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United Nations Development Programme

PROJECT DOCUMENT

Ghana

Project Title: ***Gender responsive and integrated landscape management in the Ashanti Region of Ghana***
Quantum Project Number: **01002133** **Award: 1229721**
Implementing Partner: UNDP (Direct Implementation Modality)
Start Date: 1 June 2024 **End Date:** 31 December 2025 **PAC Meeting date:** 23 May, 2024

Brief Description

Ghana's trend of forest loss poses a significant threat to the livelihoods of forest fringe communities, particularly women and the youth, as well as ecosystem services and functionality, that support Ghana's predominantly agrarian economy.

In order to address this, the project seeks to build on the significant work that Ghana has already undertaken within its forest landscapes and seeks to integrate lessons and innovation to strengthen climate mitigation and resilience in the forestry sector. The intervention proposed, which would be part of one of the key priority programmes under the REDD+ strategy, the Ghana Cocoa Forest REDD+ Programme, would seek to apply key activities and methods that would help curtail the rate of deforestation and forest degradation whiles enhancing the resilience of women and communities to address climate vulnerabilities and achieve related outcomes. As a result, the project looks at enhancing the adaptive capacity of community members, especially women, to climate change and drought. Areas suitable for cocoa production, are contracting as temperatures rise, floods increase, and soil salinization.

The key immediate outcomes of the project will largely be on the following 2 key outcomes:

1. **Increased equitable access by women to capacity building and solutions, including technologies, and enabling environments for climate governance in the Ahafo Ano South and Atwima forest landscapes of the Ashanti region in Ghana**: This will be achieved through:
   i. Capacity building actions[1] to enable gender-responsive governance and community involvement on forest and landscape management (including trainings on HIA governance and safeguards);
   ii. Implementing Gender-responsive actions to reduce deforestation and forest degradation implemented through the protection of forest reserves and restoration of forest resources on off-reserve lands.
2. **Increased equitable access of women in cocoa value chains and other vulnerable groups to solutions, including technologies and enabling environments for climate-smart agriculture and food systems** . This is to be realized via the:
   i. Enhancement of the capacity of women and youth groups to access business opportunities along the cocoa value chain;
   ii. Sustainable production of cocoa through Cocoa Intensification and Climate Smart Cocoa Practices with focus on women led farmers.

Contributing Outcome (UNSDCF, CPD, RPD): UNSDCF Outcome 1: Inclusive and sustainable economic growth and transformation CPD Output 1.3: Degraded landscapes (reserves and off-reserves) restored through public and private partnerships for people and planet Indicative Output(s) with gender marker[2]: GEN 2	

Total resources required:	$1,826,150.48[3] (CAD 2,500,000)	
Total resources allocated:		
	UNDP TRAC:	0
	Donor:	$1,826,150.48
	Government:	0
	In-Kind:	0
Unfunded:		

[1] Details of actions provided under Section III (Partnership and Results)

[2] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[3] Based on exchange rate at the time of receipt of funds = 1USD = 1.369CAD

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Agreed by (signatures)[4]:

UNDP (DIM)
DocuSigned by: A2D1293F925B401...   Print Name: Sukhrob Khoshmukhamedov DRR
Date: 31 May, 2024

DS

[4] Note: Adjust signatures as needed

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I. DEVELOPMENT CHALLENGE

Ghana's trend of forest loss poses a significant threat to the livelihoods of forest fringe communities, particularly women and the youth, as well as ecosystem services and functionality that support Ghana's predominantly agrarian economy. These make it challenging for forest communities to adapt to prevalent climate vulnerabilities; as the loss of forest ecosystems hampers the sustainable supply support services for these communities, while at the same time resulting in CO_2 emissions due to loss of forest cover.

Women and the youth, under these circumstances, tend to be marginalized in the use of dwindling forest and other natural resources, particularly due the lack of opportunities for them to participate in decision making in the management and use of these resources. This is particularly prevalent in the cocoa growing areas where, agricultural expansion, due to the desire for higher tonnage of cocoa over the years has seen greater losses in forest cover.

Agriculture expansion, particularly, that of cocoa[5], has been categorized as an important driver of deforestation in Ghana's High Forest Zone. Not only has expansion of cocoa production caused massive loss of tropical forest throughout the region, but remaining forests – which are mostly under different kinds of protected area status – have also been severely degraded as local populations, illegal loggers and hunters have encroached in their search for timber, firewood or game. The degradation has interrupted the connectivity of the remaining forested areas with significant implications for biodiversity in the area, and the forest loss and degradation have increased the vulnerability of adjacent cocoa farming communities who depend on natural resources for their well-being and livelihood.

II. STRATEGY

To help address these climate related challenges, Ghana's REDD+ strategy has prioritized key thematic approaches or programmes that when implemented would significantly reduce emissions from deforestation and forest degradation by 2035 whilst at the same time addressing threats that undermine ecosystem services and environmental integrity so as to maximize the co-benefits of the forests and enhance opportunities for the most vulnerable such as women and the youth.

The intervention proposed, which would be part of one of the key priority programmes under the REDD+ strategy, the Ghana Cocoa Forest REDD+ Programme, would seek to apply key activities and methods that would help curtail the rate of deforestation and forest degradation whiles enhancing the resilience of women and communities to address climate vulnerabilities. Through enhanced forest protection and restoration actions communities will be supported to restore degraded forest areas, while empowering them to lead the management of forest resources through the use of enhanced vibrant governance arrangements that gives opportunities for women and the youth to participate in decision making. It will also provide women and the youth with viable business options within the cocoa value chain to help enhance their livelihoods while paving the way to address climate vulnerabilities.

The theory of change of the project is advanced based on the following premise; that: **IF** there is increased access by women to capacity building and solutions for climate governance in the forest landscapes in parts of the Ashanti region in Ghana through gender-responsive actions on climate governance and forest protection and restoration**, IF** there is increased access of women in cocoa value chains and other vulnerable groups to solutions for climate-smart agriculture and food systems through access to business opportunities for women along the cocoa value chain and sustainable production of cocoa through cocoa intensification and climate smart cocoa practices; **THEN** there will be improved gender-responsive governance for nature-positive climate change mitigation in forests landscapes and adaptation in those areas of the Ashanti Region of Ghana and would lead potentially to improved low carbon, climate resilient economies and livelihoods of local communities in adjoining localities in the Ashanti Region of Ghana and ultimately make the region more climate resilient with higher mitigation potentials.

[5] Kyere-Boateng, R.; Marek, M.V. Analysis of the Social-Ecological Causes of Deforestation and Forest Degradation in Ghana: Application of the DPSIR Framework. Forests 2021, 12, 409. https://doi.org/10.3390/ f12040409

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The diagram below highlights the linkages between the activities and the related outputs and how they support the attainment of the immediate and intermediate outcomes and subsequently the ultimate outcome of the project as aligned with Canada's Climate Finance program envelope.

