

# INTERNATIONAL TROPICAL TIMBER ORGANIZATION (ITTO)

## THEMATIC PROGRAMME ON TRADE AND MARKET TRANSPARENCY (TMT)

### PROJECT DOCUMENT

TITLE:	IMPROVING INTRA-AFRICAN TRADE AND MARKET TRANSPARENCY IN TIMBER AND TIMBER PRODUCTS
SERIAL NUMBER:	TMT-SPD 012/12 Rev.1 (M)
SUBMITTED BY:	GOVERNMENT OF GHANA
ORIGINAL LANGUAGE:	ENGLISH

#### SUMMARY:

African timber suppliers accounted for less 10% per year of the total African imports of timber and timber products (ITTO 2010). One major constraint identified was the lack of knowledge among traders in the region. This proposal seeks to increase knowledge of the regional market and promote trade (and thus leading to an increased intra-African market share) within the region through active engagement of traders and information provision. The outputs of the study will be an online timber marketplace, capacity building of enterprises to leverage ICT to enhance their competitiveness, and a geospatial database of market access and logistic information. The online timber marketplace will catalogue timber companies, trade leads and provide social media tool to facilitate liaison among African traders. At the marketplace, regular surveys will be conducted with traders, market intelligence gleaned, prepared and reported on the website for various users.

EXECUTING AGENCY: GHANA TIMBER MILLERS ORGANIZATION (GTMO)

DURATION: 24 MONTHS

#### PROPOSED BUDGET AND OTHER FUNDING SOURCE:

<u>Source</u>	<u>Contribution (in USD)</u>
ITTO	111,931.00
GTMO	38,065.00
<b>TOTAL</b>	<b><u>149,996.00</u></b>

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## LIST OF ABBREVIATIONS AND ACRONYMS

BWP	Biennial Work Program
CMS	Content Management System
FLEGT	Forest Law Enforcement Governance and Trade
GDP	Gross Domestic Product
GTMO	Ghana Timber Millers Organization
ICT	Information and Communication Technology
ITTO	International Tropical Timber Organization
LAS	Legality Assurance System
Mha	Million hectares
Mm <sup>3</sup>	Million cubic meters
NTFP	Non-Timber Forest Products
SFITO	Sustainable Forest Industry and Trade Organization
SPWP	Secondary Processed Wood Products
TIDD	Timber industry Development Division
TMT	Trade and Market Transparency
TTP	Timber and Timber Products
VPA	Voluntary Partnership Agreement
WTS	Wood Tracking System

## PART 1: PROJECT CONTEXT

### 1.1 Origin

In the framework of ITTO Biennial Work Programme for the years 2008-2009, the study on the promotion of regional trade in timber and timber products in Africa was implemented. The report of the study consisted of a background paper and proceedings of the international conference on the promotion of intra-African trade in timber and timber products (TTPs), held in Accra, Ghana on 30<sup>th</sup> June to 2<sup>nd</sup> July 2009<sup>1</sup>. The proposal stems from the background paper's recommendations to ITTO, paragraphs (1) and (4), and Accra Action plan's recommendations to ITTO, recommendations (1), (3) and (6). These recommendations called for detailed study on market intelligence, market transparency and the promotion of intra-African trade in TTPs.

The ITTO supported and implemented the study through hiring the services of 2 consultants assisted by 7 national experts that provided country reports on market developments in 4 selected importing countries (Egypt, Morocco, Nigeria and Republic of South Africa) and 4 exporting countries (Cameroon, Côte d'Ivoire, Ghana and Democratic Republic of Congo).

The relevant salient findings of the intra-African timber trade study can be summarized as follows. In 2007, the intra-African market share of total African imports of TTPs was less than 10%. In spite of its vast timber resources, Africa was net importer of TTPs. Traders were not aware of regional market, thus African TTPs were not well marketed. These findings suggest constraints in trade and market transparency of TTPs, which this proposal seeks to improve through establishment of an online marketplace to engage timber traders in the region.

### 1.2 Relevance

#### 1.2.1 Conformity with ITTO's objectives and priorities

Generally, the study conforms to ITTA, 2006 through ITTO Biennial Programme for the years 2008-2009, Paragraph 3 (x): *Promote regional trade in tropical timber and timber products in Africa*. The proposal seeks to implement the recommendations calling for more insights into trade, market transparency and improvement of marketing of TTPs. Specifically, the proposal conforms to ITTA, 2006 objectives through the below means of achieving the objectives:

- (h) *Improving market intelligence and encouraging information sharing on the international timber market with a view to ensuring greater transparency and better information on markets and market trends, including the gathering, compilation and dissemination of trade related data, including data related to species being traded;*
- (k) *Improving marketing and distribution of tropical timber and timber product exports from sustainably managed and legally harvested sources and which are legally traded, including promoting consumer awareness;*

The study will contribute to (h) by establishing an online timber marketplace to facilitate exchange among African timber traders and to provide information on companies, trade leads and other market information such as market trends and indicative prices, and to (k) by assisting selected enterprises to strengthen their marketing strategies and skills and by organizing a training on marketing for companies in the region.

The ITTC Decision 3(XLVII) extended ITTO Action Plan 2008-2011 to 2012. Thus the proposal relates to the Thematic Programme "Trade and Market Transparency" (TMT) and the Action of the Committee on Economic Information and Market Intelligence in the current action plan. In particular, the proposal relates to the Expected Outcomes 3 and 4 of the Action by the same Committee. It contributes to Outcome 3 by improving market transparency through the provision of market intelligence, and to 4 by promoting tropical timber trade in the region through the establishment of an online timber marketplace. The study relates to Actions of ITTO for Expected Outcome 3, Actions (F) and (H) and Expected Outcome 4, Actions (D) and (G).

The proposed study will contribute to Action (F) for Expected Outcome 3 through market studies in the region and to Action (H) through timber show service and online market for non-forest timber products. Regarding the Expected Outcome 4, the study will contribute to Action (D) through the compilation of trade barriers in the region and to Action (G) through market analyses for export potentials. The proposed study relates to

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<sup>1</sup> ITTO 2010. Good Neighbours: Promoting intra-African markets for timber and timber products.

Decision 2 (XLV) Biennial Work Programme (BWP) 2008-2009 through Paragraph 3 (x) because it will build on the outcomes of the study conducted in connection to Paragraph 3 (x). The study relates to Decision 2(XLV) BWP 2010-2011 through Activity 37 in that Output 1 of the proposed study involves online market services, including a marketplace for timber ([www.africantimber.net](http://www.africantimber.net)) under construction. This would be used to interact with companies and seek their perceptions on harmonized nomenclature of African tropical species. The proposed study will also contribute to Activity 38 through an online marketplace for African non-timber forest products ([www.africanntfp.info](http://www.africanntfp.info)) under construction. The Activity 33 of Decision 2(XLVII) BWP 2012-2013 can be facilitated by the proposed study through its online marketplace service where market intelligence and indicative market prices of TTPs can be collected.

The conformity of the proposed study with the Thematic Programme “TMT deliverables can be seen under *TMT Specific Objective 2 Outcome 2: Improved information on markets; Specific Objective 3 outcome 3: Improved marketing strategies and skills; Outcome 5: Enhanced trade promotion; and Outcome 6: Enhanced knowledge sharing.* The study will deliver an online timber marketplace (web portal on buyers and sellers of TTPs) which conforms to information sharing network specified as a deliverable for *Specific Objective 3 Outcome 6.* The market study reports of the proposed study conform to the deliverable of *Specific Objective 2 Outcome 2.* The Output 2 of the study will deliver a marketing plan, including improved marketing strategies of selected companies in the region as well as training of marketing staff. These deliverables conform to deliverables of *Specific Objective 3 Outcome 3* (enterprises with marketing strategies and trained staff). The Output 3 will deliver a market access and logistic information database, which conforms to the deliverable of web portal on market information specified under *Specific Objective 3 Outcome 5: Enhance trade promotion.*

The conformity of the proposal's outputs with the TMT Monitoring Protocol can be seen under *Specific objective 1 Outputs 5 and 6, Specific objective 2 Output 6, and Specific Objective 3 Outputs 4, 5, and 11.* The Output 1 of the proposal (online marketplace, market reports and networking) conforms to *Specific Objective 1 Output 5: Private sector organizations with improved systems and skills* through the capacity building of GTMO to maintain the online marketplace in partnership with SFITO. The online marketplace system will be documented. The marketplace can be used as a network between buyers and sellers of TTPs in the region, which conforms to *Specific Objective 1 Output 6: Networks between producers and users of information, and to Specific Objective 3 Output 11: Effective networking among trading partners.* Consumer market reports from Output 1 conform to *Specific Objective 2 Output 6: Improved information on intra-regional trade.* The Output 2 of the study (developing a marketing plan, strategies and training of staff) conforms to *Specific Objective 2 Output 4: Marketing strategies in pilot enterprises, and Output 5: Trained staff and specialists in market intelligence and marketing skills.* The Output 3 (market access and logistic database) conforms to the *Specific Objective 2 Output 6: Improved information on intra-regional trade.*

### **1.2.2 Relevance to the submitting country's policies**

The proposal conforms to Ghana's forest policy of trade development in TTPs through strengthening the capacity of enterprises by improving marketing strategies and skills, and market transparency through provision of reliable data and market information. According to Timber Industry Development Division, there are 222 registered companies involved in trade of TTPs. A substantial number of these companies are involved in export trading. However, only 3 companies have own website. This situation is similar in other African ITTO producer countries. From Ghana's point of view (as well as other African ITTO producers), this project will be a glorious opportunity for these companies to have web presence where their products can be showcased, thereby providing a greater market transparency of the regional market.

Ghana has a relevant forest policy to combat illegal logging and its associated trade both on domestic and international market. Ghana has entered into agreement with the European Union through signing of the FLEGT-VPA to combat illegal logging and its associated timber trade.<sup>2</sup>

Under the VPA Ghana is to put in place among other things a legality assurance system (LAS) that will give a definition for legal timber and a wood tracking system that will provide evidence for the source of the timber to be able to assess its legal standard and a licensing or certificate for legal timber for export to the EU. Compliance with the LAS and WTS, the timber trade is dependent on how easy information can be delivered or accessed. This proposal will provide a complementary information platform to what the Ghana-EU FLEGT-VPA will establish.

