



A Gender and Social Inclusion Analysis of Customary Practices in Oil Palm Producing Areas and the Africa Palm Oil Initiative process in Ghana

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Acronyms

APOI	Africa Palm Oil Initiative
BOPP	Benso Oil Palm Production Company
DACF	District Assembly Common Fund
FFB	Fresh Fruit Bunch
GESI	Gender Equality and Social Inclusion
MoFA	Ministry of Food and Agriculture
NP	National Platform
OPOA	Oil Palm Outgrower Association
PWD	Persons with Disability
SDG	Strategic Development Goals
SHF	Smallholder Farmers
TFA	Tropical Forest Alliance
TOPP	Twifo Oil Palm Plantation

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Executive Summary

Gender equality and social inclusion although complex, can support transformational change when they are understood and operationalized within a specific cultural, historical and socio-economic context.¹ A society which “promotes and protects human rights, respect for and value of dignity of each individual, diversity, pluralism, tolerance, non-discrimination, non-violence, equality of opportunity, solidarity, security, and participation of all people, including disadvantaged and vulnerable groups²” must be rooted in gender equality and social inclusion. In Ghana, gender equality and social inclusion (GESI) has been a priority of government development programs and there has been active efforts to ensure all policies and programs are in place to facilitate attaining it. In the development space, donor agencies have also prioritized GESI and promote the inclusion of GESI planning and analysis in programs they fund. This is based on the fact that when governments, organizations, civil society and communities make GESI a priority and investments are made towards the efforts, inequalities can be lowered and equal opportunities for all is promoted.

In Ghana, 45.8% of all households are agricultural households with 95.1% of these households engaged in crop farming³ and unfettered access to land and inputs for agricultural production is of primary concern. It is critical for development that men, women, youth, people with disabilities (PWD) and other vulnerable groups, have unbiased access to these resources to work with to improve their livelihood. In oil palm producing areas, ensuring access to productive resources to all farmers (male, female, young, old and disabled) has been prioritized by the Government of Ghana in the Master Plan Study for the Oil Palm Industry in Ghana⁴. Under the Tropical Forest Alliance (TFA) 2020 Africa Palm Oil Initiative (APOI) steps have been taken to ensure GESI considerations are identified and mainstreamed in the implementation of the APOI processes. In Ghana, as in majority of the APOI Countries, a multi-stakeholder National Platform has been set up and is tasked with overseeing the implementation of agreed actions to achieve the vision of a prosperous palm oil industry which brings jobs and wealth to local communities in a way that is environmentally and socially sustainable and protects the rich tropical forests of the region.

At the current stage of the APOI implementation process, a consultant was commissioned to conduct a review of customary practices with reference to gender and oil palm development in Ghana and a gender analysis of the Ghana TFA2020 APOI Processes. The assignment sought to

¹Naila Kabeer (2000) “Social Exclusion, Poverty and Discrimination: Towards an Analytical Framework”, IDS Bulletin 31(4)

² UN Department of Economic and Social Affairs (2009)

³ Ghana Statistical Service 2014. 2010 Population and Housing Census

⁴ Master Plan Study for the Oil Palm Industry in Ghana

investigate and document the customary practices that exist in oil palm producing areas as an entry point to gaining a comprehensive understanding of the farmers' livelihoods, the challenges faced by specific categories of farmers as well as how these customary practices impede equitable access to productive resources in the oil palm industry. The consultant with the input of NP members selected 2 oil palm producing areas, Twifo Praso in the Central region and Mporhor in the Western region, and developed a sample frame of respondents and discussants who represented stakeholders in the oil palm industry in the districts selected. The respondents and discussants were selected from private and public sector actors in the industry as well as Smallholder farmers (SHFs) who gave a comprehensive perspective of land ownership, use, transfer and inheritance among other cultural practices that impact acquiring equitable benefits by all engaged in oil palm production.

Oil palm production occurs in rural areas of Ghana where customary practices still prevail over access to productive resources, decisions making processes, division of labour, ability to increase revenue and income, as well as planning inheritance. The overarching customary practice in relation to land is that all land belongs to either the stool, These customary practices impact indigene males, indigene females and settler/migrant populations differently. Under these customary practices, males are granted primary rights of inheritance of land and property and women and girls' user rights are mediated through their relationship to men. These rights of women are often superseded by rights of male migrant farmers. There also exist situations of unequal power relations, drawn along gender lines which are entrenched in all aspects of the lives of inhabitants of the oil palm producing areas. Choices of what crop to farm, duration of ownership of land and the ability and willingness to invest and practice best management practices are governed by customary practices which impact long term productivity and livelihoods of women, youth and vulnerable populations in the oil palm producing areas.

A gender analysis of the APOI processes to determine their gender sensitivity was conducted, guided by STAR Ghana's GESI Strategy and the Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation. The analysis investigated GESI mainstreaming within the NP through a review of organizational policies, objectives and goals. Targeted actions implemented by the NP to ensure GESI were also reviewed through a review of the implementation process, interviews and discussions with National Platform. The review also investigated the nature of consultations that have been held to address the GESI considerations in the actions towards ensuring gender equality and social inclusion. To do this, the consultant conducted a series of interviews with members of the NP to ascertain if GESI considerations were made in the implementation of the APOI principles. The analysis concluded that the APOI processes have been gender sensitive in their implementation due the actions taken by the NP to mainstream gender in its actions as well as building the capacity of the NP to address GESI considerations.

The TFA2020 APOI Ghana NP members are now better equipped with the knowledge of customary practices in a sample of locations where oil palm is produced. Knowledge of these customary practices can inform and guide the planning and implementation of actions towards the elimination of forest loss and curb unsustainable social practices linked to oil palm development. Implementing organizations are in a better position to recognize the multi-layered socioeconomic and cultural environments the farmers in oil palm production areas exist in and to better understand the feasibility or lack thereof of gender equality and social inclusion impact of actions planned. It is recommended that the APOI NP take steps to build the capacity of all platform members in GESI issues so that in their individual roles, they can apply the basic principles while implementing the APOI processes. This action can be led by NP members who have gender equality and social inclusion expertise. In addition, a closer study of the actions outlined in the Action Plan to achieve the APOI principles will be conducted to incorporate GESI targeted actions as well as indicators for measuring progress on GESI considerations. Deliberate consultations have to be conducted to incorporate GESI considerations into policies for the elimination of deforestation and unsustainable social practices linked to oil palm development. These are actions that have to be actively planned and budgeted for, if the APOI National Platform is to be truly GESI transformative going forward.

1 Introduction

Agricultural production is the livelihood of 45.8% of the Ghanaian households with 95.1% engaged in crop farming. It is estimated that in areas where oil palm production occurs, over 95% of the population are actors in various parts of the oil palm value chain. The oil palm industry in Ghana has always been dominated by small-scale producers and processors who are currently contributing over 80% of production of fresh fruit bunches (FFB) and palm oil in the country⁵. Ghana currently produces about 2,000,000 metric tons of oil palm fruits annually, and small-scale processors contribute about 60% of crude palm oil production⁶.

Increasing world demand for oil palm products projects an increase in the supply of oil palm in Ghana with its accompanying impact on livelihoods and the environment in the oil palm production areas. These threats of deforestation and unsustainable oil palm production has compelled private companies to partner with governments and public institutions to confer and agree on principles and roadmaps on how to produce oil palm in an environmentally and socially sustainable manner. The TFA 2020 is one such Public Private Partnership which has as its principal goal to reduce tropical deforestation across the globe.

The Initiative to achieve this in the oil palm industry is the TFA 2020's Africa Palm Oil Initiative (APOI) which has the vision of a prosperous palm oil industry which brings jobs and wealth to local communities in a way that is environmentally and socially sustainable and protects the rich tropical forests of the region. The Initiative is being coordinated by Proforest with support from a Steering Group of TFA 2020 Partners. The goal of the APOI is to build a partnership between governments and private sector, supported by civil society, to agree and implement a set of principles for responsible practice across the whole palm oil sector in the West and Central Africa region, particularly for expansion. This will build on existing national and international initiatives and legal frameworks and include a locally-adapted approach to 'reduced deforestation'⁷; The Initiative has to date developed and is supporting the implementation of a set of regional principles for responsible oil palm development that take account of the ambitious development plans of countries in Africa, while addressing both environmental targets for reduced deforestation, land use and greenhouse gases, and also social indicators on issues such as land tenure and the rights of indigenous peoples.

There has been a deliberate effort to prioritize gender and social inclusion in the planning and implementation of TFA Partners. The TFA 2020 *Gender and Inclusion Strategy*⁸ was agreed by the TFA 2020 Steering Committee to promote the design of activities that advance more equitable relationships between stakeholders, including by finding opportunities in which women, men,

⁵ Masterplan Study on the Oil Palm Production Industry in Ghana, 2011

⁶ C.Osei-Amponsah^{ac}L.Visser^aS.Adjei-Nsiah^bP.C.Struik^cO.Sakyi-Dawson^dT.J.Stomph^c

⁷ TFA 2020 Briefing Note One, July 2014

⁸ Advancing Gender in the Environment: Cultivating a More Equitable and Inclusive TFA2020

Indigenous peoples, and other vulnerable people benefit equally. In Ghana, the NP is committed to ensure gender and social inclusion. In January 2018, a gender analysis of the oil palm and timber value chains was commissioned by Proforest to provide insights into the impacts of the local and international legal framework, licensing and certification schemes on men and women within these two industries. The analysis unpacked women and men's gender roles within the industries, the gendered differentials in access and control over resources, benefits emanating from these resources, the gendered power relations, vulnerabilities, women's practical and strategic needs within the two sectors. Learnings from this analysis should be used by the NP to guide its GESI considerations in the implementation processes.

To build on the gender groundwork conducted, a consultant was commissioned to conduct a light touch review of the customary practices with reference to Gender and Oil Palm Development in Ghana. A good understanding of the prevailing customary practices will guide the design of feasible action plans that will promote inclusion in the implementation of the APOI oil palm sub-processes. The consultant was also tasked to conduct a GESI analysis of the APOI processes of engagement, development and implementation taking into consideration all the findings of the light touch customary practices review. The goal of the analysis was to understand how sensitive (or otherwise) the TFA2020 APOI process has been to issues of gender and social inclusion in Ghana.

As the Ghana National platform works towards implementing the National Implementation Plan, this assessment will help partners implement the APOI principles with knowledge of GESI considerations to ensure that everyone can participate in, influence or benefit equally from interventions, by identifying barriers that exist to women's and men's participation in activities or decision making⁹.

1.1 Structure of this Report

This report is structured as follows:

- Section 1: An executive summary of the report
- Chapter 1: An introduction to the report
- Chapter 2: A literature review
- Chapter 3: Findings
- Chapter 4: Recommendations
- Chapter 5: Next steps

⁹ Assignment Terms of Reference

1.2 Methodology

The methodology used for the assignment was an initial review of relevant documentation on customary practices in the oil palm industry as well as GESI in organizations and social development programs. The documentation covered the impact of gender and other social exclusion factors in agricultural areas with an emphasis on oil palm production. The literature reviewed consisted of reports of projects in the oil palm industry and GESI in organizations, academic literature on the oil palm industry as well as relevant gray literature and other documentation. The documents reviewed are listed in **Appendix 1** of this report.

