



OPERATIONAL GUIDELINES

CAPACITY BUILDING OF CIVIL SOCIETY ORGANIZATIONS AND COMMUNITIES IN
VPA IMPLEMENTATION

FAO/ACP

PREPARED BY

ALEXANDER ASARE

RICHARD GYIMAH

ESI BANFUL

EMMANUELLA OWUSU AGYEPONG

YAA KONADU POKUAA

FRANK OWUSU

VALERIE FUMEY - NASSAH

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List of Acronyms

ACP	African Caribbean Pacific Countries
CBAGs	Community Biodiversity Advisory Groups
CBO	Community-Based Organization
CFC	Community Forest Committees
CRM	Community Resource Management
CRMC	Community Resource Management Committee
CSO	Civil Society Organization
DA	District Assembly
EU	European Union
FAO	Food and Agriculture Organization
FAWAG	Furniture and Wood Workers Association of Ghana
FC	Forestry Commission
FLEGT	Forest Law Enforcement, Governance and Trade
FSD	Forest Services Division
GTA	Ghana Timber Association
GTMO	Ghana Timber Millers Organization
ILO	International Labour Organization
LAS	Legality Assurance System
MLNR	Ministry of Lands and Natural Resources
MOU	Memorandum of Understanding
NFF-G	National Forestry Forum-Ghana
NGO	Non-governmental Organization
NTFP	Non-Timber Forest Products

PPA	Public Procurement Authority
RMSC	Resource Management Support Center
SFM	Sustainable Forest Management
SRA	Social Responsibility Agreement
TA	Traditional Authority
TIDD	Timber Industry Development Division
TRAU	Timber Rights Administrative Unit
TUC	Timber Utilization Contract
TVC	Timber Validation Council
TVD	Timber Validation Department
VPA	Voluntary Partnership Agreement

1.0 Introduction and Background

This document is a capacity building guidance manual primarily designed for non-governmental bodies such as Civil Society Organizations (CSO), Community-based Organizations, Community Facilitators and Forest Fringe Communities who have a stake in the implementation of the Voluntary Partnership Agreement (VPA) Forestry Commission. It is an expression of the FAO-ACP FLEGT Support programme to show commitment in addressing illegal logging and supporting the development of sustainable forest management in VPA partner countries.

The document aims at using experiences gained in the execution of various FAO-ACP FLEGT Supported projects in Ghana to establish a standard guide for VPA capacity building efforts in the informal sector of Ghana where knowledge of legal timber and sustainable forest management is minimal.

1.2 Background

The 2012 revised Forest and Wildlife Policy of Ghana seeks among others to promote human resource development for community level initiatives, support the poor, the vulnerable and the excluded to promote good governance through accountability and transparency.

The issue of supply of legal timber for commercial purposes is of global concern, gaining currency in international and domestic timber trade. In Ghana, illegality in timber sourcing, production and trade has remained a formidable challenge for managers of the country's forest resources as they contribute to environmental damage and loss of revenue to the state.

The Government of Ghana and the European Union (EU) entered into a VPA in 2009, aimed at ensuring that only legal timber and timber products are exported to the EU, and to encourage trade in legal timber on the domestic market. Supporting measures required for the implementation of the VPA include among others; providing technical support to timber producing countries and sponsoring activities to promote trade in legal timber.

The bilateral nature of the VPA places a great deal of responsibility on the Government of Ghana in implementing the agreement primarily through the Ministry of Lands and Natural Resources (MLNR), the Forestry Commission (FC) and the Timber Industry. The role of CSOs and communities in VPA implementation though important, is however limited, and has been broadly captured under supporting measures (Annex IX) of the VPA.

Capacity building for CSOs and communities in the context of the VPA implementation needs to be specific and guided by an action plan. It is therefore essential to identify capacity building activities from the VPA by which individuals, groups and organizations can use to improve their knowledge or ability to act in the VPA process. This may include advocacy and awareness creation, technical skills development, motivation, commitment and building of confidence in the VPA process.

The system development phase of the VPA implementation and experiences gained in the execution of various community-based FAO-ACP FLEGT supported projects in Ghana have both highlighted the need for capacity building in VPA matters, especially for non-governmental organisations that do not have formal and frequent access to training and development. Currently, capacity building requirements for civil society organizations and communities with respect to the VPA implementation lack coordinated planning, standard guidelines and resources and institutional leadership.

In view of the foregoing, this document has been developed through a multi-stakeholder consultation process to provide technical guidance for the conduct of capacity building programmes in the implementation of the VPA at the grass roots level. It is meant to contribute to improvements in forest management and reduction of illegalities in the forestry sector of Ghana.