Additionally, the proposal will support the implementation of the policy to establish mechanisms for proper accounting for timber and non-timber forest products in the national accounts and estimating costs of

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<sup>2</sup> Ghana Gazette, No. 45, Jan-Jun, 2009

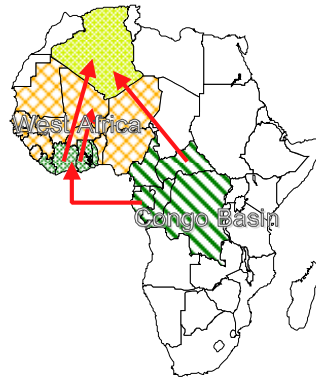
resource depletion and impact on the environment. There is the general recognition of poor accountability in resource exploitation and lack of appropriate transparent accounting system. For instance between 50-60 percent of actual exploited timber volume is not captured in official records leading to considerable loss of revenue to the stool lands, farmers' District Assemblies and the state.

### 1.3 Target area

#### 1.3.1 Geographic location

The proposal's target area is all countries of Africa to build an online timber marketplace. The market studies concerns export potentials of logs and sawnwood from Congo Basin to selected countries in West Africa, TTPs exports from forest-rich to forest-poor countries in West Africa, and export potential to Algeria (Figure 1).

**Figure 1. Map of project area**



#### 1.3.2 Social, economic and environmental context

Africa has a land area of 2964.4 Mha and a total population of 987.3 million habitants, with annual growth rate of 2.3% in 2008. In the same year the GDP per capita was 2789 USD with an annual real growth rate of 5.2%. The total forest area in Africa is 674.4 Mha (i.e. 23% of land area). In 2008, the continent consumed 615.6 Mm<sup>3</sup> of wood fuel, 12.9 Mm<sup>3</sup> of industrial roundwood and 1.2 Mm<sup>3</sup> of sawnwood. In 2006, the African forest sector contributed 0.1% to total labor force and 1.3% to GDP<sup>3</sup>. In spite of its vast timber resources, Africa was net importer of TTPs in 2007, importing around 4 billion USD but only 10% originated from the continent.<sup>4</sup> This represents untapped export opportunities for TTP producers in the region, and the timber revenue from increased intra-African timber trade could play an important role in the development of the timber industry and provide greater employment. Deforestation and forest degradation are major problems affecting the environment. According to the FAO, annual loss of forests has slightly declined from 0.6% in 1990-2000 to 0.5% 2000-2010. Regionally, annual loss of forests rate is highest in Western Africa. Some countries in this region (Ghana and Côte d'ivoire) are experiencing a problem of raw materials.

### 1.4 Outcomes at project completion

The expected outcomes of the proposal include (a) awareness of and participation in regional Timber market, (b) use of reliable market information, and (c) effective marketing of TTPs. These outcomes can lead to greater intra-African trade of TTPs, thereby achieving the specific objective. The benefits of the outcomes are identified by target group below.

Timber exporting and importing companies are the primary beneficiaries of the outputs of this proposal. These companies can use the online marketplace to list their companies, offers to buy and sell TTPs and to interact with others to effect timber sales. The market information produced can be used for effective marketing of TTPs in the region.

Trade and industry associations can use the online marketplace services to plan market promotion to effectively engage target importers in the region and abroad.

<sup>3</sup> FAO 2011. State of the World's Forests 2011.

<sup>4</sup> ITTO 2010. Good Neighbour: Promoting intra-African markets for timber and timber products, Technical Series 35.

Government agencies benefit from the availability of reliable market information which can be used in forest and fiscal planning.

ITTO Market Information Service when reinstated can benefit from market information provided from the online marketplace such as indicative market prices and regular market reports and news.

One social change that the proposal will bring about is the shift from traditional business to eBusiness. The online marketplace will provide member companies the possibility to have own website and private email service. These are essential requirements for eBusiness.



## PART 2: PROJECT RATIONALE AND OBJECTIVES

### 2.1 Stakeholder analysis

The actors that have stake in this proposal are described (Table 1). The timber enterprises are primary stakeholders, their needs and constraints were identified in the Background study and by enterprises and trade and industry associations that participated in the International Conference for the Promotion of Intra-African trade in TTPs held in Accra in 2009. Thus, there was no need for active involvement in the formulation of this proposal. However, when the mockup of the website (Africantimber.net) was set up, an email was sent to more than 100 companies in Ghana<sup>5</sup> and to selected country participants at the International Conference for the Promotion of intra-African Trade in TTPs to comment on the proposed services which Africantimber.net intended to offer.

### 2.2 Problem analysis

Africa is endowed with vast forest resources. There are, however, some countries with high population that lack these resources. This represents untapped export opportunities for the African ITTO producers. However, a recent study by the ITTO<sup>6</sup> shows that for the 2005-07 African ITTO producers have not tapped significantly the export opportunities existing in forest-poor countries of Africa. During that period, intra-African imports accounted for less than 10% yearly of total African imports (about 4 billion USD per year). This situation is a problem.

The core problem is the inadequate intra-African trade in TTPs (Figure 2). The main causes identified include (a) lack of knowledge of regional market, (b) weak capacity in production and marketing planning, and (c) constraints in market access and logistics. The lack of knowledge of regional market has sub causes, including lack of market information and promotional activities, lack of reliable data on regional market, and lack of understanding of market drivers and trends. Timber sales cannot take place without sufficient market information on products, actors and sales conditions. The weak capacity in production and marketing planning has also sub causes, including limited further processing capacity and poor quality of secondary processed wood products (SPWPs), lack of marketing strategies and skills at enterprise level. The enterprises do not have marketing strategies and skills necessary to develop an effective marketing plan. Trade measures an exchange between buyers and seller of goods or service. For an exchange to take place, marketing has a pivotal role. The constraints in market access and logistics consists of sub causes, namely presence of high export and import tariff, poor road network and limited or no rail network, and inadequate port and shipping facilities. Trade barriers can check trade flows that would normally occur. High cost of physical distribution reduces profit margin, thereby reducing incentives for trading.

The main direct effects of the core problem include (a) reduced economic and social benefits, (b) reduced competitiveness of African suppliers, and (c) constraints in regional trade development. The consequence of reduced economic and social benefits produces sub effects or impacts, including reduced income and employment, increased poverty and surge in illegal logging. The livelihood of forest-dependent as well as timber-industry professionals is not secured, thus leading to increase in poverty and illegal logging. As a result of reduced competitiveness of African suppliers, the sub effects include loss of market shares, lack of investment into further processing, and lack of timber industry development. This affects adversely the forest sector's contribution to GDP in African ITTO producer countries. The constraints in regional trade development produces sub effects which include high cost of mobilization of TTPs, untimely delivery of goods, and reduced regional trade area. Regional trade development is facilitated by existing economic infrastructures and trade policies.

The core problem and its causes and effects affect adversely society in different ways. Socioeconomically, the livelihood of forest-dependent people is threatened which may lead to urban migration and illegal practices such as illegal logging. Economically, some timber firms will go out of business, resulting into decline of revenue from the timber sector and loss of employment, which adds to socioeconomic problem of rural population. Environmentally, the forest will be a resort for some people from rural and urban areas. In doing so, the environment will not be taken into consideration, thus leading to the degradation and deforestation of forests. In face of the core problem, several needs arise for timber industry companies,

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<sup>5</sup> The short survey focused on companies in Ghana because it was easy to obtain email addresses of registered timber companies in Ghana thanks to the Timber Industry Development Division of Ghana. Because of limited time, it was not possible to get official list of registered companies from other African ITTO producers.

<sup>6</sup> ITTO 2010. Good Neighbour: Promoting intra-African markets for timber and timber products.

including competitiveness, expansion of market area in the region and desire for high revenue to attract investment required in retooling the timber industry to enhance further processing of timber.

Addressing the core problem, certain measures need to be taken: (a) increasing knowledge of regional market, (b) improving production capacity and marketing planning, and (c) improving market access and logistics. Increasing knowledge of regional market through the provision of market information and market promotion can increase the possibility of TTPs sales in the region. Improving the production capacity can improve further processing capacity and the quality of SPWPs. Effective market strategies at enterprise level can provide a competitive edge to the African timber industry, thereby increasing the intra-African market share of total African imports. Removing trade barriers and improving road and rails network can facilitate mobilization of TTPs in the region with minimized costs, thus increasing the market area and timber sales.

## **2.3 Objectives**

### **2.3.1 Development objective and impact indicators**

The proposed project will contribute to the promotion of intra-African trade in TTPs (Table 2). The share of imports of TTPs originating from Africa of the total African imports of TTPs is about 10%. Thus, there is a dire need to increase import of TTPs from Africa. The development objective is highly correlated with ITTO's mandate and objectives and the development goals of African ITTO producers (see Section 1.2).

