



Abridged Business Plan

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SFM/FLEGT Training Centre- Ghana

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Ghana

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This report provides a description of project activities, results and deliverable for the period starting May 12, 2010 and ending [May 11, 2011.

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EXECUTIVE SUMMARY

Needs assessment by forestry stakeholders in Ghana identified capacity building as a priority to achieving sustainable forest management and meeting Legality Assurance standards by which the FLEGT agreement with the European Union can be complied with. The recommendation is to expand the range of training in the existing Wood Industries Training Center that is providing skill improvement training to wood workers could expand to cover SFM and LAS application. The legal structure of WITC being a division of the Forestry Commission makes it well placed to receive the technical and financing support that such training would require. As capacity building for SFM and FLEGT is imperative for public, private, civil, NGO, forest communities and traditional set up, the cost of providing the training must be “affordable” to all stakeholders. Direct revenue from fees paid by trainees will not cover costs for providing the training. Considerable subsidies from government as well as project financing in grants from local and international forest and environmental sectors must be attracted towards financing material needs and operational costs of the center as a condition to making it viable.

The business plan lists the equipment required for the set up of the training center. The courses, curriculum and instructors to provide training have been specified. Possible sources for funding set and running costs have been identified. The training center is designed to be owned by the Government represented by the Forestry Commission and private sector industry associations. Further consultations need to be carried out among these organisations to reach complete understanding in financial and material support that each organisation will provide to the center. Additional support may be gained from equipment vendors, national and international organisations that support forestry and environmental sector activities. The project promoters will therefore require further ACP-FLEGT Support programme assistance to carry out the following:

- Consultation with the F, C./ Ministry of Lands, Forestry and Mines (MLFM) on the modalities of financing the establishment of the proposed SFM/FLEGT training centre
- Present the findings and propositions of the business plan to relevant partners to own and manage the Training Center - FC and MLFM, GTMO, GTA, etc.
- Develop and coordinate development and signing of MoUs between dedicated organizations, stating roles, responsibilities and tasks
- Develop proposals to donors (ITTO, TFF, etc.) to fund the start of the training centre.

1. INTRODUCTION

Conventional forest logging methods are still prevalent in Africa. It is commonly accepted that the introduction of the set of techniques called Reduced Impact Logging (RIL) can substantially reduce negative impacts on the environment including wildlife, and improve the use of timber and the rehabilitation of forests. In 1996, the Food and Agriculture Organization of the United Nations published the FAO Code of practice for forest logging. This code serves a solid basis for a universal approach which nevertheless needed to be harmonised for regional and local application. For this purpose, FAO completed in 2003 the Regional Code of Reduced Impact Logging Practices in the Closed Tropical Forest of Central and West Africa. To-date, RIL training and implementation have been concentrated in South-East Asia and South America and only but few coordinated actions have been undertaken to improve the situation in Africa.

Several small- to medium-scale activities have been undertaken during the past decade to improve forest logging practices in Africa. Although a small number of projects have been implemented with specific RIL focus in the past, creating a momentum to substitute RIL to conventional logging practices on a grander and more structured scale has proven elusive. Some among the larger international firms operating in the Congo Basin have begun providing their personnel training in adequate RIL planning and specific RIL techniques such as controlled felling. However, these activities have not been specifically targeting the improvement of infrastructures and facilities required for the development and training in the full range of RIL concepts and techniques.

RIL implementation is being projected as one of the tools for attaining Sustainable Forest Management, particularly for Forest Certification at the Forest Management Unit (FMU) level where timber is harvested. However, trends in implementing forest certification have shown that in areas where institutions and governance are weak (such as tropical forests), sustainability, if achieved at isolated FMUs through certification will not translate into landscape biodiversity preservation or enhancement. It is becoming clearer that newly introduced Voluntary Partnership Agreements (VPA) which encompasses the total and comprehensive legal management of forest resources nationally has the potential for greater enforcement of governance and development across a wider section of the forest. A complementarity between certification for which RIL is now emphasised and VPA is therefore foreseen to have a greater effect in achieving sustainable forest management.