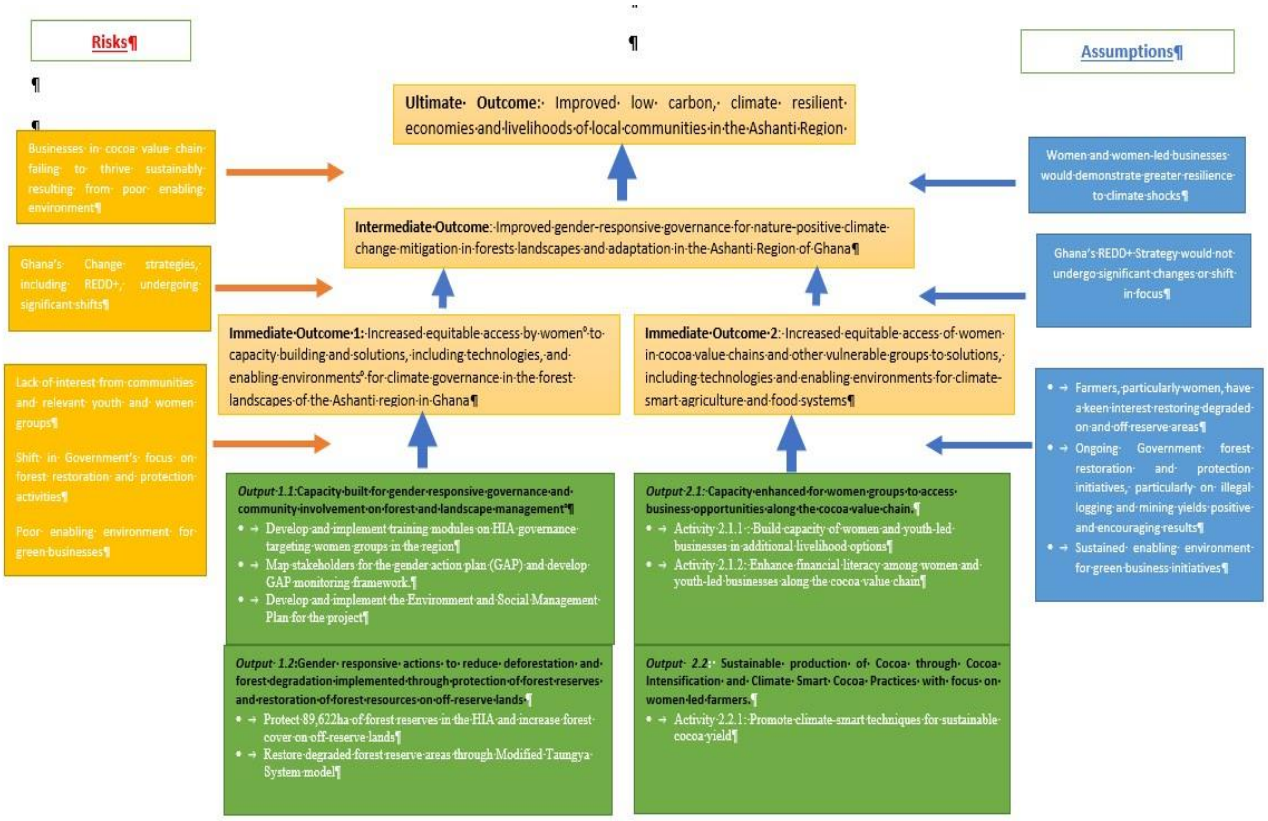


Figure 1: Project's theory of change[6]

III. RESULTS AND PARTNERSHIPS

Expected Results

The initiative aligns with the UNDP Country Programme Document (2023-2027) mainly on Pillar One which looks at **Sustainable, resilient and inclusive growth and structural transformation**. It alsoTo attain the outcomes indicated in the project's theory of change and described in the logic model, the following sub-outputs and activities will be foreseen:

Output 1.1 :Capacity built for gender responsive governance and community involvement on forest and landscape management for climate mitigation and adaptation in the Ashanti Region.

Activity 1.1.1: Develop and implement training modules on HIA governance targeting women groups in the region
To enhance gender-responsive governance and community involvement on forest and landscape management, targeted modules to sensitize women and women groups on the governance arrangement for natural resource management will be developed to provide targeted training and awareness creation. This will cover issues of natural resource management conflicts and actions to enhance women's participation in natural resource governance within the region. The forest rangers who are women will also be trained on using drones. The project will identify relevant women groups in the Ahafo Ano landscape and provide them with motorbikes to aid them in supporting the landscape

[6] The Immediate Outcomes in the ToC are also referred to as the Project Outputs in the Prodoc and the results framework

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level activities within the HIA. The project will purchase and train women to use the motorbikes. This will also support setting up an office space and sensitization on by-laws.

There are specific by-laws on management of land and forest resources that are developed by the community for instance on the zoning of areas outside of forest reserves (within the context of the Community Resource Management Areas (CREMA) under the Hotspot Intervention Area (HIA)) for this project. There needs to be awareness by women about these by-laws at one level. At another level there needs to be representation of women in CREMA governance.

Activity 1.1.2: Map stakeholders for the gender action plan (GAP) and develop GAP monitoring framework

To ensure the participatory design and uptake of the activities for both outputs and promote community-wide buy-in of proposed sustainable actions/activities, community engagement is prioritized. In order to ensure that activities are being conducted in a manner that is gender responsive, a gender action plan will be developed, implemented and monitored and will apply to all the activities undertaken in this project. This will be complemented by efforts to ensure that opinion leaders, women, youth and marginalized groups are engaged in implementation and monitoring of activities. The gender action plan will include why a gender approach is needed, identify potential gender dynamics, collect data and assess gaps, set out objectives and activities, and time-bound targets once activities have been identified. Discussions and outcomes with regards to Community by-laws will also be included in the GAP. The plan will involve gender indicators such as women's and men's attendance and active participation in trainings, what the implications are for actions, what risks are involved for women and other vulnerable groups, and how can they be managed. Data to reflect on the qualitative dimensions of female and male participation, e.g. the number of person-hours spent in training, active contribution or leadership versus passive listening, capacity to participate, and how the training and solutions have empowered the participants to do their work more effectively.

The Gender Action Plan (GAP) will be adopted and implemented by local entities such as Community Resource Management Committees, local governments, community organizations, cocoa cooperatives, and other relevant organisations. The material as well as the process will be important to share with other HIA's and so can be scaled in this manner.

Activity 1.1.3: Develop and implement the HIA Management Plan and Environment and Social Management Plan for the project

Women/gender focused organisations, village leaders, MMDAs, MDAs and Communities will be consulted to share their perspectives and feedback in order to develop and implement the HIA management plan and an environmental and social management plan to address and manage risks, a feedback and grievance redress mechanism will also be included. The engagement will allow the mapping of the needs of communities for the purposes of capacity building as well as the development and implementation of the HIA and environment and social management plans for the project.

