

F A O F L E G T P R O G R A M M E



FINAL REPORT

Period of the report: September 2016 to December 2017

Project: “Empowering Small-Medium Forest Enterprises (SMFEs) through training and supervision for their effective compliance and active participation in VPA/FLEGT implementation in Ghana” (PO322914)

Country: Ghana

Service provider: Kumasi Wood Cluster Association

Date: 31st December, 2017

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Abbreviations and acronyms

CARs	Corrective Action Requirements
CoC	Chain of Custody
CW	Controlled Wood
DFID	Department of International Development
DOLMAG	Domestic Lumber Millers Association of Ghana
DOLTA	Domestic Lumber Traders Association
EC	European Commission
EU	European Union
EUTR	European Union Timber Regulation
FAO	Food and Agricultural Organisation of the United Nations
FAOR	Food and Agricultural Organisation of the United Nations Regional
FAWAG	Furniture and Wood Products Workers Association of Ghana
FC	Forestry Commission
FLEGT	Forest Law Enforcement Governance and Trade
FSD	Forestry Services Division of the Forestry Commission
GhLAS	Ghana Legality Assurance System
GPS	Global Positioning System
GTA	Ghana Timber Association
GTF	Global Timber Forum
GTMO	Ghana Timber Millers Organisation
H & S	Health & Safety
IT	Information Technology
KWC	Kumasi Wood Cluster Association
LIFs	Log information Forms
LOA	Letter of Agreement
Ltd.	Limited
M&E	Monitoring and Evaluation
MoPs	Manual of Procedures
NDF	Nature and Development Foundation
PAYE	Pay as You Earn

PC	Project Coordinator
PO	Project Officer
PS	Project Staff
PSC	Project Steering Committee
PPEs	Personal Protective Equipment
SAFG	Strengthening African Forest Governance Program
SIDA	Swedish International Development Cooperation Agency
SMFEs	Small Medium Forest Enterprises
SRA	Social Responsibility Agreement
SSNIT	Social Security and National Insurance Trust
TIDD	Timber Industry Development Division of the Forestry Commission
TIFs	Tree information forms
TOT	Training of Trainers
VPA	Voluntary Partnership Agreement
TVD	Timber Validation Department of the Forestry Commission
WAG	Wood Workers Association of Ghana
WTS	Wood Tracking System

1. Project Summary

Quote(s)	<p>«Our operations have not been the same since our company was introduced to the project”- Millicent Woyo, Secretary to the MD, Logs Court Limited.</p> <p>“Initially it was difficult adapting to the data capturing systems-we just took data on the LMCC, but with the introduction of the project, we now know we need to keep data right from the forest, such as TIF, LIF, LMCC, log register, crosscutting, bolt input, [production records and consignment in-put-output capturing].” Clement Adjei Log Yard Supervisor, Logs Court Ltd.</p> <p>“The advice of the project on health and safety has really supported my company since it was not considered in the company’s scheme of affairs” (Emmanuel Gyan-Ayipah Wood Co. Ltd).</p> <p>“VPA has come to stay so we all have to work towards achieving legality. Very soon if the Procurement policy comes into force, only legal wood can be traded in” (Dr. Kwame Asamoah Adam).</p>
Photo(s)	<ol style="list-style-type: none"> 1. Project and FSD staff reviewing forest administrative documents at Sefwi Wiawso Forest District 2. Lumber inspection at Anthony Bosompem Company 3. Project Branded Helmets and Reflective vests presented to Administrative Manager of