A comprehensive FLEGT implementation demands building capacities for the understanding and enforcement of forest laws, together with raising awareness of social entities to monitor and demand compliance

from enterprises that exploit forest resources for economic benefit. FLEGT practices are now starting and developing training modules for their application are now beginning. A one-stop training centre provided with adequate human and training resources will be ideal for building capacities for sound management planning, RIL and FLEGT implementation. Such a centre can best serve the private sector as well, because training can be offered more economically and with better facilities, thus raising the quality of the training. Comprehensive training will be available not only to Ghanaian forest stakeholders, but extend to West and Central African English speaking countries.

2. BUSINESS CONTENT

2.1 Objectives

The objective of the training centre is to improve the capacity of persons actively engaged in forestry and timber sector in Ghana and the West and Central African Region, or with responsibilities and interests related to forestry in these countries to legally and sustainably manage the forest resource. The improvement of capacity is achieved through training on forest management, forest harvesting practises and legality issues.

Training is to be organised both in the field and a centre dedicated for classroom type of training.

2.2 Profile of the partners

Successful project implementation depends on technical and management capacities. Project management factors available in public, private and civil society sectors have been put together in the development of the plan for the establishment and eventual management of the training centre. Key entities that have the managerial and operational tract records are the following;

2.2.1 Kumasi Wood Cluster

Kumasi Wood Cluster (KWC) is an association of small and medium companies, registered as a Company Limited by Guarantee and formed in 2003. The KWC mission is *to promote partnership that supports environmentally-sound and economic development of small and medium forest enterprises*. KWC's goal is to support the efforts of small-medium forest enterprises (SMFEs) utilizing wood harvested in ways that maintain or restore forest health and fulfil social obligations and to create markets for their products. KWC's objectives are to:

1. To access adequate supply of raw material for the member's use;
2. to develop new products using secondary species and non-timber forest resources for existing and new customers in traditional and new markets;
3. to adjust production capacities in line with human resource skills, raw material and equipment availability in partner firms;
4. to develop markets for traditional and new products;
5. to undertake group forest management and chain of custody certification.

KWC has an executive council consisting of managing directors of the member companies. A project leader and project assistant are

responsible for daily management and administration. KWC received funding from donor agencies Doen, ICCO, CBI, and Kasa and is part of the ICCO funded Sustainable Forest Management (SFM) programme in Ghana and Liberia.

2.2.2 WITC

The Wood Industries Training Centre (WITC) was established in 1995 to meet the need for shop floor and skilled technicians, middle and senior managers to facilitate the development of the forest products industry in Ghana. The nature of training was to be practical and delivered at a level that was appropriate to the audience being targeted for instruction. Existing industry personnel needing skill upgrade as well as newly qualified high school and technical school leavers were to be admitted for both classroom type and practical training on the field and in factories.

Strategically, WITC was established as the only and first institution to be within the ECOWAS sub-region offering high quality technical training, consultancy, extension and appropriate technology transfer services in all aspects of downstream wood processing in the timber sector. WITC had a comparative advantage over other institutions such as (Technical Institutes, Polytechnic in the country offering training in wood). WITC's targets were timber operatives in the Primary, Secondary and Tertiary sector as well as small and medium carpenters. The building and infrastructure layout at WITC are excellent; however equipment installed and staff practical knowledge need critical upgrade for WITC to fulfil its mandate as a centre of excellence for value added wood processing training and research and management innovation.

Establishment and management of WITC has been the responsibility of the erstwhile Timber Export Development Board (TEDB) and the Forest Products Inspection Bureau (FPIB) now merged to the Timber Industry Development Division (TIDD) of the Forestry Commission (FC). The World Bank provided establishment funding while the International Tropical Timber Organisation (ITTO) has provided both equipment and operational capital for the running of the centre.