Field work was conducted in 2 oil palm producing areas to collect primary information on customary practices prevalent in the oil palm industry. The areas selected with inputs from the NP members were the Twifo Atti-Morkwa and Mporhor districts. These areas were chosen based on the presence of the all actors of the oil palm value chain; small to large scale plantations, processors, marketers and sales persons. One-on-one interviews and focus group discussions were held with a cross section of traditional leaders, government officials, representatives of the large scale producers, farmers and other actors in the oil palm value chain as well as key informants in the towns visited. The customary practices identified were reviewed with a gender lens to investigate how they limit access to resources and participation in income generating roles as well as how they limit power of all inhabitants of that area. The sample frame of the respondents for the interviews and discussants is attached as **Appendix 2** of this report.

A gender analysis of the APOI processes to determine their gender sensitivity was conducted, guided by STAR Ghana's GESI Strategy and the Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation. The framework used for the analysis (see Fig 1) investigated GESI mainstreaming within the NP through a review of organizational policies, objectives and goals. Documentation of the actions implemented by the NP were also reviewed to determine if the processes were inclusive of all identified stakeholders. Interviews and discussions with National Platform officials were the second step in the gender analysis. The framework also investigated the targeted actions conducted or planned by the NP under the APOI processes as well as the GESI considerations made in program design, monitoring and evaluation and budgeting. The third pillar of Policy Dialogue addressed the nature of consultations that have been held to address the GESI considerations in the actions towards ensuring gender equality and social inclusion.

In addition, the consultant conducted a series of interviews with members of the NP to ascertain if GESI considerations were made in the implementation of the APOI principles. It was imperative to tap into existing institutional knowledge to assess whether the actions implemented under the APOI processes were gender blind, neutral, sensitive or transformative. This activity threw light on the engagement processes, key actors engaged and progress made towards the goals of APOI.

Further information was gathered through interactions with the NP members as a group at the Quarterly Ghana National Platform Meeting on September 25th, 2018 in Accra.

Fig. 1: GESI Analysis Framework



(Adapted from STAR Ghana GESI Strategy and Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation, 2014)

Information gathered in the course of conducting the above methodology was used to develop an APOI case study demonstrating ‘enhanced stakeholder engagement planning (including gender and social inclusion) as a result of P4F support’. The case study highlighted key findings and recommendations from the customary practice review and GESI analysis of the APOI process.

2 Literature Review

2.1 Overview of Customary Practices in Oil Palm Producing Areas in Ghana

The term culture denotes the way of life of a people. It consists of patterns, explicit and implicit, and behavior acquired and transmitted by symbols, consisting of the distinctive achievement of human groups, including their embodiment in artifacts. A number of factors determine the culture of the people, these include the environment, the society, heritage and the time. The physical environment also provides the material base and influences the people's way of life and ethos, especially where the level of technological development is low¹⁰. These influences of the way people live and guiding rule are customary practices upheld by traditional leaders and custodians of the culture of the group of people.

In Ghana there are customary practices that provide guidelines for a myriad of life experiences. There are customary rules for birth, death, marriage, association, access to resources, productive and reproductive roles of men, women, youth and other segments of the population. Some of the current customary practices have been passed down from one generation to another, some have become extinct with the advent of education and technology, while some have been modified to maintain their relevance in the current dispensation. Customary practices that govern access to productive resources, roles of women, youth and other vulnerable populations are the focus of this assignment. Access to land and other productive resources determine to a large extent the livelihood of women and vulnerable populations in locations where agriculture is a livelihood.

There are three customary land regimes in Ghana, the stool lands, family/clan lands and skin lands. Family heads, Clan Head, Paramount Chiefs or Over Lords are the custodians of customary lands and have dispositional rights to such land bequeathed to the families by their ancestors of great grandparents. Statistics indicates that customary land constitutes about 78% of total land size of Ghana¹¹ while the remaining 22% is controlled and managed by the state of Ghana. Access to land and land use rights vary in relation to the person acquiring the land; family members (male or female), indigenes or migrants. Qualitative evidence suggests that often "male kin play the land-allocating role in both matrilineal and patrilineal societies: secure access rights for women therefore depend on the nature of their relationships with male relatives"¹². These lesser secure rights limit the commitment to implement best management practices. Evidence from cocoa plantation ownership shows that secure land ownership allows for the adoption of environmentally sustainable practices including tree planting than those who have less-secure ownership rights to the land. Literature supports the fact that migrants are granted stranger usufructuary rights to land by virtue of their long stay and their hardworking nature and this results in them having relatively longer-term rights over land use. In addition, land owners with registered land or security of tenure

¹⁰ Cultural Practices Affecting Women's Rights in Ghana, 2004

¹¹ Kasanga and Kotey, 2001:13

¹² Customary Norms, Inheritance, and Human Capital, 2012

are more likely to undertake conservation measures on their land and adopt other sustainable practices such as tree planting and other biodiversity conservation measure resulting in long term ecosystem health and services¹³. The choice of crop being cultivated also determines how secure the farmer's ownership of the land is under traditional land tenure institutions. Women often choose to cultivate food crops on a 1-2 acre farm as compared to males who choose to cultivate cocoa or oil palm on a 10-15 acre plantation. Good agronomic practices recommend that when cultivating food crops, the land is left fallow in cycles to richen the soil. There is however no guarantee that the cultivator can keep fallow land for his or her own use in the future. The only feasible strategy to guarantee use rights is to use the land continuously. In contrast, if trees are planted, individual tenure security is enhanced and the rights to give land to desired heirs are strengthened. In oil palm producing areas however, this serves as a disincentive to farmers who wish to cut down and replant their farms for improved harvests. Farmers without security of tenure are reluctant to cut down

Lack of documentation of ownership of farm lands under customary land governance is also a barrier to advancing individualization of land rights. The ownership of land by the family or stool has far reaching implications with the most pertinent being difficulty in individualization of land rights. Individualization of land rights will promote documentation, improve access to finance and increase investment in farmlands as the rights to transfer the property becomes secure.

¹³ Review of Existing Land Tenure Arrangements in Cocoa Growing Areas, 2014

Fig. 2: Land Ownership in Ghana

Land Ownership in Ghana

The State shall recognize that the managers of public, stool, skin and family lands are fiduciaries charged with the obligation to discharge their functions for the benefit respectively of the people of Ghana, of the stool, skin, or family concerned and are accountable as fiduciaries in this regard. (Constitution of Ghana, Section 36:8). In Ghana is land is owned by the following state recognized bodies:

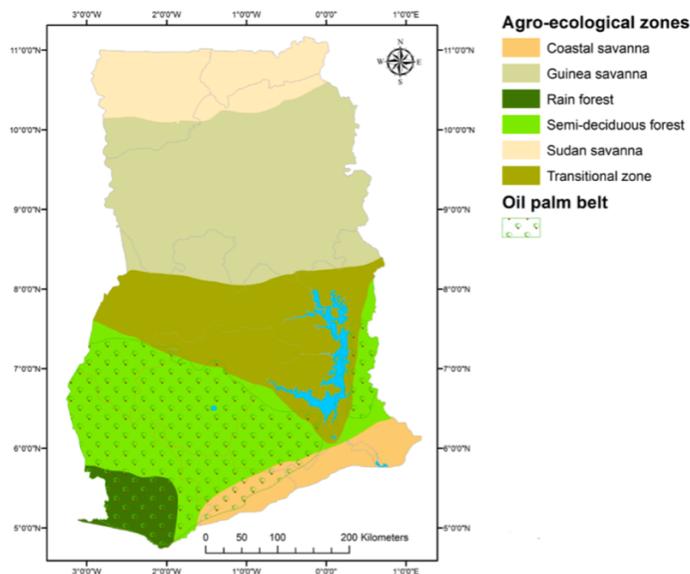
- **Stool/Skin land** – The stool or skin lands are customary lands that are vested in a local authority or traditional head of a community or traditional area in trust for the people. The heads of the community, usually the chief and his councils of elders, have the mandate of the people and their ancestors to manage the land on behalf of the Stool or Skin.
- **Family land** – Family lands are also customary lands, which are collectively owned by an extended family or clan. Such lands might have been acquired through purchase, conquest or original occupation. Members of this group could be related by patrilineal or matrilineal lineages and must share a common ancestry.
- **Individual or private land** – This type of land is acquired and owned by individuals as their personal private property. In most cases such lands are acquired through purchase or inheritance. Decisions on land management are by the owner of the land without any sanctions or restrictions from the family.
- **State land** – As pointed out earlier, these are lands that have been formally acquired by the state in the interest of the public, and are managed on behalf of the people of Ghana. Such lands can be return to the original owners depending on government's decisions or request by the people to have their land after government has not been able to use the land for the purposes for which it was acquired by the state.
- **Vested land** – Vested lands are those customary lands which have been acquired by the state and vested in the state. This arrangement creates a dual ownership by which the state holds the legal title while the community or original landowners use the land. Administration of such lands is vested in the President of Ghana through the land commission. Unlike the state lands, where compensation may be made, vested lands do not attract any compensation when the state takes over. In reality all these forms of land relations may coexist in the same community and people relate to them as defined by rules which govern local land access, control or management and use.

2.2 An Overview of the Oil Palm Industry in Ghana

Ghana has been producing oil palm in commercial quantities since 1820 with plantations being established in 1850¹⁴. In the then Gold Coast, palm oil was the principal export accounting for 75% of the Country's export revenue by 1880. The current area under oil palm cultivation is estimated to be 305,758ha out of the potential suitable area of one million hectares. More than 80% of the current acreage under cultivation is cultivated by private small-scale farmers¹⁵. Studies have shown that although ownership of small-scale farms is predominantly by males, women form the majority of the workforce in the oil palm industry¹⁶. The most suitable climate and soils for economic oil palm production in Ghana is found in the rain forest and semi-deciduous forest zones in southern Ghana. These zones as shown in *Fig. 1* are in the Ashanti, Brong Ahafo, Central, Eastern and Volta Western regions.

The oil palm sector in Ghana is developing extensively, with current demand for palm oil and derived products much larger than the country can supply. Present production is estimated at 244,000t crude palm oil (CPO), with an annual shortfall of 35,000t. If current production is not increased, the supply gap in Ghana is expected to increase to 127,000t by 2024.

Fig. 3: Oil Palm Production Zones in Ghana



¹⁴ Ministry of Agriculture, Ghana http://mofa.gov.gh/site/?page_id=8819

¹⁵ Masterplan study on the oil palm industry of Ghana. 2011

¹⁶ Masterplan study on the oil palm industry of Ghana. 2011

Oil palm production in Ghana is characterized by low production as compared to other oil palm production countries. The low production is partly explained by a sub-optimal climate, low soil fertility, poor planting material, and poor (field) management ¹⁷.

The oil palm value chain is characterized by various types of actors, ranging from large agro-industry plantations to small-scale farmers, who may or may not be organized into cooperatives. Predominant in the sector are small holder farmers cultivating less than 10 ha. These SHFs make up over 80% of oil palm farmers and are an integral link in the value chain. It is as such critical to engage them and ensure they are an integral part of any consultative process for the development of the oil palm industry.

The processing of FFB is done by both large, medium and small-scale processors. The small-scale processors use semi-mechanized mills with processing capacities of 6/8 Tons per day. They process about 68% of palm fruits with a share of 55% on the total palm oil production. Medium scale plantations with medium scale industrial mills and a network of out-growers. The medium scale mills absorb 12% of the total FFB produced nationally. The large-scale processing facilities absorb 19-20% of total FFB. The large industrial plantations in Ghana with large scale processing facilities and a network of smallholders/out-grower farmers are shown in Fig. 2. These plantations encourage the formation of farmer groups and associations to enable them engage uniformly with the farmers. The associations play an active role in setting the price for FFB and keeping oil palm production active in the communities. Other actors on the oil palm value chain are the secondary processors who process crude palm oil into olein, FFB aggregators and laborers on the oil palm plantations.

