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UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT

Ghana

Project Title: Environmentally Sustainable Production Practices in Cocoa Landscapes Phase IV

Project Number: 01002492

Implementing Partner: DIM Modality

Start Date: 15 June 2024 **End Date:** 31 December 2026 **PAC Meeting date:** 6 June, 2024

Brief Description

The United Nations Development Programme (UNDP) in close collaboration with other key stakeholders including Farmer Unions, the Forestry Commission of Ghana (FC) and Mondelēz International Cocoa Life Program (CL) Ghana, the donor agency, developed this project document. This project document clearly aligns the collective visions of the FC, CL Ghana and UNDP to contribute to work collaboratively towards the conservation and restoration of forest cover in forest reserves and cocoa landscapes in harmony with environmentally sustainable cocoa farming across Ghana with specific focus on areas where the Cocoa Life program is active. The project entitled "Environmentally Sustainable Production Practices in Cocoa Landscapes Phase IV (ESP Phase IV)" is a fourth phase of work and a follow up to the Environmental Sustainability and Policy (ESP Phase I) and Environmentally Sustainable Production Practices in Cocoa Landscapes Phase II and III (ESP Phase II and III).

This phase of the project presents interventions to scale up activities implemented under the earlier phases that will achieve multiple benefits for cocoa farming communities and for Ghana's forests. Forest protection and restoration has been a key outcome area under the Mondelēz Cocoa Life Program, which seeks to protect and restore the land and forests where cocoa is grown, working together with the farmers and communities. This is key as globally, deforestation accounts for close to 20% of greenhouse emissions. In Ghana, agriculture expansion, particularly cocoa, has been seen a key driver to deforestation, with the country being estimated to have lost close to 8% of its primary forest between the years 2002 and 2019.

This phase of implementation seeks to will continue to support the Government of Ghana/the FC's restoration efforts, primarily, at the Ayum and Pra-Subri Forest Reserves using the Modified Taungya System (MTS) model whiles strengthening community-led forest and natural resource conservation through the Community Resource Management Area (CREMA) approach.

As a long-term implementing partner of the Cocoa Life Program, UNDP has supported community organization and the adoption of good environmental practices in cocoa landscapes, including re-introduction of shade with economic trees. UNDP has also supported a multi-stakeholder policy dialogue process to strengthen CREMA systems and strengthen policies on tree tenure. Sustainable cocoa production is highly complementary to forest protection and restoration. In this project, UNDP will continue to support Cocoa Life in particularly strengthening the CREMAs to enhance natural resource management initiatives and alternative livelihood options that provides opportunities for community members to engage in self-sustaining ventures that can contribute to the conservation of their landscapes and financial sustainability of the CREMAs. This will be in addition to working with fringe communities to restore degraded forests.

The project objective will be achieved by two interlinked outputs that will scale up innovative models of forest restoration that simultaneously involve and benefit neighbouring cocoa communities, strengthen institutional capacity for forest management and conservation, and produce significant synergies with the rest of the Cocoa Life program.

The expected results from the successful implementation of the ESP Phase IV will be:

1. Replanting of degraded forests with the Modified Taungya System (MTS)

2. Community organization for natural resource management and additional livelihood opportunities strengthened through the CREMAs

This project will continue to will continue to support Cocoa Life in the strengthening the CREMAs to enhance natural resource management initiatives and alternative livelihood options that provides opportunities for community members to engage in self-sustaining ventures that can contribute to the

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conservation of their landscapes and financial sustainability of the CREMAs. It will leverage on governments ongoing forest restoration efforts in the cocoa landscapes and support Cocoa Life to meet its commitment to source their beans is a responsible manner.

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

Gender Marker: 2

Total resources required:		**$749,970[1]**
Total resources allocated:		
	UNDP TRAC:	
	Donor:	**249,967**
	Government:	
	In-Kind:	**30,000**
Unfunded:		

Agreed by (signatures)[2]:

UNDP
DocuSigned by: A2D1293F925B401...
Print Name: SUKHROB KHOSHMUKHAMEDOV
Date: 14 June, 2024

DS

[1] The approved proposal amount is $749,970, however, per the donor's policy only $249,267 for 2024 is currently available. Budgets for subsequent years will be made available and included as a amendments upon successful review.

[2] Note: Adjust signatures as needed

[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)

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I. DEVELOPMENT CHALLENGE

Ghana is the world's second-largest cocoa growing country, producing roughly a quarter of the world's cocoa output. At the same time, agricultural expansion, particularly, that of cocoa[3], has been categorized as an important driver of deforestation in Ghana's High Forest Zone. Not only has expansion of cocoa production contributed 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 and reserves (like those in the Asunafo-Asutifi landscape where the Ayum Forest Reserve is located) 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.

Mondelēz' Cocoa Life program, the largest private sector-driven cocoa sustainability initiative in the world, has been working with UNDP as an implementing partner since 2014 to counter negative impacts of cocoa farming on the environment. Among other things, UNDP has facilitated the planting of 1.3 M timber tree seedlings (on-farm planting) by cocoa farmers throughout Ghana's cocoa landscapes as part of the program Environmentally Sustainable Production Practices in Cocoa Landscapes (ESP). During the second phase of the ESP, UNDP started piloting the reforestation of the Ayum Forest Reserve (AFR) located in the Asunafo North Municipal Assembly, Ahafo Region, through implementation of the Modified Taungya System (MTS), to support the Forestry Commissions (FC) efforts to re-establish the degraded reserve. The MTS is a forest resource management arrangement that whereby farmers are given access to degraded forest reserve land for the planting of economic trees and integrating the tree planting with selected food crops until tree canopy closure. The MTS has become a legally binding land lease arrangement in which farmers are co-owners of the plantations with the Forestry Commission and are entitled to the MTS plots until the tree become mature.

This is now a key activity under the ongoing project dubbed Environmentally Sustainable Production Practices in Cocoa Landscapes Phase IV (ESP IV). In addition to this, two Community Resource Management Areas, where communities are empowered to co-manage natural resources through a landscape approach have been developed. The CREMA mechanism is an innovative natural resource management and landscape-level planning tool for community initiatives. Ghana's Wildlife Division, an arm of the Forestry Commission, together with its partners, to support community resource management in off-reserve (un-gazetted) lands, developed it. CREMAs fill a critical gap by giving communities the right to manage and benefit economically from their natural resources. While Ghana's Constitution vests ownership of the land in the Stool or Skin (the traditional or customary leadership structures that preside over a particular ethnic group, clan or tribe and the associated land and resources) it gives the Government the right to manage the naturally occurring resources for economic gain. This has resulted in a series of perverse incentives that, over the decades, have tended to drive 'illegal' resource use and degradation or deforestation of the forest resources. The CREMA represents a profound policy shift by permitting communities, land owners and land users an opportunity to govern and manage forest and wildlife resources within the boundaries of the CREMA, and to benefit financially or in kind.

It is important to note that the increase in cocoa productivity has been largely attributed to farm expansions (refer to ToC diagram) and to a lesser extent due to access to improved and high yielding seeds, as well as the farm input subsidies programme initiated by COCOBOD.[4] Not only has expansion of cocoa production caused massive loss of tropical forest, 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.