2.0 Goal, Objectives and Target Audience

2.1 Overall goal

To promote the transfer of knowledge, skills and attitude for the effective and efficient implementation of the VPA at the community and CSO levels through diverse training, thereby contributing towards sustainable forest management.

2.2 Specific Objectives

The manual will achieve the following specific objectives:

- To help build the capacities of CSOs and communities in the FLEGT/VPA implementation.
- To complement the efforts of formal institutions to build the capacities of CSOs and communities.
- To produce a reference material for training communities and CSOs in the VPA implementation.
- To focus on enhancing effective community and CSO engagement in all aspects of the VPA process.

The preparation of this manual takes into consideration lessons learnt from various FLEGT/VPA projects funded by the FAO-ACP and other existing information from the FC and other relevant institutions.

2.3 Target Audience

- Traditional Authorities
- Forest based NGOs
- Environmental NGOs
- Community Resource Management Groups
- Youth Groups
- Community Media (Community Information Centers)
- Communities (as a group)
- Individuals (in their various capacities)

- Resource Users (NTFP groups)
- Women, Migrants and Indigenous groups
- Farmers

3.0 EU-FLEGT and the VPA

3.1 EU-FLEGT

FLEGT stands for Forest Law Enforcement, Governance and Trade. The EU FLEGT Action Plan sets out a programme of actions that form the European Union’s response to the problem of illegal logging and trade in associated timber products. The EU FLEGT Action Plan identifies a range of measures to address the problem of illegal logging and related trade. The Action Plan places particular emphasis on governance reforms and capacity building in timber-producing countries. This is supported by actions aimed at reducing the trade and use of illegally harvested timber and promoting the use of legally-harvested timber in the EU. The EU proposes to do this through VPAs between the EU and timber-producing countries where illegal logging is a problem.

3.2 Components of the FLEGT Action Plan

- Support to Timber producing countries
- Activities to promote trade in legal timber
- Promoting public procurement policies
- Support to private sector initiative
- Safeguards for finance and investment
- Use of existing legislative instruments or adoption of new legislation to support the Plan
- Addressing the problem of conflict timber

3.3 Definition and Key Components of VPA

A VPA is a binding agreement between the EU and a Partner Country by which the EU and the Partner Country undertake to work together to support the aims of the FLEGT Action Plan and to

implement a timber licensing scheme. To enable this, a new European Regulation on the implementation of the FLEGT licensing scheme has been adopted¹.

At the heart of the VPA is the establishment of a Legality Assurance System (LAS). The key elements of the LAS are:

- Legal timber definition;
- Chain of custody procedures including a wood tracking system (WTS);
- Verification system;
- FLEGT licensing system
- Independent Monitor.

Ghana's LAS system component is indicated in Fig. 1.

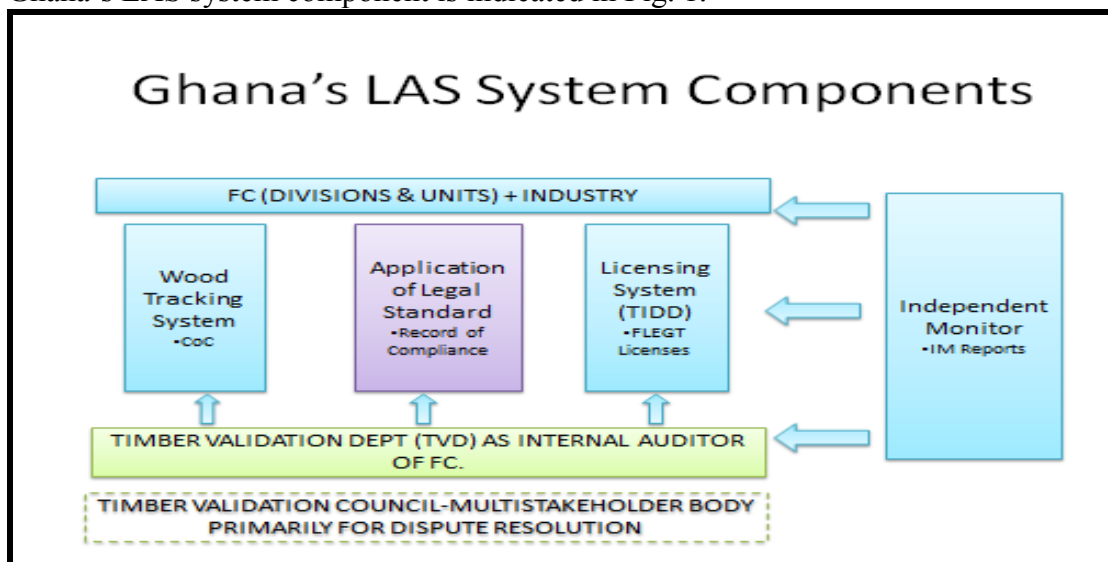


Fig.1 Ghana's simplified LAS system components

3.4 Definition of Legal Timber in Ghana

Ghana's definition of legal timber under the VPA is framed around 7 key principles, 23 criteria and several indicators as shown in Table 1.

