

INTERNATIONAL TROPICAL TIMBER ORGANIZATION (ITTO)

THEMATIC PROGRAMME ON

FOREST LAW ENFORCEMENT GOVERNANCE AND TRADE

PROJECT DOCUMENT

TITLE:	EMPOWERING CIVIL SOCIETY ORGANIZATIONS AND OTHER NON-STATE ACTORS TO EFFECTIVELY CONTRIBUTE TO FOREST LAW COMPLIANCE IN GHANA
SERIAL NUMBER:	TFL-SPD 028/12 Rev.1 (M)
SUBMITTED BY:	GOVERNMENT OF GHANA
ORIGINAL LANGUAGE:	ENGLISH

SUMMARY:

Ghana is recognized as one of the countries with beautifully crafted forest laws and legislation in Africa. However, ineffective forest law enforcement and the consequent non-compliance undermine the rule of law, reinforce forest level corruption and represent major threats to the forest ecosystems and the associated biodiversity in Ghana. Ineffective forest law enforcement also threatens the livelihoods of local communities and undermines the efforts of both private and public sector organizations to develop sustainable approaches to forest management. It is acknowledged that civil society organizations and other non-state actors can play a critical role in ensuring effective forest law enforcement in Ghana. However, civil society and other non-state actors in the country have insufficient knowledge of the established models of legality and sustainability requirements as well as practical forest operations along the timber supply chain. In addition, civil society organizations' knowledge of modern tools of engagement with forest authorities leaves much to be desired. This makes it nearly impossible for civil society and other non-state actors to play the watchdog role effectively. This intervention is intended to build capacity of civil society organizations and other non-state actors on established models of legality and sustainability requirements, modern tools of engagement and to raise interest of the general public in forest law enforcement so as to widen compliance with and enforcement of forest laws in the country. The intervention which will be implemented in the forest zone of Ghana will emphasize a paradigm shift to a proactive civil society that is ready to defend the rights of the poor and to ensure that responsible forest management is not unduly sacrificed.

EXECUTING AGENCY: WWF WEST AFRICA FOREST PROGRAMME

DURATION: 18 MONTHS

BUDGET PROPOSED SOURCES OF FINANCE:	AND	Source	Contribution in US\$
		ITTO	147,701.00
		Government of Ghana	40,355.00
		Other sources	400.00
		TOTAL	188,456.00

Table of Contents

TABLE OF CONTENTS	i
LIST OF ABBREVIATIONS AND ACRONYMS	ii
PROJECT CONTEXT	1
1.1 ORIGIN	1
1.2 RELEVANCE.....	1
1.2.1 <i>Conformity with ITTO's objectives and priorities</i>	1
1.2.2 <i>Relevance to the submitting country's policies</i>	3
1.3 TARGET AREA	4
1.4 OUTCOMES AT PROJECT COMPLETION	6
PART 2. PROJECT RATIONALE AND OBJECTIVES	7
2.1 <i>Stakeholder analysis</i>	7
2.2 <i>Problem analysis</i>	8
2.3 OBJECTIVES	9
2.3.1 <i>Development objective and impact indicators</i>	10
2.3.2 <i>Specific objective and outcome indicators</i>	10
PART 3. DESCRIPTION OF PROJECT INTERVENTIONS	11
3.1 OUTPUTS	11
3.2 ACTIVITIES AND INPUTS	11
3.3 STRATEGIC APPROACH AND METHODS.....	11
3.4 WORK PLAN.....	13
3.5 BUDGET	14
PART 4. IMPLEMENTATION ARRANGEMENTS	17
4.1 EXECUTING AGENCY AND ORGANIZATIONAL STRUCTURE	17
4.2 PROJECT MANAGEMENT	17
4.3 MONITORING AND REPORTING	18
ANNEX 1. PROFILE OF THE EXECUTING AGENCY	20
ANNEX 2. TASKS AND RESPONSIBILITIES OF KEY EXPERTS PROVIDED BY THE EXECUTING AGENCY	21
ANNEX 3. TERMS OF REFERENCE OF PERSONNEL AND CONSULTANTS FUNDED BY ITTO	22
ANNEX 4. RECOMMENDATIONS OF ITTO'S EXPERT PANEL AND RESULTING MODIFICATIONS	25

LIST OF ABBREVIATIONS AND ACRONYMS

CSO –	Civil Society Organization
DFID –	UK's Department for International Development
EC –	European Commission
EU –	European Union
EU TR –	European Union Timber Regulation
FAO –	Food and Agriculture Organization of the United Nations
FSC –	Forest Stewardship Council
FAO – ACP –	Food and Agriculture Organization African, Caribbean and Pacific Countries
FLEGT –	Forest Law Enforcement Governance and Trade
GDP –	Gross Domestic Product
GFTN –	WWF's Global Forest and Trade Network
GSGDA –	Ghana Shared Growth and Development Agenda
HCVF –	High Conservation Value
ITTA –	International Tropical Timber Association
ITTO –	International Tropical Timber Organization
MDG –	Millennium Development Goal
NGO –	Non-governmental Organisation
NSAs –	Non-State Actors
RIL –	Reduced Impact Logging
SFM –	Sustainable Forest Management
TFLET –	Forest Law Enforcement, Governance and Trade
USAID –	United States Agency for International Development
VPA –	Voluntary Partnership Agreement
WWF-	World Wide Fund for Nature
WWF -	WAFPO – World Wide Fund for Nature - West Africa Forest Programme Office

PART 1. PROJECT CONTEXT

1.1 Origin

This project emanates from the World Wide Fund for Nature (WWF) long standing engagement with civil society, industry and government of Ghana at different platforms on legal and sustainable logging and trade including lessons and experiences from an FAO ACP Support Project entitled “facilitating compliance with FLEGT and EU Timber Regulation in Cote d’Ivoire, Ghana and Liberia.” It also represents WWF commitment to drive improvements in forest management practices and contribute to reduce illegal logging through the enforcement of forest laws and voluntary compliance by industry and individuals. These commitments and aspirations are also in line with the policies and commitments of the government of Ghana to enforce the legal and regulatory regimes governing the forest sector and to achieve sustainable forest management whilst improving forestry’s contribution to the national economy.

Ghana is recognized as having one of the well-crafted forest laws and legislation in Africa. However, non-enforcement and non-compliance with these forest legislations and requirements undermine the rule of law, reinforce corruption and represent major threats to the forest ecosystems and their associated biodiversity in Ghana. Non-compliance with forest laws and the illegal activities carried out also threaten the livelihoods of local communities and undermine the efforts of both private and public sector organizations to develop sustainable approaches to forest management.

Civil society is acknowledged as a very critical stakeholder to provide checks-and-balances in the enforcement of and compliance with forest laws. A stronger, collective civil society front equipped with better tools for engagement, advocacy and activism can demand for transparency and better services from the government, natural resource managers and industries. The development and implementation of this intervention will emphasize a paradigm shift to a proactive civil society that is ready to defend the rights of the poor and to ensure that responsible forest management is not unduly sacrificed. This intervention is to build capacity of non-state actors and other stakeholders in the forest industry on established best practices of legality and sustainability requirements, and widen to compliance with and adoption of such best practices by a range of players in the civil society sector of Ghana.

1.2 Relevance

1.2.1 Conformity with ITTO’s objectives and priorities

The project objective is consistent with ITTO objectives as defined under Article 1 of ITTA 2006 – “to promote the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests and to promote the sustainable management of tropical timber producing-forests”. This objective can only be realized when there is improved national forest regulation enforcement and governance within the ITTO member countries. The project directly contributes to this objective by building capacity of civil society and other non-state actors in the forestry sector in Ghana on established best practice models of legality and sustainability requirements to play a vigilant watch-dog role and to contribute to greater forest industry sector compliance with forest regulation in the country. The project provides a practical model by which problems of forest management, non-compliance with laws and regulation and the complacency of forest law enforcement authorities will be addressed.

Specifically, the project conforms to paragraphs:

ITTO Objectives	Relevance to the project
(c) <i>Contributing to sustainable development and poverty alleviation</i>	This project seeks to improve livelihoods, reduce forest level corruption and revenue loss through increased transparency and accountability as well as participatory forest monitoring
(k) <i>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</i>	The intervention intends to build partnerships with media houses to create a consumer awareness campaign on the impact of illegal wood trade on the economy of Ghana and forest fringed communities

<p>(n) <i>Strengthening the capacity of members to improve forest law enforcement and governance, and address illegal logging and related trade in tropical timber</i></p>	<p>The intervention will directly contribute to achieving this aspiration by building the capacity of civil society and other non-state actors on various and modern tools for engagement, advocacy and activism such that civil society can demand transparency, accountability and responsibility from government, industry and individuals trusted with the management of the forest resources of Ghana.</p>
<p>(o) <i>Encouraging information sharing for a better understanding of voluntary mechanisms such as, inter alia, certification, to promote sustainable management of tropical forests, and assisting members with their efforts in this area.</i></p>	<p>The intervention is in consonance with the above paragraph by building on established best practice models of legality and sustainability requirements and utilizing the partnerships established with industry leaders in sustainability in Ghana and tools and learning earned from these partnerships. WWF GFTN will engage with a broader audience sensitized by the model to positively modify their behaviour within the new market dynamics</p>

Conformity with ITTO Action Plan 2008-2011

The project is in-line with ITTO Action Plan 2008-2011 in the following ways:

<u>Expected outcomes</u>	<u>Relevance to the project</u>
<p><u>4) Increased supplies of tropical timber from sustainably managed and legally harvested sources</u></p>	<p><u>The project will contribute to improve forest law enforcement and governance in Ghana by strengthening the capacity of society and other non-state actors to engage forest authorities and industry on forest law compliance issues</u></p> <p><u>It also supports Expected Outcome 4 through encouraging and supporting inclusive National Forest Forum platforms that creates participatory and healthy discussions on national progress on the availability of legal and sustainable timber</u></p>
<p><u>Communication and outreach</u></p>	<p><u>The intervention intends to bring the general public to the discussion of forest law enforcement and governance by providing pertinent and fundamental information on the impacts of illegal forest activities and a demand for public support. This will lead to an increased interest of the general public on forest law enforcement issues, thus providing the critical social license for effective enforcement of forest laws.</u></p> <p><u>The project will create visibility for ITTO as well as bring to light the effort of the ITTO to support SFM activities in Ghana</u></p>
<p><u>Capacity building</u></p>	<p><u>The intervention will ensure:</u></p> <p><u>i) Capacity building of CSOs & other NSAs on established models of legality and sustainability such that the beneficiaries can actively participate in implementation of policies to ensure supply of forest products from legally and sustainably managed sources in Ghana</u></p> <p><u>ii) Practical field learning and understanding of the timber supply chain by CSOs</u></p>

Conformity with TFLET Scope, Objectives and Monitoring Protocol

TFLET Scope & Objective	Project Relevance	Links to TFLET Monitoring Protocol
<i>Strengthen forest law compliance and governance through improved national policy and legal frameworks, strengthened enforcement and other institutions, improved data and knowledge, strengthened partnerships and improved cooperation among the private sector, civil society organizations and other stakeholders</i>	<p>This intervention will</p> <p>a) Support National Forest Forums and industry participation, for the first time, in the fora thus building confidence for improved cooperation between civil society and industry</p> <p>b) Increase forest law compliance by strengthening the engagement skills of civil society to provide an effective watchdog role</p>	<p>Civil society & timber industry cooperation will be strengthened through the support to National Forest Forum and the creation of an online information and experience sharing platform</p> <p>Training modules on engagement strategies in the forest sector will be developed and published</p> <p>Number of personnel of civil society trained</p>
<i>Improve transparency and effective management of supply chains and increased domestic and international trade in legally produced tropical timber</i>	<p>The intervention will ensure:</p> <p>c) Capacity building of CSOs & other NSAs on established models of legality and sustainability such that the beneficiaries can be actively involved and participate in implementation of policies on forest management & timber trade in Ghana</p> <p>d) Practical field learning and understanding of the timber supply chain by CSOs</p> <p>e) An increased interest of the general public on forest law enforcement issues.</p> <p>All of these will lead to an increased citizen demand for transparency and accountability in the forest sector thus improving forest governance and law compliance.</p>	<p>Training modules on legality and sustainability requirements</p> <p>Number of people trained and training report</p> <p>Recordings of documentary on forest law compliance</p>

1.2.2 Relevance to the submitting country's policies

The government of Ghana is far advanced in implementing the requirements of Voluntary Partnership Agreement (VPA) on Forest Law Enforcement, Governance and Trade (FLEGT) that will ensure that only timber and wood products from Ghana licensed as legal will be allowed to enter the EU market. This project is in-line with the aspiration of the people and government of Ghana to eliminate illegal logging and trade in illegal timber from Ghana. Strengthening capacity of civil society and other non-state actors on established models of sustainability and legality requirements as well as on modern tools of engagement and advocacy will contribute to improve forest law enforcement and compliance, regulatory system and sustainable forest management as well as enhance revenue collection at the national level. **This provision is in-line with article 16 of the VPA between Ghana and the EU, which states “Ghana, in line with its principle of participatory management and protection of forest and wildlife resources, will promote appropriate strategies, modalities and programmes in consultation with relevant stakeholders in the implementation of this Agreement.”** Again, according to Annex VI of the VPA, **the Independent Monitor shall include provision for utilizing information received from stakeholders that are not necessarily directly involved in implementing the Legality Assurance System of Ghana.** The project is also in consonance with the objective of the Draft Forest and Wildlife Policy of Ghana (currently under consideration by Cabinet of the Republic of Ghana) which emphasizes on sustainable forest management, ensuring transparency and accountability and strengthening of capacity of sectors in the forestry industry. **In this policy, there is recognition of the existence of relatively organized and well informed civil society in Ghana that is increasingly mainstreamed into the forestry sector decision making and resource management processes.**

The Ghana Shared Growth and Development Agenda (GSGDA) 2010-2013 recognizes the importance of sustainable natural resources management, transparency and accountable governance as a key thematic program for achieving and sustaining a medium-term objective of economic growth and stability as well as achieving the Millennium Development Goals (MDGs). **In this national development plan, there is recognition of the invaluable role of civil society in achieving good governance in Ghana. In addition, the repeal of the Criminal Label Law in 2001 gave some room for civil society to engage government institutions. The Freedom of Information Bill (currently being considered by Parliament of Ghana) is expected to enhance access to information thus, increasing the contribution of civil society and other non-state actors in governance processes. In this respect,** building capacity of civil society organizations and other non-state actors on various tools for engagement, advocacy and activism can lead to a stronger civil society front that can demand for transparency and accountability from those entrusted with the stewardship of the forest resources of the country. A stronger civil society can therefore contribute immensely in ensuring compliance with forest laws and regulations.

1.3 Target Area

1.3.1 Geographic Location

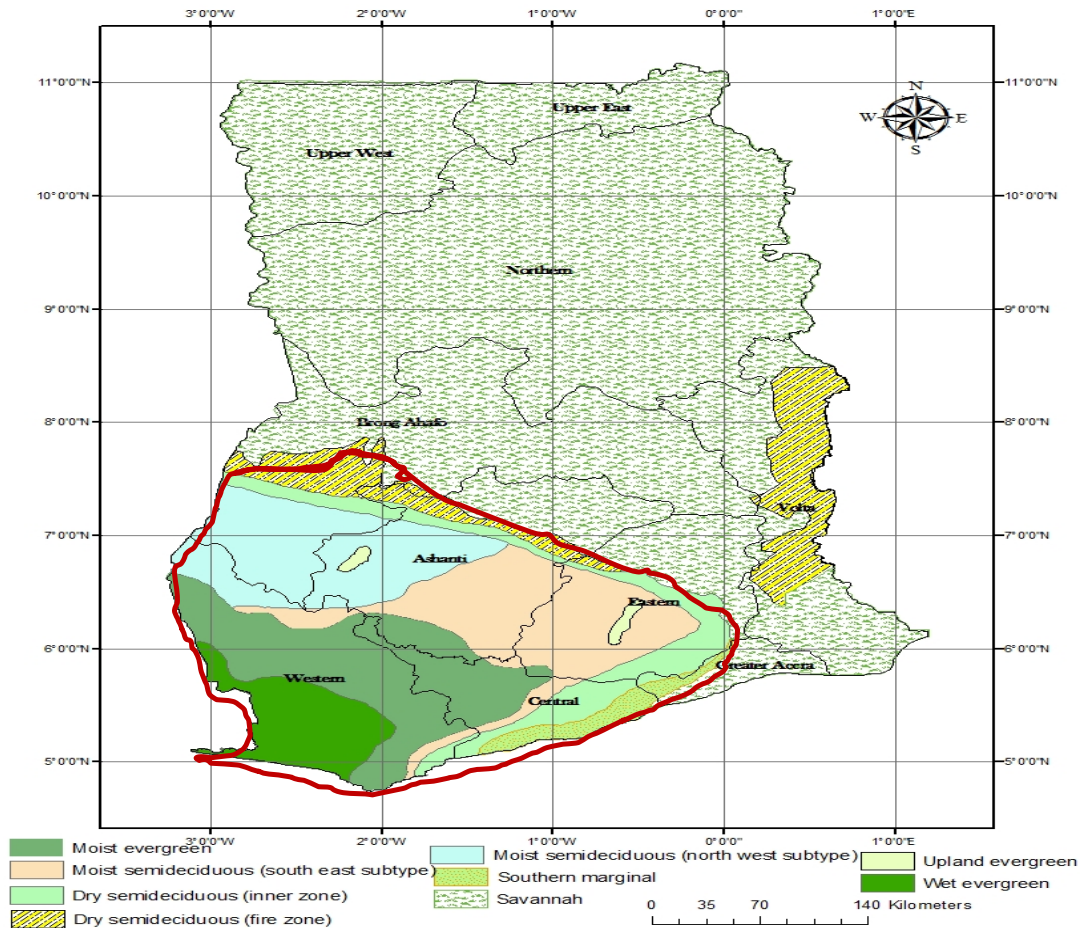
The coverage for this proposed project is the High Forest Zone and some parts of the Transition Zone of Ghana (circled red). The High Forest and Transition Zones of Ghana cover five administrative regions of the country, and includes Western, Central, Eastern, Ashanti and Brong Ahafo regions where the remaining forest of the country is found. These remnant forests are in serious competition with other land uses including cocoa cultivation, mining, and other forest conversion activities. Consequently, only the South-Western part of Ghana still contains patches of intact forest.

The five regions mentioned above enjoy the highest rainfall in the country with annual output ranging from 1,150 to over 2,000 mm. The soils outside the forest reserves, as in most tropical regions, are inherently infertile and this is exacerbated by the high amount of rainfall leading to soil nutrient leaching. Indeed, one of the driving forces for illegal farming in forest-reserves is the low soil fertility outside of forests.

1.3.2 Socioeconomic and cultural contexts

Ghana has a land area of 238,500 sq km, made up of two broad ecological zones - a high forest zone covering much of the southern (30%) of the country, and a savannah zone over the considerably drier north (70%). Ghana's forestry sector contributes about 4% to the Gross Domestic Product (GDP) and it is the fourth largest foreign exchange earner to the Ghanaian economy. Revenue from the forestry sector is as much as half of the total income of some District Assemblies in the forest zone of Ghana and a significant source of revenue for traditional authorities and Chiefs. Socially, forest is central to the fabric of forest fringed communities in Ghana. It is estimated that about 120,000 people are directly employed in the forestry sector and contributing to the livelihoods of more about 2 million people. Indeed, forests play a crucial role in defining the identity and culture of most local communities in Ghana. It is, therefore, not surprising that in most forest fringe communities, cultural identities, traditional beliefs and norms are all associated with the existence of the forests. This reverence to certain areas of the forests has led to the protection of thickets or patches of remnant forest even in areas completely denuded of forest cover, a concept referred in the literature as 'sacred groves' (High Conservation Value 6).