The Government of Ghana (GoG) is committed to tackling deforestation and forest degradation across the country through various programs, example is the Ghana Cocoa Forest REDD+ Program (GCFRP)[5], which seeks to reduce carbon emissions from cocoa expansion into forests and from other drivers through the promotion of a climate-smart cocoa production system and landscape standard. This and other initiatives[6]

[3] 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

[4]Quaye et al. (2015). Does the current land tenurial arrangement in Ghana incentivise adoption of environmentally sustainable cocoa production practices? A case study of four selected cocoa growing districts in Ghana, African Journal of Science, Technology, Innovation and Development, 7:4, 265-275

[5]Overview of Ghana's ERPD: https://www.forestcarbonpartnership.org/system/files/documents/1b.%20Ghana%20overview.pdf

[6] The Ghana Shea Landscape Emission Reduction Project: https://www.gh.undp.org/content/ghana/en/home/projects/ghana-shea-landscape-emission-reductions-project.html

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under Ghana's REDD+ strategy, together with ongoing partnerships with private sector, such through the Cocoa and Forests Initiative[7], are geared towards addressing the underlying drivers of deforestation and catalyse transformational change by providing upfront investment to support the implementation of the REDD+ strategy, and generate information and experience for policy and regulatory changes.

It is apparent that if Ghana wants to meet its goals under SDG 12 and 15, by ensuring sustainable consumption of natural resources and protecting and restoring natural ecosystems, there needs to be a sustained effort from all in pursuing environmental sustainable approaches that improves of farmers' welfare and enhances the restoration within the cocoa landscapes – hence ESP IV.

II. STRATEGY

The project's Theory of Change is as follows: Deforestation due to indiscriminate logging and encroachment continues to degrade cocoa production landscapes and forest reserves. Poor cocoa production practices are having severe negative impacts on productivity and are making farmers' vulnerable to climate change induced extreme weather events.

The initiative therefore takes a long-term holistic approach to tackle the complex problem of deforestation linked to encroachment of forest reserves and degradation of cocoa landscapes with a prime focus on sustainable natural resources management in off-reserve areas through the strengthening of the two current CREMAs and addressing farmers' livelihoods concerns. The approach would also promote forest protection and restoration as well as community engagement and social inclusion.

These barriers as outlined in the ToC diagram include:

- *The policy and institutional environment in Ghana is unfavourable for the introduction of practices and measures that will conserve biodiversity in cocoa production landscapes e.g. Tree and land tenure rights*
- *Lack of clarity on the devolution of authority for CREMAs and their financial sustainability*
- *Unresolved issues on benefit sharing arrangements for MTS participants*
- *Lack of clarity on the arrangements and procedure to establish ownership of planted trees off-reserve*
- *Ineffective policing of illegal logging activities within the project landscape*

The project seeks to empower cocoa farming communities in a manner that puts them at the forefront of restoring their landscapes whiles enhancing their livelihoods through sustainable cocoa and agroforestry practices. This will be achieve by two interlinked outputs that will scale up innovative models of forest restoration through the MTS and to strengthen institutional and community-led capacity for forest management and conservation based on the CREMA concept.

These will be achieved through targeted activities that incentivizes communities to support community-led initiatives to manage natural resources both on (through MTS) and off-reserve (CREMAs & other cocoa landscapes) as well as capacity building activities that equips and empowers them in the sustainable management of these resources. It is anticipated that by pursuing these approaches the communities will have greater capacities and skills that helps contribute to the overall outcome of increasing the resilience of these communities (UNSDP Outcome 6). It is also aligned with the Ghanaian Government's interest in making cocoa farming more environmentally sustainable and more biodiversity friendly in line with a broader trend towards greater consumer and industry consciousness of the social and environmental impacts of commodity production within food and agriculture industry. Most industry players are beginning to consider how to become more involved in improving the sustainability of cocoa supply across their supply chains.

The following ToC diagram gives an overview of how the specific targeted activities can result in the anticipated impacts.

[7] Cocoa and Forest Initiative: https://www.worldcocoafoundation.org/initiative/cocoa-forests-initiative/

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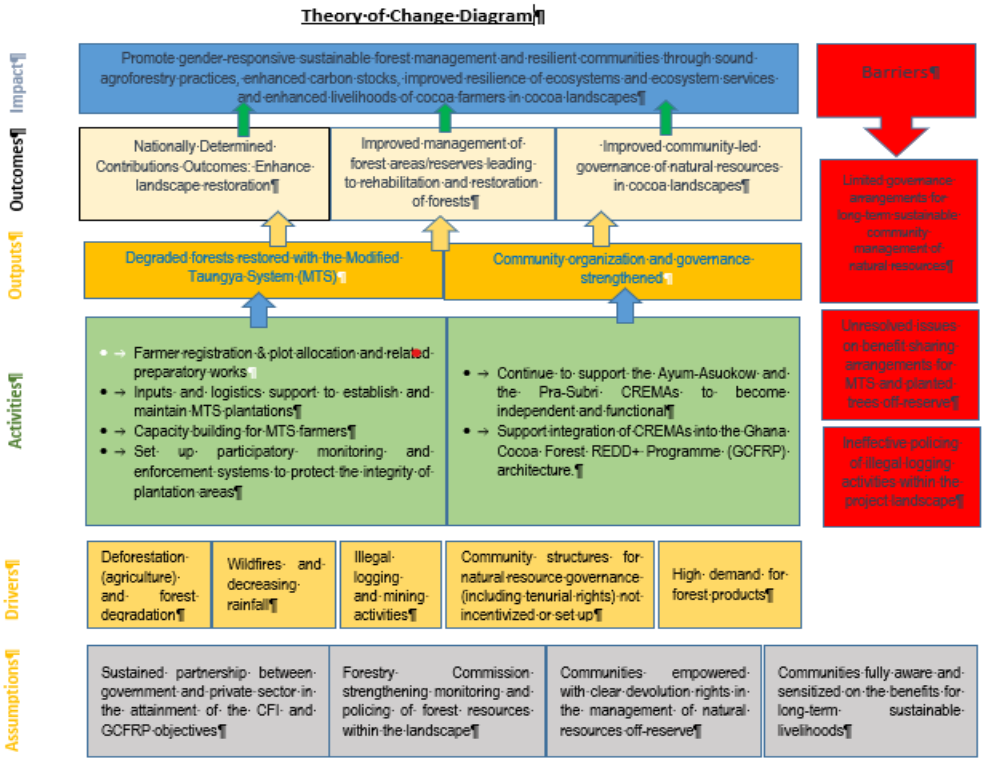


Figure 1 – Theory of Change Diagram

III. RESULTS AND PARTNERSHIPS

Expected Results

The project has two interrelated outputs that will be implemented through a cross-sectoral, comprehensive and holistic approach, driven by communities, farmer groups, the private sector and government institutions. These outputs will be achieved through a set of activities that foster long-term community resource management, capacity building, knowledge sharing and impact monitoring through public-private partnerships at the landscape level. The project will be done under a UNDP DIM modality using key actors such as the Asunafo North Municipal Cooperative Cocoa Farmers and Marketing Union to support the direct implementation of key activities under both components (MTS and CREMA) of the project through a Low Value Grant (LVG) agreement as specified through the LVG policy.

