



# **Title: Support for Development and Operation of COCOBOD's Ghana Cocoa Platform**

**Executing Agency:** UNDP

**Implementing partner:** COCOBOD

**Other Partners:** Ministry of Land and Natural Resources, Ministry of Finance, Private Partners

## **Executive Summary**

The **Ghana Cocoa Platform** is an initiative aimed at enhancing public-private dialogue and joint action planning to support the scale up of sustainable production in the sector. The Platform will consist of long term facilitated dialogues for stakeholders directly involved with the Ghanaian cocoa supply chain. The Ghana Cocoa Platform is an opportunity to address main barriers for sustainable cocoa production by generating dialogue between producers, government, and buyers. The platform aims to address the root of the problems, such as land tenure system, policy and institutional capacity for national technical support, access to crop inputs, access to finance and markets.

The Cocoa Platform will complement and add value to the current on-the-ground efforts by enhancing information exchange and coordination between the stakeholders involved.

The Platform will be chaired and hosted by COCOBOD with strong participation from other Ministries, such as the Ministry of Lands and Natural Resources and the Ministry of Finance and Economic Planning. The Platform will organize a series of plenary meetings for all stakeholders on a regular basis with the guidance of Platform Coordination Unit and Steering Committee. Platform meetings will be supported by a combination of technical papers and technical committees. These technical committees will be organized around specific areas for intervention, which will be defined by the actors participating in the platform depending on the needs of the sector. These technical committees are composed of experts and active institutions convened to prepare joint action and investment plans to tackle the prioritized issues. Possible themes of technical committees include: Productivity, Extension, Access to Finance, Labor, Deforestation and Land Tenure. The National Extension Committee is proposed to be the first technical committee of the Platform.

In addition to the focus on the national level, a global knowledge and coordination function will also be implemented, in order to enable the transfer of effective approaches, lessons learned across countries and across commodities to Ghana and to capture and disseminate the lessons and successes from Ghana at the global level.

**Programme Period:** Jan 2013 to December 2015

**Programme Component:**

**Intervention Title:** Ghana Cocoa Platform

**Duration:** 3 Years

Estimated budget: US\$1,266,720

Allocated resources:

COCOBOD (In-kind)\*: US\$324,000

COCOBOD (Cash): US\$50,000

UNDP (in-kind)\*:

\*In-kind contribution is not included in the estimated budget.

**Agreed by Implementing Partner:**

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**Agreed by UNDP:**

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## TABLE OF CONTENTS

I: SITUATION ANALYSIS .....	4
I.1. Background .....	4
I.2. Barriers to Sustainability in the Ghanaian Cocoa Sector .....	5
I.3. Platform Consistency with National and International Policy Frameworks .....	5
II: PLATFORM STRATEGY .....	6
II.1. The Platform Methodology .....	6
II.2. Platform Objectives and Strategy .....	7
III: IMPLEMENTATION.....	11
III.1. Management Arrangements .....	11
III.2. Organizational Experience .....	12
III. 3. Overall Budget.....	14
III.4. Annual Work Plan.....	17
IV: MONITORING & EVALUATION.....	19
V: AUDIT CLAUSE .....	19
VI: RISKS AND ASSUMPTIONS.....	19
VII: LEGAL CONTEXT .....	19
Annex I: Project Mapping .....	21
Annex II: Terms of Reference .....	24

## List of Acronyms

AUC	Africa Union Commission
AWP	Annual Work Plan
CAADP	Comprehensive Africa Agriculture Development Programme
COCOBOD	Ghana Cocoa Board
COCOSHE	Cocoa Coffee Shea-nut Farmer's Association
CEPPP	Cocoa Extension Public Private Partnership
CRETEC	Cocoa Research Extension Technical Committee
ECOWAP	ECOWAS Agriculture Policy
ECOWAS	Economic Community of West African States
FASDEP II	Food and Agriculture Sector Development Policy
NSCCE	National Steering Committee for Cocoa Extension
METASIP	Medium Term Agriculture Sector Investment Plan
MLFM	Ministry of Lands, Forestry and Mines
MoFA	Ministry of Food and Agriculture
PCU	Platform Coordination Unit
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee
TC	Technical Committees
TOR	Terms of Reference
UNDP	United Nations Development Programme
WCF	World Cocoa Foundation

## I: SITUATION ANALYSIS

### I.1. Background

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Cocoa is the cornerstone of Ghana's economy. It has long contributed to the country's economic development and represents an important source of employment. Cocoa is Ghana's major export commodity, accounting for about 30 percent of Ghana's total export earnings<sup>1</sup>, and provides the second largest source of export earnings. According to the Bank of Ghana<sup>2</sup>, the sector accounts for more than 9% of agricultural Gross Domestic Product (GDP). Over 500,000 farmers depend to a great extent on cocoa for their income, with many others engaged in trade, transportation, and processing activities.

The Ghana Cocoa Board (COCOBOD) has played a crucial role in positioning Ghana within the global market and ensuring the quality of its cocoa exports<sup>3</sup>. Besides this public support, there has been a strong commitment on the part of the private sector to improve the sustainability of the industry. In addition, the need to enhance mutual collaboration and coordinate efforts has also become clear to both the public and private sectors, and a number of public-private partnerships have been established over the past few years.

There are a host of international initiatives supporting sustainable cocoa in Ghana. The aim of these programmes is to improve farmer livelihoods, environmental sustainability and educational opportunities. These include the work carried out by the International Cocoa Initiative to address child labor issues, or the various programs led by the World Cocoa Foundation- the Cocoa Livelihoods Programme, the Sustainable Tree Crops Programme, or the ECHOES-Youth Education Programme, and the Cadbury Cocoa Partnership (Relaunched as Mondeléz CocoaLife). There are also strong certification programmes such as Rainforest Alliance and NGO farmer training activity such as with Solidaridad.

These initiatives have played an important role in improving cocoa production in Ghana. There have also been recent efforts to increase coordination between them and between the initiatives and COCOBOD. In order to further aid coordination COCOBOD and partners established the Cocoa Research Extension Technical Committee (CRETEC), supported by the National Steering Committee for Cocoa Extension (NSCCE). The committee has the responsibility of providing a framework for the participation of all stakeholders in the provision of extension support to cocoa farmers.

The Ghana Cocoa Platform will build on CRETEC and NSCCE to provide convening and coordination on technical issues beyond the topic of extension and into other thematic areas of the cocoa sector that would benefit from a public private partnership approach to cocoa development. The platform, through the plenary sessions will also provide the opportunity for a wider inclusion of sector stakeholders.

The Platform is to be led by COCOBOD, with UNDP providing technical advice, facilitation and organization support to set up and run the platform. The governance structures set up will permit all the active stakeholders to provide leadership in the platform.

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<sup>1</sup> USDA. Cocoa Report Annual. 2012. Web.