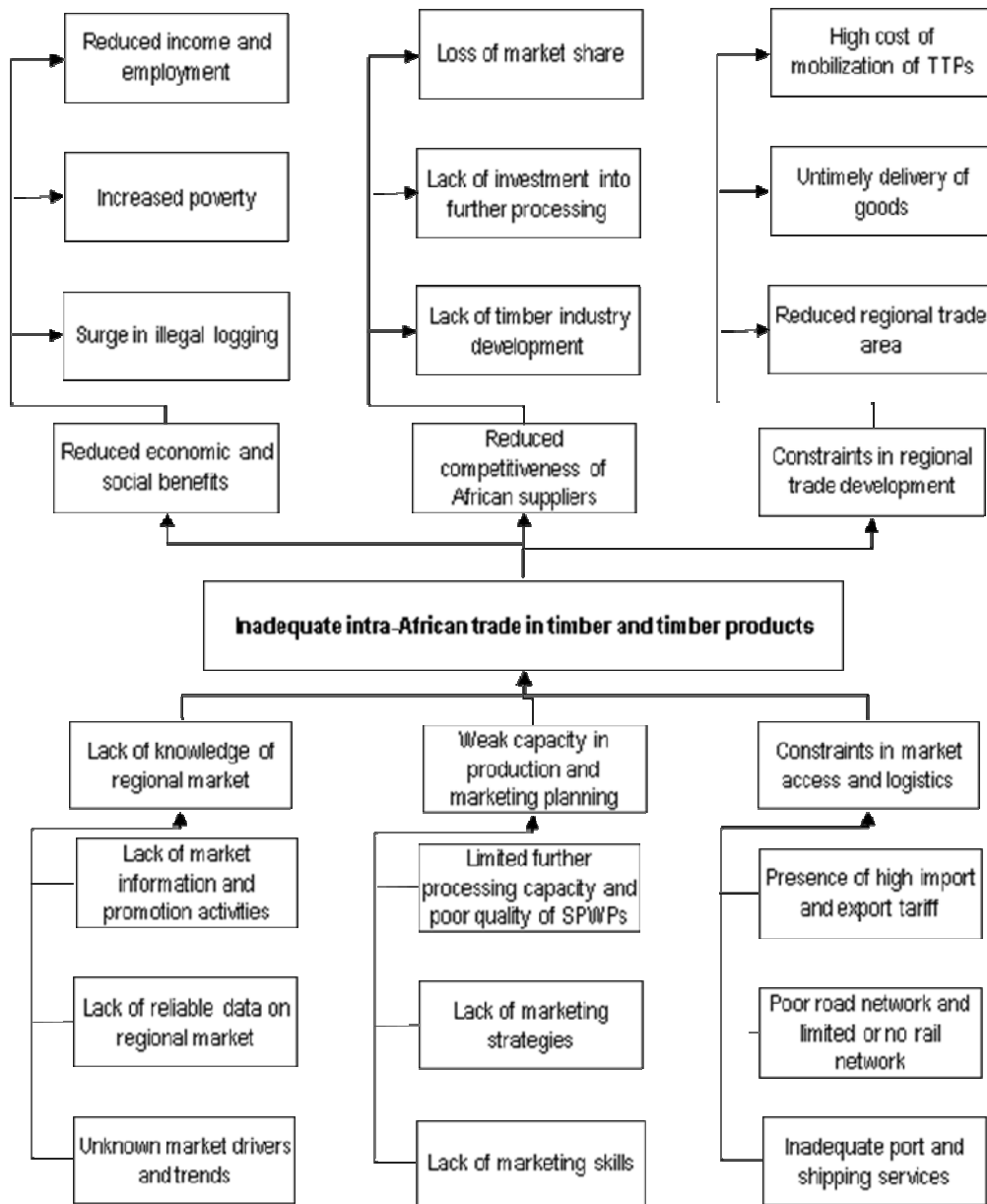
The contribution of the proposed project to the achievement of the development objective can be assessed by the indicators below:

- By 2020, intra-African market share of total African imports of TTPs has increased from the current less than 10% per year to 30-50%.
- By 2020, African ITTO producers' share of total exports of SPWPs has increased from the current level of 1%<sup>7</sup> in 2009 to 5 to 10%.

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<sup>7</sup> ITTO 2010. Annual Review and Assessment of the World Timber Situation

Figure 2. Study problem tree



**Table 1. Stakeholder analytic framework**

<b>Stakeholder Group</b>	<b>Characteristics</b>	<b>Problem, need or interest</b>	<b>Potential</b>	<b>Involvement in the project</b>
<b>PRIMARY STAKEHOLDERS</b>				
Timber Industry companies	Have wood processing equipment	Weak capacity for marketing planning	Knowledge of marketing problems	Primary beneficiary
Trade and industry associations	Provide promotional and services and technical advice to their members	Lack the means to serve its members	Desire to receive technical assistance	Can play a role of facilitator between the project and its members
<b>SECONDARY STAKEHOLDERS</b>				
National forest agency	Have the power to decide on national forest issues	Government revenue from forest sector threatened	Desire to receive NGO assistance	Can assist the project with material and other support

### **2.3.2 Specific objective and outcome indicators**

The project specific objective is to provide market information to traders in the region to bring about an increased intra-African trade in TTPs.

The outcome indicators of the specific objective are as follows:

- By the end of 1<sup>st</sup> year, timber traders are aware of regional timber market and are actively doing business at the online marketplace ([www.africantimber.net](http://www.africantimber.net)).
- At the completion of the project, reliable information is available on demand and supply of TTPs in the region.
- By the end of the project, marketing strategies and skills have been improved in selected enterprises.

## PART 3: DESCRIPTION OF PROJECT INTERVENTIONS

### 3.1 Outputs

The proposed project's outputs include:

**Output 1:** Online market services established and market information has been published. This include online marketplace for timber and non-timber products. The non-timber forest products marketplace ([www.africantfp.info](http://www.africantfp.info)) will be a byproduct of the proposed study. This output's indicators are:

- Three months after the start of the project, online timber marketplace has been established.
- By the end of 2<sup>nd</sup> year, a consumer market research in selected countries has been published
- By the end of 3<sup>rd</sup> year, importers and exporters of TTPs in the region are networking on Africantimber.net.
- By the end of 2<sup>nd</sup> year, an online marketplace for non-timber forest products has been established.

**Output 2:** Marketing plan developed and implemented at the enterprise level. Its indicators are:

- By the end of 2<sup>nd</sup> year, 2 companies (1 sawmill and 1 wood based panel) have developed marketing strategies and marketing action plan.
- The marketing staff has been trained.

**Output 3:** Database of trade barriers and logistics established. Its indicator is:

- By the end of the 1<sup>st</sup> year, a report on trade barriers and logistic information has been published.
- By the end of the 2<sup>st</sup> year, a web portal of trade barriers and logistic information has been published.

### 3.2 Activities and inputs

The activities of the project are presented below (Figure 3). Activities 1.1-1.3 will facilitate market intelligence. Activities 1.4 is one of the recommendations from the background study and the International Conference for the Promotion of Intra-African Trade in TTPs. Activities 2.1 – 2.4 will strengthen marketing strategies and skills of selected enterprises in Ghana and Cameroon. Activities 3.1-3.2 will provide information on market access, road and rail networks, and shipping services in the study region. The collected information will be used in Activities 3.3-3.4 to build a geospatial database.

### 3.3 Strategic approach and methods

As the collaborating agency is an NGO to assist private and public stakeholders in the forest sector, the guiding principle of the project is consultation, cooperation and collaboration with key stakeholders to ensure the greatest results (Figure 4). This approach can help the online marketplace, one of the deliverables, to self-finance beyond the life of the project. National forestry agencies and timber trade and industry associations in the African ITTO producer countries are 2 key stakeholders. These two groups will act as facilitator.

To implement the online marketplace, selected timber marketplace including fordaq.com, globalwood.org and asiatictimber.net will be reviewed to learn the best practices. Next, the choice of content management system (CMS) will be guided by two criteria: open source and flexibility. This is important to avoid a technological bottleneck in the future. Finally, the choice of hosting and maintenance of the website will be made on the basis of robust, secured and optimized hosting service. These aspects are very crucial; frequent down-time and slow website can annoy current users and repel potential users.

The market studies will concern three areas: (a) export potential of logs and sawnwood from Congo Basin to Côte d'Ivoire, Ghana, Liberia and Togo, (b) export potential of TTPs from forest-rich to forest- poor countries in West Africa, and (c) Export potential of TTPs to Algeria. Each sub study will have desk and online market survey with members from those countries. The online market survey at Africantimber.net will be effective and cheaper method than hiring experts in each country.

The marketing planning at the enterprise level will start by a company survey to learn about its macro- and micro-environment. Next, marketing analysis will look at the marketing process of the company (marketing

strategy, marketing structures and marketing communication). Finally, Action plan summarizing the various decisions made through the marketing process, which ought to be implemented to achieve the corporate objective, will be developed. Two enterprises will be piloted for this activity, each from Cameroon and Ghana.

For market access and logistics, a desk research will be conducted to review the current trade barriers and logistic facilities existing in each country in Africa. Next step involves building a data model based on the information received in the first step. Finally, a geospatial database will be implemented. Such database would be awesome for users as it would provide graphical information on market access and logistics in Africa.

### **3.4 Work plan**

The proposed activities are scheduled in Table 3. Activity 1.1 will achieve Africantimber.net (online timber marketplace in the 1<sup>st</sup> year of the project and Africantftp.info (online non-timber forest products marketplace) in the 2<sup>nd</sup> year. These services can also be used to glean market intelligence information and to conduct an internal survey among members of the Africantimber.net and Africantftp.info. This would be a very effective way of obtaining data since members will have an incentive to provide data in turn to receiving some free services.

### **3.5 Budget**

#### **3.5.1. Master budget schedule**

The details of the project budget are presented in Table 4. The Ghana Timber Millers Organization (GTMO) will be the executing agency. The main collaborating agency will be the Sustainable Forest Industry and Trade Organization (SFITO) an NGO.

#### **3.5.2. Consolidated budget by component**

Table 5 provides the consolidated budget by component.

#### **3.5.3. ITTO and Executing agency budget by component**

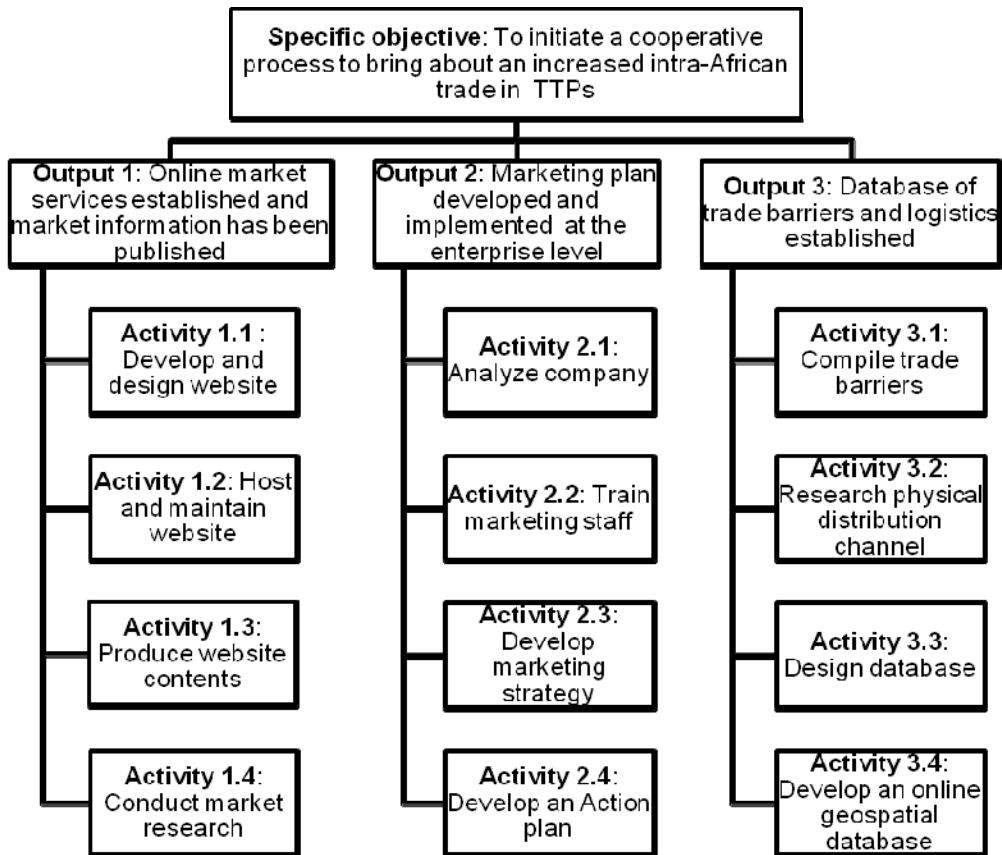
Table 6 provides the ITTO budget by component and by year and Table 7 for the Executing agency.