They will remove the barriers described above in the Theory of Change Figure 1. The results are summarized below:

Table 1: Expected results linked to the key project outputs

Output	Key Targets	Expected Results
1. Degraded forests restored with the Modified Taungya System (MTS)	This intervention targets between up to 380ha to be discussed and allocated to CL by the FC. The MTS intervention contributes to the required action in the Asunafo-Asutifi HIA. This output targets about 200 farmers directly. This phase is expected to plant about 420,000 economic trees.	Improved management of forest areas/reserves leading to rehabilitation and restoration of forests. Contribution to Ghana's NDCs: Enhanced landscape restoration
2. Community organization and sustainable farming practices strengthened	Providing handholding for Pra Subri and Ayum Asuokow CREMA to enable them strengthen governance arrangements and benefit from ongoing government initiatives.	Improved community-led governance of natural resources in cocoa landscapes Contribution to Ghana's NDCs: Enhanced landscape restoration

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The objective of the project will be achieved through the implementation of various activities under the two outputs provided in the summary table. The outputs will be achieved through the following actions and sub-activities:

Output 1*:* Degraded forests restored with the Modified Taungya System (MTS)

The Taungya system has been used for reforestation in Ghana since at least the 1930's, and a Modified Taungya System has been used since 2002. The benefits of the MTS system have been extensively documented, see for example references for the following studies.[8] The system aims to restore heavily degraded land by replanting it with economic trees in a plantation model. Adjacent farming communities are allowed to plant food crops, such as plantain, and vegetables, between emerging timber trees for approximately four years until the canopy closes, giving them access to fertile land in exchange for their work to plant and nurture the new trees. Proceeds from thinning and eventual harvest of mature trees are shared between farmers, communities and Ghana's Forestry Commission under a benefit-sharing agreement. In the interim, this is also expected to serve as a means of alternative livelihood for the farmers.

The MTS system produces significant environmental benefits: timber plantations in degraded areas produce biomass and work as carbon sinks. Native species of economic trees that have become scarce in nature improve soils and protect against erosion. Plantations work as buffers to remaining natural areas and hence help protect tracts of natural forests further inside the reserves. They also maintain some of the forest's original ecosystem functions and protect against a gradual encroachment of dryer landscapes from the North. Over time, the plantation areas generate a significant amount of legally produced and harvested timber, which could out-compete illegally harvested timber and thereby gradually ease the pressure on remaining natural forests. It should be noted that the eventual thinning and harvesting of timber will be planned to prevent any ecosystem disturbances.

The MTS system also produces social and economic benefits at all levels: farmers increase food security and generate income from food production and tree seedling production in the short term. In the medium term, farmers generate income from thinning in the wood plantation (for construction, firewood or charcoal), and within a 25-year horizon proceeds from timber sales provide income for retirement or for next-of-kin. Communities also generate income from the proceeds of the sales made from community nurseries. Forestry Commission obtains income to strengthen its operations: protection of natural areas, replanting and effective monitoring. Through widespread adoption of the MTS model the country as a whole could see potential export earnings from sustainably produced timber and contributions to its stated development goals. In the long term, the system provides needed income to maintain effective community-management structures (CREMAs) which, in turn, provide a long range of benefits and services to communities.

Under the ongoing UNDP collaboration with the Mondelez Cocoa Life Program, MTS was piloted in Ayum Forest Reserve (AFR) beginning in the year 2020, putting 170ha of degraded portions of the AFR under restoration and protection. Subsequently an additional 362 ha was added between 2021 and 2023, leading to a total of 532ha currently under restoration in the AFR.

In spite of this, there are still large areas of the AFR and other similar reserves within the Asunafo-Asutifi Hotspot Intervention Area (HIA) and other jurisdictions that are also degraded and would be in need of reforestation activities using the MTS model. The Forestry Commission has agreed, in principle, to allocate additional lands to scale up its activities under the MTS, once the relevant or official requests are made in writing to the Commission.

The current proposal intends not only to do an MTS model within the AFR or any other reserve[9] that meets the criteria for reforestation but also in terms of the management approach to ensure that other communities can also replicate the model. Through the use of a tailored payment for ecosystem services approach (linked

[8] Appiah, Mark et.al: "Community Experiences in the use of Modified Taungya System for Restoring Degraded Forests and Improving Livelihoods in Ghana" in Environmental Management and Sustainable Development 2020, Vol. 9, No. 3: https://www.researchgate.net/publication/341446802_Community_Experiences_in_the_use_of_Modified_Taungya_System_for_Restoring_Degraded_Forests_and_Improving_Livelihoods_in_Ghana
Kalame, Fobissie B. et.al.: "Modified taungya system in Ghana: a win–win practice for forestry and adaptation to climate change?", Environmental Science & Policy, no 14, 2011: https://www.researchgate.net/publication/251678089_Modified_taungya_system_in_Ghana_A_win-win_practice_for_forestry_and_adaptation_to_climate_change
Kalame, Fobissie: The Modified Taungya System in Ghana's transitional zone, in ETFRN News, no 50, 2009: https://www.researchgate.net/publication/264976551_The_Modified_Taungya_System_in_Ghana's_transitional_zone

[9] This is being finalized with the Forestry Commission but some assessments of some reserves shows a number of such degraded reserves within the Asunafo-Asutifi area that would benefit from the existing MTS model under ESP III.

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to survival rates of trees planted by the farmers), which has also been instituted over the last three years, the project will seek to incentivize farmer groups within the CREMA areas to support and benefit from restoring degraded forest reserves in a gender-responsive approach. With our four years' experience in the MTS work, a number of challenges and risks have been identified, that should be adequately addressed to ensure a successful project implementation. The four most important challenges are the following:

- **Timeline**: A challenge so far has been that with a project duration of only three years, the MTS plots are left to themselves before a closed canopy can be achieved (which is the case after 5-6 years). Thus, the reforested area is prone to overgrowth of unwanted plants, which also poses a significant fire risk if left untended.

- **Continuous monitoring & maintenance of the plots**: Another challenge in the MTS work conducted to date has been that farmers are managing the plots allocated to them in a diligent manner, as long as they are producing food crops on them. However, after the farmers move on to other plots in other compartments, the plots no longer receive any such care. To prevent overgrowth and fire risk, the plots need to be continuously monitored and maintained (weed control, nurturing of seedlings including pruning and other sericulture practices) until a closed canopy forest has been established.

- **Fire Management**: Owing to climate change and deforestation, more frequent dry periods increase the fire risk in the MTS areas. This fire risk is already not negligible for well-maintain plots, but becomes severe in combination with plots over grown with weeds (especially annual grasses) , where dried overgrowth is highly flammable.

- **Better stakeholder coordination**: A current difficulty is that there are various stakeholders operating MTS systems for male and female farmers in the AFR. Sometimes, farmers even apply for plots from the different stakeholders (for instance the Catholic Church, Church of Pentecost and even the FSD itself) and are in the end not able to adequately maintain their plots. Furthermore, the different stakeholders offer different incentives to the farmers, resulting in a general confusion with regards to the MTS approach.

The next phase of the work of the MTS would benefit from the learnings that UNDP has reached as part of these challenges to date. The key objective of this phase of the project will be to contribute to conservation and restoration of forest cover in forest reserves in harmony with sustainable cocoa farming in adjacent landscapes.

This objective would be achieved through the implementation of the following outputs:

Output 1: Replanting of degraded forests with the Modified Taungya System (MTS)

Output 1 will be achieved through outputs and activities as under ESP III and reinforced with the lessons learnt so far to address the challenges described above.

Outputs 1 Activities:

- ***Deepen collaboration with the Forestry Commission*** and the other participating entities and formalize regular meetings with the other stakeholders to ensure harmony in all implementation activities. These would include support mechanisms and benefit-sharing models in addition to annual payments to farmers for ecosystem services (activity 1.1). This ensures farmers will obtain both short-term, medium (e.g. with non-timber forest products) and long-term benefits from their work, and that the expectations to and commitment from all parties are clearly articulated in a new binding agreement.

- ***Procure and distribute planting materials*** – tree seedlings and food crop seeds (as determined by the FC) and treated plantain suckers, which will be intercropped with the selected tree seedlings. Where possible this will be done in co-management arrangements with local community nurseries. In all the project targets planting some 420,000 tree seedlings over a period of three years (2024 - 2026) with aim of putting about 380 hectares of degraded forest reserves under restoration through the MTS arrangement. In addition, the area will be cultivated with various food crops as an additional livelihood and income diversification option for the participating male and female farmers.

