INTERNATIONAL TROPICAL TIMBER ORGANIZATION

ITTO

PROJECT DOCUMENT

TITLE:	ENHANCING THE CAPACITY OF FOREST COMMUNITIES IN FOREST GOVERNANCE, MONITORING AND COMMUNITY DEVELOPMENT PROJECTS IN MANKRASO FOREST DISTRICT GHANA
SERIAL NUMBER:	PD 845/17 **Rev.3** (M)
COMMITTEE:	ECONOMICS, STATISTICS AND MARKETS
SUBMITTED BY:	GOVERNMENT OF GHANA
ORIGINAL LANGUAGE:	ENGLISH

SUMMARY:

The 2012 Ghana Forest and Wildlife Policy (GFWP) Objective 4 has given recognition to forest communities in the implementation of sustainable forest management, and transparent forest governance. The 2012 (GFWP) further states that "the focus of forest management in Ghana is shifting from a government-led system to a community-government collaborative management approach".

However, there are limited legislation in support of community participation in SFM. Forest communities also have limited capacity in SFM. Furthermore, Forest Communities have limited capacity to engage the State Actors for equitable roles and benefits in forest resources. This project aims at specific capacity building activities to improve community participation in forest governance, monitoring and access to equitable benefit sharing arrangements in timber revenues. The project will contribute to legal compliance for the production and export of legal timber right from the forest gate. This project is an initiative and step wise approach for forest communities to attain oversight responsibilities in community based forest management and community development projects.

EXECUTING AGENCY:	RURAL DEVELOPMENT AND YOUTH ASSOCIATION (RUDEYA)
COLLABORATING AGENCY:	RESOURCE MANAGEMENT SUPPORT CENTRE (RMSC/FC)
DURATION:	18 MONTHS

BUDGET AND PROPOSED SOURCES
OF FINANCING:

SOURCE	CONTRIBUTION IN US$
ITTO	**120,000**
Govt. of Ghana	24,400
TOTAL	**144,400**

Abbreviation		
CA	-	Collaborating Agency
CBAG	-	Community Biodiversity Advisory Group
CBO	-	Community Based Organization
CFCs	-	Community Forest Committees
CSOs	-	Civil Society Organizations
DA	-	District Assembly
DFF	-	District Forest Forum
DSA	-	Daily Sustenance Allowance
EU	-	European Union
FC	-	Forestry Commission
FLEGT	-	Forest Law Enforcement Governance & Trade
FORIG	-	Forest Research Institute for Ghana
FSD	-	Forest Service Division
FWG	-	Forest Watch Ghana
GLAS	-	Ghana Legality Assurance System
GPRS	-	Growth Poverty Reduction Strategy
GTA	-	Ghana Timber Association
GTMO	-	Ghana Timber Millers Association
IFM	-	Independent Forest Monitoring
IM	-	Independent Monitoring
ITTA	-	International Tropical Timber Agreement
ITTO	-	International Tropical Timber Organization
JMRM	-	Joint Monitoring & Review Mechanism
LAS	-	Legality Assurance System
LIM	-	Local Independent Monitoring
M&E	-	Monitoring and Evaluation
MS	-	Monitoring system
MTS	-	Modified Taungya System
NFF	-	National Forest Forum
NGO	-	Non-Governmental Organization
NTFPs	-	Non Timber Forest Products
RMSC	-	Resource Management Support Centre
RUDEYA	-	Rural Development and Youth association
SFM	-	Sustainable Forest Management
SFMP	-	Sustainable Forest Management Partnership
SPD	-	Document of a small project (ITTO)
SRA	-	Social Responsibility Agreement
TUC	-	Timber Utilization Contract
TVD	-	Timber Validation Department
VPA	-	Voluntary Partnership Agreement

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PART 1: PROJECT CONTEXT

1.1 ORIGIN:

In 2009, the European Union (EU) and Ghana Government entered into a Voluntary Partnership Agreement (VPA). The VPA aims at ensuring that only legal timber and timber products are exported to the EU. RUDEYA is one of the key NGOs in Ghana which have assisted the Forestry Commission (RMSC) and the FAO to develop and publish operational guidelines on "CIVIL SOCIETY MONITORING OF THE VOLUNTARY PARTNERSHIP AGREEMENT IN GHANA." in July 2012 and "CAPACITY BUILDING OF CIVIL SOCIETY ORGANIZATIONS AND COMMUNITIES IN VPA IMPLEMENTATION" in July 2013. These documents state among other things - "The successful implementation of the Ghana FLEGT/VPA is dependent on curbing illegal logging and a credible Legality Assurance System (LAS). In addition to the technical requirements of the LAS, a credible LAS should include coordinated Civil Society and Community led monitoring processes". RUDEYA has organized focused group discussions with the CFCs, CBAGS, DFFs, NFF and community leaders on the roles, responsibilities and rights of forest communities in the context of Ghana FLEGT/VPA. This project is the outcome of a number of community-based meetings with CFCs, DFF, NFF and all the forest stakeholders in the Mankraso Forest District in Ghana between 2014 -2015.

1.2 RELEVANCE:
1.2.1 Conformity with ITTO's objectives and priorities

This project is in line with the ITTA 2006 objectives in the following areas:

Objective C:" Contributing to sustainable development and poverty alleviation".

Improvement in SRAs and negotiations for compensation payments to affected farmers; and monitoring the use of timber revenues at the District Assembly will increase community development projects in the forest communities and help to reduce poverty in rural areas.

Objective D:" Enhancing the capacity of members to implement strategies for achieving exports of tropical timber products from sustainably managed sources".

The development and implementation of local monitoring strategies by forest communities will improve forest law enforcement and legal compliance at the community level and help to check illegal logging and improve the production and export of legal timber.

Objective R: "Encouraging members to recognize the role of forest dependent indigenous and local communities to sustainably manage tropical timber producing forests".

Capacity development for forest communities will improve their participation, responsibilities, and rights in forest governance and sustainable forest management.

Conformity with ITTO Strategic Action Plan 2013-2018 in the following respects:

Strategic Priority 1 states "Promote good governance and enabling policy framework for strengthening SFM and related trade and enhancing SFM financing and investment"
Example of recommended actions:

- **"Strengthening forest law compliance and governance."**
- **"Support to production and marketing of legally produced tropical timber and effective supply chain management."**
- **"Strengthening capacity of community and other small and medium-sized enterprises."**

This project aims to build the capacity of forest communities to improve their participation in forest governance and monitoring at the forest gate. This initiative will contribute to forest law enforcement and improve the assessment of forest law compliance right from the forest gate. The project will also empower the forest communities to improve their negotiation skill for equitable share of timber revenues, community development projects and improved livelihoods.

The project deliverables:

1. *Inception workshop report.*
2. *Baseline report.*
3. *Independent and community monitoring protocol.*
4. *Progress Reports containing all the major project activities and achieved output*
5. *Knowledge and information exchange platform*
6. *Policy briefs.*
7. *Closing workshop reports.*
8. *Project Completion Report.*

1.2.2   Relevance to Ghana's policies:

This project is in line with the objectives of Ghana Forest and Wildlife Policy 2012.

The Ghana Forest and Wildlife Policy 2012, Objective 4: "Promoting and developing mechanisms for transparent governance, equity sharing and people's participation in forest and wildlife resource management".

This project provides capacity building to forest communities to meet their objectives in forest governance and access to timber benefit sharing arrangements. It promotes equity sharing by building the capacity of forest communities to better negotiate SRA benefits and have oversight responsibility in the use of timber revenues from the District Assembly in terms of social/community development projects.

1.3   Target Area
1.3.1   Area

The project area is Mankraso Forest District in the Ashanti Region of Ghana. Mankraso Forest District comprises the Ahafo Ano North and Ahafo Ano South political districts with little extensions to Asunafo and Tano South districts. Within this Forest District there are three forest reserves namely Tinte Bepo (116 km^2), Desire (151km^2) and Tano Ofin South (409km^2) with aggregate land area of 676.37km^2. There is also wide range off reserve timber producing area including farm lands and secondary forest areas. The area produces timber like Ofram (*Terminalia Superba*), Emire(*Terminalia Ivorensis*), Mahogany (*Khaya Avorensis*), Ceiba (*Ceiba Pentendra*), Wawa (*Triplochiton Screlozylon*), Sapale (*Entandroframa*) and many other local timber species. Currently there are five timber companies working in the forest reserve areas and two in the off reserve areas. The highly degraded forest reserve areas are turned into Modified Taungya System and other forest plantation systems to restore the ecology with benefits to communities in terms of food production and shelter.

