclusive community institutions
- Coordination within communities and with higher-level decision-makers
- More effective systems of communication and linkages with district support services and other development initiatives (for example to increase access to microfinance)

The project will work with existing institutions in communities to ensure decisions on community forest investments are linked to decisions on livelihoods at household and community levels and that they represent the priorities of poor and marginalised people.

NGOs, Coalitions and Networks

The project will work with networks or coalitions of NGOs/ CSOs to advocate for transparency, accountability and participatory governance in forest resource management. Such networks include National Forestry Forum Ghana (NFF-G). One of the most common weaknesses of networks and coalitions is the inability to organize meetings and promote networking, so this project will provide technical and capacity support to the networks to implement their advocacy agenda.

District Assemblies

The project will support DAs to assume responsibilities for leading district development agenda and meeting communities' social amenities requirements, including poor and marginalised members of the communities.

The project will also seek to work with the DAs to develop a broader vision for NRM in the district, including strengthening their linkages with communities so that DAs' medium-term development plans (MTDPs) and budgets reflect communities' aspirations. The project will again strengthen engagement with district sub-committees in agriculture, forestry, small enterprises and use their meetings as platforms for discussing community forestry and enterprise issues. The project will also work with DA sub-structures to take lead and ownership of NRM in the district.

The lack of transparency and accountability of DAs and Traditional Authorities is a key emerging issue that needs to be addressed. The involvement of key non-DA stakeholders such as NGOs in development of MDTPs and use of platforms to discuss the progress of the implementation of MDTPs could provide the opportunity for DAs to become more accountable with the use of resources.

Forestry Commission

The FC is integral to forest resources management in Ghana and as such will be a close collaborator of the project. The FC will be a key contact for the project in terms of national policy and advocacy. The FSD District offices of the FC will be the main collaborator on technical knowledge transfer with regards to forest management plan development, supporting communities with simple silviculture and forest management skills as part of the devolution process. This will involve the following key experts from FSD such as silviculturist, cartographer, NTFP agronomist, timber enumerator and wood technologist. The FSD, in conjunction with the DAs, will perform regulatory functions of forest resource management at the local level.

Government Ministries

The MLNR is responsible for creating the policy and legal environment for community forest investment and enterprise development. KWC will take advantage of the already cordial relationship it has established with the ministry to facilitate the Ministry to lead in the development, adoption and implementation of the new FWP 2012 components on community forest investment and devolution of forest management rights to communities with legal backing that give communities ownership and management control over forest resources in the off-reserves. The project will also collaborate closely with MoFA in the implementation of designed and tested multiple land-use systems for short-, medium-, and long-term income generation for poor and marginalised forest-dependent people that also supports long-term restoration of forest ecology and promotion of biodiversity. MOFA has strong linkages with cocoa farmers in the high forest zone, as MoFA provides cocoa seedlings and sprays farms. The project will build upon this linkage to encourage MoFA staff to educate cocoa farmers on the significance of integrating timber trees into cocoa farms and practicing multiple land-use systems on their cocoa farms.

Public Sector Land Institutions

Tenure security is integral to the implementation of this project. As such, the Office of the Administrator of Stool Lands (OASL), the Regional Survey Department, traditional Institutions, and the Customary Land Secretariat will play a key role in supporting the project to facilitate the evolution of community level land agreements with fair and equitable benefit-sharing arrangements, within the context of community forest investment and enterprise development. The regional survey department will be part of the community land demarcation team, physically taking part in the demarcation exercise to give credence to the process and outputs – local land titles.

4.2. Reporting, review, monitoring and evaluation

A project M and E plan will be developed at inception to include the development of an information matrix detailing the data to be collected, how, when and by whom, as well as a plan for analysis, reporting and dissemination of the information that will be generated. The M and E plan will also include a work plan matrix as well as timelines. Project reports will be developed quarterly and half-yearly showing: key activities carried out within the period in relation to monthly work plan; reasons for any major deviations, challenges, key lessons learnt and progress made in relation to objectives; unexpected and significant events; and Most Significant Change (MSC) stories.