¹ EC Regulation No 2173/2005 On the establishment of a FLEGT licensing scheme for imports of timber into the European Community

Table 1: Legal timber definition of Ghana

Principle	Subject Area	No. of Criteria²
1	Source of Timber	2
2	Timber Rights Allocation	4
3	Timber Harvesting Operations	7
4	Transport	2
5	Processing	2
6	Trade	2
7	Fiscal Obligations	4

Compliance of both FC and operators to these legality principles and criteria would be determined through a wood tracking system, legal timber verification checklist, and independent monitoring/oversight. Full compliance with these principles will be attested with the issuance of FLEGT license for timber products destined for the EU market.

² Annex II of the VPA between European Community and the Republic of Ghana on Forest Law Enforcement, Governance and Trade. Accra-Ghana, 2008.

4.0 Definition, Types and Targeted Stakeholders for Capacity Building

4.1 What is Capacity Building?

Capacity building relates to a range of activities by which individuals, groups and organizations can use in improving on their knowledge or ability to act in the VPA process. This includes awareness, skills motivation, commitment and confidence. While this manual is targeted at Civil Society Organizations and Forest Fringe Communities, capacity building is equally important for diverse players such as the industry, district assemblies and government agencies. In addition to the transfer of technical capability and technology, capacity building has to foster social cohesion within communities as well as build both capabilities of individuals and social networks, relationships and processes within a community to support individuals to exercise their capabilities.

4.2 Capacity Building Types

The following capacity building types have been grouped according to the duration of planned capacity building programs. The duration of a capacity building program also takes into account the availability of target group/person/organization from communities and CSOs. The generic groupings are:

- Specific and short term (one day) type
- One week type
- Two-Six weeks type

4.3 Capacity Building Methods/Approaches

Each of the methods listed below have their specific advantages and disadvantages. Hence, for effectiveness and efficiency there is the need to use a combination of two or more of the approaches depending on the target group and what is desirable to be achieved.

- Durbars
- Classroom lectures
- Field (Demonstration/Observation)
- On-the-job coaching
- Role plays

- Workshops
- Specific topic training according to targeted needs
- TV and radio programs
- Training of trainers
- Adult learning techniques (less formal teaching with pictures and demonstrations)
- One-on-one approach for key influential groups in society.

It is important to note that capacity building method/approaches influence the duration of the capacity building program. For instance, one-way information dissemination to entire community through durbars and role plays may take a day to accomplish. On-the-job coaching to acquire specific skills may take relatively longer period to achieve desired results.

4.4 Grouping for Capacity Building

- Literates with reasonable knowledge of laws
- Literates with no knowledge of laws
- Illiterates

5.0 Capacity Building for CSOs

5.1 Guiding Principles of Capacity Building in VPA Implementation

The principles underpinning capacity building in the context of VPA implementation shall be as follows:

- Trust, mutual reciprocity and norms of action.
- Targeting of key stakeholders and priority issues to meet VPA outcomes.
- Encouragement of partnerships between stakeholders.
- Valuing and building on existing local knowledge and expertise.
- Exchange of resources, experience and expertise.
- Adopting ‘learning by doing ‘and other experiential methods of learning.
- Accessibility to the entire community.
- Adoption of accurate, scientific and technical information and
- Improvement of human development and social capital.

5.2 Capacity Building as a Key Investment under the VPA Process

Sustainable forest management problems are extremely complex and occur on a broad spatial and temporal scale. Individuals within the communities and civil society organizations, as well as all other stakeholders require skills, will-power and knowledge to respond effectively to new challenges. They need to adopt an integrated approach in their quest for understanding the VPA process and their various roles before the benefits are reaped. As Ghana implements the , it is important to identify relevant Civil Society Organisations (CSOs) within the various timber rights allocation areas, and design and implement appropriate training programmes to adequately strengthen their capabilities and capacities for effective performance of their roles and functions in the chain of custody processes and overall legality assurance system (improved monitoring and validation of timber harvested) as a contribution to sustainable forest management.