- ***Training, mobilization, and organization of farmers into Taungya Groups (MOTAGS)***. Organize participation farmers into MOTAGS, provide technical assistance and oversight for tree planting and good agricultural production practices to optimize yields A total of about 230 farmers are targeted to participate in

this phase.

- ***Strengthened participatory monitoring and enforcement systems*** to protect the integrity of plantation areas This is envisaged as a public-private model, which looks at ongoing in collaboration between Forestry Commission, UNDP, Mondelez and participating communities in the monitoring of the plantations. Over the three-year duration of the project provides a consistent and sustained monitoring cycle by, especially, the Forestry Commission, UNDP and Mondelez to ensure that the plantations survive during the critical initial stages. Beyond that, the participation of the fringe communities and benefit sharing agreements that they would reach with the Forestry Commission in addition to the food crops, would ensure that they play an active role in protecting their future investment, when the trees are harvested.

New Approaches for this upscaling Period

- ***Continuous monitoring & maintenance of plots***: In this upscaling project, efforts would be made to incentivize participating farmers to continue maintaining their plots for at least 4 years to allow the trees to form canopies. To incentivize the farmers to do so, they would be paid a performance-based periodic cash incentive to support them hire labor to maintain the plots under a PES package.

- ***Fire Management***: To be able to respond to the fire risk, this phase would train a select number of farmers to become a community fire volunteer. This community fire brigade would be responsible for managing fire risks in the compartments and could act as first-responders if a fire is detected. The community fire brigade would be trained by Officers from the Rural Fire Department of the Ghana National Fire Service (GNFS) and would be provided with the necessary equipment (overall, helmet, torch light, fire beaters, wellington boots, etc.). . UNDP in preparation for the next phase has already obtained PPEs to support fire management in the Ayum Forest Reserve.

  In preparation for the dry season, the community fire brigade would work with the participating farmers to cut fire belts that prevent bushfires from other compartments from entering. During these fire prevention action events, transportation and snacks would be provided. This new approach will be implemented through the PES model which will allow payments received by the MOTAGS to also support the fire brigades to protect the plantation investment contributed to by the farmers through the MTS model. A formal memorandum will be signed between the farmer union and GNFS to continue to provide technical backstopping the fire volunteers after the initial training.

- ***Improved stakeholder coordination***: To better ensure a consistent application of the MTS concept and to prevent farmer fatigue by working on too many plots that they are unable to maintain, regular stakeholder coordination meetings would be instituted. This would create a platform for the various entities including the various church affiliated groups (such as the Catholic Church) and the Forest Services Division of the FC (under their greening Ghana project) to meet regularly to discuss strategy. Stakeholders would be envisioned to meet quarterly -. The coordination meetings would serve as a platform to ensure consistency in the application of the MTS model, information sharing among promoting entities to prevent situations like farmers working Ion multiple plots they cannot manage, and as a space to review the performance of the MTS work.

Output 2: Community organization for natural resource management and additional livelihood opportunities strengthened through the CREMAs

As a long-term implementing partner of the Cocoa Life Program, UNDP has supported community organization and the adoption of good environmental practices in cocoa landscapes, including re-introduction of shade with economic trees. UNDP has also supported a multi-stakeholder policy dialogue process to strengthen CREMA systems and strengthen policies on tree tenure. Sustainable cocoa production is highly complementary to forest protection and restoration. In this project, UNDP will continue to support Cocoa Life in particularly strengthening the CREMAs to enhance natural resource management initiatives and alternative livelihood options that provides opportunities for community members to engage in self-sustaining ventures that can contribute to the conservation of their landscapes and financial sustainability of the CREMAs.

UNDP and Cocoa Life have supported the Community Resource Management Area (CREMA) structure for several years, and the CREMA is the ideal structure to organize community action for forest restoration and conservation. The communities organized in the CREMA are the same as the ones that are also participating in the Cocoa Life Program, so involving CREMA communities in forest restoration would further increase complementarity with the rest of the program.

Not only would the CREMA structure facilitate the necessary farmer organization in forestry co-management activities, but the long-term income from sustainably harvested timber could provide a long-term sustainable

funding source to maintain the CREMAs over time, thereby reducing their dependency on project support, even as the project explores intervening measures during project implementation. The symbiotic relationship with the CREMAs and forestry management could help overall strengthen the multi-stakeholder engagement in natural resource management in general in cocoa landscapes.

The project will continue to support the CREMAs in Asunafo North (Ayum-Asuokow) and Wassa East (Pra-Subri) with strengthened management capacity and financial sustainability systems, including the possibility of CREMAs to be funded through PES compensations for sustainable cocoa production and development of alternative livelihood plans and arrangements. In the case of the Ayum-Asuokow CREMA for instance, the project would work to effectively integrate it into the Asunafo-Asutifi HIA to enable it to collaborate with the other sub-CREMAs to enhance the sustainability of the HIA while also benefiting from PES payments under the Ghana Cocoa and Forest REDD+ Project (GCFRP).

In this regard, the following activities would be implemented to Strengthen CREMA structures:

- ***Continue to support the Ayum-Asuokow and the Pra-Subri CREMAs to become independent and functional***

Sub-activities will include:

-Continue to support the two CREMAs both technically and logistically via the payment of the cost of CREMA Administrator (Ayum-Asuokow) and Field Coordinator (Pra-Subri) as well as relevant technical support

-Continue to participate in the post national dialogue activities on CREMA Development policy reform in Ghana

- ***CREMAs provided with financially sustainable mechanisms***

Sub-activities will include:

-Develop alternative livelihood plans for CREMAs, and explore financing systems and ecotourism potential

-Build the capacity of CREMAs on business and enterprise development (also facilitate implementation of the alternative livelihood plans)

Resources Required to Achieve the Expected Results

This project phase will continue to rely on technical human resources of the UNDP Ghana Country Office and the UNDP Green Commodities Programme, the Project Management Unit with assistance from the projects field coordinators. The project will also receive technical support from the Forestry Commission in the area of MTS and off-reserve landscape restoration. Oversight support will also be provided by the Project Steering Committee with membership from other agencies such the Ministry of Finance and CSOs. To promote long-term sustainability, the Project intends to award a Low Value Grant to the Asunafo North Cocoa Farmers' & Marketing Cooperative Union to be responsible for farmer coordination, training and implementation of all the technical support activities under the direct supervision of the Project Management Unit (PMU). Under Phase III, the Union was responsible for the disbursement of the PES incentive package. The project would continue to work with them under this Phase. The project will receive core funding from the Mondelez Cocoa Life Program throughout the duration of this phase.

Partnerships and Stakeholder Engagement

The project interventions fall under the Forest Restoration and Conservation pillar of the Mondelez International Cocoa Life Ghana Program and will works with the following partners: Asunafo North Municipal Cooperative Cocoa Farmers and Marketing Union Limited (as the lead partner), other farmer cooperatives/societies and NGO partners. Additionally, the project will work with a wide range of partners including (but not limited to Forestry Commission; Cocoa Research Institute of Ghana (CRIG), A Rocha Ghana, Tropenbos Ghana among others.