Fig 1: Vegetation Map of Ghana



Source: Draft Forest Invest Plan for Ghana 2012

Ironically, the production of the major raw materials representing the core exporting earnings for Ghana's economy including timber exploitation are also responsible for the demise of the once beautiful forest cover. Forest exploitation (both legal & illegal), agricultural expansion (mainly to plant cocoa) and mining have been identified as the principal causes of deforestation in Ghana. The level of illegal activities in forest including farmers, illegal miners and illegal logging is a recipe for a breakdown of forest law enforcement regimes.

According to some analysts, Ghana will become a net importer of wood and timber within the next ten years, a situation that will worsen access to affordable timber products and in turn push poor forest fringed communities to illegally harvest the remnant forest. It is for these reasons that this proposed intervention is critical to ensure the meaningful involvement of civil society and other non-state actors in forest law enforcement and forest governance. The proposed action when sustained has the potential to significantly reduce forest revenue loss through illegal logging, illegal mining and other unacceptable practices. For instance, it is estimated that Ghana loses 1.2 billion or 10 % of GDP annually as a result of environmental degradation emanating from the country's inability to enforce its environmental laws including forestry laws. The action is designed to empower civil society and other non-state actors to rise up to the challenge, support and constructively criticize forest authorities and law enforcement agencies so as to improve on the framework for accountable and transparent forest governance.

1.3.3 Environmental context

Ghana continues to lose natural forest cover at an alarming rate. It is estimated that between 1990 and 2005, forest cover in Ghana diminished at a rate of 135, 000 hectares per year. Some of the challenges to sustainable forest management in Ghana are poor forest governance, inadequate local capacity, lack of alternative livelihoods for rural poor, over-exploitation of forest resources and non-enforcement of laws and regulations. Addressing poor forest governance and forest law non-compliance are prerequisites for achieving sustainable forest management and poverty reduction in the country. In addition, participatory

natural resources governance and civil society empowerment are still at their infancy. The proposed action will be crucial in raising citizen awareness and interest in forest law enforcement leading to increased public demand for forest law enforcement. The action is also important for civil society and other non-state actors to challenge government to take appropriate action in addressing conflicting government postures in dealing with illegal cocoa farms, illegal miners and illegal chainsaw operators that seem to suggest a tacit endorsement of the actions of the perpetrators. This could help ensure maintenance of remnant forests providing climate amelioration and other service functions.

1.4 Outcomes at project completion

The project will support the government of Ghana in the effort to improve governance of the forest resources and prevent illegal logging, by building capacity of civil society and other non-state actors to contribute to forest law enforcement, and thereby support the conservation and sustainable management of forests.

Civil society organizations and other non-state actors playing the watchdog role are only as good as their knowledge of technical and legal issues in the exploitation of timber as well as the method they choose in expressing themselves. The action will strengthen knowledge of more than **80** personnel from 30 civil society organizations (CSOs) and other non-state actors on sustainability and legal issues along the timber supply chain so as to ensure meaningful involvement and constructive criticisms. **Potential areas of consideration include forest laws and guidelines, regulating operations along the timber supply chain, the chain of custody system, the legality definition of Ghana and sustainability standards among others. The approach will be a combination of interactive training sessions and field learning to experience actual legal timber production from the forest floor to the port of export. It is envisioned that about 100 more individuals and other non-state actors will be reached through the distribution of training material and training reports utilizing existing platforms such as KASA and Forest Watch Ghana.**

The action will lead to improved cooperation between civil society and industry through industry participation in the National Forest Forums thus, building trust among forest stakeholders.

This action **also** recognizes the importance of civil society organizations' engagement approaches and methodologies in achieving forest law compliance and good governance. **There are merits in having civil society with multiple approaches in engaging different actors to improve governance. There are occasions where research-oriented approaches work best, in other situations turning to the media brings more attention, yet in others sitting for a roundtable discussion brings more confidence. A person with expertise in these will be engaged to provide these services.** It is expected that the capacity of at least 30 personnel of CSOs and other non-state actors active in the forest will be built in the use of modern tools of engaging government, forest authorities and managers. This will ultimately lead to increased transparency and accountability in forest resources management, thus reducing forest level corruption and forest revenue loss. **Due to the importance of this component to effective civil society contribution to forest law enforcement, refresher training will be organized within the last 6 months of the project. In order to reach other non-state actors who might not get the opportunity to participate in these training activities, the project will utilize existing platforms such as KASA and Forest Watch Ghana to distribute training material and training reports.**

The action will contribute to address illegal forest activities which threaten tropical forest ecosystems and their associated biodiversity in Ghana by raising public awareness and interest in forest law enforcement. A component of this action will produce 10-15 minute video documentary on illegal forest activities and its impacts on environment and socio-economic fabric of Ghana. This video documentary, which will be played on a national TV station as well as on other online media platforms such as YouTube will encourage individuals and businesses to take action to demand legally produced forest products. It is expected that more than 2 million Ghanaians will be reached and influenced by the documentary.

The action will provide livelihood security for forest-dependent people who rely on forests for foods, medicines, fuel and building materials for subsistence or sale and whose customary resource rights are often ignored by forestry operations, by ensuring that their rights are respected through improved forest law compliance. Additionally rural and downstream communities that rely on forests for supply of clean and drinkable water, protecting fisheries from reef-destroying silt and flood control will benefit from maintenance and protection of the forests environmental services.

PART 2. PROJECT RATIONALE AND OBJECTIVES

2.1 Stakeholder analysis

WWF has been in consultation with several civil society organizations, timber industry, Forestry Commission of Ghana and the Ministry of Lands and Natural Resources and communities in developing and studying the problem tree of this proposal. The main project beneficiaries will be civil society organizations, industries and local and traditional authorities.

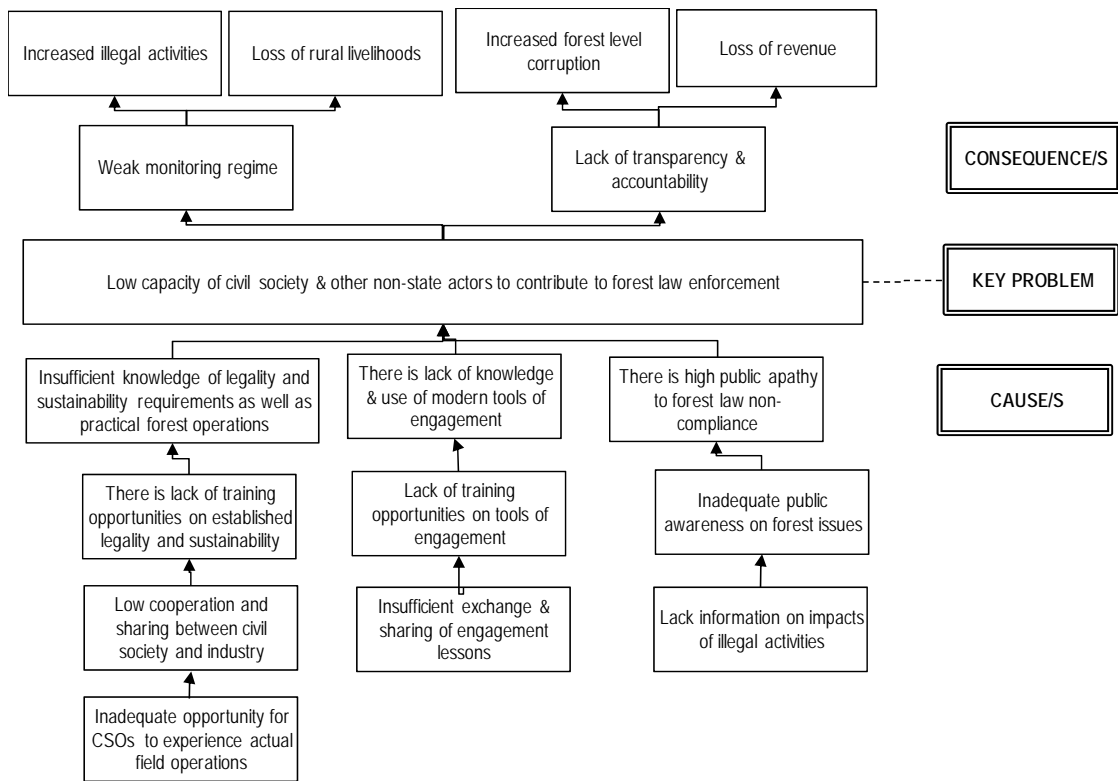
Primary stakeholders				
Civil Society Organizations	Watch-dogs over forest law enforcement Represent local communities' interest	Inadequate knowledge of legal & sustainability requirements in timber supply chain Inadequate capacity for constructive engagement	Exposure of illegal activities. Advocacy for reforms	Primary beneficiary of the project Build cooperation and relationship with forest enterprises
General Ghanaian public	Users of forest products	Inadequate knowledge levels on implications of illegal logging of forest products	Exposure on illegal activities	Primary beneficiary.
Forest enterprises & timber trade associations	Extract logs for processing. Implement legal & SFM standards	Are sometimes target for CSO campaigns Illegal activities represents major threats to their investment	Financial resources to invest in legal & SFM practices	Primary beneficiary Build cooperation and relationship with civil society
Traditional Authorities and Stool Lands (Ghana)	Derive significant income from stumpage fees of harvested trees, influential in society	Income from forest resources dwindling	Influence in society	Micro-planning & organization of community to participate in Forest Forum
Secondary Stakeholders				
Forestry Commission	Manages and regulates forest operations. Enforces forest laws	Inadequate resources to implement SFM practices	Capacity to create enabling environment for legal & SFM	Provision of technical expertise in training in implementation of the project
WWF Family	Build capacity for SFM	Need funding to build capacity for forest law compliance	Wider network with experience in SFM	Project executant
<u>District Assemblies</u>	<u>Direct beneficiaries of forest revenue</u>	<u>Contribution of forest revenue to annual development dwindling</u>	<u>Represent government and brings urgency to law enforcement at the local level</u>	<u>Provision of information</u> <u>Forest law enforcement</u>