Inception: Project inception activities would include: the development of detailed work plan, development of an M and E plan and planning and preparation for project inception workshop. This workshop will also be used to develop and adopt an exit strategy.

Visibility: The project will develop a communication plan for information gathering and dissemination as well as define clear means of promoting the ITTO programme as part of the inception activities. The use of pull-ups, banners and stickers would be used to promote ITTO visibility. All records emanating from the project will have ITTO logos embossed on them. Project events and programmes will also constantly showcase the ITTO as the donor of the project.

Project close out: The project will adopt an exit strategy as part of the inception activities. The project will organize a project closeout workshop to communicate experiences, challenges and lessons learned during implementation as well as establishing partnerships and collaboration for sustaining project lessons and interventions.

Internal monitoring will be undertaken every year and quarterly reports will be prepared and submitted to ITTO through the Steering Committee by the Project Coordinator. This will include accounting for resource provided, emerging issues, interests and position held by stakeholders and inputs for developing follow up programs and activities. Annual review of the progress of work and sharing of knowledge and experiences will be conducted. The project will conduct baseline study, mid-term evaluation and final project evaluation. These evaluations will be done with ITTO involvement and reports shared with ITTO and other partners.

4.3. Dissemination and mainstreaming of project learning

4.3.1. Dissemination of project results

Both formal and alternative forms of documentation and dissemination are integral to the project. alternative forms of documentation will be identified and developed, including the use of community-based participatory programmes such as the use of local information centres, learning and sharing visits between communities, publications authored by the KWC and partners and forums that bring together communities and governmental agencies at various levels. The project will also identify and develop innovative ways of dissemination, such as through festivals, meetings of traditional councils, learning, sharing and assessment visits. The project will consult women and marginalised groups such as settlers when developing dissemination strategies to ensure that the messages reach all. The marginalised groups often have unequal access to information, decision-making, to opportunities, to contribute and to benefit. The project will build on indigenous knowledge and strengthen community systems and institutions rather than imposing new systems. KWC will continue its work to build the capacities of SMEs whiles in partnership with CIKOD support traditional institutions to champion the rights and responsibilities of their poor and marginalised constituents.

4.3.2. Mainstreaming project learning

Several approaches and platforms will be adopted to mainstream project results locally, regionally and globally. A system of quarterly recording and sharing of lessons learned and coordination between all the partners will be institutionalized using Most Significant Change stories methods. The project will also facilitate platforms for learning and sharing from strategic alliances and networks contributing to achievement of project goal. Project results, lessons learned and challenges will be published on KWC's website, as well as ITTO's website to reach a broader audience. Locally, lessons learnt will be documented for easy of referencing. Brochures/leaflets, stickers on project lessons, success stories and experiences will be developed and shared with key stakeholders of the project. Print 500 copies of developed documents for sharing with stakeholders.

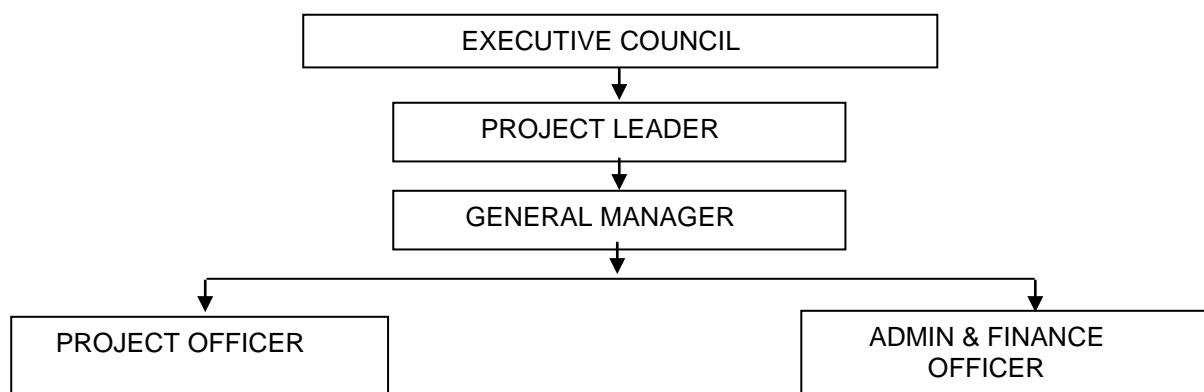
Experiences and lessons learnt across other projects will also inform the implementation strategies while building and implementing synergies across the forestry sector. The project will engage jointly with other KWC projects as well as projects of its implementing partners to improve efficiency and impact. The project learning mechanisms will enable it to be responsive to emerging opportunities and constraints.

