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United Nations Development Programme

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Project title: Ghana Shea Landscape Emission Reductions Project (GSLERP)		
Country: Ghana	**Implementing Partner (GCF Executing Entity):** Forestry Commission	**Execution Modality**: National Implementation Modality (NIM)
Contributing Outcomes (United Nations Sustainable Development Partnership - UNSDP): Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent. Outcome 6: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience.		
UNDP Social and Environmental Screening Category: Moderate	**UNDP Gender Marker:** 2	
Atlas Award ID:	**Atlas Project/Output ID:** 00102734/00104683	
UNDP- PIMS ID number: 6057	**GCF Project ID number**: FP 137	
LPAC meeting date: 4 May 2021		
Planned start date: 10 May 2021	**Planned end date:** 10 May 2028	
Expected date of posting of Mid-Term Review to ERC: 10 February 2025	**Expected date of posting Terminal evaluation report to ERC:** 10 February 2028	

Brief project description:

The forest ecosystems of Ghana's Northern Savannah Zone (NSZ), an area of 9.7 million hectares with a population of over 5 million people, is characterized by nearly 400 million shea and other trees growing naturally on traditional farming systems. The trees are integrated with crops on smallholder farms, creating an agroforestry landscape resilient to climate change. These lands are facing a great threat with total forest cover having declined by over 77% between 2001-2015, with the conversion of 1,058,492 million hectares (ha) of woodlands to grasslands, croplands and degraded forests. This has resulted in Greenhouse Gas (GhG) emissions of an estimated 3.568 mtCO2e per annum. The main drivers of this deforestation and forest degradation are conversion to agriculture, cutting for timber and wood fuels and mid to late dry season fires.

The loss and degradation of woodlands and forests including valuable trees like shea and other species pose significant environmental, social and economic risks in the NSZ, which constitutes the area of the country that

records the lowest development indicators on average. Shea landscapes are important sources of carbon storage and sequestration above-ground and in soils and roots. Shea grows naturally, is adaptable to a broad range of environmental conditions and provides essential products and ecological services to this dry region.

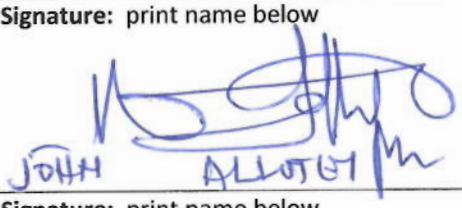
This project developed by the Government of Ghana and the United Nations Development Programme (UNDP) with support from partners has been approved by the GCF to address this alarming situation in a transformational manner, in line with national polices and plans and in particular with the shea landscape component of the Ghana REDD+ Strategy .

PROJECT INTERVENTIONS AND EXPECTED RESULTS

Results/Outputs	How
1. 200,000 hectares of off-reserve savanna forests restored and placed under self-financing community management for the production of wood fuel, saw timber and non-timber forest products.	Strengthen existing Community Resource Management Areas (CREMAs) and establish new ones, putting in place the necessary mechanisms to ensure their long-term financial sustainability.
2. 300,000 hectares of degraded shea parklands restored.	Promote public private partnerships between the upstream shea value chain producers and the downstream private sector companies who are willing to invest in measures needed to ensure their future supplies of raw materials.
3. 25,500 hectares of forest plantations established in severely degraded forest reserves.	Establish a formal collaboration between the Forestry Commission and local farmers in a benefit sharing regime (Modified Taungya System).
4. National REDD+ management and reporting systems strengthened.	Support the implementation framework for the REDD+ mechanism in Ghana to ensure compliance with UNFCCC guidelines.

FINANCING PLAN	
GCF grant	USD 30,100,000
UNDP co-financing (TRAC)	USD 350,000
(1) Total Budget administered by UNDP	**USD 30,450,000**
CONFIRMED (PARALLEL) CO-FINANCING	
Forestry Commission	USD 15,039,622
Global Shea Alliance	USD 9,057,153
(2) Total confirmed co-financing	**USD 24,446,775**
(3) Grand-Total Project Financing (1)+(2)	**USD 54,546,775**

SIGNATURES		
Signature: print name below Ken Ofori-Atta	**Agreed by Government Development**	**Date/Month/Year:** 02/August/2021

	Coordination Authority	
Signature: print name below  JOHN ALUOCH	**Agreed by Implementing Partner**	**Date/Month/Year:** 21/6/2021
Signature: print name below  ANGELA LUSIGI	**Agreed by UNDP**	**Date/Month/Year:** 18/06/2021

Disbursement: Government is aware of the conditions of disbursement ascribed to the first and subsequent tranches of the GCF funding as specified in the FAA (and in particular Clause 9of the FAA). To the extent that these obligations reflect actions of the Government, the Government must ensure that the conditions are met and there is continuing compliance, as well as understanding that availability of GCF funding is contingent on meeting all conditions listed in the FAA.

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II. DEVELOPMENT CHALLENGE

The forest ecosystems of Ghana's Northern Savannah Zone (NSZ), an area of 9.7 million hectares with a population of over 5 million people, is characterized by nearly 400 million shea and other trees growing naturally on traditional farming systems. The trees are integrated with crops on smallholder farms, creating an agroforestry landscape resilient to climate change. These lands are facing a great threat with total forest cover having declined by over 77% between 2001-2015, with the conversion of 1,058,492 million hectares (ha) of woodlands to grasslands, croplands and degraded forests. This has resulted in Greenhouse Gas (GhG) emissions of an estimated 3.568 mtCO2e per annum . The main drivers of this deforestation and forest degradation are mid to late dry season fires, conversion to agriculture, cutting for timber and wood fuels. The transition to continuous cropping systems removes an

important source of firewood which was harvested from fallows, resulting in additional pressure on forest areas outside of the agricultural system.

The loss and degradation of woodlands and forests including valuable trees like shea and other species pose significant environmental, social and economic risks in the NSZ. Shea landscapes are important sources of carbon storage and sequestration above-ground and in soils and roots. Shea is an ancient crop, consumed as an edible oil. Other uses include its use as an anti-microbial agent for promotion of rapid healing of wounds, as a pan-releasing agent in bread baking and as a lubricant for donkey carts. It is adaptable to a broad range of environmental conditions, is more fire resistant than other trees, and is the most significant tree species of these agroforestry parklands. It has been retained as a semi-domesticated tree species, providing essential products and ecological services to this drier region. Shea and forest areas are beneficial for mitigation, but also improve adaptive capacities by making ecosystems more resilient and providing buffering ecosystem services through tree retention (e.g. water and soil retention, prevention of desertification). Anyone living in the region has benefited from the shea tree and its products.

The loss of shea trees impacts women; shea provides a major source of economic livelihood to women in the region. They collect shea fruits and process them into kernels for sale, increasing the household income and promoting women's involvement in the international marketplace and their empowerment. Unlike most agricultural cash crops, women traditionally have retained control of shea-related revenues, usually spending it on education, health insurance, and other social services. According to a study in Northern Ghana, 90% of women view shea as the major source of their livelihoods. The increased incomes makes households more resilient to negative shocks. The added benefit of this income is that the collection time coincides with what is commonly known as the "lean" season of the year before agricultural crops are harvested, providing critical economic support for the population .

Although the CREMA model would appear to be an excellent base for the development of sustainable savannah forest management systems, none of the CREMA have fully developed a sustainable forest management system for the production of wood products – timber and wood fuels – and non-timber forest products for local or urban markets. Inadequate public funds are available for their development and there has been slow growth of the CREMA especially in the NSZ. CREMAs have struggled to identify strong viable streams of finance that are sufficient to both support the operational costs of the CREMA and incentivize communities and Chiefs to fully commit to the CREMA system as they were rooted activities stemming only from wildlife management. Capacity has been low to implement activities around resource management and benefit sharing and social and environmental risks need to be addressed in a structured way. There is a Wildlife Bill currently in Parliament which intends to provide the full legal mandate to CREMA's under national legislation for full devolution of management of community resources. Until now they have not been integrated into the decentralized local government system and district development planning processes for greater recognition and support.

Outside of CREMA, few of the forest reserves in the NSZ have management plans, and these are largely not implemented. With low timber densities, poor infrastructure and high risks of fire, the majority of reserves have attracted limited investment. Communities source illegally harvest timber, charcoal and other non-timber forest products. Hunting using mid to late dry season fires is very popular but it is destructive in the long term. Transhumant herders use the reserves as pasture for their livestock. The impacts of all these activities have been significant with a recent assessment pointing to an average canopy cover across four reserves of just 20%. The modified taungya system has been set up by the Forestry Commission to address this problem which involve the communities in the landscape, however barriers to setting up the system are the finance to organize communities, train and equip for fire management and allow benefits to actually accrue so that forests can be restored whilst addressing the drivers of deforestation

The NSZ had the highest poverty rate among the ecological zones and the only one that experienced poverty increases in 2016/17 as compared to all the other ecozones. These regions also recorded higher and widening inequalities with households headed by farmers amongst the poorest. The country's lowest average annual per capita expenditure by household is in the Upper West Region . These regions are also the most exposed to the effects of environmental degradation amplifying the effects of climate change. Incidences of drought, soil erosion and

floods are the highest in the country . Thus, urgent measures need to be taken now to do extensive farm trials to restore the landscape which will in parallel, improve social and environmental resilience. This project seeks to address this issue within the wider challenge of enhancing forest carbon stocks across the landscape, through woodland restoration, shea parkland restoration and community agroforestry.

An earlier study showed that West Africa has experienced a significant increase in temperature between 0.5 ◦C and 0.9 ◦C from 1990 to 2010 . A later study revealed that excessive droughts in Northern Ghana have contributed to unseasonable high temperatures, soil infertility, and poor soil water retention capacity. The average annual temperature is expected to increase by 1.4 to 5.8 ◦C by 2080, with the highest increase in Northern Ghana .

Against this background, the NSZ must be a target for social, environmental and economic programmes and interventions but most development programmes have been targeted to other parts of the country. Woodland and land management in the NSZ has only recently begun to receive attention and investment when Ghana adopted a nested approach for REDD+ strategy implementation in a phased manner. The initial focus was on the High Forest Zone (HFZ) but the country is scaling up to cover the other distinct major ecological zones of the country, notably, the NSZ. Discussions with the communities in the NSZ, who are faced with having to adapt to climate change have underlined the importance of community management areas. They are very keen to begin to manage community resource management areas in a manner that will allow their adaptive capacity to increase.

Ghana's fourth national communication to the UNFCCC provides a comprehensive picture of financial, technical, capacity and institutional needs and gaps. These include all aspects of data processing and management, training and conducting monitoring, review and verification of GHG emissions. The project enables Ghana to contribute to the advancement of national SIS and a NFMS by providing data for the NSZ. Forest Carbon Partnership Facility funding for readiness and the GCFRP have funded the design and infrastructure of the SIS and the NFMS but would now require deployment and data to populate the system in the Northern Regions. FCPF funding has also financed initial capacity building of safeguard focal points in the districts. GCFPR will provide data of carbon stock land use change, safeguards and benefit sharing from the High Forest Zone only. The GSLERP will provide data on the NSZ by collecting data and training focal points at the RMSC and build on the capacity building for safeguards begun in the district. Ghana is not in a position to generate funding for the provision of this data without external sources.

III. STRATEGY

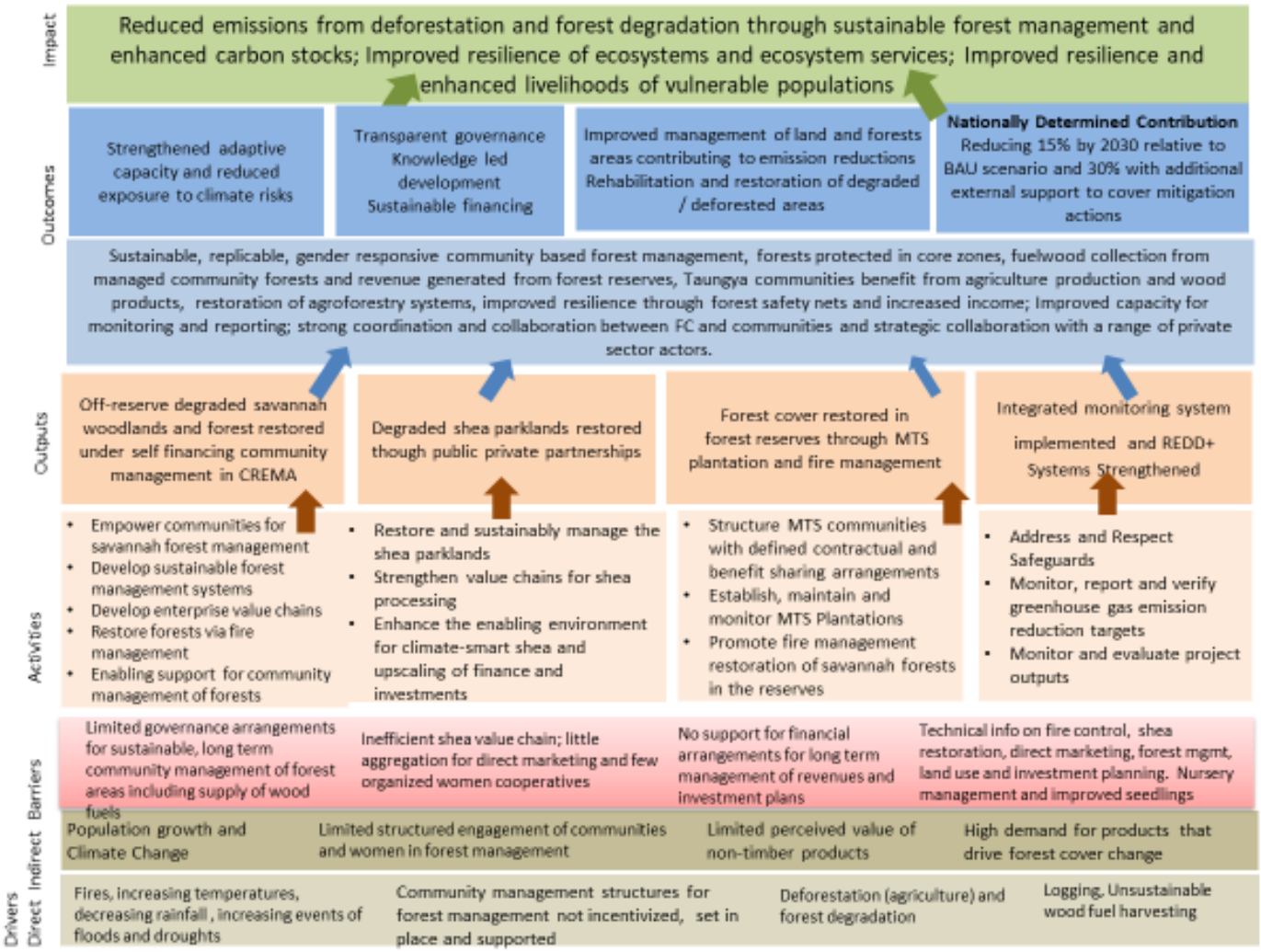
The project advances a paradigm shift away from short-term, stop-gap measures to more integrated, multi-stakeholder coordination of investments to address the barriers that currently prevent the restoration and sustainable management for forests and land and achievement of reductions in emissions and strengthened adaptive capacity. These barriers are (detailed description in the FP):

1: Ineffective management of forest in reserves and on community land
2: Inadequate and limited management of national forest reserves in NSZ
3: Source of sustainable wood supply for charcoal production
4: Threatened flow of benefits from the shea parklands
5: Lack of confidence in security of supply prevents investment
6: Inefficient value-chain for shea
7. Vulnerabilities associated with limited opportunities for off-farm and non-farm economic activities
8: Incomplete data from NSZ for reporting on respecting of safeguards, land use change monitoring and reporting.

If the technical, governance, institutional and finance barriers to increase the value of trees and the shea value chain, non-timber forest products and ecosystem services in the landscapes in the NSZ are removed, then deforestation and forest degradation will be reduced and adaptive capacity increased because communities will be able to maintain socially beneficial and financially viable management of lands and natural resources over the long term. If

community and forest reserves are managed sustainably and shea is restored in the landscape, a host of economic, environmental and social benefits will accrue over the long term to the population in the Northern Savannah Zone

The following theory of change diagram demonstrates how these barriers are removed through the project interventions.



IV. RESULTS AND PARTNERSHIPS

Expected Results and Partnerships

The project has four interrelated outputs that will be implemented through a cross-sectoral, comprehensive and holistic approach, driven by communities, women's groups, the private sector and government institutions. These outputs will be achieved through a set of activities that foster long term community resource management, sectoral investments, capacity building, knowledge sharing, impact monitoring and performance contracts through public-private partnerships at the landscape level.

They will remove the barriers described above in the Theory of Change Figure 1. The results are reduced emissions from deforestation through fire and wood fuel resources management, sustainable management of forests and enhanced carbon stocks through shea restoration. The project will provide adaptation co-benefits for target populations by restoring ecosystems services, reducing the risks of environmental shocks and increasing incomes and options for livelihoods on 471,500 hectares of land in the Northern Savannah Zone. Overall this translates into strengthened adaptive capacity and reduced exposure to climate risks for 100,200 direct beneficiaries and indirectly benefits 540,200 inhabitants in the project area. A summary of these results is below

Table 1: Estimated emission reductions and removals for the GSLERP

Output	Key Targets	Removals and Reductions in Emissions – 7 years	Removals and Reductions - 20 years
1. Off-reserve, degraded, savannah woodlands and forests restored under self-financing community management in CREMA	Place 200,000 of heavily degraded forest and grassland under sustainable forest management An additional 220,000 ha in which communities adopt improved fire management techniques	1,271,899 tCO_2e from `management for wood fuel 905,952 tCO_2e from fire management	4,019,034 tCO_2e from management for wood fuel 3,067,915 tCO_2e from fire management
2. Degraded shea parklands restored through public private partnerships	Planting of 1.75 million shea trees and 400,000 other valuable tree species. Increase value of shea industry and sustainability of supply chain Reduce overall industry wood fuels consumption	58,520 tCO_2e from shea planting and 26,663 tCO_2e from 400,000 other trees 165,135 $mtCO_2e$ from reductions in wood fuel use	217,290 tCO_2e from shea planting and other trees 522,927 $mtCO_2e$ from reductions in wood fuel use
3. Modified Taungya System plantations and fire management in forest reserves	Establishment of 18,500ha of MTS plantations and 7,000 ha under plantations Establishment of a sustainable financing system based on MTS and plantations 26,000ha surrounding plantations of improved fire management	1,012,958 tCO_2e from MTS and plantations 342,471 tCO_2e from improved regeneration of natural forest due to fire management	6,557,845 tCO_2e from MTS plantations 1,614,505 tCO_2e from improved regeneration of natural forest due to fire management
Cross cutting impacts identified from actions across outputs:	Based on 15% reductions in agricultural expansion, conversion to grassland (equating to 6,842ha of avoided loss each year) and degradation due to timber and woodfuel harvesting and fire management	2,040,843 tCO_2e from reductions in deforestation 341,656, tCO_2e from reductions in degradation	8,673,581 tCO_2e from reductions in deforestation 1,452,038 tCO_2e from reductions in degradation
Total Emission reductions:		**6,139,433 tCO_2e**	**25,248,972 tCO_2e**

Output 1: Off-reserve, degraded, savannah woodlands and forests restored under self-financing community management in CREMA

CREMAs are a group of communities that have agreed to work together for the sustainable use of shared natural resources. Governance and management of CREMAs are mediated by locally developed consensual constitutions which are backed by the relevant district by-laws and management plans.

Output 1 will focus on a) the (re) organization and empowerment of women and men in communities in existing CREMAs, and the structuring and empowerment of communities in new CREMAs which have certificates of devolution; b) the participatory development and implementation of sustainable, multiple use forest management systems on 200,000 hectares of savannah land (plus 220,000 hectares of deforested grasslands and degraded forest outside CREMAs protected from fire), alongside the acquisition of the requisite knowledge and skills; and c) support for enterprise development through the integration of investment components in the forest management plans that create optimal levels of revenue generation and employment equitably for women and men in communities, ensuring financial sustainability of the CREMA.

As community forests are protected, managed and used, they will provide a stream of benefits and income over time from the various locations in CREMA lands. The output will therefore result in the development of processing, marketing and financing systems for CREMA communities and build capacity on business and enterprise development.

The output will also involve the development and implementation of a socially inclusive and gender-responsive communications strategy about fire management techniques and the impacts of fire, which will be transmitted through various media including rural radio. The activity will increase awareness and introduce strategies to reduce vulnerability to fires both natural and those related to maladapted burning practice.

Finally this output will have an activity that focuses on the broader processes of strengthening the legal framework for community management of forests, and especially tenure of both naturally occurring and planted trees in off-reserve and on-reserve forests , to provide a clear and easily applicable set of legal procedures for community empowerment with community rights pertaining to Ghana and especially the NSZ region . The activity also builds on strategic partnerships with research institutions and universities to inform the development of community management in Ghana through knowledge management and applied research.

Output 1 will be implemented by the Ghana Forestry Commission (Forest Services and Wildlife Division) in collaboration with CREMA executive committee (CEC) and the Community Resource Management Committees which include traditional Authorities. Various institutions, including District Assembly and Government staff and Business Advisory Centres, will be involved through the implementation of activities.

Sites for Output 1 are existing CREMAs, potential CREMAs and CREMA which are in the process of being established with at least 20,000 hectares of savanna forest and a minimum of 10 communities. Through consultations, there have been community requests for support and willingness to conduct participatory land-use planning to identify forests within their lands that they choose to place under community management. Other criteria include; high mitigation potential (forest restoration potential) in CREMA and alignment with existing initiatives on adaption and soil, land and water management project in the NSZ.

The activities and sub-activities are as follows;

Activity 1.1 Structure and empower communities for savannah forest management

Sub-activities include

1.1.1 Research, document and plan for new CREMA and develop participatory land use plans for all CREMA.

1.1.2 Inaugurate new CREMA and establish robust and credible governance mechanisms in all CREMA

1.1.3 Build capacity of communities in 10 CREMAs on land use planning, governance and all aspects of implementation and monitoring of the community forest managed area

Activity 1.2. Develop sustainable forest management systems and adapt them to local conditions

Sub-activities will include:

1.2.1. Promote early burning through capacity building of fire brigades and widespread awareness creation

1.2.2 Build capacity of CREMA structures to protect, regenerate and manage forests and harvest timber, fuelwood and non-timber products.

1.2.3 Review periodically and strengthen forest and management plans and forest inventories.

Activity 1.3 Develop enterprise and value chains
Sub-activities will include:
1.3.1 Integrate investment components into the forest management plans for CREMA, including development and marketing of products and financing systems.
1.3.2 Build the capacity of CREMAs on business and enterprise development.
1.3.3 Provide operational support to the CREMAs during the first four years of the project.

Activity 1.4 Restore forests through fire management in the Northern Savannah Zone
Sub-activities will include:
1.4.1 Develop a communication strategy on fire management for the NSZ.
1.4.2 Implement the communication strategy.
1.4.3 Provide support and equip 40 communities outside of CREMAs to prepare and implement fire management plans.

Activity 1.5 Undertake enabling and support measures for community management of forests
Sub-activities will include:
1.5.1 Support reforms in the policy, regulatory and legal framework for the empowerment of, and incentives for, communities to sustainably manage off-reserve forests.
1.5.2 Provide knowledge management support to CREMAs and facilitated sharing of lessons learnt on sustainable and profitable community management of forests.
1.5.3 Conduct applied research and field trials in the CREMAs.

Output 2: Degraded shea parklands restored through public private partnerships

Output 2 will focus on enhancing carbon stocks through the restoration of 100,000 ha of degraded and threatened shea parklands and increasing climate resilience through economic incentives for shea tree protection at the local, national, and international levels. GCF funds and co-finance will support women collectors to re-stock 1.75 million shea trees in the parklands with higher and quicker yielding varieties of shea and 400,000 other high value trees within agroforestry systems, increase shea-related incomes by 30-50%, as well as ensure shea future supply through commercial contracts between members of the Global Shea Alliance (GSA) and women's cooperatives. A final component of this output is to establish pathways to scale landscape restoration across the northern savannah zone and engage in a multi-stakeholder process to determine and implement the long-term vision for a climate-smart shea industry in Ghana.

The Forestry Commission as Executing Entity will partner with GSA as Responsible Party in the Project to undertake Activities 2.1 and 2.2. GSA will procure entities to undertake activities within a series of partnerships with private sector companies, through legal sub-agreements. The private sector co-financing will be put towards the realization of these public private partnerships (as a contribution from the entities to this project). For Activity 2.3, involves the facilitation of a multi-stakeholder process, including government agencies (MOFA, FC, Ghana Cocoa Board).

Sites for Output 2 are selected as areas of shea parklands that have undergone relatively intense agricultural intensification with loss of fallows and tractor ploughing leading to significant loss of shea and areas that indicate high ecological viability for shea trees, however the exact locations will be determined when the project starts.

The activities and sub-activities are as follows;

Activity 2.1 Restore and sustainably manage the shea parklands
Sub-activities will include:
2.1.1 Develop a communication and extension plan based on key messages and incentives needed for restoration of the shea parklands.

2.1.2 Establish community-based nurseries for shea and other tree seedlings, undertake tree planting and farmer management of trees and fallow vegetation as part of the set-up and implementation of the public-private partnerships.
2.1.3 Train and build capacity of women's cooperatives on sustainable parklands management as part of the set-up and implementation of the public-private partnerships.

Activity 2.2 Strengthen value chains for shea processing
Sub-activities will include:
2.2.1 Establish women's groups (including governance training and co-operative registration) as part of set up and implementation of the public-private partnerships
2.2.2 Conduct activities to support aggregation and marketing, including warehousing) as part of set up and implementation of the public-private partnerships
2.2.3 Train women's groups on Improved technologies and efficiency (including audits, technical training, product quality training) as part of set up and implementation of the public-private partnerships
2.2.4 Train women's groups on improved business management including contract management and market linkages as part of set up and implementation of the public-private partnerships

Activity 2.3. Enhance the enabling environment for climate-smart shea and upscaling of finance and investments
Sub-activities will include:
2.3.1: Perform legal and policy reviews and scenario planning to influence public and private decision making
2.3.2: Collaborate with Cocoa Research Institute (CRIG) sub-station in Bole to conduct applied research in support of shea restoration across the eco-zone;
2.3.3: Scope out and set up a multi-stakeholder engagement process across the shea value chain at national level and from the five regions of the NSZ;
2.3.4: Create awareness for buyers about sustainable sourcing including the risks and opportunities for investment in new public-private community partnerships through the process above and in global conferences
2.3.5: Promote learning and knowledge exchange on sustainable shea at national, regional and global levels.

Output 3 Modified Taungya System plantations and fire management in forest reserves

The NSZ contains 66 forest reserves covering an area of 638,800 ha as well as two protected areas covering 512,200 ha of which 455,700 ha are in Mole National Park (NP), one of the country's flagship conservation and tourism areas. Most of the reserves are degraded/deforested and a strategy is to reforest them through a Modified Taungya System (MTS). MTS plantations have been tested across Ghana and are promoted by the FC in order to attain their targets for timber production whilst enabling communities to benefit from the products of forestry management and allowing access to land for agriculture. Barriers identified from studies from the high forest zone include absence of clear benefit sharing arrangements, delays in setting up contracts, lack of consideration of farmer preferences for crops and NTFPs, and farmers' trust in the long-term economic feasibility of the MTS.

Under this Output, the FC will establish 18,500 hectares of MTS plantations on deforested portions of 12 identified forest reserves and will promote fire management in both savannah forests and grasslands in the same reserves. The MTS approach will be based on the lessons learnt from the FC's experiences and will include benefit sharing that incentivize communities to participate in the planting of mixed stands of species. FC will sign contracts with the communities, manage the plantations and set in place and oversee the benefit sharing arrangements. As part of its co-financing, FC will also establish another 7,000 hectares of plantations with hired labor.

Revenues from the MTS plantations will be shared by FC and the farmers in line with the benefit sharing arrangements as per Annex 22 of the FP (these are additional to surplus money individual members make on agricultural products). Some results under this output will also bring adaptation co-benefits to women and men in the communities, either through ecosystem and ecosystem-based services restored or through the increased income and livelihood made possible by benefit sharing.

The sites for Output 3 are forest reserves with severely degraded savanna forests/grasslands and with villages/communities contiguous to the degraded lands. Other criteria include security for existing protected areas and forest reserves; proximity to communities where labor will be sourced from and accessibility to these areas; suitability for mixed plantations in forest reserves; and records of willingness and commitment of fringe community members to be involved in MTS.

The activities and sub-activities are as follows;

Activity 3.1 Structure MTS communities with clearly defined contractual and benefit sharing arrangements
Sub-activities will include:
3.1.1 Review and strengthen MTS procedures to be applied in the targeted communities (after reviewing and documenting past MTS experiences)
3.1.2 Select and engage targeted communities for MTS establishment in a participatory and evidence-based manner
3.1.3 Set-up community structures for MTS and sign contracts with taungya farmers.

Activity 3.2 Establish, maintain and monitor MTS Plantations
Sub-activities will include:
3.2.1 Create and maintain seed orchards which will ensure the future supply of seedling of MTS
3.2.2 Establish MTS plantation and conduct intermediate thinning of new and existing plantations
3.2.3 Monitor plantations and conduct participatory annual adaptive management reviews

Activity 3.3 Promote fire management and control for plantation protection and for the restoration of savannah forests in the reserves
Sub-Activities will include:
3.3.1 Develop fire management, prevention and control plans for the protection of MTS plantations and for the restoration of savannah woodlands
3.3.2 Build capacity of fire brigades and support implementation of fire management plans.

Output 4: Integrated monitoring system implemented and REDD+ Systems strengthened

This output, led by the Forestry Commission, has a two-fold objective: 1) enable the completion of Ghana's Warsaw Framework architecture and 2) monitor implementation and outcomes of the project ensuring that safeguards are applied and respected. This project is characterized as a REDD+ Phase II intervention and seeks to implement actions which will result in reducing emissions and enhancing removals from the land use sector. By integrating data from the NSZ, the Project will support the operationalization and strengthening of the National Forest Monitoring System (NFMS), and inform the stepwise improvement of the Forest Reference Level (FRL), and the Safeguards Information System (SIS) for reporting on how Ghana is addressing and respecting safeguards. Methods and protocols have been developed with readiness funds from the FCPF as well as within the context of the Ghana Cocoa Forest REDD+ Programme (GCFRP). These will be used to enable data and inputs from the NSZ which are currently absent at the national level. The data and information from the GSLERP will be integrated with the National Climate Data Hub within the Environmental Protection Agency (EPA) to facilitate effective reporting to the UNFCCC.

Ghana is developing a REDD+ Investment plan (with support from the Government of Italy and UNDP). Data and information from the monitoring system will also provide data and assurances for investors, as will a REDD+ Registry and a sustainable financing facility which can manage the use of proceeds from results based payments from public and private sources. This will be linked to the efforts to seek results based payment from the NSZ from various sources.