1.3.2   Geographic location

The Mankraso Forest District lies between longitude 2^{0}25'W and 1^{0}55'W; and latitude 6^{0}40'N and 7^{0}00'N. It is located within the north western part of Ashanti Region in Ghana. It has a total land area of 1,949.18 km^2. The district headquarters are Mankraso and Tepa.
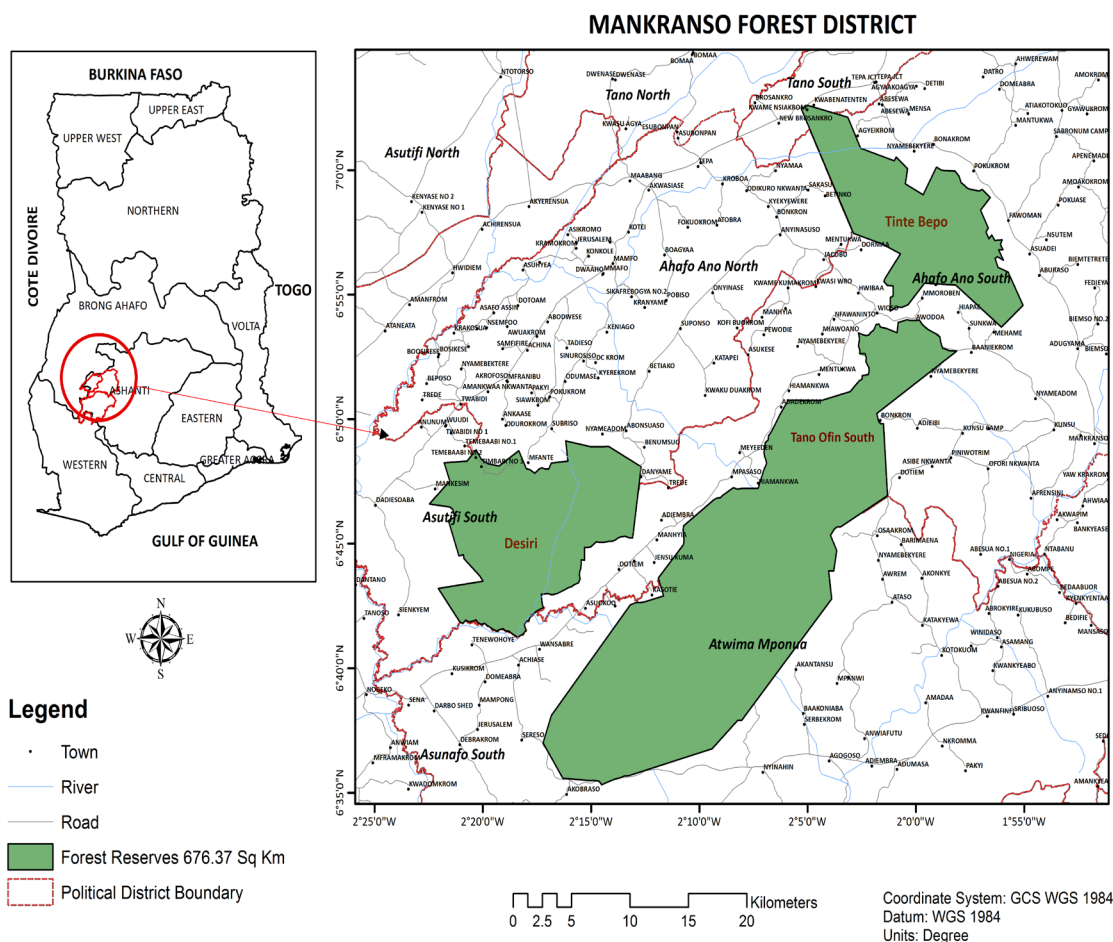
Figure 1: Map of Mankranso forest district

1.3.3 Social, cultural, economic and environmental aspects

The local government development focus for the above district includes: the Growth Poverty Reduction Strategy (GPRS-II) which is primarily poverty reduction, enhanced human resource development and growth. This puts the human being and manpower development at the centre of the nation's development agenda. The analysis of the demographic characteristics therefore has obvious implications for the formulation of this project

The population of the area is 215,844 according to 2010 population census with 50.8% males and 49.2% females. The vegetation is basically of the semi–deciduous type. The flora and fauna is diverse and composed of different species of both economic and ornamental trees with varying heights and game and wildlife. There are very vast economic potential for timber based value adding industries. They main occupation in the area are forestry, agriculture and fisheries industries. 72% of the population from 18 years and above are economically active.

1.4 Outcomes at project completion

At the end of the project the forest communities will improve their knowledge and capacity to participate in forest governance at the local level. They will be able to enhance their capacity to negotiate with timber firms for better social responsibility agreements (SRAs) and compensation payment to affected farmers in off reserve logging. At the end of the project forest communities will be well informed and equipped to dialogue with the DAs and thereby improve access to community development projects. They will also be able to monitor and check illegal logging in collaboration with the Forestry Commission and other security agencies and improve forest law enforcement and

legal compliance. This project will provide a platform for information collection and exchange among the key stakeholders, and enhance transparency and equitable distribution of forest resources and benefits to all stakeholders. This will improve forest governance and sustainable forest management in the project locality and also enhance the VPA implementation processes in the forest communities.

PART 2: RATIONALE AND OBJECTIVES

2.1   Stakeholders analysis

The participatory approach, which is the hallmark of this project as initiated by RUDEYA, seeks to relate, collaborate and interact, with the major stakeholders, whose profiles are described below.

Primary Stakeholders: The forest communities (represented by community based organizations like the CFCs, CBAGS, DFF), chiefs and timber companies are the primary stakeholders. Forest communities depend on forest for their livelihoods including, food, medicine, housing etc. They have responsibility to protect the forest from encroachments and wild bush fires, but they lack the expertise in forest governance issues and sustainable forest management practices. They are supposed to derive timber benefits from the timber companies through negotiated SRAs and social development projects from the District Assembly. However, they lack capacity and skills to negotiate for fair and equitable share from timber revenues and social development projects from the District Assemblies.

The timber firms depend on the forest for sustainable supply of timber. They are worried about the threats posed by the illegal loggers. They also have the duty to comply with all timber harvesting regulations and social responsibility agreements.

The traditional rulers are the land owners and they receive part of timber revenues in form of royalties. They are interested in sustainable forest management and increased timber royalties from the Lands Commission.

Secondary Stakeholders are the Forestry Commission (FC), District Assembly (DA), and NGOs. The FC is responsible for forest management. Currently the FC has renewed its commitment to Ghana FLEGT and SFM due to the Ghana/EU VPA. The FC receives 50% of timber revenues for forest management services. The FC is responsible for policy formulation and SFM in Ghana.

The District Assembly (DA) receives timber royalties from the Lands Commission on behalf of forest communities for community and social development projects. The DA is the mandated custodian of timber revenues on behalf of forest communities and they have the responsibility and duty to execute and implement development projects on behalf of forest communities. But forest communities are not able to monitor the flow and use of this revenue on their behalf or the mechanisms for selection and implementation of community development projects in their local government areas.

The NGOs/CSOs are interested in capacity development for the CFCs, CBAGs, DFF and forest communities to enhance their capacity in forest governance and SFM; and to facilitate innovations and programmes to achieve forest monitoring, forest law compliance and transparency in the VPA implementation processes. They are also interested in SFM and environmental issues relating to forest biodiversity and climate change.

The Tertiary Stakeholders are Forest Research Institute Ghana (FORIG). FORIG is interested in forest research and development in Ghana.