<u>Office of the Administrator of Stool Lands</u>	<u>Distributes royalties to various beneficiaries</u>	<u>Receive revenue from royalties paid</u>	<u>Enhancement of revenue mobilization from forestry</u>	<u>Provision of technical information</u>
Tertiary Stakeholders				
International Community	Pressurize government to adopt best practices	Assurance of legal and sustainable timber sources	Funding for SFM, Pressure for change	Funding for project implementation
Ministry of Lands & Natural Resources	Enact forest policies	Political will	Policy reforms and directions	Offer technical support to project

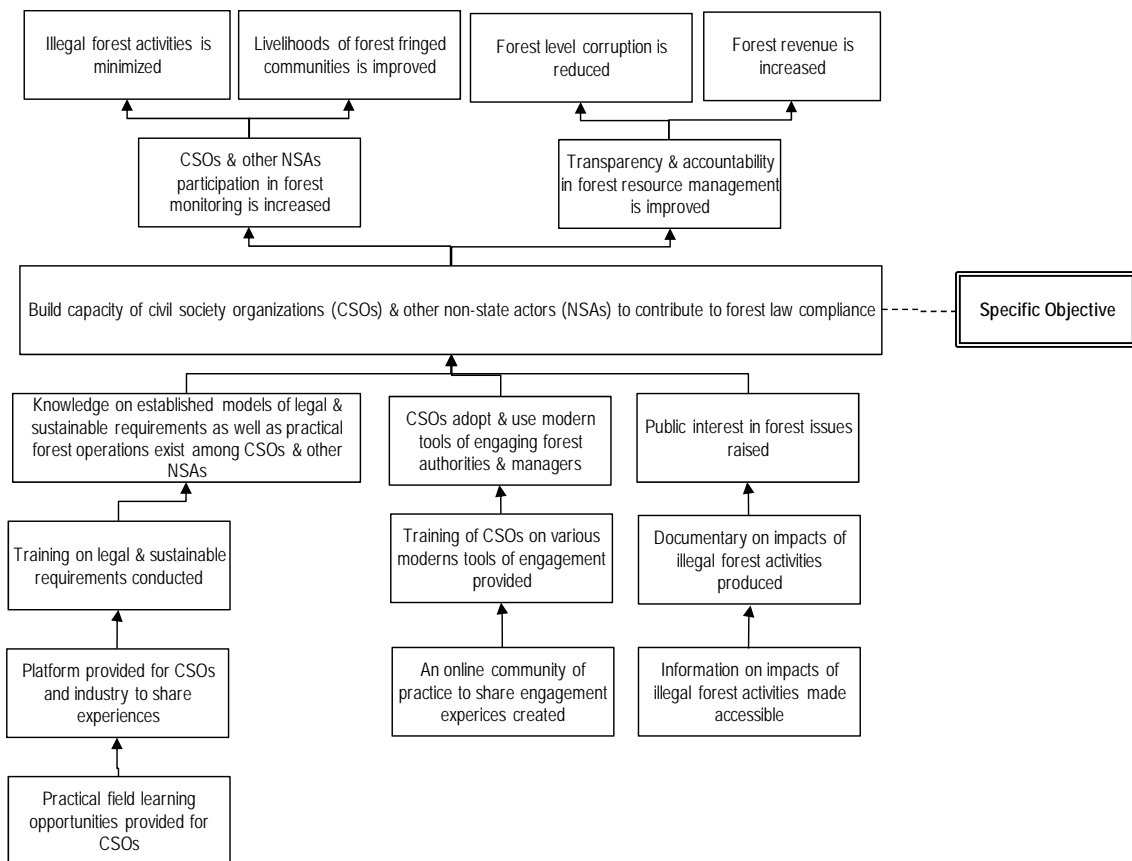
2.2 Problem analysis

Civil society organizations and other non-state actors providing checks-and-balances in forest management and regulation in Ghana have been ineffective in contributing to forest law enforcement due principally to their low capacity. This is mostly caused by civil society and other non-state actors' insufficient knowledge and understanding of the established models of best practices in legality and sustainability requirements that are the basis of forest management and regulation in the country. Over the years, there have been little training opportunities for civil society organizations to update their knowledge of the constantly changing legality and sustainability requirements that the regulator must enforce and for which forest operators and individuals must comply with. In addition, most civil society organizations in the forest sector have literally become static in the capital city and hardly have actual field operation experience leading to the current situation of low cooperation between CSOs and industry. Furthermore, civil society organizations in the forest sector of Ghana are not up-to-date with modern tools, approaches and methods of engaging with forest authorities and managers due mainly to lack of training opportunities and insufficient experience sharing opportunities. It is also important to note that the general public's apathy to forest law enforcement issues due to lack of appropriate information and awareness is partly responsible for the low contribution of non-state actors to forest law enforcement in Ghana.

The results of the low capacity and the consequent ineffective contribution of civil society and other non-state actors to forest law enforcement is leading to weak forest monitoring regimes and low transparency and accountability in the forest sector. The consequences of these are increasing illegal forest activities and increasing loss of livelihoods of forest fringed communities that are dependent on forest resources. Additionally, there will be increased forest level corruption due to poor accountability and transparency leading to high loss of forest sector revenue.



2.3 Objectives



2.3.1 Development objective and impact indicators

Contribute to sustainable development and improved governance in the forest sector of Ghana
Impact indicator

1. By the end of the project period, **at least 80% of training beneficiaries understand forest operations along the timber supply chain, making request and investigation more informed leading, improved forest sector governance**
2. By the end of the project period and beyond, the public **demand for legal timber will increase by 10 %**

2.3.2 Specific objective and outcome indicators

Build capacity of civil society organizations (CSOs) & other non-state actors (NSAs) to contribute to forest law compliance **in Ghana**.

Outcome indicators

1. **Contribution of civil society to forest law enforcement is increased through execution of three training programmes for 80 civil society personnel** on established models of legality and sustainability as well as on modern tools of **engagement**.
2. **Level of public interest in forest compliance increased through the production of one video documentary, production and distribution of 5000 stickers and banners as well as the distribution of 300 copies of training materials on modern tools of engaging forest authorities.**

PART 3. DESCRIPTION OF PROJECT INTERVENTIONS

3.1 Outputs

- Output 1: Knowledge of 30 CSOs & other NSAs on established models of legal & sustainable requirements as well as on practical forest operations strengthened. **To establish knowledge levels, questionnaires will be administered to participants before and after the training and field sessions.**
- Output 2: Capacity of at least **50** personnel of CSOs built on modern tools to engage forest authorities and managers in Ghana. **Again, knowledge levels will be established through the administration of questionnaires to participants before the first workshop and an evaluation after the refresher course**
- Output 3: Public awareness and interest in forest law enforcement is raised. **The number of leaflets and stickers on forest law compliance distributed as well as the completion and broadcasting of video documentary will be the indicators.**

3.2 Activities and inputs

For Output 1:

1. Organize an inception workshop for stakeholders
2. Develop training materials
3. Organize two day training for 30 identified participants
4. Organize a two day field study tour for 30 participants to learn about practical operations along the timber supply chain
5. Joint experience sharing platform provided for CSOs & industry

For Output 2:

1. Develop training materials
2. Organize a two day training for at least **25** personnel of CSOs on the use of modern tools of engagement
3. Organize a two day refresher training & lesson sharing for at least **25** personnel of CSOs
4. Create an online community of practice to share lessons and experiences

For Output 3:

1. Produce and distribute **at least 5000** banners and stickers on forest law compliance
2. Gather information for production of documentary
3. Produce a video documentary with practical information for the general public
4. Broadcast documentary in collaboration with media houses & also through online sharing platforms

3.3 Strategic approach and methods

WWF is a solution oriented organization with practical field experiences in stakeholder engagements in Ghana and enormous knowledge of the forest landscape and timber supply chain of the country. It is within this background that WWF is confident of building the capacity of civil society organizations and other non-state actors in order for these stakeholders to contribute to enforcement of forest laws in the country. The project will support the government of Ghana's effort to ensuring sustainable forest management and a minimization of illegal forest activities.

Project implementation will employ the following strategies and measures to ensure the achievement of the project objectives:

Strategic partnerships: This project will bring together WWF, *Forestry Commission* of Ghana, John Bitar & Company Limited, National Forest Forum, Civil Society Organizations and media houses in a strategic collaboration. **In addition, the project will ensure the participation of selected District Administration Representatives (District Chief Executives and Administrators of Stool Lands) in to be organized as part of this project.** This partnership will bring together capacity, expertise and networks that can deliver on the project objective and reach relevant stakeholders in the forest sector of Ghana. The project will build upon WWF's long standing relationship with civil society, timber industry, forest authorities of Ghana and will benefit and complement allied projects such as i) WWF GFTN publication entitled "Exporting in a shifting legal landscape" (<http://gftn.panda.org/resources/tools/?193890/Exporting-in-a-Shifting-Legal-Landscape>);

ii) WWF GFTN project on “facilitating compliance with EU Timber Regulation and FLEGT in Ghana, Liberia and Cote d’Ivoire iii) Working Group on Forest Certification ACP-FLEGT funded project on capacity building of stakeholders and iv) WWF GFTN experience in developing guidance for responsible forest management (GFTN guide for Responsible Purchasing of Forest Products) and legal compliance (GFTN Keep It Legal guide).

Capacity building: development of technical material and capacity building of civil society and other non-state actors will improve general awareness and knowledge of legal and sustainability requirements that forest managers and operators are required to adhere to along the timber supply chain. This training on established models of legality and sustainability will make use of Ghana’s Voluntary Partnership Agreement legality verification manual as well as the Ghana Forest Management Certification Standard. Other critical capacity building approaches that will be adopted in the implementation of the project include training of civil society organizations to be equipped with relevant tools of engaging forest authorities and concession holders as well as other relevant forest stakeholders in a bid to contribute to effective forest law enforcement.