5.3 Key Areas of Capacity Building for CSOs for the Implementation of VPA

Key areas of capacity building are grouped under the following sub-headings:

5.3.1 Legality Definitions, Policy and Legislative Review

This focus area aims at improving the Communities and CSOs' understanding of laws and regulations governing SFM and FLEGT. The focus areas of interest may include among others the following:

- FLEGT legislative instrument
- New Forest and Wildlife Policy
- Forestry Acts
- Tenure Reforms
- Transparency measures and public disclosure
- Strategies for dealing with illegal logging
- Supply of legal timber to the domestic market
- Public procurement policy for verified legal timber
- Conflict resolution

5.3.2 Introduction to FLEGT/VPA Concept

The concept of FLEGT/VPA as an international initiative and its relevance to Ghana's efforts towards SFM needs to be explained and articulated for easy understanding of all stakeholders. The areas to be covered include:

- What is FLEGT/VPA?
- FLEGT/VPA coordination and administration.
- FLEGT/VPA impact performance framework.
- Benefits of VPA
 - General benefits
 - Specific benefits to CSOs
- Roles of CSOs in VPA implementation
- Understanding the roles of other stakeholders
- SFM implementation
- Regulating and monitoring implementation

5.3.3 Legality Assurance System (LAS)

This focus area aims breaking the LAS of the VPA into a simple language for easy understanding. The areas include:

- Chain of custody
- Verification systems and protocols
- FLEGT licensing system
- Elements of the wood tracking system covering the following areas of the timber operational and business processes.
 - Stock assessment
 - Harvesting
 - Transporting
 - Processing
 - Forwarding and exporting

6.0 Facilitating Roles of Communities in VPA Implementation

In order to identify legally constituted roles and other potential roles to be played by Communities and CSOs in the VPA implementation, it is necessary to understand the scope of the VPA and establish areas where Communities and CSOs may play vital roles. Annex I of this document provides the scope of the VPA and outlines strategies for capacity building of CSOs and Communities.

Annex II further outlines some specific roles of CSOs in VPA implementation and details out required competencies in such capacity building efforts.

6.1 Facilitating Capacity Building of CSOs and Communities in the Implementation of VPA

In order to actualize these competencies and abilities, there is the need to facilitate a capacity building process. A simple approach for designing and executing capacity building programmes for CSOs in VPA implementation is as follows: (i) Gap Assessment, (ii) Dialogue and Planning, (iii) Implementation and (iv) Leverage.

(i) Assessment:

Questions to consider include the following:

- What the capacity gaps are (through observation and interviews)
- What are the priorities
- What are the interventions needed to address the gaps
- What are the capacity building options

(ii) Dialogue and Planning:

Important goals from this dialogue include:

- Creating a shared understanding of where the stakeholder group is starting from and where it is going (i.e. what it wants to achieve)
- Deepening the spirit of community and commitment to strengthening the stakeholder group
- Creating effective work plans that support capacity building.

(iii) Implementation:

- Actionable areas that will lead to realization of desired results include:
- Implement capacity building training programmes.
- Establish internal structures to manage and monitor progress over time.

- A feedback mechanism (this will enable an assessment of whether or not the capacity building is working, and making any revisions as necessary to improve delivery).

(iv) Leverage:

Using experiences and expertise gained in the capacity building efforts towards implementation of VPA to the advantage of the stakeholder group. For example after continuous capacity building of stakeholder group(s) in a particular VPA subject area, you position the group as a knowledge center for that subject area. This may attract financial and other rewards.

7.0 Stakeholder Communication Approaches for Implementation of the VPA

The Voluntary Partnership Agreement (VPA) implementation process requires a qualitative communication strategy to contribute towards improving sustainable forest management. VPA implementation presents an innovative approach to institutionalize strategies to ensure effective involvement and participation of key parties in stated goals and objectives. Many formal and informal actors are involved in the VPA implementation processes at the community, regional and national levels. These represent different constituencies and have different communication needs. Through ACP–FLEGT VPA supported programmes in Ghana, best practices and lessons in communication have been acquired. Effective strategies and dialogue platforms which have proven to be effective in ensuring communication and sustainability of VPA benefits are being shared through this guideline.

At the current stage of the VPA processes whereby participation of state and non-state actors is imperative, it is prudent to have common communication strategies to serve as a framework for managing advocacy and implementation processes. Well-informed Multi-stakeholder institutions such as Community Forest Committees (CFCs) and Community Biodiversity Advisory Groups (CBAGs) that form essential elements of dialogue platforms have the potential of enhancing the implementation processes.

The dialogue platforms have the potential to foster information sharing on reducing illegal logging and improving forest governance. Taking concrete steps to improve effective communication is essential to ensuring the successful implementation and enforcement of the VPA and related programmes.