2.2   Problem Analysis

The key problem in this project proposal is the weak capacity of forest communities to participate in forest governance and sustainable forest management practices. The main causes identified under this project are:

1. Lack of community based education and training programs: There is general and silent acceptability of illegal timber in the Ghanaian domestic market. Majority of forest people are not aware of the problems and challenges posed by illegal logging. Illegal logging creates deforestation, loss of revenue to communities, government and other stakeholders. Deforestation also creates loss of livelihood opportunities and environmental problems in forest communities and national level. Forest Communities also have limited knowledge and skills to negotiate for equitable SRAs, compensation payments to affected farmers in off reserve logging operations and social development projects from the District Assemblies. The forest communities need educational programs to create awareness on the dangers of illegal logging and the measures needed to address these problems. They also need training programs to improve their negotiation skills for equitable distribution of timber revenues and other forest resources.

2. There is lack of monitoring strategy in the forest communities. "The 2012 revised Forest and Wildlife Policy seeks among others to promote human resource development for community level initiatives, support the poor, the vulnerable, and the excluded to promote good governance through accountability and transparency." Furthermore, the FC operational guidelines July 2012 on Civil Society Monitoring of the Voluntary Partnership Agreement in Ghana states that the "Successful implementation of Ghana's FLEGT/VPA aimed at curbing illegal logging requires a credible Legality Assurance System (LAS). In addition to the technical requirements of the LAS, a credible LAS must include coordinated Civil Society/Community led monitoring processes".   One of the key areas for CSOs/community participation in the VPA is the development and implementation of local independent monitoring strategy. The Ghana LAS includes the role communities and CSOs have in filing complaints with the Auditing Conformity Assessment Bodies if they believe that operators or officials are not acting in compliance with the related laws. Community roles/participation are still unfulfilled due to lack of capacity building programs. The forest communities need participatory training programs to monitor the following: forest management plans, timber allocation and utilization permits, timber harvesting operations, forest gate inspections, SRAs, compensation payments to affected farmers in off reserve areas, the use of timber revenues for community development projects from District Assemblies, conformity to Ghana LAS and all regulations to ensure legal compliance at community level.

3. Lack of platform for information and knowledge exchange: Forest communities and none state actors have limited information on timber operations and the use of timber revenues for social development projects. Information collection and exchange is lacking among many forest stakeholders. Even in situations where new knowledge has been generated, communities and stakeholders are not aware due to poor dissemination which affects the uptake and use of the knowledge. There is the urgent need to develop a platform and network by forest communities/NGOs, and timber firms for information collection, sharing and dissemination among the major forest stakeholders. This will promote understanding and transparency among all forest stakeholders and also enhance the VPA implementation processes. Community (independent) monitoring reports need to be validated and shared with the FC, TVD, IMs, DAs, Timber Firms, CSOs, NFF to enhance verification, compliance and transparency.

2.3   OBJECTIVES
2.3.1   Development objective and impact indicators

To contribute to sustainable forest management and poverty reduction in Ghana.

Impact Indicators:

  a. 5% decrease in rural poverty by 2025 in forest communities.
  b. **By 2020 forest law enforcement and legal compliance will increase by 10% in the project area.**
  c. **By 2020 equitable timber revenue distribution will increase by 10% in the project in the forest communities.**
  d. **By 2020 forest governance and SFM practices will increase by10% in the forest communities**

2.3.2   Specific objective and outcome indicators

Specific objective: To improve the capacity of 20 forest communities in forest governance and enhance their negotiation skills for community development projects in Mankraso Forest District in 18 months.

Outcome Indicators:

  a. Twenty (20) forest communities gain knowledge on forest governance, monitoring and legal compliance.
  b. Ten (10) forest communities increase community/social development projects from the District Assembly.
  c. Ten (10) forest communities get improved social responsibility benefits (SRA incomes etc.)
  d. Qualitative improvement in information collection and exchange among key stakeholders.
  e. **Compensation payments to affected farmers increased by 10% in off reserve areas.**

PART 3: DESCRIPTION OF PROJECT INTERVENTIONS

3.1   Outputs

OUTPUT 1:   Twenty (20) Forest communities gained knowledge and skills for improved forest governance and access to benefit sharing arrangements.

Indicators:

1. Baseline report on forest communities' knowledge on governance within 3 months of project inception.
2. Field reports on educational campaigns within 4 months of project inception.
3. Workshop report on forest governance and benefit sharing arrangements within 4 months from project inception.

OUTPUT 2:   Community based participatory monitoring strategy developed and implemented with 20 forest communities to enhance forest law compliance at the community level.

Indicators:

1. Community based monitoring protocol available within 6 months from project inception.
2. Community led independent monitoring team established within 10 months.
3. Report on community based forest monitoring activities within 14 months from inception.

OUTPUT 3:   Lessons and knowledge produced from the project documented, validated and disseminated amongst key forest stakeholders.

Indicators:

1. Validated community led independent monitoring report available within 15 months from project inception.
2. Networks created with NFF, CFCs, DFFs, FWG, FC, TVD, GTMO, GTA, DAs, LIMs, and National Independent Monitor (IM). Within 16 months from project inception.
3. Evidence of knowledge platform and information dissemination within 18 months from project inception.

3.2   Activities and inputs:

Table 1:	Project outputs, activities and inputs	
OUTPUT 1:	**20 forest communities gained knowledge and skills for improved forest governance and access to benefit sharing arrangements.**	
	ACTIVITIES	**INPUTS**
1.1	Conduct baseline studies of forest communities' knowledge on forest governance and sustainable forest management in the Mankraso Forest District.	One (1) forestry expert DSA @$200 for **5** days, 2 research assistants @ $**80** per 1 officer for **5** days. Stationery lump sum $200,
1.2	Organize educational programs on Ghana FLEGT and measures to curb illegal logging in 20 forest communities.	One (1) set audio visual equipment $1500, IE&C materials lump sum $2000. 2 project officers DSA $**50**x **10** days. 1 portable electric generator $**700**.
1.3	Organize negotiation skills training workshop for 40 CFCs representatives on benefit sharing arrangements: SRAs, community development projects, compensation payments to affected farmers.	Conference Hall and facilities $100, 1 resource person @$200, Lunch and snacks for **20** participants @ $20 per participant, T&T for **20** participants at @$30 per participant. DSA for **20** participants $50. Stationery lump sum $200.

OUTPUT 2:	**Community based participatory monitoring strategy developed and implemented with 20 forest communities, to enhance forest law compliance at community level.**	
	Activity	**INPUTS**
2.1	**Organize meetings with stakeholders to discuss and implement the monitoring guidelines developed with RMSC, TVD and FSD.**	**N/A**
2.2	Mobilize, organize and establish Community led independent Monitoring Team	One (1) resource person DSA $200 x 2 days; 2 field staff DSA $**50** x 5 days; 5 CFCs DSA $50 x 5 days,
2.3	Organize community-based participatory M&E training workshop on Ghana LAS, SRAs, and community-based timber operations.	Conference hall $100, Stationery $200, Snacks/lunch @$20 x30 participants; T&T @ $30 X **20** persons; DSA $50 x **20**participants. 2 resource persons DSA @$200 per person.
2.4	Conduct community-based monitoring activities in respect of the following with the community led monitors: Allocation of TUCs, salvage permits, timber harvesting operations, functioning of Ghana LAS at community level, compliance to Ghana forest laws at community level, forest gate activities.	Ten (10) persons DSA @ $70 for 10 days, 2 project officers DSA @100 for 10 days. 1 M&E expert DSA $200 x 10 days.
2.5	Monitor timber revenues to District	Ten (10) persons DSA @ $70 for **8** days,

		Assembly and the mechanisms for selecting social/community development projects, SRA compliance, and compensation payments to affected farmers.	2 project officers DSA$150 for 10 days, 1 M&E expert DSA $200 for 10 days.
2.6		Prepare monitoring reports with the Community led independent Monitoring Team.	One (1) resource person DSA @$200 for 5 days; 5 local /community monitors DSA $50x 5 days; 2 project officers DSA $100x5 days.