The following table summarizes the key actors and the roles they would play in the realization of the ToC and key objective of the project:

Table 2: Summary of roles and responsibilities of key stakeholders

Stakeholder	Responsibilities	Benefits

Stakeholder	Responsibilities	Benefits
Cocoa Life Program	✓ Funding Support ✓ Policy direction to ensure all activities are properly aligned with CL commitments under the CFI & GCFRP ✓ Monitoring & overall supervision and quarterly reviews	✓ Enables CL to meet its commitments under GCFRP & CFI ✓ Contribution to emission reduction ✓ Promotion of additional livelihood for 200 MTS farmers ✓ Crop diversification ✓ Responsible sourcing and contribution to avoidance of deforestation
UNDP	✓ Direct technical and administrative implementation of all activities ✓ Market facilitation for farm produce ✓ Community mobilization and organization ✓ Facilitation of the supply of inputs and other materials ✓ Reporting & coordination of other partners	✓ Contribution to SDGs (especially Goals 1, 2, 13 & 15) ✓ Enhancement of work in the Ayum-Asuokow CREMA ✓ Responsible sourcing and contribution to avoidance of deforestation in off-reserve areas ✓ Contributing to achievements under country strategy ✓ Support to CL to achieve its forest restoration & afforestation targets under pillar 3
Forestry Commission/Forest Services Division	✓ Allocation of suitable compartments/degraded reserves for restoration ✓ Supplying the MTS Farmer Groups with additional quality seedlings ✓ Providing requisite training and extension services on tree planting, ✓ Policy direction to align with other national programs ✓ Protection of MTS site and rest of the forest from illegal activities ✓ Sensitization of communities on their roles and responsibilities of forest protection ✓ General enforcement of forest protection regulations ✓	✓ Degraded reserve reforested ✓ Ecosystem restoration ✓ 40% timber revenue from MTS ✓ Employment generation
FC/Resource Management Support Centre	✓ Mobilization and Training for MOTAGS o group dynamics, record keeping and negotiation o incorporation of ntfps(Black pepper and GOP) for medium term benefits ✓ Training of Project staff in tree identification and modalities for tree regsitration ✓ Facilitate the development of constitution and modalities for in-group benefit sharing ✓ Development of linkages and and access to marketing channels for NTFPs ✓ Operationalization of community wildfire plans	✓
Farmers	✓ Marketing of farm produce ✓ Provision of labor for planting and	✓ Additional income from food crop production

Stakeholder	Responsibilities	Benefits
	maintenance of trees & crops ✓ Growing non-permanent food crops in the MTS farm until tree canopy closure ✓ Labor for wildfire protection ✓ Recruitment of additional hand to assist in plantation development ✓ Formation of Taungya Committees(MOTAGs)	✓ Food security ✓ Employment generation ✓ Additional farming space ✓ Opportunity to acquire new skills and knowledge in tree planting ✓ 40% of timber revenue ✓ 100% of food crop revenue
Asunafo North Municipal Cooperative Cocoa Farmers and Marketing Union Limited	✓ Farmer training on GAP & Climate-smart production practices ✓ Community mobilization & organization ✓ Farm input supply/sourcing ✓ Administrative support for implementation including mobilizing extension staff for field level activities ✓ Overall cocoa sector policy alignment and support ✓ Support project implementation through Low Value Grant arrangements	✓ Promoting additional livelihood options ✓ Opportunity for technology transfer resulting in increase in yields and income ✓ Building capacity to implement projects
COCOBOD	✓ Support on farmer mobilization ✓ Serving in Project Board ✓ Policy direction to align with other national programs including the Cocoa and Forest initiative (CFI) and the GCFRP	✓ Ensures synergies across activities ✓ Ensures project's objectives are aligned with the overall Cocoa sector programmes
Local community/ CREMAs	✓ Assisting the FC to prevent and control fire outbreaks (natural and man-made) and illegal activities within the plantation ✓ Participation in the project – by acquiring plots for both tree and food crop planting & management ✓ Local market creation ✓ Facilitate engagement of the local population in MTS and HIA activities	✓ Additional income from food crop production ✓ Food security ✓ Employment generation ✓ Additional farming space ✓ Opportunity to acquire new skills and knowledge in tree planting
Steering Committee	✓ Strategic oversight to guide project implementation ✓ Strategic decision making	✓ Ensures synergies across activities ✓ Ensures project's objectives are aligned with the overall CL programme and contributes to SFM and SDGs
Project Coordinator	✓ Day-to-day project implementation lead ✓ Secretary to the Steering Committee ✓ Reporting to CL, SC and UNDP	✓ Ensure effective project coordination
UNDP Forestry Specialist	✓ Direct in-country technical oversight ✓ Key focal point for the project at UNDP Ghana Country Office	✓ Provides learning opportunities to enhance project implementation ✓ Ensures synergies with other similar ongoing projects to aim at attaining larger impact
Green Commodities Programme	✓ Opportunities for learning and South-South cooperation	✓ Access to GCP's Green Commodities Community network to facilitate peer learning; ✓ Knowledge exchange with similar project teams around the world.

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Risks and Assumptions

The general political and economic environment of Ghana is stable and conducive for development, it is assumed that Government will continue to show commitment; demonstrate political will and create an enabling environment for development interventions to strive. As indicated in the ToC, there are issues around governance arrangements for long-term sustainable community management of natural resources including unchecked activities of illegal loggers and issues around benefit sharing arrangements of related natural resources, which can be a disincentive to key actors, especially farmers if it appears no steps are being taken to resolve them.

To mitigate these challenges, the project together with UNDP and the Mondelez Cocoa Life Program will continue to engage all stakeholders identified at the onset of the project and set up clear monitoring arrangements and alternative actions.

The full risk log is attached in the annex.

South-South and Triangular Cooperation (SSC/TrC)

Within the context of the GCFRP and the Cocoa and Forests Initiative, this project provides an opportunity for sharing lessons and learning with other countries as well through the UNDP Green Commodities Programme platform. Also, facilitate capacity building trainings and knowledge exchanges via onsite trainings, online resources such as webinars etc. for the PMU, Cocoa life Ghana and COCOBOD teams' participation in the GCP's Community-of-Practice, a network of agro-commodity practitioners working on related issues.

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 to the donor- Cocoa Life Global, UNDP's websites and social media platforms.

Information on the CREMA implementation; the Modified Taungya System approach and lessons will be well documented and shared with Forestry Commission and other donor agencies and civil society organisation involved in the forestry sector.

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.

Sustainability and Scaling Up

The new ESP Phase IV is designed to build on results and lessons learned from the earlier phases to help scale up activities to cover additional forest reserves and to strengthen existing CREMAs to become more sustainable. This proposal has been elaborated in accordance with Cocoa Life's new environmental strategy and will significantly contribute to its objectives.

The following proposed strategies under this phase could ensure long-term sustainability and scaling up of project results.

1. Mainstreaming of implementation activities into farmer training and coordination by the Farmer Unions and other Cocoa Life IPs to improve farming practices. Beyond this, the project will also target training of lead farmers and community animators who can replicate this training beyond the project implementation period.
2. Ensuring long-term ecosystem protection at the district to community levels by building the capacity of established CREMAs to become self-sustaining and identifying resource mobilization opportunities.
3. Collaborate with other entities such as CSOs, etc. on policy engagement with government on tree tenure rights and CREMA devolution arrangements, especially through the CREMA technical working group to ensure that these arrangements are continued and owned by key stakeholders.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The UNDP Ghana Country Office is using a portfolio approach for activities relating to forestry and sustainable commodities. A Forest Specialist based at the Ghana Country Office will provide technical support

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and direct in-country oversight for the project. He will ensure coherence with activities implemented under a new project on REDD+ (the Ghana Shea Landscape Emission Reduction Project[10]) recently approved by the Green Climate Fund and that will begin implementation in northern Ghana in 2021 for seven years and a 3-year project[11] funded by the UN Trust Fund on Human Security in the Eastern Region of Ghana. While the geographic scope is different, these projects focus on CREMAs, reforestation and MTS and this provides opportunities to build synergies between the activities as well presenting learning opportunities to enhance project implementation. The Forest Specialist will also be responsible to facilitate dialogue with national institutions on policy issues; with particular focus on CREMA and tree tenure policies, both key elements of this project. It should be noted that ESP would cover only part of the costs of this position, which is mainly funded by the other projects under his/her portfolio.