	<p>Boison Construction Limited</p> <p>4. Team of Project Staff and TVD ready to inspect a concession.</p> <p>Photographs are courtesy the project staff</p>
<p>Context / summary of objective</p>	<p>As Ghana prepares to roll out the WTS and begin issuing FLEGT licenses, the need to improve the preparedness and capacity of industry players has become critical. The project intends to address the challenges of the low levels of capacity and preparedness among industry players, especially the small and medium ones that still persist. In particular, it will complement FC's efforts to prepare industry for FLEGT Licensing and to help them navigate the legality terrain to successfully export wood products into the EU market.</p> <p>The project purpose was to review the existing documentation of the target SFMEs and assess in nine (9) months, the preparedness of 10 SMFEs for FLEGT Licensing through an end-to-end trial verification process using the data management manuals for wood processing developed by FC and elaborated by KWC. The legality assessments were to test the extent and diligence with which the companies were applying the legality principles and providing evidence of compliance with the WTS and the GhLAS. The action was designed to build the confidence levels of the SMFEs in applying the legality systems along the timber supply chain. Before the assessments (months 11-13), the project staff in months 9 – 10 carried out "extension work" to guide 35 company operators to apply documented procedures and data capturing templates, which they were earlier assisted to use. The extension exercises, coaching and monitoring were on the TVD/TIDD developed data management manuals for wood processing and the developed documented procedures covering a company's FLEGT policy and procedures for wood sourcing, harvesting, processing and trade, fiscal obligations as well as using templates to collect supply chain data and information.</p>
<p>Expected Results</p>	<p>Objective (s):</p> <p>To build the capacity and confidence of SMFEs to apply Ghana's legality assurance system along the value chain in terms of their operational and technical capacities and to employ Ghana's legality standards, verification manuals and checklists as supportive means to comply with GhLAS.</p> <p>Outputs :</p> <ul style="list-style-type: none"> • SMFEs are able to implement the GhLAS • Project results broadly disseminated while ensuring maximum visibility <p>Activities :</p> <ul style="list-style-type: none"> • Organise training of trainers who will create necessary awareness in their respective organisations on : basic skills of an auditor (attributes, principles of auditing, audit procedures, etc.), contributing to providing information and capacity building needs of companies and associations in relation to GhLAS auditing and legality verification.

	<ul style="list-style-type: none"> •Audit existing data capturing systems and develop internal data capturing procedures for wood tracking and verification in 35 companies •Trial an end-to-end verification process towards issuance of FLEGT licence in 10 selected companies for a 6-months period. •Develop project information and visibility materials •Organize project launching and closing workshops •Prepare and synthesise reports and disseminate them online through the KWC website for public access. •Organise two project steering committee meetings.
<p>Key project achievements</p>	<ul style="list-style-type: none"> •Initial list of 35 SMFEs to be evaluated for data capturing was exceeded by 19. 54 was achieved. •"Extension work": by coaching and monitoring, 35 SMFEs were encouraged to use the project and FC developed data capturing procedures for wood tracking and verification over a period of 45 days. • 10 SMFEs striving to capture their operational data and file their documents systematically. • Use of PPEs now visible in about 80% (28 out of the 35 SMFEs) of the beneficiary companies. •10 SMFEs generally appreciate the need for being environmentally conscious in all their operational activities. •Uses of yield maps apart from locating allocated trees on the field now known by 10 SMFEs. A use emphasised was locating water bodies and not felling trees within their buffer zones even if yields have been allocated within the buffer zone. • 10 SMFEs staff now demonstrate awareness of and competence in implementing company procedures relevant to fulfilling Ghana's legal timber standards • 10 SMFEs maintain records and can make them available to demonstrate conformance with WTS/GhLAS. •Out of the 54 SMFEs the project reached out to, 6 (11%) of them were owned by females; 5 (9.26%) had females as their contact persons and 5 (9.26%) had at least a female being involved with the production process at the mill sites. •Out of the 10 SMFEs, 30% had females working as factory hands and 30% had females in administrative positions. • CARs raised for 10 SMFEs assessed in an end-to-end audit for FLEGT licensing were: <ol style="list-style-type: none"> 1. Company A: 3 CARs raised on forest and factory operations. 2. Company B: 2 CARs raised on factory operations. (No field audit in the forest – special taboo day} 3. Company C: 3 CARs raised for factory and forest operations.