<sup>2</sup> Bank of Ghana. 2011. Statistical Bulletin. IDPS Department, Bank of Ghana. Accra: Ghana. February 2011.

<sup>3</sup> Institute of Development Studies and the University of Ghana. "Mapping Sustainable Cocoa Production in Ghana: Report to Cadbury". 2011.

## I.2. Barriers to Sustainability in the Ghanaian Cocoa Sector

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There is considerable scope to improve sustainability in the Ghanaian cocoa sector. Despite the progress achieved in the last years, key issues such as farmers' poverty, child labor or deforestation remain prevalent, due to persistent barriers that individual efforts have not been able to overcome. Though the root causes leading to each of these issues vary, the baseline analysis reveals common barriers that need to be addressed to improve sustainability in the sector. These broadly include:

### *Policy level*

- Insufficient integration of all policies and instruments impacting the cocoa sector
- Limited policies and incentives to encourage farmers to adopt sustainable farming practices
- Unfavorable land tenure systems and lack of harmonization among them
- Limited financial mechanisms to boost farmer's investment
- Unfavorable international-level policy and terms of trade in the cocoa sector

### *Institutional level*

- Weak institutions, especially in the financial sector and at local and district levels
- Limited institutional coordination

### *Stakeholder level*

- Insufficient sustained dialogue among all stakeholders
- Lack of an agreed common vision by all stakeholders for the development of the sector
- Limited public participation at all levels of the decision making process in the cocoa sector
- Limited coordination among existing sustainable initiatives in the sector
- Lack of an inclusive, multi-stakeholder forum to bridge information gaps in the sector

Overcoming these complex barriers requires a new, holistic approach to by all key players in the sector. This requires enhanced institutional and stakeholders' coordination and focused dialogue among all players, in order to jointly identify major sustainability issues and their root causes in the sector, agree on a common strategy to tackle these issues, implement actions to achieve common goals, and effectively monitor the progress achieved. In this regard, the Cocoa platform for the cocoa production represents a good opportunity to enhance focused dialogue, increased stakeholder participation, and coordinated action across the sector.

## I.3. Platform Consistency with National and International Policy Frameworks

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In most cases, sustainability issues and strategies to address them are well articulated in the different policies affecting the cocoa sector.

The agriculture sector has been recognized in both the **Ghana Poverty Reduction Strategy** (2003-2005) and the **Growth and Poverty Reduction Strategy** (2006-2009) as key to rural development and poverty reduction<sup>4</sup>, being the cocoa subsector acknowledged as one of the major drivers for growth and poverty reduction in the country. In addition, agricultural productivity has also been recognized as a key to stimulate economic growth in Africa in the **Africa Human Development Report**, by pulling people out of poverty through job and income creation, increasing their capacity to save and invest in the future, and enabling a more sustainable use of land and water resources. This is also aligned with the current efforts of the international community to achieve the Millennium

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<sup>4</sup> CAADP, ECOWAS, and Government of Ghana. "Ghana: Review of Ongoing Agricultural Development Efforts".

Development Goals (MDGs) by 2015. Ghana has indeed become the first Sub-Saharan African country to achieve the **Millennium Development Goal One** on halving hunger by 2015, partly by focusing on policies which encouraged cocoa farmers to boost output.

The Platform can also contribute to Ghana's food and agriculture policy framework, mainly the **Food and Agriculture Sector Development Policy (FASDEP II)** and the **Medium Term Agriculture Sector Investment Plan (METASIP)** developed for its implementation for the period 2011-2015. Commodity growth, market access and environmental sustainability are key programme areas included in both FASDEP II and METASIP and will also be the core components of the Cocoa Platform that this project aims to set up. The platform will also provide support for the implementation of the **National Land Policy** and will support any necessary land tenure reform processes in cocoa communities, in order to facilitate an equitable access to land.

Last, the project is also in fulfillment of Ghana's participation in agriculture related initiatives of the Economic Community of West African States (ECOWAS) and the Africa Union Commission (AUC) under the framework of the **ECOWAS Agriculture Policy (ECOWAP)** and the **Comprehensive Africa Agriculture Development Programme (CAADP)**. More specifically, the Cocoa Platform will be able to provide support for three of the four pillars of the CAADP, namely: (1) Land and water management, (2) Market access, and (3) Food supply and hunger.

The level of implementation and compliance of these policies and plans varies. This is in part because developing and implementing sustainable development policies in the cocoa sector is a multi-faceted issue requiring inter-ministerial and multi-stakeholder collaboration. These include the Ghana Cocoa Board (COCOBOD), Ministry of Food and Agriculture (MoFA), Ministry of Lands, Forestry and Mines (MLFM), Research Institutes, District Assemblies, Chiefs/Skins, Farmer-Based Organizations, and Non-Governmental Organizations, among others. The development of improved mechanisms for implementing joint action plans is critical for achieving policy goals and objectives.

Through the setting up of a national coordination platform for the cocoa sector, all stakeholders in the cocoa supply chain will contribute to the effective and efficient implementation of the policies and strategies affecting the cocoa industry. The platform will act as a catalyst for the development of the cocoa sector in general and for ensuring its environmental sustainability in particular.

## II: PLATFORM STRATEGY

### II.1. The Platform Methodology

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A national commodity platform can be defined as a forum consisting of multi-stakeholder groups, operated at the national level, and led and chaired by government. A platform develops concrete actions to address critical issues in the cocoa sector at a systemic level. It coordinates the whole cocoa sector and offers research and advisory services regarding priority areas. The cocoa platform aims to become the national coordination mechanism to incorporate specific actions into public policies, with specific actions implemented through a coordinated and participatory process. The main characteristics of a platform are:

- Venue for identifying sustainability priorities for a cocoa sector and its supply chain, and for developing national pre-competitive support strategies to achieve sustainability

- Tool to resolve conflicts of interest by bringing supply chain members into dialogue to discuss diverse thematic areas
- Hub to connect corporate partners to government policy and planning and directly to producers
- Mechanism to organize and advance multiple and fragmented efforts to promote sustainability to scale
- Knowledge-sharing space for exchanging information, best practices and lessons between on-the-ground projects in Ghana
- Support mechanism to the formulation of joint action plans which will coordinate public and private sector investment

**The Platform should not be expected to** provide direct technical assistance to resolve sustainability issues. These are to be provided by on-going technical assistance projects.

**The sustainability and life expectancy** of the platform will depend on country need. This project has been designed to support the establishment and operation of the platform for three years. Three years has been selected as it should be sufficient time to demonstrate how to operate a platform, the value of the platform and to begin to institutionalize the Platform within the government and stakeholders.