OUTPUT 3: Lessons and knowledge produced, documented, validated and disseminated.		
	ACTIVITIES	**INPUTS**
3.1	Conduct stakeholders meeting to validate monitoring reports and project lessons with FC, TVD, FWG, NFF, GTMO, GTA, DA, and the community led independent monitoring team.	DSA for 30 participants @$50 for 1 day. T&T for 30 participants @$30 per person, Lunch and snacks for 30 persons @$30 per person. 2 facilitators @200 for 1 day. Stationery 100.DSA for 5 government official 5@300
3.2	Develop Networks with NFF, CFCs, District Forest Forum, District Assembly, FC, TVD, RMSC, NFF and CSOs for information sharing and dissemination.	**One (1)** resource person DSA @$200 for 5 days.
3.3	Develop website and link project lessons to CF and Forest Watch Ghana websites.	Website hosting for 1 year. $1500; resource person

3.3 Strategic Approach and Methods

Through collaborative methods and approaches the project will build consensus with all stakeholders on the best mechanisms to develop and implement local monitoring strategies which work towards CS/Community led independent monitoring scheme. Participatory learning workshops and educational programs will be used to educate forest communities and local institutions like the CFCs, CBAGs, DFFs etc. on the Ghana/EU VPA which forbids the harvest and trade in illegal timber and wood in local and export markets. The development model is capacity development of forest communities and local CBOs on Ghana FLEGT/VPA with the view to strengthen local capacity to contribute to local monitoring, verification, forest law compliance and transparency for the production of legal timber, and to ensure that forest communities improve their access to timber revenues and community development projects which leads to sustainable social assets and capital in the forest communities.

Collaborating Institutions are as follows:

The RMSC of the Forestry Commission for technical guidance, National Forest Forum (NFF) for the inputs and support of CFCs and DFFs. Forest Watch Ghana (FWG) for CSO/NGO inputs and support. GTMO/GTA for the input and support of the timber companies, and the Ahafo Ano North and South District Assemblies for the support of the local government. Representatives from these institutions will be selected to form the project steering (technical) committee which will provide advice and technical guidance for the project execution and implementation.

Community based educational programs: The project uses simple and participatory method to explain the rationale behind the signing of the VPA between Ghana and European Union. The contents of the VPA and the processes and measures to curb illegal logging and trade in timber products. The project will use audio visual and simple educational and communication materials to explain the drivers of deforestation and climate change in Ghana. It will also use participatory methods like focus group discussions to analyse the negative effects of illegal logging to loss of revenue to the state and timber firms which will finally affect SRA contracts and community development projects.

Strengthen local CBOS: Capacity building will be based on the needs identified in the baseline phase in relation to alternatives identified for sustainable resource management and be as much as possible practical, on a learning by doing basis. The project will use training of trainers' workshops to train CFCs, CBAGs, and District Forest Forum members on forest governance and the Ghana LAS. Using participatory methods the workshops will be used to train the local CBOs on the key areas for local monitoring activities in support of functional VPA.

Platform for information sharing: The project will develop a platform for information collection, sharing and dissemination on forest law enforcement and governance among all forest stakeholders. Through collaborative approaches the project will develop a network for all forest stakeholders including forest communities, CFCs, CSOs, FSD, FC, traditional chiefs, District Assemblies and Timber Firms. Among other things, the platform will be used to advocate the views, lessons, and expectations of forest communities, CSOs and local independent monitors in the implementation of the Ghana VPA. Validated monitoring reports, policy briefs and project lessons will be linked to FC and Forest Watch Ghana Websites.

The project will use participatory monitoring to increase effectiveness and ensure that project activities and outputs are achieved on timely basis to produce the planned outcomes and the specific objective of the project. The project will develop participatory monitoring and evaluation systems with reference to the impacts, outcomes, outputs and their indicators.

Gender mainstreaming and youth participation: Gender mainstreaming is one of the key strategies of the project. The project will use gender analysis to identify the roles, interests and benefits accruing to men, women and youth in the project areas. This will foster the opportunity to address the needs of women and youth in the forest communities. Gender disaggregation and analysis will help the project staff to ensure that women and youth are adequately represented on the forest institutions like the CFCs, DFF and the local monitoring teams. Project indicators will show the number of men, women and youth in the community led monitoring team and how they benefit from training and other capacity development programs. Gender friendly education, information and training approaches will be adopted to promote the interest of women and youth in forest governance and participation in forestry activities at the community level. The existence of CFCs, CBAGS, women and youth groups will be explored to reduce gender inequalities. These institutions are already changing sex stereotypes in forestry activities and decision making processes in some of the forest communities.. RUDEYA is already supporting the MTS and NTFP farmers who are mainly women and youth in some of the selected project communities- these are examples to support the current project on gender sensitivity. These projects provide land and other resources for income generation and livelihood support programs to women and youth in forest communities. Gender and youth inclusion will help to improve broad awareness and right decision making in the forest communities and thereby improve forest governance. It will also boost the confidence of women and youth in community development projects.

Sustainability: The project aims to build the capacity of forest communities and CBOs to enable them to improve their participation in forest governance and sustainable forest management. In addition the project uses training of trainers approach in order for the community led monitors to

train new members of the communities to sustain the benefits of the project. The project partners and collaborators have the capacity to utilize and retain the knowledge and benefits provided by this project and this will enhance institutional sustainability.

This project will improve and deepen the chances of communities and farmers of gaining more community development projects, SRAs and compensation payment to affected farmers, and promote broad participation in forest governance. This will sustain their interest in forest governance and promote socio economic sustainability of the project.

This project is embedded in the implementation of the Ghana VPA. The interest of Ghana government and Joint Monitoring and Review Mechanism (JMRM) in the VPA implementation process will help to sustain the outcomes and impacts of this project and contribute to political sustainability of the project.

Exit Strategy: At the end of this project, and during the closing workshop the outcomes and achievements of the project will be handed over to the FSD, NFF, CFCs, DFF and FW Ghana for continuation and ownership.

3.4   Work plan

Outputs/activities	Person(s) Responsible	YEAR 1 QUARTER 1			2			3			4			YEAR 2 QUARTER 1			2		
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Inception workshop.	Project team	▓																	
Output 1: 20 Forest communities gained knowledge and skill for improved forest governance and access to benefit sharing arrangements.																			
A1.1 Conduct baseline studies.	Project Coordinator/ Project Officer	▓	▓																
A1.2 Organize educational programs on Ghana VPA/FLEGT.	Project Coordinator/ Project Officer		▓	▓															
A1.3 Organize negotiation skill workshop on SRAs, social development projects etc.	Project Coordinator/ Resource Person			▓	▓														
Output2: Community based participatory monitoring strategy developed and implemented with 20 forest communities to enhance forest law compliance at community level.																			
A2.1 Organize forest stakeholders meeting to develop monitoring protocol.	Project Coordinator/ Resource Person					▓													
A2.2 Mobilize, organize and establish Community led independent Monitoring Team.	Project Coordinator/ Project Officer						▓												

Outputs/activities	Person(s) Responsible	YEAR 1												YEAR 2					
		QUARTER												QUARTER					
		1			2			3			4			1			2		
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
A2.3 Organize community-based participatory M&E training workshop.	Project Coordinator							▓											
2.4 Conduct community-based monitoring activities.	Project Coordinator/ Project Officer/Resource Person								▓	▓									
2.5 Monitor timber SRAs, Community development projects, etc.	Project Coordinator/ Project Officer/Resource Person									▓									
2.6 Prepare monitoring reports with the community led independent Monitoring Team.	Project Coordinator/ Project Officer/Community Monitors									▓									

Outputs/activities	Person(s) Responsible	YEAR 1												YEAR 2					
		QUARTER												QUARTER					
		1			2			3			4			1			2		
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Output3: Lessons and knowledge produced, documented, validated and disseminated.																			
3.1 Conduct stakeholders meeting to validate monitoring reports and project lessons.	Project Coordinator /Resource Person										▓	▓							
3.2 Develop Networks for information sharing and dissemination.	Project Officer/Resource Person												▓	▓					
3.3 Develop website and link project lessons to CF and FWG.	Consultant														▓	▓			
Closing out workshop	Project team																▓		