The PMU reports directly to UNDP/Ghana. UNDP/Ghana, supported by the UNDP Ghana Forestry Specialist and the Green Commodities Programme advisor, will oversee the project implementation and provide technical backstopping and trouble-shooting to ensure successful project results.

Project Management

UNDP will retain a Project Management Unit (PMU) to implement the project. Considering that most of the project activities will be implemented in Asunafo North, the Project Manager will be based in the area to provide continuous oversight. The project team will consist of:

- Project Manager
- Finance and Administrative Assistant/ Project Associate

The PMU and UNDP's Forestry Specialist will have quarterly review meetings with the CL Ghana team on progress for agreed targets and submit quarterly reports to CL. In addition, the PMU and UNDP's Forestry Specialist will interact regularly with the CL Ghana team, according to needs. This includes ad-hoc progress review meetings and coordination meetings for CL's implementation partners.

The project team will also maintain field officers, two (2) at Asunafo North and One (1) at Wassa East District to support the implementation of specific activities - both within the regular Cocoa Life program as well as reforestation activities in collaboration with the Forestry Commission. The three Technical Staff will also supervise work in the CREMAs with a focus on helping support the day-to-day implementation activities per their agreed work plans.

The PMU will be supported by international advisers from UNDP's Green Commodities Programme. UNDP Ghana will elaborate a collaboration agreement with GCP which will stipulate the corresponding support services and deliverables. The support will include access to GCP's Green Commodities Community network to facilitate peer learning and knowledge exchange with similar project teams around the world. The project's participation in the broader Green Commodities Community learning network is provided by UNDP free of charge as a contribution from UNDP to the project.

Audit Clause: The project will be audited in accordance with UNDP Programme and Operations Policies and Procedures (POPP) and would cover the following areas; review of work plans, progress reports, project resources, budget, expenditure, delivery, recruitment, operational and financial closing of projects (if applicable) and disposal or transfer of assets as relevant for DIM implementation.

[10] https://www.greenclimate.fund/project/fp137

[11] The programme titled "Fostering Reforestation, Environmental Sustainability and Tourism in the Okyeman Area: Accelerating the SDGs through a multi-stakeholder, community-based approach to sustainable livelihoods and wellbeing" targets forest restoration, health and education in the Eastern Region of Ghana and commences in 2021.

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V. RESULTS FRAMEWORK[12]

		Intended Outcome as stated in the UNSDCF/Country [or Global/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 Global/Regional] Results and Resources Framework, including baseline and targets: 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
		Applicable Output(s) from the UNDP Strategic Plan: 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).
		Project title and Atlas Project Number: Environmentally Sustainable Production Practices in Cocoa Landscapes Phase IV

EXPECTED OUTPUTS	ACTIVITIES	OUTPUT INDICATORS	DATA SOURCE	BASELINE		ANNUAL TARGETS				DATA COLLECTION METHODS
				VALUE	YEAR	(2024)	2025	2026	Total	
Output 1. Replanting of degraded forests with the Modified Taungya System (MTS) **GEN 2**	1.1 Shade tree seedlings distribution	1.1.Number of shade trees supplied	*Cocoa Life Program*	*0*	*2023*	*140,000*	*140,000*	*140,000*	*420,000*	Project quarterly and annual reports
	1.2 PES Incentives	1.2 # of Farmers receiving PES payment (cumulative)	*Cocoa Life Program*	*0*	*2020*	*200*	*225*	*230*	*230*	Project quarterly and annual reports
	1.3 Food crops and farm input supply	1.3 # of Farmers receiving farm input supply (cumulative)	*Cocoa Life Program*	*1*	*2020*	*200*	*225*	*230*	*230*	Project quarterly and annual reports
	1.4 Stakeholder engagement and coordination	1.4 # of coordination meetings	*Cocoa Life Program*			*3*	*3*	*3*	*9*	Project quarterly and annual reports
Output 2: Community organization for	2.1 CREMA Management	2.1. # of CREMAs under management (cumulative)	*Cocoa Life Program*	*2*	*2023*	*2*	*2*	*2*	*2*	Project quarterly and annual reports

[12] 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.

		Intended Outcome as stated in the UNSDCF/Country [or Global/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 Global/Regional] Results and Resources Framework, including baseline and targets: 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
		Applicable Output(s) from the UNDP Strategic Plan: 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).
		Project title and Atlas Project Number: Environmentally Sustainable Production Practices in Cocoa Landscapes Phase IV

EXPECTED OUTPUTS	ACTIVITIES	OUTPUT INDICATORS	DATA SOURCE	BASELINE		ANNUAL TARGETS				DATA COLLECTION METHODS
				VALUE	YEAR	(2024)	2025	2026	Total	
natural resource management and additional livelihood opportunities strengthened through the CREMAs **GEN 2**		2.2 # of farmers participating in additional livelihood enterprises trainings in the CREMAs	*Cocoa Life Program*	*2*	*2023*	*20*	*20*	*0*	*40*	Project quarterly and annual reports
		2.3 # of Farmers participating in additional livelihood enterprises in CREMAs	*Cocoa Life*	*40*	*2023*	*20*	*20*	*0*	*40*	Project quarterly and annual reports

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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.	COCOBOD	N/A
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.	COCOBOD/ Forestry Commission	10,000
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.	COCOBOD/ Forestry Commission	N/A
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.	N/A	N/A
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 board and used to make course corrections.	COCOBOD/ Forestry Commission	N/A
Project Report	A progress report will be presented to the Project Board 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,	Annually, and at the end of the project (final report)		COCOBOD	N/A

	an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) 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 Board 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 board and management actions agreed to address the issues identified.	COCOBOD	5,000

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VII. MULTI-YEAR WORK PLAN [13][14]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document. For further guidance, please refer to POPP PPM Formulate Development Projects 3.0 Procedures > Step 3.2 > Prepare Fully Costed Budgets for Projects.

ITEMS		TOTAL PLANNED BUDGET FOR 2024					Budget narrative
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	
I. STAFF COST (with allocation time)							
Staff 1 (xx% time)	Project Manager (70% time)	12.00	2,333.00	**27,996.00**	**0.00**	**27,996.00**	Overall project management and day-to-day project coordination related costs
Staff 2 (xx% time)	Technical Specialist (15% time)	12.00	1,650.00	**19,800.00**	**9,900.00**	**9,900.00**	UNDP Forest Specialist providing technical support and project alignment with targets and national outcomes. 30% of time expected but only half charged.