	<p>4. Company D: 2 CARs raised for forest and factory operations.</p> <p>5. Company E: 4 CARs raised for forest and factory operations.</p> <p>6. Company F : 3 CARs raised for factory and forest operations</p> <p>7. Company G: 2 CARs raised for factory operations. Forest field inspection at its TUC could not be carried out because of a caved in bridge on the access road. However administrative checks carried out at the district forest office showed the company had no infractions against it and was up to date with its SRA payments</p> <p>8. Company H: 3 CARs raised- Forest and factory operations.</p> <p>9. Company I : Both factory and forest audits not carried out due to temporal factory shut down because a fire outbreak had gutted the company’s skidder in the forest and all workers asked to proceed on leave. However, checks at the district forest office indicated the company was doing well with its obligations</p> <p>10. Company J: 2 CARs Raised on factory operations. No inspection for forest operations since the District Forest Office informed project team about company’s operations was halted due to infractions identified).</p>
Project Partners	<p>Ghana Timber Millers Organisation (GTMO) Wood Workers Association of Ghana (WAG) Furniture and Wood Products Association of Ghana (FAWAG) Ghana Timber Association (GTA) Timber Industries Development Division of FC (TIDD) Timber Validation Department of FC (TVD) Others Domestic Lumber Traders Association (DOLTA) Domestic Lumber Millers Association of Ghana (DOLMAG) Ghana Sawn Timber Sellers Association (GSTSA)</p>
Related Links	<p>kwcgh.org</p>
Facts and Figures	<ul style="list-style-type: none"> • 54 instead of planned 35 SMFEs had their data capturing systems along the supply chain reviewed after which they were briefly trained in data capturing along the supply chain. • Company extension support by providing “on- the-job” coaching and monitoring of 35 SMFEs out of the 54 to use the project and FC developed data capturing procedures for wood tracking and verification over a period of 45 days. • 10 selected SMFEs from the 35 have undergone a trial end-to-end verification process towards issuance of FLEGT licence in 48 days and CARs raised as summarised above. • 40 representatives from SMFEs and trade associations trained on the structure of the GhLAS for forest and factory operations and the WTS in a combination of classroom type and practical applications of data forms and log diameter measurements for volume reconciliation as well as basic auditing principles in a 3 day workshop. • Out of 54 SMFEs the project reached out to, 6 (11%) of them were owned by

	<p>females; 5 (9.26%) had females as their contact persons and 5 (9.26%) had at least a female being involved with the production process at the mill sites.</p> <p>Out of the 10 SMFEs selected for the end-to-end legality assessment, 30% had females working as factory hands and 30% had females in administrative positions.</p>
Testimony	<p>“When it came up that we were fully going to be rolling out the FLEGT Licensing program, I got a lot of queries from my regular contacts among industry operators – ‘Ben you have not taught us anything about the FLEGT program and you want us to use it.’ From where I stand, I had a lot of fears coupled with all the complaints and doubts from industry operators. However, I am now very pleased coming to this PSC meeting and knowing that some of my fears have been allayed and that industry is getting closer to us (FC) with regard to FLEGT license issuance”</p> <p>“FC’s presence at this closing workshop gives the feeling of belongingness in this project”. Mr. Benjamin Adjei, Deputy FAO Country Representative.</p>
Multimedia	<p>- <i>Project photos / press articles were issued</i></p> <p>- <i>Key brochures, publications, presentations were produced</i></p>

2. Activities

2.1 Description of Activities Carried out

A1. Inception Activities: Staff Orientation and the development of a detailed work plan took place at KWC’s office in Kumasi. It took the team (1 Project Coordinator and 3 Project Staff) ten meetings to complete this activity. The monitoring and evaluation protocol, communication plan and the contents of the visibility products was designated to one project staff for two weeks which was finalised by the project coordinator for printing. Other inception activities carried out included the development of terms of reference for contractors and job descriptions for all personnel to be assigned duties on the project.