### **3.6 Assumptions, risks and sustainability**

The assumptions of the project are valid, which are priorities that the public and private sector are addressing in the regions. Thus, the risk of the project is very small. Political instability in some countries like Mali might prevent the implementation of some activities in those countries. Dropping Mali, for example, from the study area does not impede the achievements of the project outputs and objectives. Unwillingness of some enterprises is mitigated by providing incentives to these companies such as free membership at Africantimber.net and a free web page for every member company.

The sustainability of the project is described from PEFI (political, economic, financial and institutional) aspects. Politically, the ITTO members in the region have a strong commitment to sustainable forestry and trade to achieve sustainable forest industry. Economically, the project outputs will benefit GTMO and other timber companies in the region to market actively their products to maximize sales. Financially, the project will continue its activities based on premium services to members and other users such as hosting and managing of their websites, custom market studies, and establishment of the publication African Timber Magazine for subscription. Institutionally, SFITO has the technical capacity to ensure that the project continues after its completion. It is expected that activities implemented during the project life will generate demanding outputs to guarantee financial sustainability of the project.

Figure 3. Project outputs and activities



**Table 2. Logical framework matrix**

Strategy of intervention	Measurable indicators	Means of verification	Key assumptions
<p><b>Development objective:</b></p> <p><i>To contribute to the promotion of intra-African trade in TTPs.</i></p>	<ol style="list-style-type: none"> <li>1. By 2020, intra-African imports of TTPs have increased from the current less than 10% per year to 30-50%.</li> <li>2. By 2020, African ITTO producers' share of total exports of SPWPs has increased from the current level of 1%<sup>8</sup> in 2009 to 5 to 10%.</li> </ol>	<ol style="list-style-type: none"> <li>1. Calculation of market share of total imports of TTPs by source of imports. The sources of information are ITC TradeMap, FAO ForesSTAT and ITTO Trade Databases.</li> <li>2. ITTO online Trade database and Annual Review and Assessment of the World Timber Situation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continuous political stability in the region.</li> <li>2. The governments' determination to remove trade barriers and lower or eliminate tariffs.</li> <li>3. Improved Road network.</li> <li>4. Improved Communication infrastructure.</li> <li>5. Increased frequency of movement of vessels and decreased cost of freight.</li> <li>6. Exchange rate continues to improve.</li> <li>7. Producer countries become EU FLEGT VPA signatories.</li> </ol>
<p><b>Specific objective:</b></p> <p>To provide market information to traders in the region to bring about an increased intra-African trade in TTPs.</p>	<ol style="list-style-type: none"> <li>1. By the end of 1<sup>st</sup> year, timber traders are aware of African TTPs market.</li> <li>2. At the completion of the project, reliable information available on demand and supply of TTPs in the region.</li> <li>3. By the end of the project, marketing strategies and skills have been improved in selected enterprises.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of traders at Africantimber.net.</li> <li>2. Number of companies listed in timber directory of Africantimber.net.</li> <li>3. Number of products listed in the gallery of Africantimber.net.</li> <li>4. Trade exhibition in 2 countries.</li> <li>5. Workshop/webinars implemented</li> <li>6. Market report</li> <li>7. Number of enterprises with marketing plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Existence of high speed internet connection.</li> <li>2. Existence of reliable forest, production and trade statistics at the national level.</li> <li>3. Harmonization of product specifications or grades in the region.</li> </ol>

<sup>8</sup> ITTO 2010. Annual Review and Assessment of the World Timber Situation



Strategy of intervention	Measurable indicators	Means of verification	Key assumptions
<b>Output 1:</b> Online market services established and market information has been published	<ol style="list-style-type: none"> <li>1. Three months after the start of the project, online timber marketplace has been established with various market services.</li> <li>2. By the end of 1<sup>st</sup> year, market intelligence information has been gathered from the online timber marketplace established.</li> <li>3. By the end of 2<sup>nd</sup> year, an online marketplace for non-timber forest products has been established.</li> </ol>	<ol style="list-style-type: none"> <li>1. The domain Africantimber.net, market reports, and African Timber Magazine.</li> <li>2. Market report</li> <li>3. The domain Africanntfp.info</li> </ol>	<ol style="list-style-type: none"> <li>1. Willingness of stakeholders to actively participate in the market survey and promotional activities.</li> </ol>
<b>Output 2:</b> Marketing plan developed and implemented at the enterprise level	<ol style="list-style-type: none"> <li>1. By the end of 2<sup>nd</sup> year, selected companies have developed marketing strategies and marketing action plan.</li> <li>2. The marketing staff has been trained</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of companies having marketing action plan.</li> <li>2. Number of trained marketing staff in pilot enterprises.</li> <li>3. Marketing training workshop</li> </ol>	<ol style="list-style-type: none"> <li>1. Willingness of enterprises to participate in the marketing planning.</li> </ol>
<b>Output 3:</b> Database of market access and logistic information has been established	<ol style="list-style-type: none"> <li>1. By the end of the 1<sup>st</sup> year, market access and logistics information has been published.</li> </ol>	<ol style="list-style-type: none"> <li>1. The domain Africantimber.net</li> <li>2. Report on market access and distribution channel</li> </ol>	<ol style="list-style-type: none"> <li>1. Willingness of customs offices to provide market access information.</li> </ol>

Figure 4. Study approach and methods



## PART 4: IMPLEMENTATION ARRANGEMENTS

### 4.1 Executing agency and organization structure

The GTMO will be the executing agency and SFITO<sup>9</sup> as a collaborating agency. SFITO has recently registered, comprising a Director, an Administrative Assistant and a Secretary. The functions of SFITO (not organigram) are presented in Figure 5.

GTMO has experience in implementing ITTO projects. We have collaborated with the Forestry Research Institute of Ghana to implement two ITTO projects:

- (i) *Silviculture and economics of improved natural forest management* with the objectives for; reviewing the of selective logging system in Ghana to reduce its negative ecological impact;

Evaluation of natural forest management options on the basis of their silvicultural and economic feasibility for improving natural forest management in Ghana. These actions resulted in:

- Silvicultural and ecological criteria for tree selection and determination of harvest intensities in selective logging identified;
- Ecological impact of selective logging on residual forest stand demonstrated and;
- The need for effective planning in selective logging system brought in proper perspective to feed into harvesting controls

- (ii) **ITTO Project PD 318/04 Rev. 2 (I): Quality Control and Standardization of Ghanaian Wood Products.** This project sought to ensure sustainable timber and wood product management and efficient processing, utilization and marketing in Ghana and; develop and promote the application of quality control guidelines and standards for Ghanaian timber and wood products. Results of these actions include

- Policy and legislation for standardization of wood products reviewed
- Market requirements for standards and priority areas for grading rules and standards development identified
- Standards for wood products developed Institutional arrangements and governance for standards development strengthened

SFITO will assist GTMO in performing its role as executing agency on matters relating to the formation of the project team and identifying tasks and duties of project member as well as terms of references of consultants.

### 4.2. Project management

The project team will comprise three persons: Project Coordinator, Project Assistant and Webmaster. The Chief Executive Officer of GTMO will assume the role of Project coordinator. Project Assistant and Webmaster will be recruited. There will be a steering committee constituted with representatives from Forest Industries, Forest Policy and regulatory organizations, Trade associations and NGOs.

### 4.3. Monitoring and reporting

During the first 5 weeks of the project implementation, GTMO and SFITO will prepare an inception report and submit it to the ITTO Secretariat. The monitoring and reporting will be implemented by the Project Team as follows: The first will take place in the 6<sup>th</sup> month of the project, the second in 12<sup>th</sup> month, the third in 18<sup>th</sup> month, and the fourth not later than 3 month after the project completion. The progress reports will be prepared and submitted in accordance with the "ITTO Manual for Project Monitoring, Review and Evaluation."

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<sup>9</sup> SFITO has already planned the various outputs of the proposed project, for example: [www.africantimber.net](http://www.africantimber.net) and [www.africanttftp.info](http://www.africanttftp.info). Still, there is a need for financial support to make the services a reality. SFITO's mantra is consultation and collaboration to prevent conflict of interest and build synergy. It has gained collaborator in various areas to ensure that its activities can be implemented professionally as possible. An example of a collaborator is [www.isid4.com](http://www.isid4.com), an information system specialist.