Communication Approaches

This strategy is aimed at providing information on how to initiate and strengthen communication strategies to contribute to implementation of VPA and community based interventions. It also

provides awareness on VPA and ACP-FLEGT in particular and forest management in general while offering intensive education on the roles of civil society in ensuring good forest governance as contribution towards sustainable forest management.

The strategy is meant to be applied by foresters, practitioners of community forestry, non-governmental organizations, local authorities and communities involved in project implementation including the VPA processes. Table 2 below demonstrates effective approaches to carrying effective stakeholder communication programmes.

Table2. VPA Communication Approaches

Approaches used	Description	Effectiveness Rating A-Highly, B - moderate C – Neutral, D-ineffective	Recommendation For future application in VPA implementation in Ghana -Audience/Target -Modification
Leaflets, poster exhibitions, brochures	<ul style="list-style-type: none"> • Existing laws and provision of VPA and its importance for Ghana. NB: should not be seen as imposition from the EU • Effects on illegal activities on forest ,state, livelihood • Key forest policies and legislations in • Project activities and achievement Ghana • Leaflets on the roles and responsibilities for stakeholders • Brochures printed on background information on the project, donor agencies, targeted stakeholders, and geographic locations of districts, method of project delivery, planned activities and expected results. 	A	Information on <ul style="list-style-type: none"> • Timber Rights Allocation • Sample FLEGT license and • <i>Sharing FLEGT monitoring data and findings</i> Printed and disseminated to CRMCs, FC, District Assembly, TA, NGOs, General public, Civil Society, Chainsaw operators, wood dealers, Opinion leaders, community, NFF-G, Media
Community radio	<ul style="list-style-type: none"> • Public radio discussion programme on forest governance • Radio programme to the general public on VPA, Forest Laws and Policies including SRA. 	A	CRMCs, District Assembly, TA, NGOs, General public, Chainsaw operators, wood dealers, Opinion leaders, community, Media, tree growers

	<ul style="list-style-type: none"> Roles of media presenters in communication and information sharing on the VPA in the communities. 		<ul style="list-style-type: none"> Revenue share and disbursement Timber Rights Allocation Fiscal obligations of operators including SRA commitments
T-Shirt	<ul style="list-style-type: none"> Printing of VPA messages 	A	FC, NGOs, CRMCS, TA, Opinion Leaders
Calendars	<ul style="list-style-type: none"> Pictures with VPA messages 	A	CRMCS, FC, District Assembly, TA, NGOs, Opinion leaders, community, NFF-G, Media
Website	<ul style="list-style-type: none"> Information sharing on lesson learnt with other ACP projects 	C	General public, other ACP project implementers
Cross sites/ learning Visits	Local and international tours to learn and share experiences with other VPA districts and countries	B	<ul style="list-style-type: none"> Verification of legality (licensing system and institutional arrangements) Log /wood tracking system (Guyana)
Community durbar/ Outreach programme	<ul style="list-style-type: none"> Sensitization on SFM Sensitization on the formation, roles and responsibilities of CRMCS, Information on requirements, benefits and implications of FLEGT Publications of education/awareness modules: <ul style="list-style-type: none"> i. What communities need to know: VPA and FLEGT ii. Know your forest laws: Community pocket guide iii. Participation in VPA: A guide for forest fringe communities 	B	<p>Information disseminated to CRMCS, NGOs, Chainsaw operators, wood dealers, Opinion leaders, community, Media on</p> <ul style="list-style-type: none"> Impact Assessment Mitigation Measures <i>Sharing</i> <i>FLEGT monitoring data and findings</i>
Mobile Van	<ul style="list-style-type: none"> Briefing about VPA project General forestry issues 	B	CRMCS, FC, District Assembly, TA, NGOs, Opinion leaders, community, NFF-G, Media
Workshop / Seminars	<ul style="list-style-type: none"> Drafting of MoUs on roles and responsibility 	C	Training Workshops for CRMCS, Forest Forum, NGOs, community,