Four meetings were held with NDF and GTMO in Accra to fine tune and align project activities of the three organizations which had benefited from funds to build the capacity of private sector to prepare and participate actively in the VPA process leading to FLEGT licence issuance. A meeting was also held at the meeting room of the Forestry Commission of Ghana in Accra with the three organizations, TIDD, TVD and RMSC to solicit their support during the implementation of the three projects. Both TIDD and TVD recommended the inclusion of DOLMAG and DOLTA into KWC’s project due to their involvement in lumber supply especially on the domestic market.

A2. Project Launch: the project was launched jointly by KWC, GTMO and NDF. This joint activity was encouraged by FAO to put resources together to reach as many companies as possible and to avoid same companies being beneficiaries. The project launch took place on the 23rd November 2016 at the Crystal Rose Ambassador Hotel in Kumasi. The purpose of the workshop was to provide a forum for consultation with a wide range of stakeholders, partners and collaborators on planned objectives, outputs and the activities of the projects put together. It was attended by 83 participants. They included representatives of Domestic Lumber Millers Association (DOLMA); Furniture and Wood Products Association of Ghana (FAWAG), Ghana Timber Millers Organization (GTMO), Ghana Timber Association

GTA and Domestic Lumber Traders Association (DOLTA). Others were TVD of the Forestry Commission, Ghana Real Estate Developers, Public Procurement Authority, Civil Contractors and Engineers Association, FAO, CSOs and the media.

A3. Project Steering Committee Meetings: There were two of such meetings. The first project steering committee meeting was convened on the 29th of November, 2016 at the Crystal Rose Ambassador Hotel in Kumasi for first time for seven steering committee members from TIDD, TVD, GTMO, WAG, GTA, KWC and FAWAG. In attendance was also the FLEGT Programme Officer from FAO- Godwin Phylis Cudjoe. The project implementation team's attention was drawn to invite NDF to the next meeting since they were also implementing a similar project. The meeting shared the project objectives, outputs and work plan with members. The status of project implementation was also shared at the meeting. The second and final PSC meeting was organised jointly with GTMO on 28th November 2017 at the same venue. In attendance was the Deputy FAO Representative, Head of Programmes and lead Country Office Policy Officer of the FAO, Mr Benjamin Adjei. The meeting mainly discussed the project results, lessons learnt (*find it here*) and reviewed reports that were to be submitted to FAO.

A4. Three days training of trainers workshop was provided for 35 company (SMFEs) representatives and trade associations members. Also in attendance were the subject matter experts from TVD and TIDD; FAO FLEGT Program Coordinator and the expert who supported KWC to develop the documentary procedures. The venue was the Silicon Hotel and Conference Centre at Kentinkrono, Kumasi. Due to the short length of the workshop and size of the group, a classroom-type of training was provided. The trainers' workshop revolved around the basic concepts of auditing, legality standard and check list and ensure they comprehend and appreciate the importance and requirements of auditing. The experts from FC gave simplified but detailed presentations on verification objectives, the standard layout and WTS, verification of operational procedures and outputs against the Timber legality standards and verification on data reconciliation and field inspection. Participants were also introduced to the scope of auditing, audit plan and auditing. All presentations were delivered in simple English mixed with local language. Participatory training methods were also employed to enhance participants understanding of the presentations made. For instance, there were two role plays to demonstrate understanding of Chain of Custody /Wood Tracking. There was a field demonstration with hands on training at the factory of Sunstex Company Ltd. All training materials were based on the TOT module developed by the Centre for International Development and Training (CIDT) of the University of Wolverhampton in 2013 for the EU under the Strengthening African Forest Governance (SAFG) project. The trainers provided materials and facilitated group discussions, the role plays and field demonstrations.

A5. Development of visibility products: Visibility items such as banners, pull-ups and pen drives were developed. The objective of this activity was to publicise the project and this was part of the inception activities carried out in the first month after signing the letter of agreement.