## II.2. Platform Objectives and Strategy

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The **goal** of the Platform is: *to boost sustainable production in Ghana's cocoa sector through enhanced partnership and cooperation among stakeholders*. The project aims to achieve the following **specific objectives**:

- (i) Strengthen coordination and advocacy for sustainable cocoa industry
- (ii) Identify bottlenecks and develop plans for improvement in priority areas of the cocoa sector, such as:
  - a. Policy frameworks for sustainable cocoa
  - b. Land use planning in cocoa landscapes
  - c. Up-scaling and replication of successful experiences
- (iii) Lessons from the Ghana cocoa platform contribute to the global knowledge on National Commodity Platforms

The Platform will be chaired and hosted by COCOBOD with strong participation from other Ministries, such as the Ministry of Lands and Natural Resources and the Ministry of Finance and Economic Planning. For better representation of all relevant stakeholders in government, other functional organizations such as Land Commission and Forestry Commission will also be invited to the platform. The Platform will organize a series of plenary meetings for all stakeholders on a regular basis. Platform meetings will be supported by a combination of technical papers and technical committees. These technical committees will be organized around specific areas for intervention, which will be defined by the actors participating in the platform depending on the needs of the sector. These technical committees are composed of experts and active institutions convened to prepare joint action and investment plans to tackle priority issues. Possible working groups include: Productivity, Extension, Access to Finance, Labor, Deforestation and Land Tenure. The National Extension Committee is proposed to be the first technical committee of the Platform.

Partners will work to establish a cocoa platform for focused dialogue in the sector. Discussions at the platform level will lead to a joint documented consensus over the major positive and negative impacts of cocoa production, a review of the best practices to improve environmental and social performance that are better

adapted to the reality of Ghana, a set of recommendations for policy reform (e.g. review legislation for land use planning, ecosystem maintenance, vocational training system, fiscal policy instruments, purchasing policies of buyers) and joint action planning by stakeholders.

The platform will include a strong feedback loop where progress is frequently reported and activities and results will be closely monitored and measured to ensure that enhanced performance of the commodity value chain is achieved and that lessons are incorporated into and guide future interventions. Monitoring and measuring results is an ongoing set of activities that need to be integrated into implementation of the action plans.

In addition to the focus on the national level, a global knowledge and coordination function will also be implemented, in order to enable the transfer of effective approaches and lessons learned across countries and across commodities to Ghana, and to capture and disseminate the lessons and successes from Ghana at the global level.

The project will thus have the following two main components:

- **Component 1: Development and operation of the Ghana Cocoa Platform**
- **Component 2: Global knowledge management**

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#### **COMPONENT 1: Development and operation of the Ghana Cocoa Platform**

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**Output 1.1** – Government awareness raised on the concept of a cocoa platform and governance structure agreed

The project will assist in establishing the platform Steering Committee (SC) composing of institutions and representatives as requested by the Chief Executive of COCOBOD (designated Chairman of the platform). The international platform advisor and platform coordinator will inform and train the members in the concepts and dynamics of a National Commodity Platform. As understanding increases, the shape and focus of the platform will evolve. Once the SC is comfortable, the platform coordinator will advance with the subsequent outputs.

**Output 1.2** - Review of root cause and baseline report of the cocoa sector in Ghana

Despite many past baseline studies, many new programmes that aim to prepare a situation analysis are surprisingly faced with a lack of up-to-date information and are often provided with old information or regurgitated figures that have been passed down over the years – identifying an obviously gap in our understanding. In addition to out-of-date information sources, data and baseline reports are typically scattered across stakeholder groups making the task of preparing a report of the current situation even more daunting.

To overcome this common pitfall, the first output aims to undertake a comprehensive baseline review of Ghana's cocoa sector that will mostly be a desktop review of available socio economic and environmental literature, and an extensive consultative process to interview key stakeholders to better define barriers and the main gaps in our understanding. This comprehensive baseline document will function as a key tool for the cocoa platform, guiding initial plenary discussions for the establishment of working groups that aim to provide recommendations to overcome bottlenecks and scale up sustainable development of the cocoa sector.



The focus and TOR for the study will be finalized by the platform members.

**Output 1.3 - Platform stakeholders identified and invited to participate in the platform**

Platform Coordination Unit, with the guidance of the Steering Committee, will identify and invite all stakeholders in Ghana cocoa sector to the platform.

**Output 1.4 - Code of Conduct drafted for the cocoa platform**

A draft document of this code of conduct will be prepared with the Steering Committee. Once the platform is operational the code of conduct will be shared with the platform plenary participants to ensure an all-inclusive process before any final document is agreed upon.

**Output 1.5 - Platform plenary sessions functional**

The heart of the cocoa platform will consist of plenary sessions where all representatives of the cocoa sector participate, from farmer coops and exporters to buyers and policy makers. In most cases, platforms normally plan for at least three plenary meetings per year, estimating one plenary session every four months. The dates for each plenary meeting are set at the end of the previous plenary session, as the last point in the agenda. The plenary sessions consist of discussions regarding presentations given by the Steering Committee, the Technical Committees and other invited individuals. The plenary events function as a dialogue between the partnership platform participants to review sustainability issues, agree on overall vision and strategy for the sector, identify key priorities and define and agree on solutions and initial interventions needed. It also facilitates information exchange, lesson learning and coordination between on the ground projects.

**Output 1.6 - Platform Technical Committees functional**

The platform Technical Committees will be formed by the participants of the plenary assembly in order to develop recommendations on specific barriers to sustainability. They will be formed by representatives of the entities participating in the platform. The Technical Committees will be convened at least once a month by the project coordinator. The Technical Committees will nominate leaders, who, together with the project coordinator, will manage the agenda, the convening, and will moderate the work group sessions. The group leaders can suggest the organization of specific events that assist in specific subject analysis. Technical Committees may be supported by professional facilitation provided by the project.

Technical areas for committees may include: Productivity, Labour, Extension, Deforestation, Land Tenure and Access to Finance. The basic operation and sequencing of the Technical Committees will be as follows:

- Document and define specific problems;
- Suggest activities of the Joint Action Work Plan to solve the problems per subject-matter;
- Facilitate the formulation of Joint Action Work Plan;
- Identifying key roles, responsibilities and interventions to be undertaken to implement the Joint Action Work Plan
- Inform, during the plenary sessions, about the progresses of the discussion about specific issues.

There could also be a technical committee to support the finalization of the National Cocoa Development Strategy. The existing cocoa strategy that was prepared in 1999 under the auspices of the Ministry of Finance

with the titled “Ghana Cocoa Sector Development Strategy by Ministry of Finance, April, 1999” has been under review since 2010. The process has been stalled for a number of reasons although COCOBOD still considers this to be work in progress. To expand on this process, and to make the document a more inclusive process, the existing strategy will be further developed using the public-private coordination platform to ensure all key stakeholders are part of the development process. Thus, the technical committee can work with COCOBOD to further develop the working document and identify gaps in the work programme where additional information is needed. This will benefit from the baseline report to be produced under Output 1.2.