<ul style="list-style-type: none"> • SRA negotiation and monitoring skills • Advocacy and interest based negotiation skills • VPA safe guards • Land/tree tenure security issues • Sensitization workshops to educate communities, timber companies and other relevant stakeholders and press and electronic media on the VPA requirements, forest laws, policies and SRA. <ul style="list-style-type: none"> • Training on the VPA, Forest Laws, and Policies including SRA and communication skills. • Roles of trainers in communities in methods of packaging information to create desired awareness. • Evaluation of workshop on information delivery to explain key SRA and VPA issues and basic forest laws, policies and Social Responsibility Agreement. • Dissemination of lessons learned collated and shared with the ACP/FLEGT project beneficiary organizations, communities, Timber Companies Forestry commission and TVD. • Evaluation workshop for radio presenters to acquire knowledge on VPA and share knowledge and experience with forest communities in the project areas. 		<p>District Assemblies, FC frontline staff on Procedure for issuing FLEGT license</p> <ul style="list-style-type: none"> • Certificate of legal compliance • Certificate of legal origin • Pre-felling inspections • Forestry business process • <i>sharing FLEGT monitoring data and findings</i> • Fiscal obligations of operators including SRA commitments • understanding supply chain management
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<p>Training through Demonstration exercises</p>	<ul style="list-style-type: none"> • VPA monitors • Auditing; the use of standards and checklist • Timber harvesting Inspections • Resource evaluation (e.g. stock enumeration on-reserve and off-reserve) • Tree felling and log production • Logs reception at mill yard • Mill processing <p>Use of PDAs</p>	<p>B</p>	<p>CRMCs, District Assembly, TA, NGOs, General public, Chainsaw operators, wood dealers, Opinion leaders, community, Media, tree growers</p>
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8.0 Monitoring and Evaluation Processes

Given that the VPA outcomes are only achievable over a long term period, monitoring the achievement of intermediate outcomes, such as attitude, practice and behavior change, is critical in assessing the impact of the processes. Capacity building activities are key mechanisms through which these intermediate outcomes can be realized. Monitoring and evaluation of the effectiveness of these activities will therefore ensure that the desired outcomes are achieved. Monitoring and evaluation should be seen as an integral component of developing and implementing a capacity building plan.

This will help:

- Assess the success of the various capacity building programs and where necessary revise approach towards capacity building.
- Revise progress towards targets and review the level to which your targets are realistic and achievable in the given time frame.

9.0 Conclusion

It is envisaged that after CSOs have had their capacities built they will be able to effectively and efficiently function to play their roles in the VPA implementation process as summarized below:

- CSOs are active participants & advocates of VPA
- CSOs are expert contributors to LAS implementation
- CSOs are contributors to VPA-related impact studies to guide policy interventions:

Suggested References:

1. Compendium on Experiences from the Voluntary Partnership Agreements (VPAs) Process in West and Central African Countries –Accra (Ghana), 23-25 October 2012.
2. Chain of Custody Verification for Legality and Certification—an ITTO project supported publication by Kumasi Wood Cluster Association.
3. Wood Tracking Manual of Procedure for Small-Medium Enterprises- an ITTO project (TFL-SPD 007/09) supported publication by Kumasi Wood Cluster Association.
4. Report of the Kumasi Wood Cluster Association’s (KWC’s) FAO FLEGT support project # 44232: (June ‘10 – May ‘11) “Preparation of a training centre to support FLEGT implementation and adoption of SFM practices in Ghana and the W/A Region”.
5. Report of the Working Group on Forest Certification and Rural Development Youth Association for the FAO Forest Law Enforcement, Governance and Trade Support Programme for African, Caribbean and Pacific Countries (GCP/INT/064/EC).
6. by the Forestry Research Institute of the CSIR on Strengthening The Capabilities Of Forest Fringe Communities In Southern Ghana To Halt Illegal Logging:
7. Report by Tropenbos International “Linking local communities and forest concession holders to produce legal lumber for the domestic market Report by FORIG
8. Integrating Civil Society in timber harvest validation processes for improved governance and reduced illegal logging under the European Union and Ghana Voluntary Partnership Agreement. A Report by RMSC to the FAO-ACP support program on VPA/FLEGT.
9. Improving forest governance through community level participation and community based forest management systems. A report submitted by Friends of the Earth Ghana to the FAO-ACP support program.

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Annex I Scope of VPA and Strategy for Capacity Building of CSOs and Communities in VPA Implementation

TOPIC	VPA OUTPUT	TARGET AUDIENCE	CSO ROLE	TRAINING REQUIRED	METHOD	PERIOD/TIME
Source of Timber	Forest Management Plans & Maps	TUC Holders, NTFP collectors, Land Owner, DA, TA, CRMCs, Assembly members/Unit Committee, Environmental NGOs	<ol style="list-style-type: none"> Nominate key institutions / persons to represent CBO in field investigations and on Reserve Management Plan drafting and review in order to ensure that all their concerns are noted and possibly included in the plan. Help to identify key users of the forest in the locality 	<p>Interpretation of maps</p> <p>Application of forest management plans to community development efforts</p>	Classroom, field, workshops	Taboo days
Source of Timber	Delineation of TUC Area	TUC Holders, DA, CRMCs or their agents Traditional Authority or representatives	<ol style="list-style-type: none"> Selecting CBO representatives to be part of boundary demarcation. Engaging community members in TUC boundary demarcation and cleaning 	Boundary Demarcation & FC Cleaning Standards	Field demonstrations	As soon as timber rights are allocated
Source of Timber	District Notices and Written Consent of Land Owners	<ol style="list-style-type: none"> Environmental NGOs. National Forest Forum. 	1. Ensure that FC conducts posting of notices/dissemination of information for TUC area bidding	TUC bidding & Permit Process	Print media, local radio stations and information centres	Before timber rights are allocated