A6. Assessment of existing data capturing systems: Fifty-four (54) instead of the initial 35 companies (selected in consultation with trade associations) had their existing data capturing procedures assessed through desk study and physical review of their methods. Gaps were identified to enable the project

develop vital legality elements which the companies can make publicly available. Examples are legal sourcing policy or commitment, responsibilities for compliance with legal requirements, written and documented procedures covering wood tracking and the Gh-LAS. Responsible staffs were then trained, coached and supervised (through field visits and telephone calls) on the day-to-day application of the procedures spanning a period of 4 months to align their internal procedures with the Gh-LAS. The numbers increased because more DOLMAG members who were clustered at particular areas expressed keen interest through the influence of their leadership so project implementers included them and handled them at the cluster levels at a members company premises.

A7. End to end assessment of 10 SMFEs: Out of the 54 SMFEs whose data capturing and internal documentation were reviewed, 10 were selected based on an assessment of their export or domestic supply readiness by the project team in terms of 1) legal material sourcing and 2) maintenance of appropriate documentation for FLEGT or DOTIC licensing readiness. Another criterion used was SMFEs already exporting to Europe as evidenced from the TIDD export performance records. Project subject matter Experts from TVD and TIDD were consulted to review the shortlisted SMFEs. Staff and operators of the SMFEs were assisted to practically implement company documented procedures (developed from A6 above) along the wood supply chain in compliance with the legality definitions and the WTS of Ghana. The 10 SMFEs selected were grouped into two (a group of five each), based on their geographic locations and the Project Team supported each within 3 out of the 6 months allocated to the Activity through training, on the job guidance and coaching and supervision. The monitoring visits entailed supervising the application of the data templates for felling and processing in the selected SMFEs. All the 10 SMFEs were assessed using the Ghana Legality checklist for administration, forest, transport, processing and trade.

For each SMFEs, the Project Team contacted the focal person within the company to inform them about the intended action. Project staff also contacted the forest districts where the companies sourced for their timber to inform them about the project and its objectives. The assessment team had an opening meeting with each of the District Forestry staff. There was an administrative and document review for each of the companies at their respective Forest Districts to find out whether the beneficiary companies were in good standing with their fiscal obligations, had legal rights to source, harvest and transport timber as well as the fulfilment of their SRAs and any other legal requirement expected at the companies.

The field assessment followed by visiting the forest where extraction was on going. At each company's forest operational site, checks were made to verify that all operations were carried out according to the harvesting requirements and regulations as specified in the MoPs and Logging Manual of the Forestry Commission of Ghana. The forest workers had the yield and stock map to guide them in their operations. The size, siting and number of log dumping sites per compartment were checked by the Project Team to verify that they were as stated on the yield map; Other environmental issues (road construction, skid trails, felling of trees close to water bodies) as prescribed in the logging manual were also considered. The team picked random samples of tree species and their stock numbers from the allocated yield list and located them on the field. 10% of harvested trees were also sampled and their stumps inspected to ensure they had been duly marked as prescribed by the logging manual. TIFs were also inspected to ensure the recorded diameters matched with those on the approved yields.

After the field assessment a closing meeting was held with the companies at which the District Forestry Staff were present to debrief them on the findings of the Project Team on the operations of the respective companies.

The next stage in the assessment process was a visit to the processing site of each of the beneficiary companies to assess their transportation and their processing operations. In each company, there was an opening meeting with management staff to explain the nature of the assessment and document review (company registration with Registrar General of Ghana; registration with TIDD of FC; export permit, registration with Ghana Shippers Council; annual Factory Inspectorate report and factory data capturing reports) to verify how the companies were complying with all transportation, processing and trade regulations as enshrined in the Gh-LAS.

For the end-to-end transportation assessment, the Assessment Team compared information on the TIFs (random sample of 10% of felled trees) by picking their equivalent LIFs to ensure they had the same information. The team also verified that tree diameters captured on the TIFs were same as stated in the diameter class on the allocated yield list. Information on the LIFs, LMCCs and company waybills were compared to ensure each set of three captured the same information.