#### **Output 1.7 - Technical studies prepared to support platform decision making**

Select technical studies may be commissioned to provide supporting data to assist with decision making and consensus building. For example, value chain studies to identify how to improve value share of cocoa prices to small producers can be one of the study areas

#### **Output 1.8 - M&E system functioning**

- Review and evaluate indicators of existing Public-Private Partnership
- Generate key baseline data for each indicators
- Continuously review all action plan components to track challenges and bottlenecks in order to make modifications if needed
- Review progress on indicators on an annual basis and report to the SC and donor

#### **Output 1.9 - Communication strategy developed to report on progress and support feedback loop**

- Defining the different audiences and their communication needs;
- Define the most appropriate tools and activities to communicate the key messages.
- Preparation of key communication products (e.g.) summary of project, summary of progress
- Disseminate the communication documents both nationally and internationally

### **Outcome 2 Lessons from the Ghana Cocoa Platform contribute to Global Knowledge on National Commodity Platforms**

#### **Output 2.1 - Lessons shared with Ghana from other pilot commodity platforms**

This will be through international advisors training stakeholders in-country and through taking Steering Committee members on a study tour to an existing national commodity platform. This will likely be either in Costa Rica on pineapple or Indonesia on palm oil.

#### **Output 2.2 – Lessons from the Ghana Platform contribute to global knowledge on Platforms**

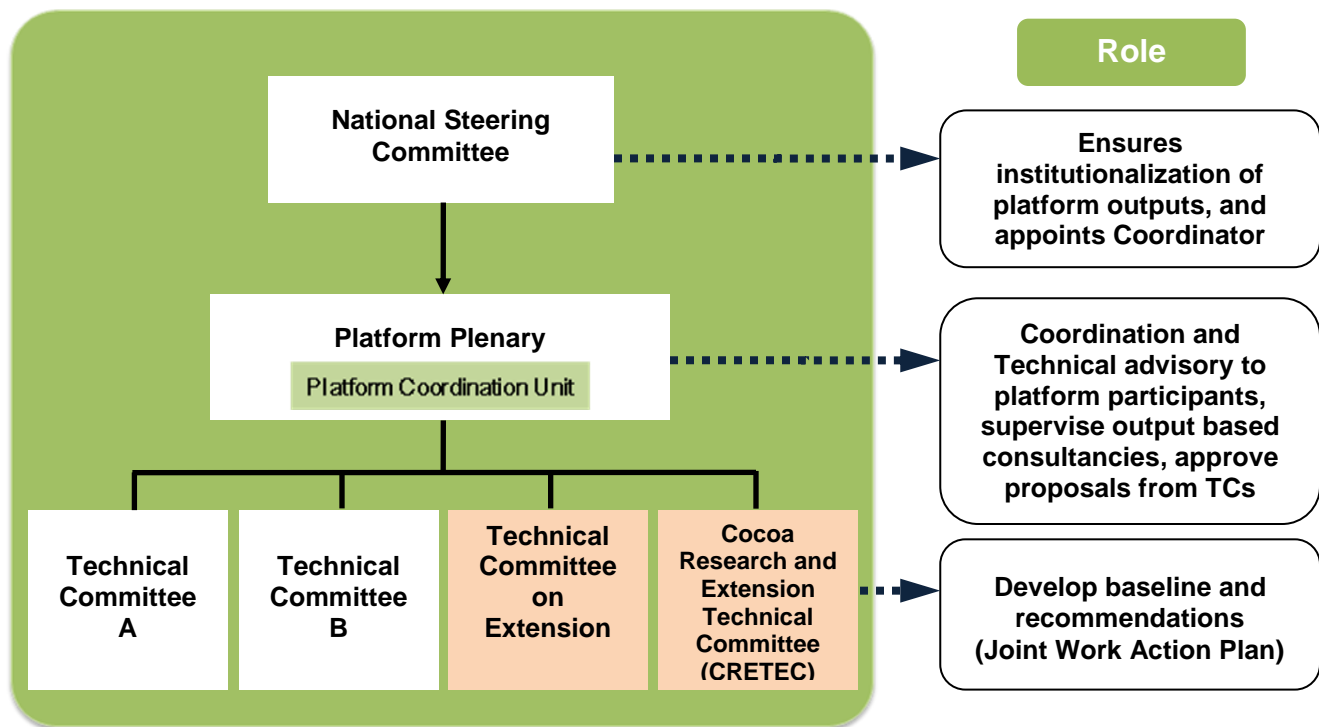
The project will capture lessons from the set up and operation of this Platform and feed them into global dialogues and knowledge in order to more effectively set up Platforms in other countries. This may include speaking at global conferences, knowledge products and participating in a global network of Cocoa platform practitioners.

### III: IMPLEMENTATION

#### III.1. Management Arrangements

The Platform's **Implementing Agency (COCOBOD)** is responsible for the overall implementation of the cocoa platform. The proposed platform is envisaged to have four related bodies - the Platform Steering Committee (SC), Platform Plenary group, Platform Technical Committees and the Platform Coordination Unit (PCU).

Figure 2:



The Chairman of the Platform will be the Chief Executive of COCOBOD. This is highly advantageous as it brings a high level of government ownership and leadership to the Platform.

#### National Steering Committee

The National Steering Committee will be formed as a group of representatives from COCOBOD, UNDP, Ministry of Lands and Natural Resources (MLNR) and its two implementing Agencies (Lands Commission and Forestry Commission), Ministry of Finance and Economic Planning (MOFEP), University of Cape Coast, Cocoa Coffee Sheanut Farmer's Association (COCOSHE), and other partners (e.g. Cocoa Extension Public Private Partnership (CEPPP), World Cocoa Foundation (WCF) and other private partners) who will meet twice a year to ensure that support to facilitate the platform process are progressing as agreed in the project document and also funds are being spent effectively over the project period. The Steering Committee also aims to identify any strategic or operational changes needed to the platform. Five members in the steering committee of the COCOBOD Extension Technical Committee will be represented in the platform's Steering Committee to ensure the integration of current extension system at the decision-making level.

### Platform Plenary

The plenary sessions, invited by the Project Coordination Unit (PCU), aim to be inclusive and will be open to all cocoa stakeholders including policy makers (government representatives), UNDP, donors, NGOs, certifiers, research institutions and other parties playing leadership roles in the cocoa sector. These plenary sessions will provide opportunities for the SC and Technical Committees to make presentations and socialize new ideas across the sector. The plenaries will also provide time and space to allow all participants to express their views and share experiences.

### Technical Committees (TC)

The platform Technical Committees (TCs) consist of members of the Cocoa platform that focus on a particular technical objective that has been identified as a national priority. COCOBOD's existing Extension Technical Committee will be included in the platform structure as one of the TCs. The TCs will convene to address the priorities and deliverables set by the Steering Committee, document and define specific problems related to the deliverables (i.e. baseline assessment), elaborate work plans for completing taskforce deliverables in a timely manner and inform Steering Committee and plenary on progress made on achieving the specific objectives identified by the cocoa platform.