PROPOSAL ANNEXES
ANNEX 1: PROFILES OF EXECUTING AGENCY AND COLLABORATING AGENCY

Background

Six Small and Medium sized forest enterprises (SMFEs) were introduced to the concept of clustering as a means of creating the critical mass for SMFEs to enter and retain their positions on the export market when they attended a seminar on Market Development training sponsored by the Centre for the Promotion of Imports from Developing Countries (CBI) of the Netherlands in 2003. The firms resolved in 2003 to incorporate the Kumasi Wood Cluster (KWC) Association to promote their business objectives through such a cluster.

Kumasi Wood Cluster (KWC) is an association of small and medium companies, formed in 2004 and registered as a Company Limited by Guarantee whose registration number is G14,4951. It is located at Kentinkrono in Kumasi along the Kumasi-Accra Highway. KWC's mission is *to promote partnership that supports environmentally-sound and economic development of small and medium forest enterprises*. KWC's goal is to support the efforts of SMFEs utilizing wood harvested in ways that maintain or restore forest health and fulfil social obligations and to create markets for their products. Its objectives are to: access adequate supply of raw material for the member's use; develop new products using secondary species and non-timber forest resources for existing and new customers in traditional and new markets; adjust production capacities in line with human resource skills, raw material and equipment availability in partner firms; develop markets for traditional and new products; and undertake group forest management and chain of custody certification. In terms of expertise, KWC can boast of having a huge store of experience with working with the timber industry stakeholders especially the small-medium sized ones in forest and environmental related activities geared towards sustainable forest management and environmental protection. KWC has an executive council and a permanent staff of four as shown in the organizational chart below:



KWC carried an ACP FLEGT Support Program (PR No. 44232) – to pilot a project resulting in the preparation of a training centre to support FLEGT implementation and the adoption of Sustainable Forest Management (SFM) practices in Ghana and the West African Region. KWC is a member of SFM Partnership- Ghana (SFMP-G) which is a consortium of environmental civil society organizations funded by ICCO and Kerk in Actie, under which KWC has provided technical support to Bibiani Logging & Lumber Company Limited and Sunstex Company Limited to achieve FSC Controlled Wood/Chain of Custody (CW/CoC) and Chain of Custody (CoC) Certification. KWC has had a number of interactions with fifteen (15) communities from two forest districts, educating and sensitizing them on forest governance, leading to the formation of local SRA committees in the communities' to help them negotiate for their benefits from the activities of timber firms. These communities have also been trained in sustainable collection of plant Non Timber Forest Products (NTFPs) of economic importance as an alternate means of livelihoods. KWC with funding from ITTO, has a computerized software for company

internal data capture and information management “TimTrack” that will track material flow along the supply chain and feed data into a future National Wood Tracking System for legality verification and compliance, a requirement before FLEGT license can be issued. This was a major output under the project TFL-SPD 007/09 which has been completed.

KWC has worked in partnership with the Production Unit of the RMSC in drawing TUC area Management Plans for four TUC areas that member companies are operating. The cluster has also in collaboration with the FC, WG of Forest Certification Ghana and major Timber firms like SAMARTEX, GAP, JCM, BLLC and SUNSTEX to carry out a conversion factor research on some selected timber species in Ghana. KWC has also been involving all other relevant forest stakeholders such as Research Institutions, Timber Associations, Timber Millers Organization, NGOs and Civil Society Organizations in its training and capacity building workshops and was a major partner with CIDT and Forest Watch Ghana in running a workshop on Building Capacity to implement Timber Legality Assurance System in Ghana.