All documents relating to the legal existence and operational requirements of the beneficiary companies were verified for their availability and viability. Each company's data capturing reports (log register, log crosscutting, bolt input, production and sales) were all inspected to ensure traceability of the products as indicated in the GhLAS/WTS based on the concept of legal in legal out. Other legal requirements the Assessment Team verified were the payments of workers' SSNIT and PAYE and Company's tax. The workers' health and safety, availability of fire extinguishers at vantage points in the processing set up were all considered by the team during the assessment. The cleanliness of the milling environment, workers in appropriate PPEs, availability of workers' changing rooms and washrooms (ratio of 29 workers per a washroom) were also considered in the assessment process. Each exporting company was assessed for its export documents and verification of payments of export levies.

At the end of the assessment, the Team met the management staff of each of the companies for a closing meeting where a summary of the all the findings were presented to them.

The assessment was carried out within 48 days of the project life for the ten (10) companies. Assessment/Audit reports were written and the necessary CARs raised for each company. (*See record of summaries on Corrective Action Requirements raised for the 10 companies here*). Next will be the need to assist and coach the companies to address the CARs raised for them. This is not within the current project design and period.

A8. A Project Close-out workshop was organised for 34 project stakeholders comprising beneficiary SMFEs who underwent the end-to-end legality assessment; representatives of trade associations (GTMO, GTA, WAG, FAWAG, DOLTA, DOLMAG and GSTSA); Project Experts from TVD and TIDD of FC; FSD of FC; PSC members; the media and project implementers. An invitation was extended to the EU Delegation in Ghana, however, they could not be represented. The workshop was used to reiterate the objectives and outputs of the project. This was necessary for participants to appreciate the results and lessons learnt as well as the recommendations made (*find the full close-out workshop report here*)

A9. Website upgrade: KWC website upgrade and uploads has been completed.

2.2 Analysis of results Achieved

	Indicators	Results
Project Outputs:		
Output 1: SFMEs are able to implement the Gh-LAS	35 SMFEs using the Gh-LAS to meet the legal requirements for sourcing and trading wood and wood products on the export and local markets by end of project.	<ul style="list-style-type: none"> • 40 peer leaders and trainers trained in basic skills in GhLAS auditing and legality verification. • 5 (12.5%) of the peer leaders and trainers were women • 30 (75%) of the peer leaders and trainers were youth • Initial list of 35 SMFEs to be evaluated for data capturing exceeded by 19. 54 covered • Out of the 54 SMFEs the project reached out to, 6 (representing 11%) were owned by females; 5 (representing 9.26%) had females as their contact persons and 5 (representing 9.26%) had at least a female being involved in production process at the mill sites. • 10 SMFEs striving to capture their operational data and filling their documents systematically. • Staff of 10 SMFEs now demonstrate awareness of and competence in implementing company procedures relevant to fulfilling Ghana's legal standards. • Use of PPEs now visible in about 80% (28 out of the 35 SMFEs) of the beneficiary companies. • <i>10 SMFEs generally appreciate the need for being environmentally conscious in all their operational activities.</i> • Other uses of yield maps apart from locating allocated trees on the field now known by 10 SMFEs by locating water bodies and not felling trees within their buffer zones even if yields have been allocated within the buffer zone. • Out of the 10 SMFEs who were assessed for legality compliant, 30% had females working as factory hands and 30% had females in administrative positions. • 10 SMFEs maintain records and can make them available to demonstrate conformance with GhLAS/WTS. • 10 SMFEs know that if an allocated tree is close to a water source they have to report to the FSD office in writing not to cut and ask for it to be replaced.
Output 2: Project	200 copies of visibility materials (banners,	<ul style="list-style-type: none"> • Project jointly launched with NDF and GTMO with participants from timber trade associations, all categories