3.5   Budget
3.5.1 Master budget

MASTER BUDGET											
Outputs/Activities	Descriptions	Budget component	Quantity		Units	Units cost US $	Total cost US $	ITTO		Executing agency
			Year 1	Year 2				Year 1	Year 2	
Activity based cost										
Output 1	*Output 1: 20 Forest communities and their institutions gain knowledge on forest governance and the Ghana VPA/FLEGT*									
A1.1	Conduct baseline studies.									
	*20 forest communities **5** days baseline Survey; 1 Consultant, 2 research assistants, **Office supplies/** Stationery*									
	1 forestry **consultant** DSA	**31.1**	**5**		Consultant/ days	200	**1000**	**1000**	**0**	**0**
	2 research assistants	**31.3**	**10**		Persons/days	80	**800**	**800**	**0**	**0**
	Office supplies/Stationery	54	1		Lump sum	200	200	200	**0**	**0**
A1.2	Organize educational programs on Ghana VPA/FLEGT and forest governance in 30 forest communities									
	*Educational Program: 1 set audio visual equipment $1500, Education materials lump sum $2000. 2 **technical** officers DSA $100x **10** days. 1 portable electric generator **700**.*									
	1 set audio visual equipment	44.4	1		Unit	1500	1500	1500	**0**	**0**
	Education materials	55	1		Lump sum	2000	2000	2000	**0**	**0**
	2 **technical** officers DSA	**31.4**	**20**		Person/Days	50	**1000**	**1000**	**0**	**0**
	1 portable electric generator	44.2	1		Unit	700	700	700	**0**	**0**

A1.3	Organize training workshop on negotiation skills on benefit sharing arrangements									
	1 day ;20 __stakeholders__,1 conference hall, 1 resource person									
	T&T - **20 stakeholders**	**33.3**	**20**		**Stakeholders**	30	**600**	**600**	**0**	**0**
	Conference hall	**52**	1		Conference hall	100	100	100	**0**	**0**
	DSA- 1 resource person	**31.5**	1		Person/Day	200	200	200	**0**	**0**
	Lunch and snack **20 stakeholders**	**51**	**20**		**Stakeholders**	20	**400**	**400**	**0**	**0**
	DSA – **20 stakeholders**	**31.6**			**Stakeholders**	**50**	**1000**	**1000**	**0**	**0**
Output 2	Participatory monitoring strategy developed and implemented with 20 forest communities									
A2.1	Organize forest stakeholders' meeting to develop monitoring protocols for the local/community independent monitoring team									
	1 day ,2__consultants__,1conference hall,30 participant, __office supplies/__stationery									
	2 **consultants** DSA	**31.1**	2		Person/Day	**0**	**0**	**0**	**0**	**0**
	Conference hall	**52**	1		Conference hall	**0**	**0**	**0**	**0**	**0**
	T&T - 30 **stakeholders**	**33.3**	30		**Stakeholders**	**0**	**0**	**0**	**0**	**0**
	Lunch and snacks 30 **stakeholders**	**51**	30		**Stakeholders**	**0**	**0**	**0**	**0**	**0**
	DSA-30 **stakeholders**	**31.6**	30		**Stakeholders**	**0**	**0**	**0**	**0**	**0**
	DSA - **3** officials from FC/TVD/RMSC	**31.1**	3		Persons/Day	**0**	**0**	**0**	**0**	**0**
	Office supplies/Stationery	**54**	1		Year	**0**	**0**	**0**	**0**	**0**
A2.2	Mobilize, organize and establish District level monitoring team									
	1resource person for 2 days, 2 __technical__ officers 5 days,5 CFC for 5 days									
	1 Resource person	**31.5**	2		Person/Day	200	400	400	**0**	**0**
	2 **technical** officer - DSA	**31.4**	10		Person/Day	50	500	500	**0**	**0**
	5 CFCs DSA	**31.7**	25		Groups/Day	50	1250	1250	**0**	**0**

A2.3	Organize community based participatory M&E training work shop									
	*1 conference hall, **Office supplies/**Stationery,20 **stakeholders**,2 resource persons*									
	Conference hall	52	1		Conference hall	100	100	100	**0**	**0**
	Office supplies/Stationery	54	1		Lump sum	200	200	200	**0**	**0**
	Lunch and snacks **20 stakeholders**	**51**	20		**Stakeholders**	**20**	**400**	**400**	**0**	**0**
	T&T - **20 stakeholders**	**33.3**	20		**Stakeholders**	30	**600**	**600**	**0**	**0**
	DSA **20 stakeholders**	**31.6**	**20**		**Stakeholders**	50	**1000**	**1000**	**0**	**0**
	2 project officers DSA	**31.4**	2		Person/Days	200	400	400	**0**	**0**
A2.4	Conduct community based monitoring activities									
	*10 persons,8 days,2 **technical** officers,1 M&E expert*									
	10 persons DSA	**31.7**	**80**		Persons/Day	70	**5600**	**5600**	**0**	**0**
	2 **technical** officers DSA	**31.4**	20		Persons/Day	50	1000	1000	**0**	**0**
	1 M&E expert DSA	**31.1**	**5**		Persons/Day	200	**1000**	**1000**	**0**	**0**
A2.5	Monitoring timber revenues to district assembly and selection mechanism									
	*10 persons ,2 **technical** officers , 1 M&E expert,10 days*									
	10 persons DSA	**31.7**	**80**		Persons/Day	70	**5600**	**5600**	**0**	**0**
	2 **technical** officers DSA	**31.4**	20		Person/Day	80	1600	1600	**0**	**0**
	1 M&E expert DSA	**31.1**	5		Person/Day	200	1000	1000	**0**	**0**
A2.6	Prepare monitoring reports with district monitoring team									
	*1 resource person, 5 local monitor, 2 **technical** officers*									
	1 resource person - DSA	**31.5**	**3**		Person/Day	**200**	**600**	**600**	**0**	**0**
	5 local monitors - DSA	**31.7**	10		Person/Day	**100**	**1000**	**1000**	**0**	**0**
	2 **technical** officers - DSA	**31.4**	10		Person/Day	**100**	**1000**	**1000**	**0**	**0**

Output 3	Lessons learnt and knowledge produced, documented, validated and disseminated								
A3.1	Conduct stakeholder meeting to validate monitoring reports								
	1day,20 participants, 2 facilitators, Office supplies/Stationery								
	DSA - **20 stakeholders**	**31.6**		**20**	**Stakeholders**	50	**1000**		**1000**	**0**
	T&T - **20 stakeholders**	**33.3**		**20**	**Stakeholders**	30	**600**	_	**600**	**0**
	Lunch and snacks - **20stakeholders**	**51**		**20**	**Stakeholders**	30	**600**		600	**0**
	DSA - 5 officials from FC/TVD/RMSC	**31.1**		**5**	Persons/Day	300	1500		1500	**0**
	2 **resource person** - DSA	**31.5**		**2**	Person/Day	200	400		400	**0**
	Office supplies/Stationery	**54**		**1**	Lump sum	200	200		200	**0**
A3.2	Develop Networks for information sharing and dissemination								
	2 resource persons DSA,1days								
	DSA 2 resource persons	**31.5**	**5**		Persons/Days	200	**1000**		**1000**	**0**
A3.3	Develop website and link project lessons to FC and FWG website								
	Website hosting								
	Website hosting	**22**	1		Year	1500	1500		1500	**0**
Non activity cost									
	Vehicle hiring	**43**	50		Days	200	10000	8000	2000	**0**
	1 Project Coordinator	**11**	18		Salary/month	800	14400	9600	4800	**0**
	2 Project Officers	**12**	**30**		Salary/month	500	**15000**	**12000**	**3000**	**0**
	1 Accountant	**13**	**12**		Salary/month	600	**7200**	**3600**	**3600**	**0**

	Item	Code	Qty		Unit	Unit cost				
	1 computer & printer	**44.1**	1		Lump sum	1500	1500	1500		**0**
	1 GPS and accessories	44.3	1		Lump sum	443	443	443		**0**
	1 Digital camera	44.5	1		Lump sum	250	250	250		**0**
	Utilities	**53**			Lump sum	2000	2000	1500	500	**0**
	Steering committee meetings	71	4		Per year	1500	6000			6000
	Project monitoring	72	18		Per month	300	5400			5400
	Auditing	73	2		Per year	1500	3000			3000
	CFC contribution				Lump sum	10000	10000			10000
	Opening workshop									
	Conference hall	52	1		Lump sum	400	400		400	0
	Lunch & snacks	**51**	**25**	-	**Stakeholders**	**20**	**500**		**500**	**0**
	DSA 25 stakeholders	**31.6**	**25**	-	**Stakeholders**	100	**2500**		**2500**	**0**
	Closing up workshop									
	Conference hall	**52**	1		Lump sum	400	400		400	**0**
	Lunch & snacks	**51**	**25**	-	**Stakeholders**	20	500		500	**0**
	DSA **25 stakeholders**	**31.6**	**25**	-	**Stakeholders**	100	**2500**	-	**2500**	**0**
	ITTO monitoring and review	**81**	-	-	-		**10000**	**10000**	**0**	**0**
	ITTO mid-term evaluation	**82**	-	-	-		**0**	**0**	**0**	**0**
	ITTO program support cost (12% on items 11-82)	**83**	-	-	-		**12857**	**12857**	**0**	**0**
	Donor monitoring costs	**84**	-	-			**0**	**0**	**0**	**0**
Grand total	-	-	-	-	-		**144400**	**92500**	**27500**	**24400**