2.2.3 FORM International

FORM International is a Dutch forestry consultancy, established in 1992 and ISO 9001 certified. The firm is specialised in consultancy services for the practical implementation of forestry and forest industry projects and a team of five consultants offer their advice and expertise. The company is specialised in certification of Sustainable Forest Management and standard development and has a permanent staff of highly qualified specialists with worldwide experience including Lead Auditor-ship for Quality Management Systems (ISO 9001:2000) and

FSC. FORM has extensive experience with FSC certification through the provision of technical guidance for forestry companies to achieve certification. FORM provides state-of-the-art training on Reduced Impact Logging (RIL) in Africa since 1992 and manages a regional RIL training centre in Gabon since 2004 for the Tropical Forest Foundation (TFF, www.tropicalforestfoundation.org, tfgabon.toile-libre.org), which serves clients from the Congo Basin and is funded by the ITTO.

2.2.4 WWF Ghana

WWF WAFPO (West African Forest Programme Office) seeks to help conserve the biodiversity of the Guinean Moist Forest which is one of WWF's 238 'global 200' eco-regions where its conservation efforts are focused.

The programme's current activities are targeted towards responsible forest management through WWF's Global Forest & Trade Network (GFTN) and effective Law Enforcement by participating in the Forest Law Enforcement, Governance and Trade (FLEGT) and Voluntary Partnership Agreement (VPA) to address the problem of illegal logging. It also focuses on improving rural livelihood while promoting sustainable forest management through its Alternative Carving Wood for Sustainable Livelihood project.

2.3 Profile of the training centre

The training centre will be an institution in Ghana specifically created for practical and vocational training. The centre is firmly rooted in the forestry and sustainable development sector.

The clients for the training centre are people involved in forestry and timber activities. This sector is changing continuously and people find it harder to keep up with changes. Training is provided to people so they improve their skills and their potential on the labour market. Through training people can respond to new developments in the timber sector or respond to challenges such as forest certification or changing laws.

The cost of training is kept as low as possible by donor funding and by subsidies from the Forestry Commission. This way training can be made accessible at acceptable cost.

2.4 Market analysis

Market analysis for the training centre has been done through stakeholder consultation. A workshop was held in Kumasi in June 2010 that assessed training needs at various levels of government, industry, community and agency levels. During this workshop it became apparent that there is a need for training at various levels. There is a need for hands-on practical training on improved forest harvesting techniques. Also there is a real need for information on subjects such as the forest law, sustainable forest management and forest certification.

The stakeholders were from various groups in society such as timber companies, Forestry commission officials, NGO's and timber sector workers.

2.4.1 Curriculum

The curriculum of the training centre has various focuses. On one hand it consists of training on subjects such as legality and how to assure legality of operations. Another focus is sustainable forest management and forest certification with courses such as management planning, and identifying high conservation values. Related to this focus is Reduced Impact Logging with practical subjects such as felling and skidding

The curriculum of the training centre is presented in the table below:

Duration / date	Course Name	Man day input	Lecture room input	Forest location	# students / material input
1 day	FLEGT in Ghana	1	1		15
4 days	Applying the Legality Assurance System in your company	4	4		15
6 days	Logging Inventory	6	1	5	8
1 day	Mapping	1	1		8
5-6 days	Controlled felling of trees in natural forest	2		6	4
2-3 days	Felling small diameter trees	1		3	6
5-6 days	Timber extraction (skidding)	1		6	10
2 days	Road planning	1	1	1	8
5 days	Road construction	1	1	4	8
3 days	Writing a forest management plan	1		3	15
1 day	Stakeholder management in forest certification	1		1	15
1 day	Certification protocols	1		1	15
1 day	Developing a chain of Custody	1		1	15
1 day	Identifying High Conservation Value forests	1		1	15
4 days	Forest certification	1		4	15

Part of the training can be organised on site at logging companies. This has the advantage that harvestable trees and heavy equipment are available for the training. A disadvantage can be that such training will almost exclusively be available to company employees.

Another part of the training is organised in classrooms. These are courses without a field (forest) component though they do often have a practical part.

2.4.2 The Ghanaian context in particular

In Ghana training in forestry issues is possible at University and at professional level at the Kwame Nkrumah University of Science and Technology (KNUST) in Kumasi and Suntan.

Training on Sawmill and Wood Technology subjects are provided at the Wood Industry Training Centre (WITC) in Kumasi.

Though students do an internship with companies in Ghana, they do not always get into contact with important subjects such as forest harvesting, forest management, forest certification and forest legality issues. Also the things people see in companies are not necessarily the best practices of operations.