The output is divided into three parts for an innovative and effective integrated project monitoring system encompassing safeguards, carbon emission reductions and monitoring of project outputs. It will include addressing and respecting safeguards building on work already conducted.

The activities and sub-activities are as follows;

Activity 4.1 Address and Respect Safeguards
Sub activities will include:
4.1.1: Undertake a project-level Environmental and Social Impact Assessment through training, participatory reviews and stakeholder meetings.
4.1.2: Populate the REDD+ portal with information and data incorporating data from the GSLERP.

Activity 4.2 Monitor, report and verify greenhouse gas emission reduction targets
Sub-activities will include:
4.2.1: Update the FRL and land cover maps to develop a clear assessment of past and current trends in forest cover change within the NSZ.
4.2.2: Procure service providers to develop the NFMS web portal to host data, maps and other information which can be accessed by key stakeholders.
4.2.3: Monitor timber value chains to better integrate the NSZ into the FC's work on timber legality.

Activity 4.3 Monitor and evaluate project outputs
Sub-activities will include:
4.3.1 Set up and implement a system for effective monitoring of project outputs and communicate results
4.3.2 Conduct project evaluations
4.3.2 Support project level planning and review

Partnerships: The project will work with a wide range of partners, including (but not limited to): Ministry of Food and Agriculture (MOFA); Forestry Research Institute of Ghana (FORIG); Environmental Protection Agency (EPA); Ghana Cocoa Board (COCOBOD); Kwame Nkrumah University of Science and Technology (KNUST); A Rocha Ghana, World Agroforestry Centre, Noé, Birdlife International, IUCN Ghana and ClientEarth/Taylor Crabbe Initiative; Northern Development Authority (NDA); Business Advisory Committees' and Shea Network Ghana. Private sector entities will work together with the Global Shea Alliance as responsible party and provide financing for complementary activities to achieve activities 2.1 and 2.2.

Risks: The risks that might prevent the project results from being achieved and the social and environmental risks posed by the project are fully identified in the SESP included as Annex H. The draft Environmental and Social Management Framework (ESMF) is also appended as Annex H. Upon commencement of the project, an environmental and social impact assessment will be conducted. A description of a project-level Grievance Redress Mechanism is also included in the ESMF.

Stakeholder engagement plan: A stakeholder engagement plan has been included in Annex I. Civil society will play a major role in the project at different levels: member of project board; consulted on various matters pertaining implementation of activities; and executor of some parts of activities 2.1 and 2.2 following a competitive process.

Gender equality and Women's Empowerment: A gender analysis and gender action plan is included as Annex J. The project will include gender-responsive measures including the possibility of implementing the W+ Standard. The project expects to include gender-responsive measures to address gender gaps or promote gender equality and women's empowerment in outputs 1, 2 and 3 and seeks to close gender gaps in access to and control over natural resources; improving women's participation and decision making; and or generating socio-economic benefits or services for women. The project's results framework or logical framework does include gender-responsive indicators and gender disaggregated data will be provided.

South-South and Triangular Cooperation (SSTrC): The project will promote the learning and knowledge exchange on sustainable shea at national, regional and global levels. Learning opportunities and technology transfer from peer countries will be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy knowledge sharing platform and PANORAMA[1].

In addition, to bring the voice of Ghana to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on climate change mitigation and forests, the shea value chain and community management of forests. The project will furthermore provide opportunities for regional cooperation with countries that are implementing initiatives on sustainable shea values chains in geopolitical, social and environmental contexts relevant to the proposed project in Ghana

Innovativeness, Sustainability and Potential for Scaling Up:

Output 1's activities will continue beyond the project period and over the long term as capacities are built to activate incentives, governance and institutional frameworks put in place and the proof-of-concept become evident through the stream of benefits. Equitable sharing of benefits will be developed by communities to ensure fairness amongst groups and across gender. The Forestry Commission (and other government bodies such as the Ministries of Lands and Agriculture) will continue to support these processes and follow the necessary bureaucratic arrangement such as devolution certificates, registration of trees and permits to be issued.

For Output 2, benefits from women cooperatives are projected to be realised from aggregation and training of shea kernels from current collection of existing shea trees from year three, from collection of shea from new trees planted from year seven onward. There are potential revenues from selling of improved shea seedlings from nurseries managed by women's cooperatives and gains made in efficiencies in fuel wood use and shea cakes for fuel. The project will aim to increase the supply of shea kernel to 8,000 metric tonnes after 7 years and increase profitability to incentivize further investment in shea production and parkland restoration. The shea value chain will result in the development of sustainable, climate resilient and more profitable business opportunities for rural women that can be scaled up.

With respect to Output 3, farmers engaged in MTS models will be able to accrue net benefits from intercropping from year 2 to 5, in a range from Cedis 154 to Cedis 675 per farmer/ha. A conservative approach has been taken and benefits from only one or two crops are considered with production only from year 2 to 4. The Forestry Commission can extend the approach to other forest reserves incrementally and the business model is based on the sale of timber from these sustainably managed plantation zones in the reserves. Benefits to the community include the flexibility to own all food crops produced in the plantation, the main incentive to participate. Production from these plantation sites go beyond subsistence quantities and farmers cash in on surpluses.

[1] https://panorama.solutions/en

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): SDG Goals *Primary– 8, 13 and 15, Other relevant goals - 1, 5, 9 and 17.*						**UNDP Strategic Plan Indicator** 1.4.1.2 Natural resources that are managed under a sustainable use, conservation, access and benefit sharing regime. D - Area under sustainable forest management (hectares).
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent. Outcome 6: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience.						
GCF Paradigm shift objectives: *copy from GCF funding proposal H.1. Logic Framework (no changes can be made)*						
	Objective and Outcome Indicators	**Target for SDG Indicator**	**Mid-term Target**	**End of Project Target**	**Assumptions**	
SDG indicators	Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	*Target 15.b. Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation*	*45% of funding spent -*	*100% of funding expended*	*Data reported as per Ghana's reports to the UNFCCC REDD+ Hub*	

FUND LEVEL IMPACT: ***Copy from GCF funding proposal (no changes can be made) These are pre-defined and selected from the GCF performance measurement framework, should be limited to one or two only.***							
	Expected Results	**Indicator**	**Means of Verification (MoV)**	**Baseline**	**Target**		**Assumptions**
					Mid-Term	**Final**	
Fund level Impact: ***Copy all fund level expected results included in GCF funding***	*M4.0 Reduced emissions from land use, reforestation, reduced deforestation, and through sustainable forest management and conservation and*	*4.1 Tonnes of carbon dioxide equivalent (t CO2eq) reduced or avoided (including increased removals) as a result of Fund-funded projects/programmes*	REDD+ Technical Annex to the Biennial Update Report submitted to UNFCCC in 2020 and subsequently in 2022 and 2024.	$0tCO^2$	1.913 million tCO_2e cumulative ER value up to the mid-term)	Total is 6.136 million tCO2e after 7 years	GCF funding secured for the project Land cover and land use change measurements provide information on emissions reductions and removals. Biannual update report will be submitted by the GoG

proposal Table E.3	*enhancement of forest carbon stocks*	– forest and land-use sub-indicator					The emission reductions will be achieved through the following breakdown; • Emission reduction of 2.382 mtCO2e • Sustainable management and enhancement of carbon stock 3.753mtCO2e. It is assumed that these will emanate from the following outputs in the described manner in a) as follows; Output 1 and Output 3 • 1,271,899 tCO2e from management for wood fuels • 905,952 tCO2e from fire management in CREMA • 1,012,958 tCO2e from MTS plantations • 338,707 tCO2e from improved regeneration of natural forest due to fire management in forest reserves Output 2 • Reduce overall industry wood fuel consumption • Removals of 58,520 tCO2e from shea planting and from additional tree species in the agroforestry system • 165,135 mtCO2e from reductions in wood fuel use; and b) Cross cutting emissions reductions by helping to prevent remaining forest being deforested and degraded: 2'382'499 tCO2e • 25.24 million tCO2e will be achieved over the project lifetime and these will be tracked and reported by the Forestry Commission as the implementing entity (EE) in the Government of Ghana through its NDC and National Communication
Fund level Impact: ***Copy all fund level expected results included in***	*A4.0 Improved resilience of ecosystems and ecosystem services*	*A4.1 Coverage/scale of ecosystems protected and strengthened in response to climate variability and change*	Monitoring of project outputs and Project annual reports; and Regional Land use and land use change maps	440,000 ha of badly degraded grassland and forests 0 ha of plantations	200,000 ha under CREMA management or MTS plantation	471,500 hectares of land restored in the Northern Savannah Zone	Sustainable forest and land management techniques have additional co-benefits in restoring ecosystem services and increasing biodiversity, making these lands more resilient to climate change. Communities have set aside core forest management areas for the project lifetime.

GCF funding proposal Table E.3							
	A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions	*A1.2 Number of males and females benefiting from the adoption of diversified, climate resilient livelihood options.*	600-800 Women shea collectors in one cooperative Nurseries run by women (10 women for each nursery) Men and Women in the Taungya communities	6 Cooperatives No Nurseries No Taungya Communities	16 cooperatives 35 nurseries (10 Women for each nursery) 8,000 men and 5,000 women participating in the Taungya system.	26 Cooperatives 70 nurseries (10 women for each nursery)	Women will share responsibilities within the cooperatives amongst the women's groups to enable them to work in the nurseries and shea collection effectively. This will be discussed and schedules recommended in the training workshops The breakdown of the women and men that will be contracted in the Taungya system is an estimated and it is assumed that this will be the ratio. However this will need to be verified as the communities are contracted to participate in the Taungya System.
	A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions	*A4.2 Value (US$) of ecosystem services generated or protected in response to climate change*	Value per restored hectare of land using proxy indicators of ecosystem services including carbon measurements. soil erosion and cultural values such as ecotourism	220,000 ha of badly degraded grassland and forests	100,000 hectares under CREMA management	220,000 hectares of land restored in the Northern Savannah Zone	Fire management will be carried out early in the dry season. Natural fires in the late dry season prevented, Core conservation areas protected in the CREMA.
PROJECT OUTCOMES: ***Copy from GCF funding proposal (no changes can be made). These are pre-defined outcomes selected from the GCF performance measurement framework and should be limited to one or two only.***							
	Expected Outcomes	**Indicator**	**Means of Verification (MoV)**	**Baseline**	**Target**		**Assumptions**
					Mid-term	**Final**	
Project Outcomes ***Copy all outcomes included in GCF funding proposal Table E.4***	M9.0 Improved management of land or forest areas contributing to emissions reductions	*9.1 Hectares of land or forests under improved and effective management that contributes to CO2 emission reductions*	Project monitoring reports, annual reports and NFMS system produces information on this indicator.	2700 ha under improved management that contributes to CO2 reductions	• 85,000 ha of land under sustainable forest management. • 100,000 ha under fire management	• 200,000 ha of degraded forest and grassland under sustainable forest management including core conservation areas	• *Institutional and political will and capacity to manage lands in the NSZ in an integrated manner, including large scale planning that takes into account land management criteria such as restoration and agroforestry practices on agriculture land and continuation bush fallows* • *Enabling policies and regulatory framework for land use planning* • *Acceptance of agroforestry land management practices by farmers*

					• 500,000 shea trees planted 200,000 other species and 15,000 ha under MTS plantations	• Further 220,000 ha in which communities adopt improved fire management techniques • Planting of 1.75 million shea trees and 400,000 other species which comprise of a variety of indigenous tree species in the agroforestry systems • 26,000 ha surrounding plantations of improved fire management	• *Project management will be based on a strong synthesis of best practices and lessons learned* • *Reducing deforestation and forest degradation from cross cutting actions start at 5 % building up to 15% in the 6th year. This is a likely assumption* • *Benefits to communities will be clearly superior to the costs* • *Incentives will continue in the long term* .
Project Outcomes ***Copy all outcomes included in GCF funding proposal Table E.4***		*Number of technologies and innovative solutions transferred or licensed to support low-emission development as a result of Fund support.*	CREMA set up for sustainable community forest management Planted shea trees in agroforestry systems Modified Taungya System farmers	Zero CREMA set up for community forest management No shea trees planted in agroforestry systems Zero MTS farmers	• 6 CREMA • 800,000 trees planted • 6,000 Taungya Farmers	• 12 CREMA • 1.75 million trees planted • 13,000 Taungya farmers	
	A7.0 Strengthened adaptive capacity and reduced exposure to climate risks	*7.1: Use by vulnerable households, communities, businesses and public-sector services of Fund supported tools,*	National Forest Monitoring System and Project M&E, Annual reports Reports from Fire brigades	No CREMA has core conservations areas No fire management	5 CREMA have core conservation areas set up. 13 Cooperatives are using an energy saving kiln	• 10 CREMA with core conservation areas set up • 26 cooperatives using an energy saving kiln • 26 cooperatives are storing shea	

		instruments, strategies and activities to respond to climate change and variability		No cooperatives using energy saving kilns	13 cooperatives have built a warehouse to store shea 20 firebreaks are built covering 100,000 hectares	• in warehouses which results in income that act as a safety net • 40 firebreaks covering 200,000 hectares	
PROJECT RESULTS: ***Copy from GCF funding proposal (no changes can be made).***							
Expected Project Results	**Indicator**	**Means of Verification (MoV)**	**Baseline**	**Target**			**Assumptions**
				Mid-term		**Final**	
1 Off-reserve, degraded, savannah woodlands and forests restored under self-financing community management in CREMA	*Number of CREMAs with legal right and regulations established* *Number of people trained in efficient wood fuels, NTFPs and timber production* *Number of facilities set up to allow communities to invest further into activities (fund)* *Number of land use and investment plans*	Integrated project monitoring and evaluation system Targeted reports on indicators Certificates of Devolution for CREMA Forestry Commission Records (RMSC in Tamale) FC Fire Management Plan	No CREMA with Certificates of Devolution or land use plans	Legal rights and regulations established in 8 CREMA 5 land use and investment plans developed 6 facilities set up to allow communities to invest further into activities (fund)community funds set up 6 land use and investment plans	Legal right and regulations established in 10 CREMA 10 land use and investment plans developed 10 facilities set up to allow communities to invest further into activities (fund)community funds set up 10 land use and investment plans		Community forest management plans provide a range of benefits and roles and responsibilities are clearly defined. Communities develop equitable systems of sharing of benefits. Devolution certificates are obtained
2. Degraded shea parklands restored through public private partnerships	*Number of shea and other high value trees planted* *Number of women trained* *Number of village nurseries created.* *Number of women's cooperatives created*	Cooperatives certification Number of women trained Tree Planting records	0 trees planted in the targeted communities 0 women trained 0 nurseries 0 women cooperatives formed	800,000 additional shea seedlings planted 35 additional women trained in grafting and 150 trained in business skills.	1.75m shea seedlings and 400,000 additional other tree seedlings provided and planted 70 additional women trained in grafting and 300 trained in restoring shea, business skills, setting up cooperative, managing warehouses, direct marketing		Increased revenues from shea motivate farmers to invest in shea parkland restoration.

				35 additional village nurseries created 20 additional cooperatives in place	70 additional village nurseries created with employment for 700 women (10 women per nursery). 26 women's cooperatives created	
3. Modified Taungya System plantations and fire management in forest reserves	*Hectares of MTS plantations set up* *Number of nurseries set up* *Number of Taungya farmers*	Integrated project monitoring and evaluation system Targeted reports on indicators Government records MTS farmers registered	2553 hectares of MTS plantations set up in NSZ Eight nurseries set up No Taungya farmers registered currently	12,000 hectares of MTS Plantation 22 additional nurseries set up 6,000 Taungya Farmers	25,500 plantations created for wood based industry in the NSZ 60 additional village nurseries created 13,000 Taungya farmers benefit from access to cropland	
4.Integrated monitoring system implemented and REDD+ systems strengthened	*Land cover and land cover change data provided to NFMS* *Safeguards information provided to SIS* *Annual collection of data according to indicators, verification and documentation* *Targeted reports available for Outputs 1, 2 and 3.* *Adaptive management of project activities*	Integrated project monitoring and evaluation system Biannual Update Report GHG Emissions Report - Ghana 4th and 5th National Communication to the UNFCCC Targeted reports on indicators Safeguards Information Summary to the UNFCC	National forest monitoring system in the process of being set up; National Forest Reference Level has been submitted to the UNFCCC; Preliminary data collected for a study focusing on the 3 northern regions on forest cover with Winrock International. A focal point in each district trained to collect information relating to addressing and respecting safeguards	Capacity set up in the regional centre in Tamale, equipment in place and first draft land cover map and land use change time series maps produced. Final Environmental and Social management framework in place with clear actions for risk mitigation and the roles and responsibilities identified. Clear understanding of the types of information and collection of this information to	Provision and integration of climate information related to forest management in the NSZ into national level NFMS and SIS. Regional data and monitoring on forest cover and forest and land use change and addressing and respecting social and environmental standards generated and potentially included into national communications to the UNFCCC.	Regional centres are equipped and have the capacity to do remote sensing and ground truthing to generate the data needed to monitor The BUR is being updated

				feed into the ESMF.		
DO NOT INCLUDE ACTIVITIES OR INPUTS IN THIS PROJECT RESULTS FRAMEWORK						

VI. MONITORING AND EVALUATION (M&E) PLAN

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex details the roles, responsibilities, frequency of monitoring project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

Additional M&E requirements will be undertaken in accordance with the GCF initial approach to monitoring and evaluation policy and other relevant GCF policies. The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GCF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GCF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

GCF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held after the Funded Activity Agreement becomes effective, with the aim to:

a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
c. Review the results framework and monitoring plan.
d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GCF National Designated Authority and other stakeholders in project-level M&E.
e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
h. Formally launch the Project.

The inception report is to be submitted to GCF within six months of project start (i.e. Funded Activity Agreement effectiveness)[2]. The inception report will be cleared by the UNDP Country Office and the NCE-VF Regional Technical Adviser and approved by the Project Board.

GCF Annul Performance Report (APR) (due 1 March each year of project implementation):

The annual GCF APR covering the reporting period January to December will be completed for each year of project implementation. The APR will include reporting of: environmental and social risks and related management plans,

[2] See Schedule 4 of the Funded Activity Agreement

gender, co-financing and financial commitments, GCF 'conditions precedent' outlined in the FAA, amongst other issues. The APR submitted to the GCF shall be shared with the Project Board.

The Forestry Commission, the UNDP Country Office, and the NCE-VF Regional Technical Advisor will provide objective input to the annual project report covering the calendar year for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance so that progress can be included in the report.

The Annual Project Report submitted to the GCF will also be shared with the Project Board. The UNDP Country Office will coordinate the input of other stakeholders to the report as appropriate. The quality rating of the previous year's report will be used to inform the preparation of the subsequent report.

The last APR (i.e. Project Completion Report) will be due for submission within 3 months after the project completion date.[3]

Knowledge management: The project team will ensure extraction and dissemination of lessons learned and good practices to enable adaptive management and upscaling or replication at local and global scales. Results will be disseminated to targeted audiences through relevant information sharing fora and networks. The project will contribute to scientific, policy-based and/or any other networks as appropriate (e.g. by providing content, and/or enabling participation of stakeholders/beneficiaries)

Independent Interim Evaluation Report (IER):

An interim independent evaluation report will be completed not later than three years and nine months after 10 May 2021.

The terms of reference, the review process and the final IER report will follow the standard templates and guidance prepared by the UNDP IEO for GCF-financed projects available on the UNDP Evaluation Resource Center (ERC).

The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project being reviewed.

The GCF NDA and other stakeholders will be involved and consulted during the evaluation process. Additional quality assurance support is available from the NCE-VF Directorate.

The final interim evaluation report will be available in English and will be cleared by the UNDP Country Office and the NCE-VF Regional Technical Adviser and approved by the Project Board.

The final IER report and IER TOR will be publicly available in English and will be posted on the UNDP ERC by Quarter 2 in Year 2025 . A management response to IER recommendations will be posted in the ERC within six weeks of the IER report's completion.

Terminal Evaluation (TE):
An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GCF-financed projects available on the UNDP Evaluation Resource Center.

[3] See Schedule 4 of the Funded Activity Agreement

The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GCF NDA and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the NCE-VF Directorate.

A final independent evaluation report will be completed within 6 months after the completion of the project.

The final evaluation report will be cleared by the UNDP Country Office and the NCE-VF Regional Technical Adviser and will be approved by the Project Board.

The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by 30 November 2028. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

Final Report:
The project's final APR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information**:**
To accord proper acknowledgement to the GCF for providing grant funding, the GCF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GCF will also accord proper acknowledgement to the GCF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[4] and the GCF Disclosure Policy[5]. See also GCF Branding Guidelines.

Carbon offsets or units: As outlined in the AMA agreement between UNDP and the GCF, to the extent permitted by applicable laws and regulations, the Implementing Partner will ensure that any greenhouse gas emission reductions (e.g. in emissions by sources or an enhancement of removal by sinks) achieved by this project shall not be converted into any offset credits or units generated thereby, or if so converted, will be retired without allowing any other emissions of greenhouse gases to be offset.

GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[6] (US$)	Time frame
Inception Workshop	Implementing Partner	$6,000	
Inception Report and baseline assessments	PM	None	• Within 6 months of effectiveness date, by October 2021 • ESIA

[5] See https://www.greenclimate.fund/documents/20182/184476/GCF_B.12_24_-_Comprehensive_Information_Disclosure_Policy_of_the_Fund.pdf/f551e954-baa9-4e0d-bec7-352194b49bcb
[6] Excluding project team staff time and UNDP staff time and travel expenses.

GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[6] (US$)	Time frame
Risk management (including Atlas Risk logs)	PM/DRR/FC Country Office	None	On-going
Monitoring of indicators in project results framework	PM/M&E Specialist/FC/UNDP	170,000 (including setting up of integrated monitoring system for the project)	Ongoing
GCF Annual Project Report	RTA UNDP Country Office[7] PM	None	Annually as per FAA
Audit of Implementing Partner as per UNDP audit policies	UNDP Country Office	$45,000 ($7,500 per year for 6 years)	As per UNDP Audit policies
Lessons learned, case studies, and knowledge generation	PM, M&E Specialist, Communication Specialist	Various Budget available for communications (via Radio) published material and knowledge products, brochures, reports as well as on-line content approx. 5,000 per year	On-going
Monitoring of safeguards and stakeholder engagement plan	Project Safeguards and Gender Officer	$55,000	On-going
Monitoring of gender action plan	Project Safeguards and Gender Officer	$10,000	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	$4,000	*As and when grievances arise*
Project Board meetings	Project Board Implementing Partner	Per year: USD 3,000	At minimum annually
Supervision missions	UNDP Country Office	None[8]	Two per year
Oversight missions	RTA NCE-VF Unit	None[9]	Troubleshooting as needed
GCF learning missions/site visits	UNDP Country Office and Project Manager and NCE-VF Unit	To be determined	To be determined.
Interim independent evaluation (add additional lines if more than one interim evaluation is required)	Independent evaluators	35,000	Completed by Feb 2025
Oversight of MTR process and MTR management response	UNDP Country Office and BPPS/GEF	None**Error! Bookmark not defined.**	
Final independent evaluation	Independent evaluators	50,000	Completed by Feb 2028

[7] Or equivalent for regional or global project
[8] The costs of UNDP Country Office and NCE-VF Unit's participation and time are charged to the GCF Agency Fee.
[9] The costs of UNDP Country Office and NCE-VF Unit's participation and time are charged to the GCF Agency Fee.

GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[6] (US$)	Time frame
Translation of evaluation reports into English	N/A	N/A	N/A
Oversight of TE process and TE management response	UNDP	None**Error! Bookmark not defined.**	
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		***390,000*** *1-2% of Total GCF grant NOT TOTAL budget*	

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism:

Implementing Partner: The Implementing Partner for this project is the Forestry Commission of Ghana.

The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Responsible Party: Global Shea Alliance (GSA) for Activities 2.1 and 2.2.

Engagement of the private sector: The activities to be co-financed by private sector partners will remain their own responsibility and all funds would be managed directly by themselves. No funds will be co-mingled with the GCF funds being managed by the GSA as a Responsible Party for Activities 2.1 and 2.2. GSA will be responsible for liaising with the private sector co-financiers on their funded sub-activities, monitoring their progress, and ensuring that there is synergy and complementarity between these sub-activities and those funded by the GCF.

GSA will also represent the private sector partners in the Project Board and ensure that their interests in promoting a sustainable, profitable and competitive shea industry are not compromised.

The private sector co-financing for Activity 2.2 will be disbursed through a joint proposal mechanism which details their proposed activities, key performance indicators, budget, funding structure and location of activities. These activities include warehouse construction, distribution of equipment, trainings related to cooperative management, business development, aggregation of kernels in warehouses, quality control and training and distributing improved cookstoves. The private sector will implement these activities directly within a public-private partnership framework.

These proposals will be reviewed by Forestry Commission as part of the technical review committee, with representatives from the GSA, UNDP. Once approved, companies will implement the agreed activities together with NGOs and GSA will enter into a performance based payment contract with the NGO to implement the GCF funded-activities. This is basically a vendor relationship (contract with the private entities will be signed based on procurement principles and the modality that will be used is a payment for achieved results/deliverables).

Project stakeholders and target groups: see Annex I.

Management arrangements

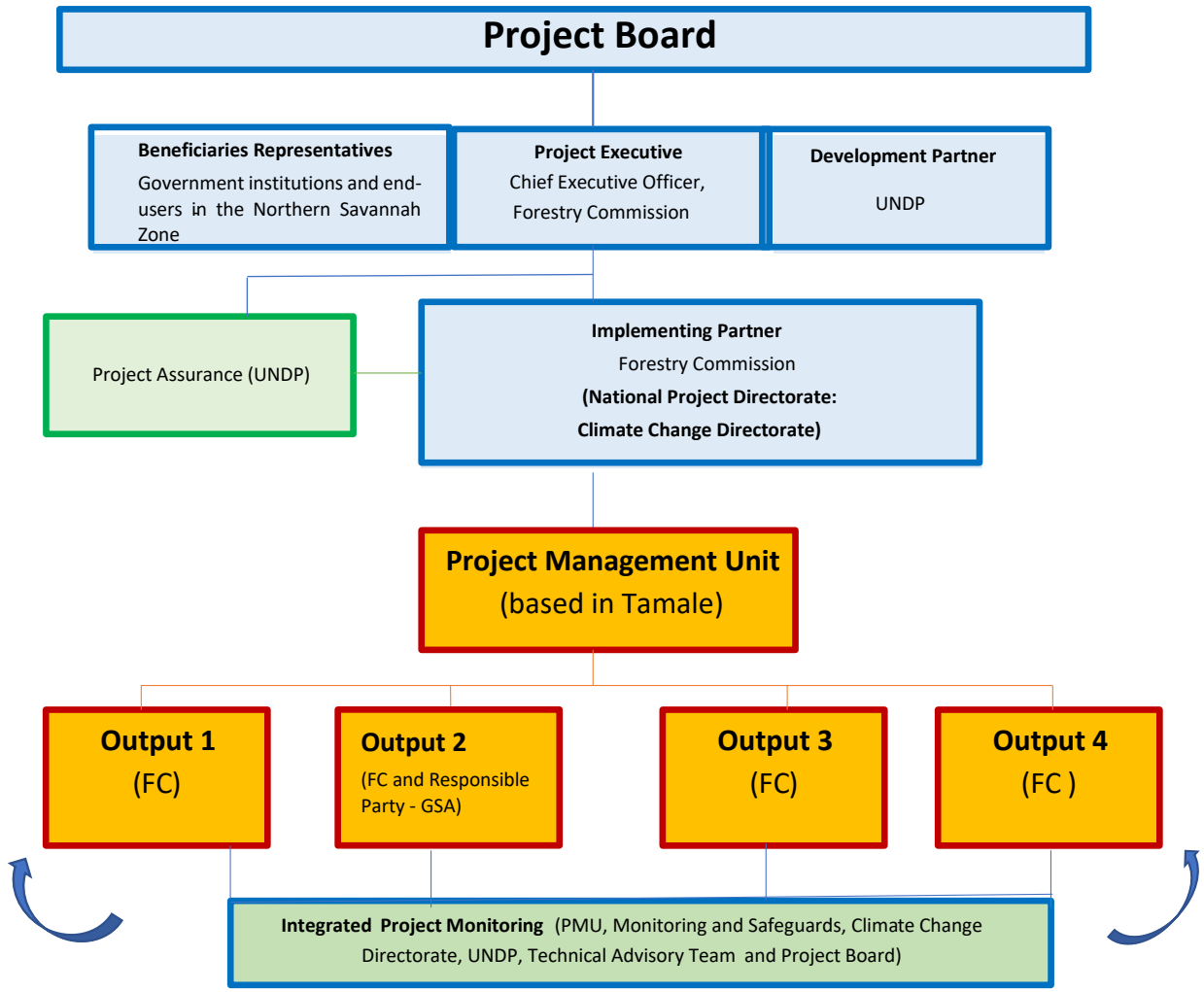
The project will be hosted by the Climate Change Directorate in FC, which will provide staff for overall coordination and monitoring of the project. A Project Management Unit (PMU) will be established and attached to the FC regional office in Tamale, capital of the Northern Region of Ghana, and will report to the Climate Change Directorate. Led by a Project Manager (PM) that will be selected through a competitive selection process, the PMU will support the Climate Change Directorate to execute project activities, including day-to-day operations of the project, and the overall operational and financial management and reporting. The Project Manager will run the project on a day-to-day basis within the constraints laid down by the Project Board. The Project Manager function will end when the final project terminal evaluation report and other documentation required by the GCF and UNDP, have been completed and submitted to UNDP. The Project Manager's prime responsibility is to support FC to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The overall strategy of the FC is to maximum reliance on its existing regional and district level staff, especially for implementation of Outputs 1 and 3. Gender balance will also be sought amongst project staff. All the Divisions of the Commission have Regional and District offices spread across the length and breadth of the country. At the Regional and District Level, the various arms of the FC - the Forest Services Division (FSD); Wildlife Division (WD); Timber Industry Development Division (TIDD); Forestry Commission Training Centre (FCTC); and Resource Management Support Centre (RMSC) work in tandem bringing their various expertise mandate together to nurture forests and ensure management, technical support and advice and monitoring functions are in place. These include a Regional Manager, two Assistant Regional Managers per region, District Managers, two Assistant District managers per district, a number of Forest Range Managers, Forest Range Supervisors and Forest Guards. More women are being engaged to various positions ranging from Directors, Regional Managers, District and Assistant District Managers and Range Supervisors.

UNDP: UNDP is accountable to the GCF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GCF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP provides a three-tier oversight and quality assurance role involving UNDP staff in Country Offices and at regional and headquarters levels. The quality assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions**.** This role ensures appropriate project management milestones are managed and completed.