The varying processing methods used result in three different types of palm oil being produced in Ghana. These three types are ranked according to the FFA and moisture contents which in turn makes the different palm oil types suitable for different end-products: 1. The first type accounts for 90% of the palm oil produced by village small scale mills with an FFA between 5% and 12% and moisture content of around 10%. This is the most popular vegetable oil used to prepare food in Ghana as well as in other African countries; 2. The second type of vegetable oil has the highest FFA content (more than 12%) and moisture above 10%. This second type is processed in commercial quantities by small scale farmers to produce the local soap *alata samina*; 3. The third type of vegetable oil, compliant with international standards, is the one with the lowest FFA content (less than 5%) and moisture (0.4%) and is produced by large scale mills and refined at the industrial level to produce: soap, cooking oil and margarine.

¹⁷ Oil Palm Best Management Practices in Ghana

Fig. 4: Major Oil Palm Companies and Areas Cultivated

Company	Land Under Cultivation			
	Estate	Outgrower	Smallholder	Total
	(ha)	(ha)	(ha)	(ha)
Large Scale Mills:				
Benso Oil Palm Plantation	4,666	5,000	1,650	11,316
Twifo Oil Palm Plantation	4,500	8,000	2,800	15,300
Norpalm	4,500	8000	100	12,600
GOPDC	4,650	13,000	350	18,000
<i>Total for Larger Scale</i>	<i>18,316</i>	<i>34,000</i>	<i>4,900</i>	<i>57,216</i>
Medium Scale Mills:				
Ayiem Oil Mills	126	0	798	924
Juaben Oil Mills	424	1,100	8,636	10,160
Obooma Oil Mills	430	0	2,437	2,867
WAOPP Oil Mills	0	0	0	0
<i>Ashanti Oil Mills</i>	0	0	0	0
Adansi Oil Mills	0	0	0	0
AhwiaNkwanta Oil Mills	0	0	0	0
Anyinase Oil Mills	0	0	0	0
Others		0		0
<i>Total for Medium Scale</i>	<i>980</i>	<i>1,100</i>	<i>11,871</i>	<i>13,951</i>
Small Scale Mills:				
Small holder	232,833	0	0	233,933
<i>Total for small scale</i>	<i>232,833</i>	<i>0</i>	<i>0</i>	<i>233,933</i>
GRAND Total	252,129	35,100	16,771	305,100

Labor is very gendered in the oil palm industry. Whereas men assume the roles that mainly relate to the cultivation of the oil palm (land acquisition, clearing, nursing of seedlings, transplanting the seedlings, farm cultural practices such as pruning, weeding, harvesting etc.), production of alcohol (palm wine and Akpeteshie), basket weaving; women on the other assume the roles relating to the processing of the palm fruit into palm oil and also the processing of the palm kernel into oil, broom making, picking of mushrooms and soap making. Both men and women are involved in the selling of the palm fruit. Although this is the case, women tend to lend support to the men in the performance of their tasks. For instance, given that it takes about 7 years for the oil palm to fruit, farmers interplant their oil palm farms with food crops. Women are the ones responsible for the cultivation of these food crops. Again, women also help with the harvesting and conveying of the harvested palm fruits. Women also help with harvesting and conveyance of harvested palm fruit to the processing and or sale centers¹⁸.

¹⁸ Report of a gender analyses of the palm oil and timber value chains

3 Findings

3.1 Customary Laws/Practices in Oil Palm Production Areas

Customary law is defined under Article 11(3) of the 1992 Ghanaian Constitution as the rules of law, which by custom, are applicable to particular communities in Ghana. The Constitution thus raises customary law to a high pedestal, although in terms of hierarchy, customary law rules are subordinated to statutory enactments¹⁹. Customary laws/practices as such exist for use of water, access to land, inheritance, marriage and succession. Some of the customary practices are grounded in customary beliefs that serve as potent sources of ensuring compliance with the laws/rules. In some parts of Ghana for example, customary laws exist where it is forbidden to farm along river banks which are considered to be the resting place of the river gods and their children. This customary law is considered to protect the water body from harmful practices that will degrade the environment and deprive future generations from benefiting from use of the water body.

Some customary practices prevalent in the oil palm producing areas have a huge impact on the livelihoods and the economic progression of women, youth and other vulnerable groups. These practices are considered to be the identity and guidelines of the economic and social livelihoods of the population of the oil palm areas identified. The practices identified have either been passed down from one generation to another or have been adapted to suit socioeconomic changes in the communities in question

3.1.1 The Twifo Atti-Morkwa District

The population of Twifo Atti-Morkwa District, according to the 2010 Population and Housing Census, is 61,743, representing 2.9 percent of the population of Central Region with females constituting 51.0 percent while males formed 49.0. 38.3% of the population are migrants. The District has a sex ratio of 96 which is higher than that of the region (91). It also has a youthful population (children under 15 years) (76.6%) depicting a broad base population pyramid with a small number of elderly persons (60+ years) constituting 6.8 percent.

The 2010 PHC also reports that about 2.6 percent of the District's total population have one form of disability or the other. The proportion of the male population with disability is slightly higher (52.6%) than females (47.4%). The types of disability in the district include sight, physical, hearing, speech, intellect, and emotion. Persons with sight disability accounted for 40.0 percent of all cases of which 48.5 percent were females while 51.5 percent were males. Also, 60.6 percent of the total population of disabled persons in the district were employed, 2.1 percent were unemployed while 37.3 percent were economically not active.

¹⁹ Customary water laws and practices: Ghana,

Fig. 5 – Twifo Atti-Mokwah District Map



Agriculture is the mainstay of the district. 72 percent of households are engaged in agriculture with nearly nine out of every ten households (85.7) engaged in agriculture. Majority of these farmers (86.6) are involved in crop farming. The key range of crops cultivated in the district are cocoa. Rubber, oil palm, yam, plantain and other food crops. Of the population 11 years and above, 77.7 percent are literate and 22.3 percent are non-literate. The number of non-literate females (6,371) was two times that of males (3,024). On the other hand, female literate population (15,296) in the District was slightly less than their male counterparts (17,396).

The Twifo Hemang Traditional Area lands have been subject to litigation since 1884. A court judgment in 1894 attached portions of the Twifo Hemang Stool land and the lands were sold in a public auction to a private individual Kofi Kani. Kofi Kani subsequently sold the land to the Ellis and Wood families of Cape Coast in March 1896. This in effect rendered the Twifo Hemang Omanhene and his subject landless. An agreement with the new owners made the Omanhene a bailiff tenant and allowed him to take care of the land with his family in return for occupation without payment of rent. The Omanhene was also entitled to one-third of all proceeds collected from the management of the land as caretaker. Subsequent challenges to the court judgements have occurred with the State at a point acquiring the land for State Farms. Currently, the chiefs act like the land belongs to them and have been giving out land to interested parties.

3.1.1.1 Findings of Customary Practices Identified in the Twifo Traditional Area

Customary practices and norms in the Twifo traditional area were compiled from interviews and discussions with key informants in the communities identified, the paramount chief and queen mother, officials at the district assembly and farmers in the community.

Land is owned by the stool and families in the Twifo area. Indigenes whose families have land, approach their family head (abusuapayin) and are allocated lands to farm. This applies to both male and female family members. However, the size of the land given to family members is dependent on what crop will be farmed. Men are given larger plots as they choose to cultivate cash crop and women are given smaller plots for food crops. Unlike settlers who have to pay ground rent when they go into land-use agreements with landowners, indigenes do not make a “goodwill” payment with a bottle of Schnapps to the chiefs or the families.

Settlers/migrants can acquire land to cultivate oil palm. Settlers approach the families who have land and negotiate access to farmlands. After paying a fee accompanied by a bottle of Schnapps, the Settlers and the families (landowners) enter into various agreements for the use of land. The agreement can either be for the farmer to give the landowner a third (1/3) or half (1/2) of their harvest. Over time, it has become more preferable to go into sharecropping arrangement where the settler-farmers agree to hand over 50% of the farm to the landowner when the oil palm is ready for the first harvest. The agreement for use of the land between the settlers and the families can stand from one generation to another with families honoring the agreements made by ancestors.

Women whose families do not have land but want land for farming can approach other families who have land. The women however have to be led by her male family members (husband or male siblings) who will negotiate terms of the agreement with the landowners for her. The involvement of the male family members give legitimacy to the request of the female. In the event that the woman is reneging on the agreement made, the male family members can be held accountable for her actions. Husbands can also give a portion of their farmlands to their wives to cultivate food crops for the upkeep of the family as well as for sale.

Daughters work on their fathers’ farms. There is no reason for the daughter to want to cultivate her own oil palm farm. She can work on the family land till she gets married and then move to help her husband on his land. If her husband dies, she can come back to the family land and farm.

There are no land demarcations of lands given out by landowners. Boundaries are marked by specific trees that are recognized over generations as the markers of the separate farmlands.

Landowners discourage short leases and leasing of small farms. They are more willing to give out their land for long leases for cash crops. The landowners are also reluctant to allocate less than 2 acres to farmers. This reduces the available farmland for food crops and increases the threat for

food shortages. The current Planting for Food and Jobs program has been instrumental in ensuring there is available food in this district.

Most land-use agreements are verbal. There are always witnesses for both sides when the agreements are being made but there is seldom any documentation done. If the farmer does not take the initiative to document the agreement for the landowners to sign, the agreement remains verbal. Evidence of lease documentation was requested of the Chief and some farmers but none was made available to the consultant.

Women can buy land if they have money. There are no restrictions to women who want to acquire land. If they have money they can negotiate and buy the land they want.

Fathers start farms for their sons. This is done to secure the future of the sons. Daughters are taught a trade or prepared for marriage.

Question: How can an unmarried woman in a family acquire a piece of land to grow oil palm?

Answer: Why will she want to do that when she can farm with her father on his land or on their family land? When she marries, she can go to her husband's land and help him there.

Women work as helpers on their husbands' farms. When the oil palm is initially being cultivated, there are some tasks that are "women's work" like clearing of weeds around the seedlings. Women are usually given this responsibility of clearing the weeds around the seedlings and the task is coupled with growing food crops among the oil palm plants.

Husbands assign a portion of their oil palm farms to their wives. The proceeds from the wives' farms is used for household expenses and paying for school fees. The wives have the liberty to use the palm fruits on their allocated farms to make oil for sale or to sell the fruits for income. The practice of the husband giving their wives a portion of their farms to their wives also serves to secure the land for their wives when they die. The wife will be given leave to continue farming on the land given to her till the trees on it die off.

Inheritance is matrilineal. This means a man's nephew will inherit his property when he dies. The inherited property referred to as "agyapa di3" literally means "things that belong to a good father". The widow can only lay claim on property that is not family property if she can prove it is hers. Wives who did not have children with the deceased stand the risk of being thrown out of their house and off the farms they were working on with their husbands. It is said that the person who inherits the deceased come to inherit not to incur costs, so the widow and her children are not the responsibility of the inheritor. If she is lucky she will return to her family land to continue

farming for the upkeep of herself and her children. If she does not have access to family lands, she will have to find another way to survive.