Practical training in subjects such as forest harvesting, forest management, forest certification and forest legality issues is currently not available. Such training could be an important complement in the education of university and professional students.

For the workers and for professionals in the forest industry it is very difficult for them to update their knowledge. It is often very difficult to have access to information and training which can help them to improve their capacities. Such people would benefit greatly from practical training in the form of short courses.

2.4.3 Training centre in its regional context

In the region (Ivory Coast, Liberia, Togo, Benin Nigeria) no such training centre exists. The training centre can offer its services to the forest sector in the neighbouring countries. Especially in Liberia where the sector is at the beginning of a start-up after a lengthy civil war, training is needed. In Ivory Coast quite a big plantation industry exists which can benefit from practical training.

2.5 Marketing and sales

Marketing of the training centre will have to be done by actively approaching the forest sector. The training centre will be a member of all organisations which unite the logging and timber companies. Every company will have to be visited individually every year to discuss the needs for training and the opportunities the centre provides. Through contact with the FSC National Working Group on Certification, and organizations facilitating forest certification such as KWC, WWF Global Forest and Trade Network (GFTN) information will be obtained on the companies that need assistance in certification issues.

Through partnerships with suppliers to the forest industry information will be obtained on organizations needing training, for instance with the supply of new equipment.

The centre will also actively work with the government institutions for training opportunities. The centre will for instance organise a yearly training session on FLEGT issues.

With the universities and technical colleges negotiations will be undertaken to assure a place for the training centre in the curriculum of these institutions. Past discussion have show that none of these institutions denies the fact that practical schooling should be part of the education of young engineers.

3. MANAGEMENT AND STAFF

3.1 Management

The training centre will be managed by a Centre Director assisted by a Project Advisor, and a course supervisor. These three people are responsible for the day to day management of the centre and for the planning and execution of the courses in cooperation with the trainers. The management controls the operating budget. The budget is released annually after a budget is discussed with the supervisory board.

Management is responsible for the sourcing of sufficient funds for the training centre. Management is assisted by the supervisory board in identifying and approaching funders.

3.2 Supervisory Board

The management of the centre is controlled by the supervisory board in which several of the initial project promoters as well as key stakeholders (KWC, FORM, FC, etc.) participate. The supervisory board meets at least once every year and is informed on the performance of the training centre during these meetings. The supervisory board analyses and if appropriate validates the operating budget as proposed by the management.

The supervisory board also has an advisory role. The board is to inform and advise management on new developments and the opportunities this presents to the centre.

The supervisory board will assist the management in the acquisition of project funds needed to keep the centre running

3.3 Staff

The training centre will work mostly with local staff. This staff will be trained by international staff initially, but will eventually keep its competences actual by visiting colleague projects in other countries, by keeping up to date with literature and through training visits from specialists from elsewhere.

From this it follows that international staff will be needed mostly during the start-up phase, but that this staff need not be permanently present.

3.4 Hardware, buildings and trainings

The training centre is developed in such a way that minimal investments are needed in anything other than people. It will not be possible to completely go without hardware, but by developing the training in such a way that practical activities involving heavy equipment are always done with the equipment of the owner, investments in such equipment can be forgone.

The training centre will be affiliated to the WITC. Nominal funds for maintenance of the facilities, including buildings are needed. The training centre will contribute to WITC water and electricity bills. Materials are needed both for training as well as for normal administration functions. The centre's staff will have at its disposal computers, operating software, printers, back-up facilities and an internet connection. For the students computers are also needed especially for the mapping training. These computers need to be equipped with normal operating software as well as mapping software.

The offices have to be equipped with desks, chairs, lockable cabinets and a safe. One room is reserved as the server room where both the server and back-up facilities are kept locked. This room can also serve as a location to store paper files for the required length of time.

The class rooms at WITC are equipped with tables and chairs and blackboards. No investment is needed as the integration of the centre into WITC assures that use can be made of these facilities.

For the practical training in the forest safety equipment is needed for the teaching staff as well as the students. Some of this equipment has a very short active life and it is therefore better to include this equipment as part of the training materials that the centre provides to the students for training.