In 2013, KWC in partnership with WWF presented another project –“Promoting Legal Domestic Trade through Collaboration between State and Non-State Actors”- but it did not qualify for funding.

INFRASTRUCTURE

KWC has spacious office facilities with a conference hall, an internal wood tracking software, factory and forest concession sites of its members which will be available for use during the training and capacity building sessions of the project.

BUDGET

In the past three years KWC has worked within the budgets shown below:

Sustainable Forest Partnership- Ghana Project SFMP-G (2014)	€ 155,250.00
SFMPG Off-reserve logging project (2015)	\$ 133,614.00
FAO Industry Project (2016)	\$ 107,57.50

PERSONNEL

KWC has four personnel with two holding post graduate degrees in Wood Technology/Industrial Management from Ghana, one with a post graduate degree in Tropical Forestry and Management from Germany and one with graduate degree in BA Sociology & Social Work from Ghana, who is the administrative and finance officer

National Forestry Forum – Ghana (Collaborating Agency)

The National Forestry Forum Ghana (NFF-G) is a Ghanaian Civil Society Organization registered with the Registrar General’s Department and issued with letter of Incorporation and Certificate of Commerce. NFF-G has a national mandate and operates at all 10 Administrative regions through Regional Forums.

The NFF-G was established in 2007 but attained legal status in 2010. Since then, the organization has undertaken major activities in awareness creation on sustainable forest management in Ghana. It has a Secretariat in Kumasi with five permanent staff which coordinate and facilitate its activities. The NFF-G has a nineteen member Executive council consisting of Executive committee and representatives from each of the administrative regions as the final decision making body. This council meets quarterly in a year with intermittent emergency meetings when the need arises.

NFF-G has a vision to leave Ghana’s forestry and wildlife resources well developed and conserved for posterity and a mission to create a neutral platform for discussions on forestry and wildlife issues for a sustainable and healthy environment through public involvement, for policy and good governance.

Within the last two years, the major projects undertaken by the NFF-G are as follows:

PROJECT	PERIOD	ACTIVITIES	DONORS
Piloting community forest monitoring in two forest reserves in Ashanti Region of Ghana through capacity building and field implementation.	May to July 2015	Building capacity of community stakeholders to monitor VPA implementation	European Union through Nature and Development Foundation
Enforcement and Governance for Sustainable Forest Management (CiSoPFLEG) Project	June 2014 till date	<ul style="list-style-type: none"> • Prepare simple training modules and information kit for community capacity building to participate in policy dialogues to enhance collaboration in sustainable forest management. • Undertake capacity building training for forest fringe communities on VPA/FLEGT and forest governance. • Create a platform that will ensure collaborative forest management in implementation of the FLEGT/VPA action plan in Ghana through the forest forum. 	DCI-ENV/2012/41 co-financed by the European Union
Facilitating multi-stakeholder dialogue on VPA	23 rd July 2013 till date	<ul style="list-style-type: none"> • Organization of sensitization meeting on VPA FLEGT in 30 communities • Organization of 10 district forums • Organization of 5 regional forums and • Part contribution to the organization of a national forum for stakeholder dialogue on VPA and other issues of relevance to the forestry sector. • Adopting eight around one forest reserve as project sites and giving them intensive support in their involvement in forest management 	European commission through WWF