**Table 3. Work plan**

Outputs and Activities	Responsible Party	Schedule (in months)																							
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>Output 1:</b> <u>Online market services established and market information has been published</u>																									
1.1. Develop and design website	Consultant																								
1.2. Host and maintain website	Consultant																								
1.3. Produce website contents	Collaborating agency (CA)																								
1.4. Conduct market research	CA																								
<b>Output 2:</b> <u>Marketing plan developed and implemented at enterprise level</u>																									
2.1. Analyze companies	CA																								
2.2. Train marketing staff	CA																								
2.3. Develop marketing strategies	CA																								
2.4. Develop an Action plan	CA																								
<b>Output 3:</b> <u>Database of trade barriers and logistics established</u>																									
3.1. Compile trade barriers	CA																								
3.2. Research physical distribution channel	CA																								
3.3. Design database	Information system specialist																								
3.4. Develop an online geospatial database	Information system specialist																								

**Table 4. Master budget schedule**

Outputs and Activities	Inputs		Unit Costs	Source (I or E)	Year	Budget Component	TOTAL
	Units and Quality	No.					
<b>Output 1: Online market services established and market information has been published</b>							
Activity 1.1: Develop and design website	Wordpress developer and designer, person-month	1	5000	(I)	Y1	13.1	5,000.00
	Webmaster, person-month	12	600	(I)	Y1	11.3	7,200.00
	Webmaster, person-month	12	600	(I)	Y2	11.3	7,200.00
	Website promotion	1	2000	(I)	Y1	21	2,000.00
Activity 1.2: Host and maintain website	Managed hosting service per month	12	250	(I)	Y1	22	3,000.00
Activity 1.3: Produce website contents	Project coordinator, day	30	67	(I)	Y1	11.1	2,010.00
	Project coordinator, day	55	67	(I)	Y2	11.1	3,685.00
	Project Assistant, day	84	50	(I)	Y1	11.2	4,200.00
	Project Assistant, day	30	50	(I)	Y2	11.2	1,500.00
	Office space	12	350	(E)	Y1	41	4,200.00
	Office space	12	350	(E)	Y2	41	4,200.00
	Desktop and monitor	2	1500	(I)	Y1	44.1	3,000.00
	Printer	1	500	(I)	Y1	44.1	500.00
	Scanner	1	100	(I)	Y1	44.1	100.00
	Software	1	2000	(I)	Y1	44.1	2,000.00
	Office supplies	1	450	(E)	Y1	54	450.00
	Office supplies	1	450	(E)	Y2	54	450.00
	Office utilities	12	300	(E)	Y1	53	3,600.00
	Office utilities	12	300	(E)	Y2	53	3,600.00
	Annual audit	1	500	(I)	Y1	62	500.00
	Annual audit	1	500	(I)	Y2	62	500.00
	Office furniture (desk, chairs, etc.)	1	1165	(E)	Y1	44.3	1,165.00
Activity 1.4: Conduct market research	Project coordinator, day	30	67	(I)	Y2	11.1	2,010.00
	Project Assistant, day	240	50	(I)	Y2	11.2	12,000.00

<b>Output 2: Marketing plan developed and implemented at enterprise level</b>							
Activity 2.1: Analyze companies	Project coordinator, day	30	67	(I)	Y1	11.1	2,010.00
	Project Assistant, day	80	50	(I)	Y1	11.2	4,000.00
	Web survey service	1	395	(I)	Y1	61	395.00
	Training materials	1	2000	(I)	Y1	61	2,000.00
	Rent for conference hall	1	1300	(I)	Y1	61	1,300.00
	Refreshment, Participant	55	50	(I)	Y1	61	2,750.00
Activity 2.2: Train Marketing staff	Marketing Expert	45	67	(I)	Y1	14.1	3,015.00
	Travel	1	1500	(I)	Y1	32.2	1,500.00
	Hotel,	3	100	(I)	Y1	32.3	300.00
	Project Assistant, day	60	50	(I)	Y1	11.2	3,000.00
Activity 2.3: Develop marketing strategies	Project coordinator, day	38	67	(I)	Y1	11.1	2,546.00
	Project Assistant, day	32	50	(I)	Y1	11.2	1,600.00
Activity 2.4: Develop an Action plan	Project coordinator, day	30	67	(I)	Y2	11.1	2,010.00
	Project Assistant, day	54	50	(I)	Y2	11.2	2,700.00
<b>Output 3: Database of trade barriers and logistics established</b>							
Activity 3.1: Compile trade barriers	Project coordinator, day	37	67	(I)	Y1	11.1	2,479.00
	Project Assistant, day	60	50	(I)	Y1	11.2	3,000.00
	Sundry (telephone, fax, etc.)	1	100	(E)	Y1	61	100.00
Activity 3.2: Research physical distribution channel	Project coordinator, day	30	67	(I)	Y1	11.1	2,010.00
	Project Assistant, day	32	50	(I)	Y1	11.2	1,600.00
	Sundry (telephone, fax, etc.)	1	100	(E)	Y1	61	100.00
Activity 3.3: Design database	Information system specialist, person-month	1	2500	(I)	Y1	14.2	2,500.00
Activity 3.4: Develop an online geospatial database	Information system specialist, person-month	1	2500	(I)	Y1	14.2	2,500.00
	Database hosting service, Month	12	50	(I)	Y1	22	600.00
	Database hosting service, Month	12	50	(I)	Y2	22	600.00

**Table 5. Consolidated budget by component (USD)**

Budget Components		Input	Unit Costs	TOTAL	YEAR 1	YEAR 2
<b>10</b>	<b>Project Personnel</b>					
	11. National Experts (Long term)					
	11.1. Project Coordinator	280	67.00	18,760.00	11,055.00	7,705.00
	11.2. Project Assistant	672	50.00	33,600.00	17,400.00	16,200.00
	11.3. Webmaster	24	600.00	14,400.00	7,200.00	7,200.00
	13. National Consultants (Short term)					
	13.1. Web developer and designer	1	5,000.00	5,000.00	5,000.00	0.00
	14. International Consultants					
	14.1. Marketing Expert	45	67.00	3,015.00	3,015.00	0.00
	14.2. Information System Specialist	2	2,500.00	5,000.00	5,000.00	0.00
	19. Component Total	<b>1,024</b>	<b>8,284.00</b>	<b>79,775.00</b>	<b>48,670.00</b>	<b>31,105.00</b>
<b>20</b>	<b>Sub-contracts</b>					
	21. SEO Expert (website promotion)	1	2,000.00	2,000.00	2,000.00	0.00
	22. Company (hosting of websites)	36	116.67	4,200.00	3,600.00	600.00
	29. Component Total	<b>37</b>	<b>2,116.67</b>	<b>6,200.00</b>	<b>5,600.00</b>	<b>600.00</b>
<b>30</b>	<b>Travel</b>					
	32. International Travel					
	32.2. International Consultants	1	1,500.00	1,500.00	1,500.00	0.00
	32.3. Others (Hotel )	3	100.00	300.00	300.00	0.00
	39. Component Total	<b>4</b>	<b>1,600.00</b>	<b>1,800.00</b>	<b>1,800.00</b>	<b>0.00</b>
<b>40</b>	<b>Capital Items</b>					
	41. Premises	24	350.00	8,400.00	4,200.00	4,200.00
	44. Capital Equipment					
	44.1. Computer Equipment (specify)	5	1,120.00	5,600.00	5,600.00	0.00
	44.1. Computer Equipment	5	1,120.00	5,600.00	5,600.00	
	441.1 Desktop and monitor	2	1,500.00	3,000.00		
	441.2 Printer	1	500	500		
	441.3 Scanner	1	100	100		
	441.4 Software purchases	1	2,000.00	2,000.00		
	44.3. Others (Office furniture)	1	1,165.00	1,165.00	1,165.00	0.00
	49. Component Total	<b>30</b>	<b>2,635.00</b>	<b>15,165.00</b>	<b>10,965.00</b>	<b>4,200.00</b>
<b>50</b>	<b>Consumable Items</b>					
	53. Utilities	24	300.00	7,200.00	3,600.00	3,600.00
	54. Office Supplies	2	450.00	900.00	450.00	450.00
	59. Component Total	<b>26</b>	<b>750.00</b>	<b>8,100.00</b>	<b>4,050.00</b>	<b>4,050.00</b>
<b>60</b>	<b>Miscellaneous</b>					
	61. Sundry	60	110.75	6,645.00	6,645.00	
	61.1 Web survey service	1	395	395.00	395.00	
	61.2 Training materials	1	2000	2,000.00	2,000.00	
	61.3 Rent for conference hall	1	1300	1,300.00	1,300.00	
	61.4 Refreshment	55	50	2,750.00	2,750.00	
	61.5 Telephone and fax	1	100	100.00	100.00	
	62. Auditing	1	100	100.00	500.00	500.00
	69. Component Total	<b>62</b>	<b>610.75</b>	<b>7,645.00</b>	<b>7,145.00</b>	<b>500.00</b>

<b>70</b>	<b>National Management Costs</b>					
	71. Executing Agency Management Costs			20,200.00	10,100.00	10,100.00
	79. Component Total			<b>20,200.00</b>	<b>10,100.00</b>	<b>10,100.00</b>
	<b>SUBTOTAL</b>			<b>138,885.00</b>	<b>88,330.00</b>	<b>50,555.00</b>
<b>80</b>	<b>Project Monitoring and Administration</b>					
	81. ITTO Monitoring and Review			2,820.00		
	83. ITTO Programme Support Costs (8% on items 10 to 60 of the ITTO Budget)			8,291.00		
	84. Donor Mentoring Costs					
	89. Component Total			<b>11,111.00</b>		
<b>90</b>	<b>Refund of Pre-Project Costs (Pre-project budget)</b>					
<b>100</b>	<b>GRAND TOTAL</b>			<b>149,996.00</b>		

**Table 6. ITTO budget by component (USD)**

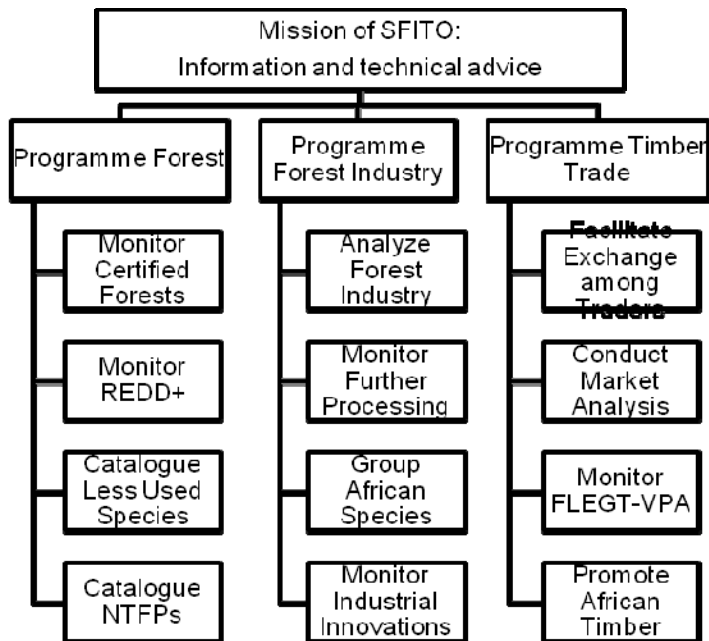
	Annual Disbursements		
	Total	Year 1	Year 2
<b>Budget Components</b>			
10. Project personnel	<b>79,775.00</b>	48,670.00	31,105.00
20. Sub-contracts	<b>6,200.00</b>	5,600.00	600.00
30. Duty travel	<b>1,800.00</b>	1,800.00	0.00
40. Capital items	<b>5,600.00</b>	5,600.00	0.00
50. Consumable items	<b>0.00</b>	0.00	0.00
60. Miscellaneous	<b>7,445.00</b>	6,945.00	500.00
<b>Subtotal 1</b>	<b>100,820.00</b>	<b>68,615.00</b>	<b>32,205.00</b>
81. ITTO Monitoring and Review	<b>2,820.00</b>		
83. Program Support Costs (8% of Subtotal 1 of the ITTO Budget)	<b>8,291.00</b>		
<b>ITTO TOTAL</b>	<b>111,931.00</b>		