[13] 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

[14] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. 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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ITEMS		TOTAL PLANNED BUDGET FOR 2024					
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	Budget narrative
Staff 3 (xx% time)	Finance and Administrative Officer - NPSA5 (100% time)	12.00	1080.00	**12,960.00**	**0.00**	**12,960.00**	Overall project finance and administration and project logistical coordination and liaison with consultants and procurement specialists
SUB TOTAL 1				**60756.00**	**9900.00**	**50856.00**	
II. FIELD ACTIVITIES							
Component 1: Shade Tree Seedlings Distribution				**113,840**	**30,000**	**83,840**	
	1.1 Land preparation on designated degraded forest reserve compartments	126.00	40.00	**5,040.00**	**0.00**	**5,040.00**	Land preparation & plot demarcation (Labour:4 man days per ha at $10 per man day / $40 per ha. 140,000 seedlings will cover 126ha approximately
	1.2 Procurement of seedlings	140000.00	0.21	**29,400.00**	**0.00**	**29,400.00**	Seedling: Procurement of tree seedlings for MTS plantations: 1,111 seedlings per ha / unit cost of seedlings: $0.21 for 140,000 seedlings targeting 126ha
	1.3 Procurement of pegs	140000.00	0.04	**5,600.00**	**0.00**	**5,600.00**	Pegs:($0.04 per peg * number of seedlings)

ITEMS		TOTAL PLANNED BUDGET FOR 2024					
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	Budget narrative
	1.4 Pegging and planting of tree seedlings	126.00	40.00	**5,040.00**	**0.00**	**5,040.00**	Pegging and planting:4 man days per ha at $10 per man day / $40 per ha
	1.5 Beating up and thinning out activities	126.00	40.00	**5,040.00**	**0.00**	**5,040.00**	Beating up & thinning out:4 man days per ha at $10 per man day / $40 per ha
	1.6 Field coordination costs	12.00	2200.00	**26,400.00**	**0.00**	**26,400.00**	2 Field coordination consultants for weekly farmer/MOTAGS training including volunteers and coordinators @ $1,900 and driver @$300
	1.7 Procurement support services	6.00	420.00	**2,520.00**	**0.00**	**2,520.00**	General procurement support services related costs for seedling sourcing, vendor analysis and inputting (including system compatibility assessment).
	1.8 Overall project terminal evaluation consultancy	0.00	0.00	**0.00**	**0.00**	**0.00**	Project evaluation at year 3: 20% of consultancy cost
	1.9 Fire management	1.00	30,000.00	**30,000.00**	**30,000.00**	**0.00**	Firefighting PPEs for volunteers and fire personnel to be provided as part of UNDP's contribution

ITEMS		TOTAL PLANNED BUDGET FOR 2024					
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	Budget narrative
1.10	1.10 Technical coordination and planting analysis	12.00	400.00	**4,800.00**		**4,800.00**	
Component 2: PES Incentive				**26,640**	-	**26,640**	
	2.1 Survival survey on planted MTS plots	126.00	40.00	**5,040.00**	**0.00**	**5,040.00**	Survival survey: Labour:4 man days per ha at $10 per man day / $40 per ha
	2.2 Incentive Payments to MOTAGs/farmers	84,000.00	0.17	**14,280.00**	**0.00**	**142,80.00**	Payments to farmers: assuming a 60% seedling survival rate targeting 84,000 seedlings * $0.17 for years 1 & 2 and $0.15 for year 3 accounting for forex gain
	2.3 Finance support and evaluation of PES service	6.00	420.00	**2,520.00**	**0.00**	**2,520.00**	Support Services for PES design and payments. Costs for contractual agreement analysis, review and execution (including timely payments and alignment with UNDP guidelines)
	2.4 Overall project terminal evaluation consultancy	0.00	0.00	**0.00**	**0.00**	**0.00**	Project evaluation at year 3: 20% of consultancy cost

ITEMS		TOTAL PLANNED BUDGET FOR 2024					
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	Budget narrative
	2.5 Technical coordination and PES design needs assessment	12.00	400.00	**4,800.00**	**0.00**	**4,800.00**	
Component 3: Food Crops				**11,820**	**-**	**11,820**	
	3.1 Planting inputs for food crops	63000.00	0.10	**6,300.00**	**0.00**	**6,300.00**	Planting inputs for food crops at $0.10 for 1; for 500 per hectare
	3.2 Field level technical assessments and logistical coordination of inputs and selection	6.00	500.00	**3,000.00**	**0.00**	**3,000.00**	Cost for field level assessment and oversight and survey and crop input evaluation cost
	3.3 Procurement support services	6.00	420.00	**2,520.00**	**0.00**	**2,520.00**	Implementation support services on procurement and vendor management (vendor identification and analysis and inputting (including system compatibility assessment).
Component 4 : Stakeholder engagement & coordination				**15,180**	**-**	**15,180**	
	4.1 MOTAG coordination meetings with Forestry	4.00	270.00	**1,080.00**	**0.00**		MOTAG coordination meetings with Forestry Commission. 4

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ITEMS		TOTAL PLANNED BUDGET FOR 2024					
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	Budget narrative
	Commission @ $300 per meeting						meetings a year.
	4.2 4 monitoring visits @ $2,000 per visit	4.00	2,000.00	**8,000.00**	**0.00**	**8,000.00**	4 monitoring visits @ $2,000 per visit
	4.3 Stakeholder mapping, consultation, evaluation and management	6.00	350.00	**2,100.00**	**0.00**	**1,080.00**	Stakeholder mapping, consultation, evaluation and management
	4.4 Top tier project coordination meetings by steering committee	2.00	2,000.00	**4,000.00**	**0.00**	**4000.00**	Top tier project coordination meetings by steering committee at least once a year.
Component 5 : CREMA Management				**29,900**	-	**29,900**	
	5.1 Training on income generation activities for CREMAs	2.00	500.00	**1,000.00**	**0.00**	**1,000.00**	Training on income generation activities for CREMAs covering 2024 and 2025
	5.2 Training resource person @$350 for 10 days	10.00	250.00	**2,500.00**	**0.00**	**2,500.00**	Training resource person @$350 for 10 days for each year (2024 & 2025)
	5.3 CREMA administration and work	12.00	2,000.00	**24,000.00**	**0.00**	**24,000.00**	2 Consultant CREMA administrators @ $1900/month

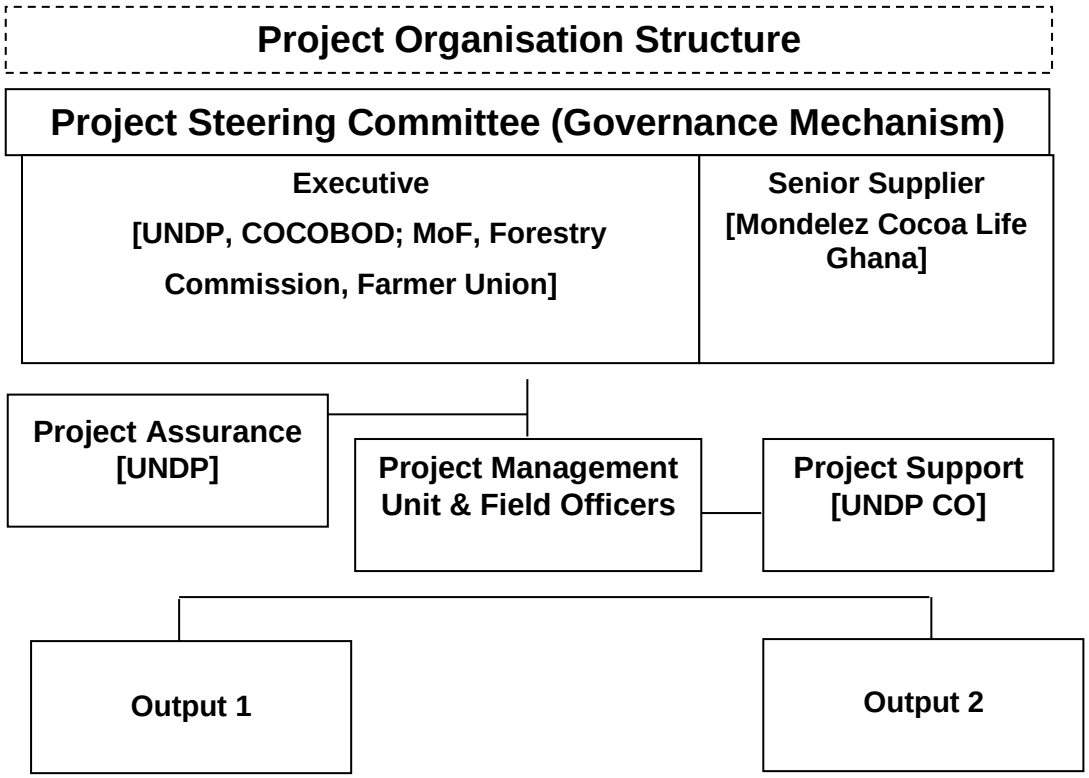
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ITEMS		TOTAL PLANNED BUDGET FOR 2024					
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	Budget narrative
	plan implementation						and driver @$100
	5.4 CREMA sustainability evaluation and plan	6.00	400.00	**2400.00**	**0.00**	**2,400.00**	
SUB TOTAL 2				**197,380.00**	**30,000.00**	**167,380.00**	
III- PROJECT MANAGEMENT & ADMINISTRATION				**43,731**	**12,000**	**31,731**	
	1. Two Project vehicles fuelling $550/month	12.00	550.00	**6,600.00**	**0.00**	**6,600.00**	2 Project vehicles fueling $550/month
	2. Project vehicle maintenance	4.00	900.00	**3,600.00**	**0.00**	**3,600.00**	Quarterly project vehicle maintenance
	3. Communication + Internet	12.00	60.00	**720.00**	**0.00**	**720.00**	Communication + Internet
	4. Office rental cost for project management support	2.00	6,000.00	**12,000.00**	**12,000.00**	**0.00**	In-kind support for office space rental for project staff during project implementation
	5. UNDP Fee (8% of	12.00	1,528.00	**18,336.00**	**0.00**	**18,336.00**	