### Platform Coordination Unit (PCU)

The Platform Coordination Unit (PCU) will provide technical advisory services to support organization and facilitation of platform operations, partnership building, conflict resolution, supervision of technical studies, M&E, and communications. The PCU will be supported by UNDP CO and UNDP's Green Commodities Facility, which will provide quality assurance based on international best practice. The PCU, which will direct and coordinate activities, will provide overall administrative functions and be responsible for reporting. The PCU will consist of:

- 1 platform coordinator,
- 2 facilitators,
- 1 administrative assistant

These would be supported by global level experts as follows:

- 1 international advisor for corporate engagement and communications
- 1 international lead advisor for technical advisory

The PCU will be supported by UNDP CO which will administer the project and ensure day-to-day progress, and by UNDP's Green Commodities Facility which will provide quality assurance based on international best practice of Cocoa platforms. The financial management of the Platform will be as per UNDP Rules and Regulation.

## III.2. Organizational Experience

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UNDP has a significant private sector portfolio, including around partnering with the private sector, it has a wide network of partners and it mostly takes a different bottom up approach, focusing on the needs and demands of the poor as an initial starting point. UNDP brings the following areas of expertise and organizational capacities:

- UNDP has a unique mandate and ability to act as interface between governments, private sector and communities;
- Impartial, trusted convening role of policy dialogue and collaboration between private and public actors at country level. Brokerage function;
- Research and expertise on inclusive business approaches;
- Grassroots, pro-poor focus on inclusive growth and inclusive markets;
- Capacity development of private sector support institutions and private associations at national and local levels;
- Expertise on environmental sustainability, green commodity production and climate change approaches;
- Coordinator of UN system - network of partner UN technical agencies that can be drawn on for specific needs (policy, trade, labor, agriculture etc);
- UN has a mandate for peace building which is a strong foundation for conflict resolution which is prevalent in commodities and productive sectors in specific countries, particularly between indigenous populations and industry association with land take.

UNDP established in 2009 the *Green Commodities Facility* to focus on supporting such work specifically for agricultural commodities. This is based on the rationale that within the agricultural sector a focus on commodity production and in particular on building a more integrated approach between productivity and natural resource sustainability at the farm level and along the supply chain up to government and international markets, can make a major difference to rural poverty.

Major achievements of the Green Commodities Facility in Africa include its participation as special advisor to the National Cocoa Board in Ghana, where it also leads a national environmental project for the cocoa sector. UNDP is also working closely with the government of Ivory Coast to develop a public-private partnership for sustainable cocoa production, and in Ethiopia for the creation of a similar platform but for coffee.

### III. 3. Overall Budget

Outcome 1: Development and operation of the Ghana Cocoa Platform					Budget Notes
	Budget Description	Year 1	Year 2	Year 3	
<b>Output 1.1:</b> Government awareness raised on the concept of a cocoa platform and governance structure agreed	Workshop	7000	-	-	
<b>Output 1.2:</b> Review of root cause and baseline report of the cocoa sector in Ghana	National consultant	10,000	-	-	
<b>Output 1.3:</b> Platform stakeholders identified and invited to participate in the Platform	Platform coordinator	-	-	-	
<b>Output 1.4:</b> Code of Conduct drafted for platform	International consultant	10,000	-	-	
	Travel (missions and attend 1 <sup>st</sup> plenary session)	5,000	-	-	
<b>Output 1.5:</b> Platform plenary sessions functional	Plenary sessions (workshops): three per year	45,000	45,000	45,000	
	Printing/Publishing session: Materials/website	5,000	5,000	5,000	
<b>Output 1.6:</b> Platform Technical Committees functional	Support to Technical Committees	70,000	70,000	70,000	
	Travel	10,000	10,000	10,000	
<b>Output 1.7:</b> Technical studies prepared to support platform decision making	Consultants/sub-contracts (national/international)	10,000	20,000	-	
<b>Output 1.8:</b> M&E system functioning	Domestic travel – national platform coordinator	2,000	2,000	2,000	
	Contractual Service – support M&E function, RBM and Reporting	10,000	10,000	10,000	
	Workshop(s)	5,000	5,000	5,000	

	International platform advisor	-	-	-	
	Printing of communication documents	3,000	3,000	3,000	
<b>Output 1.9:</b> Communication strategy developed to report on progress and support feedback loop	Consultants/sub-contracts (national/international)	5,000	5,000	5,000	
	Printing of communication documents	5,000	5,000	10,000	
<b>Total for Output 1</b>		195,000	180,000	165,000	540,000
<b>Outcome 2: Lessons from the Ghana Cocoa Platform contribute to Global Knowledge on National Commodity Platforms</b>					
	<b>Budget Description</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	
<b>Output 2.1:</b> Lessons shared with Ghana from other pilot commodity platforms	Travel – International platform advisor (2 trips/year)	6,000	6,000	6,000	
	Travel - Head of Green Commodities	6,000	6,000	6,000	
	Study tours: Travel – Government platform officials	40,000	-	-	
	Study Tour: Travel – Task Force	20,000	-	-	
	knowledge sharing workshop	-	5,000	5,000	
<b>Output 2.2:</b> Lessons from Ghana platform contribute to global knowledge of Platforms	International travel for Platform leaders to speak at global conferences	-	-	15,000	
	Short documentary	-	-	5,000	
<b>Total Output 2</b>		72,000	17,000	37,000	126,000
<b>Platform support staff and operations</b>					
Platform Coordinator	Salary	30,000	30,000	30,000	
	Travel- Internal and International (learning knowledge sharing and networking)	10,000	10,000	10,000	
Facilitators x 2 ( 6 months)	Salary Nationals ( 6 months X year)	18,000	18,000	18,000	
	Travel-Domestic	2,000	2,000	2,000	
Admin assistant to coordinator	Salary	15,000	15,000	15,000	
	Travel Domestic	1,000	1,000	1,000	

International platform advisor	Salary	30,000	30,000	30,000	
International lead advisor (Head of Green Commodities)	Salary	30,000	30,000	30,000	
Local Office Equipment and Furniture		15,000	3,000	3,000	
Communication Equipment		5,000	3,000	3,000	
Information Technology Equipment		12,000	3,000	3,000	
Local Office Rent - COCOBOD in-kind co-financing		-	-	-	
<b>Total Platform staff and operations</b>		168,000	145,000	145,000	458,000
<b>SUBTOTALS (US\$)</b>		442,000	342,000	347,000	1,124,000
<b>(7%) GMS</b>		30,940	23,940	24,290	78,680
<b>(5%) ISS</b>		22,100	17,100	17,350	56,550
<b>TOTAL (US\$)</b>		495,040	383,040	388,640	<b>1,266,720</b>