Output 1.2: Gender responsive actions to reduce deforestation and forest degradation implemented through protection of forest reserves and restoration of forest resources on off-reserve lands

Community members within the HIA, especially women and youth will be at the centre of implementation of this output. Since they are the most vulnerable they would be encouraged to lead the Taungya groups that would be formed for on-reserve restoration. To ensure sustained protection and integrity of restoration actions, the farmers, particularly women, will, for example, be planting trees to maturity and have tree tenure security. Trees planted 10 years ago, on farms, in other areas are still there because they are owned by the farmers and land owners. Awareness is created at the macro level under the auspices of the GCFRP. Government of Ghana and the Forestry Commission will continue to oversee forest reserves sites where trees are planted.

Activity 1.2.1: Restore degraded forest reserve areas through tested models

By working closely with communities, particularly women and youth groups, various tested restoration strategies will be explored i.e. Modified Taungya System and Enrichment Planting to increase forest cover in both off-reserve and on-reserve forest areas. The project will also explore the set up of community nursery enterprises and seed banks to create a sustainable sourcing model to support continuous replenishment and protection of reserves.

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Activity 1.2.2: Protect forest reserves in the HIA and increase forest cover on off-reserve lands.

Activities guided by the gender action plan will be carried out to reverse and halt the rate of forest loss through sustained awareness creation, planting of degraded areas (trees on farms) and community sensitization. By strengthening law enforcement efforts such as forest patrols, forest guards will be deployed to clamp down on forest infractions. Communities will be engaged to intensively engage in forest protection through the use of appropriate technologies.

Output 2.1 : Capacity enhanced for women groups to access business opportunities along the cocoa value chain

A focus on women cocoa farmers and diversification will be part of this activity. Various options leading to income generation serving as a social safety net for women will be explored to enable women and youth groups gain access to solutions, including technologies and enabling environments for climate-smart agriculture and food systems

Activity 2.1.1 : Build capacity of women and youth-led businesses in additional livelihood options

This includes extending business opportunities along the cocoa value chain, such as soap making, vegetable farming etc. The business-as-usual way of farming has over decades, hampered the commercial output of women farmers , who have missed out on opportunities to increase their incomes. It will also include the conduct of livelihood empowerment training/ viable livelihood options for women and youth groups, as well as provide start-ups for take-off.

Activity 2.1.2: Enhance financial literacy among women and youth-led businesses along the cocoa value chain

This activity will explore and work with women and youth groups to build financial literacy capacity, rigorous business and skills development . This will seek to provide skills that will make the businesses resilient during periods of challenges resulting from climate-related impacts. This will also include development and implementation of management and investment modules for promoting and sustaining local businesses as well as Identifying appropriate livelihood and market options for various gender groups.

Activity 2.1.3: Set up and connect women and youth groups to avenues that support women and youth initiatives

This activity will explore mapping and identifying key existing initiatives; which would connect women and various groups to sustainable viable solutions within the cocoa value chain including those developed in collaboration with the private sector. This could be within or outside the project area, particularly from different HIAs that have functional partners.

Output 2.2: Sustainable production of Cocoa through Cocoa Intensification and Climate Smart Cocoa Practices with focus on women led farmers

Sustainable cocoa production in the face of changing climate circumstances is the aim of climate-smart cocoa. This aims to ensure environmental sustainability while reducing the negative effects of climate change on cocoa output through the integration of climate-smart agricultural practices into cocoa farming systems. These methods increase farmers' resilience and ability to withstand climate change, lower greenhouse gas emissions, improve soil quality and protect biodiversity in cocoa landscapes. Additionally, by encouraging the use of organic and sustainable agricultural techniques, this effort lessens the need for chemical inputs and fosters environmentally friendly cocoa growing methods.

Activity 2.2.1: Promote climate-smart techniques for sustainable cocoa yield

The cocoa intensification initiative concentrates on developing cocoa farming techniques to achieve higher yields without extending cultivation into forested regions. Experience in maximizing land usage efficiency on currently operating cocoa fields will be extended and applied in this HIA. Tested agronomic practices, like controlled shade management and agroforestry, frequent pruning, and methods to improve soil fertility, will be promoted so that smallholder farmers, through assistance and training, have the tools and information they need to increase output. Other tools are effective water management and soil conservation measures within various cropping systems. Better cocoa varieties that are resistant to environmental stresses will be distributed as part of this endeavour, which should lead to higher yields per hectare and less pressure on the spread of forest encroachment. The gender action plan will be applied to this activity. This will also look at developing and implementing tailor-made climate-smart training

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materials to promote sustainable production of cocoa, disseminating appropriate agroforestry models and sharing lessons from existing productivity enhancement programmes.

Activity 2.2.2: Develop cocoa intensification and rehabilitation plan through stakeholder consultation, collaboration and review of existing rehabilitation plans

The activity will use an inclusive stakeholder collaborative process to develop cocoa intensification and rehabilitation plans. It will also enhance the adoption of these plans through raising awareness on the ecological and economic importance of multi-purpose shade trees for cocoa farmers. It will also explore, with the support of the Cocoa Research Institute of Ghana and other stakeholders, the establishment of desirable multi-purpose tree and cocoa nurseries. It will require private sector engagement to establish service centres to support rural communities.

Logic Framework/ Model

The project's logic model, based on the objectives and its alignment with the GCFRP will be as provided below. It provides a clear overview of the key outcomes as well as the related outputs and sub activities.

<table>
<tr><td colspan="2">Ultimate Outcome: Improved low carbon, climate resilient economies and livelihoods of local communities in the Ashanti Region of Ghana.</td></tr>
<tr><td colspan="2">Intermediate Outcome: Improved gender-responsive governance for nature-positive climate change mitigation in forests landscapes and adaptation in the Ashanti Region of Ghana</td></tr>
<tr><td>Immediate Outcome 1: Increased equitable access by women to capacity building and solutions, including technologies, and enabling environments for climate governance in the forest landscapes of the Ashanti region in Ghana.</td><td>Immediate Outcome 2: Increased equitable access of women in cocoa value chains and other vulnerable groups to solutions, including technologies and enabling environments for climate-smart agriculture and food systems</td></tr>
<tr><td>Output 1.1
Capacity built for gender-responsive governance and community involvement on forest and landscape management

<u>Activities:</u>
• Activity 1.1.1: Develop and implement training and awareness modules on HIA governance targeting women and youth groups in the region; including:
o Carry out gender-based capacity needs assessment analysis
o Developing unique leadership empowerment training programmes for women/youth leadership as well as general women groups for active participation in the Ghana Cocoa Forest REDD+ Programme
o Develop multi-stakeholder discussions on gender mainstreaming for the benefit of emission reductions
• Activity 1.1.2:Map stakeholders for the gender action plan (GAP) and develop GAP monitoring framework.
• Activity 1.1.3:Develop and implement HIA Management plan and the Environment and Social Management Plan for the project</td><td>Output 2.1
Capacity enhanced of women and youth groups to access business opportunities along the cocoa value chain.