3.5.2 Consolidated budget by component

Consolidated budget by component						
10	Personnel					
	11	Project Coordinator		14400	9600	4800
	12	2 Project Officers		**15000**	12000	**3000**
	13	Accountant		**7200**	**3600**	3600
	19	**Subtotal**		**36600**	**25200**	**11400**
20	**Sub-contracts**					
	22	**Webpage Hosting services**		**1500**	**0**	**1500**
	29	**Subtotal**		**1500**	**0**	**1500**
30	**.**	**Travel**				
	31	**Daily subsistence allowance**				
	31.1	**Local consultant**		**4500**	**3000**	1500
	31.3	**Research assistants**		**800**	**800**	**0**
	31.4	**Technical officers**		**5500**	**5500**	**0**
	31.5	**Resource persons**		**2600**	**1200**	**1400**
	31.6	**Stakeholders**		**8000**	**2000**	**6000**
	31.7	**Local monitors**		**13450**	**13450**	**0**
	33	**Local travel**				
	33.3	**T&T for stakeholders**		**1800**	**1200**	**600**
	39	**Subtotal**		**36650**	**27150**	**9500**
40	**Capital items**					
	43	**Vehicle hiring**		**10000**	**8000**	**2000**
	44	**Capital equipment**				
	44.1	**Computer & printer**		1500	1500	**0**
	44.2	Portable electric generator		**700**	**700**	**0**
	44.3	GPS and accessories		**443**	**443**	**0**
	44.4	Set of audiovisual equipment		1500	1500	**0**
	44.5	Digital camera		250	250	**0**
	49	**Subtotal**		**14393**	**12393**	**2000**
50	Consumable items					
	51	**Lunch and snacks**		**2400**	**800**	**1600**
	52	**Conference hall**		**1000**	**200**	**800**
	53	**Utilities**		**2000**	**1500**	**500**
	54	**Office supplies/Stationery**		**600**	**400**	**200**
	55	Educational material		2000	2000	**0**
	59	**Subtotal**		**8000**	**4900**	**3100**
70	Executing agency management					
	71	Steering committee		6000	4000	2000
	72	Contact point monitoring		5400	4000	1400
	73	**Auditing**		**3000**	**2000**	**1000**
	74	**CFC contribution**		**10000**	**7000**	**3000**
	79	**Subtotal**		**24400**	**17000**	**7400**

		Project monitoring and administration				
	81	**ITTO monitoring and review**	10000	10000	**0**
	82	**ITTO mid-term evaluation**	**0**	**0**	**0**
	83	**ITTO program support cost (12% on items 11-82**	**12857**	**12857**	**0**
	84	**Donor monitoring costs**	-	-	-
	89	**Subtotal**	**22857**	**22857**	**0**
100		Grand total	**144400**	**109500**	**34900**

3.5.3 ITTO budget by component

ITTO budget by component						
10	Personnel					
	11	Project Coordinator		14400	9600	4800
	12	2 Project Officers		**15000**	12000	**3000**
	13	Accountant		**7200**	**3600**	3600
	19	**Subtotal**		**36600**	**25200**	**11400**
20	**Sub-contracts**					
	22	**Webpage Hosting services**		**1500**	**0**	**1500**
	29	**Subtotal**		**1500**	**0**	**1500**
30	**_**	**Travel**				
	31	**Daily subsistence allowance**				
	31.1	**Local consultant**		**4500**	**3000**	1500
	31.3	**Research assistants**		**800**	**800**	**0**
	31.4	**Technical officers**		**5500**	**5500**	**0**
	31.5	**Resource persons**		**2600**	**1200**	**1400**
	31.6	**Stakeholders**		**8000**	**2000**	**6000**
	31.7	**Local monitors**		**13450**	**13450**	**0**
	33	**Local travel**				
	33.3	**T&T for stakeholders**		**1800**	**1200**	**600**
	39	**Subtotal**		**36650**	**27150**	**9500**
40	**Capital items**					
	43	**Vehicle hiring**		**10000**	**8000**	**2000**
	44	**Capital equipment**				
	44.1	**Computer & printer**		1500	1500	0
	44.2	Portable electric generator		**700**	**700**	0
	44.3	GPS and accessories		**443**	**443**	**0**
	44.4	Set of audiovisual equipment		1500	1500	**0**
	44.5	Digital camera		250	250	**0**
	49	**Subtotal**		**14393**	**12393**	**2000**

50		Consumable items			
	51	**Lunch and snacks**	**2400**	**800**	**1600**
	52	**Conference hall**	**1000**	**200**	**800**
	53	**Utilities**	**2000**	**1500**	**500**
	54	**Office supplies/Stationery**	**600**	**400**	**200**
	55	Educational material	2000	2000	**0**
	59	**Subtotal**	**8000**	**4900**	**3100**
80		**Project monitoring and administration**			
	81	**ITTO monitoring and review**	10000	10000	0
	82	**ITTO mid-term evaluation**	**0**	**0**	0
	83	**ITTO program support cost (12% on items 11-82**	**12857**	**12857**	0
	84	**Donor monitoring costs**	**0**	**0**	**0**
	89	**Subtotal**	**22857**	**22857**	
100		Grand total	**120000**	**92500**	**27500**

3.5.4 Executing agency (RUDEYA) budget by component

Executing agency budget by component

70		Executing agency management			
	71	Steering committee	6000	4000	2000
	72	**Contact point monitoring**	**5400**	**4000**	**1400**
	73	**Auditing**	**3000**	**2000**	**1000**
	74	**CFC contribution**	**10000**	**7000**	**3000**
	79	**Subtotal**	**24400**	**17000**	**7400**

PART 4: IMPLEMENTATION ARRANGEMENTS

4.1   Executing agency and Organizational structure

RUDEYA-Rural Development and Youth Association, based in Kumasi Ghana, will be the executing agency of the project. RUDEYA has been active in the areas of social forestry, governance and reforestation since 1991 in Ghana.

Previous record: RUDEYA has implemented the following projects: 1. "Improving off reserve logging in support of functional VPA" in partnership with SFMP, this project was funded by the EU/FAO between 2015/2016. 2. "Empowering local communities and civil society to demand accountability from District Assembly" in partnership with Friends of the Earth (FOE), this project was funded by EU between 2014 to 2016. ITTO funded project CFM/SDP 007/10 Rev.1 (F) entitled "Enrichment of young forest plantations with selected NTFPS for livelihoods improvement and support of forest fringe communities in Atwima Mponua District of Ghana, in order to secure and protect the resources on a sustainable forest management basis".

RUDEYA has long established working relationships with over 100 CFCs, CBAGs, DFFs and the NFF. It is proactive member of Forest Watch Ghana for CS/Community voice in the VPA processes and also a key member in the SFMP Ghana. RUDEYA has close working relationship with RMSC of the Forestry Commission Ghana.