If there are children from the union who inherit from their father, the wife can stay on the land and help farm it for her son to hold it in trust for him or to help him on the farm.

Twifo Oil Palm Plantation Farmer Schemes. TOPP has in place 2 arrangements with farmers to ensure their supply of FFB. The initial scheme has 255 Scheme Farmers who were signed on under a Central Regional Development Program (CEREPED) poverty alleviation program. These farmers were allocated 4 acres each and supported with technical assistance and inputs to operate and manage the farms. Under the program the FFB from the farms are sold directly to TOPP. Over time the operation and management of the scheme farms has been taken over by TOPP to guarantee the FFBs from the scheme farms. Farm budgets are agreed on and contractors are hired to perform all farm management activities with the consent of the scheme farmers. After harvest, the scheme farmers are given the balance of the sale of their FFBs and the cost of the management of the farms. The scheme farmers nominate 2 people to take over their ownership of the scheme farms when they are deceased. The first nominee takes over the ownership in the event of the scheme farmer's death. This guarantees an orderly succession of the farm ownership. Men can nominate their wives to take over their farms and there is no contest of the inheritance from his family.

Outgrower arrangements are made with farmers with varying land sizes for them to supply TOPP with their FFBs. These farmers are registered as members of the Oil Palm Outgrowers Association (OPAO). They are provided with technical assistance, planting materials and other inputs to guarantee high quality FFBs for TOPP. A price committee made up of OPAO executives and TOPP officials decides on the price for the FFBs based on inputs provided to the farmers and the international price of FFBs.

Independent farmers in the Twifo oil palm producing area have informal relationships with TOPP and are not obligated to sell their fruits to TOPP. They supply palm oil processors or sell to TOPP on occasion. There is the complaint that as TOPP is the only large-scale buyer in the area, they have a monopoly and offer low prices for the FFB.

Processing of oil palm is done mostly by women. The mills mostly belong to males but the workers in the mill are mostly women. The women form mini-cartels at the mills and determine whose oil gets processed first. It is a good thing to be on good terms with the women who run the mills to ensure your oil gets processed. Women do not have money to buy mills to own so they work in them to make money. In a few instances, women invest in the mill equipment and stay close to the mill operations to know how much is earned to claim their share of the earnings. Some women also take the initiative to raise money to buy equipment for a small-scale mill but have it registered in the name of a male (husband or family member). The men are supposed to have more education and knowledge and issues like registration are handed over to them.

Perception that men are the automatic leaders and have better business acumen. Majority of the women deferred to males for business issues. Phrases like “men know about these things”, “men are more knowledgeable”, “it is the men who have gone to school” are thrown out in defense of women deferring to the men.

Mortgaging of farms. Female processors often act as money lenders in the oil palm value chain. When farmers take loans from them, the processors collect their farms as collateral for a period of time. This is called “Si Awuwa”. The processor will operate the farms of the borrower-farmer to use the harvest to repay the loans. She will hire laborers and more often than not, earn much more than what the borrower farmer owes her. In some instances, she might also hire the borrower-farmer on one of her laborers.

The mortgaging of farms is also done by family members to supposedly pay off the debts of a dead farmer. The family informs the wife that the cost of the funeral has to be paid and mortgage the farm to the money lenders. This is one way they scheme to take the farmlands from the widow.

High legal costs. Widows who wish to seek legal assistance to claim rights to their husband’s farms, are constrained by the legal costs. As there is no court in the district, they have to travel to Takoradi and the legal fees are not affordable to them. The widows eventually give up and let the family lay claim to what she believes is rightfully hers.

Lack of oil palm seedlings and planting materials. Farmers under TOPP arrangements are supplied with planting materials for replanting. Independent farmers who have to acquire the planting materials themselves claim that planting materials/nursed seedlings are not readily available for them to purchase. Any wrong choice of planting materials leads to low quality fruits and lower prices offered by buyers. There is the perception that the seedlings provided by TOPP for sale to the independent outgrower farmers are of inferior quality (rejects). The farmers are also not organized to pool their resources to get high quality seedlings from Kade where they mention good planting materials are available. Currently in Aponapon, farmers have been registered to receive planting materials under a program being implemented by the Minerals Commission to replant oil palm plantations and help reclaim lands from ‘galamsey’.

The youth are not interested in oil palm cultivation. The capital to start new farms is not available to them. There are currently no programs will incentives for youth to go into oil palm cultivation. Youth are lured by the fast money from ‘galamsey’

People with disabilities’ (PWD) level of engagement in oil palm production. Very few PWD are engaged in oil palm production. This is attributed to the highly manual nature of the production. Mention is however made of Mr. Eshun a National Best Farmer from Twifo Hemang who is disabled. PWD have made good use of their DACF allocation and are engaged in crop farming.

Scales are not used by the buyers to weigh the FFB and the farmers feel cheated.

Farmer Based Organizations (FBOs) are registered by the Ministry of Food and Agriculture (MoFA) office in the district. The associations are easy ways to reach the farms with information or products from the government. The MoFA agricultural extensions officers and agents are in constant touch with the farmers.

3.1.2 Mporhor District

The Mporhor district is one of 22 districts in the Western Region of Ghana. The 2010 Population and Housing Census reports the population as 42,923 representing 1.8 percent of the Western region's total population. 56.6% of the population are migrants from other parts of the region and the country. Males constitute 50.1 percent and females represent 49.9 percent. Almost three quarters (74.8%) of the population is rural. The District has a sex ratio of 100.2. The population of the District is youthful (14.9%) of the 0- 4 age group, depicting a broad base population pyramid which tapers off with a small number of the 70 plus years (1.2%). The total age dependency ratio for the District is 78.8, the age dependency ratio for males is higher (79.7) than that of females (77.9). The PHC also reports that 6% of the district's population has one form of disability or the other with the proportion of female disability higher than that of the males²⁰.

Fig. 6: Mporhor District Map



The population of the Mporhor district is economically active with 75.7% of the population aged 15 and older engaged in an income generating activity. 84.8% of the economic activity is in the private informal sector with only 10.9% in the private formal sector. A little over half of the population (64%) of households in the District are engaged in agriculture with more than nine out of ten (95.4%) households engaged in crop farming. The leading cash crops in this district are cocoa and oil palm with both small to medium sized plantations by farmers while large-scale plantations are cultivated by BOPP, NORPALM and Ayiem Oil Mills. The key income generating

²⁰ 2010 Population and Housing Census

activities are agriculture (48%), plant and machine operations (16.5%), service and sales (12.6%), craft and related trade (9.6%) and managerial, professionals and technicians (5.7%).

Mporhor District has four Area Councils namely Mporhor, Adum Bansa, Manso and Ayiem. The district has a single paramountcy which is headed by the paramount chief of Mporhor, Nana Kwaw Etiri II.

3.1.2.1 Findings of Customary Practices Identified in the Mporhor District

Customary practices and norms in the Mporhor traditional area were compiled from interviews and discussions with key informants in the communities identified, the paramount chief and queen mother, officials at the district assembly and farmers in the community.

Land in Mporhor are either stool lands or family lands. Any indigene who wants farmland can be given some if their family does not have land. Settlers also have access to land after performing some basic rites (paying a fee and giving a bottle of Schnapps).

Settlers are considered to be business minded and are generally welcomed. Settlers are known to move from their homes in search of a better life. They are hardworking and it is in the interest of the community to welcome them, give them land and learn from them. “Ye de ohohuo na ekyi kro” to wit “we use visitors to stabilize a town”.

Females are not interested in starting oil palm farms. The labor-intensive nature of starting farms dissuades women. In the last 7 years, no female has approached the MoFA office to inquire about or collect seedlings to start an oil palm plantation. Men frequently visit the office to inquire about seedlings or to pick up seedlings when they are available. Women help their male family member or husbands on their established farms. Women prefer to cultivate vegetables and other food crops. The cost of starting farms is also prohibitive and a barrier to women in the oil palm industry.

Farmers do not do any marketing of their produce (FFB or oil palm products). Farmers traditionally have never had to market their FFB. For independent SHFs in the Mporhor district, the Ayiem Mills was always available to take all the FFBs harvested. With the closure of the Ayiem mills, the farmers are at a loss as to what to do with their FFB. During the peak season, when BOPP is not taking in FFB from the independent farmers, they stand the risk of spoilage and low prices for their produce.

Youth are not interested in cultivating oil palm plantations.

The reasons given for this are (1) the cost of seedlings and other inputs is high (2) the long gestation period of 3 years before the first harvest. If there is no income how will the youth survive from day to day (3) there are more attractive options like ‘galamsey’ which give a daily income and a higher income than farming.

Inheritance is matrilineal.

Widows do not inherit their husbands’ farmlands. The family may agree to let the widow continue cultivating the oil palm plantation but after the trees die, the land reverts to the family. At times, the families claim the land and instruct that the crop be cut down. This is when the widows sell the trees to palm wine tappers.



Men do not take care of their children. Matrilineal inheritance prevails in the district and it is believed that the children belong to their mother and her family. The mother is as such responsible for the upkeep of the children. Mothers have to engage in a number of income generating activities to take care of their children. Women often have more than 2 children and the burden of care falls on them.

Young girls (10 – 13 years) sexually active and pregnant. Due to poverty and mothers wanting to be spared the cost of taking care of their children, they encourage their daughters to cohabit with men from a very young age. The men give the girls a daily stipend of 5ghc and this is sufficient for them to eat and buy essential sanitary products. These children end up pregnant and the cycle of poverty continues. The girls also drop out of school to help the men they are cohabiting with in the ‘galamsey’ work. Young men are found working in galamsey to make money on a daily basis. According to the chief of the area “the galamsey money is fast: comes fast, leaves fast” and the youth have to go back day in day out to survive. The fact that oil palm production does not give immediate income from the start of the production is a disincentive for the young inhabitants of

that area. It is interesting to note that some of the farmers who were interviewed mentioned having done galamsey when they were young men. They however moved into farming to ensure a sustainable future for themselves and their families.

Traditional methods of processing palm oil are archaic and unproductive. The traditional methods of oil palm processing can be upgraded but the processors do not have money to invest in new machinery. Processing of oil palm is done predominantly by women in the communities. A few women are owners of some processing facilities, but the majority are employed at the processing facilities. In some cases, men are employed to manage the processing facilities and the female owners work in the facility as processors and keep track of the business being conducted.

Share cropping more predominant than other land use arrangements. Settler-farmers agree to invest in the start-up of the plantation after he takes over the land. He manages all the operations and when the crop is ready to be harvested he hands over 50% of the farm to the land owner to harvest.