<u>Activities:</u>
• Activity 2.1.1: Build capacity of women and youth-led businesses in additional livelihood options; including:
o Conduct livelihood empowerment training/ viable livelihood options for women and youth groups, as well as provide start-ups for take-off
• Activity 2.1.2: Enhance financial literacy among women and youth-led businesses along the cocoa value chain; including:
o Develop and implement management and investment for promoting sustaining local businesses.
o Identify appropriate livelihood and market options for various gender groups
• Activity 2.1.3: Set up and connect women and youth groups to avenues that support women and youth initiatives.</td></tr>
<tr><td>Output 1.2
Gender-responsive actions to reduce deforestation and forest degradation implemented through the protection of forest reserves and restoration of forest resources on off-reserve lands

<u>Activities:</u>
• Activity 1.2.1: Restore degraded forest reserve areas through tested models
• Activity 1.2.2: Protect and rehabilitate forest reserves in the HIA and increase forest cover on off-reserve lands; including:
o Train gender groups involving women and youth on forest restoration
o Build a database of gender groups to promote inclusion and participation</td><td>Output 2.2
Sustainable production of Cocoa through Cocoa Intensification and Climate Smart Cocoa Practices with focus on women led farmers.

<u>Activities:</u>
• Activity 2.2.1: Promote climate-smart techniques for sustainable cocoa yield; including:
o Develop and implement tailor-made climate-smart training materials to promote sustainable production of cocoa
o Identify, review and disseminate appropriate agroforestry models
o Identify, review and share lessons from existing productivity enhancement programmes
• Activity 2.2.2: Develop cocoa intensification and rehabilitation plan through stakeholder consultation, collaboration and review of existing rehabilitation plans; including:
o Raise awareness on the ecological and economic importance of multi-purpose shade trees for cocoa farmers
o Support the establishment of desirable multi-purpose tree and cocoa nurseries.</td></tr>
</table>

Resources Required to Achieve the Expected Results

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The project which is part of Ghana's Climate and Forest Leaders' Country Package for Forests, Nature and Climate, a future 'Resilient Ghana' is underpinned by action towards three (3) key pillars: (i) advancing nature-based industrialisation and sustainable rural development, (ii) building an inclusive green economy with future-fit green jobs and nature-based alternative livelihoods, and (iii) further delivering on climate ambition through scaling carbon markets. A sub-objective in the Country Package is as follows, ''Ghana will work towards key priorities such as: (a) Facilitating the adoption of climate-smart practices within commodity farming in Ghana, with a focus on cocoa, oil palm and rubber''.

The Ghana country package has attracted a number of interests with the initiative under this project being funded by the Canadian Government. A total of CAD 2,500,000 ($1,826,150.48) has been made available to help the Climate Change Directorate of the Forestry Commission implement and achieve the needed results under the project in line with the pathways provided in the project's theory of change.

Implementation of the project will be supported by the UNDP Ghana country office through a Direct Implementation Modality (DIM) arrangement with support from the UNDP Climate and Forests team as needed.

Partnerships: The project will work with a wide range of partners, including (but not limited to): Ministry of Food and Agriculture (MOFA); Ghana Cocoa Board (COCOBOD), Environmental Protection Agency (EPA); academic institutions, civil society organizations and private sector organizations that are collaborators under the GCFRP.

Risks and Assumptions*:* 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 2 ... A risk log to be monitored in the implementation of the project has also been included as Annex 3

Stakeholder engagement plan: The stakeholder engagement plan of the GCFRP will be looked at and updated (if needed) within the first 3 months of the project as part of the inception activities. Private sector and civil society will play a major role in the project at different levels: members of project steering committee; consulted on various matters pertaining implementation of activities; and executor of some parts of both activities under Output 1 and 2.

Gender equality and Women's Empowerment: A gender analysis and gender action plan will be developed at the start of the project. The will ensure that the project include gender-responsive measures to address gender gaps or promote gender equality and women's empowerment in outputs 1 and 2 and seek 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 (SSC/TrC)

The project will promote the learning and knowledge exchange on sustainable cocoa and HIA governance on REDD+ at national, regional and global levels. Learning opportunities and technology transfer from peer countries (including those under the FCLP arrangement) 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 PANORAMA7 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.

Knowledge

The project will develop specific knowledge products such as publications, briefs, fact sheets, and media write-ups on lessons learned and best practices from trainings and implementation of project specific activities will be communicated on the UNDP and Forestry Commission's websites and social media platforms. Information on best practices and lessons on forest restoration implementation through the Modified Taungya System and enrichment planting will be well documented and disseminated to various stakeholders. The project will also ensure that lessons learned and best practices are adequately communicated to the beneficiaries in the form of simple briefs and or short films in local languages that motivates sustained change will be developed.

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

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Sustainability and Scaling Up

This intervention would be part of one of the key priority programmes under the REDD+ strategy, the Ghana Cocoa Forest REDD+ Programme (GCFRP). The GCFRP is a key programme overseen by the Government of Ghana through the Forestry Commission. With the Climate Change Directorate (CCD) of the Commission leading the implementation of this project it provides a means of ensuring that all activities and gains are sustained to achieve the objectives of the REDD+ strategy.

The design of this project has been done jointly with the CCD of the Forestry Commission to ensure their relevance and impact for the attainment of the desired objectives of Ghana's REDD+ strategy and it also ensures that the Commission will continue to sustain any gains that would be made under the project beyond the lifespan of the project

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The UNDP Ghana CO is implementing this project using the Direct Implementation Modality as part of its Evironment and Climate Change Portfolio. In this regard, the project will leverage activities and partnerships with similar projects within the portfolio. The key similar projects within the portfolio can be leveraged are the work on Environmentally Sustainable Production Practices in the Cocoa Landscapes funded by Mondelez International and the GCFRP HIA Multistakeholder platform funded by the Swiss State Secretariat for Economic Affairs (SECO).

The Forestry Commission will also implement this initiative as part of the broader GCFRP work. In so doing, the Commission will leverage on existing partnerships and implementation arrangements to ensure cost efficiency and effectiveness of the project. Specific LoAs will be signed with the Forestry Commission to help implement this.

Project Management

The project will be implemented under the DIM arrangement with the UNDP Forest Specialist providing oversight and tracking implementation from the UNDP Ghana CO. The project will hire a Project Officer (PO) who 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 Officer will be based at the Forestry Commission and run the project on a day-to-day basis within the constraints laid down by the Project Steering Committee and report to the Director at the Climate Change Directorate of the Forestry Commission.