The project assurance role is covered by the Accredited Entity (AE) fee provided by the GCF. As an AE to the GCF, UNDP is required to deliver GCF-specific oversight and quality assurance services including: (i) Day-to-day oversight supervision, (ii) Oversight of project completion and (iii) Oversight of project reporting. The role of UNDP is to represent the interests of the parties, which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). In addition, the Government of Ghana may request UNDP to provide direct project services for this project. The UNDP and Government of Ghana acknowledge and agree that those services are not mandatory and will be provided only upon Government request and specified in the Letter of Agreement. If requested, the direct project services would follow UNDP policies on the recovery of direct project costs relating to GCF funded projects.

Project Organisation Structure



Project Board: The Project Board (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

The project will be governed by a Project Board, which will meet twice a year, (in addition to ad-hoc/emergency meetings called by the National Project Director in the person of the Director Climate Change) is responsible for making management decisions by consensus when required, including the approval of project plans and revisions. It reviews evidence on project performance based on monitoring, evaluation and reporting, including progress reports and the combined delivery report. It will ensure the implementation of management plan for project risks identified and oversee the project implementation, reviewing and ensuring compliance with Government of Ghana, UNDP and GCF requirements.

In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager's tolerances as required, within the parameters set by NCE-VF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by NCE-VF;
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception, Interim Evaluation and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

The composition of the Project Board must include the following roles:

a. The Executive: The CEO of the Forestry Commission, will chair the Project Board and represent project ownership. In addition, the National Project Director (Director for Climate Change) will be responsible for overall direction, strategic guidance and delivery of project outputs (position non-remunerated with GCF resources).

b. The Development Partner: UNDP in its capacity as GCF accredited entity will represent the interests of the parties concerned that provide funding and/or technical expertise to the project as outlined above.

c. Beneficiary Representatives: Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. It includes GSA (representing the private sector partners) and representatives from civil society, research and academia, the national REDD+ Gender Sub-Working Group , and other relevant government MDAs including MOFA, MLNR, Ministry of Finance, EPA, and Ministry of Environment, Science, Technology and Innovation (MESTI).

Project extensions: The NCE-VF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GCF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GCF resoruces.

VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 54,546,775. This is financed through a GCF grant of USD 30,100,000, USD 350,000 in cash co-financing to be administered by UNDP and USD 24,446,775 in other (parallel) co-financing. UNDP is responsible for the oversight of the GCF resources and the cash co-financing transferred to UNDP bank account only.

Co-finance monitoring: The actual realization (materialization) of project co-financing will be monitored annually and will be reported to the GCF through annual progress reports. Signed letters from co-financiers will be requested to confirm the amounts that have materialized for the respective year.

Co-financing will be used for the following project outputs and activities:

Co-financing source	**Co-financing type**	**Amount in USD**	**Planned Co-financing Activities**	**Risks**	**Risk Mitigation Measures**
Government Co-financing Output 1:	*In kind*	1,962,222	FC to undertake activities that support the establishment of new Community Resource Management Areas (CREMA) and CREMA management plans; and revamp existing CREMA and make them functional and recognised as legal entities	*Co-financing not realised due to the diversion of funds to other activities or changes in government priorities or changes in government leadership*	*In-kind resources to be confirmed on an annual basis and verified in the Annual Workplan as part of delivery. The AWP will have a source of funds against each activity to enable such monitoring to take place.*
UNDP (TRAC + other Co-financing) Output 1:	Cash	13,944	Complement the GCF Funds to set up an enabling policy environment for community forest management in Ghana		
GSA Co-financing Output 2:	In kind	8,667,695	The activities that the private sector entities will engage in are estimated as follows. Please note that these are indicative amounts and only provide an idea of how private sector financing may be utilized. When implementation begins, the required amounts and activities that the private sector entities will support can be ascertained. Training of women's groups in nursery techniques (500,000). Seedling purchase / production (1,000,000). Training in tree planting & care (500,000). Seedlings planting (625,000). Training in parklands management, mistletoe control and pruning, natural regeneration (500,000). Training in grafting for early, enhanced productivity (500,000). Coordination and operational set-up (2,121,000). Awareness raising and women's group identification (104,000). Governance training of all interested women in communities (104,000). Governance training of officers of the cooperative (104,000). Cooperative registration (2,600). Warehouse construction (390,000). Warehouse and land registration (3,900). Warehouse equipment (260,000). Aggregation training (104,000). Quality trainings for kernels	*Co-financing not realised due to private sector partners reneging on their commitments.* *Non-compliance of environmental and social safeguards including potential risks in engaging with the private sector come to pass.*	*As implementation will allow shorter term planning – including annual work plans and regular monitoring, early warning as to a change in a commitment from a private sector partner will be received and prior to the implementation of activities and alternative co-financing will be sourced.* *The integrated monitoring system provides for monitoring of the mitigation measures in the ESMP as well as in the measure defined in the Risk Log developed to manage particular risks with private sector companies. The construction of warehouses will be guided through the Warehouse*

			(260,000). Quality trainings for butter (80,000). Warehouse management training (104,000). Warehouse manager (48,600). Pre-financing training (104,000). Contract management training (104,000). Profit sharing training (104,000). Market linkage set-up (104,000). Coordination, operational set-up for direct purchasing (1,343,400).		*Construction Manual and comply with building standards and other key issues such as security of tenure and management of ownership rights once construction is complete*
UNDP (TRAC + other Co-financing) Output 2:	Cash	294,224	Complement the GCF Funds to set up an enabling policy environment in the shea sector		
Government Co-financing Output 3:	In kind	12,325,419	For output 3, which focuses on the establishment of the MTS, the FC is embarking on a countrywide plantation establishment with the Northern Region in tandem with the project activities funded by GCF in output 3,and will set up plantations of 500 ha on an annual basis from 2018. The cost of MTS establishment per ha is USD 275. With a conservative yearly assumption of a 10% inflation rate, the total amount for 7 years of MTS will come to USD 1,303,600.54 for a total of 3,500 ha of plantation establishment. Another 7,000 ha of plantations are being established in the NSZ at a cost of USD 1,653.4/ha/yr.		
UNDP (TRAC + other Co-financing) Output 3:	Cash	13,944	Complement government and GCF funds to implement an enabling policy environment for the MTS system		
UNDP (TRAC + other Co-financing) Output 4:	Cash	13,944	Complement government and GCF funds to implement an enabling environment for climate and forest finance as and future results for REDD+.		
Government Co-financing	In kind	751,981	Project Management		
GSA Co-financing	In kind	389,458	Project Management		
UNDP (TRAC and other co-financing).	Cash	13,944	Project Management		

GCF Disbursement schedule: GCF grant funds will be disbursed according to the GCF disbursement schedule. The Country Office will submit an annual work plan to the NCE-VF Unit and comply with the GCF milestones in order for the next tranche of project funds to be released. All efforts must be made to achieve 80% delivery annually to accomplish the expected outputs/activities on a timely manner, within the planned duration to avoid extension of the project.

Disbursements	**GCF Proceeds (USD)**
Disbursement 1	2,311,228
Disbursement 2	4,964,939
Disbursement 3	5,131,142
Disbursement 4	5,206,706
Disbursement 5	5,107,080
Disbursement 6	3,699,076

Disbursement 7	3,679,829
TOTAL	**30,100,000**

UNDP Support Services as requested by Government: services provided to government directly under NIM. The UNDP Country Office will also deliver a pre-determined set of project-specific execution services at the request of the Government. To ensure the strict independence required by the GCF and in accordance with the UNDP Internal Control Framework, these execution services should be delivered independent from the GCF-specific oversight and quality assurance services (i.e. not done by same person to avoid conflict of interest). These execution services will be charged to the project budget in accordance with the UNDP's Harmonized Conceptual Funding Framework and Cost Recovery Methodology and Partner Capacity Assessment Tool (PCAT). Completing the partner capacity assessment tool and the HACT capacity assessment is required early during the project preparation stage. The partner capacity assessment tool considers project management capacities and the HACT assessment helps to identify capacity gaps in the partner's financial management system and practices, and to determine ways and means of addressing them. The assessment also informs decisions on the use of national implementation and the role of UNDP in providing support services at the request of the Implementing Partner. If the Implementing Partner requests UNDP support services (both Technical and Administrative Support Services) these costs need to be transparently and correctly budgeted in the TBWP and approved by GCF.

The government has requested UNDP to undertake both technical and administrative services. The Implementing Partner has requested UNDP to provide support services for an amount of no more than 4% of the total grant amount from the Green Climate Fund. for the full duration of the project. The signed letter of agreement between UNDP and the Implementing Partner detailing these support services are included in Annex L. To ensure the strict independence required by the GCF and in accordance with the UNDP Internal Control Framework, these execution services should be delivered independent from the GCF-specific oversight and quality assurance services (i.e. not done by same person to avoid conflict of interest).

Budget Revision and Tolerance:

Any reallocation of the GCF grant among the outputs that result in a variation of more than 10% of the GCF agreed budget for that output must be approved by the GCF in advance.

Any increase in the amount allocated to project management costs must be communicated by the Accredited Entity to the Fund and approved in writing by the Fund in advance

Any budget reallocation involving a major change in the project's scope, structure, design, or objectives or any other change that substantially alters the purpose or benefit of the project requires the GCF's prior written consent.

As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board (within the GCF requirements noted above). Should such deviation occur, the Project Manager and UNDP Country office will seek the approval of the NCE-VF Unit.

Any over expenditure incurred beyond the available GCF grant amount will be absorbed by non-GCF resources (e.g., UNDP TRAC or cash co-financing).

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

Project completion: Project completion will be conducted as per UNDP requirements outlined in the UNDP POPP. Please note that extensions of the timeline for project closure will require consultations with the GCF and possible further action, as per the instruction of the GCF. Please see GCF policy on cancellation and restructuring. The only costs a project may incur following the final project review are those included in the project completion budget.

Operational closure: The project will be operationally closed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting, including the project completion budget. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC**. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file[10]. The transfer should be done before Project management Unit (team) complete their assignments.

In addition, the following GCF requirements must be followed: As stated in Clause 9.03 of the Funding Activity Agreement included in Annex[1], the Accredited Entity shall inform the GCF, in the final Annual Progress Report (APR), which steps it intends to take in relation to the durable assets and/or equipment purchased with the GCF Proceeds to implement the Funded Activity.

Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project is required to be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the NCE-VF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

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[10] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

[1] 23.04 of the AMA states: " In relation to a Funded Activity that is a grant financed in whole or in part with GCF Proceeds, if any part of such grant is used to purchase any durable assets or equipment used to implement the relevant Funded Activity (such as vehicles or office equipment), upon completion of the Funded Activity or termination of the relevant FAA in accordance with its terms, the Accredited Entity shall take such steps in relation to such assets or equipment which it reasonably deems in the best interest of the continued operation of the Funded Activity taking into consideration the objectives of the Fund and the terms of the applicable SBAA."

Refund to GCF: Should a refund of unspent funds to the GCF be necessary, this will be managed directly by the NCE-VF Directorate in New York. No action is required at CO level on the actual refund from UNDP project to the GCF.

IX. TOTAL BUDGET AND WORK PLAN

N.B. the budget notes are included in Annex N.

OID	GCF Output	AID	Activity	Responsible party	Financing Source	Atlas Budget Account Code	Atlas Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Amount Year 7 (USD)	TOTAL (USD)	Budget notes
1	**Off-reserve, degraded, savanna forests restored under self-financing community management**	1.1	**Structure and empower communities for savannah forest management**	Forestry Commission	**GCF**	61300	Salary & Post Adj Cost-IP Staff	4,132	4,132	4,132	4,132	4,132	4,132	4,146	28,938	1
						71200	International Consultants	468	468	468	468	468	468	473	3,281	2
						71300	Local Consultants	4,500	21,937	65,813	-	-	-	-	92,250	3
						71600	Travel	5,700	75,774	104,466	20,790	20,790	20,790	20,790	269,100	4
						71800	Contractual Services - Implementing Partner	11,082	22,803	24,616	25,967	22,710	8,746	9,210	125,134	5
						72200	Equipment and Furniture	28,800	3,960	8,040	-	-	-	-	40,800	6
						72500	Supplies	-	6,561	15,838	4,147	3,888	1,426	-	31,860	7
						72800	Information Technology Equipmt	-	10,890	22,110	-	-	-	-	33,000	8
						73400	Rental & Maint of Other Equip	5,547	8,717	12,368	6,187	6,187	6,187	6,207	51,400	9
						74200	Audio Visual & Print Prod Costs	-	5,202	9,648	-	-	-	-	14,850	10
						75700	Training, Workshops and Conference	-	13,365	15,135	-	-	-	-	28,500	11
						72100a	Contractual Services - Companies / Nat-Serv	8,780	20,590	11,230	4,950	4,950	4,950	4,950	60,400	12
						72100c	Contractual Services - Companies / Nat-G&W	-	1,980	4,020	-	-	-	-	6,000	13
		1.1	Total					69,009.00	196,379	297,884	66,641	63,125	46,699	45,776	785,513	
		1.2	**Develop sustainable forest managem**	Forestry Commission	**GCF**	61100	Salary costs - NP staff	13,396	13,815	14,652	14,652	15,490	15,908	16,751	104,664	14
						61300	Salary & Post Adj Cost-IP Staff	6,222	6,222	6,222	6,222	6,222	6,222	6,242	43,574	15

			ent systems and adapt them to local conditions			71300	Local Consultants	7,843	26,145	26,145	18,617	-	-	-	78,750	16
						71600	Travel	16,929	105,295	107,350	112,424	80,735	54,155	58,062	534,950	17
						71800	Contractual Services - Implementing Partner	6,308	6,505	6,900	6,900	7,294	7,491	7,889	49,287	18
						72300	Materials & Goods	-	17,200	17,400	16,350	1,050	-	-	52,000	19
						72500	Supplies	522	1,045	1,045	538	-	-	-	3,150	20
						73400	Rental & Maint of Other Equip	2,200	7,448	7,481	7,237	4,181	3,467	3,606	35,620	21
						74200	Audio Visual & Print Prod Costs	1,743	4,183	4,184	2,490	-	-	-	12,600	22
						75700	Training, Workshops and Conference	-	12,782	12,782	12,936	-	-	-	38,500	23
						72100a	Contractual Services - Companies / Nat-Serv	-	470	1,880	5,170	5,170	5,170	5,640	23,500	24
		1.2	Total					55,163.00	201,110	206,041	203,536	120,142	92,413	98,190	976,595	
		1.3	**Develop enterprise and value chains**	Forestry Commission	**GCF**	61100	Salary costs - NP staff	8,483	8,748	9,278	9,278	9,808	10,073	10,608	66,276	25
						71200	International Consultants	68,500	-	-	-	-	-	-	68,500	26
						71600	Travel	-	19,000	19,000	19,000	19,000	-	-	76,000	27
						71800	Contractual Services - Implementing Partner	2,523	305,472	306,982	308,334	309,843	2,996	3,158	1,239,308	28
						72200	Equipment and Furniture	-	26,000	-	-	-	-	-	26,000	29
						72500	Supplies	7,500	3,402	4,032	3,780	1,386	-	-	20,100	30
						72800	Information Technology Equipmt	-	13,860	28,140	-	-	-	-	42,000	31
						73400	Rental & Maint of Other Equip	-	5,940	11,880	11,880	11,880	11,880	12,540	66,000	32
						72100a	Contractual Services - Companies / Nat-Serv	-	134,500	134,500	134,500	134,500	126,000	126,000	790,000	33

					UNDP	61100	Salary costs - NP staff	1,784	1,840	1,952	1,952	2,063	2,119	2,231	13,941	34
		1.3	Total					88,790.00	518,762	515,764	488,724	488,480	153,068	154,537	2,408,125	
		1.4	**Restore forests through fire management in the Northern Savannah Zone**	Forestry Commission	**GCF**	71200	International Consultants	64,100	-	-	-	-	-	-	64,100	35
						71300	Local Consultants	-	1,250	-	-	-	-	-	1,250	36
						71600	Travel	13,838	16,840	3,443	4,016	3,443	3,443	4,020	49,043	37
						72300	Materials & Goods	-	40,000	-	-	-	-	-	40,000	38
						73400	Rental & Maint of Other Equip	1,400	-	-	-	-	-	-	1,400	39
						74200	Audio Visual & Print Prod Costs	-	80,390	30,780	30,780	31,122	31,464	31,464	236,000	40
						75700	Training, Workshops and Conference	5,000	16,000	10,000	10,000	10,000	10,000	-	61,000	41
						72100a	Contractual Services - Companies / Nat-Serv	-	40,000	40,000	40,000	40,000	-	-	160,000	42
		1.4	Total					84,338.00	194,480	84,223	84,796	84,565	44,907	35,484	612,793	
		1.5	**Undertake enabling and support measures for community management of forests**	Forestry Commission	**GCF**	61300	Salary & Post Adj Cost-IP Staff	4,213	4,213	4,213	4,213	4,213	4,213	4,228	29,506	43
						71200	International Consultants	585	585	585	585	585	585	590	4,100	44
						71300	Local Consultants	-	25,000	25,000	-	-	-	-	50,000	45
						71600	Travel	-	47,442	47,442	47,589	47,589	50,469	50,469	291,000	46
						74200	Audio Visual & Print Prod Costs	-	7,470	7,470	7,515	7,515	7,515	7,515	45,000	47
						75700	Training, Workshops and Conference	-	27,810	27,810	27,885	27,885	29,805	29,805	171,000	48
						72100a	Contractual Services - Companies / Nat-Serv	59,976	59,976	59,976	59,976	59,976	59,976	60,144	420,000	49
		1.5	Total					64,774.00	172,496	172,496	147,763	147,763	152,563	152,751	1,010,606	
GCF								360,290.00	1,281,387	1,274,456	989,508	902,012	487,531	484,507	5,779,691	
Gov. Co-fin.								280,317.00	280,317	280,317	280,317	280,318	280,318	280,318	1,962,222	Co-F 1

UNDP								1,784.00	1,840	1,952	1,952	2,063	2,119	2,231	13,941	Co-F2
Output 1	**Total**							**642,391.00**	**1,563,544**	**1,556,725**	**1,271,777**	**1,184,393**	**769,968**	**767,056**	**7,755,854**	
2	**Degraded shea parklands restored through public private partnerships**	2.1	**Restore and sustainably manage the shea parklands**	Global Shea Alliance	**GCF**	61100	Salary costs - NP staff	6,698	6,907	7,326	7,326	7,745	7,954	8,376	52,332	50
						61300	Salary & Post Adj Cost-IP Staff	1,358	1,358	1,358	1,358	1,358	1,358	1,365	9,513	51
						71300	Local Consultants	19,900	10,000	10,000	10,000	2,500	-	-	52,400	52
						71600	Travel	11,595	11,595	11,595	11,595	11,595	11,595	11,630	81,200	53
						71800	Contractual Services - Implementing Partner	137,025	137,104	106,219	106,219	106,376	106,455	106,617	806,015	54
						72200	Equipment and Furniture	14,400	-	-	-	-	-	-	14,400	55
						72300	Materials & Goods	367,280	734,560	808,016	881,472	881,472	-	-	3,672,800	56
						73400	Rental & Maint of Other Equip	4,198	4,198	4,198	4,198	4,198	4,198	4,212	29,400	57
						74200	Audio Visual & Print Prod Costs	-	10,000	10,000	10,000	10,000	-	-	40,000	58
						75700	Training, Workshops and Conference	2,500	2,500	2,500	2,500	-	-	-	10,000	59
						72100a	Contractual Services - Companies / Nat-Serv	92,400	225,600	495,150	761,100	805,650	703,800	703,800	3,787,500	60
		2.1	Total					657,354.00	1,143,822	1,456,362	1,795,768	1,830,894	835,360	836,000	8,555,560	
		2.2	**Strengthen value chains for shea processing**	Global Shea Alliance	**GCF**	61300	Salary & Post Adj Cost-IP Staff	926	926	926	926	926	926	930	6,486	61
						71200	International Consultants	468	468	468	468	468	468	473	3,281	62
						71300	Local Consultants	8,750	-	-	-	-	-	-	8,750	63
						71800	Contractual Services - Implementing Partner	45,393	50,350	51,069	51,520	51,971	45,662	45,766	341,731	64
						72500	Supplies	-	13,000	-	-	-	-	-	13,000	65
						72100a	Contractual Services - Companies / Nat-Serv	-	13,750	55,000	56,250	-	-	-	125,000	66

		2.2	Total					55,537.00	78,494	107,463	109,164	53,365	47,056	47,169	498,248	
		2.3	**Enhance the enabling environment for climate-smart shea and upscaling of finance and investments**	Forestry Commission	**GCF**	61100	Salary costs - NP staff	8,483	8,748	9,278	9,278	9,808	10,073	10,608	66,276	67
						61300	Salary & Post Adj Cost-IP Staff	12,283	12,283	12,283	12,283	12,283	12,283	12,321	86,019	68
						71200	International Consultants	24,785	36,740	12,485	24,840	585	25,575	590	125,600	69
						71300	Local Consultants	54,000	44,820	17,820	18,360	-	-	-	135,000	70
						71400	Contractual Services - Individual	-	-	30,960	32,400	36,000	39,600	41,040	180,000	71
						71600	Travel	20,708	51,340	53,006	46,851	42,763	33,473	24,551	272,692	72
						71800	Contractual Services - Implementing Partner	14,913	19,170	20,475	20,926	20,541	16,237	17,096	129,358	73
						74200	Audio Visual & Print Prod Costs	-	4,800	24,800	4,800	19,800	15,400	5,400	75,000	74
						75700	Training, Workshops and Conference	5,000	30,120	37,645	15,285	42,200	10,650	8,100	149,000	75
						72100a	Contractual Services - Companies / Nat-Serv	34,994	14,994	14,994	14,994	14,994	14,994	15,036	125,000	76
					UNDP	61100	Salary costs - NP staff	1,784	1,840	1,952	1,952	2,063	2,119	2,231	13,941	77
						75700	Training, Workshops and Conference	39,799	39,799	39,799	39,799	40,360	40,360	40,360	280,276	78
		2.3	Total					216,749.00	264,654	275,497	241,768	241,397	220,764	177,333	1,638,162	
GCF								888,057.00	1,445,331	1,797,571	2,104,949	2,083,233	1,060,701	1,017,911	10,397,753	
UNDP								41,583.00	41,639	41,751	41,751	42,423	42,479	42,591	294,217	Co-F 3
PS co-fin								1,238,242.00	1,238,242	1,238,242	1,238,242	1,238,242	1,238,242	1,238,241	8,667,695	Co-F 4
Output 2	**Total**							**2,167,882.00**	**2,725,212**	**3,077,564**	**3,384,942**	**3,363,898**	**2,341,422**	**2,298,743**	**19,359,665**	
3	**Modified Taungya System plantations**	3.1	**Structure MTS communities with**	Forestry Commission	**GCF**	61300	Salary & Post Adj Cost-IP Staff	8,345	8,345	8,345	8,345	8,345	8,345	8,374	58,444	79
						71200	International Consultants	55,418	468	468	468	468	468	473	58,231	80

	and fire management in forest reserves		**clearly defined contractual and benefit sharing arrangements**			71300	Local Consultants	2,234	-	-	-	-	-	-	2,234	81
						71600	Travel	62,738	96,590	3,443	4,016	3,443	3,443	4,020	177,693	82
						71800	Contractual Services - Implementing Partner	13,673	14,101	14,955	14,955	15,810	16,237	17,096	106,827	83
						73400	Rental & Maint of Other Equip	1,000	4,000	-	-	-	-	-	5,000	84
						74200	Audio Visual & Print Prod Costs	45,000	-	-	-	-	-	-	45,000	85
						75700	Training, Workshops and Conference	10,000	-	-	-	-	-	-	10,000	86
						72100a	Contractual Services - Companies / Nat-Serv	17,500	70,000	-	-	-	-	-	87,500	87
		3.1	Total					215,908.00	193,504	27,211	27,784	28,066	28,493	29,963	550,929	
		3.2	**Establish, maintain and monitor MTS plantations**	Forestry Commission	**GCF**	61100	Salary costs - NP staff	21,880	22,564	23,931	23,931	25,299	25,985	27,350	170,940	88
						61300	Salary & Post Adj Cost-IP Staff	6,222	6,222	6,222	6,222	6,222	6,222	6,242	43,574	89
						71600	Travel	-	135,480	140,280	145,278	140,300	204,980	145,232	911,550	90
						71800	Contractual Services - Implementing Partner	3,762	7,671	8,280	8,730	7,649	2,996	3,158	42,246	91
						72200	Equipment and Furniture	84,800	-	-	-	-	-	-	84,800	92
						72300	Materials & Goods	-	1,284,253	1,284,253	1,284,697	1,269,601	1,269,601	1,300,195	7,692,600	93
						73400	Rental & Maint of Other Equip	14,794	19,938	24,884	24,884	24,994	25,304	25,152	159,950	94
						75700	Training, Workshops and Conference	-	3,486	3,486	3,507	3,507	3,507	3,507	21,000	95
						72100a	Contractual Services - Companies / Nat-Serv	-	1,195	1,195	1,195	1,195	2,395	1,225	8,400	96
					UNDP	61100	Salary costs - NP staff	1,784	1,840	1,952	1,952	2,063	2,119	2,231	13,941	97
		3.2	Total					133,242.00	1,482,649	1,494,483	1,500,396	1,480,830	1,543,109	1,514,292	9,149,001	

		3.3	**Promote fire management and control for plantation protection and for the restoration of savannah forests in the reserves**	Forestry Commission	**GCF**	71200	International Consultants	49,485	16,885	16,885	585	585	585	590	85,600	98
						71600	Travel	24,000	92,828	107,852	131,710	132,814	152,302	147,694	789,200	99
						71800	Contractual Services - Implementing Partner	-	4,956	5,407	5,858	6,309	-	-	22,530	100
						72200	Equipment and Furniture	-	10,000	-	-	-	-	-	10,000	101
						72300	Materials & Goods	-	12,830	830	835	12,835	835	835	29,000	102
						73400	Rental & Maint of Other Equip	-	680	200	200	680	200	200	2,160	103
						74200	Audio Visual & Print Prod Costs	4,000	-	-	-	-	-	-	4,000	104
						75700	Training, Workshops and Conference	7,000	2,970	-	2,970	-	3,060	-	16,000	105
						72100a	Contractual Services - Companies / Nat-Serv	15,000	2,395	1,195	1,202	2,402	1,202	1,204	24,600	106
		3.3	Total					99,485.00	143,544	132,369	143,360	155,625	158,184	150,523	983,090	
GCF								446,851.00	1,817,857	1,652,111	1,669,588	1,662,458	1,727,667	1,692,547	10,669,079	
Gov. co-fin								1,760,774.00	1,760,774	1,760,774	1,760,774	1,760,774	1,760,774	1,760,775	12,325,419	Co-F 5
UNDP								1,784.00	1,840	1,952	1,952	2,063	2,119	2,231	13,941	Co-F 6
Output 3	**Total**							**2,209,409.00**	**3,580,471**	**3,414,837**	**3,432,314**	**3,425,295**	**3,490,560**	**3,455,553**	**23,008,439**	
4	**REDD+ systems strengthened**	4.1	**Address and respect safeguards**	Forestry Commission	**GCF**	61300	Salary & Post Adj Cost-IP Staff	13,050	13,050	13,050	13,050	13,050	13,050	13,094	91,394	107
						71200	International Consultants	11,968	468	468	468	468	468	473	14,781	108
						71300	Local Consultants	31,500	-	-	-	-	-	-	31,500	109
						71600	Travel	39,807	33,617	33,617	33,617	33,617	34,236	34,245	242,756	110
						71800	Contractual Services - Implementing Partner	25,029	25,811	27,376	27,376	28,940	29,722	31,290	195,544	111
						72400	Communic & Audio Visual Equip	8,250	-	-	-	-	-	-	8,250	112

						72500	Supplies	-	4,980	4,980	4,980	4,980	5,040	5,040	30,000	113
						72800	Information Technology Equipmt	16,500	-	-	-	-	-	-	16,500	114
						73300	Rental & Maint of Info Tech Eq	-	4,930	4,930	4,930	4,930	4,989	4,991	29,700	115
						73400	Rental & Maint of Other Equip	336	1,344	1,344	1,344	1,344	1,344	1,344	8,400	116
						75700	Training, Workshops and Conference	24,200	5,880	5,880	5,880	5,880	6,300	6,300	60,320	117
		4.1	Total					170,640.00	90,080	91,645	91,645	93,209	95,149	96,777	729,145	
		4.2	**Monitor, report and verify greenhouse gas emission reduction targets**	Forestry Commission	**GCF**	61300	Salary & Post Adj Cost-IP Staff	8,975	8,975	8,975	8,975	8,975	8,975	9,004	62,854	118
						71200	International Consultants	-	11,500	-	-	11,500	-	-	23,000	119
						71600	Travel	-	26,786	22,286	22,286	26,786	22,555	22,557	143,256	120
						72400	Communic & Audio Visual Equip	8,250	-	-	-	-	-	-	8,250	121
						72500	Supplies	-	4,980	4,980	4,980	4,980	5,040	5,040	30,000	122
						72800	Information Technology Equipmt	29,500	-	-	-	-	-	-	29,500	123
						73300	Rental & Maint of Info Tech Eq	-	5,647	5,647	5,647	5,647	5,715	5,717	34,020	124
						75700	Training, Workshops and Conference	1,320	5,000	-	-	5,000	-	-	11,320	125
		4.2	Total					48,045.00	62,888	41,888	41,888	62,888	42,285	42,318	342,200	
		4.3	**Monitor and evaluate project outputs**	Forestry Commission	**GCF**	61100	Salary costs - NP staff	8,483	8,748	9,278	9,278	9,808	10,073	10,608	66,276	126
						71200	International Consultants	585	585	585	35,585	585	585	50,590	89,100	127
						71600	Travel	50,003	51,293	50,145	50,719	50,145	50,595	51,280	354,180	128
						71800	Contractual Services - Implementing Partner	31,543	32,529	34,500	34,500	36,472	37,458	39,433	246,435	129
						72400	Communic & Audio Visual Equip	8,500	-	-	-	-	-	-	8,500	130