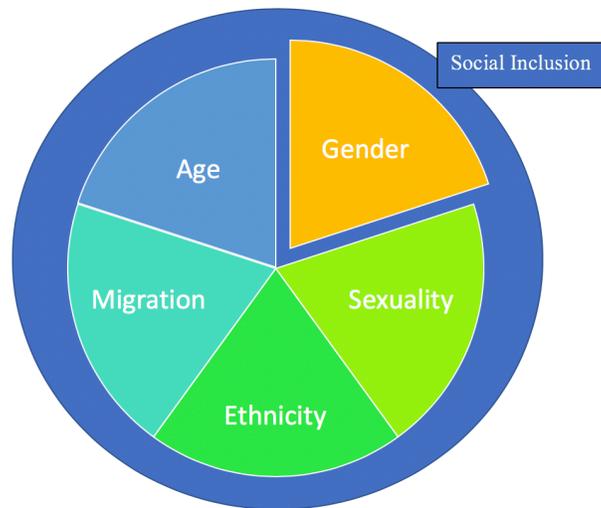
Women have to seek legal recourse to keep property developed with husband. Cost of legal fees and transportation (no court in district) however prevents them from going all the way

*Land belongs to the Family till perpetuity. It is only the trees that belong to the farmer.
Nana Osabarima Kwaw Etiri II (Chief of Mporhor Traditional area)*

3.2 GESI Analysis of the APOI Processes

The actions of TFA 2020 Partners—both individually and collectively—take place in different contexts with unique social circumstances in which women, men, indigenous peoples, and vulnerable groups have differentiated roles, uses, access, benefits, and control over environmental and social resources ²¹. In addition to the customary practices and norms explored in section 3.1, there are other social circumstances like sex, age, ethnicity, sexuality and other characteristic that makes people vulnerable to exclusion from traditional societal opportunities and protections. These allocations translate into learned behaviors and general patterns of social norms and economic roles. To implement the APOI principles, the implementing body, the National Platform (NP) is executing a series of actions that were interrogated as part of this analysis. The NP with representatives of government agencies, civil society, private sector companies in the oil palm industries and a research institution, has the experience and capacity to conduct the implementation. The gender equality and social inclusion analysis primarily reviewed policies of the APOI implementing agency, documentation of their actions and the actions conducted to assess if they entrenched existing learned behaviors and social norms or they worked in a consultative manner to level the playing field for women, youth, PDW and other marginalized groups.

Fig. 7: Gender Equality and Social Inclusion Elements



Implementation of the APOI processes has been conducted in 3 main phases: engagement, development and implementation. To achieve gender equality and social inclusion alongside

²¹ Advancing gender in the environment: Cultivating a more equitable and inclusive TFA 2020

program objectives, a deliberate effort has to be made from the program's inception through implementation to monitoring and evaluation to include GESI actions and indicators in the program design and reporting. GESI considerations can however be incorporated in the program while the program is being implemented and tracked to ensure all vulnerable populations are beneficiaries of the program's interventions.

In conducting the GESI analysis of the APOI processes to determine if the processes have been gender sensitive and have adequately promoted gender mainstreaming, a review of the NP's documentation and reports was conducted. This was to reveal if the processes of engagement, development and implementation enhanced for women and other vulnerable groups, their access to productive resources, their participation in roles and positions to improve their livelihood, their decision-making capacity within their environments as well as ensured constructive power dynamics within the communities. Interviews and discussions were also held with NP members to deliberate on actions taken to mainstream GESI in the platform's processes. The analysis also reports on if the APOI processes has the potential to be gender transformative in its implementation.

3.2.1 Gender Sensitivity of the APOI Processes

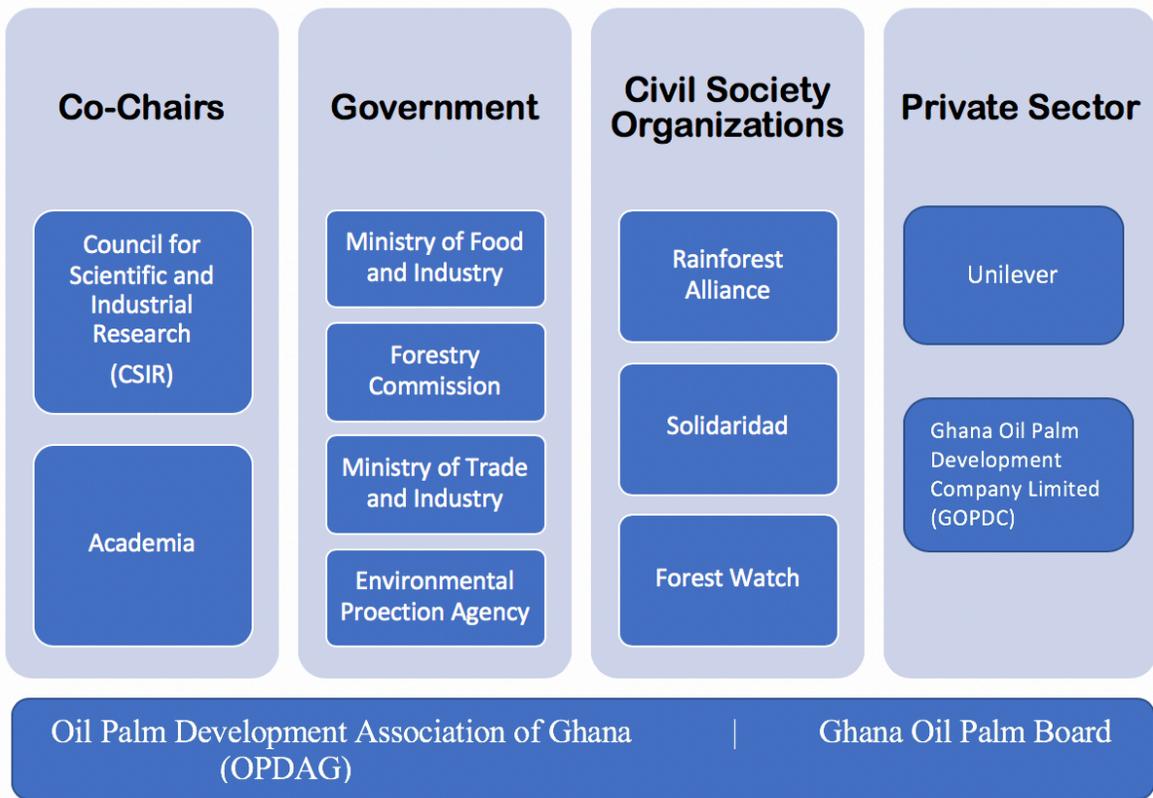
The implementation of the APOI processes has been aware of the gender dimensions of implementing actions in the oil palm industry in Ghana. This gender sensitivity has been evident in the understanding shown by the NP of the socio-cultural context of the stakeholders and beneficiaries of the APOI processes. This gender sensitivity is reflected in the processes taken to mainstream GESI in the operations of the NP; the selection of key NP members to guide GESI mainstreaming as well as the targeted actions taken by the NP to ensure GESI impact from the APOI processes. As the NP continues with the implementation of the APOI processes, there can be gender transformation in the oil palm producing areas to ensure equitable benefits from interventions. Targeted actions implemented by the NP can address the barriers and improve the livelihoods of all identified vulnerable groups. This section of the report addresses the gender sensitive actions undertaken by the NP members and further actions that can be implemented to be gender transformative.

3.2.1.1 *Mainstreaming of GESI*

Although the NP does not have a GESI policy with actions to guide the implementation of the APOI processes, the implementation of the APOI processes has not been gender blind with no sensitivity to gender inequity and exclusion issues. Proforest facilitated the development of the NP through consultations with relevant stakeholders in the development and implementation phases of the APOI processes. The NP members are representatives of both private and public sector organizations and agencies, which have policies and principles to facilitate the institutionalization of gender equity and inclusiveness. These organizations have prioritized gender equality and have institutional policies and principles to ensure barriers to equitable benefits of interventions are addressed. A review of the gender policies of the organizations represented on the NP was

conducted and presented in this section of the report. It is assumed that members from organizations which are GESI aware and sensitive, will constructively promote GESI awareness and sensitization on the NP for the implementation of the APOI processes. This was evident in the interactions between the consultant the NP members in the course of the assignment. Proforest staff on the platform are attuned to GESI issues through organizational procedures undertaken to develop a Gender Policy in 2016. The process heightened the staff’s awareness of gender as a factor to consider to ensure equitable impact of all programs planned and implemented. The review showed that over 50% of the members of the NP have policies that address attaining gender equality in their workplaces and in projects they implement. The policies and principles to incorporate GESI considerations in the organizations represented on the NP are either complete or in various stages of development or absent as reported in this section.

Fig. 8: APOI National Platform Composition



Proforest in 2015 committed to integrate gender in its internal and external operations by taking steps toward developing a gender policy. This gender policy launched on August 1, 2016 professed Proforest’s commitment to “implementing effective, evidence-based strategies in gender equality and equity in both the internal and external operations of Proforest”²². In line with the

²² Proforest Gender Policy

organization's policy commitment to engage and coordinate with partners, Proforest has been giving support to BOPP in designing and implementing the Adum Bansa Net Positive Carbon and Sustainable Oil Palm Pilot project to ensure all GESI considerations are upheld.

The APOI Theory of Change (TOC) 2007 – 2018 and Beyond document developed by Proforest in consultation with the P4F monitoring and evaluation team, Palladium and TFA Secretariat and the World Economic Forum, is indicative of GESI being mainstreamed in the implementation processes. This document maps out the actors, pathways and expected successes of the TFA2020 APOI processes and makes mention of the need to address gender and concerns of marginalized people in the oil palm producing communities. The TOC highlights the need to promote gender equality in the implementation of national and regional principles so as not to entrench negative gender stereotypes.

MoFA has developed a Gender and Agricultural Development Strategy (GADS), to support its gender mainstreaming processes. The ministry has also prioritized gender by creating a directorate for Women in Agriculture to address gender equity and women's access to productive resources in agriculture.

The Environmental Protection Agency (EPA) initiated a process to develop and institute a gender policy for the organization. A committee with representation from various departments in the agency has been constituted and the gender policy is projected to be finalized and launched by the end of 2018.

Ghana Oil Palm Development Company (GOPDC) has constituted a committee to address gender related abuse in the workplace. The committee also advises the organization on gender sensitivity of programs.

Solidaridad in 2017 established a gender task force to ensure that inclusivity remains an effective component of its global sustainability programs. The organization developed a business case that addresses GESI from both the economic and social perspective. This policy is being mainstreamed in all Solidaridad projects to ensure inclusivity in all programs.

TOPP has a rigorous gender and social inclusion policy with a proactive gender equality information and advocacy system clearly visible within the organization. The organization has incorporated gender equality and social inclusion (child labor elements) in all its human resources communiques and has made available for all interested the members of the gender committee the contact persons in the organization. This is in accordance with Roundtable on Sustainable Palm Oil (RSPO) standardization and certification which TOPP is a member of.

The Rainforest Alliance has integrated gender equity in their programs through efforts to empower rural women as a guaranteed way to develop sustainable communities worldwide. In helping women to find their voice through trainings and participation in decision making process, the impact of programs is benefited by all.

The NP members and the organizations they represent were found to be either equipped with GESI policies or in the process of developing and instituting them for their organizations. This background of gender sensitivity of the NP members has led to their continued support for the APOI processes to be GESI transformative. This exercise to analyze the APOI processes will serve as additional motivation to all the organizations who do not have GESI policies to develop organizational policies and actions to achieve GESI in their operations and impact.



3.2.1.2 Targeted Actions

A review of the APOI engagement, development and implementation processes showed GESI sensitivity in the implementation of the processes. To realize GESI in program activities and results, there has to be deliberate planned actions with measurable results. Targeted actions need to be formulated to ensure the mainstreaming of policies and principles. Targeted actions implemented by the NP are reported on in this section of the report.

Inclusion of Gender Actions in the Implementation of the Principles

The NP was sensitive about gender and social inclusion in the oil palm production areas in Ghana and this reflects in the action plan of the NP. To conduct a gender analysis is a key action in the implementation of the NP action plan. This action was budgeted for and although delayed due the budgetary constraints, the NP has worked hard to ensure it is conducted.