The organization has a five-member board, with an Executive Director who heads the Management Team. There is one Programs Coordinator who works directly with the Executive Director. Working closely with the Programs Coordinator are five technical officers, an accountant and a secretary. The project will be integrated into this existing structure.
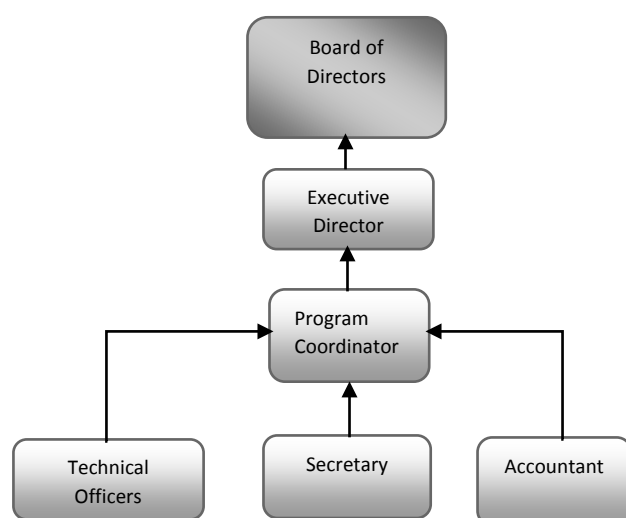

Fig 2: Organisational Structure

4.2   Project Management

RUDEYA will appoint a Project Manager with PhD degree and experience in governance and project management. The Project Manager will be in charge of overall project coordination and reporting to ITTO. The Project Manager will be supported by the two technical officers with bachelor degrees in forestry or natural resource management and experience in FLEGT education, training programs, and capacity building activities. There will be one accountant with bachelor's degree who will handle administrative, accounting and financial reporting functions.

The project will also engage the RMSC as the technical consultants through a MoU. Steering Committee will be formed from the collaborating institutions to provide technical guidance and oversight responsibilities for the project.

4.3   Monitoring and reporting
4.3.1   Monitoring

The project is designed for one and a half year under the ITTO small projects programme. Given the limited duration and budget of a small project, the proposal includes a simple monitoring system (MS). Using guidelines from the ITTO Manual for project monitoring, review reporting and evaluation, the simple MS will consist of an internal monitoring and an external monitoring systems.

A. Internal monitoring system

This system will involve key stakeholders i.e. RUDEYA in collaboration with ITTO contact point as appropriate, technical committee members, collaborating agencies (CAs), CFCs, DFFs and the 20 forest communities. The system will ensure participatory and collaborative approaches to ensure successful implementation of the project through the following:

1. Follow up commitments resulting from the agreement between ITTO and RUDEYA, should the proposal be approved and funded.
2. Track progress and ensure proper execution of work, using as indicators; planned inputs items from the input tables, budget table, activities in the work plan and the yearly plan of operations (YPO).
3. RUDEYA and the CAs will
   - Monitor the actual availability and performance of personnel and equipment assigned to the proposal, as well as availability of funds.
   - Verify that the person responsible for a specific task, has the appropriate technical and personal qualification.
4. Ensure on time delivery and quality of outputs, using indicators as presented in project interventions section.
5. Monitor extent to which the specific objective has been achieved using indicators presented in the objectives in the proposal.
6. The measurement of social, economic, environmental impacts, using indicators from the impact of development objective.

The internal MS will not only serve as a basis for ensuring action but also enable project manager to report objectively and promptly to various higher stakeholders. This is vital if there is any need to adopt preventative or corrective actions. Outcomes of internal MS will be fed into progress reports.

B. External monitoring systems

External monitoring will be undertaken by ITTO to supervise project implementation. There will be at least one ITTO monitoring mission. In addition, there will be independent financial audit at the end of the project.

As part of the project monitoring activities, review will be done by review missions for small projects conducted by ITTO secretariat. In cooperation with RUDEYA, host government representative and representatives of the project technical committee as appropriate.

4.3.2   Reporting

For a small project reporting will be done as per guidelines provided in the ITTO Manual for project monitoring, review reporting and evaluation.

Inception Phase: Inception Report will be prepared within one month after signing the project Agreement and it will contain the following:

- Separate and internationally recognized bank account.
- Assignment of core project staff
- Changes since submission of the project.
- Yearly Plan of Operations
- Inception workshop report.
- Memorandum of Understanding (MoUs) between EA and Collaborating Agencies.

Implementation Phase:

The EA will submit monthly progress reports through the ITTO Online Monitoring System according to the POLMS reporting requirements.

1st Progress Report will be prepared at the end of the first six months, either on 28th February or 31st August containing the following.

- Activities carried out, expenditures and outputs achieved in the reporting period.
- Financial records and reports for the period.
- Request for further instalments of ITTO funds.

2nd Progress Report will be prepared and submitted at end of the 12th month containing the following:

- Activities carried out, expenditures and outputs achieved in the reporting period.
- Financial records and reports for the period.
- Request for further instalments of ITTO funds.

Completion phase:

Completion report will be prepared within three months at the end of the project containing the following:

- Summaries of all activities, inputs and expenditures, achieved outputs and objectives during the entire implementation phase.
- EA's internal evaluations containing differences in the planned and realized outputs.
- Final project financial report.

Annex 1: Profile of executing agency

RUDEYA –Rural Development and Youth Association is a registered NGO with headquarters at Plot 11D Block XI Kropo, Bohyen, Kumasi, Ghana. RUDEYA's mission is to provide targeted segments of society with the knowledge and the means of managing local natural resources, particularly tropical forest on sustainable basis. It was established in 1991. Its field of expertise are Environment, Social Forestry and Agriculture.

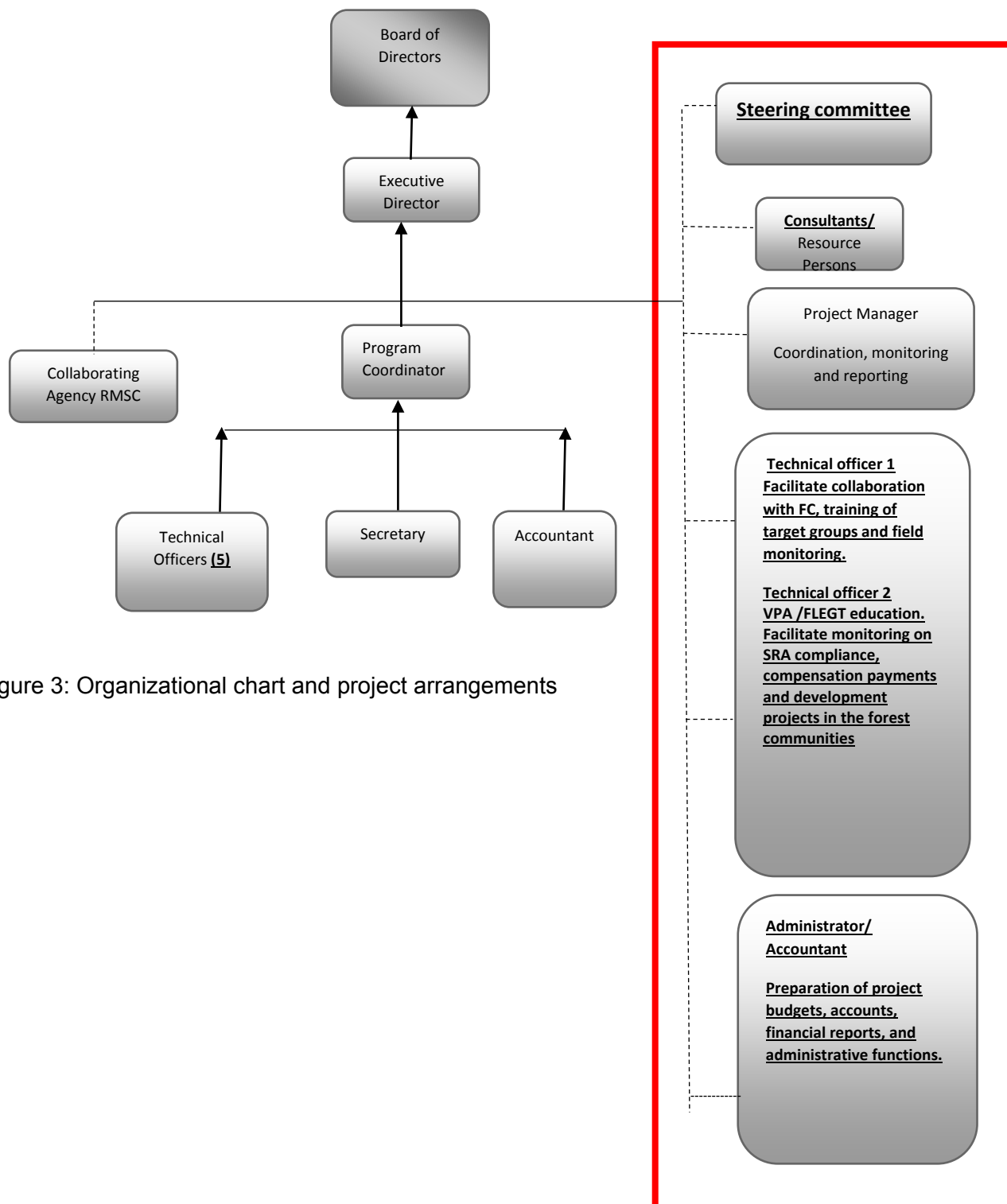**Organizational chart/Project arrangement**

Figure 3: Organizational chart and project arrangements

Main projects or studies in the previous three years include:

(1) "Improving off-reserve logging in support of functional VPA", in partnership with Sustainable Forest Management Partnership (SFMP Ghana) 2015-2016 and funded by EU/FAO FLEGT Program.