						72800	Information Technology Equipmt	17,000	-	-	-	-	-	-	17,000	131
						73300	Rental & Maint of Info Tech Eq	-	5,080	5,080	5,080	5,080	5,140	5,140	30,600	132
						73400	Rental & Maint of Other Equip	1,999	1,999	1,999	1,999	1,999	1,999	2,006	14,000	133
						74200	Audio Visual & Print Prod Costs	6,597	6,597	6,597	6,597	6,597	6,597	6,618	46,200	134
						75700	Training, Workshops and Conference	7,240	5,880	5,880	5,880	5,880	6,300	6,300	43,360	135
						72100a	Contractual Services - Companies / Nat-Serv	2,940	2,940	2,940	2,940	2,940	3,150	3,150	21,000	136
					UNDP	61100	Salary costs - NP staff	1,784	1,840	1,952	1,952	2,063	2,119	2,231	13,941	137
		4.3	Total					136,674.00	117,491	118,956	154,530	121,569	124,016	177,356	950,592	
GCF								353,575.00	268,619	250,537	286,111	275,603	259,331	314,220	2,007,996	
UNDP								1,784.00	1,840	1,952	1,952	2,063	2,119	2,231	13,941	Co-F 7
Output 4	**Total**							**355,359.00**	**270,459**	**252,489**	**288,063**	**277,666**	**261,450**	**316,451**	**2,021,937**	
5	**Project management**	5.1	**Project management**	Forestry Commission	**GCF**	61100	Salary costs - NP staff	35,793	36,911	39,149	39,149	41,386	42,504	44,744	279,636	138
						64300	Services to Projects - CO staff	8,440	8,704	9,231	9,231	9,759	10,022	10,553	65,940	139
						71800	Contractual Services - Implementing Partner	50,888	51,869	53,831	53,831	55,793	56,774	58,794	381,780	140
						72200	Equipment and Furniture	81,000	-	-	-	-	-	-	81,000	141
						72400	Communic & Audio Visual Equip	6,597	6,597	6,597	6,597	6,597	6,597	6,618	46,200	142
						72500	Supplies	2,998	2,998	2,998	2,998	2,998	2,998	3,012	21,000	143
						72800	Information Technology Equipmt	29,940	2,940	2,940	2,940	25,440	3,150	3,150	70,500	144
						73100	Rental & Maintenance-Premises	21,995	12,555	12,555	12,590	12,590	12,590	12,625	97,500	145
						73400	Rental & Maint of Other Equip	9,596	9,596	9,596	9,596	9,596	9,596	9,624	67,200	146

						74500	Service to Projects – GOE	10,983	7,875	7,875	7,875	7,875	7,875	9,967	60,325	147
						72100a	Contractual Services - Companies / Nat-Serv	4,198	11,668	11,668	11,713	11,713	11,713	11,727	74,400	148
					UNDP	61100	Salary costs - NP staff	1,784	1,840	1,952	1,952	2,063	2,119	2,231	13,941	149
		5.1	Total					264,212.00	153,553	158,392	158,472	185,810	165,938	173,045	1,259,422	
GC								262,428.00	151,713	156,440	156,520	183,747	163,819	170,814	1,245,481	
Gov co-fin								107,425.00	107,425	107,425	107,425	107,427	107,427	107,427	751,981	Co-F 8
UNDP								1,784.00	1,840	1,952	1,952	2,063	2,119	2,231	13,941	Co-F 9
PS co-fin								55,636.00	55,636	55,636	55,636	55,636	55,636	55,637	389,453	Co-F 10
Output 5	**Total**							**427,273.00**	**316,614**	**321,453**	**321,533**	**348,873**	**329,001**	**336,109**	**2,400,856**	
GCF								**2,311,201.00**	**4,964,907**	**5,131,115**	**5,206,676**	**5,107,053**	**3,699,049**	**3,679,999**	**30,100,000**	
Gov co-fin								**2,148,516.00**	**2,148,516**	**2,148,516**	**2,148,516**	**2,148,519**	**2,148,519**	**2,148,520**	**15,039,622**	
UNDP								**48,719.00**	**48,999**	**49,559**	**49,559**	**50,675**	**50,955**	**51,515**	**349,981**	
PS co-fin								**1,238,242.00**	**1,238,242**	**1,238,242**	**1,238,242**	**1,238,242**	**1,238,242**	**1,238,241**	**8,667,693**	
Grand total								**5,746,678.00**	**8,400,664**	**8,567,432**	**8,642,993**	**8,544,489**	**7,136,765**	**7,118,275**	**54,157,296**	

X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ghana and UNDP, signed on November 27th, 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Forestry Commission ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. RISK MANAGEMENT

Implementing Partner is a Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

   The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

3. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

4. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

    v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

    b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

5. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

6. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP

will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

7. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

8. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

9. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

10. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

11. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those

shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XII. MANDATORY ANNEXES

All those highlighted are available

Annex A: GCF Funding Activity Agreement and Notice of Effectiveness

Annex B: GCF Board-approved Funding Proposal

Annex C: Letter of agreement between the Implementing Partner and Responsible Parties

Annex D: Letters of co-financing (commitment letters from the project design stage)

Annex E: Timetable of project implementation

Annex F: Procurement plan

Annex G: Terms of References for Project Board and Project Team

Annex H: UNDP Social and Environmental and Safeguards screening procedure (SESP) and Environmental and Social Management Plan or Framework (ESMP or ESMF), as relevant

Annex I: Stakeholder Engagement Plan

Annex J: Gender Analysis and Action Plan

Annex K: UNDP Risk Log

Annex L: Letter of Agreement with the government in case UNDP Support Service Costs are applied

Annex M: HACT micro assessment and Partner Capacity Assessment

Annex N: Budget notes

Annex O: UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system, does not need to be attached as separate document)

Annex P: Monitoring and evaluation plans

Annex A: GCF Funding Activity Agreement and Notice of Effectiveness

FAA_UNDP GHA_FP137_countersigned.pdf
NoE_FP137 UNDP Ghana_20210510.pdf

Annex B: GCF Board-approved Funding Proposal

https://www.greenclimate.fund/project/fp137

Annex C: Letter of agreement between the Implementing Partner and Responsible Parties



Agreement for Services (long Term)

Annex D: Letters of co-financing


Annex IVb - Co-financing letter f


Co-financing Letter FC.pdf

Accra, February 1, 2021

Reference: Co-financing of the "Ghana Shea Landscape Emission Reductions Project

Resident Representative
UNDP-Ghana
House No. 27 Ring Road East,
Near Fire Service Headquarters
Accra, Ghana

Dear Sir,

On behalf of the Global Shea Alliance, the shea industry association, I would like to confirm our collaboration with the "Ghana Shea Landscape Emission Reductions Project" approved by the Green Climate Fund Board on 18 August 2020 with the support of the United Nations Development Programme (UNDP) as the Fund's accredited entity.

We are pleased to be part of this project which aligns with the Government of Ghana's priorities on climate change and development and will contribute to providing the necessary enabling environment for sustainability of the shea sector in partnership with the public sector.

For this reason, we are committed to providing co-financing funds of USD 9,057,153 (or the equivalent in local currency) for the total duration of the project. This co-finance will be in the form of in kind contributions for Output 2; Activites 2.1 and 2.2 as set out in Schedule 2 of the FAA. This co-finance will include project management costs related to the implementation of co-financed activities. These are restoration and sustainable management of shea parklands: and includes all activities related to tree planting and tree protection; and strengthening value chains for shea processing: includes all activities related to warehouse, cooperative trainings, and quality trainings.

The GSA has obtained all necessary internal approvals from its Executive Committee to undertake this commitment.

By committing to this co-financing we understand that our contribution will be monitored and reported to the Green Climate Fund.

Regards,



Aaron Adu
Managing Director
Global Shea Alliance

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PMB 35A Osu, Accra, Ghana
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Phone: +233 244 334 586
Fax: +233 302 782 231
facebook.com/GlobalSheaAlliance

Annex E: Timetable of project implementation



Annex 5 -
Implementation time

Annex F: Procurement plan



Annex 10 -
Procurement Plan_2

Annex G: Terms of References for Project Team

Terms of Reference for Key Project Staff

The following categories of staff would be recruited to assist in the implementation of the Project. During the project implementation therefore, all recruited project staff shall be functional staff of the Climate Change Directorate, Forestry commission and will report to the Director, Climate Change.

Project Manager

Background

The PM will be responsible for supporting CCD in the management of the Project, including the mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the Director for Climate Change.

Duties and Responsibilities

1. Supporting CCD to ensure effective management of the project by maintaining the delivery of appropriate technical, operational, financial and administrative outputs, while tracking the project's progress through monitoring, evaluation and reporting

- Support CCD to manage the overall conduct of the project.
- Develop and submit for approval comprehensive/detailed project work-plans that include all project activities and roles and responsibilities of the stakeholders and setting-out corresponding milestones.
- Monitor the progress of implementation of project activities and key event schedules observing the work-plans and set deadlines including monitoring of the financial resources and accounting to ensure accuracy and reliability of financial report and report on them
- Watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results.
- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Provide support for completion of assessments required by FC, spot checks and audits.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports submitted to the Director, Climate Change.
- Ensure adherence of project activities to the existing financial, procurement and administrative processes that are in line with prevailing National and UNDP rules and regulations
- Perform regular progress reporting to the CCD including measures to address challenges and opportunities.
- Prepare and submit financial reports to Director, Climate Change on a quarterly basis.
- Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Director, Climate Change for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Support the capturing of lessons learned during project implementation.
- Prepare the GCF APR;
- Support the Mid-term review and Terminal Evaluation process.

2. Maintaining collaborative working relationships among key project partners through effective communication, consultation and reporting

- Maintain strong relationships with the Regional/District Forestry Commission staff
- Maintain strong relationship with all relevant partners;
- Maintain regular coordination and quality assurance of expert inputs and products as well as among project partners to ensure coherence and complementarity of project activities;

- Identify opportunities for deepening the cooperation and recommending adequate approaches to dealing with different stakeholders based on information on all relevant stakeholders gathered during projects' implementation;
- Maintain regular communication on relevant project issues with the local and international counterparties, consultants and experts and ensuring quality and timely delivery of all agreed outputs;
- Submit draft project reports to Director, CCD for finalization and onward submission to UNDP, partners and donors in a quality and timely manner.

Required skills and expertise

- A university degree (MSc or PhD) in a subject related to natural resource management or environmental sciences.
- At least 5 years of demonstrable project management experience.
- At least 5 years in forest management and/or environmental management.
- Demonstrated experience in liaising and co-operating with government officials, municipal authorities, academic institutions, NGOs and the private sector;
- Good knowledge of the policies and institutional frameworks relevant to the environmental protection and/or climate change;

Competencies

- Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects.
- Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
- Ability to coordinate and supervise multiple Project Implementation Units in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government.
- Strong drafting, presentation and reporting skills.
- Strong communication skills, especially in timely and accurate responses to emails.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
- Excellent command of English and local languages.

Assistant Project Manager

Background

The Assistant Project Manager (APM) would be based at the National Project Unit (CCD) and would serve as the project laiason officer betwween the PMU at the landscape and the National Project Directorate (CCD). responsibilities include:

- Support the collation, vetting of all reports submitted by the Regional Project Management Unit by checking against all relevant indicators.
- Liaise with Regional Project Management Unit to identify challenges, how they are being corrected and report on them
- Provide support in the preparation of relevant project reports at the National Project Management Unit
- Assist in the preparation of annual workplans and quarterly activity planning
- Coordinate the timely mobilisation and receipt of all resources need at the Project Managetment Unit
- Assist the national coordination of the project
- Liaise with the National M& E Manager to undertake monitoring of project activities
- Assist in the preparation of all reports to be submitted to the UNDP
- Assist in maintaing strong relationship with relevant National Stakeholders

Required skills and expertise

- A university degree (MSc) in a subject related to natural resource management or environmental sciences OR first degree with about 5 years working experience.
- At least 3 years of demonstrable project management experience.
- At least 3 years in forest management and/or environmental management.
- Good knowledge of the policies and institutional frameworks relevant to the environmental protection and/or climate change;

Competencies
- Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects.
- Ability to effectively , work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.
- Ability to administer budgets, train and work effectively with all groups involved in the project.
- Strong drafting, presentation and reporting skills.
- Strong communication skills, especially in timely and accurate responses to emails.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
- Excellent command of English and local languages.

Project Monitoring and Evaluation Officer

The M&E Officer will support project monitoring and evaluation. The M&E Officer will work closely with the Communications Officer on knowledge management aspects of the project. S/he will report to the Director for Climate Change through the PM and will work closely with the National M&E Officer at CCD. Specific responsibilities will include:

- Support establishment of integrated monitoring system for the project (emissions, safeguards, results).
- Ensure project's M&E meets the requirements of the Government, the UNDP Country Office, and NCE-VF; develop project-specific M&E tools as necessary.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GCF APR submission deadline so that progress can be reported in the GCF APR.
- Oversee and ensure the implementation of the project's M&E plan, including periodic appraisal of the Project's Theory of Change and Results Framework with reference to actual and potential project progress and results;
- Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards.
- Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans;
- Monitor and track progress against the GCF Core indicators.
- Oversee/develop/coordinate the implementation of the stakeholder engagement plan;
- Oversee and guide the design of surveys/ assessments commissioned for monitoring and evaluating project results;
- Facilitate mid-term and terminal evaluations of the project; including management responses;
- Facilitate annual reviews of the project and produce analytical reports from these annual reviews, including learning and other knowledge management products;
- Support project site M&E and learning missions;
- Visit project sites as and when required to appraise project progress on the ground and validate written progress reports.

The Project M& E Officer will be recruited based on the following qualifications
- Masters degree, preferably (but not exclusively) in the field of environmental or natural resources management;
- At least 5 years of experience in the design and implementation of M&E in development projects implemented by national/international NGOs/UN bodies/ Government;

- At least five years of relevant work experience preferably in a project management setting involving multi-lateral/ international funding agency. Previous experience with UN project will be a definite asset;
- Significant experience in collating, analyzing and writing up results for reporting purposes;
- Very good knowledge of results-based management and project cycle management, particularly with regards to M&E approach and methods. Formal training in RBM/ PCM will be a definite asset;
- Knowledge and working experience of the application of gender mainstreaming in projects is an asset;
- Understanding of environment and/or climate related issues would be an asset;
- Very good inter-personal skills;
- Proficiency in computer application and information technology.
- Excellent language skills in English (writing, speaking and reading) and in local languages.

Project Safeguards and Gender Officer

The Project Safeguards and Gender Officer will have the responsibility for the implementation of the Gender Action Plan and the environmental and social management plan/framework. The Project Safeguards and Gender Officer will work closely with the M&E Officer and Communications Officers on related aspects of project implementation, reporting, monitoring, evaluation and communication. S/he will report to the Director for Climate Change through the PM. Specific responsibilities will include:

- Stakeholder Engagement and Communication: Contribute to ensuring relevant stakeholders are informed and participate in the design and decision-making processes related to project activities that may affect them.
- Capacity building and Learning: Propose, train and accompany initiatives so that the actors responsible for implementation of various elements of the gender and safeguards management plans and measures have the capacity to do so in an effective manner
- Ensure implementation of the two phases of the Gender Action Plan and report against the gender indicators, including considerations such as: sources of data, data collections, QA of data, aggregation of data, roles and responsibilities, capacity building needs and means of addressing gaps, reporting frameworks, etc
- Support the coordination of Environmental and Social Impact Assessment, ESIA: process, incorporation of inputs, quality assurance of outputs
- Ensure implementation of the Environmental and Social Management Plan, ESMP (and associated plans).
- Grievance Redress Mechanism: (a)Build on the national GRM, tailor and apply this to the Northern Savannah Zone and create the institutional linkages with the national system.
- (b)Contribute to building an effective mechanism in place to receive, respond, monitor and report on project-related grievances.
- Monitoring & Reporting on safeguards and gender implementation (GAP, ESMP and associated plans, safeguards indicators)
- UNFCCC Safeguard Requirements and Synergies with National Safeguards Processes: Provide data and information from NSZ for Ghana's REDD+ SIS and contribute to prepare for Ghana's second Summary of Information on how safeguards are being addressed and respected (SOI)

The Project Safeguards and Gender Officer will be recruited based on the following qualifications:

- Degree in Social Sciences, Gender Studies, Anthropology, Political Sciences, Law, Environmental Sciences, Agriculture, Forest Engineering, Rural Development, or related field. A master's degree in these areas, is desirable.
- 5-year demonstrated knowledge and experience in the application of social and environmental safeguards, gender policies and action plans, standards, impact assessments, or monitoring and evaluation.
- Professional experience in administrative and financial assistance in international cooperation projects is an asset.
- 5-year demonstrated experience engaging with local communities and indigenous peoples. Demonstrated ability to engage stakeholders' participation and commitment for effective implementation to contribute

to long term sustainability of the project and familiarity with stakeholder engagement methods and processes (including gender responsive approaches);
- Experience in working comfortably in Ghana at national, sub-national and community levels with diverse range of stakeholders on forest, land-use and climate related issues. Familiarity with the relevant Government procedures and regulations;
- Up-to-date knowledge of REDD+, broader climate change issues and national forest legislation is an asset;
- Knowledge of UNFCCC, UNDP, GCF safeguards, or IFC Performance Standards is an asset.
- Excellent analytical, writing, advocacy, presentation, and communications skills.
- Excellent language skills in English (writing, speaking and reading) and in local languages.

Project training officer

During the first 3 years of the project, the training officer will be responsible for developing a training plan for the project and oversee its implementation. S/he will report to the Director for Climate Change through the PM The training officer will:

- Plan and coordinate training needs assessment;
- identify the key areas for capacity building;
- Develop training plan and budget;
- Develop training material;
- Conduct or support organization of trainings;
- Create and use tools to assess the outcome of capacity building activities.

The Project Training Officer will be recruited based on the following qualifications:

- Bachelor. in Social Sciences, preferably related to education or relevant academic qualification in Training and Development, Human Resources as well as Capacity Building;
- At least 3 years of experience in providing career support, conducting Training Needs Assessment, preparation of training manuals, conducting Training of Trainers programmes and delivering training to adults;
- At least 2 years of experience in community level training.
- Knowledge of the subject areas of the project would be an asset.
- Languages: Fluency in spoken and written English is required. Knowledge of local languages in project areas is preferred.

Project Finance and Administrative Officers

Two project Finance and Administrative officers would be recruited. One would be based at the FC HQ and one at the PMU.

The Project Finance and Administrative Assistant at the Regional Project Management Unit will report to the Director for Climate Change through the PM and will carry out the following tasks:

- Assist the Project Manager in day-to-day management and oversight of project activities
- Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager
- Review project expenditures and ensure that project funds are used in compliance with the Project Document and UNDP and government financial rules and procedures.
- Prepare FACE forms before submission to UNDP
- Provide necessary financial information as and when required for project management decisions
- Provide necessary financial information during project audit(s)
- Review annual budgets and project expenditure reports, and notify the Project Manager if there are any discrepancies or issues
- Assist in the organization of events (meetings, seminars, workshops, trainings etc), ensuring logistical arrangements
- Take record of projects meetings and draft correspondence as required

- Provide PMU-related administrative and logistical assistance

The Project Finance and Administrative Officer at the National Project Management Unit will

- Vet records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required
- Review annual budgets and project expenditure reports, and notify the Director, Climate Change if there are any discrepancies or issues
- Provide consolidated financial information as and when required
- Take record of projects meetings and draft correspondence as required; and
- Provide PMU-related administrative and logistical assistance

The Project Finance and Administrative Officers will be recruited based on the following qualifications:
- A Bachelor's degree or an equivalent qualification; Certification in Accounting or Finance is preferable.
- At least 6 years of proven professional experience in financial resources management, budget management or administrative support functions. Demonstrated track record of project and financial management. Very good inter-personal skills.
- Proficiency in the use of computer software applications especially MS Word and MS Excel.
- Excellent language skills in English (writing, speaking and reading) and in local languages

Project Communications Officer
The Communications Officer will have the responsibility for leading knowledge management outputs and developing the project communications strategy at the project outset and coordinating its implementation across all project components. The Communications Officer will work closely with the M&E Officer on knowledge management aspects of the project. S/he will report to the Director for Climate Change through the PM. Specific responsibilities will include:
- Develop a project communications strategy / plan, incorporate it with the annual work plans and update it annually in consultation with project stakeholders; coordinate its implementation
- Coordinate the implementation of knowledge management outputs of the project
- Coordinate and oversee the implementation of public awareness activities across all project component
- Facilitate the design and maintenance of the project website/webpages and ensure it is up-to-date and dynamic
- Facilitate learning and sharing of knowledge and experiences relevant to the project
- Conduct the communication component of project activities/events including drafting the background notes, media relations, taking photos, preparing talking points, invitations and press-releases; and
- Produce quality and appropriate information materials for outreach to different audiences (Monthly newsletter, social media update, identify and write project success stories and project factsheet)

The Project Communications Officer will be recruited based on the following qualifications:
- Bachelor's Degree or equivalent in Communication, Media Studies, Journalism or related field. At least three years of relevant work experience of communications for project or programme implementation, ideally involving international donors
- Previous experience in developing and implementing communications strategies for organizations or projects
- Strong professional working capacity to use information and communications technology, specifically including website design and desk top publishing software
- Understanding of climate and environmental issues
- Very good inter-personal skills
- Excellent language skills in English (writing, speaking and reading) and in local languages

Project drivers

The project drivers will be responsible for driving the official project vehicles assigned to the PMU. They will report to the Director for Climate Change through the PM. Specific tasks include:

- Drive the official vehicle assigned to him/her, collect and distribute mail, documents and other items to local authorities, NGOs and banks, ensure the reception of official visitors (Consultants and Experts on mission) at the airport, and ensure their travel within the framework of their missions;
- Be responsible for the daily maintenance of the vehicle in his/her charge, check the oil, water, battery, brakes, tires, etc.
- Make minor repairs in case of breakdown, take all the provisions for major repairs and ensure that the vehicle entrusted is kept clean
- Record the official trips, daily mileage, fuel consumption, oil checks, greasing, etc., in the Log-Book and maintain the vehicle's technical data sheet; guaranteeing the presence of the kit of first necessity and spare parts in the vehicle
- Ensure cost reductions through proper vehicle use through maintenance, daily logbook maintenance and other useful arrangements
- Provide logistical support for the organization of seminars / workshops related to office activities
- Ensure that all the formalities required by the regulations are accomplished in the event of an accident
- Ensure field missions outside the city
- Serve as an administrative and logistical assistant in support of activities
- Perform any other related duties that do not exceed the abilities and skills assigned by the Project Manager

The Project drivers will be recruited based on the following qualifications:

- High school diploma
- Valid driving license.
- At least 3 years of relevant experience as a Driver,
- Experience in a similar position would be an asset,
- Knowledge of the project areas would be an asset
- Excellent knowledge of English (oral and written)
- Good knowledge of some local languages in the project areas,

Annex H: UNDP Social and Environmental and Safeguards screening procedure (SESP) and Environmental and Social Management Plan or Framework (ESMP or ESMF) as relevant

https://www.greenclimate.fund/project/fp137

Annex I: Stakeholder Engagement Plan

1. Introduction

This section describes how stakeholder engagement will take place in the GSLRP. It provides information on processes, rules and regulations. The project builds on extensive stakeholder engagement and consultation which will continue throughout project implementation. In preparation for the full proposal development the UNDP, the Forestry Commission, Global Shea Alliance and consultants organized a series of meetings. These involved key groups in the target regions and aimed to ensure there is interest and buy-in for the project concept.

2. Objective of the stakeholder's engagement plan

Ghana is committed to ensuring meaningful, effective and informed participation of stakeholders in the formulation and implementation of the projects. Stakeholder analysis and engagement will be conducted in a gender-responsive, culturally sensitive, non-discriminatory and inclusive manner, ensuring that potentially affected vulnerable and marginalized groups are identified and provided opportunities to participate. Measures will be undertaken to ensure that effective stakeholder engagement occurs where conditions for inclusive participation are unfavorable.

Meaningful, effective and informed stakeholder engagement and participation will be undertaken that will seek to build and maintain over time a constructive relationship with stakeholders, with the purpose of avoiding or mitigating any potential risks in a timely manner. The scale and frequency of the engagement will reflect the nature of the activity, the magnitude of potential risks and adverse impacts, and concerns raised by affected communities.

Topics the stakeholders will be able to express their views on will include, but are not limited to: the ESIA - social and environmental risks and impacts and proposed mitigation measures; the Benefit Sharing Plans - sharing of development benefits and opportunities; CREMA and MTS enhancement and creation; tree tenure reform; restoration in the shea parklands, capacity building and training opportunities and other implementation issues.

Meaningful, effective and informed consultation processes will possess the following characteristics:

- Free of external manipulation, interference, coercion, and intimidation.
- Gender and age-inclusive and responsive.
- Culturally appropriate and tailored to the language preferences and decision-making processes of each identified stakeholder group, including disadvantaged or marginalized groups.
- Based on prior and timely disclosure of accessible, understandable, relevant and adequate information, including draft documents and plans.
- Initiated early in the project design process, continued iteratively throughout the Programme and Project life cycle, and adjusted as risks and impacts arise.
- Addresses social and environmental risks and adverse impacts, and the proposed measures and actions to address these.
- Seeks to empower stakeholders, particularly marginalized groups, and enable the incorporation of all relevant views of affected people and other stakeholders into decision-making processes, such as Project goals and design, mitigation measures, the sharing of development benefits and opportunities, and implementation issues.
- Documented and reported in accessible form to participants, in particular the measures taken to avoid or minimize risks to and adverse impacts on the Project stakeholders.
- Consistent with the States' duties and obligations under international law.

Stakeholders will have access to relevant project information in order to understand potential project-related opportunities and risks and to engage in project design and implementation. Therefore, as part of the stakeholder engagement process, information will be disclosed to ensure that project stakeholders have access to relevant information. Specifically, the following information be made available:

- Stakeholder engagement plans and summary reports of stakeholder consultations,

- Social and environmental screening reports with project documentation (30 days prior to approval),
- Draft social and environmental assessments, including any draft management plans (30 days prior to finalization),
- Final social and environmental assessments and associated management plans,
- Any required social and environmental monitoring reports.

This information is to be disclosed in a timely manner, in an accessible place, and in a form and language understandable to affected persons and other stakeholders. These elements of effective disclosure are elaborated below:

- Timely disclosure: information on potential project-related social and environmental impacts and mitigation/management measures will be provided in advance of decision-making whenever possible. In all cases, draft and final screenings, assessments and management plans must be disclosed and consulted on prior to implementation of activities that may give rise to potential adverse social and environmental impacts.
- Accessible information: Appropriate means of dissemination will need to be considered in consultation with stakeholders. This could include posting on websites, public meetings, local councils or organizations, newsprint, television and radio reporting, flyers, local displays, direct mail.
- Appropriate form and language: Information needs to be in a form and language that is readily understandable and tailored to the target stakeholder group.

3. Project Stakeholders

The project will focus on the northern reaches of the savannah zone which includes both Sudan and Guinea Savannah and will be referred to as the Northern Savannah Zone (NSZ). The area is 9.7 million ha, covering three (3) administrative regions namely; Northern, Upper East and Upper West regions and encompassing 61% of the savannah zone with a population of over 5.5 million people.

Project stakeholders include direct and indirect beneficiaries, which include local people living in the NSZ including the ethnic groups living in the NSZ as per Table A2.1 which outlines the major ethnic groups that will be engaged with in the project area.

GSLERP Area and Site Locations

The project aims to work about 30,000 beneficiaries. The map below (Figure 2) highlights in yellow the proposed regions where project activities will be implemented. The administrative boundaries are provided in Figure 3.

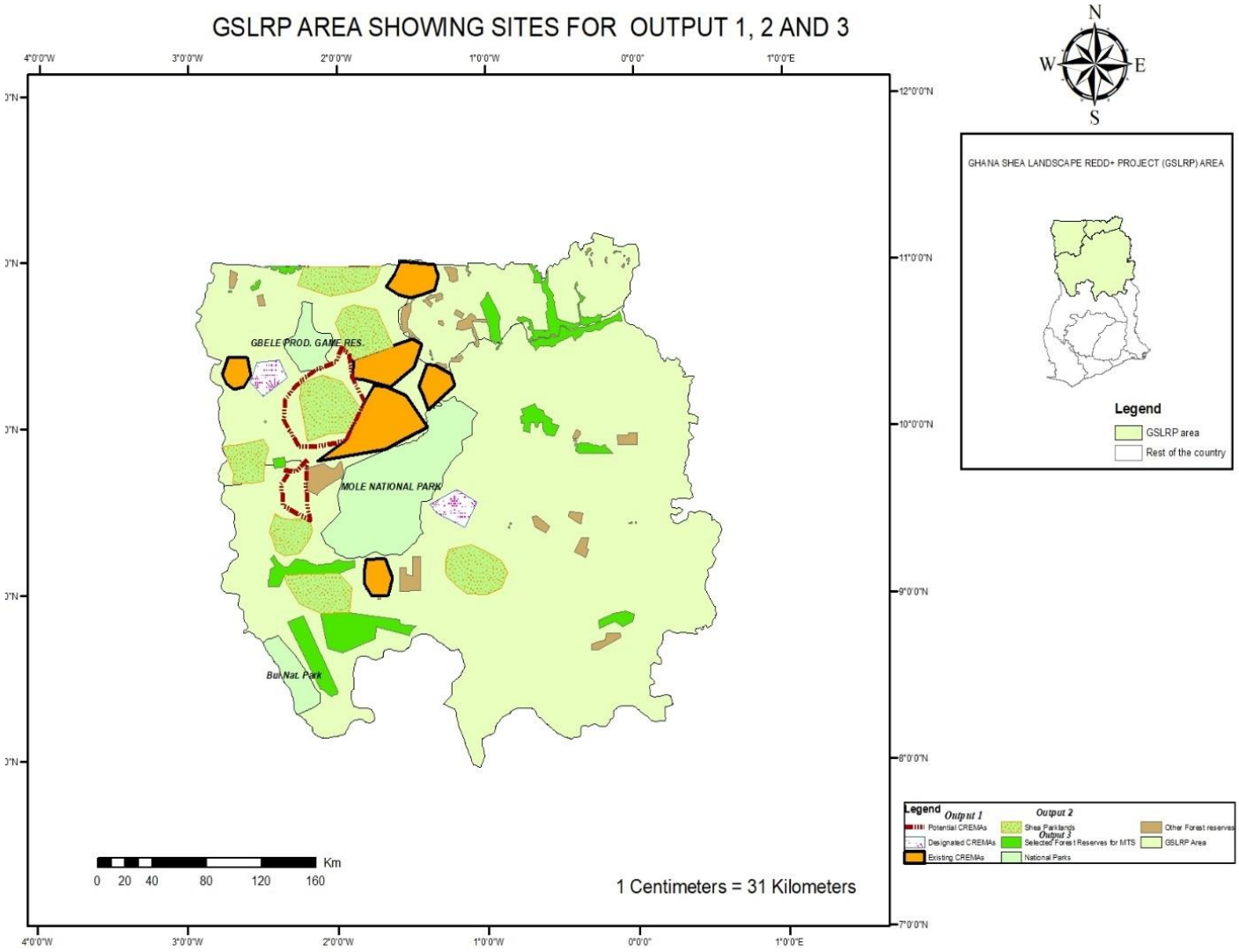


Figure 2: Project sites for the GSELRP



Figure 3 District and Regions in Northern Ghana

Source: Research Gate: https://www.researchgate.net/figure/Map-Depicting-Northern-Ghana_fig1_269991172

Ethnology of the Northern Regions[11]

[11] Awedoba, A.K The people of Northern Ghana. Accessed http://lagim.blogs.brynmawr.edu/files/2015/03/The-Peoples-of-Northern-Ghana.pdf

Northern Ghana has a number of different peoples speaking a variety of related languages and exhibiting considerable cultural similarities. See Table A2.1 below.