### III.4. Annual Work Plan

EXPECTED OUTPUTS <i>including baselines indicators and annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M&amp;E to be undertaken during the year towards stated outputs</i>	TIMEFRAME												RESP. PARTY	PLANNED BUDGET	
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 4	Q 4		Source Funds	of
Outcome 1: Development and operation of the Ghana Cocoa Platform																
<p>Output 1.1: Government awareness raised on the concept of a cocoa platform and governance structure agreed</p> <p>Output 1.2: Review of root cause and baseline report of the cocoa sector in Ghana</p> <p>Output 1.3: Platform stakeholders identified and invited to participate in the Platform</p> <p>Output 1.4: Code of Conduct drafted for platform</p> <p>Output 1.5: Platform plenary sessions functional</p> <p>Output 1.6: Platform Technical Committees functional</p> <p>Output 1.7: Technical studies prepared to support platform decision making</p> <p>Output 1.8: M&amp;E system functioning</p> <p>Output 1.9: Communication strategy developed to report on progress and support feedback loop</p>	Activity 1.1: Conduct initial platform workshop													UNDP		7,000
	Activity 1.2: Complete baseline assessment of cocoa sector															10,000
	Activity 1.3: Identify and invite all cocoa stakeholders in Ghana to the platform															-
	Activity 1.4: Draft and complete final code for platform															15,000
	Activity 1.5: Platform plenary sessions operational															150,000
	Activity 1.6: Platform Technical Committees operational															240,000
	Activity 1.7: Complete technical studies and present at the plenary															30,000
	Activity 1.8: M&E assessment tools defined															60,000
	Activity 1.9: Communication strategy developed															35,000
	<p><b>Baseline:</b> National Cocoa Platform to facilitate stakeholder’s dialogue is non-existent.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"><li>- Baseline report of Ghana cocoa sector</li><li>- Platform structure created</li><li>- Platform Code of Conduct</li><li>- Communication materials</li></ul> <p><b>Targets:</b> Overall platform structure is set-up and operational</p> <p><b>Means of Verification:</b> Platform M&amp;E system</p>															

EXPECTED OUTPUTS <i>including baselines indicators and annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M&amp;E to be undertaken during the year towards stated outputs</i>	TIMEFRAME												RESP. PARTY	PLANNED BUDGET	
		2013				2014				2015					Source of Funds	Amount (\$)
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 4	Q 4			
Outcome 2: Lessons from the Ghana Cocoa Platform contribute to Global Knowledge on National Commodity Platforms																
Output 2.1: Lessons shared with Ghana from other pilot commodity platforms Output 2.2: Lessons from Ghana platform contribute to global knowledge of Platforms  <i>Baseline: Global lessons on commodity platform are not conveyed to Ghana's cocoa stakeholders</i> <i>Indicators:</i> - Knowledge product compiling lessons from the Ghana Cocoa Platform <i>Targets: Knowledge product created and disseminated though the plenary and globally</i> <i>Means of Verification: Platform M&amp;E system</i>	Activity 2.1: Learning mission completed by government to other commodity platforms													UNDP		106,000
	Activity 2.2: Knowledge material compiling the lessons from Ghana cocoa platform developed and disseminated globally															20,000

#### **IV: MONITORING & EVALUATION**

Monitoring is a continuous function that aims primarily at providing management and main stakeholders of a country programme or a project with early indications of the progress, or lack thereof, towards delivering intended results. As a minimum, on annual basis, the following monitoring activities must be carried out in accordance with the programming policies and procedures outlined in the UNDP User Guide and the project will be monitored through the following:

- On a quarterly basis, a project progress reports shall be submitted to UNDP
- An Issue Log shall be activated in Atlas and updated to facilitate tracking and resolution of potential problems or requests for change.
- A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the AWP implementation.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Reviews: A midyear review and an annual review shall be conducted to assess the performance of the AWP and appraise the Annual Work Plan (AWP) for the following year.

#### **V: AUDIT CLAUSE**

As per UNDP regulations, policies and procedures, audit would include the review of work plans, progress reports, project resources, project budget, project expenditure, project delivery, recruitment and procurement process, operational and financial issues and management of project plants, property and equipment. To ascertain with due procedures are followed and value for money. This shall be done in conformity with UNDP rules.

#### **VI: RISKS AND ASSUMPTIONS**

The general political and economic environment of Ghana is stable and conducive for development, it is assumed that Government will continue to show commitment; demonstrate political will and create an enabling environment for development interventions to thrive. 2012 being an election year however has implications on project implementation. There is the risk that implementation partners (IPs) and responsible parties (RPs) may be overly indulged in politics and may have limited commitment to implementation of planned activities. In addition, this year is the beginning of a new programme cycle 2012-2016; new implementation partners and responsible parties would have limited knowledge of UNDP processes. Furthermore, the new management arrangement contained in the AWP may create some relationship and reporting challenges. This may also impact on the implementation, and ultimately the planned results.

To mitigate these challenges, activities are planned for the new year (year 2013) when political activities have already taken place. In addition, the inception workshop and training will be organized to brief implementation partners and RPs on UNDP processes and the how the new management arrangement will work once the project has been endorsed and funding has been mobilized.

#### **VII: LEGAL CONTEXT**

This document constitutes a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all contracts, procurement, assets provisions apply to this document.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the AWP are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this AWP".

The UNDP Resident Representative and Country Director in Ghana are authorized to effect in writing the following types of revision to this AWP, provided that he/she has verified the agreement thereto and is assured that the other signatories to the AWP have no objection to the proposed changes:

- Revision of, or addition to, any of the annexes to the AWP;
- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this AWP.

## Annex I: Project Mapping

The following table presents some of the major ongoing initiatives in the cocoa sector in Ghana, showing the additional contribution that the platform can bring to the development of the sector:

Stakeholders involved	Project title	Objectives	Timeline	Cocoa Platform's additional contribution
Contributors: International Cocoa Organization (ICCO), the Netherlands Ministry of Agriculture, nature and Food quality, SECO, Governments of Côte d'Ivoire & Trinidad and Tobago  Implementing partners: International Cocoa Organization (ICCO), COCOBOD	<b>Roundtable for a Sustainable Cocoa Initiative (RSCE)</b>	To establish a participatory and transparent dialogue process towards economic, environmental and social sustainability in the global cocoa economy	2007-today	Platform is aligned with the global initiative and will contribute to maximize its impact at national level; coordination at global level is expected
Partnership between NGOs, trade unions, cocoa processors and companies. Corporate members include ADM, Barry Callebaut, Cadbury Schweppes, Cargill, Ferrero, Hershey Foods, International Confectionery Association, Kraft Foods, Mars, Nestlé and Toms	<b>International Cocoa Initiative (ICI)</b>	To oversee and sustain efforts to eliminate the worst forms of child labour and forced labour in the growing and processing of cocoa beans and their derivative products	2002-today	Reach beyond the topic of child labor into other key sustainability areas; platform will be an opportunity to reinforce ICI's impact at national level
Contributors: USAID, National Government of Ghana, IDH, WCF member companies  Implementing partners: Institute of Tropical Agriculture, Alliance of Cocoa Producing Countries (COPAL)	<b>African Cocoa Initiative</b>	To strengthen national partnerships in the cocoa sector; improve cocoa productivity, enhance extension services and training for farmers; foster market-driven farming input supply services	2011-2016	Platform is aligned with the regional initiative and will contribute to maximize its impact at national level
USAID, WCF, Global cocoa/chocolate industry  International Institute of Tropical Agriculture, COCOBOD, private sector (Kraft, Hershey, Mars), global cocoa traders and processors	<b>Sustainable Tree Crops Program (STCP)</b>	Focus on research activities to improve the economic and social well being of tree crop farmers and their communities, and the environmental sustainability of their systems	2000-today	Broader approach to sustainability. The platform is an opportunity to translate results of research into specific policies and strategies for the sector through enhanced stakeholder coordination. The platform is aligned with the STCP initiative and will contribute to increase its impact at national level.

Stakeholders involved	Project title	Objectives	Timeline	Cocoa Platform's additional contribution
Cadbury/Kraft Foods, the Ghana Cocoa Board (COCOBOD), UNDP, Voluntary Service Overseas (VSO), World Vision and CARE International	<b>Cadbury Cocoa Partnership (CCP)</b>	To boost incomes by helping farmers increase the quality and quantity of production; introduce new sources of rural income through microfinance and business support; and build government capacity for policy reform.	2008-today	Wider stakeholder participation and enhanced dialogue into these and other key thematic areas in the sector
UNDP, COCOBOD	<b>Environmental Sustainability and Policy for Cocoa Production in Ghana</b>	To support innovative environmental approaches by building institutional knowledge and incentivizing farmers to adopt sustainable environmentally friendly production practices throughout cocoa growing communities.	2012-2015	Broader approach to sustainability  Wider stakeholder participation: Involvement of <i>all</i> key players in the sector
COCOBOD, Mondelez, Armajaro Ghana Ltd., Solidaridad, WCF, GIZ; Rainforest Alliance, Technoserve, International Institute of Tropical Agriculture	<b>Cocoa Extension Committee</b>	To improve efficiency and efficacy of the extension support system for cocoa farmers	2010-today	Reach beyond extension into other key thematic areas; Wider stakeholder participation
Contributors: World Cocoa Foundation (WCF), COCOBOD, Hershey Implementing partners: World Education Inc, CENCOSAD, DreamOval Ltd.	<b>WCF- CocoaLink: Connecting Cocoa Communities</b>	Mobile technology service to deliver farming, social and market information to cocoa farmers in Western Ghana	2011-2013 (pilot phase)	Platform is an opportunity to increase farmer access to key sector information and strengthen connections between cocoa communities
Contributors: USAID, WCF member companies, Jacobs Foundation, Norwegian Association of Chocolate Manufacturers Implementing partners: World Education Inc., Winrock International	<b>WCF ECHOES</b>	To expand opportunities for youth and young adults through livelihoods, literacy and basic education	2007-2015	Sustained dialogue among all stakeholders can contribute to define priorities for education and identify gaps
Contributors: Bill & Melinda Gates Foundation, the German Ministry for Economic Cooperation and Development, IDH; Hershey, Kraft, Mars; ADM Cocoa, Cargill, Blommer Chocolate Company, Barry Callebaut; Olam International, Starbucks Coffee Company, other supply chain industries.	<b>WCF-Cocoa Livelihoods Programme</b>	To increase farmer income through the strengthening of local service capacity, increased access to finance, professionalized farmers' organizations and training activities for farmers	2009-2013	Enhanced inclusive dialogue is an opportunity to identify farmers' needs and define key priorities and strategies. Opportunity to translate needs into policies due to a foreseen wide

Stakeholders involved	Project title	Objectives	Timeline	Cocoa Platform's additional contribution
Implementing partners: WCF, Agribusiness Systems International-ACDI/VOCA, GIZ, SOCODEVI, Technoserve, COCOBOD				participation of the public sector
Olam; Rainforest Alliance	<b>Climate-friendly Cocoa</b>	To enable communities to adapt to climate change through the adoption of sustainable farming practices	2011-2014	Broader approach to sustainability; Wider stakeholder participation
Mars, Solidaridad, Cargill, Heinz, Nestle, IKEA	<b>UTZ Certified/Good Inside Cocoa Program</b>	To implement a mainstream certification program to ensure a sustainable and ethical cocoa supply chain	2009	Broader approach to sustainability beyond certification

*Table 1 .List of relevant related initiatives and complementarities with the Ghana Cocoa Platform*

## Annex II: Terms of Reference

### Terms of Reference Cocoa Platform Coordinator, UNDP Ghana

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<b>Title:</b>	National Platform Coordinator
<b>Location:</b>	COCOBOD, Ghana
<b>Type of Contract:</b>	Individual Contract
<b>Supervisor:</b>	Steering Committee
<b>Expected Duration of Assignment:</b>	
<b>Start Date:</b>	

#### Background

Agricultural commodity supply chains constitute one of the largest threats to biodiversity. Expansion policies lead to encroachment of productive landscapes into natural habitat, with an estimated loss of 13 million hectares of forest cover each year. Conventional practices reduce farmland's on-site biodiversity and ecosystem functions as a result of soil eroding tillage and agrochemical pollution; sustain overharvesting of terrestrial and marine resources; and contribute significantly to climate change because of high GHG emission footprint of its productive practices.

UNDP has wide experience building national capacity for biodiversity conservation through changing production of commodities (coffee, cocoa, beef, cotton, seafood, minerals etc) and several major sustainable commodity initiatives underway which support sustainable production and linkages to markets. UNDP's Environment and Energy Group (EEG) provides advocacy, policy advisory and operational services to support the organization's work in these areas across 166 countries. UNDP EEG launched in 2009 the Green Commodities Facility (the Facility) to fulfil this need and improve the social, environmental and economic sustainability of commodities production and trade by developing global multi-stakeholder strategies on a sector-by-sector basis. The objective of the Facility is to contribute to shifting global markets to drive the production and sale of green commodities instead of current unsustainable practices. The Facility systematizes and scales up the existing green commodity activity of UNDP to achieve this vision. Supply chain management and public-private partnerships are key approaches used.

#### Goals and Specifics

The goal of the post is to ensure an effectively functioning national commodity platform.