Field Study and Learning: In order for civil society organizations to appreciate and internalize legal and sustainability requirements and to be able to contribute to ensure adherence to such requirements, the project has adopted a field study approach where participants will visit operational sites in the forest and factory of John Bitar & Company Limited (**Timber Industry**) to acquire first-hand information on the processes involved from the forest floor to the ship yard. **The company (John Bitar & Company Limited) will make available its forest concessions, processing facilities as well as staff to help conduct the field training.** Staff from the Forest Services Division and the Timber Industry Development Division will take participants through all the requirements that must be met in order for timber to be declared legal and sustainable.

Production and Publication of a documentary: As part of effort to raise public interest and active participation in forest law enforcement, a short video documentary will be produced and broadcasted at least 3 times on a national TV to give information on the level of illegal forest activities, the socio-economic and environmental impacts on the general public as well as actions that individuals and businesses can take to contribute to forest law compliance in Ghana. To contribute to achieve this objective, banners and stickers will be produced and distributed to the general public to create the needed awareness and generate the demand for legally produced forest products in the long term.

Application of the ITTO and FAO Guidelines for Improving Forest Law Compliance and Governance in Tropical Countries: whenever possible this ITTO/FAO instrument will be applied together with other instruments developed by the project.

3.4 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
Output 1: Knowledge of 30 CSOs & other NSAs on established models of legal & sustainable requirements as well as on practical forest operations strengthened																									
1.1. Organize an inception workshop for stakeholders	WWF	■	■																						
1.2. Develop training materials	Consultant	■	■	■																					
1.3. Organize 2 day training for 30 identified participants	WWF/Forestry Commission/Consultant			■	■	■																			
1.4. Organize a 2 day field study tour for 30 participants to learn about practical operations along the timber supply chain	WWF/John Bitar & Co. Ltd			■	■	■																			
1.5. Joint experience sharing platform provided for CSOs & industry	WWF/Ghana Forest Forum					■								■											
Output 2: Capacity of at least 30 personnel of CSOs built on modern tools to engage forest authorities and managers in Ghana																									
2.1. Develop training materials	Consultant					■	■	■	■																
2.2. Organize a 2 day training for at least 20 personnel of CSOs on the use of modern tools of engagement	WWF/Consultant								■	■															
2.3. Organize a 2 day refresher training & lesson sharing for at least 20 personnel of CSOs	WWF/Consultant																■	■							
2.4. Create an online community of practice to share lessons and experiences	WWF													■	■										
Output 3: Public interest in forest law enforcement is raised																									
3.1. Produce and distribute banners and stickers on forest law compliance	WWF			■	■	■	■																		
3.2. Gather information for production of documentary	Consultant/WWF							■	■																
3.3. Produce a video documentary with practical information for the general public	Consultant									■	■	■													
3.4. Broadcast documentary in collaboration with media houses & also through online sharing platforms	WWF/Media House												■	■	■	■	■	■	■	■	■	■	■	■	■

3.5 BUDGET

Consolidated Yearly Project Budget (featuring Input and Unit Costs)								
Budget Components	Input	Unit Costs	TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
10 Project Personnel								
11. National Experts (Long term)	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11.1. Project Coordinator	18.0	\$ 2,300.00	\$ 41,400.00	\$ 28,980.00	\$ 12,420.00	\$ -	\$ -	\$ -
11.3. Programme Driver	10.8	\$ 500.00	\$ 5,410.00	\$ 2,435.00	\$ 2,975.00	\$ -	\$ -	\$ -
11.4. Finance Manager	9.0	\$ 2,000.00	\$ 18,040.00	\$ 10,200.00	\$ 7,840.00	\$ -	\$ -	\$ -
12. Other Personnel	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12.1. Logging Operations Consultant	1.0	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	\$ -	\$ -	\$ -
12.2. Timber Processing Supervisor	1.0	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	\$ -	\$ -	\$ -
14. International Consultants	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14.1. Training on Tools of Engagement	2.0	\$ 400.00	\$ 800.00	\$ 800.00	\$ -	\$ -	\$ -	\$ -
19. Component Total	41.8	\$ 5,600.00	\$ 66,050.00	\$ 42,815.00	\$ 23,235.00	\$ -	\$ -	\$ -
20 Sub Contracts								
21.1. Material Dev't & Facilitation Fees	12.0	\$ 400.00	\$ 4,800.00	\$ 3,600.00	\$ 1,200.00	\$ -	\$ -	\$ -
22. Third Party Engagements	50.0	\$ 200.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ -
23. Communication & Visibility	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23.1. Design & Publishing of Reports	300.0	\$ 5.00	\$ 1,500.00	\$ -	\$ 1,500.00	\$ -	\$ -	\$ -
23.3. Production of Banners & Stickers	5,010.0	\$ 0.56	\$ 2,800.00	\$ 2,000.00	\$ 800.00	\$ -	\$ -	\$ -
23.2. Distribution of Published Reports	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24. Video Documentary	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24.1. Dev't of documentary	1.0	\$ 4,000.00	\$ 4,000.00	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -
24.2. Broadcasting of Documentary	3.0	\$ 1,500.00	\$ 4,500.00	\$ -	\$ 4,500.00	\$ -	\$ -	\$ -
29. Component Total	5,376.0	\$ 6,105.56	\$ 27,600.00	\$ 10,600.00	\$ 17,000.00	\$ -	\$ -	\$ -
30 Travel, Meetings & Workshops								
31. Daily Subsistence Allowance	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31.1. National Experts/Consultants	15.0	\$ 100.00	\$ 1,500.00	\$ -	\$ 1,500.00	\$ -	\$ -	\$ -
31.2. International Consultants	6.0	\$ 200.00	\$ 1,200.00	\$ 600.00	\$ 600.00	\$ -	\$ -	\$ -
31.3. Vehicle Rental	15.0	\$ 150.00	\$ 2,250.00	\$ 1,500.00	\$ 750.00	\$ -	\$ -	\$ -
32. International Travel	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32.3. Air Ticket	2.0	\$ 1,800.00	\$ 3,600.00	\$ 1,800.00	\$ 1,800.00	\$ -	\$ -	\$ -
33.1. Workshop Meals & refreshment	220.0	\$ 20.00	\$ 4,400.00	\$ 3,600.00	\$ 800.00	\$ -	\$ -	\$ -
33.2. Transportation for Participants	135.0	\$ 68.15	\$ 9,200.00	\$ 6,600.00	\$ 2,600.00	\$ -	\$ -	\$ -
33.3. Accommodation for Participants	125.0	\$ 80.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -
33.4. Venue for Workshops & Training	7.0	\$ 200.00	\$ 1,400.00	\$ 1,000.00	\$ 400.00	\$ -	\$ -	\$ -
33.5. Workshop Logistics	90.0	\$ 2.00	\$ 180.00	\$ 140.00	\$ 40.00	\$ -	\$ -	\$ -
39. Component Total	615.0	\$ 2,620.15	\$ 33,730.00	\$ 25,240.00	\$ 8,490.00	\$ -	\$ -	\$ -
40 Capital Items								
44. Capital Equipment	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
44.1. Laptop	1.0	\$ 600.00	\$ 600.00	\$ 600.00	\$ -	\$ -	\$ -	\$ -
49. Component Total	1.0	\$ 600.00	\$ 600.00	\$ 600.00	\$ -	\$ -	\$ -	\$ -
50 General Office Expenses								
51. Telephone & Internet	18.0	\$ 250.00	\$ 4,500.00	\$ 1,500.00	\$ 3,000.00	\$ -	\$ -	\$ -
52. Office Rent	18.0	\$ 400.00	\$ 7,200.00	\$ 4,800.00	\$ 2,400.00	\$ -	\$ -	\$ -
54. Office Supplies	18.0	\$ 150.00	\$ 2,700.00	\$ 1,500.00	\$ 1,200.00	\$ -	\$ -	\$ -
55. Distribution of Published Reports	300.0	\$ 1.00	\$ 300.00	\$ -	\$ 300.00	\$ -	\$ -	\$ -
59. Component Total	354.0	\$ 801.00	\$ 14,700.00	\$ 7,800.00	\$ 6,900.00	\$ -	\$ -	\$ -
60 Miscellaneous								
61. Sundry	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
62. Auditing	1.0	\$ 3,000.00	\$ 3,000.00	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -
63. Contingencies	0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
69. Component Total	1.0	\$ 3,000.00	\$ 3,000.00	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -
70 National Management Costs								
71. Executing Agency Management Costs			\$ 24,3345.00	\$ 15,876.00	\$ 8,459.00	\$ -	\$ -	\$ -
72. Focal Point Monitoring			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
79. Component Total			\$ 24,335.00	\$ 15,876.00	\$ 8,459.00	\$ -	\$ -	\$ -
SUBTOTAL			\$ 170,015.00	\$ 102,931.00	\$ 67,084.00	\$ -	\$ -	\$ -
80 Project Monitoring and Administration								
81. ITTO Monitoring and Review			\$ 7,500.00	\$ -	\$ 7,500.00	\$ -	\$ -	\$ -
82. ITTO midterm, final, ex-post Evaluation Costs			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
83. ITTO Programme Support Costs (8% on items 10 to 82 above)			\$ 10,941.00	\$ 6,300.00	\$ 4,641.00	\$ -	\$ -	\$ -
84. Donor Monitoring Costs			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
89. Component Total			\$ 18,441.00	\$ 6,300.00	\$ 12,141.00	\$ -	\$ -	\$ -
90 Refund of Pre-Project Costs (Pre-project budget)								
100 GRAND TOTAL			\$ 188,456.00					