The NP under Principle 7 (see Appendix 4) which addresses labor issues, has also outlined actions that will put in place mechanisms to ensure gender sensitivity, rights of children and eliminate discrimination in the work place. Actions are also planned to protect vulnerable actors in the oil palm value chain through accessible grievance redress mechanisms.

Customary Practices Review and GESI Analysis of APOI Processes

The NP are building on the knowledge acquired from previously conducted gender analysis of the oil palm value chain with the study on customary practices in oil palm producing areas in Ghana. Additional knowledge acquired from this analysis will guide the development of policies and actions to achieve GESI impact through the APOI processes.

Stakeholder Identification

Engagement is the initial process of the APOI process. The identification of stakeholders for the initial consultative meetings, included SHFs to represent the farmers cultivating 80% of all oil palm in Ghana. This was a challenge because smallholders in Ghana do not have a unified and nationally recognized smallholder association. The NP has to agree on a criterion to select a representative without other associations being unintentionally excluded. In the time being, Solidaridad, a civil society representative on the NP is looked up to for direction on issues relating to SHFs. A GESI analysis of the farmers to determine who the marginalized groups in the oil palm production value chain are, was however not conducted and SHFs are identified as one contiguous group. There are however varied categories of SHFs with their peculiar socialization and a GESI analysis categorizes the farmers as;

- i. Male farmer – indigenous
- ii. Male farmer – migrant/settler
- iii. Female farmer married – indigenous
- iv. Female farmer married – migrant/settler
- v. Female farmer unmarried – indigenous
- vi. Female farmer widow – indigenous
- vii. Female farmer widow – migrant/settler
- viii. Male farmer with disability
- ix. Female farmer with disability
- x. Youth (male) of working age
- xi. Youth (female) of working age
- xii. Child (male)
- xiii. Child (female)

All these categories of SHFs have different experiences in the oil palm production environment. It is not necessary to have the different categories of SHFs represented at national consultative meetings but the representatives of SHFs should be aware of the broad categories they are representing and their peculiar needs. This knowledge should guide the representatives' input to policy making and developing action plans for the APOI to avoid entrenching already existing biases and inequalities.

GESI Capacity Development of NP

The NP also realized the need to build their capacity to address gender issues and in 2017 the executive director of COLANDEF was invited to join platform to ensure that gender considerations are mainstreamed by the NP into the processes and implementation of action plans. The executive director is an expert in land administration, land policy advocacy and land tenure security. She is also an expert in gender mainstreaming. This targeted action resulted in her lending her expertise and contributions to provide GESI guidance to the NP in implementation of the APOI principles. She continues to stress the importance of inclusion and considering gender as one aspect of diversity in the APOI processes as evidenced in her presentation at the Fourth Regional Meeting held in Accra on 17th May, 2018.

When stakeholders miss the opportunity to adopt strong gender and inclusion policies or apply international principles, they miss out on the benefits of diversity, which is an indispensable element for results-based management. (TFA 2020)

Fig. 9: Principles for Sustainable Oil Palm Development in Ghana

8 Principles for Sustainable Oil Palm Development in Ghana	
1. Legal Framework/Policy/Governance	<p>Sustainable oil palm production shall be governed by clear policy and legal framework, with a well- structured value chain where all actors belong to a decentralized governance system supervised by a regulatory body.</p>
2. Deforestation, land use planning and management	<p>Land use planning and management for sustainable oil palm development shall ensure sustainable environmental management with specific emphasis on minimising deforestation/degradation and biodiversity loss as well as addressing socio-economic concerns, including safeguarding the rights of owners and users, community concerns and equitable benefit sharing.</p>
3. Stakeholder involvement	<p>Sustainable Oil Palm Production in Ghana should proceed through effective, participatory and an all- inclusive stakeholder involvement process to enhance understanding, collaboration and coordination amongst stakeholders in the sub-sector.</p>
4. Livelihood/Smallholders/Outgrowers	<p>Sustainable oil palm production in Ghana shall be undertaken in a manner that protects, improves and sustains rural livelihoods and the rights of outgrowers/smallholders in the sector through their effective participation in policy formulation, their implementation, fresh fruit bunch pricing and initiatives targeted at increasing productivity.</p>
5. Research & Extension Services	<p>Oil palm development in Ghana shall be guided by research and extension services in a continuum, prioritizing issue-based, demand-driven research that links effectively with well-resourced extension services.</p>
6. Best Management Practices	<p>The oil palm sector shall abide by best management practices that ensure producers have mechanisms aimed at optimizing yield, undertake oil palm cultivation and management in a sustainable and environmentally-acceptable manner and employ processes and technologies that optimize oil recovery.</p>
7. Labour issues	<p>The labour regime of the oil palm sector shall at a minimum ensure that workers' rights and obligations are in consonance with the labour laws of Ghana, provide working environment that guarantees employee health and safety and maintain a healthy relationship with labour.</p>
8. Financing	<p>The oil palm sector shall be financed by a comprehensive value chain financing instrument underpinned by long term funding through the financial institutions for on-lending to actors.</p>

Monitoring and Evaluation

The NP does not have a documented monitoring and evaluation plan/strategy. Actions to be conducted under the country principles by platform members are reviewed and reported on at NP meetings. Although there are no indicators for measuring progress of actions targeting GESI in the action plans, it is envisaged that the implementers of actions that are targeting equitable benefits (fair wages, gender sensitivity in recruitment, no child or forced labor) from sustainable oil palm production will record gender disaggregated data to enable tracking of GESI impact.

3.2.1.3 Policy Dialogue

NP members have been instrumental in integrating the GESI objectives and issues into discussions at all levels and communication. By introducing GESI into dialogues, the value and need of tangible actions to ensure GESI targets are met will be realized. At the Fourth Regional Meeting in May 2018 in Accra, representatives from the Ghana NP stressed the importance of GESI in addressing key challenges in anti-deforestation and sustainable oil palm cultivation. This led to the participants of the meeting agreeing on a key takeaway recorded in the meeting report²³, that inclusion and engagement with communities and farmers is critical to ensure effective implementation of the action plans.

Dialogues on GESI inclusion and how to achieve GESI impact must be held at all levels of the oil palm value chain. Influential community members like chiefs and queen-mothers must be sensitized to champion GESI impact in the oil palm producing areas. Youth groups who are the future of the livelihood of communities must at the table to be part of the decision-making processes to ensure their unique challenges are addressed to ensure the negative impact of oil palm cultivation does not obliterate their future.

The challenge envisaged is the low level of interest in the oil palm value chain and the difficulty in getting representation of the vulnerable populations.

²³ TFA 2020 Africa Palm Oil Initiative Fourth Regional Meeting Report, 17 May 2018

3.3 GESI issues associated with Smallholder Farmers in Oil Palm Production

The analysis of customary practices in the oil palm producing areas and the GESI impact of these practices raise the concern of program implementers to ensure stereotypes and existing barriers to equitable access to productive resources are not entrenched. This section of the report addresses the GESI issues that arise as a result of cultural practices and the targeted actions of the NP which can ensure GESI in future implementation.

3.3.1 Access to Resources

Productive resources that govern livelihood improvement in farming communities are mainly land, credit and inputs for farming. The land tenure system that governs land ownership, use, control and transferability are embedded in the customary practices of the communities where the land is located. FAO defines land tenure as the relationship, whether legally or customarily defined, among people, as individuals or groups, with respect to land²⁴. They define how access is granted to rights to use, control, and transfer land, as well as associated responsibilities and restraints. In simple terms, land tenure systems determine who can use what resources for how long, and under what conditions.

In the Twifo and Mporhor districts, the chief or family head allocates parcels of land to farmers with a basic understanding that the land will always belong to the stool or the family. In addition, the land can only be used for an agreed time by either the family member or the farmer it is leased to. The male family heads (or chiefs) control the rights to land use, the rights to make decisions on how the land can be used and the right to sell or mortgage the land to convey the land to others.

Under these rules, women are categorized as family members (single, married or widowed), wives of family members or non-family members. Unmarried female family members are expected to be helpers on their fathers' or family members farms. This will be for while they wait to get married and move to their husband's property. If they however are unmarried for long and chose to have their own farm, they can be allocated a piece of land. Landowners prefer to allocate land for long periods (30-50 years) for cash crop cultivation. There is also a preference to give land to farmers who wish to go into cash crop (cocoa, oil palm or rubber) production. Women are usually not interested in cultivating cash crops and so are given a small piece of land (1-2 acres) for food crops. The woman's ownership of the land is not documented and cannot be used as collateral or transferred to another party to use. This makes it difficult for women to access financing for to improve their farms or invest in other income generating activities. The women's lack of interest to go into cash crop production is due to lack of the capital to prepare the land, invest in hired labor and inputs. Wives of indigene males help their husbands on their farms and do not have their own farms unless the husband gives them a piece of land to farm as their own. The women lose the land when their husbands die, but they can lay claim to the trees on the land. Agreements

²⁴ <http://www.fao.org/docrep/005/y4307e/y4307e05.htm>

are reached with the families on how long the widowed wives can continue farming the land till the land reverts to the family. Female non-family members who seek land to farm have to be led by a male to negotiate the terms of land use. For most negotiations, the ability of the female to pay for the land ('goodwill donation' and cost of rites) and the lease arrangement is what determines access to the land.

Security of tenure is the certainty that a person's rights to land will be recognized by others and protected in cases of specific challenges. FAO

The customary land rules do not guarantee security of tenure for the women who are given access to family or stool lands. A woman may lose her right to continue working on her husband's farm when he dies because the land will be claimed by the family. This puts the livelihood of the woman and her dependents at risk unless the woman is able to negotiate with the family to exhaust the duration of the lifetime of the crop on the land. For women who return to their family land, there is the risk of not having their own farm land if there is no family land left. She will have to depend on another family member and help on their farms. There is no security for the intergenerational transmission of property

Youth interested in farming help on their family farms. Their access to farm lands is through their parent's ownership and their security of tenure is based on their parents' arrangements. Although there is a marked lack of interest of the youth in farming, there is the realization that farming is an everlasting source of livelihood as opposed to 'galamsey' which cannot last forever. As oil palm farmers earn money to educate their children there is a generational attrition from the farming profession. There is the need to interest the youth into taking active interest in the farming profession and with the benefit of education, improvements in farming techniques and investments in the plantations can be encouraged to secure the livelihood of oil palm communities.