#### Responsibilities:

1. Coordination
2. Partnership development
3. Organize events
4. Generate support data
5. Build relationships and trust between stakeholders
6. Producing concrete agreements and results

#### 1. Team management, budget and reporting



- Lead the management staff, including consultants
- Coordinator is responsible for the project's budget
- Prepare quarterly and annual progress report and all other substantive, management and financial reports.
- Meet with GCF technical advisors who will give technical support to the process
- Design and establish a Monitoring and Evaluation Plan to track project progress at a national level
- Supervise development and updating of the webpage
- Make sure that all the project components are in line with the activities supported by other organizations/donors.
- Prepare Terms of Reference for consultants and contractors and present to GCF for their approval
- Design of a mechanism for exchanging experiences and lessons learned
- Represent the project at forums and meetings -related to project's objectives- at a regional and global level, with previous approval of steering committee.

## **2. Organize events**

- Ensure 3-4 Plenaries take place a year with maximum attendance of stakeholder and maximum participation during the plenaries. Ensure strong senior government and private sector participation.
- Establish up to 5 working groups based on platform priorities and ensure they are resourced with facilitation so they produce concrete results with agreed deadlines. Responsible to ensure meetings are held once a month with good attendance.

## **3. Build relationships and trust between stakeholders**

- Promote and establish close relations with project partners, as well as other UNDP projects and complementary projects related to sustainability and agricultural production.
- Identify stressed relationships and find ways to resolve them bilaterally
- Regularly hold bilateral meetings with key platform members to ensure they are having their concerns addressed and continue seeing added value in the platform

## **4. Producing concrete agreements and results**

- Generate support data on baseline in order for decisions to be made
- Gain commitments from platform members during working group meetings
- Follow up to make sure stakeholders follow up on their commitments
- Report progress on commitments back to the plenaries

## **5. Reporting lines**

Report to steering committee monthly and UNDP commodity team on a quarterly basis

### **Academic requirements:**

- MSc in Economics, agriculture economics, agri-business, rural development or human geography, sustainable management of natural resources or political science; lower academic standards will be considered if work experience meets the following criteria:

**Work Experience:**

- At least 7 years of relevant and proven professional experience in execution and implementation of projects with components of facilitating inter-sectoral and sectoral conflict management.
- Expertise in the analysis and / or formulation of public policy related to agriculture and / or environmental sector.
- Knowledge and experience working with agribusiness and small domestic producer
- Knowledge of standards, procedures and regulations of UNDP
- Experience and proven ability to work with interdisciplinary teams

**Skills:**

- Excellent team leadership skills and networking skills
- Highly motivated; able to work with little supervision, availability of travel outside the city to workshops and meetings in different parts of the country and the world.
- Coordination of project/programs; excellent communication skills and personal relationships; conflict management and negotiation skills; excellent process facilitation skills, teamwork skills and monitoring.

**Languages:**

Fluent in English and the country language (oral, written, read)

## Terms of Reference

### Administrative Assistant, UNDP Ghana

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<b>Title:</b>	Administrative Assistant
<b>Duty Station:</b>	COCOBOD, Accra, Ghana
<b>Type of Contract:</b>	Individual Contract (full time)
<b>Supervisor:</b>	Platform Coordinator
<b>Expected Duration of Assignment</b>	1 year (one year renewable)
<b>Start Date:</b>	Apr 1 <sup>st</sup> , 2013

#### Background:

Agricultural commodity supply chains constitute one of the largest threats to biodiversity. Expansion policies lead to encroachment of productive landscapes into natural habitat, with an estimated loss of 13 million hectares of forest cover each year. Conventional practices reduce farmland's on-site biodiversity and ecosystem functions as a result of soil eroding tillage and agrochemical pollution; sustain overharvesting of terrestrial and marine resources; and contribute significantly to climate change because of high GHG emission footprint of its productive practices.

UNDP has wide experience building national capacity for biodiversity conservation through changing production of commodities (coffee, cocoa, beef, cotton, seafood, minerals etc) and several major sustainable commodity initiatives underway which support sustainable production and linkages to markets. UNDP's Environment and Energy Group (EEG) provides advocacy, policy advisory and operational services to support the organization's work in these areas across 166 countries. UNDP EEG launched in 2009 the Green Commodities Facility (the Facility) to fulfil this need and improve the social, environmental and economic sustainability of commodities production and trade by developing global multi-stakeholder strategies on a sector-by-sector basis. The objective of the Facility is to contribute to shifting global markets to drive the production and sale of green commodities instead of current unsustainable practices. The Facility systematizes and scales up the existing green commodity activity of UNDP to achieve this vision. Supply chain management and public-private partnerships are key approaches used.

#### Duty and Responsibilities:

Under the direct supervision of Platform Coordinator, the incumbent will be responsible for, but not limited to, the following duties:

- Assist in the day-to-day operations of the Platform Coordination Unit
- Maintain the project budget and expenditure, including formulation, revisions, and record keeping, monthly status reports, and reporting and liaising with the UNDP Ghana Sustainable Development Cluster on budget matters
- With the authorization of the Platform Coordinator, manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis
- Support preparation of background information for project implementation, work plans and budget
- Prepare travel and logistical arrangements for project personnel and consultants, arrange itineraries, security clearances, and accommodation

- Support the purchase of goods and services: including assisting in the recruitment process of consultants and institutions, and following up on issuance of contracts and payments
- Support in the organization of meetings, seminars and workshops by making timely booking the venue, assisting in preparing and sending invitations, assisting in preparing agenda and/or background documentation
- Liaise on the conduct of project audit and ensure access by auditors to project documentation, personnel, and institutions involved in the project
- Maintain workspace and record management system of project activities
- Undertake other duties per the requirements of the project

#### **Competencies:**

- Development and Operational Effectiveness
  - Excellent management skills to perform administrative support functions and good understanding of project management cycle;
  - Ability to formulate and manage budgets, manage transactions, conduct financial analysis and reporting.
- Management and Leadership
  - An ability to liaise effectively within an organization and develop partnerships with national stakeholders;
  - Must be able to work with multiple people of different background and be a good team member;
  - Strong interpersonal and communication skills, commitment to team work and to working across disciplines;
  - Consistently approaches work with energy and a positive, constructive attitude;
  - Demonstrates good oral and written communication skills in substantive and technical areas;
  - Demonstrates openness to change and ability to manage complexities;
  - An ability to work effectively, take initiative and deliver results, even under pressure.
- Knowledge Management and Learning
  - Actively works towards continuing personal learning and development, acts on learning plan and applies newly acquired skills.

#### **Required Skills and Experience:**

- University degree in Business, Social Science or Public Administration
- At least 5 years of proven professional experience in financial resources management, budget management or administrative support functions.
- Demonstrated track record of project and financial management
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and experience in handling of web based management systems.
- Experience in the monitoring of UNDP project is an asset
- Excellent analytical and organizational skills.
- Fluency in both oral and written English