For the felling training chain saws, chain saw maintenance equipment and safety gear such as saw pants and helmets are needed.

3.5 Mode of operation

Every year the curriculum of the centre is decided based on projections concerning the demand for training. Based on information from the year before, agreements with various partners and requests for training received a projection is made of the types of training and the amount of days that these trainings can be sold.

Annually the centre publishes its curriculum in national newspapers, on its website and in the sectoral press. The curriculum is also made available to various technical schools and universities. Prospective students can announce their intention to follow training at the centre. Reservations are confirmed by a down payment of 50% of the course

fee. Trainings with companies are arranged along the same line. Training is confirmed only when 50% has been deposited as a down payment.

Students can enrol during the year on open positions on courses which have already been planned. The objective is to have a general planning and about 30% of the fees paid by the end of December.

Courses for which external funds have been attracted will be organised according to the contract with the agency concerned.

Training materials are prepared according to the number of enrolments received. This means that training materials are prepared on more than one occasion. This is necessary however to avoid wasting money on materials which are not used.

Based on the enrolment a planning is made of the trainings. This planning is both of the place and time where the training will take place and of the inputs needed (trainers, materials etc.)

The students complete the fee a week prior to the training. Those who have not paid everything will not be able to participate.



4. FINANCIAL PROJECTIONS

The financial outlook of the training centre is based on assumptions that its funding will be derived from fees paid by trainees, support from agencies managing forest resources in Ghana as well as grants and donor assistance from within and outside of Ghana.

Sources of revenue and the financial functioning of the centre are discussed in the following sections.

4.1 Investments

The training centre needs investments in materials and equipment for running costs. The greatest investment is however in qualified trainers. These will need to be trained in teaching methods and will have to upgrade their professional skills as well. The objective is to initiate this activity through a project and subsequently assure knowledge and capacity within the training centre through an internal re-training and upgrading programme and through courses outside the training centre.

Next to the staff is equipment and materials with which to run training at the centre. The various costs are presented below and Appendices 1 & 2.

4.1.1 Hardware

The training centre will need computers and software, office equipment, measuring equipment, training materials, vehicle for its operations. The hardware budget is estimated at Euro 276.377

4.1.2 Operational costs

4.1.2.1 Staff

Personnel to run the Centre will be its Advisor who must be a forester of international repute to spearhead program implementation, and Trainers/Instructors to carry out classroom teaching, field demonstration and practical concepts applications. The support staff will comprise of drivers, cleaners and office staff. Operational budget is estimated at Euro 180.844

4.1.2.2 Supervisory Board

Policy formulation, image and linkage with external institutions and leadership to seek resources for running the centre will be provided by a Board of Directors. The Board will meet a minimum of once a year for its deliberations. The eight member board will include one external forestry specialist with a commendable track record in forestry related training.

4.1.2.3 External hire

Services like the maintenance of website and the printing of materials need external advice on a punctual basis.

4.1.2.4 International consultants

Initially consultants who may be internationally available or locals with specialised capabilities will provide the training in techniques of reduced impact logging, forest management and on the legality assurance system of the FLEGT. They will as well train local counterparts as instructors in these fields. The local instructors will also attend external refresher courses to provide them with knowledge and skills required at the Centre and replace the external consultants by a period of 4 years of the Centre's existence.

4.1.2.5 Taxes and premiums

The personnel of the centre will need to be properly insured and taxes will have to be paid over their salaries.

4.1.2.6 International travel

International travel for external consultants and external refresher training for local instructors to upgrade skills and acquire new knowledge.

4.1.2.7 Office

Office stationary needs, postal and telephone communication, considerable internet mails, data and literature search will be utilized for training and are covered under the budget below. Business registration and printing of information kit are also provided for.

4.1.2.8 Utilities

Covers electricity, water and telephone costs

4.1.2.9 Vehicles

A few vehicles are needed to transport the trainers to remote locations for onsite training or to take students to remote training locations

4.1.2.10 Catering

During training at the centre the students will be provided with a drink and a snack.