Yearly Project Budget By Source - ITTO

Annual Disbursements						
Budget Components	Total	Year 1	Year 2	Year 3	Year 4	Year 5
10. Project personnel	\$ 57,010.00	\$ 37,645.00	\$ 19,365.00	\$ -	\$ -	\$ -
20. Sub-contracts	\$ 27,600.00	\$ 10,600.00	\$ 17,000.00	\$ -	\$ -	\$ -
30. Duty travel	\$ 33,550.00	\$ 25,100.00	\$ 8,450.00	\$ -	\$ -	\$ -
40. Capital items	\$ 600.00	\$ 600.00	\$ -	\$ -	\$ -	\$ -
50. Consumable items	\$ 7,500.00	\$ 4,800.00	\$ 2,700.00	\$ -	\$ -	\$ -
60. Miscellaneous	\$ 3,000.00	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -
Subtotal 1	\$ 129,260.00	\$ 78,745.00	\$ 50,515.00	\$ -	\$ -	\$ -
80. ITTO Monitor. Evaluation. Costs						
81. Monitoring and Review Costs (effective estimation)	\$ 7,500.00					
82. Evaluation Costs (effective estimation)	\$ -					
Subtotal 2	\$ 136,760.00					
83. Program Support Costs (8% of Overall Budget)	\$ 10,941.00					
84. Donor Monitoring Costs	\$ -					
90. Refund of Pre-Project Costs	\$ -					
ITTO TOTAL	\$ 147,701.00					

Yearly Project Budget By Source - E. Agency/Host Government

Annual Disbursements						
Budget Components	Total	Year 1	Year 2	Year 3	Year 4	Year 5
10. Project personnel	\$ 8,640.00	\$ 4,770.00	\$ 3,870.00	\$ -	\$ -	\$ -
20. Sub-contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30. Duty travel	\$ 180.00	\$ 140.00	\$ 40.00	\$ -	\$ -	\$ -
40. Capital items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50. Consumable items	\$ 7,200.00	\$ 3,000.00	\$ 4,200.00	\$ -	\$ -	\$ -
60. Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70. Executing Agency Management Costs	\$ 24,335.00	\$ 15,876.00	\$ 8,459.00	\$ -	\$ -	\$ -
EXECUTING AGENCY/HOST GOVT. TOTAL	\$ 40,355.00	\$ 23,786.00	\$ 16,569.00	\$ -	\$ -	\$ -

Yearly Project Budget By Source - Others

Annual Disbursements						
Budget Components	Total	Year 1	Year 2	Year 3	Year 4	Year 5
10. Project personnel	\$ 400.00	\$ 400.00	\$ -	\$ -	\$ -	\$ -
20. Sub-contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30. Duty travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
40. Capital items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50. Consumable items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
60. Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHERS TOTAL	\$ 400.00	\$ 400.00	\$ -	\$ -	\$ -	\$ -

Overall Project Budget By Activity and Component (in U.S. Dollars)

OUTPUTS / ACTIVITIES + Non-Activity Based Expenses	BUDGET COMPONENTS								Year	GRAND TOTAL
	10. Project Personnel	20. Sub-Contracts	30. Duty Travel	40. Capital Items	50. Consumable Items	60. Miscellaneous	70. National Management Costs	80. Project Monitoring & Administration		
Output 1: Knowledge of 30 CSOs & other NSAs on established models of legal & sustainable requirements as well as on practical forest operations strengthened										
Activity 1.1: Organize an inception workshop for stakeholders	6,420.00 IE	-	2,440.00 IE	-	3,200.00 IE	-			Y1	9,060.00
Activity 1.2: Develop training materials	2,178.00 IE	800.00 I	-	-	250.00 E	-			Y1	3,228.00
Activity 1.3: Organize 2 day training for 30 identified participants	1,490.00 IE	800.00 I	7,760.00 IE	-	700.00 E	-			Y1	14,750.00
Activity 1.4: Organize a 2 day field study tour for 30 participants to learn about practical operations along the timber supply chain	7,120.00 I	800.00 I	8,880.00 IE	-	400.00 E	-			Y1	17,132.00
Activity 1.5: Joint experience sharing platform provided by CSOs & industry	4,200.00 I	-	-	-	400.00 E	-			Y1, Y2	13,820.00
Subtotal 1	21,640.00 IEO	12,400.00 I	19,000.00 IE	-	4,950.00 IE	-				57,990.00
Output 2: Capacity of at least 30 personnel of CSOs built on modern tools to engage forest authorities and managers in Ghana										
Activity 2.1: Develop training materials	3,328.00 I	-	-	-	1,750.00 IE	-			Y1, Y2	5,078.00
Activity 2.2: Organize a 2 day training for at least 20 personnel of CSOs on 2000 of modern tools of engagement	5,640.00 I	2,000.00 I	6,240.00 IE	-	550.00 E	-			Y1	13,830.00
Activity 2.3: Organize a 2 day refresher training & lessons learned for at least 200 personnel of CSOs	5,840.00 I	2,700.00 I	6,280.00 IE	-	850.00 IE	-			Y2	15,630.00
Activity 2.4: Create an online community of practice to share lessons and experiences	7,680.00 I	-	-	600.00 I	3,950.00 IE	-			Y1, Y2	11,632.00
Subtotal 2	22,090.00 I	3,900.00 I	12,480.00 IE	600.00 I	7,100.00 IE	-				46,170.00
Output 3: Public interest in forest law enforcement is raised										
Activity 3.1: Produce and distribute banners and stickers for forest law compliance	6,015.00 I	2,800.00 I	-	-	1,200.00 I	-			Y2	10,615.00
Activity 3.2: Gather information for production of documentary	6,150.00 IE	-	2,250.00 I	-	950.00 E	-			Y2	9,815.00
Activity 3.3: Produce a video documentary with practical information for general public	1,540.00 IE	1,000.00 I	-	-	-	-			Y2	8,545.00
Activity 3.4: Broadcast documentary in collaboration with media houses & NGOs through online-sharing platforms	1,540.00 IE	4,500.00 I	-	-	500.00 E	3,000.00 I			Y2	12,545.00
Subtotal 3	22,320.00 IE	11,300.00 I	2,250.00 I	-	2,650.00 IE	3,000.00 I				41,520.00
National Management and Project Monitoring Costs							24,335.00 E	18,441.00		42,776.00
Subtotal (ITTO)	57,010.00	27,600.00	33,550.00	600.00	7,500.00	3,000.00				147,701.00
Subtotal (E. Agency)	8,640.00	-	180.00	-	7,200.00	-	24,335.00	18,441.00		40,355.00
Subtotal (Others)	400.00	-	-	-	-	-				400.00
TOTAL	66,050.00	27,600.00	33,730.00	600.00	14,700.00	3,000.00	24,335.00	18,441.00		188,456.00

(I) - Contribution of the ITTO

(E) - Contribution of the Executing Agency / Host Government

(O) - Contribution from Other Sources

PART 4. IMPLEMENTATION ARRANGEMENTS

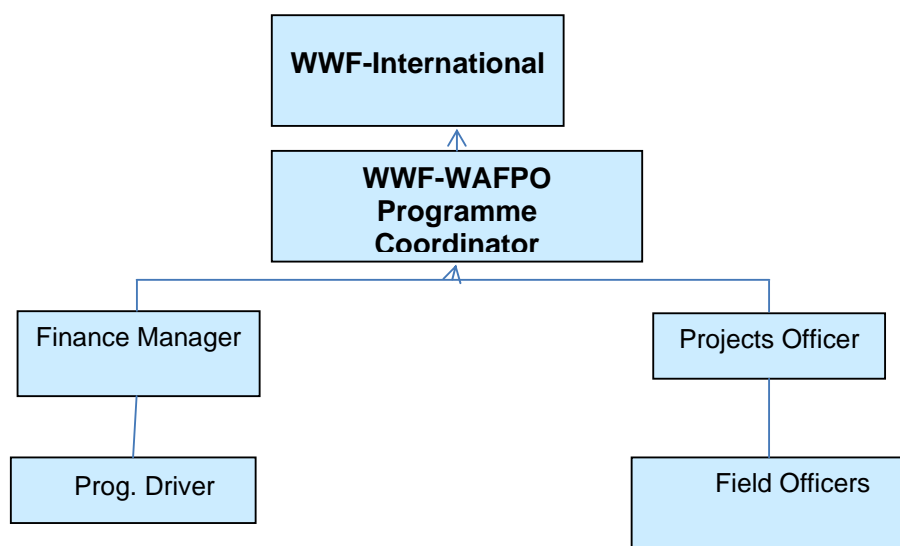
4.1 Executing agency and organizational structure

WWF-West Africa Forest Program Office (WAFPO) based in Accra, Ghana, will be the executing agency of the project and will have overall responsibility to ensure that the project achieves its outputs and objectives whilst providing timely progress reports to ITTO. WWF has been active in West Africa since the early 1970's. WWF-WAFPO, one of the three Programmes of WWF in West Africa, is implementing WWF's Global Forest and Trade Network (GFTN) Programme which aims at eliminating illegal logging and transforming the global marketplace into a force for improving the management of the world's valuable and threatened forest while providing economic and social benefits for businesses and the people that depend on them. Through the promotion of responsible forest management, WWF is providing technical support to companies and institutions working towards forest certification in Ghana and intends to replicate this in Cote d'Ivoire and Liberia in the near future.

WWF - WAFPO is also involved in the Voluntary Partnership Agreement (VPA) process. Right from the onset of the VPA negotiation in Ghana, WWF created a platform and built capacity of civil society organizations that contributed to the successful negotiation of the VPA Agreement between Ghana and EU. In addition, WWF-WAFPO has also been implementing an ACP-FLEGT Supported project that intends to facilitate companies' compliance with EU Timber Regulation and FLEGT in West Africa through capacity building.

WWF-WAFPO has also established long standing relationship with the Forestry Commission (Forest Services Division and Timber Industry Development Division), the Ministry of Lands and Natural Resources, civil society organizations in Ghana, forest enterprises and forest fringed communities through the implementation of other related projects. The combination of this cordial relationship and the organization's experience and knowledge of the forest landscape and timber supply chain in Ghana makes it an ideal executing agency for this project.