Table A2.1: Traditional Areas and Major Ethnic Groups within the Corridor

No.	District	Traditional Area	Major ethnic groups
1	Kasena Nankana West	Nakong, Katiu, Chiana and Kayoro	Kasena (Grusi)
2	Sissala East	Banu, Tumu, and Welembelle	Sissala and Kasena (Grusi)
3	Builsa North	Builsa	Builsa
4	Builsa South	Builsa	Builsa
5	Mamprugu Moagduri	Wungu	Mamprusi, Kantosi and Komma,
6	Wa East	Sing and Busa	Wala, Dagaaba, Sissala and Chakali
7	Daffiema-Bussie-Issa	Daffiema, Bussie, and Issa	Dagaaba and Sissala
8	Sissala West	Gwollu and Zini	Sissala and Dagaaba
9	Kasena Nankana East	Navrongo, Naaga, and Kologo	Kasena (Grusi) and Nankana

Note: *Other ethnic groups in smaller populations include Akan, Ewe, Moshie and Fulani (GSS, 2010)*

Some of these peoples claim to be autochthonous while others like the dominant or aristocratic lineages among the Dagomba, Mamprusi and Gonja claim descent from warrior immigrant groups that invaded the area and imposed their rule over the indigenous peoples. They intermarried with these peoples whose daughters they took as wives and whose languages and social norms they eventually adopted.

Their traditions of foreign origin and the associated exploits remain and are recited by professional court drummers and fiddlers. These have been recorded by modern historians. Thus, in the traditional states of Northern Ghana migrant groups and indigenes coexist. On ritual occasions the differentiation may be dramatized in rituals which highlight complementation and opposition. Migrant groups, usually the conquering minority have often adopted the local languages and absorbed the social features of the indigenes among whom they found themselves. The integration has in many cases been so effective that a visitor, unless told, could not possibly guess the differences.

The social organization of the peoples of Northern Ghana is informed by patrilineal descent ideologies which differentiates these people from the Akans of Southern Ghana. There are however differences in the application of patrilineal norms. Corporate groups of kin or relatives exist whose members trace putative ties to common ancestors. Property rights and succession to traditional positions would be based largely on paternal ties. Sons succeed fathers or if there are no sons, siblings succeed and inherit property. Northern peoples - Dagomba and Gonja and a few others seem to accord more or less equal importance to relationships traced to maternal and paternal relatives. Among the Dagomba extended family groups have been identified which bring together individuals who are related by either maternal or paternal ties or a combination of both.

The Northern chief sits on a pile of skins unlike his southern counterpart. It is therefore customary in Ghana to refer to the skin polities of the North where chiefs are 'enskinned' or enrobed rather then 'enstooled', as is the case in southern Ghana. In a number of respects Northern chieftaincy differs from what occurs in the south of the country.

Succession is patrilineal rather than matrilineal. In a few communities (for example Gonja) offices equivalent to queen motherships were traditionally recognized but not in the majority of Northern communities. The office of magazia (a term of Hausa origin) is the local women's leader. She is elected and need not have kinship connections to the chiefs. There are however female chiefs among the Dagomba and Mamprusi groups. In many communities the office of Tendaana coexists with that of chief. It is suggested that Tendaana predated the institution on chieftaincy in most parts

of the North. While chiefly families do not claim any autochthonous status Tendaana lineages often do. Tendaana are essentially priestly figures who supervise ritual activities concreted on the earth. In addition to their priestly duties or as a consequence, they usually serve land owners who apportion land for building and farming purposes. These rights have been taken over by chiefs in some communities

Source: Awedoba, A.K The people of Northern Ghana. Accessed http://lagim.blogs.brynmawr.edu/files/2015/03/The-Peoples-of-Northern-Ghana.pdf

Regulations and Requirements for stakeholder's engagement

Stakeholders will have access to relevant project information in order to understand potential project-related opportunities and risks and to engage in project design and implementation. Therefore, as part of the stakeholder engagement process, information will be disclosed to ensure that project stakeholders have access to relevant information as stated above in Section 2 – Objectives of the Stakeholder Engagement Plan.

In addition, the project will leverage the Stakeholder Consultation and Participation Plan (C&P) developed and widely used by the Forestry Commission. The C&P Plan took lessons learned from consultations carried out as part of the Voluntary Partnership Agreement (VPA), the Natural Resource and Environmental Governance (NREG) sector programmes and Ghana's REDD+ readiness and preparatory phases, building on the use of Civil society platforms such as Forest Forums at national, regional and local levels for consultation and engagement with communities and other stakeholders.

UNDP's Social and Environmental Standards (SES) will apply to the project, which include requirements related to meaningful stakeholder engagement, public disclosure, and grievance mechanisms. The SES are considered to be in line with the requirements of GCF as lender.

Box 1. Summary of UNDP SES Requirements of Stakeholder Engagement

- *Ensure meaningful, effective and informed participation of stakeholders in the formulation and implementation UNDP Programmes and Projects, providing stakeholders opportunities to express their views at all points in the Programme and/or Project decision-making process on matters that affect them (SES, para. 21; SES, Policy Delivery Process (PDP), paras. 12, 14)*
- *Ensure that stakeholder analysis and engagement are conducted in a gender-responsive, culturally sensitive, no discriminatory and inclusive manner, identifying potentially affected vulnerable and marginalized groups and providing them opportunities to participate (SES, PDP, 12).*
- *Develop appropriately scaled stakeholder engagement plans. The scale and frequency of engagement will reflec the nature of the activity, magnitude of potential risks and adverse impacts, and concerns raised by affected communities (SES, PDP, paras. 13, 15).*
- *Meaningful, effective and informed consultation processes need to meet specified criteria (SES, PDP, para. 14)*
- *Ensure that stakeholders who may be adversely affected by the project can communicate their concerns and grievances (SES, PDP, paras. 17, 18)*
- *For projects that affect rights, lands, territories, resources, and traditional livelihoods of indigenous peoples, ensure free, prior informed consent (FPIC) (SES, PDP, para. 16, SES, Standard 6, para. 9)*
- *Provide ongoing reporting to affected communities and individuals for projects with significant adverse social a environmental impacts (SES, PDP, para. 25)*
- *Undertake measures to ensure effective stakeholder engagement occurs where conditions for inclusive participation are unfavorable (SES, PDP, para. 12)*

The following definitions and concept will be applied for the Stakeholder Engagement process:

Stakeholders: Stakeholders are persons, groups, or institutions with an *interest* in the project or the ability to *influence* the project outcomes, either positively or negatively. Stakeholders may be directly or indirectly affected by the project. The range of potential stakeholders is diverse and may include target beneficiary groups, locally affected communities or individuals, national and local government authorities, civil society actors, including non-governmental organizations (NGOs) (both domestic and at times international), indigenous peoples, politicians, religious leaders, the academic community, private sector entities, workers organizations, UN agencies and donors, and other special interest groups. Importantly, stakeholders may include groups opposed to proposed interventions. The "stake" that each of these different groups has in the project will vary.

Stakeholder analysis: Stakeholder analysis is the process of identifying a project's key stakeholders and assessing their interests in the project and the ways in which these stakeholders may influence the project's outcomes. An understanding of power relations and potential alliances and conflicts among stakeholders is necessary. Stakeholder analysis provides the foundation for planning stakeholder engagement throughout the project cycle.

Stakeholder engagement: Stakeholder engagement is an overarching term that encompasses a range of activities and interactions with stakeholders throughout the project cycle. The SES defines stakeholder engagement as an ongoing process that may involve, to varying degrees, the following elements:[12]

- Stakeholder analysis and planning
- Disclosure and dissemination of information
- Consultation and meaningful participation
- Dispute resolution and grievance redress
- Stakeholder involvement in monitoring and evaluation
- Ongoing reporting to affected communities and other stakeholders.

The intensity and scale of stakeholder engagement will vary with the type of project, its complexity, and its potential risks and impacts. It starts early in project planning and spans the entire life of the project.

Information Disclosure: Information disclosure here refers to the provision of timely, accessible information regarding the project and its potential social and environmental impacts to stakeholders in order to facilitate their meaningful, effective and informed participation in project design and implementation. The SES contain requirements for the disclosure of screening reports; draft and final social and environmental assessments and management plans; and any required social and environmental monitoring reports.

Free, prior and informed consent (FPIC): At the earliest stage of project conceptualization and design, and iteratively throughout implementation and closure, mechanisms need to be identified and implemented to guarantee the meaningful, effective and informed participation of indigenous peoples on all matters. 13 Culturally appropriate consultation will be carried out with the objective of achieving agreement, and FPIC will be ensured on any matters that may affect the rights and interests, lands, resources, and territories.

4. Types and levels of stakeholder participation

The nature, scope and frequency of stakeholder engagement needs to be proportionate to the nature and scale of the project, its potential risks and impacts, and the level of stakeholder concern. The extent to which the project may impact various stakeholder rights and interests and the power and influence of certain stakeholders will affect needed engagement strategies and approaches. Stakeholder analysis, together with project screening and assessment of social

[12] UNDP, Social and Environmental Standards (SES), Policy Delivery Process and Accountability, para. 12.

[13] This means affecting indigenous peoples regardless of (i) whether the Project is located within or outside of the lands and territories inhabited by the indigenous peoples in question, (ii) whether or not title is possessed by the affected indigenous peoples over the lands and territories in question, or (iii) whether the indigenous peoples are recognized as indigenous peoples by the country in question. (See Standard 6, Indigenous Peoples, para. 3.)

and environmental risks, assists in developing appropriate engagement strategies for different stakeholder groups, which will then be further articulated during Project implementation.

Table A2.2: Identification of Key Stakeholders and Modes of Engagement

Stakeholder Group	Mode of Engagement
Forestry Commission Forestry Commission (FC) is the government institution responsible for the sustainable management of Ghana's forest and wildlife resources. The Climate Change Unit of the FC established in 2007, and recently elevated to a Directorate has the mandate to manage forestry-sector initiatives related to climate change adaptation and mitigation, including REDD+. It hosts the National REDD+ Secretariat, which is responsible for coordinating Ghana's REDD+ process.	The Forestry Commission is the lead implementing institution or the executing entity.
Global Shea Alliance Responsible party for output 2. The Global Shea Alliance is a non-profit industry association with 560 members from 35 countries including women groups, brands and retailers, suppliers and NGOs. Through public-private partnership, the GSA promotes industry sustainability, quality practices and standards, and demand for shea in food and cosmetics (www.globalshea.com)	Deliver output 2.1 and 2.2 with partners. GSA will also utilise their Community Engagement best practices in the implementation of the activities.
UNDP Responsible Party	UNDP standards and guidelines
Ministry of Lands and Natural Resources (MLNR) As parent ministry of the Forestry Commission, the MLNR is responsible for policy formulation and coordination to ensure the sustainable management and utilization of the nation's lands, forests and wildlife resources. The Ministry is headed by a sector Minister, with directors responsible for technical work including forestry and policy coordination.	The MLNR will be engaged more directly on issues of tenure reforms, including tree tenure to support the CREMAs, forest fiscal reforms to provide financial incentives for the sustenance of the CREMAs. Several strategic and focus group engagements with the Ministry and the relevant units will be fully fleshed out during the project implementation phase.
Individual (direct) beneficiaries – they will be directly involved with the project activities implementation, as well as education / awareness raising programmes. This group will be constituted by women and men covering the full spectrum of interest and type of stakeholder	The full range of methods required will be used, but where necessary, targeted workshops and meetings may be most effective to communicate and discuss with certain groups. Additionally, engagement methods will integrate a gender and participatory approach, to ensure direct individual beneficiaries, including those from more marginalized groups (e.g. women, ethnic groups, youth, etc.), are actively and equitably engaged. Further communication through the development of information documents

	specifically aimed at the various levels of capacity encountered, will represent another key engagement tool.
Affected communities – as for direct beneficiaries, these communities will be groups contributing towards the project activities either by implementing them or by being beneficiaries of education and awareness raising campaigns	As above
Local organizations, community-based organisations and local NGOs with respect to training considered as direct supporters of the awareness raising campaigns and if deemed of insufficient capacity, will receive additional capacity building.	As for communities (as described above), there will be a range of situations and engagement of local organizations representing women and youth, with various levels of capacity and access to own funding sources.
Women's co-operatives and their communities	The engagement by private sector companies and NGOs will be in line with the GSA "Best Practices in Community Engagement Manual" (includes guidelines on community assessment, community mobilization and empowerment, partnership building, expectation management)
National and regional NGOs – a range of NGOs is considered as key direct partners to observe the implementation process as well as to assist on the ground with activities and supervision if required. Capacity building will be provided if required in some instances. **(**KASA, Forest Watch, Forest Forum, NCRC, IUCN, A Rocha, SNV, Tropenbos, Civic response, Solidaridad etc)	Community-based, national, and regional NGOs will be engaged to form partnerships with private companies to implement the project on the ground. Support will be given by the GSA to train and facilitate the different partnerships. Support will also be given to provide information and disseminate best practices through the GSA manual on parkland management best practices, newsletters, member snapshots, conferences, and workshops. The partnerships with especially national and regional NGOs will be strengthened and utilized to receive feedback on project implementation, its impacts especially to vulnerable and marginal groups in order to inform changes in project approach as appropriate and in line with the broad objectives of the project. The project will leverage multi-stakeholder and NGO platforms and process already in place such as the forest forums, NGO annual review meetings, Annual NREG Sector Reviews to disseminate information on project progress and impacts and seek feedback to improve project implementation and reduce negative impacts.
Regional and Local government authorities – Metropolitan Municipal and District Assemblies (MMDAs). Through the decentralized governance system, the MMDAs execute government business at the regional and local levels, through the varios decentralized government institustions. The relevant MMDAs in the NSZ will be engaged for this purpose in furtherance of the project objectives.	The MMDAs play an important role, in providing technical expertise, for example through the Business Advisory Centers for support business development of the CREMAs, the development of land use and spatial plans, by-laws for the CREMAs among others.

Traditional Authorities Custodians of land, Traditions and culture in Ghana and they will help enforce by-laws in the programme area. In Ghana Traditional Authorities are respected institutions that hold influence and are important change agents.	The Traditional Authorities will be engaged throughout the project implementation, especially regarding the development of communication materials building on indigenous knowledge of shea propagation and protection, fire management, as well as support for the development and enforcement of by-laws for the CREMAs.
Private sector "value chain" associations and organizations – these are the structures that connect local level producers to the buyers of goods represented by the private sector companies. These structures represent activity specific value chains and may at times act as a buffer between the producers and the buyers of goods. Technical support to improve their efficiency and capacity as well as improving their ability to motivate changes within their structures and members attitudes will represent a key feature of the project activities.	Same as above.
Academic and research institutions that will conduct research related to the project – a range of key topics will be the basis of the various types of training that will take place. Capacity in the form of access to reference material, access to research equipment and research funds will be key. Ad hoc additional training may be required.	These will be key institutions that will to provide support with the development of appropriate training materials and approaches for the various activities foreseen by the project
Religious groups Religious groups play important roles for development and change in the society. Notable groups including Muslims Associations, Catholics Bishops Conference, branches of the Ghana Pentecostal Council, Christian Council of Ghana in the NSZ play important roles for education, sensitization and enforcement of by-laws on the environment.	Members of these groups may be requested to be part of the dispute resolution team set up for GSLRP.
Local media providers, and especially rural radio– these structures will provide support to reach the project beneficiaries in general and ensure stakeholder groups are effectively informed of important subjects. Support in the form of technical improvements to their operations as well as education, awareness raising, capacity building may be required.	Rural radio and appropriate methods of communication will make up an integral part of the communication campaign on fire management.
Public sector agencies in charge of implementation Ministry of Environment Science Technology and Innovations, Ministry of Food and Agriculture, Ministry of Finance and Economic Planning, Environmental Protection Agency, Energy Commission, NADMO, COCOBOD)	The relevant sector agencies will be engaged at different stages of the project implementation in furtherance of the project objectives and actions. Ministry of Finace will be engaged during discussions on fiscal reforms that will sustain the CREMAs, including introduction of tax incentives among others. Ministry of Food and Agriculture will be engaged specifically to support the operationalization of the communication plan on shea through their extension

	agents. Other Ministries and agencies whose mandate and activities relates to the project activities will be engaged during the implementation phase, through a detailed analysis and mapping of activities in the NSZ, and possible areas of collaboration to avoid duplication and sustain project intervention.

Two distinct phases will take place for the planned stakeholder engagement process related to the GCF project:

Inception - once the project is initiated and a project team has been recruited and is in place

- An inception workshop held with stakeholders to develop the annual plan and to work through the approved project design, understand roles and responsibilities in the project ranging from including stakeholder engagement during project implementation, monitoring, communications, reporting, and conflict resolution and grievance redress.
- Initial contact with stakeholders is made to identify the stakeholders that will be the actors and beneficiaries of the project in the first six months. This phase will include the environmental and social impact assessment process, as specialists will be travelling to the planned regions and presenting the final approved version of the project as well as the go through a process to assess the social and environmental risks associated with the planned measures and to finalise the environmental and social management plan.
- The rules of engagement regarding gender and minority groups will be disclosed and presented as per the gender assessment and action plan, as well as the processes that will require the development of contracts and various other obligations leading to a clear understanding and acceptance of roles and responsibilities.

Implementation - the project is activated and will require implementation and of the project stakeholder engagement approach. The methods will vary depending on the stakeholders and a preliminary summary is presented in the Table A2 above. In addition, through the annual adaptive management reviews, the project will also engage different stakeholders to review the entire process relative to the implementation of different outputs (especially for the CREMAs and the fire management), identify shortfalls and address them in subsequent years of implementation.

In the process of stakeholder's engagement in all the phases of the pro a grievance and redress mechanism will be applied.

5. Grievance Redress Mechanism

The GSLRP will employ the model already set up for REDD+ in Ghana. While more permanent PLR revisions are being pursued to establish a national Forest Grievance Redress Mechanism (FGRM) for REDD+, as an interim measure, and building from the modified structure proposed under the 2014 consultancy[14] and a follow up on in 2016, which recommended the quicker option of developing regulations under the Forestry Commission Act, 1999 (Act 571) to establish an FGRM. A quicker process that will be spearheaded by the MLNR. the project will begin to pilot the FGRM structure and process under the authority and traditional jurisdiction of designated Traditional Authorities (chiefs and queen mothers), and with the support of other highly respected individuals of high ethical and moral standing, including religious leaders, District Assembly members, upstanding opinion leaders and other stakeholder representatives so the disputing parties have their grievances addressed.

A significant strength for the FGRM and for the proposed interim structure, is that traditional Chiefs, Elders and ''Queen Mothers'' already operate as recognized institutions for dispute resolution within their traditional jurisdictions, and have always been the "first port of call" in settling local level disputes and acting as agents of change at local, regional and national levels since time immemorial. Furthermore, the role of Chiefs and Traditional Authorities is already recognized under Ghana's Constitution, which supports the implementation of customary law. As such, their role in

[14] Development of Dispute Resolution Mechanism for REDD+ in Ghana

conflict resolution through mediation and arbitration is both key and appropriate on both cultural and legal grounds. Religious leaders also serve as important mediators of social and economic disputes amongst their congregations and followers, and respected opinion leaders also frequently facilitate resolutions or participate in mediations with the TA or religious leaders.

Furthermore, as stipulated in the FCPF R-PP, "the principle of subsidiarity" will be used in establishing conflict resolution structures, with conflicts being addressed at the lowest or most localized level as appropriate. Should a large number of conflicts specific to the programme and REDD+ occur or it prove difficult for issues to be resolved at lower or localized levels, conflicts can be escalated to higher levels". The proposed structure for grievance redress and conflict resolution is described below, in the following sub-section.

6. FGRM Structure and Operational Guidelines

Draft operational guidelines for addressing forest and REDD+ related grievances have been developed in consultation with key stakeholders, and a final version has been completed, which will receive broader national stakeholder validation in the coming months.

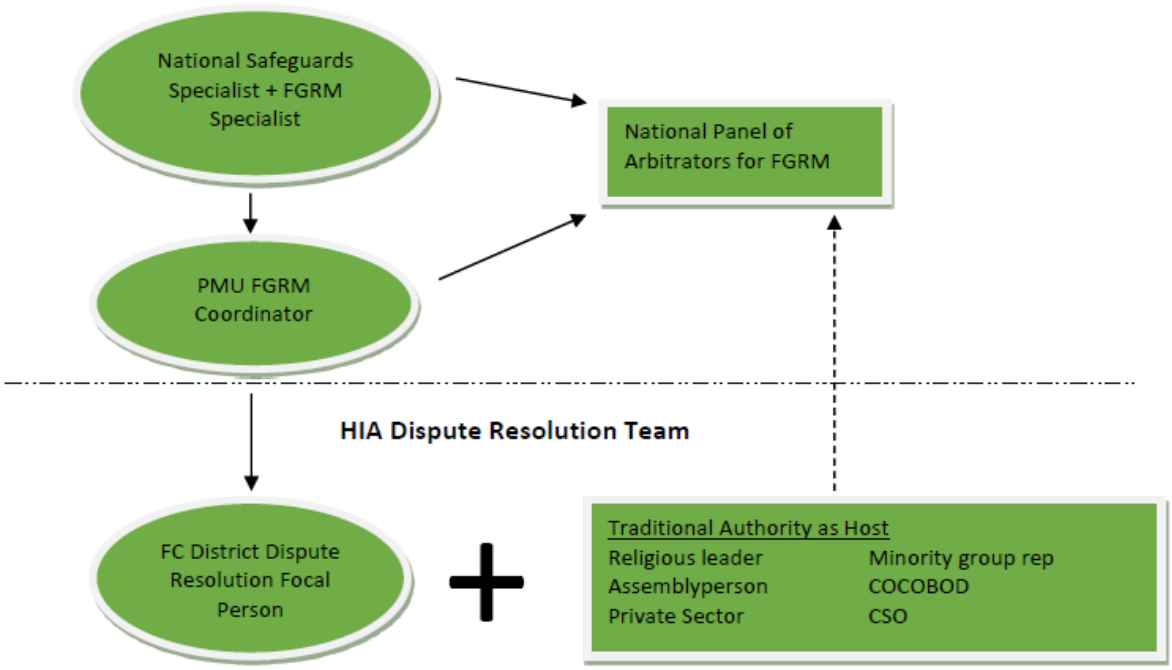
6.1 FGRM Structure

To date, the existing practice is for forest users to report infringements of the principles and standards of the Forestry Commission Charter to the Customer Service Officers (CSO) at the FC's district offices and have them dealt with at this level. These complaints are limited to infringements of the provisions of the Charter and not forest grievances as a whole. In addition, recurring conflicts between FC officials and forest users make it imperative that the FGRM that is being created has autonomy and includes a wider array of mediation stakeholders. The project should set up a Dispute Resolution Team (DRT) made up of between 7 and 9 members. As much as possible the DRT will be gender sensitive and have a good representation of both men and women. It may be hosted by a respected representative of the Traditional Authority with jurisdiction in the area and co-convened with a trained FC Dispute Resolution Focal Person (DR Focal Person) at the FC district level. Other members can include (as appropriate) a respected religious leader, CSO and private sector representative, and the local Assembly Person to the District Assembly, and opinion leader representatives of marginalized or minority groups.

The DRT will sit on a regular basis to help resolve grievances. Should the body be unable to resolve any dispute, the grievance will be channeled to a 5-member panel of arbitrators at the national level. The rationale is not for the DRT and Focal Person to take over the role of chiefs in dispute resolution, but for it to complement their work while also ensuring that people's rights are respected and met. A PMU FGRM Coordinator and the National Safeguards Specialist will manage a roster of mediators and arbitrators who would be empanelled as and when disputes need to be addressed at the national level.

An FGRM desk with an FGRM Specialist has been set up at the NRS with oversight from the National Safeguards Specialist. Together, they will oversee all aspects of FGRM trainings and implementation in the GSLRP, and in other programmes or localities in the future. They will also follow and support the amendment process, and ensure reporting on FGRM process and outcomes. At the level of the PMU, there will be a PMU FGRM Coordinator who oversee the process at the programme level and will be responsible for receiving complaints from the district DR Focal Person. FGRM forms have been developed by the consultant and there are efforts underway to synergize the FLEGT/VPA and FIP complaint forms as these programs are interlinked.

Figure: FGRM structure and operational bodies



(HIA – Hotspot Intervention Area)

6.2 FGRM Operational Guidelines

In order to effectively operationalizing the FGRM, training, continued capacity building, and a general broadening of understanding is required. The NRS will oversee trainings for the PMU FGRM Specialist, the identified national arbitrators, and the selected members of the DRTs on the FGRM, mediation and conflict resolution principles, forestry laws, and REDD+ and the GSLRP. The NRS and the PMU will also oversee negotiations with the Traditional Authorities and other key stakeholders and opinion leaders in each GSLRP to negotiate the adoption of this structure and process. As adoption of the FGRM moves forward as an amendment to the FC Act, the NRS Safeguard Specialist and the PMU FGRM Specialist will also ensure that learning from the piloting process is incorporated into the recommended amendment, and that the DRT s kept abreast of the legislative process and any prospective changes to the structure.

More broadly, from previous studies and surveys on capacity building needs in relation to REDD+, it is clear that despite extensive consultations at national, regional, district and local levels, there remains a gap in knowledge about REDD+ and climate change issues among stakeholders, like farmers and communities, and within sub-national institutions that include the district assemblies and the traditional authorities. Growing the understanding of communities and institutions within the target areas of the GSLRP on REDD+ and the ERP is important for enabling the implementation of the FGRM process. In order to fill the above gap, there is a plan to hold trainings at appropriate levels and locations aimed at expanding people's understanding and building the capacity of key institutions, organizations, bodies, and individuals. These include, relevant ministries and agencies, NGOs, private sector and other interest groups, local communities, district FGRM officers, DRT members, FC Range Supervisors, Metropolitan Municipal District Assembly members (MMDAs) within the ER Program area (once the consultancy is completed).

Broadly, the FGRM will be operationalized in six steps.

1. Parties seeking to have any REDD+ dispute resolved would file their complaint with the district or community FGRM officer within the ER project area where it will be received and processed.
2. If the parties are unable or unwilling to resolve their dispute through negotiation, fact finding or inquiry a mediator chosen with the consent of both parties would be assigned to assist the Parties to reach a settlement.

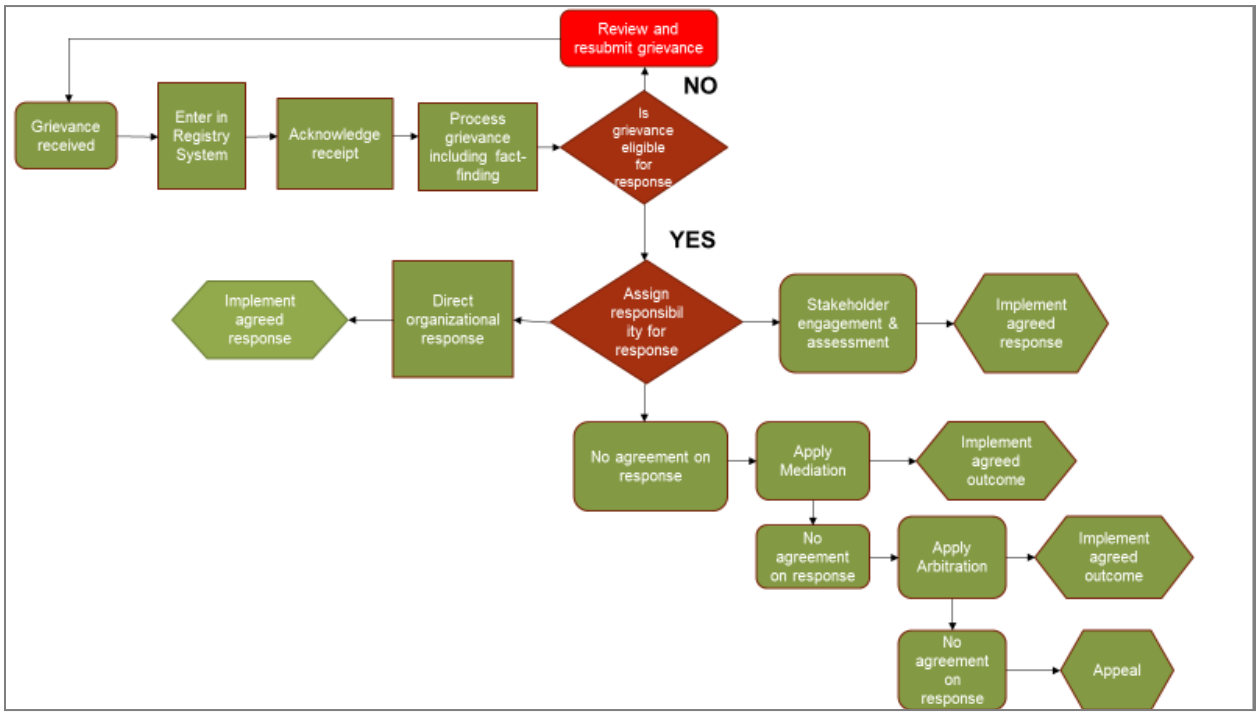
3. Where the mediation is successful, the terms of the settlement shall be recorded in writing, signed by the mediator and the parties to the dispute and lodged at the FGRM registry. The terms of the settlement will be binding on all parties.
4. If mediation is unsuccessful, the dispute resolution team will convene to mediate and resolve the grievance.
5. If the mediation is unsuccessful, the Parties will be required to submit their dispute for compulsory arbitration, by a panel of 5 arbitrators, selected from a national roster of experts. The panel of 5 arbitrators will be composed of a qualified arbitrator, a lawyer, a forestry/natural resource expert, a traditional authority and a governance expert with at least 1 of them being a woman.
6. The awards of the arbitration panel will be binding on the Parties and can only be appealed to the Court of Appeal. All questions of law would be referred to the High Court.

For the purposes of the FGRM, REDD+ related grievances and relevant issues include: disputes relating to activities being promoted under the programme; disagreements about land rights or tree tenure; disputes relating to benefit sharing arrangements; disputes relating to participation in decision-making processes; disputes relating to access to and user rights of land, trees, and forests; disputes related to gender inequality or migrant-local issues; and disputes related to access to resources. Examples of the nature of conflicts that might arise from the implementation of REDD+ is presented below.