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V. RESULTS FRAMEWORK[8]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: UNSDCF Outcome 1: Inclusive and sustainable economic growth and transformation. CPD Outcome 1: Sustainable, resilient, and inclusive growth and structural transformation. CPD Output 1.3: Degraded landscapes (reserves and off-reserves) restored through public and private partnerships for people and planet
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: Indicator 1.3.1.: Number of hectares of degraded land or forests under improved management (through Modified Taungya System (MTS), Community Resource Management Areas (CREMAs) that contributes to CO2 emission reductions. UNDP CPD Baseline: 124,096 ha (2021) UNDP CPD Target: 730,000 ha (2027) Indicator 1.3.2.: Tonnes of carbon dioxide equivalent (t CO2eq) reduced or avoided (including increased removals). UNDP CPD Baseline: 0 tCO2e (2021) UNDP CPD Target: 4.5 million tCO2e (2027)
Applicable Output(s) from the UNDP Strategic Plan: SP Outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions
Project title and Quantum Project Number: **Project Title:** *Gender responsive and integrated landscape management in the Ashanti Region of Ghana* **Quantum Project Number**: 01002133 Award: 1229721

[8] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

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EXPECTED OUTPUTS	OUTPUT INDICATORS[9]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL (CUMMULATIVE)	
OUTCOME LEVEL								
	No of GHG reductions	GCFRP Monitoring Report 2025	*tCO2e*	GCFRP Reference period	200,000	*250,000*	*450,000*	*Verification and Validation Body carry out the verification exercise appointed by the Government of Ghana*
	Total number of hectares in degraded forest reserves replanted in Ahafo Ano South West, Ahafo Ano South East, Atwima Mponua & Atwima Nwabiagya districts)	Annual Forest Services Division reports in forest reserves and number of seedlings	*Ha*	2023	-	*740*		*Annual project progress reports* *MTS -100 ha* *Enrichment Planting 640hs (5 compartments@ 128ha/compartment averagely)*
OUTPUT LEVEL								
Output 1[10] Increased equitable access by women to capacity building	**1.0**: News stories or publications of change in the attitudes, behaviour and practices that advance gender equality relating to climate change in project area	*Documentation by Project team*	*No evidence of documentation available*	2023	1	*3*	*4*	*Project focus group discussions, GCFRP Reports and/or news publications or stories*

[9] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

[10] The Expected Outputs here is same as the Immediate Outcomes in the ToC

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EXPECTED OUTPUTS	OUTPUT INDICATORS[9]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL (CUMMULATIVE)	
and solutions, including technologies, and enabling environments for climate governance in the forest landscapes of the Ashanti region in Ghana.	***1.1:*** # of gender and inclusive measures (on gender responsive governance and community involvement on forest and landscape management) adopted through the gender action plan	*Gender action plan monitoring framework*	*No gender action plan available*	2023	1	*2*	*3*	*GCFRP Reports and/ or annual progress reports* *Challenges with regularity of either report (GCFRP or progress) will be complemented by the other.*
	1.2: # of gender and inclusive measures (on actions to reduce deforestation and forest degradation) adopted through the gender action plan	*Gender action plan monitoring framework*	*No gender action plan available*	*2023*	*1*	*2*	*3*	
Output 2 Increased equitable access of women in cocoa value chains and other vulnerable groups to solutions, including technologies and enabling environments for climate-smart agriculture and food systems	***2.1 :*** # of persons (male and female) trained in business opportunities	*Gender action plan monitoring framework*	0	2023	Female:2500	Female:2,500	Female:5000	*GCFRP Reports and/ or annual progress reports* *Challenges with regularity of either report (GCFRP or progress) will be complemented by the other.*
	2.2 : # of gender and inclusive measures (on sustainable cocoa production through CSA) adopted through the gender action plan	*Gender action plan monitoring framework*	*No gender action plan available*	*2023*	*Female:4000* *Male :2000*	*Female :4000* *Male : 2000*	*Female: 8000* *Male : 4000*	
ACTIVITY LEVEL								

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EXPECTED OUTPUTS	OUTPUT INDICATORS[9]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL (CUMMULATIVE)	
1.1: Capacity built for gender-responsive governance and community involvement on forest and landscape management	Number of persons (women and youth) benefitting from training and awareness modules	*Documentation by Project team*	*Female: Male: No. under 35 years:*	*2023*	*Women 1000: youth:2000*	*Women:1000 Youth: 2000*	*Female:2000 Youth : 4000*	*GCFRP Reports and/ or annual progress reports Challenges with regularity of either report (GCFRP or progress) will be complemented by the other.*
	Number of Safeguard Frameworks (Gender Action Plan Monitoring and HIA Management) Frameworks developed for the HIA	*Documentation by Project team*	*1*	*2023*	*1*	*1*	*2*	
1.2::Gender-responsive actions to reduce deforestation and forest degradation implemented through the protection of forest reserves and restoration of forest resources on off-reserve lands	Degraded forest reserves restored through MTS (Hectares)	*Documentation by Project team*	*No.*	*2023*	-	*100*	*100*	*GCFRP Reports and/ or annual progress reports Challenges with regularity of either report (GCFRP or progress) will be complemented by the other.*
	Degraded forest reserves restored or under restoration through enrichment planting (Hectares)	*Documentation by Project team*	*0*	*2023*	-	*640*	*640[11]*	
	Off-reserve areas restored or under restoration (Hectares)	*Documentation by Project team*	*0*	*2023*	-	*15,000*		
2.1: Capacity enhanced of women and youth groups to access business	Number of beneficiaries to additional livelihood options provided	*Documentation by Project team*	*Female:0 Male:0*	*2023*	-	*Female:25000 Male:700*	*Female:2500 Male:700*	*GCFRP Reports and/ or annual progress reports Challenges with regularity of either report (GCFRP or*
	Number of women and youth-led businesses benefitting from financial literacy initiatives/trainings	*Documentation by Project team*	*0*	*2023*	*20 communities*	*20 Communities*	*40*	

[11] Assuming 1 compartment is 128ha

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EXPECTED OUTPUTS	OUTPUT INDICATORS[9]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL (CUMMULATIVE)	
opportunities along the cocoa value chain.								*progress) will be complemented by the other.*
2.2: Sustainable production of Cocoa through Cocoa Intensification and Climate Smart Cocoa Practices with focus on women led farmers.	Number of trainings organized on climate smart techniques provided for sustainable cocoa yields	*Documentation by Project team*	*0*	*2023*	*20*	*20*	*40*	*GCFRP Reports and/ or annual progress reports* *Challenges with regularity of either report (GCFRP or progress) will be complemented by the other.*
	Number of persons trained on climate smart techniques provided for sustainable cocoa yields (disaggregated by sex)	*Documentation by Project team*	*Female:0 Male:0*	*2023*	-	*Female:25000 Male:700*	*Female:2500 Male:700*	

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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Forestry Commission	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Forestry Commission	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Forestry Commission	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project steering committee and used to make course corrections.	Forestry Commission	
Project Report	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		Forestry Commission	

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Review (Project Steering Committee)	The project's governance mechanism (i.e., project steering committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually)	Any quality concerns or slower than expected progress should be discussed by the project steering committee and management actions agreed to address the issues identified.	Forestry Commission and Project Steering Committee	

UNSDCF Outcome 1: Inclusive and sustainable economic growth and transformation.