Organizational structure of WWF-WAFPO (Executing Agency)



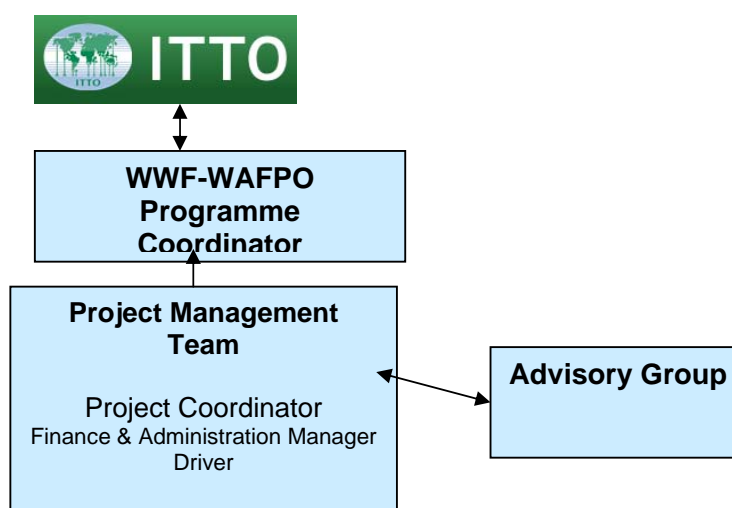
4.2 Project management

WWF-WAFPO will appoint a Project Coordinator. This person will be a forest engineer with over five years proven experience in forest or associated project management. The Coordinator will be in charge of overall project coordination and successful implementation, as well as technical team supervision. The Project Coordinator will report to the Programme Coordinator. The Project Coordinator will be supported by the Finance Manager, in terms of timely financial reporting to ITTO; Programme Driver to safely drive the Project Coordinator during field activities implementation and the Communication Manager too spread project objectives, progress and impacts. However, the WWF-WAFPO Programme Coordinator will have oversight responsibility over the project and will be the main contact person with ITTO. The team is composed of appropriate professionals as indicated in the table below:

Team proposed for implementation of the action and areas of output (✓).

Functions	Project mgt	Output 1	Output 2	Output 3
Project Coordinator	✓	✓	✓	✓
Media Consultant				✓
Sustainable Forest Management Expert		✓		
Civil Society Expert			✓	
Finance & Administration Manager	✓	✓	✓	✓
Programme Driver		✓	✓	✓

Project implementation arrangement



The project will also establish a project advisory team that will meet quarterly to advise the project management team on the directions to take based on project progress report and challenges encountered. The project management team will consider the advice of the advisory team and adopt adaptive management style to achieve to fully achieve project objective and outcomes. The project advisory will comprise personnel from WWF, Forestry Commission, Civil society organization and industry.

4.3 Monitoring and reporting

Project Progress reports.

The project is designed for a period of one and a half years under ITTO Small Projects Programme. Technical and financial progress reports will be submitted every six months preferably before ITTO Council Meetings are held, and in conformity with ITTO Manual for Project Monitoring, Review and Evaluation. An external financial audit report will not be submitted separately since the project is less than US\$200,000 and duration of less than two years. However, the integrity of the project financial reports will not be compromised in any way as it will be prepared under the strict and high accounting standards that WWF is known for and also in conformance with the ITTO financial reporting requirements. The technical progress report will summarize achievements compared to objective and outputs, lessons learned significant deviations and their justification or reasons and implications for future planning and implementation. The bi-annual reports will be accompanied by bi-annual plans.

Project Completion Report

The final project report will be submitted within three months of project completion. Project financial statements will be submitted to ITTO for monitoring and evaluation.

Monitoring

There will be periodic ITTO Monitoring Missions. **In addition, there will be independent financial audit at the end of the project.** In addition, a project management committee, involving the key stakeholders, especially Forestry Commission, civil society and industry will be formed to monitor project progress.

Evaluation

Visible impact of the project will be observed at end of the project, hence ex-post evaluation is recommended.

ANNEX 1. PROFILE OF THE EXECUTING AGENCY

WWF – West Africa Forest Programme Office (WAFPO) based in Accra, Ghana a branch of the WWF-World Wide Fund for Nature (formerly World Wildlife Fund) located at Ave du Mont-Blanc, 1196 Gland, Switzerland. WWF is the first and the largest global environmental NGO. It was created in 1961 with the primary mission to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

Based in Switzerland, it operates through the implementation of projects in all the continents of the world. WWF has been active in West Africa since the early 1970's is implementing three main programmes: Marine Programme based in Senegal that oversees the sustainable utilization of coastal and marine resources in West Africa; the Forest Programme based in Ghana that is concentrating on sustainable forest management in the Guinean Moist Forest and the Freshwater Programme based in Niger that focuses on the main river basins of West Africa ensuring better access to water, food security and conservation of important biological resources.

The organization has also been instrumental in the establishment of protected areas such as Tai National Park in Cote d'Ivoire and Bia National Park in Ghana.

WWF-WAFPO, one of the three Programmes in West Africa, is implementing WWF's Global Forest and Trade Network (GFTN) Programme which aims at eliminating illegal logging and transforming the global marketplace into a force for improving the management of the world's valuable and threatened forest while providing economic and social benefits for businesses and the people that depend on them. Through the promotion of responsible forest management, WWF is providing technical support to companies and institutions working towards forest certification in Ghana and intends to replicate this in Cote d'Ivoire and Liberia in the near future.

WWF-WAFPO through its GFTN programme has facilitated and supported the conduction of HCVF assessment for 384,000 ha in Ghana representing over 30% of reserved concession in Ghana. This has been significant in reinforcing the conservation zonation directives of the forest authorities as well as safeguarding the integrity of socially outstanding values in the forest. The programme has also facilitated the conduction of Reduced Impact Logging (RIL) training for 5 major companies in Ghana (including Samatex Timber & Plywood, John Bitar & Co. Ltd, Logs & Lumber Ltd, Ayum Forest Products Ltd and Ghana PrimeWood Ltd) managing almost 50% of reserve concessions. Through WWF-WAFPO's effort four of these companies have achieved 5 FSC Chain of Custody certificates and 4 FSC Controlled Wood Certificates. WWF-WAFPO has also built capacity of local auditors in forest management, chain of custody and HCV assessment. The GFTN programme in Ghana was supported by USAID, DFID and EC.

WWF – WAFPO is also involved in the Voluntary Partnership Agreement (VPA) process that is seeking to ensure effective Forest Law Enforcement, Governance and Trade (FLEGT) to address the problem of illegal logging. Right from the onset of the VPA negotiation in Ghana, WWF created a platform and built capacity of civil society organizations that contributed to the successful negotiation of the VPA Agreement between Ghana and EU. In addition, WWF-WAFPO has also been implementing an ACP-FLEGT Supported project that intends to facilitate companies' compliance with EU Timber Regulation and FLEGT in West Africa through capacity building.

WWF-WAFPO is a solution-oriented field implementation organization with office space based in Accra and a field office at SefwiWiawso in Ghana. The organization also has two (2) well maintained cross-country vehicles and one (1) saloon car that are available for any field implementation of project. Though with a local staff strength of five (5), the organization can rely on the huge expertise available in the wider WWF family worldwide or use consultants in subject matters it does not have enough capacity locally.

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

Project Coordinator

Responsibilities

- He is responsible for the day-to-day running of the project, ensuring that all project deliverables are met accordingly and in time.
- He coordinates all temporal personnel engaged for the purposes of this project.
- He will be the convener for all workshops and training programmes.
- He will oversee the gathering of information as well as lead the team in the production of the documentary.
- He together with the communications officer ensures that project communication and visibility are accordingly carried out.
- Also undertakes all activities that may arise for the successful implementation of the project.

Finance Manager

Responsibilities

- Ensure that the overall management of the project is within the limits of the approved budgets
- Ensures the timely release of funds to the project coordinator to prosecute the objectives of the project
- Ensures the inputs of all financial transactions of the project into the computerised accounting system
- Prepares all financial reports on the project on timely basis in conformity with WWF and ITTO financial reporting standards and report same to ITTO in line with the approved project agreement.
- Provide payroll support services to the project
- Maintains appropriate files by the project to retain all contractual and other documents
- Ensures that proper supporting documents are prepared and approved for procurement of project assets, services and supplies as well as ensuring that suppliers and consultants are paid on a timely basis.
- Provide any other finance and administrative support to the project to facilitate the achievements of the project objectives

Driver

Responsibilities

- Drive project staff to the field and other official engagements
- Ensures that all vehicles are serviced on schedule and kept clean
- Run errands in support of the project
- Ensures that all documentations on vehicles are renewed on schedule
- Maintains a log in each vehicle to be endorsed by his supervisor

ANNEX 3. TERMS OF REFERENCE OF PERSONNEL AND CONSULTANTS FUNDED BY ITTO

Terms of Reference for Project Coordinator

Responsibilities

- He is responsible for the day-to-day running of the project, ensuring that all project deliverables are met accordingly and in time.
- He coordinates all temporal personnel engaged for the purposes of this project.
- He will be the convener for all workshops and training programmes.
- He will oversee the gathering of information as well as lead the team in the production of the documentary.
- He together with the communications officer ensures that project communication and visibility are accordingly carried out.
- Also undertakes all activities that may arise for the successful implementation of the project.

Requirements

- Must possess an academic qualification in Forestry, Environmental Policy or related field.
- Should have great understanding of the issues and be involved in all work related to ensuring legal compliance and other related processes
- Understands recent issues on legality both globally and locally.

Terms of Reference for Media Consultants

Role: The media consultant will ensure that the documentary is produced and aired on time.

Technical activities:

- Lead the collection of relevant information for the documentary
- Put together information gathered to result in the production of a documentary fit to show on national TV
- He/she shall participate in all workshops and training programmes organized during project implementation to be acquainted with the project

Requirements: The Media Consultant should have the following skills, experience and qualifications:

Minimum requirements:

- A Professional Journalist
- five years of relevant professional experience, including prior experience in video documentary production;
- excellent oral and written communication skills in English;
- Desirable experience:
- familiarity with production of TV documentaries
- familiarity with forest management and conservation issues in the country;
- demonstrated capacity for analysis and technical report writing;
- project management experience;
- strong leadership skills;
- Familiarity with the work of WWF, ITTO and Forestry Commission.