4.2 Revenues

Revenues can come from different sources. The most evident type of revenue is the course fees paid by the students who follow the trainings. The centre aims at providing training at an affordable price. For this reason the prices for training can only contribute to covering the cost instead of covering entire costs. Courses that will be offered and their fees are shown below. A 10% increase per annum in revenue is envisaged arising from 5% inflation and 5% increase in fees as the (training) brand gets stronger.

Course Fees and Revenue

Course Name	Number of participants per training	Number of trainings per year (b)	Fee for the training (€)	income per training	Tuition income from participants
	(a)	(b)	(c)	(d) = (a) x (c)	(e) = (a) x (b) x (c)
FLEGT in Ghana	15	6	100	1.500	9.000
Applying the Legality Assurance System in a company	15	6	100	1.500	9.000
Stock Survey	10	4	200	2.000	8.000
Mapping	10	2	250	2.500	5.000
Controlled felling of trees in natural forest	4	8	1.000	4.000	32.000
Felling small diameter trees	6	8	500	3.000	24.000
Timber extraction (skidding)	10	4	200	2.000	8.000
Road planning	10	2	500	5.000	10.000
Road construction	10	2	500	5.000	10.000
Writing a forest management plan	10	2	1.000	10.000	20.000
Stakeholder management in forest certification	15	2	200	3.000	6.000
Certification protocols	15	2	500	7.500	15.000
Developing a chain of Custody	15	2	500	7.500	15.000
Identifying High Conservation Value forests	15	2	1.000	15.000	30.000
Forest certification	15	2	500	7.500	15.000
	175	54			
Total income projection					216.000

4.3 Projected Income and Expenditure Statement

Course participation fees will increase from Euro 216,000 in year one and assumed to increase 10% annually to cover operational costs. Incidental (may not be regular) funding by sponsors when available is also assumed to assist in funding the training. Two tranches of such funding at Euro 150,000 each are projected as income for funding the centre in years one and three. However Income and Expenditure

assessment carried out does not show sufficient financing to run the centre.

4.4 Projected Cash flow

Other fund sources to be explored apart from course fees will be from projects submitted to donors for funding. These revenues will temporarily cover costs of running the centre and the costs of development activities. These sources of income are exceptionally important at the training centre start-up phase.

It is expected that some funding can be obtained through sponsorship by government, industry, donors, etc. of projects targeting stakeholders (forest communities, plantation developers, industry groups (e.g. small enterprise wood workers), etc. Training fees and project sponsored funding alone are not enough to cover expenditures.

The main funding however to cover the running costs of the centre will have to come from the forestry sector ministry and the Forestry Commission. They can assume responsibility for the budget and guarantee the functioning of the training centre.

Special program funding such as from the International Tropical Timber Organisation (ITTO) is imperative to assist in start capital funding and some operational costs in addition to annual government budgetary support to the centre.

4.3 Financial Highlights

Highlights of the centre financing indicate income deficits, 42% staff cost to total expenditure, high cost to income ratios and negative return to equity over the first five years. These are indications that the centre is not self financing and will require extensive concessionary funding from both local and external sponsors.

5. SWOT ANALYSIS

The proposed training centre depends on quite a few outside factors. To clearly appreciate the potential of the training centre, its opportunities and eventual threats, a systematically analysis of the centre as proposed is presented below. This SWOT analysis identifies the potential problems for the centre so these can be taken into account. The analysis also presents the opportunities for success, so these can be emphasised

Table 16 SWOT Analysis

<p>Strength:</p> <ul style="list-style-type: none"> • There is a great need for training in the forestry sector. • Training centre is set-up by professionals on the training subjects. • Training centre will provide a service no other centre in Ghana or surrounding countries can supply. • There is a lot of interest in Ghana for the training centre. • The centre can be set-up to be an autonomous training centre. • Local trainers make the centre cheaper than consultants from abroad. 	<p>Weakness:</p> <ul style="list-style-type: none"> • Training is provided to clients with little capacity to pay. • The training centre may suffer from a poor image due to past performance of similar training centres •
<p>Opportunity:</p> <ul style="list-style-type: none"> • Training will become more important as more and more services need to become certified. • Excellence in sustainable forest management is increasingly important to companies and to the government. • In neighbouring countries the need for training also increases. • FLEGT and Lacey Act make it necessary for companies to invest in serious tracking and tracing; people need to be trained. 	<p>Threat:</p> <ul style="list-style-type: none"> • The forestry sector is becoming weaker and less significant in Ghana. • The centre will depend heavily on outside funding / government support. • People may think they need training only once, instead of learning continuously.