CPD Outcome 1: Sustainable, resilient, and inclusive growth and structural transformation.

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VII. MULTI-YEAR WORK PLAN [12][13]

		TIMELINE								UNIT/	BUDGET						NOTES/REMARKS	DESCRIPTION
	PLANNED ACTIVITY	2024				2025					2024	2024	2025	2025				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		CAD	USD	CAD	USD	TOTAL (CAD)_	TOTAL (USD)		
Outcome 1 : Increased equitable access by women to capacity building and solutions, including technologies, and enabling environments for climate governance in the forest landscapes of the Ashanti region in Ghana																		
Output 1.1 Capacity built for gender-responsive governance and community involvement on forest and landscape management																		
1.1.1	**Develop and implement training and awareness modules on HIA governance targeting women and youth groups in the region**										60,000.00	43,827.61	60,000.00	43,827.61	120,000.00	87,655.22	This involves DSA for technical persons/community members/conference	**Travel - 60,000 ; Workshop - 27,655.52**
1.1.1b	Develop unique leadership empowerment training programs for women/youth leadership as well as										20000	14,609.20	20,000.00	14,609.20	40,000.00	29,218.41		**Travel - 20,000, Workshop - 9,218.41**

[12] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[13] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be approved by the project steering committee. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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	general women groups for active participation in the GCFRP																
1.1.1c	Support the sensitization and implementation of bye laws,									10,000.00	7,304.60	10,000.00	7,304.60	20,000.00	14,609.20		**Travel - 10,000, Workshop - 4,609**
1.1.1d	Set up Office Space for effective running of the Community Governance									50,000.00	36,523.01		-	50,000.00	36,523.01		**Contractual**
1.1.2	**Map stakeholders for the gender action plan (GAP) and develop GAP monitoring framework**									25,000.00	18,261.50		-	25,000.00	18,261.50	Procure a consultant	**Consultancy**
1.1.2b	Implement the GAP ($10000 a quarter)									30,000.00	21,913.81	40,000.00	29,218.41	70,000.00	51,132.21		**Travel - 40,000, Workshop - 11,132.21**
1.1.3	**Develop Management plan and ESMP for the HIA**									70,000.00	51,132.21		-	70,000.00	51,132.21	This involves a consultancy, community engagements,	**Consultancy**
1.1.3b	Support meetings and development									11,080.86	8,094.13	12,000.00	8,765.52	23,080.86	16,859.65		**Travel - 12,000; Workshop - 4,859**

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	of HIA governance structures / Consortium Partners meeting																
1.1.3c	Develop multistakeholder discussions on gender mainstreaming for the benefit of emission reductions									5000	3,652.30	5000	3,652.30	10,000.00	7,304.60		**Travel - 5,000; Workshop - 2,304.60**
											-		-		-		
	Total for output 1.1									**281,080.86**	**205,318.38**	**147,000.00**	**107,377.65**	**428,080.86**	**312,696.03**		
1.2 Gender-responsive actions to reduce deforestation and forest degradation implemented through the protection of forest reserves and restoration of forest resources on off-reserve lands																	
														-			
1.2.1	**Restore Degraded forest landscapes through tested model**													-			
1.2.1.1	Distribute Seedlings to CS cocoa farmers																

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	(Agroforestry) in operational HIAs																
1.2. 1.1a	Procure & Supply tree seedlings to farmers ($0.3/ seedling) , 20seedlings per ha; ($6/ha)								15000ha	48,000.00	35,062.09	30,000.00	21,913.81	78,000.00	56,975.89		**Contractual - Comp**
1.2. 1.1b	Identify, verify and confirm selected sites for Trees on Farm (3 technical persons to travel $50/head for 12 days)									1,500.00	1,095.69	1,500.00	1,095.69	3,000.00	2,191.38	This involves engagement with Communities, the functional governance units, and intentionally selecting women and youth to benefit from the supply of the seedlings	**Travel**
	Sub Total									**49,500.00**	**36,157.78**	**31,500.00**	**23,009.50**	**81,000.00**	**59,167.28**		
1.2. 1.2	MTS Plantations establishmen t, maintenance and monitoring (100ha in 2024) in operational HIAs													**-**	**-**		
1.2. 1.2a	Procure and supply 133320 seedlings								100ha	39,996.00	29,215.49			39,996.00	29,215.49		**Contractual**

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	(including 20% beating up) ($0.3/seedling) to farmers																
1.2.1.2b	Identify and screen selected sites for MTS (3 technical persons to travel $50/head for 4 days)									600.00	438.28			600.00	438.28		**Travel**
1.2.1.2c	Survey, Demarcate and Prepare site								10 Mandays /ha	6,000.00	4,382.76			6,000.00	4,382.76		**Travel**
1.2.1.2d	Peg Cutting / Pegging								7 Mandays/ha	4,200.00	3,067.93			4,200.00	3,067.93		**Travel**
1.2.1.2e	Survival Survey								3 Mandays /ha		-	1,800.00	1,314.83	1,800.00	1,314.83		**Travel**
1.2.1.2f	Beating Up								1 Manday /ha		-	600.00	438.28	600.00	438.28		**Travel**
	Sub Total									**50,796.00**	**37,104.46**	**2,400.00**	**1,753.10**	**53,196.00**	**38,857.56**		
1.2.1.3	Enrichment Planting (5 compartments in 5 forest reserves)													-	**-**		
1.2.1.3a	Identify 'poorly stocked' Compartments for Enrichment Planting								5 compartments (128ha/compartment)	18,000.00	13,148.28			18,000.00	13,148.28	compartment is a basic management unit of a reserve	**Travel**

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1.2.1.3b	Procure and distribute seedlings (15,360 including 20% beating up per compartment @ $0.30 / seedlings									23,040.00	16,829.80			23,040.00	16,829.80		**Contractual**
1.2.1.3c	Engage Community workers to undertake Enrichment Planting ($20,000/compartment)								Ha	120,000.00	87,655.22			120,000.00	87,655.22	The practice is to give to community members who trained on the manual of procedure for enrichment planting to undertake the exercise	**Travel**
1.2.1.3d	Maintain established enrichment planting sites ($10000 per compartment)											50,000.00	36,523.01	50,000.00	36,523.01	This involves weeding within the stripes three times in a year	**Travel**
	Sub Total									**161,040.00**	**117,633.31**	**50,000.00**	**36,523.01**	**211,040.00**	**154,156.32**		
1.2.2	**Protect 89,622ha in the HIA**														**-**		
1.2.2.1	Train gender groups invloving women and youth in forest restoration									20,000.00	14,609.20	20,000.00	14,609.20	40,000.00	29,218.41		**Travel - 22,000; Workshop - 7218.41**
1.2.2.1a	Build a database of gender									10,279.00	7,508.40			10,279.00	7,508.40		**workshop, travel**