TOPIC	VPA OUTPUT especially in Off-reserves	TARGET AUDIENCE	CSO ROLE	TRAINING REQUIRED	METHOD	PERIOD/TIME
Timber Rights Allocation.	Demonstration of Competitive Bidding for TUC	1. Environmental NGOs 2. CRMS 3. Identifiable Youth groups	2. Guide Bidders to seek Traditional Authorities and Land Owner Consent in timber sourcing process 1. CBOs to request/enforce public disclosure on the competitive bidding process. 2. CBOs follows up to verify if copies of letters of consent has been given to District Assembly	TUC bidding & Permit Process	Role play, workshop	As soon as timber rights are allocated
Timber Rights Allocation.	Salvage Permit	1.CRMCs 2. Unit Committee or Assembly man	Involvement of CBOs in the inspection / justification for salvaging timber and being signatories to the report	TUC bidding & Permit Process		As soon as practicable
Timber Rights Allocation.	Certificate of purchase for confiscated timber	1.CRMCs 2. Unit Committee or Assembly man	Involvement of CBOs in the inspection / justification for confiscated timber	Identifying & auctioning of confiscated timber		As soon as practicable
Harvesting	Post Harvest audit and Closure Certificate.	1. Environmental NGOs with expertise in field audit. 2. CRMCs	Collect and analyze data on stump and standing tree details to complement monitoring for	1. Basic Post Exploitation Checks 2. Environmental		

TOPIC	VPA OUTPUT	TARGET AUDIENCE	CSO ROLE	TRAINING REQUIRED	METHOD	PERIOD/TIME
Harvesting	Completed TIF and LIF with appropriate tags.	Traditional Authority / Land Owners or Reps	compartment closure. Compute volumes of felled trees and calculate stumpage	Audit Tree Measurement and volume / Stumpage Computation		
Harvesting	SRA Compliance.	1. National & Regional Forest Forum 2. NGOs 3. Press	1. Create complaints desk at NFF to receive and verify complaints regarding SRA violations and non-compliance and transmit to TVD. 2. Monitor SRA implementation and report to RMSC and TVD. 3. Ensure that SRA is realistic in terms of cost and value of timber 4. Ensure that District Assembly is aware and involved	1. TVD Verification Checklist 2. Complaints Handling 3. SRA Contents & compliance		Print media publication, community gatherings, community radio and information centres
Transport	Timber operators have valid timber transport documentation	1. Trade Associations 2. Regional Forest Forum, 3. Environmental/Social NGOs	Random checking of timber transport documentation and monitoring time of timber transport	1. TVD Verification Checklist 2. CoC procedures	Classroom, workshop, field	As frequent as timber trucking is taking place
Processing	Processing Mills Receiving	1. Trade Associations 2. Regional Forest Forum,	1. Verification of systems put in place. 2. Checking of health	1. I.L.O. & Ghana labour and Industrial	Field, workshops,	Always

TOPIC	VPA OUTPUT	TARGET AUDIENCE	CSO ROLE	TRAINING REQUIRED	METHOD	PERIOD/TIME
	Logs have Valid Certificate and Licence.	3. Environmental/Social NGOs	and safety compliance. 3. Spot checking at mills and submit both analyzed and raw data to RMSC and TVD	Regulations.		
Trade	Requisite Timber Trade permits and licences.	1. Trade Associations 2. National Forest Forum, 3. Trade/Social NGOs	Publicizes qualifying criteria Permits and Licenses for all to appraise the dealers on and give feedback.	Timber Business Registration		
Fiscal Obligation	Contractors' monthly stumpage bills and annual ground rent Statement of accounts and payment receipts.	1. Land Owners 2. National Forest Forum	1. Compare self-computed volumes and stumpage with FSD generated ones. 2. Receive copies of Company's bills and quarterly statements.	Stumpage Calculation & Billing	Classroom	As soon as information on operators statements of accounts becomes available
Fiscal Obligation	Export Levies as documented in TIDD periodic reports and Payment Receipts.	1. Trade Associations (GTMO, GTA, FAWAG, etc) 2. National Forest Forum, 3. Press	Occasionally reviews TIDD Periodic reports on levies and compare with those of other export regulators.	Timber Export Levies		
Fiscal Obligation	Tax payment receipts and clearance	1. Trade Associations (GTMO, GTA, FAWAG, etc)	Continuous Education of Members and Timber	Business Taxes & Expectations		