Capacity building for grassroots stakeholders on national REDD+ process.	March to September, 2014	<ul style="list-style-type: none"> Organized a two-day training of trainers' workshop for NFF-G leadership. Radio broadcast on REDD+ in the Brong Ahafo region Community sensitization and awareness raising on climate change and REDD+ in 20 communities in 10 districts in the high forest zones (Ashanti, Eastern, Western, Central, and Brong Ahafo Regions). 	Climate change unit, Forestry Commission
Getting stakeholders involved in forest governance	June 2011 to December 2012	<ul style="list-style-type: none"> Community sensitization on forestry issues Awareness on forestry issues through community and commercial radios Organization of District and Regional forums for stakeholder education and dialogue on forestry issues. 	the Natural Resource and Environment Governance facility (NREG), Ghana
"Strengthening the National Forestry Forum for its integration into policy discourse and operational forest planning	October 2011 to August 2012	<ul style="list-style-type: none"> Capacity building of NFF-G members on contemporary forest issues to partake in policy discourse Provision of office equipment to the secretariat Establishment of website to facilitate transmission of information. 	<ul style="list-style-type: none"> FAO under the (National Forest Programme Phase II) IUCN CIKOD

ANNEX 2: CURRICULUM VITAE OF PERSONNEL PROVIDED BY EXECUTING AGENCY

We have put together a bespoke team with the relevant experience to deliver this project. We have allocated resources for the project as follows:

1. Gustav Adu (MSc. Wood Technology & Industrial Management) - Project Coordinator

Gustav is the Director of the Kumasi Wood Cluster Association and will be the Project Coordinator/Director with the overall responsibility of delivering the project. His responsibilities will include the following:

- Project planning and execution
- Develop a detailed work plan
- Assign responsibilities and targets to the project staff
- Prepare and ensure prompt delivery of project reports to ITTO

2. Esi Ametoxe Banful (MSc. Wood Technology & Industrial Management) – Project Manager

Esi is the General Manager of the Kumasi Wood Cluster Association and will be the Project Manager with key responsibilities for:

- Preparing financial and status (narrative) report to the Project Leader
- Designing, developing and implementing client-oriented strategies in line with ITTO rules and code of practice
- Managing, supervising and motivating staff for maximization of contribution to project goals
- Assisting in the preparation of budgets and the regular tracking of the budgets
- Providing day to day monitoring and supervision of the project
- Coordinating and maintaining an efficient inventory system of the project

3. Betty Boante Abeyie (MSc. Tropical Forestry and Management) - Project Officer

Betty is a Project Officer for Kumasi Wood Cluster Association. She will be responsible for the following tasks on the project:

- Support the project coordinator to organize workshops and training sessions.
- Assist in the development of project programs, training materials and guides.
- Execute field activities and gather relevant information.
- Liaise with stakeholders
- Provide general administration and office support.

4. Henrietta Ofosuhene (BA Sociology and Social Work) - Project Admin and Finance Officer

Henrietta is the Administrator and Finance Officer at Kumasi Wood Cluster Association. She will assist the Project Officer on this project and in addition, undertake the following tasks:

- Prepare monthly and audited accounts
- Provide administrative support to the project leader, project manager and other project assistants
- Field monitoring, writing reports, organize trainings and workshops

The full CVs of the project personnel's are provided below:

1. Name: Gustav Alexander Adu

Age: 66

Sex: Male

Professional Education: MSc. Wood Technology & Industrial Management, KNUST, Ghana

Current Position: Project Leader, Kumasi Wood Cluster Association.

Experience relevant to the Project:

- Developed the framework for Group Certification system to enable Small-Medium Forest Enterprises (SMFEs) under Group Certification as means of making forest management certification and chain of custody certification bearable and attainable to them (2005 – 2009)
- As Project Leader of the Kumasi Wood Cluster Association (KWC) prepared two Small and Medium Size Forest Enterprises to reach certification point and was in March 2013 assessed by the Rainforest Alliance for the award of FSC Controlled Wood and Chain of Custody Certificates.
- Leader of KWC project sponsored by ITTO to develop an Internal Wood Control Software (IWCS) for data management by Small and Medium Forest Enterprises (2010 – 2013)
- As UNIDO consultant, was party to the development of Wood Science and Technology
- Curriculum and specified layout, laboratory and sawmill machinery in the establishment of the Rubber Science Technology Institute at the Tubman University, Harper, Liberia.
- Co-consultant under Forestry Commission and Kumasi Wood Cluster Association collaboration that undertook a Pilot Study on Sawmilling Efficiencies (Conversion Factor Determination) in selected Ghanaian sawmills (2009).
- Project Leader of the Kumasi Wood Cluster Association, in developing production and marketing collaboration among SMFEs in Ghana.
- As consultant to Carana Corporation, USA, developed a USAID mandated Initial Environmental Examination (IEE) for the review of foreseeable effects on the environments of West and Central African countries (Ghana, Cameroun, Gabon, Liberia) that enabled the West Africa Trade Hub (WATH) to fully engage in business linkages for forest based enterprises in the four countries. Two IEEs for Wood Products, March 2007 and Home Décor-Handicrafts, April 2010), fulfilled Amended Sections 118 and 119 (1987) of the Foreign Assistance Act (1961) and has appropriate mitigating and monitoring plans to contain actions that may impart the environment negatively in the promotion of forest products manufactured by enterprises from the four countries.
- Developed associated Environmental Mitigation and Monitoring Plan (EMMP) for operating and monitoring Handicraft IEE (2012).
- Supervised the study into sawn timber cost structure in Ghana (2004)
- Carried out market surveys for wood products in Dakar, Senegal (2001), Ouagadougou, Burkina Faso, (2002), Lagos & Abuja, Nigeria (2003), West Coast of the United States of America (2004) that has resulted in increase in export of wood products including products such as lumber, mouldings, plywood, furniture, doors to those countries.
- Developed Country Business Strategy for developing and introducing Timber and Timber Products for export into West European Countries under a Technical Assistance being provided by the centre for the Promotion of Imports from Developing Countries CBI of the Netherlands to Ghana.
- Part of team that undertook a comprehensive corporate reorganization of Asuo Bomosadu Timbers and Sawmill Limited between 1999 and 2001. Effort resulted in additional investment manufacture of wooden flooring, veneer and plywood to lumber.
- Carried out the Feasibility Study for the establishment of wood poles treatment plant by Ipalco (Gh.) Ltd., and was part of team that supervised equipment installation and setup of management team. The project was funded by DANIDA under its Private Sector Development Program, 1995.

2. Name: Esi Ametoxe Banful

Age: 52 years

Gender: Female

Professional Education:

M.Sc. Wood Technology and Industrial Management, KNUST

Certificate of Education, University College of Education, Winneba- Kumasi

B.Sc. Agric. (Crop Science), University of Ghana, Legon

Current Position: General Manager (KWC)

Experience relevant to the project:

- Prepares financial and status (narrative) report of KWC for submission to the Project Leader
- Designed, developed and implemented client-oriented strategies in line with Hanmax Veneer and Plywood Co. Ltd
- Managed, supervised and motivated staff for maximization of staff contribution to company's goals
- Assisted in the preparation of quarterly budgets and regularly tracked the budgets
- Provided day to day monitoring and supervision of plywood and veneer production
- Coordinated and maintained an efficient inventory system of the company

3. Name: Betty Boante Abeyie

Age: 34years

Sex: Female

Professional Education:

MSc. Tropical Forestry and Management, Technische Universitaet Dresden, Germany

BSc. Natural Resource Management, Kwame Nkrumah University of Science and Technology,

Diploma Natural Resource Management, College of Renewable Natural Resources, Sunyani.

Current Position: Project Officer

Experience relevant to the Project:

- Organized sensitization programme for forest fringe communities on the importance of forest
- Facilitated the establishment of local Social Responsibility Agreement (SRA) Committees in 25 communities in the Mpraeso and Sefwi wiawso forest districts of Ghana
- Organized FLEGT/VPA related programmes for wood industry players.
- Capacity building of forest fringe communities on alternative livelihoods and opportunities.
- Monitoring of project activities and report writing

4. Name: Henrietta Ofosuhene

Age: 33 years

Gender: Female

Professional Education:

BA Sociology and Social Work, KNUST, Ghana

Current Position: Project Admin and Finance Officer

Experience relevant to the project:

- Prepares monthly and audited accounts
- Provide administrative support to the project leader, general manager and other project assistants
- Field monitoring, writing reports, organize trainings and workshops

ANNEX 3: TERMS OF REFERENCE OF KEY PERSONNEL AND CONSULTANTS TO BE FUNDED BY ITTO

Project Leader (Coordinator)

The Project Coordinator has overall responsibility of the project. His responsibilities will include the following:

- Responsible for project planning and execution
- Develop a detailed work plan
- Assign responsibilities and targets to the project staff
- Prepare and ensure prompt delivery of project reports to ITTO

Project Officers & Admin Officer

The Officers will work under the project leader and will be responsible for:

- The day-to-day running of activities of the project
- Program development, and
- Administration and office support.