3.3.2 Control of Resources

Men control the majority of resources in relation to oil palm production. Men have unfettered access to land and due to their ability to cultivate cash crops, are given large portions of land. They as such have access to finance to increase or improve their farms and invest in higher yielding planting materials. This puts men economically ahead of women and they make majority of the decisions on the farm and in the household. Men are recognized at the forefront of economic activity in the district as shown by the farmers' register of the Mporhor district. The farmers register shows only 37% of the farmers registered are women. In a district of 50.1% men and 49.9% women with over 9 out of 10 households engaged in crop farming, the farmers' register shows that men are the formal representatives of their household with respect to economic issues. The men are recognized as decisionmakers and control the economic resources within the households. In addition, a review of the MoFA farmers' register shows that unlike women, men

have both cocoa and oil palm farms and during focus group discussions, the men admitted to using revenue from the cocoa farms to support their oil palm farms. This gives the male oil palm farmers added advantage over the female farmers who do not have the alternate source of revenue to hire labor and acquire inputs for their farms

3.3.3 Participation in Productive Activities

There are a number of customary practices that limit the full participation of men, women, youth, disabled, migrants/settlers and any other vulnerable populations in the cultivation and production of oil palm. Women do not fully participate in oil palm production because landowners prefer to give large parcels of land to men who are ready to invest and cultivate in the cash crop. Men have larger plantations, (indigenes or settlers) security of tenure and are more confident in their ability to transfer their plantations across generations. Few female farmers participate in the start-up of oil palm plantations. This is attributed to the challenging access to large land parcels, high cost of land preparation and planting materials and the highly manual nature of starting a farm. This fact is substantiated by the MoFA director at Mporhor who asserts that no woman has come to seek technical assistance or collect seedlings for oil palm cultivation in the last 7 years. Female participation increases when the seedlings are planted and clearing of weeds around the seedling has to be done. This becomes work for the women as they are responsible for planting food crops within the oil palm seedlings. This they do alongside the clearing of weeds. Gendered roles of women in the oil palm industry have carved out their responsibilities as helpers on their family member's farms. Women are actively involved in cultivating food crops in the oil palm plantations and on other small parcels of land. When the food crops are sold, it is a valuable source of income to the women and their households. Women are also predominant in the processing of oil palm products. This is one of the gendered roles of women in the industry. Although the ownership of the mills mostly belongs to the men, women are the workers in the mills. The female oil palm processors have also established a niche in the oil palm value chain and serve as money lenders to farmers who either mortgage their farms to the money lenders or repay for the loans with FFB.

The design of nucleus farmer schemes by the oil palm production companies like BOPP and TOPP have made efforts to ensure a minimum quota is in place for inclusion of female oil palm farmers. TOPP in the design of its initial scheme registered the farmers with the input of the chiefs. The result was a scheme of indigenous mainly male farmers. TOPP's quota of 30% of their scheme farmers being female was not achieved in the initial scheme but there has been a gradual increase in female oil palm farmers due to some original farmers dying and assigning their farms to their 'next-of-kin' who might be female. Efforts are continuously being made to increase the participation of female farmers to meet the company quota of 30%.

In 1980, I came home and my friends convinced me to try galamsey. The money was plenty and fast. We were young men and nobody was interested in farming at that time. But the money does not last. You get sick. Farming is the only occupation you can leave for your dependents Farming is for a lifetime. Galamsey does not last. (Nana Kwaw Etiri, Chief of Mporhor Traditional Area)

The participation of youth in the oil palm industry is very low. In the locations surveyed, participation of the youth is curtailed by the initial start-up costs of starting an oil palm farm, the lack of incentives to farmers and the long gestation period of the crop. The youth see the lack of daily income as a disincentive to engaging in oil palm cultivation. They are more likely to engage in galamsey which poses a huge threat to the environment and does not provide a lifetime of income.

PWDs do not actively participate in production of oil palm due to the highly manual nature of the cultivation and production. The president of the PWD in Mporhor stressed that PWD are interested in working in the oil palm industry if their roles will not be highly physical and mainly clerical desk work. It is worthy of note however that in Twifo Hemang, Mr. Eshun, a PWD with an oil palm plantation in 2017 was selected as the national best farmer in 2017.



3.3.4 Congregation and Information Sharing

Oil palm farmers are identified and registered at the district level by the MoFA extension agents and these farmers are easily aggregated into FBOs. This register is accessible at the MoFA office of each district. The MoFA office also registers FBOs in the district. In addition to farmers' registers compiled by MoFA extension agents, farmer groups are formed easily based on services to be delivered. Twifo Atti-Morkwah, farmers have been newly registered into groups to receive oil palm seedlings from a program initiated by the Minerals Commission to encourage oil palm farming as part of the 'anti galamsey' initiative. These farmer groupings are open to all provided

the criteria for inclusion is fulfilled by the farmer. The criteria usually are for the potential members to be farmers with land and in some cases have the resources to prepare the land in preparation of planting. In the case of the Minerals Commission groupings, farmers with 1acre of land available for cultivating oil palm and ready to prepared the land for planting were registered as part of the group. The cost of preparation of the land was ghc30 which all the farmers interviewed found reasonable. In forming these groups, a leader to lead in the recruitment of members and information sharing is chosen by the program officers. Of all the farmer groups encountered, the leader chosen is always a male and this reinforces the stereotypes that men are the natural leaders of groups formed. The explanation given for the choice of male leaders was that, these roles require a highly mobile person who can move from one house to another and have flexibility of time. This excludes women from the leader's roles as their reproductive roles limits their time availability and flexibility.

In addition, in most groups women defer to men in decision-making processes and do not gainsay their decisions. Women are willing to let men lead in groups and as in the case of the focus group discussion held in Twifo Atti-Mokwah, the women preferred to give out the male member's contact information for further contact, although they have telephone numbers and functioning phones. Although in some farmers' groups discussed women are assigned in executive positions, this does not take away the cultural belief that men are superior to them in knowledge and decision-making. Most programs reinforce the gender and social norms and most women accept that as the way things are. A program or action that will deviate from the cultural norms will have to be well executed to educate the beneficiaries of existing biases, gain their consent to support the change and prevent animosity among the group where change will be effected.

4 Specific Recommendations on Bridging the Identified gaps

The NP is making conscious efforts to develop its GESI sensitivity through inclusion of a gender practitioner on the platform and a series of analyses. The following recommendations are made to address specific gaps identified through the GESI analysis conducted. It is however critical to ensure the following recommendations are addressed to ensure that GESI is incorporated into the policies and principles of both the NP and the members represented on the NP.

As an overarching recommendation, it is suggested that the NP's mandate be reviewed to ensure GESI goals and objectives are met. GESI targeted actions have to be implemented and this will be in addition to actions listed under the APOI principles. The NP's mandate has to be reviewed and updated if platform members are to implement some of the GESI recommendations made by this report.

1. GESI Mainstreaming of the NP and APOI Processes

- a. The TFA2020 APOI National Platform has to have a well-articulated GESI policy clearly outlining the platform's GESI goals and objectives with measurable indicators to monitor and evaluate. The desired GESI impact must also be well defined in the policy.
- b. To ensure uniform understanding and commitment to achieving GESI objectives, all members of the NP have to be oriented on GESI principles, objectives and planning. This is key to ensuring that NP members can speak to and support policy change and development to effect GESI within their organizations. This understanding must be reflected in the policies and principles of the organizations the members represent. The processes of investigation of vulnerable population to understand their needs must be conducted alongside the consultative processes within the organizations to ensure all concerned are GESI focused. The policies and principles developed will ensure that as a collective the implementers of the APOI processes are committed to attaining GESI in all anti-deforestation and sustainable production of oil palm in Ghana.
- c. GESI knowledge in the organizations represented on the NP should be shared among members of the platform to strengthen the GESI focus. Lesson sharing should be encouraged between NP members - for instance GESI studies conducted by the organizations and other relevant reports could be shared to build on the existing store of knowledge.
- d. The actions to achieve the APOI principles have to be reviewed to mainstream GESI to reflect the GESI focus of the NP and the TFA2020. The review should not only result in a rewording of the actions, but also include development of budgeted targeted actions to achieve the GESI impact.

2. Ensuring GESI Transformational Impact of the APOI Processes

- a. To ensure gender transformative impact of the APOI processes, the NP members whose organizations are tasked with actions to implement under each of the APOI principles must be GESI focused and ensure implementation is done to ensure GESI impact. Every action should be preceded by the questions: How will this action impact vulnerable populations? Are there any customary practices that will limit or hinder participation of all populations? How do we ensure the vulnerable populations are not adversely affected by actions to be taken? How can we adapt our programs to address these challenges?

As the Oil Palm Development Association of Ghana (OPDAG) facilitates the establishment of association(s) open to all actors which shall be under the supervision of the regulatory body (See Appendix 4: Principle 1, Action 1.2), there should be representation of vulnerable populations in the associations formed. In September 2018, the Women in Cocoa and Chocolate Network (WINCC) was inaugurated to facilitate women in the cocoa value chain and enable them share knowledge across different levels of influence and functional areas. This initiative can serve as an example to OPDAG as they implement their actions. Women in oil palm production can be developed into an association to help address the challenges women face in the communities they operate.

- b. OPDAG in implementing Principle 1, Action 1.2 must also take into consideration the fact that cultural practices negatively impact formation of groups and participation of group members in decision-making processes. This impact limits the contribution of female and young farmers who defer to males (or older males in the case of younger males) when decision making is taking place. Ensuring representation of vulnerable groups does not mean their needs are addressed and representation is not enough to get them equitable benefits. Representatives of these vulnerable groups should be aware of the limitations and address them to get inputs from their members. Mechanisms must be put in place to liaise with either Agricultural Extension Agents (AEAs) or programs that interact with vulnerable groups to ascertain the APOI GESI objectives are being achieved.
- c. Consultative processes organized within target communities must highlight challenges experienced by vulnerable populations to ensure they are addressed by ongoing interventions. Highlighting these issues will make the communities realize how unfair some practices are to vulnerable populations. GESI considerations have to be deliberate and thought through to ensure adverse impact is avoided and equitable benefits accrue to all populations, vulnerable or not.

- d. Sensitization of all actors in the oil palm value chain is essential for GESI impact to be realized in all populations. AEAs who are the closest and most frequent liaisons with farmers in all oil palm producing communities have to be aware of the cultural practices that undermine GESI and address them in their work. Opportunities like training programs for the AEAs are excellent platforms where discussions on GESI can be raised to discover innovative ways of addressing customary practices that hinder equitable progress of all farmers.
- e. Targeted actions to achieve GESI goals and objectives have to be planned and implemented. Conscious effort has to be put toward the achievement of GESI goals and objectives. These actions can be designed around the customary practices to impact the livelihood of vulnerable groups. As NP CSOs/Oil Companies are tasked with implementing Principle 4 Action 4.1 (See Appendix 4) to organise independent smallholders/millers into schemes to adapt industry standards, the challenges experienced by women as business persons should be taken into consideration. Accessing finance from banks and other lending agencies will be a challenge without documented collateral so effort must be made to secure documented collateral for prospective SHFs how will participate in these schemes. The misconception that men make better business persons and they understand business better than women must also be worked on to build the confidence of women to join schemes that will improve their livelihood.
- f. Other targeted actions can be legal support for vulnerable populations whose rights to land and other productive resources are not respected. In addition, support for alternate farming enterprises (food crops and other on/off farm income generating activity) to bolster the economic statuses of vulnerable populations can be provided as GESI targeted actions.

5 Next Steps

A validation meeting attended by NP members, P4F staff and the consultant was held to review the findings and recommendations of the APOI GESI analysis conducted. The key point discussed was how feasible the recommendations were and if the NP will be able to implement them given their current constitution and mandate. Proforest as the convener of the platform mentioned that there are ongoing discussions on the mandate of the NP and there are efforts at reconstitution to enable the platform implement actions towards the Principles. Proforest plans to share the GESI report and findings of the National Platform with the larger stakeholder group in early 2019. In addition, the NP will draft and release briefing notes on the gender analysis, findings from the exercise, the NP's gender mainstreaming efforts and the next steps.

The recommendation of developing a GESI policy for the Ghana National Platform was discussed and it was agreed by all present at the meeting that an action plan on how to achieve the objectives of the GESI policy will have to be developed to support the policy. The action plan will lay out short, medium- and long-term actions as well as timelines to ensure the policy is operationalized and NP members are held accountable. This will also allow for the GESI targeted actions to be monitored and supervised within the context and mandate of the NP.