- Land clearing for agriculture: It is possible that given the current trends, conflicts or disputes could still occur, possible between FSD, farmers, landowners, and/or local fringe-communities and migrants.
- Tenure conflicts and/or boundary issues: The integration of GSLRP activities into existing tenure arrangements could result in new relationships or agreements between key actors like the state, traditional authorities and community stakeholders. If not carefully negotiated, it could create the potential for conflict. In addition, issues related to boundaries, land use, and user rights to tree and land could become more contentious and any latent conflicts or boundary disputes could be revived among traditional authorities, tenant farmers and landholders. If carbon rights are bundled with tree rights, then the existing confusion about tree ownership rights are likely to renew conflicts between the farmers, and landowners.
- Conflicts over tree rights: Lessons from existing benefit-sharing schemes in the natural resource sectors and as a result of the implementation of early REDD+ pilot projects (for example, IUCN-Ghana's work in Western Region) underscore the importance of well-defined tree tenure regimes with effective and equitable distribution of benefits. Especially in the initial months and year of implementation, as new tree tenure arrangements are implemented, there is the distinct possibility that conflict or disputes could arise.
- Benefit-sharing: As implementation begins perceptions of what benefits should accrue, to whom, and how could lead to conflicts. But even when the BSP is clear and agreement is reached at the local level, conflicts can still emerge over time. The FGRM will be important in helping to clarity issues and resolve conflicts.
- Gender Equality: Consistent with the National REDD+ Strategy, mainstreaming gender and equity concerns at all levels and in all decision making, is key. However, it is possible that groups who tend to carry less "power" within society (e.g. marginalized groups) such as women, children and migrants could feel that their interests are not adequately reflected in the decision-making process, in the implementation of activities or in the sharing of benefits. The FGRM would provide an avenue to address and resolve these concerns and grievances. The NRS recognizes that the FGRM consultation process has to be gender sensitive to guide the engagement process of these groups. The proposed FGRM process should also be transparent, impartial, safe, timely, accessible, and provide special attention to women, the poor and marginalized and/or vulnerable groups.
- Forest Access: Access to the forest and user rights have also been the cause of disputes that sometimes attract the intervention of the police, military and law courts for settlement and enforcement. Grievances about forest-user rights are also expressed on issues such as the illegal extraction of forest products, influence of elites, inequitable resource distribution and exclusion of resources to marginalized groups, including women.
- Access to resources: Access to resource, including farming packages, extension and training are important elements of the BSP. It is possible, that as implementation begins, farmers or communities could context their access to the resources laid out in the GSLRP and how effectively they have been shared.

The proposed FGRM procedures and modalities for implementation within the ER programme is shown in the figure below. There are different modes for receiving complaints from aggrieved persons at the local level. Complainants can either choose to register their grievance with a designated Traditional Authority, or with the FC district DR Focal Person. Once a complaint is registered and assessed, receipt of the complaint is acknowledged back to the complainant, and an action along the appropriate channel for resolution is proposed. If the complainant does not agree on the recommended action, then it goes for review. Records of each step should be kept and remain within defined time frames.

6.3 Proposed FGRM procedures and processes



6.4 Major Steps

Major Step 1: Receive and Register Complaints

i. Anyone affected by the implementation of the GSLRP programme is competent to make a complaint.
ii. All aggrieved persons with complaints related to GCRFP implementation should have the opportunity to register it with the TA or with the FC DR FP or FGRM desk at the national level.
iii. The district level DR Focal Person shall receive and collate the grievances or concerns of a complainant.
iv. Complaints can be received orally but must be recorded in writing by a representative of the TA or the district DR Focal Person.
v. All complaints shall be recorded on a standard complaint form (FGRM Form A1) which must be submitted to the PMU FGRM Coordinator irrespective of whether the complainant is seeking redress or not.
vi. Where the complainant is illiterate, the district DR Focal Person or another literate individual nominated by the complainant shall complete the FGRM Form A1, read to the complainant what has been written and have them sign or thumbprint to indicate their approval of the written account, after which the FGRM Officer will also sign.
vii. A signed or thumb printed FGRM Form A1 is considered 'submitted' by the complainant. Where the complainant is a group/community/company, the person signing the complaint must be competent as a legal representative; however its own rules define it.

viii. The FGRM officer who receives complaints orally or in writing must complete the FGRM Form A1, sign and register it in the official complaints record book, noting date of receipt, complainant, handling officer and assign a case ID within a day before submitting those details to the head office within 3 days
ix. For purposes of uniformity, a case ID will follow the following format: District Code/year/00+number following in a chronological manner
x. A completed form that has been assigned a case ID is considered 'received' and must be processed
xi. Where there is a networked electronic registry accessible to the FGRM district DR Focal Person, the case shall be logged into the registry within 2 days
xii. Thus the processes of receiving and registering complaints at the District FGRM office MUST not exceed 3 working days.

Major Step 2: Acknowledge, Assess and Assign

i. All complaints received must be assessed for eligibility using an eligibility criteria that ought to be developed, before they are processed through the FGRM and assigned official responsibility within 3 working days
ii. The complaint, the reply and the decision on eligibility should be acknowledged, either through email, written letter, in person, telephone or, SMS
iii. The decisions on eligibility and actions assigned must also be recorded in the official District complains record book.
iv. In all cases, it is mandatory for the FGRM Form 2B to be completed
v. The FGRM officer is responsible for the assessment of the complaint and the reply. They may co-opt other people for the purposes of the assessment to propose a response and the response shall be recorded on FGRM Form 2B
vi. The party whom the complaint is made against ("responding party") must be notified of the complaint against them and invited to reply within 7 working days of receipt of complaint.

Major Step 3: Propose Response

vii. Based on the assessment report recorded in FGRM Form 2B, the grievance redress strategy (including a clear statement of what must be done, by who and within what time) proposed will be communicated to the Parties, either directly or through the submitting FGRM district DR Focal Person within 14 days of receipt of complaint.
viii. The proposed action may involve negotiations between the Parties, direct actions by the FC or with other stakeholders to deal with the subject matter, or referral to an ADR process
ix. The agreed action shall be communicated to the relevant officer/persons/institutions for implementation by completing the FGRM Form 3C directing the action to be taken, stating what should be done, who should do it, when it should be done and when a report is to be submitted.
x. In the event that mediation is proposed, the Parties will jointly select or agree on the method for selecting the mediator from the roster of mediators. In the absence of an agreement, the mediator will be chosen by the DR Focal Person.
xi. A memo shall be written by the District DR Focal Person within 3 days after receipt of consent of complainant to the proposed action.
xii. Where the grievance has not been successfully resolved through mediation, the dispute will be referred for compulsory arbitration by the DR Focal Person.
xiii. In the compulsory arbitration, a 5-member ad-hoc panel15 consisting of a qualified arbitrator, a lawyer, a forestry/natural resource expert, a traditional authority and a governance expert with at least 1 of them being a woman will be constituted.

[15] The membership here is revised from the panel contained in the 2014 DRM Report

xiv. Subject to the provisions of the Alternative Dispute Resolution Act, 2010 (Act 798), the panel shall be constituted by the parties or in absence of agreement, by the national coordinator of the FGRM from a roster of arbitrators maintained by the national coordinator.

xv. Awards by the ad-hoc arbitration panel shall be in writing and binding on both parties

Major Step 4: Closed Out

xvi. A dispute will be considered 'closed out' if the settlement terms have been implemented or a party files an appeal at the High Court, in which case the resolution of the case leaves the ambit of the prescribed FGRM

xvii. Where the dispute has been fully settled and the terms implemented, the dispute would be considered to have been effectively resolved and recorded as such in the district and national FGRM records/database.

xviii. Where one Party disagrees with the award, the Party may file an appeal at the Court of Appeal upon limited grounds such as on questions of law.

UNDP's Stakeholder Response Mechanism (SRM) is also available to help project-affected stakeholders, government and others partners jointly resolve concerns and disputes. It is available when Implementing Partners and UNDP project-level stakeholder engagement processes have not successfully resolved issues of concern.

Project affect stakeholders will be informed throughout the project cycle of their options for grievance redress and how to access the various channels.

Annex J: Gender Analysis and Action Plan

https://www.greenclimate.fund/project/fp137

Annex K: UNDP Risk Log

#	Description	Date Identified	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner	Status
	Enter a brief description of the risk. Risk description should include future event and cause. *Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be included.*	Enter date	*(In Atlas, select from list)*	Describe the potential **effect** on the project if the future event were to occur. Enter **probability** based on 1-5 scale (1 = Not likely; 5 = Expected) Enter **impact** based on 1-5 scale (1 = Low; 5 = Critical)	What actions have been taken/will be taken to manage this risk.	The person or entity with the responsibility to manage the risk.	Status and effectiveness of management measures.
1	Risk: Implementing agencies and Responsible parties do not for various reasons, including competing demands, have the ability to meet their obligations to manage and guide the Project resulting in delays and unsatisfactory delivery. The procurement plan is not implemented.	2020	Operational Organizational Strategic	The project would not commence on a strong footing, outputs would be delayed with knock-on implications on the disbursement schedules, annual reporting to the GCF and overall project implementation efficacy. P = 3 I = 4	Competent and relevant Project staff and consultants must be hired and hired on-time. The procurement plan and timelines closely adhered-to and monitored. This also includes capacity sourced in operations, procurement and management	UNDP DRR and DCC Manager	
2	Cross cutting elements, and the project's coordination and governance aspects are not well managed resulting in delays, grievances, unmet expectations and unsatisfactory delivery	2018	Social and Environmental Regulatory Strategic Governance	Project quality would be severely affected and targets identified in the log-frame will be unmet P = 2 I = 4	There are four areas to be closely managed and coordinated; adequate stakeholder engagement with communities; monitoring of ESMF; effective implementation and enforcement of existing policies, laws and regulations such as benefit sharing and contractual arrangements; and communication between IA and RPs.	UNDP DRR and DCC Manager	
3	The ESMP is not managed and monitored. The ESMF	2018-2020	Social and Environmental	If the ESMP is not managed, implemented	The ESMF will be finalized and needs to be closely monitored	UNDP DRR/Safeguards	

	lists a number of social and environmental threats that could arise as a result of the project. A number of risks are also identified such as lack of rainfall and inadequate supply of water or unavailability of seedlings.			and monitored, a range of social and environmental risks, threats, concerns, and negative effects could occur. P = 2 I = 4		specialist in PMU and DCC Manager	
4	Co-financing does not materialize.	2020	Financial	Outputs, especially in Output 2 will not be achieved P = 1 I = 4	Private sector reporting of co-financing required by RP. Information will be receive in advance If a co-financier does not fulfil its commitments, and alternative options considered.	UNDP DRR/RP and DCC Manager	
5	On private sector partnership: Post-agreement, new controversies (e.g. child labor, human rights, environmental degradation, etc.) arise with one or more of the partner companies.	May 2020	Political	Poor publicity for UNDP, potentially impacting the long-term viability of the partnership and/or the engagements with the private sector. Withdrawal from the project and partnership, potentially impacting future partnerships with other members of the shea industry. P: 5 I: 3	Responsible Party Agreement with Global Shea Alliance (RP) includes a provision for (i) UNDP withdrawal from the partnership with Global Shea Alliance, and specific provisions for withdrawal of collaboration with individual companies, (ii) UNDP Logo use, (iii) GSA to actively manage and help UNDP manage reputational and project-related risks as they arise[16]. Co-financing partners to disclose relevant documents and report on progress of implementation Proactively develop and update the communications strategy to promptly respond to issues as they arise.	UNDP DRR/RP and DCC Manager/GSA Managing Director	

16 While UNDP is only accountable for the funds that flow through our accounts, co-financed activities are part of the risk profile of the project and are part of the contextual risks that need to be managed. So while it is true that UNDP wouldn't be responsible for the reporting on the ESMP/ESMF commitments of co-financing, we also need to consider this as part of our own risk management and put in place adaptive measures, because if the co-financing commitments aren't implemented, UNDP is complicit in violations.

					Individual companies will be entering into performance agreements with NGOs to carry out activities on the ground. These contracts will contain provisions that state adherence to social and environmental policies and norms, including PLRs related to risk mitigation for example, in terms of labour, environmental degradation and human rights.		
6	On private sector partnership: One or more of the partner companies does not fulfil the agreed upon project activities or project activities result in adverse social and/or environmental impacts.	May 2020	Political and operations	The project objectives are not achieved. As the companies will be responsible for implementing project activities there is the risk that the companies may not fulfill commitments or will not meet UNDP's social and environmental standards in project implementation. Poor publicity for UNDP, potentially impacting the long-term viability of the project and partnerships with the private sector. Withdrawal from the project and partnership, potentially impacting future partnerships with other members of the shea industry. P: 3 I: 3	Project social and environmental risks screened and a draft ESMP developed based on extensive engagements with stakeholders. The ESMP will be finalized during project inception based on an Environmental and Social Impact Assessment (ESIA). Responsible Party Agreements to include provisions for: (I) a UNDP withdrawal from the partnership or from engagements with individual companies, (II) M&E of company activities, (III) partner companies to adhere to the UNDP Social and Environmental Standards (SES), the Social and Environmental Screening Procedure (SESP), and the ESMP, (IV) companies to actively manage and help UNDP manage reputational and project-related risks as they arise. Co-financing partners disclose and report on environmental and social assessments and management plans.	UNDP DRR/RP and DCC Manager/GSA Managing Director	

Annex L: Letter of Agreement with the government in case UNDP Support Service Costs are applied



UNDP_FC LOA.pdf

Annex M: HACT micro assessment and Partner Capacity Assessment


UNDP-Forestry Commission.pdf


Micro-assessment report - Global Shea


Forestry Commission - PCAT.:


Global Shea Alliance- PCAT.xlsm

Annex N: Budget notes

N.B. The total cost of budget items in italics is split across 2 or more Activities. These budget items are therefore repeated in the table to indicate (under the TOTAL column - column I) how much of their cost is applied to each Activity.

Budget notes	Atlas Budget Account Code	Atlas Budget Account Description	Description of Cost	Unit Cost (USD)	Quantity	Units	TOTAL (USD)	AMOUNT (USD)
1	**61300**	Salary & Post Adj Cost-IP Staff	*Safeguards Specialist (UNDP REDD+ team) - $906*	*906*	***70***	*Days*	***9,513***	**28,938**
			Stakeholder engagement specialist (UNDP REDD+ team) - $777 per day	*777*	***100***	*Days*	***19,425***	
2	**71200**	International Consultants	*Gender Specialist (UNDP REDD+ team) - $375 per day*	*375*	***35***	*Days*	***3,281***	**3,281**
3	**71300**	Local Consultants	Local consultant to conduct desktop study with maps and satellite imagery to confirm potential new CREMAs ($450 per day for 10 days)	450	**10**	Days	**4,500**	**92,250**
			Consultancy fees for one local consultant to support the development of socio-economic, faunal, floral, biodiversity and forestry studies for the CREMAs - $450 per day for 40 days per CREMA	450	**120**	Days	**54,000**	
			Consultancy fees for one local consultant to support the development of the CREMA management plan - $450 a day for 25 days per CREMA	450	**75**	Days	**33,750**	
4	**71600**	Travel	DSA for technical team (4 people) to collect data for: boundary demarcation; participatory land use zoning; socio-economic study; faunal, floral, biodiversity and forest survey - $100 per person for 40 days per CREMA	100	**480**	Days	**48,000**	**269,100**
			Transport allowance for community members (10 people per day) to support technical team to collect data for: boundary demarcation; participatory land use zoning; socio-economic study; faunal, floral, biodiversity and forest survey - $15 per person for 40 days per CREMA	15	**1200**	Persons	**18,000**	
			DSA for technical team (plus other stakeholders from outside the CREMA) for validation of CREMA related studies - $100 per day for 10 people for 2 days for each CREMA	100	**60**	Days	**6,000**	
			Transport allowance for local participants: $15 for 15 people for 2 days for each CREMA	15	**90**	Days	**1,350**	
			Transport allowance for local participants for validation of CREMA management plans: $15 for 15 people for 2 days for each CREMA	15	**90**	Days	**1,350**	

			Transport allowance for 50 people per CREMA (from CEC and CRMC) to participate in 3-day training on land-use planning and determination of gender responsive results - $15 per person for 50 people for 3 days	15	**1500**	Days	**22,500**	
			Travel of technical staff to do community entry, sensitization on CREMA concept, formation of CRMC, do sensitization on constitution in 10 communities for each new CREMA in 10 communities for each new CREMA (3 CREMAs) - DSA $100 per day for 3 people for 20 days per CREMA	100	**180**	Days	**18,000**	
			Cost of travel for community members for workshop to draft CREMA constitution and byelaws: $70 for 50 people for 3 CREMAs	70	**150**	Persons	**10,500**	
			Travel (DSA/T&T) of resource persons for workshops to draft CREMA constitution and bylaws: $700 for 3 people for 3 CREMAs	2100	**3**	Persons	**6,300**	
			DSA for technical team (4 people) to do stakeholder consultations for development and validation of CREMA management plan - $100 per person for 15 days per CREMA	100	**120**	Days	**12,000**	
			DSA and transportation for 20 people to participate in inauguration of CREMAs: $150 per day, for 2 days, for 20 people, for 3 CREMAs	150	**120**	Days	**18,000**	
			Transport allowance for 100 community/CREMA members for inauguration of CREMAs: $15 per person, for 100 people, for 3 CREMAs	15	**300**	Persons	**4,500**	
			Travel of technical staff to engage 7 existing/ongoing CREMAs for their participation in the project - DSA $100 per day for 3 people for 1 day per CREMA	100	**21**	Days	**2,100**	
			Travel of technical staff to provide training in land-use planning and determination of gender responsive results to 10 CREMA - DSA $100 per day for 3 people for 2 days per CREMA	100	**60**	Days	**6,000**	
			Travel of technical staff to meet with CREMA management to discuss implementation of CREMA and enforcement issues - DSA $100 per day for 3 people for 2 days per CREMA per year [5 CREMAs in Y3, 10 CREMAs in Y4-7]	100	**270**	Days	**27,000**	
			Transport allowance for meetings to discuss implementation of CREMAs and implementation issues - $15 per person for 50 people for 2 days per CREMA per year [5 CREMAs in Y3, 10 CREMAs in Y4-7]	15	**4500**	Days	**67,500**	
5	**71800**	Contractual Services - Implementing Partner	*Project manager (PMU) salary - (average $3,425 per month)*	*3425*	***84***	*Months*	***57,540***	**125,133**
			Training officer (PMU) salary - (average $2,347 per month)	*2347*	***48***	*Months*	***67,594***	
6	**72200**	Equipment and Furniture	Furniture and other items to refurbish CREMAs office for new CREMAs ($4,000 per CREMA)	4000	**3**	Items	**12,000**	**40,800**
			3 vehicles (4x4 pick ups) for FC's Regional Offices (1 per office) - $24,000 each	*24000*	***3***	*Items*	***28,800***	
7	**72500**	Supplies	Office supplies for 36 months for each CREMA ($120 per month)	120	**108**	Months	**12,960**	**31,860**

			Cost of supplies (including, canopies, t-shirts and other paraphernalia) for inauguration of CREMAs ($6,300 per CREMA)	6300	**3**	Items	**18,900**	
8	**72800**	Information Technology Equipmt	IT equipment for new CREMAs (4 laptops and accessories, $1,500 each, for 3 CREMAs)	1500	**12**	Items	**18,000**	**33,000**
			Cost of 30 GPS devices (3 for 10 CREMAs) and related training	500	**30**	Items	**15,000**	
9	**73400**	Rental & Maint of Other Equip	*Fuel and maintenance for 3 vehicles (4x4 pick ups) for FC's Regional Offices ($250 per month per vehicle)*	*750*	***84***	*Months*	***25,200***	**51,400**
			Car rental to use in case project vehicles are occupied (20 days per year, $200 per day)	*200*	***140***	*Days*	***11,200***	
			Fuel to support data collection for: boundary demarcation; participatory land use zoning; socio-economic study; faunal, floral, biodiversity and forest survey - $50 per day for 40 days per CREMA	50	**120**	Days	**6,000**	
			Fuel for technical team (4 people) to do stakeholder consultations for development and validation of CREMA management plan - $70 per day for 15 days per CREMA	70	**45**	Days	**3,150**	
			Fuel for technical staff to engage 7 existing/ongoing CREMAs for their participation in the project - $50 fuel per day, 1 days per CREMA	50	**7**	Days	**350**	
			Fuel for technical staff to provide training in land-use planning and determination of gender responsive results to 10 CREMA - $50 fuel per day,2 days per CREMA	50	**20**	Days	**1,000**	
			Fuel for technical staff to meet with CREMA management to discuss implementation of CREMA and enforcement issues - Fuel $50 per day for 2 days per CREMA per year [5 CREMAs in Y3, 10 CREMAs in Y4-7]	50	**90**	Days	**4,500**	
10	**74200**	Audio Visual & Print Prod Costs	Cost of printing posters on CRMC - 15 posters at $10 each for 3 CREMAs	10	**45**	Items	**450**	**14,850**
			Printing of Bye law in the Government Bulletin - $1000 per CREMA	1000	**3**	Items	**3,000**	
			Costs for printing maps related to boundary demarcation and land use zone planning - $3,500 per CREMA	3500	**3**	Items	**10,500**	
			Printing of CREMA management plans: $15 for 20 copies for each CREMA	15	**60**	Items	**900**	
11	**75700**	Training, Workshops and Conference	Venue for validation of CREMA related studies - $750 per day for 2 days for 25 people for each CREMA	1500	**3**	Workshops	**4,500**	**28,500**
			Cost of venue and related logistics for workshops to draft CREMA constitution and byelaws (50 people per workshop) - $4000 per CREMA	4000	**3**	Items	**12,000**	
			Cost of meetings as part of the stakeholder consultations for the development and validation of CREMA management plan - $1000 per meeting, for 4 meetings for each CREMA	1000	**12**	Workshops	**12,000**	
12	**72100a**	Contractual Services -	Image analysis of 5 candidate sites to confirm new for CREMAs ($300 per site)	300	**5**	Items	**1,500**	**60,400**

		Companies / Nat-Serv	Cost of snacks and other logistics for meetings of District Assemblies to review by-laws ($1500 per CREMA)	1500	**3**	Workshops	**4,500**	
			Snack/ water for 100 community/CREMA members for inauguration of CREMAs: $15 per person, for 100 people, for 3 CREMAs	15	**300**	Persons	**4,500**	
			Snacks and other logistic costs for meetings with 7 existing/ongoing CREMAs for their participation in the project - $500 per meeting for 7 meetings	500	**7**	Workshops	**3,500**	
			Snacks and other logistic costs for training in land-use in 10 CREMA - $500 per meeting for 10 meetings (50 people each)	500	**10**	Workshops	**5,000**	
			Snacks and other logistic costs for meetings (50 participants) to discuss implementation of CREMA and enforcement issues - $500 per meeting per CREMA per year [5 CREMAs in Y3, 10 CREMAs in Y4-7]	500	**45**	Workshops	**22,500**	
			Snacks and other logistic costs for meetings for community entry and sensitization on CREMA concept in 10 communities for each new CREMA (3 CREMAs) formation of CRMC for each new CREMA (3 CREMAs) - $300 per meeting	300	**63**	Workshops	**18,900**	
13	**72100c**	Contractual Services - Companies / Nat-G&W	Other logistic costs to support data collection for: boundary demarcation; participatory land use zoning; socio-economic study; faunal, floral, biodiversity and forest survey - $50 per day for 40 days per CREMA	50	**120**	Days	**6,000**	**6,000**
	1.1 Total						**785,513**	**785,512**
14	**61100**	Salary costs - NP staff	*Forestry specialist (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)*	*3115*	***84***	*Months*	***104,664***	**104,664**
15	**61300**	Salary & Post Adj Cost-IP Staff	*REDD+ Technical Specialist (UNDP REDD+ team) - $989 per day*	*989*	***150***	*Days*	***37,088***	**43,573**
			Carbon and MRV Specialist (UNDP REDD+ team) - $1,081.00	*1081*	***60***	*Days*	***6,486***	
16	**71300**	Local Consultants	Consultancy fees for one local consultant to review faunal, floral, biodiversity and forestry studies for the existing or ongoing CREMAs (7) - $450 per day for 15 days per CREMA	450	**105**	Days	**47,250**	**78,750**
			Consultancy fees for one local consultant to review CREMA management plan - $450 a day for 10 days per CREMA	450	**70**	Days	**31,500**	
17	**71600**	Travel	Travel cost for district foresters to train fire brigades on fire management and early controlled burning - DSA $100 per person, for 4 people, for 7 days (3 in Y2, 2in Y3, 1 in Y4&5), for 10 CREMAs	100	**280**	Days	**28,000**	**534,950**
			Transport allowance for fire brigades to participate in training on fire management and early controlled burning - $15 per person, for 60 person per CREMA (10 from 6 CRMC), for 7 days per for 10 CREMAs (3 in Y2, 2in Y3, 1 in Y4&5)	15	**4200**	Days	**63,000**	
			Transport allowance for community members (10 people per day) to support technical team to collect data for faunal, floral, biodiversity and forest survey in the existing or ongoing CREMAs (70) - $15 per person for 25 days per CREMA	15	**1750**	Days	**26,250**	

			DSA for technical team (plus other stakeholders from outside the CREMA) for validation of CREMA related studies in existing or ongoing CREMAs (7) - $100 per day for 10 people for 2 days for each CREMA	100	**140**	Days	**14,000**	
			Transport allowance for local participants for validation of CREMA related studiesin exihsting or ongoing CREMAs (7) : $15 for 15 people for 2 days for each CREMA	15	**210**	Days	**3,150**	
			Travel of technical staff to support CREMAs learn and implement thinning and forest regeneration techniques - DSA $100 per day for 2 people for 5 days per CREMA per year [2 CREMAs in Y2, 5 CREMAs in Y3, 10 CREMAs in Y4-7]	100	**470**	Days	**47,000**	
			Transport allowance for CREMAs members to carry out thinning and forest regeneration techniques - $15 per person for 50 people for 5 days per CREMA per year [2 CREMAs in Y2, 5 CREMAs in Y3, 10 CREMAs in Y4-7]	15	**11750**	Days	**176,250**	
			DSA for technical team (4 people) to collect data for faunal, floral, biodiversity and forest surveys in the existing or ongoing CREMAs (7) - $100 per person for 15 days per CREMA	100	**420**	Days	**42,000**	
			DSA for technical team (5 people) to do stakeholder consultations to review CREMA management plans and for their validation in existing or ongoing CREMAs (7) - $100 per person for 8 days per CREMA	100	**280**	Days	**28,000**	
			Transport allowance for local participants for consultation and validation of CREMA management plans in existing or ongoing CREMAs (7): $15 for 15 people for 4 days for each CREMA	15	**420**	Days	**6,300**	
			Transport allowance for fire brigades to conduct early burning activities: we assume that each CREMA will actively engage 15 man fire brigade per year; each brigade works 4 days per week for 5 weeks each year. 4 x 5 x 15 x 10 = 3000 man days; USD 15 per man day.	15	**3000**	Days	**45,000**	
			DSA for 4 FC's staff to provide technical support to CREMAs - $100 per person for 140 days	100	**560**	Days	**56,000**	
18	**71800**	Contractual Services - Implementing Partner	*Communication specialist (PMU) salary - (average $2,347 per month)*	*2347*	***84***	*Months*	***49,287***	**49,287**
19	**72300**	Materials & Goods	Equipment/material for training in fire management: $100 per day, for 7 days, for 10 CREMAs (60 participants each)	100	**70**	Days	**7,000**	**52,000**
			Equipment/material for set-up for early burning activities (fire vests, protective boots, drip touches): $50 per person, for a 15man fire brigate, 6 brigades per CREMA, for 10 CREMAs	50	**900**	Persons	**45,000**	
20	**72500**	Supplies	Other logistic costs to support data collection for faunal, floral, biodiversity and forest survey in ongoing or existing CREMAs (7) - $30 per day for 15 days per CREMA	30	**105**	Days	**3,150**	**3,150**
21	**73400**		Fuel for district foresters to train fire brigades in fire management and early controlled burning - $40 per day, for 7 days (3 in Y2, 2in Y3, 1 in Y4&5), for 10 CREMAs	40	**70**	Days	**2,800**	**35,620**

		Rental & Maint of Other Equip	Fuel for technical staff to support CREMAs learn and implement thinning and forest regeneration techniques- Fuel $50 per day for 5 days per CREMA per year [2 CREMAs in Y2, 5 CREMAs in Y3, 10 CREMAs in Y4-7]	50	**235**	Days	**11,750**	
			Fuel to support data collection for faunal, floral, biodiversity and forest survey in ongoing or existing CREMAs (7) - $70 per day for 15 days per CREMA	70	**105**	Days	**7,350**	
			Fuel for technical team to do stakeholder consultations review CREMA management plan in existing or ongoing CREMAs (7) - $70 per day for 8 days per CREMA	70	**56**	Days	**3,920**	
			Fuel for 4 FC's staff to provide general technical support to CREMAs in implementing landscape activities - $70per day for 140 days	70	**140**	Days	**9,800**	
22	**74200**	Audio Visual & Print Prod Costs	Printing of CREMA management plans: $15 for 20 copies for each CREMA	15	**140**	Items	**2,100**	**12,600**
			Costs for printing maps incorporating new information for the existing and ongoing CREMAs (7) - $1,500 per CREMA	1500	**7**	Items	**10,500**	
23	**75700**	Training, Workshops and Conference	Venue for validation of CREMA related studies in existing or ongoing CREMAs (7) - $750 per day for 2 days for 25 people for each CREMA	1500	**7**	Workshops	**10,500**	**38,500**
			Cost of meetings for the stakeholder consultations for the review and validation of CREMA management plan in existing or ongoing CREMAs (7) - $1000 per meeting, for 4 meetings for each CREMA	1000	**28**	Workshops	**28,000**	
24	**72100a**	Contractual Services - Companies / Nat-Serv	Logistics for CREMAs to carry out thinning and forest regeneration techniques - $500 per CREMA per year [2 CREMAs in Y2, 5 CREMAs in Y3, 10 CREMAs in Y4-7]	100	**235**	Days	**23,500**	**23,500**
	1.2 Total						**976,595**	**976,594**
25	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**66,276**
			Project technical officer (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)	*3115*	***84***	*Months*	***52,332***	
26	**71200**	International Consultants	Consultancy fees for international consultant to support the development of harvest, processing, marketing and financing systems for all CREMAs - $650 per day for 90 days (30 days in the field and 60 days home-based work to develop the systems and provide remote support) plus two trips to collect data and information and do training of trainers ($10k)	68500	**1**	Persons	**68,500**	**68,500**
27	**71600**	Travel	Travel costs for CREMA committee members - $70 per person for 10 persons per CREMA twice a year for 4 years	70	**800**	Days	**56,000**	**76,000**
			Transport allowance for traditional leaders and other key CREMA stakeholders - Lumpsum $500 per year per CREMA for 4 years)	500	**40**	Items	**20,000**	
28	**71800**	Contractual Services -	*Safeguards and gender specialist (PMU) salary - (average $2,347 per month)*	*2347*	***84***	*Months*	***19,715***	**1,239,308**