(2) "Empowering local communities and civil society to demand accountability from District Assembly" in partnership with Friends of the Earth Ghana 2014-2016 funded by EU Ghana Country Office;

(3) "Improving smallholders' food and income security by introducing non-timber forest products in reforestation schemes and tree-crop farms: A collaborative learning process in Ghana" in partnership with RMSC, University of Amsterdam, University of Energy and Natural Resources (UerN-Ghana) 2016-2018 funded by NWO/WTRO, Netherlands.

Projects submitted to ITTO include:

(1) CFM-SPD 007/10 February 2011 – February 2013 which was funded and is completed;

(2) PD717/13 which was approved and has gone sunset without funding.

2) Infrastructure

RUDEYA in relation to this project has 2 computers, 2 printers, 1 photocopier machine and an office premises.

3) Budget

The annual budget over the last 3 years is $200,000 with other partners, namely SFMP Ghana, RMSC and Friends of the Earth Ghana.

4) Personnel

The key personnel for this project include one personnel with a postgraduate degree, and three` personnel with bachelor's degrees.

ANNEX 2: TASKS, CURRICULA VITAE AND RESPONSIBILITIES OF KEY PERSONNEL PROVIDED BY EXECUTING AGENCY

a)   Project Manager

Harris Andoh will be the Project Manager. He is currently the Executive Director of RUDEYA. He is 36 years of age and a male. He obtained his PhD in Science and Technology Policy (Knowledge Uptake and Utilization in natural resources research) from Stellenbosch University, South Africa and an M Phil. in Environmental Science from the University of Ghana. He has 10 years work experience including project management, natural resource governance and community development programs. He is responsible for project execution and successful implementation of the project to achieve the project objective and outcomes. He will be responsible for project planning, monitoring, coordination, preparation and submission of narrative and financial reports to ITTO.

b).   Technical Officer 1

Regina Ofori Atta is 44 years old and a female. She holds Bsc. (Hons) in Renewable Natural Resource Management from Kwame Nkrumah University of Science and Technology, Kumasi. She has over 10 years working experience in community based forest management. Her expertise includes forest governance, forest monitoring and collaborative forest management with forest communities and other forest stakeholders. She will facilitate collaboration with the FSD, RMSC and TVD for the development and implementation of monitoring protocols and reporting mechanisms for the independent forest monitoring concept. She will be responsible for organizing training programs for the local independent monitors and facilitate the field forest monitoring activities. She will prepare and submit monthly field reports to the project manager.

c).   Technical Officer 2

Angelina Serwaa is 26 years old and a female. She holds BSc. in Renewable Natural Resource Management from Kwame Nkrumah University of Science and Technology, Kumasi, Ghana. She has four years work experience in community based forest conservation, governance and capacity building for Community Forest Committees (CFCs) and advocacy work for Ghana National Forest Forum (NFF). She will be responsible for VPA/ FLEGT education in the forest communities and facilitate collaboration with the NFF, Forest Watch Ghana, District Assembly and the timber companies. She will facilitate monitoring on SRA compliance, compensation payments to affected farmers and development projects in the forest communities. She will prepare and submit monthly reports to the project coordinator.

d)   Administrator/ Accountant.

Nathaniel Kyerematen Kobia is 27 years and a male. He holds a BSc. in Business Administration from Ghana Baptist University College, Kumasi Ghana. He has four years working experience on preparation of project budgets, accounting and financial reporting. He will be responsible for the preparation of project budgets, accounting and financial reports to the Project Manager. He is also responsible for administrative functions and preparation of monthly POLMS to support the project manager.

ANNEX 3: TERM OF REFERENCE OF KEY PERSONNEL AND CONSULTANTS TO BE FUNDED

Consultant 1: RMSC of the Forestry Commission

This project will use the RMSC of the Forestry Commission as our main consultants and expert institution. RMSC is the technical wing of the Forestry Commission of Ghana and mainly responsible for the development of standards for the FC divisions. We will sign Memorandum of Understanding with the RMSC as an institution. RMSC will be the technical consultants for the development of standards for the independent forest monitoring mandate and reporting mechanisms.

The Terms of Reference for the MoU will include:

1. **To facilitate the development of mandate and scope of the SC/Community Independent Monitoring Initiative.**
2. **To develop standards, monitoring protocols, validation of reports and reporting mechanisms for the local independent forest monitoring initiative within the VPA implementation process.**
3. **Facilitate the collaboration with the Timber Validation Department (TVD), FC and FSD for the implementation of the independent forest monitoring initiative.**

The selection of RMSC as our main consultants and collaborators will help to integrated this project into the national VPA implementation process and ensure institutional sustainability of the project. Upon the approval of this project an MoU will be signed with RMSC as consultants within the framework of this project.

Consultant Number 2: Hallmark Solutions Ltd

Hallmark Solutions is a Ghanaian registered company. It provides Information Communication Technology service. It has been a service provider for RUDEYA for the past 10 years. They will provide and maintain a website which will service as a platform for knowledge sharing and IFM reports.

Terms of Reference for Hallmark will be:

1. **Develop a website which will serve as a platform to host all information on IFM.**
2. **Link the website to other stakeholders' website including that of the FC and FWG.**
3. **To integrate the website into RUDEYA's website at the end of the project.**

**ANNEX 4: RECOMMENDATIONS OF ITTO'S EXPERT PANEL AND
RESULTING MODIFICATIONS
(NB: main modified text parts in bold and underlined letters!)**

	ITTO Reviewer comment	Modifications and improvement by formulators	Pages in text
1	In Section 1.2.1, include the conformity of the project proposal with ITTO Strategic Action Plan 2013-2018.	Strategic Priority 1 of the ITTO Strategic Action Plan 2013- 2018 has been included	1-2
2	In Section 2.3.1, rephrase the Impact Indicators b, c, d into measurable indicators.	The impact indicators have been made measurable as described in the ITTO Manual	7
3	In Section 2.3.2, rephrase the Outcome Indicator e into measurable indicator	The outcome indicator has been made measurable as described in the ITTO Manual	7
4	Adjust the ITTO budget: a) In Section 3.5, revise the budget arrangements and presentations in accordance with ITTO Manual. b) Include the budget allocation for ITTO monitoring & review (at least USD10,000.00) c) and ITTO program support (12%). d) Correct the numbering of the budget lines;	Revised, recalculated and inserted	16-23
5	a) Complete and improve the Annexes 1: 2, and 3 in accordance with the ITTO Manual. b) Provide TORs and CVs of involved personnel	Completed and inserted	27 -31
6	Include an Annex that shows the responses to the above overall assessment and specific recommendations and respective modifications in tabular form. Modifications should also be highlighted (bold and underlined) in the text.	Inserted Done	32

ANNEX 5: RECOMMENDATIONS OF ITTO TO REVISE PROPOSAL AND BUDGET

	Proposal and Budget revision	Modifications and improvement by formulators	Pages in text
1	Cover page, sources of funding	ITTO component adjusted to 120,000USD	Cover page
2	Activities and inputs	Activity 2.1 has been changed and has no inputs	9
3	Budgets	Master budget, consolidated budget by component, and ITTO budget by component revised, recalculated and inserted with bold highlights and underling.	16-24
6	Include Additional Annex that shows the revision to the proposal and budget	Additional Annex that shows the revision to the proposal and budget done and inserted.	34