**Table 7. Executing agency budget by component (USD)**

	Annual Disbursements		
	Total	Year 1	Year 2
<b>Budget Components</b>			
40. Capital items	<b>9,565.00</b>	5,365.00	4,200.00
50. Consumable items	<b>8,100.00</b>	4,050.00	4,050.00
60. Miscellaneous	<b>200.00</b>	200.00	0.00
70. Executing Agency Management Costs	<b>20,200.00</b>	10,100.00	10,100.00
<b>EXECUTING AGENCY/HOST GOVT. TOTAL</b>	<b>38,065.00</b>	<b>19,715.00</b>	<b>18,350.00</b>



Figure 5. Functions of SFITO



## ANNEX 1: PROFILES OF THE EXECUTING AGENCY

### A: Profile of Project Coordinator from GTMO.

The GTMO is a timber trade association whose memberships include mainly timber processing and export companies dealing in lumber, veneer, plywood, profile boards and furniture parts. The aim of GTMO is to champion the business objective of ensuring the growth and sustainability of vibrant timber processing and export timber business in Ghana.

The annual trade volume handled by members of GTMO average around 500,000 m<sup>3</sup> made up 16 different types of timber products exported to European countries, USA, Asia, Australia and some African countries especially ECOWAS.

The organization is governed by a nine member national executive council elected at annual general meeting by all registered members. Over 100 companies are registered members of GTMO. The secretariat is based in Kumasi and run by a full time team of five professionals headed by the Chief Executive officer.

The secretariat is responsible for the implementation of policies and programmes developed by the general assembly. GTMO has strong links with all the state agencies within the forestry sector as well as environmental and conservation NGO working on sustainable forestry.

### Profile of the Chief Executive officer and designated project Coordinator

1. **Name:** Kwame Asamoah Adam
2. **Date of Birth:** 11-03-1951
3. **Nationality:** Ghanaian
4. **Academic Qualifications:** PhD (Forest Harvesting)2003 University of Aberdeen UK; MSc (Forest Enterprises Planning), 1989 University of Aberdeen UK; BSc (Natural Resource Management Forestry Option)1987 University of Science and Technology, Kumasi
5. **Other Qualifications:** Diploma Technical Forestry, 1980 KNUS, Kumasi
6. **Work experience**
  - I. **June 2010- date: Chief Executive Officer: Ghana Timber Millers Organization-** job includes: Advising timber companies on Timber Resource Management, Forest Policy and Administration, and Timber Utilization Contract Area Management; Developing and implementing training programmes for member companies to improve forest and mill operations relating to timber harvesting, log handling/storage and processing; Conducting information search on new developments in the sector and preparing information briefs for members; Identify issues in the industry that require research and liaising with appropriate research institution and ; Prepare supporting technical papers for committees, public meetings, conferences and workshops.
  - II. **September 2008-October 2010:** Programmes Coordinator WWF West Africa Forest Programme Office, Accra, Ghana. Job involved supervising the implementation of WWF sustainable forestry projects in the West Africa.
  - III. **June 1991-March 2011: Research scientist at the Forestry Research Institute of Ghana (FORIG) of the Council for Scientific and Industrial Research (CSIR).** Retired in March 2011 as a Senior Research Scientist. Research interests were in the areas of forest regeneration and growth; technologies for sustainable management of natural forests; and biodiversity conservation. Other official assignments were: research programmes in sustainable harvesting practices; watershed management, chainsaw lumber production and rural livelihoods, organizational restructuring and strategic planning. Authored 25 technical reports and 6 journal articles

- IV. **October 1987 –May 1991: Assistant Conservator of Forests at the Forestry Department, Planning office, Kumasi.** Responsibilities included the planning and execution of forest inventories; writing of forest reserve management plans; development of natural forest management techniques; and monitoring of the implementation of forest reserve management plans. One of the three principal architects of the forest regulation measures introduced in 1990 by the Ghana Forestry Department which included the determination of allowable cut, development of yield calculation formula and yield selection procedures
- V. **October 1980-August 1984: Tutor at the Sunyani school of Forestry, Ghana.** Subjects taught included principles of forest management; forest mensuration; and forest botany
- VI. **September 1974-October 1978: Forest Ranger with the Forestry Department:** Responsibilities involved forestland survey; timber inventories; plantation establishment; forest fire prevention; and monitoring of timber exploitation.

#### **Experiences in Similar assignments**

- 2007-2008 Research team leader for EU Funded project Reference: EuropeAid/121998/C/G Developing alternatives for illegal chainsaw lumbering through multi-stakeholder dialogue in Ghana. This is a Collaborative research and development project being executed by TROPENBOS International in partnership with Forestry Research Institute of Ghana. The main objective is to develop strategies to reduce the level of conflict among the communities and illegality related to chainsaw lumbering
- 2006-2007 Project leader - DFID/NRI study on “Chainsaw Milling in Cameroon, Ghana and Nigeria”. The main outputs were three technical reports on i) Description of corruption in the monitoring and control of chainsaw milling ii) Socio-economic potentials of chainsaw milling enterprise, and iii) decision support system to indicate where and when in West Africa, chainsaw logging and milling are appropriate and guidance on conditions necessary for chainsaw logging and milling to be regularised.
- 2005 World Bank contract study on “forest assets decline-magnitude, cost and causes of moist forests depletion in Ghana”. A member of a three team of FORIG scientists that executed the contract Three reports produced:
- 1999-2004 Silviculture and Economics of improved natural forest management. ITTO/FORIG Project PD 4/98 Rev.1 (I). Team leader for the studies on review of selective logging system in Ghana. Six technical reports produced.
- 1997 Review of the felling limit for Ghanaian timber tree species. A study commissioned by the Ministry of Lands and Forestry and Forest Service Division. Member of the FORIG team that under took the study. One report produced.
- 1996 ODA /FORIG/MLF Workshop on forest certification and other market based instruments in Ghana, Kumasi 12-13 June 1996. A member of Organizing Committee, One report produced. This work provided the foundation for the launching of Forest Certification Project in Ghana
- 1995-1998 FORIG/Ghana government programme on “Development of techniques for the management of natural forest and rehabilitation of degraded lands. A member of research team and principal investigator on “determination of sustainable felling intensity and appropriate skidding machinery to enhance natural forest re-growth.
- 1994-1998 ITTO Project PD 179/91 Rev.2 (I) on “Industrial utilisation and improved marketing of some Ghanaian lesser-used timber species from sustainable managed forests”. A member of the research team that executed the sub-project on environmental consideration of logging; and a resource person in three workshops under this project. One technical report and a brochure produced.

- 1994 UNEP/CIFOR/FORIG Project on “incentives and technologies for sustainability of forest management in Anglophone West Africa”. Job involved review of literature and consultations with experts and forest stakeholders in Anglophone West Africa. Two workshop reports, one travel report, two final reports produced.
- 1994 Domestic consumption of lumber in Ghana. Survey conducted by FORIG on behalf Hunting Consultancy of UK as part of the preliminary studies for large scale forest plantations development in Ghana. I was the principal investigator. One report produced.
- 1994 Leader for the study -Exploitation of under-sized timber trees in Ghana. Study commissioned by the Forestry Department with funding from the Association of Ghana timber industries. Study was undertaken by FORIG and IRNR. team. One report produced.
- 1994 Ministry for Lands and Forestry. Information requests on “log export ban as a means of protecting the forest and timber industry”. Team-leader for the study. One technical report produced.
- 1991-1993 FORIG/ITTO, Project PD 74/90 Rev.1 (F,I) on “Better utilization of tropical timber resources in order to improve sustainability and reduce negative ecological impacts”. Job under this involved the assessment of logging disturbance in forest reserve and level of utilisable wood volume extracted in selective felling in Ghana. Two reports produced.

## **B: Profile of Project Team Leader SFITO**

SFITO is a non-governmental organization (NGO) with the aim to assist various actors in the African forest sector. Its mission is to promote sustainable forest management, forest industry, and timber trade in Africa through the provision of information and technical advice. The profiles of the initiator of SFITO and current collaborator are provided below.

### **Profile of SFITO’s initiator**

#### **PERSONAL INFORMATION**

- Name: Ibrahim Moulifla Favada
- Born: October 4, 1964
- Place: Kailahun, Lofa County, Liberia
- Gender: Male
- Residence: Helsinki, Finland since 1996

#### **PROFESSIONAL EDUCATION**

- PhD (Forest Economics), 2007, University of Helsinki
- Certificate (Pulp and Paper Technology), 2000, Helsinki University of Technology
- Masters of Science (Forest Economics), 1995, Ecole Nationale Forestière d’Ingénieurs, Morocco
- Associate degree (Horticulture), 1991, Institut Agronomique et Vétérinaire Hassan II, Complexe Horticole d’Agadir, Morocco
- High School diploma, 1984, Booker Washington Institute, Kakata, Liberia.