		Implementing Partner	*Enterprise and value chain development specialist (PMU) salary - (average $2,347 per month)*	*2347*	***48***	*Months*	***67,594***	
			Salary of CREMA Forester ($800 per month for 4 years; 1 per CREMA, for 10 CREMAs)	800	**480**	Months	**384,000**	
			Salary of Community Mobilization Officer ($600 per month per for 4 years; 1 per CREMA, for 10 CREMAs)	600	**480**	Months	**288,000**	
			Salary of Accountant ($600 per month for 4 years, 1 per CREMA, for 10 CREMAs)	600	**480**	Months	**288,000**	
			Salary for Clerk ($400 per month for 4 years, 1 per CREMA, for 10 CREMAs)	400	**480**	Months	**192,000**	
29	**72200**	Equipment and Furniture	2 motorbikes for 10 CREMAs ($1,300 each)	1300	**20**	Items	**26,000**	**26,000**
30	**72500**	Supplies	Office supplies for 36 months for exisitng/ongoing CREMA ($50 per month for each of 7 CREMAs)	50	**252**	Months	**12,600**	**20,100**
			Logistics for training on CREMA invesment plans and training the BACs on systems developed.	7500	**1**	Items	**7,500**	
31	**72800**	Information Technology Equipmt	IT equipment for existing/ongoing CREMAs (4 laptops and accessories, $1,500 each, for 7 CREMAs)	1500	**28**	Items	**42,000**	**42,000**
32	**73400**	Rental & Maint of Other Equip	Fuel and maintenance for 20 CREMA motorbikes ($50 per month each)	1000	**66**	Months	**66,000**	**66,000**
33	**72100a**	Contractual Services - Companies / Nat-Serv	Annual audit - $1000 per CREMA for 4 years	1000	**40**	Items	**40,000**	**790,000**
			Contract with local Business Advisory Centres (BACs) to provide routine support to CREMAs on business and enterprise development and to support actual set-up and implementation of activities by CREMAs. ($75,000 per CREMA across Year 2 to 7)	75000	**10**	Items	**750,000**	
34	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**13,944**
	1.3 Total						**2,408,128**	**2,408,128**
35	**71200**	International Consultants	Lumpsum contract for one international consultant partnering with a national consultant to carry out study on causes of fire in NSZ to inform development of communication strategy. Fees: $600 per day for 40 days (international); $450 per day for 40 days (national). Travel: air tickets $,2500; DSA: $200 per day for 50 man-days; Fuel: $70 for 30 days; Logistics (e.g. for meetings with communities): $7,500	64100	**1**	Items	**64,100**	**64,100**
36	**71300**	Local Consultants	Cost of translating radio messages on fire management from English to local languages ($250 per day for 5 days)	250	**5**	Days	**1,250**	**1,250**

37	**71600**	Travel	Transport allowance for community members for testing communication strategy at community level - $15 per person for 30 persons for 5 meetings	15	**150**	Persons	**2,250**	**49,043**
			Travel costs (DSA/T&T) for validation workshop for communication strategy ($250 per day for 20 people)	250	**40**	Days	**10,000**	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Accra: $235 per day for 115 days	*235*	***115***	*Days*	***6,756***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Tamale: $207 per day for 135 days	*207*	***135***	*Days*	***6,986***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (23 missions) - Air tickets: $2,600 per ticket for 23 tickets	*2600*	***23***	*Items*	***14,950***	
			Travel - Field trip of PMU for development, testing and validation of communications strategy for non-CREMA fire management (DSA for 3 PMU; $150 per day for 18 days)	150	**54**	Days	**8,100**	
38	**72300**	Materials & Goods	Equipment/material for fire brigades (fire vests, protective boots, drip touches): $50 per person, for 20 people, for 40 community fire brigades	50	**800**	Persons	**40,000**	**40,000**
39	**73400**	Rental & Maint of Other Equip	Fuel for PMU for development, testing and validation of communications strategy for non-CREMA fire management (Fuel; $70 per day for 20 days)	70	**20**	Days	**1,400**	**1,400**
40	**74200**	Audio Visual & Print Prod Costs	Recording and production of radio messages on fire management (lumpsum contract - $10,000)	10000	**1**	Items	**10,000**	**236,000**
			Radio diffusion of messages on fire management - 1200 diffusions per year in different radios, for 6 years	20	**7200**	Items	**144,000**	
			Radio interviews on fire management - 15 interview per year for 6 years at $300 each	300	**90**	Items	**27,000**	
			Design of posters on fire management	10000	**1**	Items	**10,000**	
			Printing of 5,000 posters on fire management	9	**5000**	Items	**45,000**	
41	**75700**	Training, Workshops and Conference	Venue for testing communication strategy at CREMA level - $1,000 for 5 meetings	1000	**5**	Workshops	**5,000**	**61,000**
			Venue for validation workshop for communication strategy - $3000 per day for 2 days (30 people)	6000	**1**	Workshops	**6,000**	
			Cost of venue for focus group discussions led by PMU Communication Specialist - $2500 for 4 meetings for 5 years	2500	**20**	Workshops	**50,000**	
42	**72100a**	Contractual Services - Companies / Nat-Serv	Contract with RMSC to develop fire management plans for 40 communities, build capacity and support implementation of activities for fire brigades covering 100,000 ha forest and 100,000 ha field & fallow	4000	**40**	Items	**160,000**	**160,000**
	1.4 Total						**612,793**	**612,793**

43	**61300**	Salary & Post Adj Cost-IP Staff	*REDD+ Policy Specialist (UNDP REDD+ team) - $769*	*769*	***50***	*Days*	***11,535***	**29,506**
			Market readiness and senior global technical advisor (UNDP REDD+ team) - $1,091 per day	*1091*	***20***	*Days*	***6,546***	
			Policy implementation and investment specialist (UNDP REDD+ team) - $914 per day	*914*	***50***	*Days*	***11,425***	
44	**71200**	International Consultants	*Knowledge management and learning specialist (UNDP REDD+ team) - $410 per day*	*410*	***40***	*Days*	***4,100***	**4,100**
45	**71300**	Local Consultants	Lumpsum contract for 2 national consultants to support legal framework reform process: $500 per days, for 50 days spread across 2 years, for 2 people	500	**100**	Days	**50,000**	**50,000**
46	**71600**	Travel	Travel (DSA/T&T) for 1 annual meeting (2 days for 20 people) with Parliamentarians to discuss legal review framework process from Year 2 to 7: $200 per person, for 20 people, for 2 days, for 6 meetings	200	**240**	Days	**48,000**	**291,000**
			Travel (DSA/T&T) for annual meetings to review outcomes of FORIG applied research in CREMAs from Year 2 to 7: $150 per day, for 15 people, for 2 days, for 6 meetings	150	**180**	Days	**27,000**	
			Travel (DSA/T&T) for 2 yearly consultative meetings to discuss legal framework process from Year 2 to 7: $200 per person, for 30 participants (requiring travel), for 2 days, for 12 meetings	200	**720**	Days	**144,000**	
			Travel (DSA/T&T) for annual adaptive management review meetings from Year 2 to 7: $150 per day, for 40 people, for 2 days, for 6 meetings	150	**480**	Days	**72,000**	
47	**74200**	Audio Visual & Print Prod Costs	Synthesis and publication annual adaptive management reviews - $7,500 per year from Year 2 to 7	7500	**6**	Items	**45,000**	**45,000**
48	**75700**	Training, Workshops and Conference	Venue for 1 annual meeting (2 days for 20 people) with Parliamentarians on legal framework review process from Year 2 to 7: $2,500 per day for 2 days for 6 meetings	5000	**6**	Workshops	**30,000**	**171,000**
			Venue for annual meetings to review outcomes of FORIG applied research in CREMAs from Year 2 to 7: 2 day meeting ($4,000) for 25 participants for 6 meetings	4000	**6**	Workshops	**24,000**	
			Venue for 2 consultative meetings (2 days each with 50 participants) to discuss legal framework process in from Year 2 to 7: $4,000 per day, for 2 days, for 3 meetings	8000	**12**	Workshops	**96,000**	
			Venue for annual adaptive management review meeting of 10 CREMA communites and 3 non-CREMA communities from Year 2 to 7: 2 day meeting ($3,500) for 40 participants for 6 meetings	3500	**6**	Workshops	**21,000**	
49	**72100a**	Contractual Services - Companies / Nat-Serv	MOU with KNUST to provide KM support to CREMAs (review lessons learned and best practices for community management of savannah woodlands and support annual adaptive management reviews of CREMAs)	16000	**10**	Items	**160,000**	**420,000**
			MOU with FORIG to conduct specific research to support CREMAs and allow community to apply/implement the findings (e.g. testing silvicultural systems; fire management options and their impacts; growth/carbon sequestration studies; testing of profitable, efficient charcoal kilns) -	26000	**10**	Items	**260,000**	

	1.5 Total						**1,010,606**	**1,010,606**
	GCF Total Output 1:						**5,779,690**	
Co-F 1	**Government Co-financing Output 1:**		FC will undertake activities that support the establishment of new Community Resource Management Areas (CREMA) and CREMA management plans; and revamp existing CREMA and make them functional and recognised as legal entities.				**1,962,222**	
Co-F 2	**UNDP (TRAC + other Co-financing) Output 1:**						**13,944**	
	Output 1 Total:						**7,755,856**	
50	**61100**	Salary costs - NP staff	*Forestry specialist (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)*	*3115*	***84***	*Months*	***52,332***	**52,332**
51	**61300**	Salary & Post Adj Cost-IP Staff	*Safeguards Specialist (UNDP REDD+ team) - $906*	*906*	***70***	*Days*	***9,513***	**9,513**
52	**71300**	Local Consultants	Cost of consultant to do synthesize existing research into a communication plan ($450 per day for 22 days)	450	**22**	Days	**9,900**	**52,400**
			Cost of translating radio messages from English to local languages ($250 per day for 10 days per year, for 5 years)	250	**50**	Days	**12,500**	
			Cost of team of consultants to conduct focus group discussions with farmers as part of the implementation of the communication strategy ($500 per day, for 15 days per year, for 4 years)	500	**60**	Days	**30,000**	
53	**71600**	Travel	GSA related travel for technical support to implementation of output 2 - DSA: 6 days per quarter for 4 people at $200 per day	200	**336**	Days	**67,200**	**81,200**
			GSA related travel for technical support to implementation of output 2 - Domestic air tickets for 2 people per quarter at $250 each	250	**56**	Items	**14,000**	
54	**71800**	Contractual Services - Implementing Partner	*Safeguards and gender specialist (PMU) salary - (average $2,347 per month)*	*2347*	***84***	*Months*	***19,715***	**806,015**
			100% salary cost for GSA private sector engagement person for years 1 and 2	5500	**24**	Months	**132,000**	
			50% salary cost for GSA private sector engagement person for years 3 to 7	2750	**60**	Months	**165,000**	
			10% salary cost of GSA Managing Director	1000	**84**	Months	**84,000**	

			30% salary costs of GSA Operations Director	1625	**84**	Months	**136,500**	
			GSA - Shea component coordinator - salary ($4,000 per month)	*4000*	***84***	*Months*	***268,800***	
55	**72200**	Equipment and Furniture	*3 vehicles (4x4 pick ups) for FC's Regional Offices (1 per office) - $24,000 each*	*24000*	***3***	*Items*	***14,400***	**14,400**
56	**72300**	Materials & Goods	Cost of purchasing of shea tree seedlings for establishment of nurseries (assumption: 50% mortality rate - 30% of total KPI to come from natural regeneration)	1	**3500000**	Items	**3,500,000**	**3,672,800**
			Cost of purchasing of 480,000 seedlings (400,000 plus 20% beating up) of other high value trees	0.36	**480000**	Items	**172,800**	
57	**73400**	Rental & Maint of Other Equip	*Fuel and maintenance for 3 vehicles (4x4 pick ups) for FC's Regional Offices ($250 per month per vehicle)*	*750*	***84***	*Months*	***12,600***	**29,400**
			Car rental to use in case project vehicles are occupied (20 days per year, $200 per day)	*200*	***140***	*Days*	***5,600***	
			GSA related travel for technical support to implementation of output 2 - Fuel: $400 per quarter	400	**28**	Items	**11,200**	
58	**74200**	Audio Visual & Print Prod Costs	Radio diffusion of messages on shea tree protection - 500 diffusions per year, for 4 years	20	**2000**	Items	**40,000**	**40,000**
59	**75700**	Training, Workshops and Conference	Cost of venue for focus group discussions with farmers as part of the implementation of the communication strategy (4 meetings per year for 10 participants each, for 4 years)	625	**16**	Workshops	**10,000**	**10,000**
60	**72100a**	Contractual Services - Companies / Nat-Serv	Contracting of NGOs to build capacity in and work directly with 70 farming communities to set up and maintain community nurseries	204000	**5**	Items	**1,020,000**	**3,787,500**
			Contracting of NGOs to build capacity in and work directly with 70 farming communities to plant 1,750,000 shea trees and 400,000 other high value trees.	517500	**5**	Items	**2,587,500**	
			Contracting of NGOs to build capacity in 70 farming communities and have them carry out activities related to: - parkland management, parasite control, pruning, natural regeneration (year 1 to 5); - grafting techniques (year 3 to 7).	36000	**5**	Items	**180,000**	
	2.1 Total						**8,555,560**	**8,555,560**
61	**61300**	Salary & Post Adj Cost-IP Staff	*Carbon and MRV Specialist (UNDP REDD+ team) - $1,081.00*	*1081*	***60***	*Days*	***6,486***	**6,486**
62	**71200**	International Consultants	*Gender Specialist (UNDP REDD+ team) - $375 per day*	*375*	***35***	*Days*	***3,281***	**3,281**
63	**71300**	Local Consultants	Consultancy to do an audit of current wood consumption of 26 shea cooperatives ($250 per day for 35 days)	250	**35**	Days	**8,750**	**8,750**

64	**71800**	Contractual Services - Implementing Partner	Enterprise and value chain development specialist (PMU) salary - (average $2,347 per month)	2347	**48**	Months	**22,531**	**341,731**
			GSA Shea Technical Assistant - salary ($3,000 per month)	3000	**84**	Months	**252,000**	
			GSA - Shea component coordinator - salary ($4,000 per month)	*4000*	*84*	*Months*	*67,200*	
65	**72500**	Supplies	Procurement of improved cooking stoves for 26 cooperatives	500	**26**	Items	**13,000**	**13,000**
66	**72100a**	Contractual Services - Companies / Nat-Serv	Contracting of NGOs to work directly with women's groups in 26 shea cooperatives to reduce wood/water consumption and enable 8 cooperatives to make briquettes out of shea waste	25000	**5**	Items	**125,000**	**125,000**
	2.2 Total						**498,248**	**498,248**
67	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**66,276**
			Project technical officer (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)	*3115*	***84***	*Months*	***52,332***	
68	**61300**	Salary & Post Adj Cost-IP Staff	*REDD+ Technical Specialist (UNDP REDD+ team) - $989 per day*	*989*	***150***	*Days*	***37,088***	**86,019**
			REDD+ Policy Specialist (UNDP REDD+ team) - $769	*769*	***50***	*Days*	***11,535***	
			Market readiness and senior global technical advisor (UNDP REDD+ team) - $1,091 per day	*1091*	***20***	*Days*	***6,546***	
			Stakeholder engagement specialist (UNDP REDD+ team) - $777 per day	*777*	***100***	*Days*	***19,425***	
			Policy implementation and investment specialist (UNDP REDD+ team) - $914 per day	*914*	***50***	*Days*	***11,425***	
69	**71200**	International Consultants	*Knowledge management and learning specialist (UNDP REDD+ team) - $410 per day*	*410*	***40***	*Days*	***4,100***	**125,600**
			Cost of technical advisor to conduct relevant studies to inform policy reforms and influence public/private decision making: $700 per day for 35days per study for 3 years	700	**105**	Days	**73,500**	
			Cost of technical advisor from Green Commodities Programme (GCP) for set-up of shea platform, training, guidance in initial years: $700 per day, for 50 days across 3 years	700	**50**	Days	**35,000**	
			Cost of international consultant to do analysis and summary report of scenario planning ($650 per day for 20 days)	650	**20**	Days	**13,000**	
70	**71300**	Local Consultants	Legal consultant: inputs to shea strategy, analysis of opportunities for legal reform and draft instruments - $450 per day for 60 days	450	**60**	Days	**27,000**	**135,000**

			Cost of 3 experts to conduct 3 technical studies to inform the work of the thecnical working groups under platform ($450 per day for 40 days each)	450	**120**	Days	**54,000**	
			Cost of local consultants to collect data for study on scenario planning (building on existing GSA/FAO study) to influence public and private sector decision-making ($450 per day for 90 man days)	450	**90**	Days	**40,500**	
			Consultant to develop material for training of MOFA extension agents on shea extension: $450 per day for 30 days	450	**30**	Days	**13,500**	
71	**71400**	Contractual Services - Individual	Salary of Platform Coordinator	3000	**60**	Months	**180,000**	**180,000**
72	**71600**	Travel	DSA and T&T for 12 plenary meetings of shea platform (1 day DSA/T&T for 15 participants at $150) - assumption is that most participants will cover their travel costs	150	**180**	Days	**27,000**	**272,693**
			DSA/T&T for total of 9 meetings for technical working groups (3 meetings for 3 groups) - 1 day DSA for 10 participants at $150	150	**90**	Days	**13,500**	
			Cost of travel for technical advisor from GCP - 1 trip to Ghana per year for 3 years (cost includes air ticket and DSA)	3000	**3**	Trips	**9,000**	
			Cost of travel for two trainings (2 days each for 50 participants) of MOFA extension agents on shea extension: $150 per day for 40 people	150	**160**	Days	**24,000**	
			Travel costs (DSA/bus) for local learning exchanges by farming communites (30 participants each)	4000	**2**	Trips	**8,000**	
			Travel cost (DSA/air ticket/bus) for 1 international learning exchange by farming communites (20 participants)	10000	**1**	Trips	**10,000**	
			Cost of travel (DSA and air ticket) for participation in Green Commodities Community international learning events by platform coordinator and key stakeholders	10000	**6**	Trips	**60,000**	
			Travel for 3 research workshop on shea restoration: $7,500 for DSA/T&T for 30 participants and $2,000 for travel of 1 international researcher	9500	**3**	Workshops	**28,500**	
			Travel costs (air ticket and DSA) for 10 representatives from West Africa to participate in two international conferences - $2,000 per trip	2000	**20**	Items	**40,000**	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Accra: $235 per day for 115 days	*235*	***115***	*Days*	***6,756***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Tamale: $207 per day for 135 days	*207*	***135***	*Days*	***6,986***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (23 missions) - Air tickets: $2,600 per ticket for 23 tickets	*2600*	***23***	*Items*	***14,950***	
			DSA for Platform Coordinator (2 days per month at $200)	400	**60**	Months	**24,000**	

73	**71800**	Contractual Services - Implementing Partner	*Project manager (PMU) salary - (average $3,425 per month)*	*3425*	***84***	*Months*	***57,540***	**129,358**
			Communication specialist (PMU) salary - (average $2,347 per month)	*2347*	***84***	*Months*	***49,287***	
			Training officer (PMU) salary - (average $2,347 per month)	*2347*	***48***	*Months*	***22,531***	
74	**74200**	Audio Visual & Print Prod Costs	Brochures and online media for shea platform	5000	**6**	Items	**30,000**	**75,000**
			Short video series no. 1 (shea platform) - cost of filming and production	15000	**1**	Items	**15,000**	
			Publication capturing learning and best practice on shea restoration (cost of writing, editing, layout)	10000	**1**	Items	**10,000**	
			Short video series no. 1 (shea parkland restoration) - cost of filming and production	10000	**1**	Items	**10,000**	
			Communication costs to cover two international conferences	5000	**2**	Items	**10,000**	
75	**75700**	Training, Workshops and Conference	Cost of venue for 12 plenary meetings of shea platform (1 day for 40 participants)	1000	**12**	Workshops	**12,000**	**149,000**
			Cost of venue for total of 9 meetings for shea platform technical working groups (3 meetings for 3 groups)	500	**9**	Workshops	**4,500**	
			Cost of venue for two trainings (2 days each for 50 participants) of MOFA extension agents on shea extension: $5,000	5000	**2**	Workshops	**10,000**	
			Annual technical meetings for adaptive management reviews of shea restoration efforts	5500	**6**	Workshops	**33,000**	
			Cost of venue for 3 learning exchanges by farming communities within Ghana (2) and with other countries in the shea eco-zone of West Africa (1)	4000	**3**	Workshops	**12,000**	
			Cost of venue for 3 research workshop on shea restoration (2 days for 30 participants each)	2500	**3**	Workshops	**7,500**	
			Cost of venue for two international conferences to engage buyers on sustainable shea (2 day conference for 50 participants)	25000	**2**	Workshops	**50,000**	
			Cost of venue for three high level meetings to review agricultural policies vis-à-vis deforestation issues in agricultural lands: $10,000 per meetings for 2 meetings	10000	**2**	Workshops	**20,000**	
76	**72100a**	Contractual Services - Companies / Nat-Serv	Cost of study to produce: analysis of current research capacity, synthesis of past applied research on shea restoration techniques and results, guidelines for on-farm trials, and proposed standard methodology for shea resource assessment	20000	**1**	Items	**20,000**	**125,000**
			MOU with CRIG to conduct research on shea restoration - $15,000 per year	15000	**7**	Years	**105,000**	
77	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**13,944**

78	**75700**	Training, Workshops and Conference	Cost of two annual meetings per year ($20,020 each) to support COCOBOD's finalization, roll out and then implementation of the Shea Development Strategy and other shea related issues, in connection with the Shea Platform.	20020	**14**	Workshops	**280,280**	**280,280**
	2.3 Total						**1,638,169**	**1,638,169**
	GCF Total Output 2:						**10,397,753**	
Co-F 3	**UNDP (TRAC + other Co-financing) Output 2:**						**294,224**	
Co-F 4	**Private sector Co-financing Output 2:**		The activities that the private sector entities will engage in are estimated as follows. Please note that these are indicative amounts and only provide an idea of how private sector financing may be utilized. When implementation begins, the required amounts and activities that the private sector entities will support can be ascertained. Training of women's groups in nursery techniques (500,000). Seedling purchase / production (1,000,000). Training in tree planting & care (500,000). Seedlings planting (625,000). Training in parklands management, misteltoe control and pruning, natural regeneration (500,000). Training in grafting for early, enhanced productivity (500,000). Coordination and operational set-up (2,121,000). Awareness raising and women's group identification (104,000). Governance training of all interested women in communities (104,000). Governance training of officers of the cooperative (104,000). Cooperative registration (2,600). Warehouse construction (390,000). Warehouse and land registration (3,900). Warehouse equipment (260,000). Aggregation training (104,000). Quality trainings for kernels (260,000). Quality trainings for butter (80,000). Warehouse management training (104,000). Warehouse manager (48,600). Pre-financing training (104,000). Contract management training (104,000). Profit sharing training (104,000). Market linkage set-up (104,000). Coordination, operational set-up for direct purchasing (1,343,400).				**8,667,695**	
	Output 2 Total:						**19,359,672**	
79	**61300**	Salary & Post Adj Cost-IP Staff	*REDD+ Policy Specialist (UNDP REDD+ team) - $769*	*769*	***50***	*Days*	***11,535***	**58,444**
			Market readiness and senior global technical advisor (UNDP REDD+ team) - $1,091 per day	*1091*	***20***	*Days*	***6,546***	
			Safeguards Specialist (UNDP REDD+ team) - $906	*906*	***70***	*Days*	***9,513***	

			Stakeholder engagement specialist (UNDP REDD+ team) - $777 per day	*777*	***100***	*Days*	***19,425***	
			Policy implementation and investment specialist (UNDP REDD+ team) - $914 per day	*914*	***50***	*Days*	***11,425***	
80	**71200**	International Consultants	*Gender Specialist (UNDP REDD+ team) - $375 per day*	*375*	***35***	*Days*	***3,281***	**58,231**
			Lump-sum contract to International Consultant (partnering with 2 national consultants - plantation forester and social scientist) to review evaluations of past MTS experience and provide reviewed procedures and benefit sharing: fees (international: $650 per day for 35 days; national: $350 per day for 35 days each); airtickets: $3,500; DSA: $200 per day for 42 man-days; car rental:$200 per day for 14 days).	54950	**1**	Items	**54,950**	
81	**71300**	Local Consultants	Cost of registration of contracts with Lands Commission	2234	**1**	Items	**2,234**	**2,234**
82	**71600**	Travel	Cost of DSA/T&T for workshop to review study on MTS past experience and review MTS procedures and benefit sharing - $150 for 30people for 3 days	150	**90**	Days	**13,500**	**177,693**
			Travel of technical staff for sensitization of forest fringe communities (100 communities) on MTS establishment (1 day meeting with 25 people from each community; every meeting has 2 communities) - DSA $100 per day for 3 people for 50 days	100	**150**	Days	**15,000**	
			Transport allowance for participants of meetings for development of MTS management arrangements and governance trainings (5 days for 25 groups of 4 communities each) - $10 per day for 60 participants per day, for 125 days	10	**7500**	Days	**75,000**	
			Travel of 20 FC District Officers to attend training with PMU on MTS contracting issues: $150 for 20 people for 2 days	150	**40**	Days	**6,000**	
			Transport allowance for 500 taungya farmers for signing of contracts with Forestry Commission - $15 for 500 people	15	**500**	Persons	**7,500**	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Accra: $235 per day for 115 days	*235*	***115***	*Days*	***6,756***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Tamale: $207 per day for 135 days	*207*	***135***	*Days*	***6,986***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (23 missions) - Air tickets: $2,600 per ticket for 23 tickets	*2600*	***23***	*Items*	***14,950***	
			Travel for field work to identify and map severely degraded lands in the targeted forest reserves: $100 per day for 70 man days	100	**70**	Days	**7,000**	
			Travel of technical staff to support development of MTS management arrangements and governance trainings (5 days for 25 groups of 4 communities each) - DSA $100 per day for 2 people for 125 days	100	**250**	Days	**25,000**	

83	**71800**	Contractual Services - Implementing Partner	*Project manager (PMU) salary - (average $3,425 per month)*	*3425*	***84***	*Months*	***57,540***	**106,827**
			Communication specialist (PMU) salary - (average $2,347 per month)	*2347*	***84***	*Months*	***49,287***	
84	**73400**	Rental & Maint of Other Equip	Travel of technical staff for sensitization of forest fringe communities (100 communities) on MTS establishment (1 day meeting with 25 people from each community; every meeting has 2 communities) - Fuel $50 per day for 50 days	50	**50**	Days	**2,500**	**5,000**
			Travel of technical staff to support development of MTS management arrangements and governance trainings (5 days for 25 groups of 4 communities each) - Fuel $50 per day for 50 days	50	**50**	Days	**2,500**	
85	**74200**	Audio Visual & Print Prod Costs	Production and printing of awareness creation material to engage MTS communities	15000	**1**	Items	**15,000**	**45,000**
			Cost of printing contracts and other material: $2,500 for 12 forest reserves	2500	**12**	Items	**30,000**	
86	**75700**	Training, Workshops and Conference	Venue for 3-day workshop to review study on MTS past experience and review MTS procedures and benefit sharing - $2,500 per day for 3-day meeting with 40 participants	7500	**1**	Workshops	**7,500**	**10,000**
			Venue for training of FC district officers on MTS contracting issues: $2,500	2500	**1**	Workshops	**2,500**	
87	**72100a**	Contractual Services - Companies / Nat-Serv	Snacks and logistics for development of MTS management arrangements and governance trainings (5 days for 25 groups of 4 communities each)- $300 per day, for 125 days	300	**125**	Days	**37,500**	**87,500**
			Snacks and logistics for sensitization meetings on MTS for forest fringe communities - $1000 per meeting, for 50 meetings	1000	**50**	Workshops	**50,000**	
	3.1 Total						**550,929**	**550,929**
88	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**170,940**
			Project technical officer (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)	*3115*	***84***	*Months*	***52,332***	
			Forestry specialist (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)	*3115*	***84***	*Months*	***104,664***	
89	**61300**	Salary & Post Adj Cost-IP Staff	*REDD+ Technical Specialist (UNDP REDD+ team) - $989 per day*	*989*	***150***	*Days*	***37,088***	**43,573**
			Carbon and MRV Specialist (UNDP REDD+ team) - $1,081.00	*1081*	***60***	*Days*	***6,486***	

90	**71600**	Travel	Establishment of 30ha seed orchards (10ha per year for 3 years): - Site preparation (weeding 20man days per ha; lopping: 15 mandays per hectare) - - Pegging (7 mandays per ha) - Planting (10 mandays per ha) - Survival survey (2 mandays per ha) - Beating up (3 mandays per ha) - Tending (40 mandays) Total: 97 mandays per ha / $10 per man day (transport) / $970 per ha	970	**30**	Hectares	**29,100**	**911,550**
			Maintenance of 30ha seed orchards: 60mandays per ha per year for a total of 6000 mandays at $10 per day (transport) / $2,000 per ha	2000	**30**	Hectares	**60,000**	
			Travel of technical staff to conduct training of farmers to create nurseries and raise seedlings (4 days per year, 80 people per year) - DSA $100 per day for 3 people for 24 days	100	**72**	Days	**7,200**	
			Transport allowance for participants of training of farmers to create nurseries and raise seedlings (4 days per year, 80 people per year) - $10 per day for 20 participants per day, for 24 days	10	**480**	Days	**4,800**	
			Survey, demarcation and development of site layouts for plantation: 2 man days per ha / $5 per man day (transport) / $10 per ha	10	**15000**	Hectares	**150,000**	
			Peg Cutting in MTS plantations ($0.01 man day per peg * number of seedlings) at $5 per man day (transport) / $1,333 per ha	13.33	**15000**	Hectares	**199,950**	
			Survival survey in MTS plantations: 2man days per ha at $5 per man day (transport) / $10 per ha	10	**15000**	Hectares	**150,000**	
			Beating up in MTS plantations - 1 man day per ha at $5 per man day (transport) / $5 per ha	5	**15000**	Hectares	**75,000**	
			Travel of technical staff to conduct training of farmers on thinning (4 days, 80 people per year) - DSA $100 per day for 3 people for 4 days	100	**12**	Days	**1,200**	
			Transport allowance for participants of training of farmers on thinning (4 days, 80 people) - $10 per day for 20 participants per day, for 4 days	10	**80**	Days	**800**	
			Conduct thinning in $2,500 ha of MTS plantations - 5man day per ha at $5 per man day (transport)/ $25 per ha	25	**2500**	Hectares	**62,500**	
			Cost of travel of technical officers (non FC district officers) to monitor and oversee plantations - $150 per day for 100 man days per year for 6 years	150	**600**	Days	**90,000**	
			Travel (DSA/T&T) for annual adaptive management review meetingsof MTS plantations and fire management plans from Year 2 to 7: $150 per day, for 45 people, for 2 days, for 6 meetings	150	**540**	Days	**81,000**	
91	**71800**	Contractual Services -	*Training officer (PMU) salary - (average $2,347 per month)*	*2347*	***48***	*Months*	***22,531***	**42,246**