Duration of appointment:

The Media consultant will be engaged on a one-off basis to produce the documentary. This will however be within the first one year of project execution.

Terms of Reference of Sustainable Forest Management Expert

Role: The forest management and timber legality expert lead the delivery of technical training to civil society members invited to participate in the capacity building workshops

Technical activities:

- provide technical advice the WWF Project Officer,
- Assist in providing direction as to the which information to will be critical in defining minimum legal requirements

Requirements: The legality expert should have the following skills, experience and qualifications:

Minimum requirements:

- an university degree in biology, policy, conservation, environmental management or related field (a Master's degree will be an added advantage);
- excellent oral and written communication skills in English;

Desirable experience:

- familiarity with FLEGT, EU Timber Regulation, US Lacey Act and other local procurement policies
- familiarity with forest management and conservation issues in Ghana
- demonstrated capacity for analysis and technical report writing;
- familiarity with the work of WWF, ITTO and the Forestry Commission

Duration of appointment: The expert will be contracted for three days to complete the tasks allocated him/her.

Terms of Reference for Civil Society Engagement Expert

Role: The Civil Society Engagement Expert is the lead person in the delivery of technical training to civil society members invited to participate in the engagement building capacity workshops

Technical activities

- prepares the training material and lead the training programme
- an university degree in biology, policy, conservation, environmental management or related field (a Master's degree will be an added advantage)
- five years of relevant professional experience, including prior experience in CSO engagements

Desirable experience

- familiarity with CSO training in Ghana
- familiarity with the operations of CSOs in Ghana
- An understanding of government of Ghana business and how the government functions

Terms of Reference for Finance Manager

Responsibilities

- Ensure that the overall management of the project is within the limits of the approved budgets
- Ensures the timely release of funds to the project coordinator to prosecute the objectives of the project
- Ensures the inputs of all financial transactions of the project into the computerised accounting system
- Prepares all financial reports on the project on timely basis in conformity with WWF and ITTO financial reporting standards and report same to ITTO in line with the approved project agreement.
- Provide payroll support services to the project
- Maintains appropriate files by the project to retain all contractual and other documents
- Ensures that proper supporting documents are prepared and approved for procurement of project assets, services and supplies as well as ensuring that suppliers and consultants are paid on a timely basis.
- Provide any other finance and administrative support to the project to facilitate the achievements of the project objectives

Requirements

- Qualified Accountant with a good first degree in addition.
- Excellent IT skills in Microsoft applications in addition to a computerised accounting software packages
- Minimum of five (5) years relevant working experience with at least two (2) years in a senior management position or as the lead Accountant

Terms of Reference for Programme Driver

Responsibilities

- Drive project staff to the field and other official engagements
- Ensures that all vehicles are serviced on schedule and kept clean
- Run errands in support of the project
- Ensures that all documentations on vehicles are renewed on schedule
- Maintains a log in each vehicle to be endorsed by his supervisor

Requirements

- Must possess a valid professional driver's license
- Must be able to read and write
- Must be medically fit to drive vehicles over long distances

**ANNEX 4. RECOMMENDATIONS OF ITTO'S EXPERT PANEL AND
RESULTING MODIFICATIONS**

Reviewer Comment	Amendment(s) made	Page #
<p>Comment 1: <i>Conformity with ITTO's objectives and priorities</i></p> <p>Relevance to ITTA 2006 objectives and how this project will contribute to the achievements were well elaborated but conformity with ITTO current Action Plan is missing</p>	<p><i>A table indicating the conformity of the project with ITTO Action Plan 2008-2011 was included under section 1.2.1</i></p>	2
<p>Comment 2: <i>Conformity with TP deliverables and association of results with the Monitoring Protocol incl. Means of Verification</i></p> <p>Good presentation on relevance to TP deliverables and MP</p>	<p><i>No amendment made for this comment because none was required</i></p>	
<p>Comment 3: <i>Relevance to the submitting Country's policies</i></p> <p>Given the focus on civil society engagement with government, it would be useful to see some consideration of Ghana's laws and policies regarding civil society, within and beyond the forest sector, which could advance or limit the overall success or effectiveness of this project.</p>	<p><i>In section 1.2.2, the text has been expanded to include wider policy and legislative provisions for civil society engagement in governance within and beyond the forestry sector of Ghana</i></p>	3
<p>Comment 4: <i>Expected outcomes at project completion</i></p> <p>Well-articulated, including some quantifiable elements, though the description of outcomes is unevenly detailed. There is a clear description of the documentary to be produced and its expected reach, but less clear information on issues such as building capacity in the use of modern tools of engagement.</p>	<p><i>Quantifiable and detailed description of the outcomes to be achieved have been provided under section 1.4</i></p>	6
<p>Comment 5: <i>Stakeholder analysis</i></p> <p>A summary of different group of stakeholders is provided. Relevant local public agencies could be included in the Secondary Stakeholders, since they would also play important role in law enforcement</p>	<p><i>The stakeholder analysis table has been updated to include District Assemblies and Office of the Administrator of Stool Lands; section 2.1</i></p>	7-8
<p>Comment 6: <i>Development objective and impact indicators</i></p> <p>Well defined, clearly related to ITTO objectives and to the priority policy of the recipient country. The impact indicators should be more measurable and quantitative</p>	<p><i>The text on impact indicators have been modified to make them SMARTer under section 2.3.1</i></p>	10

Reviewer Comment	Amendment(s) made	Page #
<p>Comment 7: Specific objective and outcome tors</p> <p>Specific objective was concise and action oriented. In the outcome indicators, how many trainings being conducted should be mentioned and the number of personnel could be increased. What is the involvement of the current forest industry?</p>	<p><i>Under section 2.3.2, the number of trainings have been specified and the number of personnel increased.</i></p> <p><i>The timber industry will be involved in the Forest Forums as stated in section 1.4. Again, the industry will be involved in the training of civil society and other non-state actors; section 3.3</i></p>	<p>10</p> <p>6</p> <p>12</p>
<p>Comment 8: Outputs</p> <p>Outputs were well designed but there must be associated with indicators for implementation. Additionally, as above mentioned, the number of personnel of CSOs needs to be increased to some extent so as to maximize the project effects</p> <p>It would be helpful to see baseline information. For example, the level of knowledge of anticipated participants before and after the trainings, and/or their level of activity or impact on law enforcement/compliance before and after the training.</p>	<p><i>The text under section 3.1 has been modified to make output and indicators more aligned. In addition, the personnel to be trained has been increased.</i></p> <p><i>Section 3.1 has been updated to include assessment before and evaluations after trainings</i></p>	<p>11</p>
<p>Comment 9: Activities and inputs</p> <p>The number of personnel of CSOs should be consistent with outputs and may need to increase be increased. Activities are clear but inputs (in terms of generally which parties will take action) are not clear.</p>	<p><i>Number of CSOs personnel has been increased; section 3.2. The responsible parties for each activity has been indicated in the workplan in section 3.4</i></p>	<p>11</p> <p>13</p>
<p>Comment 10: Strategic approach and methods</p> <p>Clearly planned. In strategic partnerships, involvement of local public agencies needs to be considered</p>	<p><i>The text has been updated to include local public agencies (District Assemblies and Office of Administrator of Stool Lands); section 3.3</i></p>	<p>11</p>
<p>Comment 11: Budget</p> <p>The ITTO Yearly Budget should break down into sub-items like the consolidated budget. Project personnel and sub-contracts of ITTO budget appear very high and need streamlining. There should be an arrangement for ITTO monitoring and review costs (e.g. US\$ 7000). In the overall budget by activity, Activity 3.4 of Output 3 which accounted \$104,100 need to be clarified and broken down into reasonable units. Final audit needs to be budgeted, required for all projects (compare ITTO Manual GI Series 15, Annex F)</p>	<p><i>Project personnel costs have been revised downwards; Finance Manager and Project Driver from 100% to 50% and 60% respectively.</i></p> <p><i>Organisation of workshops & trainings has now been re-assigned to 30.(Duty Travel/Workshops & Training) from 20. sub-contracts</i></p> <p><i>ITTO monitoring and review costs have been included in the revised budget.</i></p> <p><i>Final audit has now been budgeted. The overall budget by Activity has been streamlined with personnel and consumable cost which were bulked under the last activity (Activity 3.4) now properly assigned to all the other activities they relate.</i></p> <p><i>The Protocol software developed by ITTO for use in this proposal does not permit the ITTO Yearly Budget to be broken down into sub-items like the Consolidated Budget.</i></p>	<p>14</p> <p>15</p> <p>16</p>

Reviewer Comment	Amendment(s) made	Page #
<p>Comment 12: <i>Project Management</i></p> <p>The composition of a Project Technical Committee (PTC) should be arranged. In the table under "team proposed for implementation," it would be useful to see the technical consultants listed out, rather than grouped together. There is no "project coordinator" listed in this table, but there is a project coordinator listed in the job descriptions section; why? Also, there are two full time positions, i.e. finance and driver positions budgeted, which, for such a small project would be of very questionable utility.</p>	<p><i>The table under section 4.2 (proposed Implementation Team) has been updated to include list of Technical Consultants.</i></p> <p><i>The position of Programme Coordinator has been deleted from the core Project Implementation Team; 4.2</i></p> <p><i>The time of the Finance Manager and the Driver allocated to the project has been revised in the budget; section 3.5 (see details in response to comment 11)</i></p>	<p>18</p> <p>14</p>
<p>Comment 13: <i>Monitoring and reporting</i></p> <p>There would be at most 1 ITTO monitoring visit Even if no external audit will be done, it would be useful to see some sort of internal audit at the end of the project. It is probably an overstatement to rely on "periodic ITTO Monitoring Missions."</p>	<p><i>An amount of \$7,500 has now been provided in the revised budget for monitoring and evaluation visit by ITTO; section 3.5.</i></p> <p><i>This is in addition to external audit that will be done at the end of the 18 months project period; section 4.3</i></p>	<p>14</p> <p>19</p>