The experts will also have the following responsibilities:

- Field activities and extension on forestry
- Community engagement
- Capacity building and
- Local tenure reform facilitation

Consultants

- Estimate timber potential of the two landscapes
- Assist communities to demarcate and sign land agreements
- Develop simplified guidelines of MOP for the two landscapes
- Develop documents on project lessons
- Facilitate workshops
- Build capacity of community producers on value chain and chain of custody
- Train community producers to develop land use management plan

Qualification

- The consultant shall be an impartial and independent organization or individual that has proven competence in community forest investment, enterprise development and forest policy/law in Ghana.
- Have a minimum of bachelor's degree in natural resources management, environmental science, geography and other related field.
- Have proven track record on community forestry, forest policy/law, forest enterprise development, Ghana VPA/FLEGT and community organizational development
- Have a minimum of five years relevant working experience.

ANNEX 4: RESPONSES TO THE SPECIFIC RECOMMENDATIONS AND ITS RESPECTIVE MODIFICATIONS

Section	Comments	Modification
Section 2.1.2	Maintain the consistency of stakeholder grouping (primary, secondary) as it is presented in Annex 5.	Stakeholder groups analyzed in consistent with the one in Annex 5
Section 2.2	Move the Objective Tree presented in section 2.2 to Section 2.1.3	The Objective Tree presented in section 2.2 moved to Section 2.1.3
Section 2.2.1	Development Objective, add one more impact indicator in consistency with the Logical Framework.	One more impact indicator added as in the logical framework matrix
Section 2.2.2	Correct the second outcome indicators in consistency with the Logical Framework	The second outcome indicator corrected to be in consistency with that in the Logical Framework matrix.
Section 3.3	Correct the list of activities in consistency with the activities in Section 3.1.2. Remove the Reporting part (Progress Report and Annual Report) from the Work Plan	List of activities corrected, reporting part of the work plan has been removed
Section 3.4	Add Master Budget (with its details for each activity) and improve all budget tables in accordance with the ITTO Manual. Add 'subtotal' in each of the budget item categories. Improve 'numbering', especially in budget line 60. Note: Panel considered high budget allocations that need to be reduced in the following items: 44.1, 57.1, 60.5, and 60.6. Item 41 preferred to be an in kind from the EA	Master budget (Table 3.4.5) with activity details added. Subtotals added in each budget item category. Numbering improved. High budget allocations have been reduced for items 44.1(42), 57.1(55), 60.5(601) and 60.6 (602). Item 41 moved to be an in kind contribution from the Executing Agency.
	Include an Annex that shows the responses to the above overall assessment and specific recommendations and respective modifications in tabular form. Modifications should also be highlighted (bold and underlined) in the text	Annex 4 showing the responses to the assessment and the specific modifications highlighted in main text.