		Implementing Partner	*Safeguards and gender specialist (PMU) salary - (average $2,347 per month)*	*2347*	***84***	*Months*	***19,715***	
92	**72200**	Equipment and Furniture	Two 3-wheeled motorized transport for 10 FC districts ($1,500 each) to transport seedlings and other equipment for plantations	1500	**20**	Items	**30,000**	**84,800**
			3 vehicles (4x4 pick ups) for FC's Regional Offices (1 per office) - $24,000 each	*24000*	***3***	*Items*	***28,800***	
			2 motorbikes for 10 FC districts ($1,300 each) to oversee MTS plantations	1300	**20**	Items	**26,000**	
93	**72300**	Materials & Goods	Procure improved planting materials of various species for establishment of 30ha seed orchards ($15 per kg, 2kg per ha)	15	**60**	Items	**900**	**7,692,600**
			Procurement of water cans and other materials for watering seed orchards ($50 per hectare)	50	**30**	Hectares	**1,500**	
			Procurement of fencing material for 30ha seed orchards ($1,400 per hectare)	1400	**30**	Hectares	**42,000**	
			Procurement of tree seedlings for MTS plantations: 1,333 seedlings per ha (1,111 plus 20% for beating up) / unit cost of seedlings: $0.36 / $479.88 per ha	479.88	**15000**	Hectares	**7,198,200**	
			Procurement of water cans for watering of plantations (5 units per hectare at $6 each, so $30 per hectare)	30	**15000**	Hectares	**450,000**	
94	**73400**	Rental & Maint of Other Equip	*Fuel and maintenance for 3 vehicles (4x4 pick ups) for FC's Regional Offices ($250 per month per vehicle)*	*750*	***84***	*Months*	***25,200***	**159,950**
			Car rental to use in case project vehicles are occupied (20 days per year, $200 per day)	*200*	***140***	*Days*	***11,200***	
			Travel of technical staff to conduct training of farmers to create nurseries and raise seedlings (4 days per year, 80 people per year) - Fuel $50 per day for 24 days.	50	**24**	Days	**1,200**	
			Travel of technical staff to conduct training of farmers on thinning (4 daysfor 80 people) - Fuel $50 per day for 24 days.	50	**4**	Days	**200**	
			Fuel and maintenance of 20 3-wheeled motorized transport ($500 per year each)	785	**70**	Months	**54,950**	
			Fuel and maintenance for 20 motorbikes ($40 per month each)	800	**84**	Months	**67,200**	
95	**75700**	Training, Workshops and Conference	Venue for annual adaptive management review meeting of MTS plantations and fire management plans from Year 2 to 7: 2 day meeting ($3,500) for 50 participants for 6 meetings	3500	**6**	Workshops	**21,000**	**21,000**
96	**72100a**	Contractual Services - Companies / Nat-Serv	Snacks and logistics for training of farmers to create nurseries and raise seedlings (4 days per year, 80 people per year) - $300 per day, for 24 days	300	**24**	Days	**7,200**	**8,400**
			Snacks and logistics for training of farmers on thinning (4 daysfor 80 people) - $300 per day, for 4 days	300	**4**	Days	**1,200**	

97	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**13,944**
	3.2 Total						**9,149,004**	**9,149,004**
98	**71200**	International Consultants	*Knowledge management and learning specialist (UNDP REDD+ team) - $410 per day*	*410*	***40***	*Days*	***4,100***	**85,600**
			Lump sum contract for international consultant (fire management and control specialist) to review forest reserve fire management plans (year 1) and provide support in year 1 to 3: fees: (25 days in Y1 and 20 days in Y2 and 3 at $650 per day); 3 air tickets: $7,500; DSA $250 per day for 15 days in Year 1 and 10 days in Year 2 and 3) ; Logistics for field work : $10,000	81500	**1**	Items	**81,500**	
99	**71600**	Travel	Travel cost for district foresters and RMSC staff (total of 3) to take GPS readings for revision of fire management plans- $50 per day, for 3 people, for 5 days per reserve for 12 reserves	50	**180**	Days	**9,000**	**789,200**
			Travel for participants of two-day validation workshop of fire management plans for 12 FRs. $150 per day for 50 people requiring travel	150	**100**	Days	**15,000**	
			Travel of 24 FC District Officers to attend biannual trainings with PMU on fire management: $150 for 24 people for 2 days for 3 trainings	150	**288**	Days	**43,200**	
			Travel of technical staff to conduct training of farmers on construction and maintenance of fire breaks (4 days, 80 people per year) - DSA $100 per day for 3 people for 4 days per year for 6 years	100	**72**	Days	**7,200**	
			Transport allowance for participants of training of farmers on construction and maintenance of fire breaks (4 days, 80 people) - $10 per day for 20 participants per day, for 4 days	10	**480**	Days	**4,800**	
			Construction of 1,150ha fire breaks around MTS plantations - 40 man day per ha of fire break at $5 per man day (transport) / $200 per ha	200	**1150**	Hectares	**230,000**	
			Maintenance of 1,150ha fire breaks around MTS plantations - 10 man day per ha of fire break every year at $5 per man day / cumulative hectares of fire break fires under maintenance 2,880: $50 per ha	50	**2880**	Hectares	**144,000**	
			Travel cost for technical officers to train fire brigades (20 people in 12 forest reserves) on fire management and early controlled burning in forest reserves - DSA $100 per person, for 3 people, for 12 days in Y2 and 12 days in Y5	100	**72**	Days	**7,200**	
			Transport allowance for fire brigades to participate in training on fire management and early controlled burning in fores reserves - $10 for 20 people in 12 forest reserves, in Y2 and Y5	10	**480**	Days	**4,800**	
			Transport allowance for fire brigades to patrol forest reserves from:300 man days per year per reserve, for 12 reserves, USD 15 per man day.	15	**21600**	Days	**324,000**	
100	**71800**	Contractual Services -	*Enterprise and value chain development specialist (PMU) salary - (average $2,347 per month)*	*2347*	***48***	*Months*	***22,531***	**22,531**

		Implementing Partner						
101	**72200**	Equipment and Furniture	Logistics for constructing and maintaining fire rides (2 mini-tractors) at USD 5000	5000	**2**	Items	**10,000**	**10,000**
102	**72300**	Materials & Goods	Equipment/material for fire brigades (fire vests, protective boots, drip touches): $50 per person, for 20 persons for 12 forest reserves in Y2 and again in Y5	50	**480**	Items	**24,000**	**29,000**
			Equipment/material for constructing and maintaining fire rides (two hoes per person for 10 people per community for 100 communities) at USD 2.5 per hoe	2.5	**2000**	Items	**5,000**	
103	**73400**	Rental & Maint of Other Equip	Fuel for technical staff to conduct training of farmers on construction and maintenance of fire breaks (4 days for 80 people) - Fuel $50 per day for 24 days.	50	**24**	Days	**1,200**	**2,160**
			Fuel for technical officers to train fire brigades (20 people in 12 forest reserves) on fire management and early controlled burning in forest reserves - Fuel $40 per day, for 12 days in Y2 and 12 days in Y5	40	**24**	Days	**960**	
104	**74200**	Audio Visual & Print Prod Costs	Printing of fire management plans - $20 * 200 copies (2 per community for 100 communities)	20	**200**	Items	**4,000**	**4,000**
105	**75700**	Training, Workshops and Conference	Venue for two-day validation workshop of fire management plans for 12 FRs for 60 people. Venue cost USD 3,500 per day	7000	**1**	Workshops	**7,000**	**16,000**
			Venue for biannual trainings of 24 FC district officers on-fire management: $3,000 per training, for 3 trainings	3000	**3**	Workshops	**9,000**	
106	**72100a**	Contractual Services - Companies / Nat-Serv	Snacks and logistics for training of farmers on construction and maintenance of fire breaks (4 days for 80 people) - $300 per day, for 4 days	300	**24**	Days	**7,200**	**24,600**
			Snacks and logistics for training in fire management in forest reserves: $100 per day, for 12 days in Y2 and 12 days in Y5	100	**24**	Days	**2,400**	
			Contract with RMSC for revision of fire management plans for 12 FRs -5 man-days per reserve at $250 per day	250	**60**	Days	**15,000**	
	3.3 Total						**983,091**	**983,091**
	GCF Total Output 3:						**10,669,079**	
Co-F 5	**Government Co-financing Output 3:**		For output 3, which focuses on the establishment of the MTS, the FC is embarking on a countrywide plantation establishment with the Northern Region in tandem with the project activities funded by GCF in output 3,and will set up plantations of 500 ha on an annual basis from 2018. The cost of MTS establishment per ha is USD 275. With a conservative yearly assumption of a 10% inflation rate, the total amount for 7 years of MTS will come to USD 1,303,600.54 for a total of 3,500 ha of plantation establishment. Another 7,000 ha of plantations are being established in the NSZ at a cost of USD 1,653.4/ha/yr.				**12,325,419**	

Co-F 6	**UNDP (TRAC + other Co-financing) Output 3:**						**13,944**	
	Output 3 Total:						**23,008,442**	
107	**61300**	Salary & Post Adj Cost-IP Staff	*REDD+ Technical Specialist (UNDP REDD+ team) - $989 per day*	*989*	***150***	*Days*	***37,088***	**91,394**
			Safeguards Specialist (UNDP REDD+ team) - $906	*906*	***70***	*Days*	***34,881***	
			Stakeholder engagement specialist (UNDP REDD+ team) - $777 per day	*777*	***100***	*Days*	***19,425***	
108	**71200**	International Consultants	*Gender Specialist (UNDP REDD+ team) - $375 per day*	*375*	***35***	*Days*	***3,281***	**14,781**
			Lump sum contract for international consultant to provide training and facilitate the first annual meeting on data collection and management linked to the EMSF, and provision of information on the SIS (fees: $600*15 days; travel: $2,500)	11500	**1**	Items	**11,500**	
109	**71300**	Local Consultants	Lead and support consultants (2) to conduct the ESIA and integrate findings into the ESMF ($450 per day for 70 days)	450	**70**	Days	**31,500**	**31,500**
110	**71600**	Travel	*Travel allowance for participatory data collection and reporting - $72 per person per year ($6 per month)*	*600*	***72***	*Months*	***14,256***	**242,756**
			Travel costs for community exchanges related to safeguards and land cover change data (one exchange x 20 clusters of communities per year) $2,000 each	*2000*	***120***	*Workshops*	***120,000***	
			Travel for 2-day training of PMU and FC staff on how to integrate gender considerations and gender responsive results into the full project cycle - $150*2 days*30 people	150	**60**	Days	**9,000**	
			Cost of DSA/T&T for workshop to provide information for the development of the ESIA - $150 for 25 people for 3 days	150	**75**	Days	**11,250**	
			Cost of DSA/T&T for workshop to validate the risk mitigation measures and the ESFM - $150 for 25 people for 3 days	150	**75**	Days	**11,250**	
			Cost of travel for Safeguards and gender specialist for specific missions to collect gender related data to address knowledge gaps and particular needs - $200 per day for 3 days per quarter	200	**84**	Days	**16,800**	
			DSA/T&T for annual meeting on data collection and management linked to the EMSF, and provision of information on the SIS - 5 days for 10 people ($100 per day)	100	**350**	Days	**35,000**	
			DSA for technical team to collect data related to safeguards - $100 for 3 people for 12 days a year	100	**252**	Days	**25,200**	

111	**71800**	Contractual Services - Implementing Partner	*Project manager (PMU) salary - (average $3,425 per month)*	*3425*	***84***	*Months*	***57,540***	**195,544**
			Safeguards and gender specialist (PMU) salary - (average $2,347 per month)	*2347*	***84***	*Months*	***138,004***	
112	**72400**	Communic & Audio Visual Equip	*Cost of 100 mobile phones for participatory data collection and reporting - $250 per phone*	*250*	***100***	*Items*	***8,250***	**8,250**
113	**72500**	Supplies	*Logistic costs for community exchanges related to safeguards and land cover change data (one exchange x 20 clusters of communities per year) $500 each*	*500*	***120***	*Items*	***30,000***	**30,000**
114	**72800**	Information Technology Equipmt	*Set up of MapHubs (monitoring and evaluation platform)*	*50000*	***1***	*Items*	***16,500***	**16,500**
115	**73300**	Rental & Maint of Info Tech Eq	*Fee for training, maintenance and management of MapHubs for 6 years ($15,000 per year)*	*1250*	***72***	*Months*	***29,700***	**29,700**
116	**73400**	Rental & Maint of Other Equip	Fuel for technical team to collect data related to safeguards - 100$ per day for 12 days a year	100	**84**	Days	**8,400**	**8,400**
117	**75700**	Training, Workshops and Conference	*Cost of venue for training on MapHubs - 3 days for 15 people ($4,000)*	*4000*	***1***	*Workshops*	***1,320***	**60,320**
			Venue for 2-day training of PMU and FC staff on how to integrate gender considerations and gender responsive results into the full project cycle - $5,000	5000	**1**	Workshops	**5,000**	
			Cost of venue for workshop to provide information for the development of the ESIA - 3 days for 40 people	6000	**1**	Workshops	**6,000**	
			Cost of venue for workshop to validate the risk mitigation measures and the ESMF - 3 days for 40 people	6000	**1**	Workshops	**6,000**	
			Cost of venue for annual meeting on data collection and management linked to the EMSF, and provision of information on the SIS - 5 days for 20 people	6000	**7**	Workshops	**42,000**	
	4.1 Total						**729,144**	**729,144**
118	**61300**	Salary & Post Adj Cost-IP Staff	*REDD+ Policy Specialist (UNDP REDD+ team) - $769*	*769*	***50***	*Days*	***3,845***	**62,854**
			Market readiness and senior global technical advisor (UNDP REDD+ team) - $1,091 per day	*1091*	***20***	*Days*	***2,182***	
			Carbon and MRV Specialist (UNDP REDD+ team) - $1,081.00	*1081*	***60***	*Days*	***45,402***	
			Policy implementation and investment specialist (UNDP REDD+ team) - $914 per day	*914*	***50***	*Days*	***11,425***	

119	**71200**	International Consultants	Lump sum contract for international consultant to do training on assessment of land cover changes techniques in Year 2 and refresher training in Year 5 [(fees: $600 per day for 15 days; travel: $2,500)* 2 contracts]	11500	**2**	Items	**23,000**	**23,000**
120	**71600**	Travel	*Travel allowance for participatory data collection and reporting - $72 per person per year ($6 per month)*	*600*	***72***	*Months*	***14,256***	**143,256**
			Travel costs for community exchanges related to safeguards and land cover change data (one exchange x 20 clusters of communities per year) $2,000 each	*2000*	***120***	*Items*	***120,000***	
			DSA/T&T for training (year 2) and refresher training (year 5) on assessment of land cover changes techniques - $150 per day for 3 days for 10 people	150	**60**	Days	**9,000**	
121	**72400**	Communic & Audio Visual Equip	*Cost of 100 mobile phones for participatory data collection and reporting - $250 per phone*	*250*	***100***	*Items*	***8,250***	**8,250**
122	**72500**	Supplies	*Logistic costs for community exchanges related to safeguards and land cover change data (one exchange x 20 clusters of communities per year) $500 each*	*500*	***120***	*Workshops*	***30,000***	**30,000**
123	**72800**	Information Technology Equipmt	*Set up of MapHubs (monitoring and evaluation platform)*	*50000*	***1***	*Items*	***16,500***	**29,500**
			Cost of IT equipment (laptop, software, mobile lab) for RMSC	13000	**1**	Items	**13,000**	
124	**73300**	Rental & Maint of Info Tech Eq	*Fee for training, maintenance and management of MapHubs for 6 years ($15,000 per year)*	*1250*	***72***	*Months*	***29,700***	**34,020**
			Maintenance of IT equipment at RMSC including software upgrades ($720 per year)	60	**72**	Months	**4,320**	
125	**75700**	Training, Workshops and Conference	*Cost of venue for training on MapHubs - 3 days for 15 people ($4,000)*	*4000*	***1***	*Workshops*	***1,320***	**11,320**
			Cost of venue for training (year 2) and refresher training (year 5) on assessment of land cover changes techniques - 3 days for 15 people each	5000	**2**	Workshops	**10,000**	
	4.2 Total						**342,200**	**342,200**
126	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**66,276**
			Project technical officer (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)	*3115*	***84***	*Months*	***52,332***	
127	**71200**	International Consultants	*Knowledge management and learning specialist (UNDP REDD+ team) - $410 per day*	*410*	***40***	*Days*	***4,100***	**89,100**
			Lump sum for 1 international consultant (partnering with at least 1 national consultant) to conduct project mid-term evaluation	35000	**1**	Items	**35,000**	
			Lump sum for 1 international consultant (partnering with at least 2 national consultants) to conduct project terminal evaluation	50000	**1**	Items	**50,000**	

128	**71600**	Travel	*Travel allowance for participatory data collection and reporting - $72 per person per year ($6 per month)*	*600*	***72***	*Months*	***14,688***	**354,181**
			Cost of travel for M&E specialist for specific monitoring missions that have not been budgeted in the other outputs - $200 per day for 5 days per quarter	200	**140**	Days	**28,000**	
			Quarterly monitoring missions from FC (Accra) and UNDP - DSA: 7 days per quarter for 4 people at $250 per day	250	**784**	Days	**196,000**	
			Quarterly monitoring missions from FC (Accra) and UNDP - Domestic air tickets for 4 people per quarter at $250 each	250	**112**	Persons	**28,000**	
			Cost of travel for Communication specialist for specific missions to produce communication material that have not been budgeted in the other outputs - $200 per day for 3 days per quarter	200	**84**	Days	**16,800**	
			Cost of DSA and T&T for annual review and planning meetings ($150 for 20 people for 2 days)	150	**280**	Days	**42,000**	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Accra: $235 per day for 115 days	*235*	***115***	*Days*	***6,756***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (21 missions) - DSA for Tamale: $207 per day for 135 days	*207*	***135***	*Days*	***6,986***	
			Travel of UNDP REDD+ team to Ghana to provide technical support to implementation (23 missions) - Air tickets: $2,600 per ticket for 23 tickets	*2600*	***23***	*Items*	***14,950***	
129	**71800**	Contractual Services - Implementing Partner	*Communication specialist (PMU) salary - (average $2,347 per month)*	*2347*	***84***	*Months*	***49,287***	**246,435**
			M&E specialist (PMU) salary - (average $2,347 per month)	*2347*	***84***	*Months*	***197,148***	
130	**72400**	Communic & Audio Visual Equip	*Cost of 100 mobile phones for participatory data collection and reporting - $250 per phone*	*250*	***100***	*Items*	***8,500***	**8,500**
131	**72800**	Information Technology Equipmt	*Set up of MapHubs (monitoring and evaluation platform)*	*50000*	***1***	*Items*	***17,000***	**17,000**
132	**73300**	Rental & Maint of Info Tech Eq	*Fee for training, maintenance and management of MapHubs for 6 years ($15,000 per year)*	*1250*	***72***	*Months*	***30,600***	**30,600**
133	**73400**	Rental & Maint of Other Equip	Quarterly monitoring missions from FC (Accra) and UNDP - Fuel: $100 per day, for 5 days per quarter	140	**100**	Days	**14,000**	**14,000**
134	**74200**	Audio Visual & Print Prod Costs	Annual cost for production of project communication material ($6,600 per year)	6600	**7**	Items	**46,200**	**46,200**

135	**75700**	Training, Workshops and Conference	*Cost of venue for training on MapHubs - 3 days for 15 people ($4,000)*	*4000*	***1***	*Workshops*	***1,360***	**43,360**
			Cost of venue for annual review and planning meetings (2 days, 30 people)	6000	**7**	Workshops	**42,000**	
136	**72100a**	Contractual Services - Companies / Nat-Serv	Cost of refreshment and other logistics for project board meetings ($1,500 per meeting, 2 per year)	1500	**14**	Workshops	**21,000**	**21,000**
137	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**13,944**
	4.3 Total						**950,596**	**950,596**
	GCF Total Output 4:						**2,007,996**	
Co-F 7	**UNDP (TRAC + other Co-financing) Output 4:**						**13,944**	
	Output 4 Total:						**2,021,940**	
138	**61100**	Salary costs - NP staff	*Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)*	*830*	***84***	*Months*	***13,944***	**279,636**
			Finance and Admin officer (UNDP-G6) salary (average $2,540 per month)	2540	**84**	Months	**213,360**	
			Project technical officer (UNDP-NOC) salary - 75% of total cost (average $3,115 per month)	*3115*	***84***	*Months*	***52,332***	
139	**64300**	Services to Projects - CO staff	Programme and Finance Analyst (UNDP-NOA - 30% of time) salary (average $785 per month)	785	**84**	Months	**65,940**	**65,940**
140	**71800**	Contractual Services - Implementing Partner	Project manager (PMU) salary - (average $3,425 per month)	3425	**84**	Months	**57,540**	**381,780**
			30% salary costs of GSA Finance Director	1625	**84**	Months	**136,500**	
			Project drivers (PMU) salary - 2 people - (average $460 per month each)	920	**84**	Months	**77,280**	
			Finance Officer (PMU) salary - average $1.315 per month	1315	**84**	Months	**110,460**	

141	**72200**	Equipment and Furniture	Procurement of furniture (e.g. desk, chairs and cabinets) for PMU office in Tamale	15000	**1**	Items	**15,000**	**81,000**
			2 vehicles (4x4 station wagons) for PMU office ($33,000 each)	33000	**2**	Items	**66,000**	
142	**72400**	Communic & Audio Visual Equip	Communication costs (internet, telephone) for PMU ($250 per month)	250	**84**	Months	**21,000**	**46,200**
			Communication costs (internet, telephone) for GSA ($300 per month)	300	**84**	Months	**25,200**	
143	**72500**	Supplies	Stationery and other office supplies for PMU and FC ($250 per month)	250	**84**	Months	**21,000**	**21,000**
144	**72800**	Information Technology Equipmt	15 laptops and accessories ($1,500 each) for 15 people at PMU, FC HQ and UNDP in Year 1. Considering the 7 years of the project, there is the need to estimate 2 laptops for each person.	1500	**15**	Items	**22,500**	**70,500**
			15 laptops and accessories ($1,500 each) for 15 people at PMU, FC HQ and UNDP in year 5. Considering the 7 years of the project, there is the need to estimate 2 laptops for each person.	1500	**15**	Items	**22,500**	
			Procurement of IT equipment for PMU, including: 1 color printer ($2,000), 1 portable black and white printer ($1,000), 1 projector ($1,000), 1 camera ($500)	4500	**1**	Items	**4,500**	
			2 sets of toners per year for color printer ($1,000 each)	1000	**14**	Items	**14,000**	
			5 sets of toners per year for black and white printer ($200 each	200	**35**	Items	**7,000**	
145	**73100**	Rental & Maintenance-Premises	Refurbishment of office space for PMU in Tamale	10000	**1**	Items	**10,000**	**97,500**
			Annual maintenance of office space for PMU in Tamale	500	**7**	Items	**3,500**	
			Office space for GSA ($1,000 per month)	1000	**84**	Months	**84,000**	
146	**73400**	Rental & Maint of Other Equip	Fuel and maintenance for 2 vehicles (4x4 station wagons) for PMU ($400 per month per vehicle)	800	**84**	Months	**67,200**	**67,200**
147	**74500**	Service to Projects – GOE	DPC - Finance	19043	**1**	Items	**19,043**	**60,325**
			DPC - Human Resources	17269	**1**	Items	**17,269**	
			DPC - Procurement	20384	**1**	Items	**20,384**	
			DPC - Travel	3629	**1**	Items	**3,629**	

148	**72100a**	Contractual Services - Companies / Nat-Serv	GSA other operating costs ($350 per month)	350	**84**	Months	**29,400**	**74,400**
			Fees for annual NIM/NGO audit conducted by an independent firm (about $7,500 per year)	7500	**6**	Items	**45,000**	
149	**61100**	Salary costs - NP staff	Programme specialist - sustainable development(UNDP-NOC) - 20% of time for technical support to the project - (average $830 per month)	830	**84**	Months	**13,944**	**13,944**
	5.1 Total						**1,259,425**	**1,259,425**
	GCF Total Output 5:						**1,245,481**	
Co-F 8	**Government Co-financing Output 5:**		Project management cost related to the implementation of this co-financing				**751,981**	
Co-F 9	**UNDP (TRAC + other Co-financing) Output 5:**		Project management cost related to the implementation of this co-financing				**13,944**	
Co-F 10	**Private sector Co-financing Output 5:**		Project management cost related to the implementation of this co-financing				**389,458**	
	Output 5 Total:						**2,400,864**	
	GCF Grand Total						**30,100,000**	
	Government Grand Total						**15,039,622**	
	UNDP Grand Total (TRAC + other Co-financing)						**350,000**	
	Private sector Grand Total						**9,057,153**	
	Project Grand Total:						**54,546,775**	

Annex O: UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system, does not need to be attached as separate document)

Annex P: Monitoring and evaluation plans

This monitoring plan will be filled in prior to project inception. Attached here also the M&E Plan from the project design stage (i.e. one submitted to the GCF prior to approval by its Board.) These plans will guide monitoring and evaluation at the project level for the duration of project implementation.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[17]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project objective from the results framework	***Indicator 1*** *Copy from results framework*	*Split out midterm and end of project targets as needed.*	*Describe the indicator and detail how the target values were derived.*	*List the source of the baseline data and targets and explain how this data was collected and how it should be collected during project implementation. Detail which methodology should be used (e.g. GCF GHG measurement methodology).*	Annually Reported in DO tab of the GCF APR	*For example, National Office of Statistics; UNDP Country Office;* *Project consultant*	*Consultant report* *National statistics report*	*Explain risk and assumptions that were made when the objective was selected, and the project theory of change developed. What risks were identified that if materialized will stop the project from reaching its objective/outcome. Include any assumptions made when estimating the target values.*
	Indicator 2							
	Indicator 3							
	Indicator 4							
	Indicator 5							
Project Outcome 1	***Indicator 6***							
	Indicator 7							
	Indicator 8							

[17] Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods[17]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project Outcome 2	***Indicator 9***							
Project Outcome 3	***Indicator 10***							
	Indicator 11							
Project Outcome 4	***Indicator 12***							
	Indicator 13							
Add indicators included in gender action plan, stakeholder engagement plan or other monitoring plans as needed.								

Ghana Shea Landscape Emission Reductions Project (Submitted to GCF prior to Board Approval)

Monitoring and Evaluation

Monitoring				
Data/Source	Collection Tool	Frequency	Indicator	Indicative Budget USD
Output 1: **Off-reserve, degraded, savannah woodlands and forests restored under self-financing community management in CREMA**				
Forest Management Plans in place	*Document review*	*Every quarter*	*10 management plans in place*	

CREMA land use and investment plans in place	*Field observation visits*	*Every quarter*	*10 investment plans in place*	
Revenue generation and benefit sharing from NTFPs	*Focus groups*	*Every six months*	*Sale of timber and NTFPS*	
Community revolving funds/CREMA fund facilities and lending patterns	*Government data/records*	*Every six months*	*Community charter for revolving funds and registration of fund facilities*	
Fire Management Plan	*Government data/records*	*Second quarter of 2nd year*	*Plan developed by GoG and community*	
Fire Breaks and Fire Brigades	*Field observation visits*	*Every year*	*Members of Fire brigades recruited and fire breaks in place* *Number of early burns set in place*	
Hectares under community management	*Survey/questionnaire*	*Every year*	*Number of hectares under community management*	
Output 2 **Degraded shea parklands restored through public private partnerships**				
Tree Planting (non Shea)	*Field observation visits*	*Every quarter*	*Number of trees*	
Tree Planting Shea Trees	*Field observation visits*	*Every quarter*	*Number of Trees*	
Tree Nurseries	*Field observation visits*	*Every quarter*	*Number of Nurseries*	
Women's Cooperatives	*Field observation visits*	*Every quarter*	*Number of Cooperatives*	
Warehouses to store shea	*Key informant interviews*			
Hectares of degraded shea parklands restored	*Field observation visits*	*Every six months*	*Number of hectares restored*	
Public-private partnerships	*Key informant interviews*	*Annual*	*Number of partnerships established*	

Number of women whose capacity is enhanced	*Document review*	*Every quarter*	*Number of women trained in restoration of shea, storage of kernels, business enterprises, etc.*	
Output 3 Modified Taungya System plantations and fire management in forest reserves				
Hectares of plantations established	*Field observation visits*	*Annual*	*Number of plantations established*	
Number of hectares under MTS	*Government data/records*	*Every six months*	*Number of hectares restored*	
Nursery establishment	*Field observation visits*		*Number of nurseries*	
Taungya farmers benefiting from access to cropland	*Survey/questionnaire*	*Every quarter*	*Number of men and women farmers accessing cropland*	
Number of people employed in the plantations and nurseries management	*Government data/records*	*Every quarter*	*Number of jobs created*	
Steres from thinning and pruning plantations	*Key informant interviews*	*Every year*	*No. of Steres*	
Output 4 Integrated monitoring system implemented and REDD+ Systems Strengthened				
Climate information integrated into the NFMS	*GIS data*	*Annual*	*Number of safeguards integrated*	
REDD+ Technical Annex	*Government data/records*	*3rd year of Project*	*Submission of Annex to UNFCCC*	
REDD+ Registry	*Government data/records*	*3rd year of Project*	*Set up of Registry by GoG*	
Safeguards data	*Field observation visits*	*Annual*	*See ESMF*	
Forest cover and forest and land use change monitored	*GIS data*	*Ongoing*	*Regional data developed*	
Environmental and Social Management Framework	*Government data/records*	*Ongoing*	*Risk management measures implemented*	
Emission reductions	*GIS data*	*Ongoing*	*Co2 emissions*	
Indicative budget for Monitoring	***See Annex 11b for Details – 1,902,900***			

Evaluation			
Type	Timing	Independent/Self-evaluation	Indicative Budget in USD
Participatory	Annual	Self-Assessment	
Process	Quarter 3, Year 4	Independent	35,000
Summative	Quarter 4, Year 7	Independent	50,000

UNDP interpretation of the types of evaluation[18]

TYPE	Why/when is it useful?
Summative:	• Assesses the value and effectiveness of the project/programme at the end • Typically refers to a final or terminal retrospective analysis of program objectives and outcomes • Findings used to determine whether the project/programme shall be improved for future
Ex-post	• Called the post-implementation evaluation • Intended to capture the impact of the project/programme • Usually the last evaluation associated with the project/programme in terms of its full project cycle completion
Process	• Used during different stages of the project/programme implementation to check whether it is reaching its intended objectives • Assesses whether the project/programme is being implemented as intended and is reaching its beneficiaries
Impact	• Assesses the degree to which the project/programme is having effect/impact • Looks at how the interventions being evaluated affects outcomes and whether these effects are intended or unintended (the goal is to know why and how a project/programme works, not just if this does)
Participatory	• Ensures the active involvement of stakeholders throughout the process • Engages the evaluators and stakeholders in the decision-making process when creating an evaluation and using results. • Increases ownership of the project/programme

[18] Sources:

https://www.climateinvestmentfunds.org;https://www.cdc.gov/std/Program/pupestd/Types%20of%20Evaluation.pdf; http://www.oecd.org/dac/evaluation/dcdndep/37671602.pdf; https://cyfar.org/ilm_5_2b