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	groups to promote inclusion and participation																	
1.2. 2.1b	Purchase motorbikes to enhance forest protection and community engagements ($2500/1)								5 motorbikes	12,500.00	9,130.75			12,500.00	9,130.75	The Procurement law will be used to select the supplier.	**Contractual**
	Sub Total									**42,779.00**	**31,248.36**	**20,000.00**	**14,609.20**	**62,779.00**	**45,857.56**		
	Total for Output 1.2									**304,115.00**	**222,143.90**	**103,900.00**	**75,894.81**	**408,015.00**	**298,038.71**		
Outcome 2 : Increased equitable access of women in cocoa value chains and other vulnerable groups to solutions, including technologies and enabling environments for climate-smart agriculture and food systems																	
Output 2.1 Capacity enhancement of women and youth groups on business opportunities along the cocoa value chain																	
2.1. 1	**Build capacity of women and youth-led businesses in additional livelihood options**								no of engagements	10,000.00	7,304.60	10,000.00	7,304.60	20,000.00	14,609.20		**Travel - 10,000; Workshop - 4,609**
2.1. 2	**Enhance financial literacy among women and youth groups**								no of engagements	15,000.00	10,956.90	15,000.00	10,956.90	30,000.00	21,913.81		**Travel - 15,000; Workshop - 6,913.81**
2.1. 2b	Procure a Consultant to undertake studies on									30,000.00	21,913.81			30,000.00	21,913.81		**Consultancy**

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	business opportunities for women and youth groups along the cocoa value chain																		
2.1.3	**Set up and connect women and youth groups to avenues that support women and youth initiatives**																-		
2.1.3a	Capacity building of 5000 women through trainings, input support, and offtake agreements as relevant based on consultant report/ recommendations.									number engaged	100,000.00	73,046.02	400,000.00	292,184.08	500,000.00	365,230.09		**Contractual - 280,000; Travel - 60,000; Workshop - 25,230**
	Total for output 2.1										**155,000.00**	**113,221.33**	**425,000.00**	**310,445.58**	**580,000.00**	**423,666.91**		
Output 2.2 Sustainable production of cocoa through cocoa intensification																			
2.2.1	**Promote climate-smart techniques for sustainable cocoa yield**																		
2.2.1a	Implement tailor-made climate-smart training materials to promote sustainable production of cocoa empowerme									40 communities	60,000.00	43,827.61	60,000.00	43,827.61	120,000.00	87,655.22		**Travel - 65,000, Workshop - 22,655**

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	nt training for farmers on Climate Smart Cocoa Practices ($3000per 1)																
2.2. 1b	Support the Organization of business school for women farmers (book keeping/ savings etc) ($3000per 1)								40 communities	60,000.00	43,827.61	60,000.00	43,827.61	120,000.00	87,655.22		**Travel - 65,000, Workshop - 22,655**
2.2. 2	**Develop cocoa intensification and rehabilitation plan through stakeholder consultation, collaboration and review of existing rehabilitation plans**													-	-		
2.2. 2a	Radio/Community Centre sensitization of farmers on the need to plant shade trees on cocoa farms									5,000.00	3,652.30	5,000.00	3,652.30	10,000.00	7,304.60		**Contractual**
2.2. 2b	Engage the Private sector to establish rural service center $50000 per one								2	50,000.00	36,523.01	50,000.00	36,523.01	100,000.00	73,046.02		**Contractual**
	Total for output 2.2									**175,000.00**	**127,830.53**	**175,000.00**	**127,830.53**	**350,000.00**	**255,661.07**		
	Theme 5: PROJECT COORDINATION														**-**		

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	Implement Safeguards									40,000.00	29,218.41	40,000.00	29,218.41	80,000.00	58,436.82		**Travel - 50,000; Workshop - 8,000**
	Implement FGRM									20,000.00	14,609.20	20,000.00	14,609.20	40,000.00	29,218.41		**Travel - 22,000; Workshop - 7,218.41**
	Project Steering committee Meetings (2 time a year @ $3000 per meeting									7,800.00	5,697.59	8,000.00	5,843.68	15,800.00	11,541.27		**Travel - 6,000; Workshop - 5,541.27**
	Recruit a Project Officer ($4500 per month)									54,000.00	39,444.85	54,000.00	39,444.85	108,000.00	78,889.70		**Contractual - Ind**
	Procure Office materials for project Officer/Office running								laptop, printer, toners, etc	37,000.00	27,027.03		-	37,000.00	27,027.03		**IT Equipment**
	Procure a project vehicle								1 vehicle for monitoring	60,000.00	43,827.61		-	60,000.00	43,827.61		**Transportation Equipment**
	UNDP technical coordination support									55,000.00	40,175.31	55,000.00	40,175.31	110,000.00	80,350.62	318,104.14	**DPC (Procurement/travel) - 5000; Staff salaries-65000; Travel - 10,000**
	Project Audits & Checks										-	20,000.00	14,609.20	20,000.00	14,609.20	Engage Stakeholders	**Contractual**
	Fuel and maintenance for vehicle and Motorbikes									25,000.00	18,261.50	30,000.00	21,913.81	55,000.00	40,175.31		**Contractual**
	Total for Project Coordination									**298,800.00**	**218,261.50**	**227,000.00**	**165,814.46**	**525,800.00**	**384,075.97**		

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	TOTAL										**1,213,995.86**	886,775.65	**1,077,900.00**	787,363.04	**2,291,895.86**	**1,674,138.69**		
	UNDP Fees (8%)										97,120	70,942.05	86,232	62,989.04	183,352	133,931		**GMS**
	Total Project cost										**1,311,116**	957,717.70	**1,164,132**	850,352.08	**2,475,248**	**1,808,070**		
	UN Coordination Levy (1%)										**24,752**	18,080.70			**24,752**	**18,081**		**UN Levy**
	GRAND TOTAL										**1,335,868.00**	975,798.40	**1,164,132.00**	850,352.08	**2,500,000.00**	**1,826,150.48**	**1,826,150.48**	

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VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is $1,826,150.48 (CAD 2,500,000). This is financed through a grant from the Canadian Government as part of the FCLP. The whole grant for project implementation will be transferred to UNDP and UNDP will be responsible for the oversight of the resources and the cash transferred to UNDP bank account only.

Project Implementation Arrangements: The project is implemented under the DIM implementation arrangement and hence the UNDP Country Office will lead in the overall project delivery. This is in line with the agreed arrangements of the donor for UNDP financial rules and regulations to guide project implementation and delivery. In line with this key activities related to procurement and HR will be led by the UNDP country office. A Letter of Agreement (LoA) will be signed with the Forestry Commission to define key activities (including capacity building activities) within the project's work plan for which funds will have to be transferred. These funds will be transferred on a quarterly basis for activities as per the approved AWP for each year of the project.