ANNEX 5: STAKEHOLDER ANALYSIS

Stakeholder group	Characteristics	Problems, Needs, interest	Potentials	Involvement in project
Primary stakeholders				
Farmers	Livelihoods depend on the forest	High poverty levels with limited livelihood options	Local knowledge; ready to receive assistance	Primary project beneficiary
Landowners	High poverty levels with limited livelihood options	Livelihoods depend on the forest	Local knowledge; experienced in land tenure systems	Primary project beneficiary
Traditional Authorities	Lack protocols on forest investment (no transparency and accountability systems, etc.)	Benefit directly from royalties and control land tenure issues	Local knowledge and influence on local decision making including tenure	Primary project beneficiary
Community Leaders	Lack of capacity, knowledge and information on forest management	Insufficient means to ensure sustainable economic benefits for communities	Local knowledge and influence in community mobilization	Primary project beneficiary
District Assembly	Responsible for sustainable development for communities	Lack of institutional capacity	Local knowledge, authority and influence on local people	Primary project beneficiary
Domestic Lumber Trade Associations of Ghana (DOLTA)	Well equipped for downstream processing	Insufficient capacity on legality requirements; irregular supply of raw materials	Employment opportunities to farmers. Social responsibility funds for community development.	Primary project beneficiary
Furniture and Wood Products Association of Ghana (FAWAG) and Wood Workers Association of Ghana (WAG)	Depends on forest raw materials	Insufficient capacity on legality requirements	Employment opportunities <u>for small size timber operators, skilled and unskilled artisans in furniture making.</u>	Primary project beneficiary
Domestic Lumber Millers Association	Depends on forest for raw materials.	Insufficient capacity on legality requirements	Provide employment opportunities <u>to chain saw</u>	Primary project beneficiary

n of Ghana (DOLMAG)	Have milling equipment		<u>operators weaned off.</u>	
<i>Secondary Stakeholders</i>				
NFF-G	Advocates for community participation and rights	Insufficient capacity to serve its members	Local and national knowledge	Will implement the advocacy agenda
FWG	Advocates for rights and community participation	Low capacity on timber legality issues	Local and national knowledge	Can assist implement advocacy agenda
FC (FSD, RMSC and TVD)	Responsible for managing, regulating and enforcing forest law	Lack means to disseminate the relevant information	Knowledge and competency on forest policy and law	Will assist transfer technical knowledge
MoFA	Lack enabling framework to support multiple farming system	Needs support on the integration of timber trees on farms	Strong linkage with farmers through extension	Assist implement designed and tested land-use systems

ANNEX 6: RISK ANALYSIS

Potential risks	Causes	Impacts	Measures
Destruction of agricultural, forest and water ecosystems	Surface mining	<ul style="list-style-type: none"> • Reduces agricultural, water, and forest resources and the ecosystem services they provide • Increased emissions of carbon dioxide resulting in climate change • Increased siltation and environmental degradation 	<ul style="list-style-type: none"> • Compliance with environmental permit regulations and procedures • Management plans for community forests will incorporate monitoring measures
High global temperatures (climate change)	Increased emissions of carbon dioxide	<ul style="list-style-type: none"> • Drought, increased storminess and floods • Increased variability in rainfall patterns affects agriculture and forest practices across the country • Increased migration to the HFZ to access farmland • Increased population pressure on forest reserves in HFZ due to expansion of agricultural lands • Increased pressure on social services 	<ul style="list-style-type: none"> • Mainstreaming climate change and ecosystem-based disaster risk reduction (EcoDRR) • Collaborating with other NGOs and district coordinating councils and national disaster management organization to implement EcoDRR measures
Personnel turnover and transfer at district assemblies	Routine government policy, socio-economic factors	<ul style="list-style-type: none"> • Transfer of personnel half way through project implementation can affect progress of project implementation. 	<ul style="list-style-type: none"> • Activities and programmes to build institutional memory • Training to develop the capacity of local NGO partners to provide capacity support for district assemblies
Environmental, social and economic sustainability of oil extraction	Oil exploration and extraction in coastal areas	<ul style="list-style-type: none"> • Possible reduction in fish catch due to pollution may put pressure on forest resources as fishermen engage in logging activities • Possible increase in cost of living in coastal areas affects the poor • Key stakeholders (Government, DAs, TAs, farmers, etc.) may divert economic commitments from community-based forest management projects into oil-related businesses • Influx of people from various locations into the Country, including sex workers and the associated proliferation of HIV/AIDS and sexually transmitted diseases. 	<ul style="list-style-type: none"> • Education and awareness creation in coastal communities • Build the capacity of stakeholders and traditional authorities to engage the oil industry to ensure sustainable operations