5.1 Risk management

The major problem identified so far is that the income generated through the paying students of the centre will not cover the costs of running the centre. It is obvious that a dependable partner will need to be found that can support the centre financially on a longer term.

Once funding is secured, few risks remain that could negatively affect the training centre. The most important would be that the image of the centre is not good (current WITC) and nobody will want to be trained there because of that. When no students come the justification of the training centre falls away.

It is very important that the training centre maintains an autonomy and that the “founding fathers’ of the training centre maintain a say in its development. This is secured by the installation of a supervisory board.

Another way in which this can be avoided is by assuring that the trainers and the curriculum are continuously refreshed. For the trainers annual training is needed as well as excursions to other training centres. With the experience gathered in those training centres the curriculum will be updated every year with new techniques and new insights.

Another risk is that the forestry sector is becomes less significant as the forest area reduces in size. The centre needs to adapt to this with on one hand a gradual shift of focus on plantation development activities, nature management activities, while on the other hand a gradual internationalisation will assure continued interest in the training provided by the centre.

5.2 Network and lobby

The training centre will have to make sure that it becomes integrated in the national as well as the international networks of teaching institutions. Nationally it is clear that relations with KNUST and other teaching facilities will provide part of the students for the centre as they take the practical training up in their curricula.

On an international level the American NGO TFF (Tropical Forest Foundation) has several training centres with a focus on vocational training. These centres are to be found in Brazil, Guyana and Indonesia. TFF is working on the creation of new centres in Gabon and in Peru. The SFM training centre can hitch up to this network to benefit from technical developments in the field of Reduced Impact Logging.

For the other subjects such as SFM and FLEGT/LAS the networks are less obvious. FOR SFM the cente will want to become a member of ATIBT and of ITTO.

6. DEVELOPMENT EFFECTS

6.1 People – Income level and working conditions

Training will augment the capacities of the people that are trained. This will strengthen their position in the labour market, will increase their safety at work and will increase their productivity.

Because of these beneficial effects of training workers can expect to be more attractive for companies.

The working conditions of the workers trained in reduced impact logging techniques will improve considerably. RIL has safety as one of its most important components.

6.2 Planet – Environmental effects

The training provided on SFM and RIL will lead to improved forest management and hence have a positive effect on the environment.

6.3 Profit – Development of the local market

The influence on the local market of a training centre is difficult to project.



ACRONYMS

(E)NGO	(Environmental) Non Governmental Organization
ACP	African, Caribbean and Pacific Group of States
CEPS	Customs Excise & Preventive Service
ECOWAS	Economic Community of West African States
FAO	Food and Agricultural Organization
FC	Forestry Commission
FFRT	Faculty of Forest Resources Technology (Sunyani)
FLEGT	Forest Law Governance and Trade
FMU	Forest Management Unit
FRNR	Faculty of Renewable Forest Resources
FSD	Forest Services Division
GTA	Ghana Timber Association
GTMO	Ghana Timber Millers' Organisation
ITTO	International Tropical Timber Organization
KNUST	Kwame Nkrumah University of Science and Technology
KWC	Kumasi Wood Cluster Association
MCT	Ministry of Communication and Technology
MES	Ministry of Environment and Science
MI	Ministry of Interior
MLFM	Ministry of Lands, Forestry & Mines
MoU	Memorandum of Understanding
MTI	Ministry of Trade and Industry
RIL	Reduced Impact Logging
RMSC	Resource Management Support Centre
SMFEs	Small-Medium Forest Enterprises
SFM	Sustainable Forest Management
TFF	Tropical Forest Foundation
TIDD	Timber Industry Development Division
UDS	University of Development Studies
VPA	Voluntary Partnership Agreement
WAFPO	West Africa Forest Programme Office
WD	Wildlife Division
WITC	Wood Industries Training Center