The Forestry Commission, as part UNDP Ghana CO's portfolio approach, has already completed the partner capacity assessment tool and the HACT capacity assessment and the validity periods for these will be monitored and re-visited as needed. 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. An LoA will be signed in the Forestry Commission on specific activities for which the Commission will use their internal financial policies and related national policies and rules to facilitate. These may include workshops, trainings and agreed relevant actions.

Budget Revision and Tolerance:

Any reallocation of the grant or revisions needed on the projects budget will have to be discussed with UNDP and the Forestry Commission and approved by the Project's steering committee as needed to ensure that the project's implementation is aligned with the stated objectives whiles responding to emerging trends.

As per UNDP requirements outlined in the UNDP POPP, the project steering committee will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager/officer to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project steering committee.

Audit: The project is a DIM project, however, funds transferred to the Forestry Commission may be subject to audit as determined by UNDP's Office of Audit and Investigations and as per UNDP Financial Regulations and Rules and 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 donor and possible further action, as per the instruction of the donor. 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 any Terminal Evaluation Report (if applicable) and the corresponding management response, and the end-of-project review Project steering committee meeting, including the project completion budget. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC**. 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 Forestry Commission and other parties of the project, UNDP Resident Representative (or designated UNDP Programme Specialist/Manager at the CO) 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 steering committee 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

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transfer document must be prepared and kept on file[14]. 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 for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the UNDP DIM arrangement but will be led by the Climate Change Directorate in FC. A Project Officer will be hired under the project to coordinate day-to-day project implementation and will report to the Climate Change Director. The Project Officer (PO) 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 Officer will run the project on a day-to-day basis within the constraints laid down by the Project steering committee. The Project Officer function will end when the final project terminal evaluation report and other documentation required by the Canadian Government and UNDP, have been completed and submitted to UNDP. The Project Officer'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 2. 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 , District Manager, two Assistant District managers , a number of Forest Range Managers, 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 Donor 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 overall 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 steering committee by carrying out objective and independent

[14] 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."

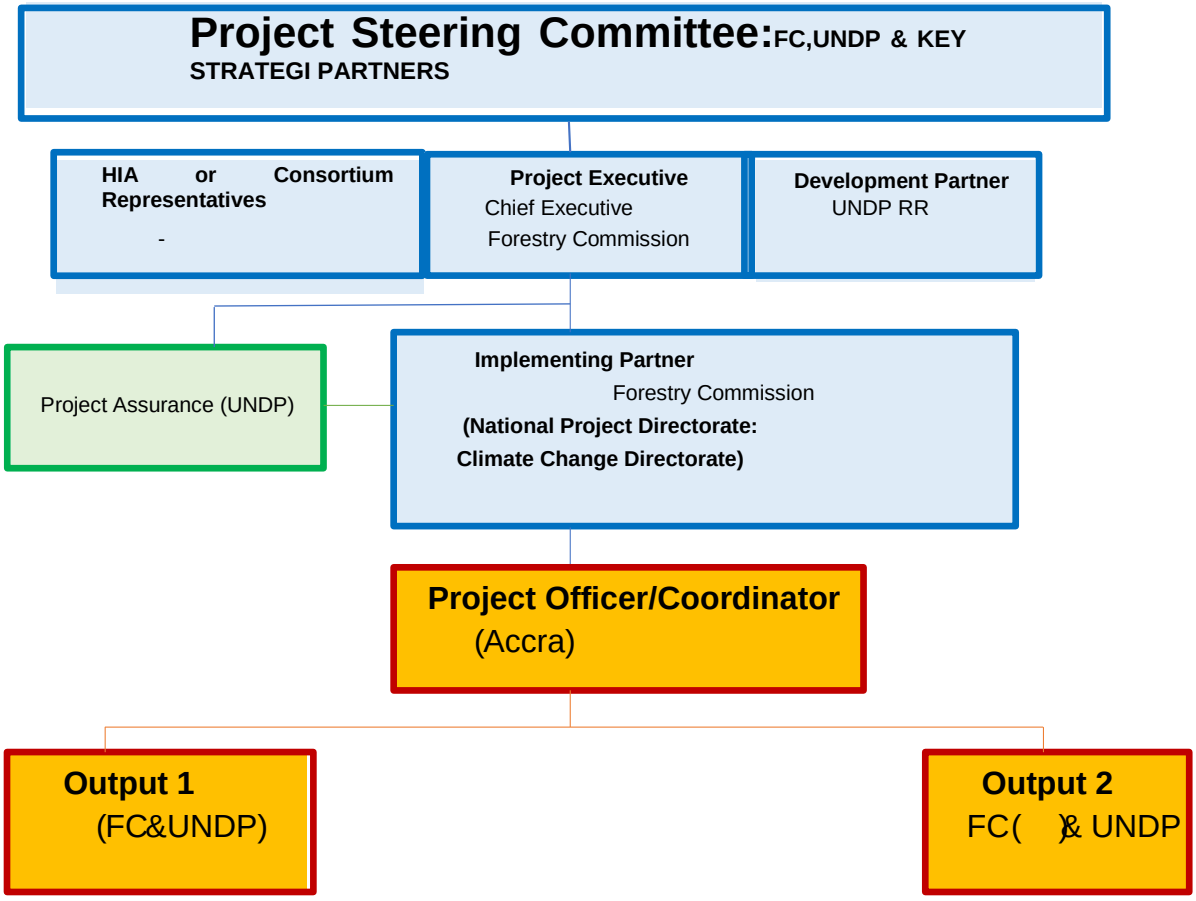
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project oversight and monitoring functions**.** This role ensures appropriate project management milestones are managed and completed.

Project Steering Committee (PSC): The Project Steering Committee (also referred to as the Project steering committee in the organisational structure) 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 steering committee 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 steering committee, which will meet at least once a year, (in addition to ad-hoc/emergency meetings called by the National Project Director in the person of the Director Climate Change in consultation with the Chairperson of the project steering committee) 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 and UNDP requirements.

Project Organisation Structure



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X. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)
This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("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.

XI. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][15] [UNDP funds received pursuant to the Project Document][16] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. 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).

4. UNDP as the Implementing Partner will: (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.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. 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.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

[15] To be used where UNDP is the Implementing Partner

[16] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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i. 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;
ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, 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, each sub-party 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, each sub-party, 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. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (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, sub-parties will and will require that their respective 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 sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties 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. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties 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 relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party 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 relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

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g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient 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.
i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', 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 it to find a solution.
j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
k. Choose one of the three following options:
   Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

   Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, 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.

l. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.
m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, 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.
n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all

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the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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XII. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

5. **Project Steering Committee Terms of Reference and TORs of key management positions.** The standard Project steering committee TOR can be found here**.**