ITEMS		TOTAL PLANNED BUDGET FOR 2024					Budget narrative
	Description	Units	Unit cost	Total	Contribution of applicant	Mondelez	
	implementation cost)						
6	UN Coordination Levy (1% of project cost)	1.00	2,475.00	**2,475.00**	**0.00**	**2,475.00**	
SUB TOTAL 3				**43,731.00**	**12,000.00**	**31,731.00**	
TOTAL DIRECT COST				**197,380.00**	**30,000.00**	**167,380.00**	
TOTAL INDIRECT COST				**104,487.00**	**21,900.00**	**82,587.00**	
GRAND TOTAL				**301,867.00**	**519,00.00**	**249,967.00**	

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Project Steering Committee/Board – Terms of Reference

The Project Management Unit will report to a steering committee. The Chairman of the Steering Committee will be the DRR of UNDP or his nominee. The steering committee will be formed from a group of representatives from COCOBOD, UNDP, Mondelez Cocoa Life Ghana, Ministry of Lands and Natural Resources and Forestry Commission), Ministry of Finance (MOF) and Ministry of Food & Agriculture and representative of the Farmer's Union

The committee will convene at least once annually to:

1. Approve work plans and budgets, to oversee the implementation and review progress of the project activities and expenditure against the outputs;
2. Ensure that project implementation is in line with the objectives of the Environment Pillar is fully aligned and coordinated on a regular basis with the overall Cocoa Life Program;
3. Information sharing occurs between the environmental project and Cocoa Life project to support coordination efforts;
4. Ensure that the choice of implementation partners and project consultants for the various project outcomes and activities;

Project Assurance

UNDP CO will support the steering committee and the project management unit by providing independent project oversight and monitoring functions. UNDP CO will also ensure that appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

Project Management Unit

A Project Management Unit (PMU) will be responsible for the day-day management of the project and will be responsible for the overall project activities implementation. The PMU will be largely based in Asunafo North team of two as follows:

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- Project Coordinator
- Finance and Administrative Assistant

The Project Management Unit CO will complete the following activities:

1. Prepare annual work plans and budgets; and quarterly progress reports for approval by the steering committee
2. Prepare supporting documentation regarding changes to project activities and budgets
3. Monitor and review the project including risks, quality and timeliness of implementation of specific activities
4. Coordinate the overall project implementation and management
5. Undertake resolution of project conflicts
6. Assume formal acceptance of project deliverables
7. Directs and provides strategic guidance

In addition, the project will work with three Consultants appointed by the Union under a Low Value Grant agreement.

Project Support

UNDP Country Office will provide technical assistance and support will be responsible for coordination and implementation of the program including support in the following areas:

1. Overall program coordination and oversight in close coordination with Project Manager and key implementation partners including UNDP Country Offices.
2. Assist in operationalizing the program and contributing to ensuring highest programmatic technical quality
3. Support and advise program implementation
4. Drafting of internal and external reports, proposals, terms of reference, promote the exchange of best practices and innovative approaches
5. Administrative support through substantive and financial follow-up and reporting

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IX. LEGAL CONTEXT

*[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]*

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.

X. 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

[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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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:

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.
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',

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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 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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XI. ANNEXES

1. **Annex 1: Project Quality Assurance Report**

2. **Annex 2: Social and Environmental Screening Template**

3. **Annex 3: Risk Analysis**. Use the standard Risk Register template.

4. **Project Proposal with multi-year budget**

5. **Annex 5: Project Board Terms of Reference and TORs of key management positions**

6. **Low Value Grant Selection Criteria** LOW VALUE GRANT SELECTION CRITERIA.

Project Steering Committee/Board – Terms of Reference

Background:

Sustainable production of cocoa plays a pivotal role for poverty reduction and forest conservation in Ghana. The use of production landscapes for cocoa production has intensified dramatically over the last three decades. Ghana has experienced significant forest loss through the movements of the timber sector and expansion of the cocoa industry by promotion of zero shade cocoa production systems. This has gradually led to the fragmentation of forest landscapes, loss of wildlife corridors and forest connectivity, and degradation of biodiversity and the ecosystem goods and services these ecosystems offer. One of the more prominent consequences of deforestation, which has significantly affected cocoa production, is a significant loss of major soil nutrients. This has been a leading cause of the gradual decline of national cocoa yields.

The “Environmentally Sustainable Production Practices in Cocoa Landscapes Phase III)” project is a partnership with various stakeholders funded by Mondelēz Cocoa Life, with technical and administrative support from the UNDP Ghana country office and UNDP Green Commodities Programme. The ESP Phase IV project aims to help farmers in the Cocoa Life program adopt environmentally sustainable and climate change resilient cocoa production practices and to conserve ecosystems and natural resources in cocoa landscapes by mainstreaming environmentally sustainable production practices into cocoa production landscapes across Ghana.

The Implementing Agency is responsible for the overall implementation of the ESP Phase III activities. The Project Management Unit will report to a steering committee. The chairman of the Steering Committee will be the UNDP DRR or nominee as required for DIM projects. The steering committee will be formed from a group of representatives from COCOBOD, UNDP, Mondelez Cocoa Life Ghana, Ministry of Lands and Natural Resources and Forestry Commission), Ministry of Finance (MOF) and a representative from the farmers’ union.

Roles and Responsibilities

The committee will convene at least once annually to:

1. Approve work plans and budgets, to oversee the implementation and review progress of the project activities and expenditure against the outputs;

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2. Ensure that project implementation is in line with the objectives of the Environment Pillar is fully aligned and coordinated on a regular basis with the overall Cocoa Life Program;
3. Information sharing occurs between the environmental project and Cocoa Life project to support coordination efforts;
4. Ensure that the choice of implementation partners and project consultants for the various project outcomes and activities;

Membership

The membership of the board will include the following institutions:

United Nations Development Programme - Chair
Ghana Cocoa Board – Member
Ministry of Finance – Member
Forestry Commission – Member
Mondelez Cocoa Life Program – Member
World Vision International – Member
Farmers' Union representative - Member

7. Annex 6: LPAC Meeting Minutes