#### **POSITION IN PRESENT ORGANIZATION**

- Initiator of SFITO ([www.sfito.org](http://www.sfito.org))

## EXPERIENCE RELEVANT TO THE PROJECT

- 2010-2011, Principal Investigator on “Improving international forest products price information”. Study conducted at the Observatory for European Forests, Nancy, France. One of the outputs of the study is located at: <http://fpfi.efi.int> .
- Nov. 20 -Dec. 20.2009, Short-term Consultant with the United Nations Forum on Forests. Prepared a database .Prepared a database on forest resources and production, timber trade, wood consumption, economic and biodiversity indicators, and forest official development assistance.
- Nov. 2008 – Sep. 2009, Project Coordinator with the International Tropical Timber Organization on the study “The Promotion of Intra-African Trade in Timber and Timber Products”.
- July 2008 – Oct. 2008, Short-Term Consultant with the World Bank on the study “Financing Flows and Needs to Implement the Non-Legally Binding Instruments on all Types of Forest”, led by Dr. Markku Simula.
- 2000, ITTO Fellow, Study on “Manufacturers’ preferences for less used species sawnwood in the UK and France.
- 1997 – 1999, Part-time forest products market analyst at Indufor OY ([www.indufor.fi](http://www.indufor.fi)). Assisted the Market Department in collecting and analyzing data on timber trade as well as non-timber forest products.
- 1999, ITTO Fellowship for the study on “Furniture manufacturers’ preferences for African lesser-used species timber”;
- 1996, ITTO Fellowship for the study on “Trade and consumption of tropical timber and timber products in Finland”.

## PUBLICATIONS

- **Peer reviewed:**
  - ✓ Favada, I.M., H. Karppinen, J. Kuuluvainen, J. Mikkola, and C. Savness 2009. The effects of prices, owner characteristics and ownership objectives on timber supply. *Forest Science* 55: 512-523.
  - ✓ Favada, I.M., J. Kuuluvainen, and J. Uusivuori. 2007. Optimal timber stock in Finnish nonindustrial private forests. *Forest Policy and Economics* 9: 527-535.
  - ✓ Favada, I.M., J. Kuuluvainen, and J. Uusivuori. 2006. Consistent estimation of long-run nonindustrial private forest owner timber supply using micro data. *Canadian Journal of Forest Research*. 37(8):1485-1494.
- **Chapters in books and other documents:**
  - ✓ Favada, I.M. 2010. Intra-African Trade in Timber and TimberProducts. In *Good Neighbours : Promoting intra-Africanmarkets for timber and timber products*, Technical Series 35, pp. 46-112.
  - ✓ Kuuluvainen J., Favada, I. M., and Uusivuori, J. 2006. Empirical behaviour models on timber supply. In *The theory and practice of environmental and resource economics. Essays in honour of Karl-Gustaf Löfgren, Edward Elgar, Cheltenham, UK.* pp. 225-245.

## **Profile of SFITO member**

### **PERSONAL INFORMATION**

- Name: Amadou W Guisse
- Born: 1960
- Place of birth: Dahra, Senegal
- Gender: Male
- Residence: Indianapolis, Indiana USA since 1997.

### **PROFESSIONAL EDUCATION**

- Master of Urban & Regional Planning, 1989, Minor: Computer Science, Ball State University
- Master of Landscape Architecture, 1992, Minor: Computer Science Ball State University
- Bachelor Degree – Civil Engineering, 1985, Ecole Polytechnique de Thiès, Sénégal
- High School diploma, 1980, Lycee Malick Sy, Thies, Senegal.

### **POSITION IN PRESENT ORGANIZATION**

- Member of SFITO

### **EXPERIENCE RELEVANT TO THE PROJECT**

- Since December 2007: Owner of Information Systems for Integrated Development ([www.isid4.com](http://www.isid4.com)). Responsibilities include marketing, developing and implementing GIS applications, training and supporting client employees.
- March 2006 – December 2007: Co-founder of Geo Design Solutions. Served as GIS Consultant with responsibilities to convert City of Westfield Work Order Application to a standalone application using VB.Net and ArcReader; create Work Order Application for the Town of Westfield (ArcView, VBA and Keystone billing software); build a standalone drainage complaints application (VB.Net) for the Madison County Surveyor's Office; build parcel mapping and integrate GIS with permitting software (PTWin32) with ArcView for the City of Bedford; build parcel mapping and integrate GIS with Laserfiche for the Town of Mooresville; build parcel mapping with custom applications to handle building information and documents management for the Town of Clarksville.
- July 1999 – March 2006: GIS Project Manager at Gove Associates, Inc with responsibilities to evaluate and build the City of Anderson Water Department GIS application, train employees (Microstation, VBA); customize the City of Carmel GIS (parcel, street, images), build Zoning and Land Use Maps, write programs to import water and wastewater infrastructures, train employees (Microstation, Microstation Basics); assess the needs and develop GIS Applications for the City of Linton Sewer and Water application (Microstation, VBA); develop and implement GIS Applications (Sewer, Zoning) for the Town of New Palestine, Indiana (Microstation, VBA); develop and implement GIS Applications (Sewer) for the Town of Galveston, Indiana (AutoCAD, VBA); Setup and develop GIS Applications (Sewer and Water) for the City of Huntington, Indiana (Microstation, VBA); develop and implement GIS Applications (Sewer) for the City of Jonesboro, Indiana (AutoCAD, VBA); setup and develop GIS Applications (Cemetery) for the City of Fenton, Michigan (Microstation, VBA); design dynamic web surveys using Coldfusion and VBScripting for the City of Huntington.
- Feb 1998 – July 1999: P.I.N. Consultant – Evaluation and auditing of projects in Senegal including urban hydraulics, sewer systems, and neighborhood rehabilitation. Master Plans and GIS consulting for three Cities in Senegal. Partner with Sylla Consult/Jikke – Design and building of two Medical Centers (Loboudou and Darou Mbiteyene);
- December 1996 – July 1997: Software Synergy, Inc. – GIS Systems Analyst for Ameritech: Quality control and customization of GIS Applications (Microstation, Informix, Perl and UNIX).
- December 1996 – July 1997: Software Synergy, Inc. – GIS Systems Analyst for Ameritech: Quality control and customization of GIS Applications (Microstation, Informix, Perl and UNIX).
- September 1993 – November 1996: City of Anderson GIS Consultant in charge of parcel, zoning and land use mapping (Microstation, Mge, Mga and Oracle).

## Profile of SFITO collaborator

### PERSONAL INFORMATION

- Name: Richard P. Vlosky
- Gender: Male
- Residence: Balton Rouge, Louisiana, USA.

### PROFESSIONAL EDUCATION

- Director & Professor, Louisiana Forest Products Development Center
- PhD (Forest Products Marketing), 1994, Pennsylvania State University
- Master of Sciences (Forest Products Economics and International), 1985, University of Washington, Seattle
- Bachelor of Science (Natural Resources Management), 1979, Colorado State University

### POSITION IN PRESENT ORGANIZATION

- Collaborator of SFITO

### EXPERIENCE RELEVANT TO THE PROJECT

- **Interim Director, Louisiana Products Laboratory and Interim Program Leader, Forest Products Program**  
September 2002–February 28, 2003. Louisiana State University Agricultural Center, School of Renewable Natural Resources. Baton Rouge, Louisiana.
- **Professor** 2002. Louisiana State University Agricultural Center, School of Renewable Natural Resources. Baton Rouge, Louisiana.
- **Associate Professor** 1998–2002. Louisiana State University Agricultural Center, School of Forestry, Wildlife & Fisheries. Baton Rouge, Louisiana.
- **Assistant Professor** 1994–1998. Louisiana State University Agricultural Center, School of Forestry, Wildlife & Fisheries. Baton Rouge, Louisiana.
- **Adjunct Professor** 2004. Department of Agricultural Economics and Agribusiness, Louisiana State University.
- **Teaching and graduate student advising activities**  
Supervised 9 PhD students and 12 Master students
- 1991–92 **VICE PRESIDENT SALES & MARKETING**, Optical Data Systems, Inc. Seattle, WA  
P&L responsibility for a CD-ROM based software development company with programs geared to forest products.
- 1991–92 **GENERAL MANAGER**, Bar Tech International Coding Systems, Inc., Vancouver, B.C.  
P&L responsibility for a wood products bar code applications and information services Company.  
Developed and implemented a comprehensive company organizational restructuring;  
Developed all procedures, controls, budgets, reporting structures and forecasting methods;  
Responsible for establishing and filling all staffing needs;
- 1989–91 **PRODUCT LINE MARKETING AND PLANNING MANAGER**, Plum Creek Marketing, Seattle, WA. Conducted market research for new wood products and corporate services; Conducted economic and business analyses; Forecasted wood product demand and prices for budgets and strategic plans using statistical modeling;
- 1986–89 **MARKETING ANALYST**, Plum Creek Timber Company, Inc., Seattle, Washington  
Lead marketing analytical support for all product lines including price forecasting and new products evaluation;
- **DATA BASE MANAGER**, Center for International Trade in Forest Products (CINTRAFOR), University of Washington, Seattle, Washington. Conceived, developed and maintained a forest products international trade database used by university and industry

**ANNEX 2: TASKS AND RESPONSIBILITIES OF KEY EXPERTS PROVIDED BY THE EXECUTING AGENCY**

<b>Key Expert</b>	<b>Duties and Responsibilities</b>
<b>Project Coordinator</b>	<ol style="list-style-type: none"> <li>1. Directs and coordinate all activities specified in the project work plan;</li> <li>2. Recommends to the EA the appointment of consultants;</li> <li>3. Recruits project personnel;</li> <li>4. Approves all expenses relating to the project;</li> <li>5. Analyzes and approves the methodology of consultants;</li> <li>6. Monitors regularly the project progress using desktop or online project management system;</li> <li>7. Organizes a weekly team meeting to assess execution of activities;</li> <li>8. Builds cooperation with relevant national institutions and the timber private sector in the region;</li> <li>9. Prepares project progress report as specified in the project document;</li> </ol>
<b>Project Assistant (To be recruited)</b>	<ol style="list-style-type: none"> <li>1. Assists the Project Director in planning, implementation and monitoring of all activities of the project;</li> <li>2. Manages the day-to-day activities of the project;</li> <li>3. Conducts market research and other activities as assigned by the Project Director;</li> <li>4. Responds to queries from African Timber Network members and new customers;</li> <li>5. Contribute to African Timber magazine.</li> </ol>
<b>Webmaster (To be recruited)</b>	<ol style="list-style-type: none"> <li>1. Assists the Project Assistant with communication with network members;</li> <li>2. Designs website for members;</li> <li>3. Creates both print and web graphics for market promotion;</li> <li>4. Records daily expenses;</li> <li>5. Responsible for desktop publishing of African Timber Magazine;</li> <li>6. Oversees technical issues relating to the websites.</li> </ol>
<b>Information System Specialist</b>	<ol style="list-style-type: none"> <li>1. Assesses the requirements of the information system;</li> <li>2. Selects the best and cost-effective technologies without recurring license payments;</li> <li>3. Proven open source relevant GIS technologies are preferable;</li> <li>4. Develop a flexible database model with GIS applications (with possibility for easy future extensions);</li> <li>5. Implements a robust database with GIS application; and</li> <li>6. Set up the system into the production website.</li> </ol>