TOPIC	VPA OUTPUT certificates.	TARGET AUDIENCE	CSO ROLE	TRAINING REQUIRED	METHOD	PERIOD/TIME
		2. National Forest Forum, 3. Press	Dealers on National Tax Obligations			

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Annex II Some specific roles of CSOs in VPA implementation and their Required Competencies in Capacity Building

Group of CSOs	ROLES	Responsibilities and logistics	Broader VPA Thematic Area	Required Competencies
All categories	Law enforcement Involvement in resource allocation	<ul style="list-style-type: none"> • Confirmation of available site • Consultation with occupants • Final endorsement 	Technicalities of the VPA example LAS	<ul style="list-style-type: none"> • Knowledge of forestry laws and legislation • Understanding the work of law enforcement • Forest offences and sanctions • Knowledge and understanding of Ghana's legal timber definition • Appreciation of CoC procedures for timber and timber products. • Knowledge of WTS • Knowledge of the work of TVD • Understand the work of the third party auditor (independent third - party) • Legality license issuance.
CBOs, NGOs,	Monitoring harvesting operations	CSOs have copies of yield summaries to work with FC frontline staff during post-harvest checking.		
Traditional Authorities	Stumpage payment	CSOs have evidence of stumpage payment for use in verifying actual payments district forestry office.		
	Enumeration in off-reserves	<ul style="list-style-type: none"> • Confirmation of available species • Consultation with occupant • Calculation of compensation • Final endorsement. 		
	Oversight on the SRA	<ul style="list-style-type: none"> • Involvement of LSRACs, FC, and DAs in the negotiation with TUC holder. • Assisting in identifying SRA needs • Involvement in negotiation 		

Group of CSOs	ROLES	Responsibilities and logistics	Broader VPA Thematic Area	Required Competencies
NGOs	Stakeholder processes and awareness Creation	<ul style="list-style-type: none"> • Ensuring SRAs are honoured • Ensuring fairness in negotiation to all parties Consultation, sensitization and training of CBOs, local authorities and DAs.	VPA monitoring and evaluation	<ul style="list-style-type: none"> • Understanding of democratic processes and stakeholder representation • Stakeholder engagement procedures • Stakeholder education and sensitization • Awareness creation methods and target audience
	Representation on relevant bodies on the VPA process	Policing all relevant bodies for effective and efficient implementation.	VPA monitoring and evaluation	Understanding the different levels of VPA monitoring
	Monitoring implementation in all aspects of the VPA process	Ensure all protocols are observed by appropriate stakeholders.	VPA monitoring and evaluation	Understanding institutional roles and responsibilities
	Monitoring on the EU and Ghanaian sides	Ensure both parties perform their laid down responsibilities.	VPA monitoring and evaluation	Understanding institutional roles and responsibilities
Community Resource Management	Monitoring SRA negotiation and executions	Ensure that SRA negotiations are fair for all parties	VPA monitoring	Community based monitoring tools

Group of CSOs	ROLES	Responsibilities and logistics	Broader VPA Thematic Area VPA monitoring	Required Competencies
Committees, CBOs, Traditional authorities, DAs	Reporting on illegal activities	Ensure that products are covered with relevant documents	Monitoring	Knowledge and understanding of Ghana's legal timber definition
	Monitor Harvesting	<ul style="list-style-type: none"> • Identify illegal logging activities • Prevent and resolve conflicts. 		<ul style="list-style-type: none"> • Forest offences and sanctions • How to initiate arrest on forest offence • Reporting offences
DAs, NGOs, PPA	Support in patrolling and maintenance of boundaries	<ul style="list-style-type: none"> • Ensuring that only verified legal timber are used in governmental projects/contracts 		<ul style="list-style-type: none"> • Knowledge of forestry laws and legislation • Knowledge of forest and wildlife policy • Knowledge of public procurement policy for legal timber • Knowledge of parliamentary procedures for the forestry sector • Understanding of transparency and accountability issues • Knowledge of available regulatory measures for the domestic market • Tree and land Tenurial reforms
	Advocacy and lobbying	<ul style="list-style-type: none"> • Ensuring the availability of legal timber on the domestic market 		