<p>results broadly disseminated while ensuring maximum visibility</p>	<p>branded health and safety jackets developed by the end of project</p> <p>Copies of project reports shared by the end of the project</p>	<p>of timber companies, government agencies in the forestry sector and GREDA and the media.</p> <ul style="list-style-type: none"> • Total of 200 pieces each of project branded reflective safety jackets and helmets distributed to all 10 SMFEs who were audited for legality compliance and participants at • The project close-out workshop organized for 40 participants. • Out of 40 participants at the project close-out workshop, there were 4 females (10%) 35 (87.5%) being in the youth category • KWC website has been upgraded to be user friendly.
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3. Methodology

In the implementation of the project activities, classroom type of training; role plays; field demonstrations; desk studies; field visits; hands on coaching and monitoring were used at various activity levels. These encouraged the SMFEs which were not collecting and filing documents (e.g. yield list, TIF, LIF, LMCC) and data (Log register, log re-measurement, crosscutting, bolt input output reports, occupational health and safety records etc.) along the supply chain to adopt the introduced document register (to assist them locate all their documents, documented procedures and data capturing information. Ten (10) SMFEs are now documenting their data on all their operations (both forest and factory). This was completely non-existing for nine (9) out of the ten (10) SMFEs before the project implementation. Participants also evaluated workshops organised during the project implementation to measure the effectiveness and usefulness of the workshops.

4. Analysis of the impact of the project for the FLEGT Action Plan and/or the VPA

In terms of the strategic priority or priorities from the FLEGT Action Plan adopted when designing this project and/or the priorities linked to the VPA, the project has made a concrete contribution to the FLEGT Action Plan and/or the VPA and can be assessed using the following criteria:

- a. **Relevance** – As Ghana prepares to roll out the WTS and begin issuing FLEGT licenses, the project has improved the preparedness of the project beneficiaries especially the 10 SMFEs which were taken through the end-to-end FLEGT licensing assessment. By working in tandem with FC (TVD, TIDD and FSD) and more especially the timber trade associations. The project has complemented the efforts of FC to prepare industry for the successful roll out of FLEGT licensing in Ghana.
- b. **Partnership**-Through the project, the existing relationship between KWC, and the timber trade associations (GTMO, GTA, FAWAG, WAG, DOLTA, DOLMAG and GSTSA) has been strengthened. Similarly, the same can be said of the FC (TVD, TIDD and FSD) and NDF. This has been possible through the closeness in which the organisations partnered, collaborated and shared synergies to meet the objective of the project. For instance, project subject matter experts were from TVD

and TIDD, while the forest district offices where the SMFEs operated were very cooperative in allowing project implementers into their operations with the SMFEs.

KWC, GTMO and NDF had to put their synergies and draw on each other's expertise and experiences to ensure their respective industry focused projects targeted as many companies as possible and used the same training materials wherever applicable.

Through the project, KWC has developed a budding relationship with DOLMAG members especially with its leadership. Same can be said for all stakeholders at the project inception and close-out workshops

- c. **Innovation**- Initially, it was difficult to capture the attention of the SMFEs but through the coaching, telephone calls, use of social media (Whatsapp application), and inviting representatives of some of the trainee SMFEs to the KWC for further training and the continuous monitoring they started responding positively.
- d. **Sustainability**-The CARS raised will be shared with Directors of TIDD, TVD and the timber associations that the ten SMFEs belong. Additionally, a summary of the documented procedures will be given to the Chief Executive Officer of the Forestry Commission and copies to TIDD and TVD of the Forestry Commission. KWC will continue to contact the 10 SMFEs as often as possible to encourage them to continue using the data capturing templates and practice all the legality aspects they were trained on.

Currently, KWC is in the process of establishing a mini computer training section at its office to support SMFEs acquaint themselves with basic computer and data capturing skills to enable them manage and maintain their data in a better way.

KWC also meets with industry trade associations at the Technical Committee level and issues arising from the project are discussed.