**ANNEX 3: TERMS OF REFERENCE (TOR) OF PERSONNEL AND CONSULTANTS AND  
SUB-CONTRACTS FUNDED BY ITTO**

<b>Consultant (Services)</b>	<b>Details</b>
<b>Position</b>	<b>Project Assistant</b>
Duties and Responsibilities	<b>See Annex 2.</b>
Qualifications	<ul style="list-style-type: none"> <li>• Master in Forest products marketing or general marketing ;</li> <li>• 3 years of continue working experience;</li> <li>• Fluent in English and French;</li> <li>• Able to write in English and French.</li> <li>• Good IT skills (MS app and statistical soft)</li> <li>• Knowledge of WordPress front end administration.</li> </ul>
<b>Position</b>	<b>Webmaster</b>
Duties and Responsibilities	<b>See Annex 2.</b>
Qualifications	<ul style="list-style-type: none"> <li>• BSc. or MSc. in web development or design;</li> <li>• 3 years of continue working experience as designer;</li> <li>• Fluent in English and French;</li> <li>• Able to write in English and French.</li> <li>• Good IT skills (MS app, Photoshop and InDesign)</li> <li>• Knowledge of WordPress front- and back end administration.</li> </ul>
<b>Position</b>	<b>Web Developer and Designer</b>
Duties and Responsibilities	<ul style="list-style-type: none"> <li>• Continues with development and design of SFITO websites;</li> <li>• Convert each website to bilingual (English and French);</li> <li>• Embedding StatPlanet into WORDPRESS</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• Senior PHP developer with more than 5 years of experience with WordPress;</li> <li>• More than 2 years experience with Directorpress, classifiedpress and comparisonpress themes;</li> <li>• Has developed its own WordPress plugins or theme</li> <li>• Active member of premiumpress.com with rating score of more than 1000 points.</li> </ul>
<b>Position</b>	<b>Hosting company</b>
Duties and Responsibilities	<ul style="list-style-type: none"> <li>• Provides managed hosting services for Wordpress.</li> <li>• Provides secured and optimized WordPress hosting</li> <li>• Backup daily the whole website (data and databases)</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• More than 5 year experience with managed Wordpress hosting;</li> <li>• Have custom backup system;</li> <li>• Have snapshot facility allowing backup the entire website.</li> </ul>

<b>Consultant (Services)</b>	<b>Details</b>
<b>Position</b>	<b>SEO Expert</b>
Duties and Responsibilities	<ul style="list-style-type: none"> <li>• Promotes African Timber on the web;</li> <li>• Makes African Timber to stand out the cloud;</li> <li>• Determines the best and cost-effective searching optimization method;</li> <li>• Feed African Timber to major search engines.</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• Have good knowledge of SEO;</li> <li>• More than 5 year experience</li> <li>• Have its own SEO company.</li> </ul>
<b>Position</b>	<b>Marketing Training Expert</b>
Duties and Responsibilities	<ul style="list-style-type: none"> <li>• Objective of the training course is to improve marketing strategies and skill of timber enterprises in Ghana;</li> <li>• Max. participants: 25;</li> <li>• Prepares and present s a marketing training course (PowerPoint format);</li> <li>• Will work in collaboration with SFITO to provide comments on marketing activities that are entirely assigned to SFITO;</li> <li>• Provides real life examples of marketing during the workshop.</li> <li>• Prior experience with marketing of timbers from any country in the region.</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• Have more than 10 years of teaching and professional experience of marketing</li> <li>• University professor or lecturer</li> </ul>

#### ANNEX 4: RECOMMENDATIONS OF ITTO EXPERT PANEL AND RESULTING MODIFICATIONS

Reviewer Comment*	Amendment(s) made**	Page #***
<b>Comment 1:</b> ICT not included.	ICT included in the list of abbreviations and acronyms.	iii
<b>Comment 2:</b> Very concise and clearly presented.	None	1
<b>Comment 3:</b> Adequately presented, albeit largely referencing to relevant objectives of ITTA and actions/expected outcomes of ITTO Action Plan.	Details of conformity between ITTA objectives and the study's contributions established.	1-2
<b>Comment 4:</b> This chapter merely references TMT objectives and deliverables. The conformity with those objectives and particularly with the TMT Monitoring Protocols must be shown.	The conformity between the TMT deliverables and Monitoring Protocols provided	1-2
<b>Comment 5:</b> Some information provided, however, the relevance of the proposal to Ghana's policy on combating illegal logging and trade was merely mentioned without explanation. Details need to be provided on the relevant country policies	Details on relevancy to Ghana policies are provided	2-3
<b>Comment 6:</b> Although continental in character, the proposal focussed only on Algeria as the sole potential target of exports. Too specific and some figures not representing the reality. Why only exporting to Algeria as we are talking about Intra-African-Trade at it's overall view. The estimated consumed volumes on the continent are wrong as fuel wood is minimum 500 Mio m <sup>3</sup> etc. The socio-economic, cultural and environmental contexts need to be provided	The ITTO study <sup>10</sup> recommended detailed studies for export potentials of TTPs: from Congo Basin to Western Africa, within Western Africa, and to Northern Africa (ex. Algeria). This is portrayed in Figure 1. Since this is a small project with tight budget, it is not possible to carry out market studies in all Northern African countries. It is feasible to carry out a market study in 1 country. Arab Spring has affected Northern countries but Morocco, Algeria and Sudan are not greatly affected. Morocco and Egypt were case countries for imports of TTPs in the ITTO study of 2010. Algeria is more important importer of TTPs from Africa than Sudan. Thus, the choice felt on Algeria. The figure has been corrected to 615.6 million of cubic meters. The socio-economic and environmental contexts have been added.	3
<b>Comment 7:</b> The range of stakeholders may be too wide for a small project. This can be presented more specific in terms of the specific stakeholders who will be impacted/involved in this project.	The range of stakeholders has been reduced.	5, 8
<b>Comment 8:</b> The development objective is too broad and ambitious for a small project and could be narrowed towards the promotion of intra African timber trade. The second and third impact indicators are a little too ambitious. To be reconsidered so as to be more precise about the impact indicators that the project itself will lead to.	The development objective restated and the impact indicators adjusted.	6

<sup>10</sup> ITTO 2010. Good Neighbour: Promoting intra-African markets for timber and timber products, Technical Series 35.

Reviewer Comment*	Amendment(s) made**	Page #***
<p><b>Comment 9:</b> The objective is realistic, although nebulous in wanting to 'initiate a cooperative process'. Outcome indicators are acceptable and realistic. See also Fordaq Timber trade Platform results for comparison</p>	<p>Nebulousness removed.</p>	<p>9</p>
<p><b>Comment 10:</b> Output 1 seems to be the only achievable one but not within 2 years. The project proponent is not aware of the fact that timber business is very conservative and even in Europe and the US online timber market places for primary transformed wood. Output 2 is talking about selected companies (specify, how many and what volume are they representing). Indicators for outputs 1 and 2 adequately presented but Output 3 and its indicator appear inadequate and lacking clarity.</p>	<p>The duration for Output 1 extended to 3 years. The number of companies as an indicator of Output 2 specified. The indicators of Output 3 increased and clarified.</p>	<p>9</p>
<p><b>Comment 11:</b> Adequately presented in Figure 3 and master budget schedule. With an output-activity of 1:4, there are too many activities for a small project, some merging is recommended.</p>	<p>For example, Activities 1.1 and 1.2 could be grouped under web development, design and hosting but web development/design and hosting are 2 distinct things with different durations. So, no merging was made.</p>	<p>11,17</p>
<p><b>Comment 12:</b> The approaches and methods carry risks and limitations. See also comments on section 1.3 about the specificity. Good approach to learn from the already existing online platforms for timber products.</p>	<p>The E-business models of the existing timber market sites, especially Asiatimber.net will be reviewed.</p>	<p>10</p>
<p><b>Comment 13:</b> Time line for activities under Output 3 and 2 appears to be very short.</p>	<p>Time line for activities under Outputs 2 and 3 extended.</p>	<p>16</p>
<p><b>Comment 14:</b> Adequately presented with master budget, consolidated budget by counterpart and source. Reliant on local expertise at lower costs, there is the risk of underbudgeting and low quality of outcomes and outputs. Needs to look that budget is sufficient to meet the project needs.</p>	<p>After a careful relook at the budget, it is sufficient to meet the project needs. The project will rely on proven IT professionals. The strategy is not to create a system from scratch but to begin with a proven open source technology with large community. In this way, cost can be significantly reduced.</p>	<p>17</p>
<p><b>Comment 15:</b> Presentation ok, but is GTMO experienced enough in Timber Trade? SFITO as the collaborating agency is still in the process of registration.</p>	<p>The management team at the GTMO comprising the Chief executive officer, Project officer and the Project assistant has a long-working experience in the forestry and timber trade sector. The CEO has worked with the Forestry commission, Forestry Research Institute of Ghana, and the WWF-Global Forest Trade Newt-work. The GTMO also draws on the wide experiences of the production and export managers of its 100 registered member companies for the implementation of projects. GTMO has past experience in implementing ITTO projects. We have collaborated with the Forestry Research Institute of Ghana to implement two ITTO projects. SFITO is now registered in Ghana. Its founder was the project coordinator of Intra-African timber trade study of ITTO and project leader of the study on Developing international forest products price information system. One output of the study is the Forest price information portal of the European Forest Institute (<a href="http://fppi.efi.int/">http://fppi.efi.int/</a>).</p>	<p>15</p>

Reviewer Comment*	Amendment(s) made**	Page #***
<p><b>Comment 16:</b> Presentation ok, but do the people involved have proper knowledge on timber trade?</p>	<p>Yes. Please see the CVs of the main participants: GTMO Chief Executive, SFITO Director, and Prof. Richard P. Vlosky of Louisiana Forest Products Development Center, USA.</p>	<p>15</p>
<p><b>Comment 17:</b> Inadequately presented and does not conform with ITTO Manual. Needs to be revised according to the requirements of the ITTO Manual.</p>	<p>According to ITTO Manual (p. 67), for small projects the proposal should describe only a simple monitoring system. Monitoring and reporting elaborated.</p>	<p>15</p>