The NP will work to build the capacity of its members on gender issues and mainstream gender into the work of the platform. It was also suggested that organizations represented on the platform should invite their gender focal persons to Platform meetings when GESI is on the agenda to share best practices and discuss challenges encountered. This will encourage organizations to showcase their GESI progress and encourage others to follow suit.

A concerted effort will be required by all NP members and the organizations they represent to ensure GESI is achieved under the APOI Principles. A review of the principles and criteria of the NP will be conducted to make them SMART and GESI sensitive. The recommendations and next steps agreed on can serve to map the way forward for the NP to ensure that the differing issues faced by men and woman are address distinctly by the national principles.

6 Appendices

Appendix 1

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6. Tropical Forest Alliance 2020 Briefing Note One, July 2014
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10. Tropical Forest Alliance 2020 Africa Oil Palm Initiative. Draft Principles for Responsible Palm Oil Production in Ghana
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12. Tropical Forest Alliance 2020 Africa Implementation Dialogue for jurisdictions in West and Central Africa engaged in sustainable agriculture and forestry development efforts, May 2018
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15. Tropical Forest Alliance 2020 Marrakesh Declaration (November 2016)
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21. V Stenek, R Connell (2011) Climate risk and business agribusiness – Ghana Oil Palm Development Company

Appendix 2

List of Discussants	
Name	Institution
Baba Asare	Lands Commission, Regional Office – Cape Coast
Mr. Tabiri	Central Region House of Chiefs, Cape Coast
Mr. Oduro	Central Region House of Chiefs, Cape Coast
Nana Appiah Nuamah II	Twifo Mampong Traditional Area
Mr. Aidoo	District Extension Officer, Ministry of Agriculture, Twifo Praso
Yvonne Kwarah	Gender desk officer and Social Welfare officer, Twifo Praso
Esther Aniu	Social welfare officer, Twifo Praso
Wendy Owusu Asiedu	Social welfare officer, Twifo Praso
Ebenezer Nyarko	Community Development officer, Twifo Praso
Mr. Grasah	Oil Palm Outgrowers Association, National Office, Twifo Praso
Patricia Atebawone	Small Holder Farmers Manager, TOPP
Lydia Osei	Settler Farmer (Female), Twifo Mampong
Akua Faaba	Settler Farmer (Female), Twifo Atti-Mokwah
Abena Otaba	Settler Farmer (Female), Twifo Atti-Mokwah
Akua Botwe	Settler Farmer (Female), Twifo Atti-Mokwah
Akua Yamora	Settler Farmer (Female), Twifo Atti-Mokwah
Abena Acheampong	Indigene Farmer (Female), Twifo Atti-Mokwah
Akua Boye	Indigene Farmer (Female), Twifo Atti-Mokwah
Francis Takyi	Indigene Farmer (Male), Twifo Atti-Mokwah
Charles Opoku	Indigene Farmer (Male), Twifo Atti-Mokwah
Kofi Dominic	Settler Farmer (Male), Twifo Atti-Mokwah
Kwesi Anum	Settler Farmer (Male), Twifo Atti-Mokwah
Kofi Appiah	Settler Farmer (Male), Twifo Atti-Mokwah
Nana Osabarima Kwaw Etiri II	Chief of Mporhor
Kwasi Baah Ofori	Estate Manager, BOPP
Enoch Koranteng	District Director, Ministry of Agriculture, Mporhor
Ebenezer Boafo	Social Welfare and Community Development Officer, Mporhor District
Prince Tagoe	Social Welfare officer
Enoch Essel	Business Advisory Center, Mporhor District Assembly
Samuel K. Eshun	Chairman, Ghana Federation of Disabled, Mphohor District

Humu Abduraman	Settler Farmer (Female), Anum Bansa
	Settler Farmer (Male) Anum Bansa
Georgina Abann	Indigene (Female), Anum Bansa
AK Ohene Atta	Indigene (Male), Anum Bansa
Agnes Amoah	Indigene (Female), Anum Bansa
Francis Amponsah	Indigene (Male), Anum Bansa
Theophilus Addisson	Indigene (Male), Anum Bansa
Isaac Mensah	Indigene (Male), Anum Bansa

Appendix 3

Terms of Reference

10/08/2018

Request for quotation (RFQ) – goods or services

RFQ Title:	Consultancy for Gender and Social Inclusion analyses of Partnerships for Forests projects in West and Central Africa
RFQ Issue Date:	10/08/18
Terms of Reference / Specifications:	The Goods and/or Services to be delivered are detailed in the attached Schedule
Project	Partnerships for Forests
The Company	Futures Group Global Outreach
Closing Date and Time	20/08/18
Contact Person	Victoria Wiafe Duah
Details for Submission	Please submit to: pilar.rukavina@partnershipsforforests.com and Victoria.wiafe@partnershipsforforests.com

Thank you for your interest in the above procurement. As managing contractor for the Partnerships for Forests project, the Company invites you to submit a quote for the Goods or Services listed below. Your quote will be valid for the Validity Period.

Please forward your quote in accordance with the Details for Submission above by the Closing Date and Time.

I look forward to your response. If you have any queries, please do not hesitate to contact me on +233244602839 or by e-mail Victoria.wiafe@partnershipsforforests.com.

Yours sincerely,

Victoria Wiafe Duah

Regional Manager – West and Central Africa, Partnerships for Forests

Terms and conditions

1. Quote Conditions

By submitting a quote, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

2. Quote Lodgement

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFQ unless the Company determines to do so otherwise at its sole discretion.

3. Evaluation

The Company may review all quotes to confirm compliance with this RFQ and to determine the best quote in the circumstances.

4. Alterations

The Company may decline to consider a quote in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

5. The Company's Rights

The Company may, at its discretion, discontinue the RFQ; decline to accept any quote; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a Quote; satisfy its requirement separately from the RFQ process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate quotes as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

6. Amendments and Queries

The Company may amend, or clarify any aspect of the RFQ prior to the RFQ Closing Time by issuing an amendment to the RFQ in the same manner as the original RFQ was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFQ should be directed to the Contact Person identified on the cover page of this RFQ.

7. Clarification

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their quotes. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their quote.

8. Confidentiality

In their quote, potential suppliers must identify any aspects of their quote that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their quote.

The potential supplier acknowledges that in the course of this RFQ, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFQ and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFQ and after the completion of the process.

9. Alternatives

Potential suppliers may submit quotes for alternative methods of addressing the Company's requirement described in the RFQ where the option to do so was stated in the RFQ or agreed in writing with the Company prior to the RFQ Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

10. Reference Material

If the RFQ references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their quote. And provide it to the Company upon request.

11. Price Basis

Prices quoted must be provided as a fixed maximum price and show the tax exclusive price, the tax component and the tax inclusive price.

The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

12. Financial information

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.

13. Referees

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.

14. Conflict of interest

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

15. Inconsistencies

If there is inconsistency between any of the parts of the RFQ the following order of precedence shall apply:

- (a) these Terms and Conditions;
- (b) the first page of this RFQ; and
- (c) the Schedule

so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

16. Collusion and Unlawful Inducements

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their quote or the RFQ process.

Potential suppliers must disclose where quotes have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their quote from consideration.

Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFQ) which could give rise to a perception of bribery or corruption in relation to the RFQ or any other dealings between the parties.

17. Jurisdiction

This Agreement shall be subject to the laws of the Jurisdiction.

The Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this Agreement or the breach, termination, or invalidity thereof.

If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this Agreement or the breach, termination, or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

The place of arbitration shall be the headquarters location of Company at the time the claim is filed and the language of the arbitration will be English. The relevant laws shall be the laws of the Jurisdiction.

Schedule - Terms of Reference

1. Background

Partnerships for Forests (P4F) supports investment models in which the private sector, public sector and communities can achieve improved returns from sustainable forests and sustainable land use.

By creating market-ready 'Forest Partnerships' that offer an attractive balance of risks and benefits for the private sector, public sector and communities, the programme aims to mobilise significant investment, principally from the private sector.

Through grants and technical assistance, the programme helps selected partners move through the stages required to get to market – from idea development and memorandum of understanding (MOU), to business planning, to deal negotiation and piloting, and finally to commercial scale-up. The programme also supports demand side measures that strengthen demand for sustainable commodities, and activities to create the right enabling conditions for sustainable investment.

The five-year programme is funded by the UK Department for International Development (DFID) and the Department for Business, Energy and Industrial Strategy (BEIS), and currently operates in Central, East and West Africa, South East Asia, and Latin America. Palladium and McKinsey & Company have been contracted to manage the technical assistance and grant-making facility.

As a project looking to create long-lasting environmental and social impact, P4F strives to enhance the social inclusion and gender sensitivity of its projects in accordance with the UK's international development agenda. To demonstrate our commitment to Gender and Social Inclusion (GESI), P4F is reporting to DFID on the following Result Framework Indicators through case studies on:

- projects with new or enhanced stakeholder engagement planning (including gender and social inclusion) as a result of P4F support;
- projects that have contributed to greater gender equality (supported by relevant sex-disaggregated data as a result of P4F support);
- projects where there has been a change in livelihoods and/or employment and/or reduced poverty with a contribution from P4F interventions

2. Objectives of the assignment

The P4F West and Central Africa office is now looking to procure the services of a consultant to:

- a) In Phase I: conduct a gender analysis on its Enabling Conditions projects and produce a full gender analysis reporting in addition to a 2-page case study that demonstrates 'new or enhanced stakeholder engagement (including gender and social inclusion), showing the planning process, as a result of P4F support'.
- b) In Phase II: contingent upon the successful delivery of the first deliverable, to conduct a GESI analysis on flagship Forest Partnership projects in the West and Central Africa portfolio, so as to identify achievements to date as well as gaps, and to make recommendations for enhancing the social inclusion and gender sensitivity of these projects going forward.

Phase II - Enabling Conditions projects (Africa Palm Oil Initiative and Cocoa & Forests Initiative)

Africa Palm Oil Initiative

P4F is supporting the the Tropical Forest Alliance 2020 (TFA 2020).Africa Palm Oil Initiative (APOI) through a grant to Proforest. The goal of the APOI is to develop and support the implementation of national and regional principles for responsible oil palm development that take account of the ambitious development plans of countries in Africa, while addressing environmental targets for reduced deforestation, land use and greenhouse gases, and social indicators on issues such as land tenure and the rights of indigenous peoples.

The TFA2020 APOI in its Theory of Change recognizes that the sector cannot be developed sustainably without promoting the inclusion of marginalized groups which is defined in this context as women, indigenous peoples, local communities and smallholders. TFA 2020 APOI recognises that members of these marginalised groups have distinct perspectives, roles, responsibilities, and knowledge in managing natural resources which when brought to the fore can significantly influence the sustainability of the subsector. The programme therefore is taking steps to promote inclusion and give members of this group voice and representation on all National Platforms.

Ghana committed to be a partner in the TFA 2020 APOI process in 2015 and has since developed its Principles and Actions which are aimed at developing a sustainable oil palm sub-sector. P4F would like to assess the process in the TFA2020 APOI National Platform process in Ghana in a bid to understand if it has been gender sensitive; promoted gender mainstreaming and has the potential to be gender transformative.

Cocoa & Forests Initiative

P4F has been supporting the Cocoa & Forests Initiative (CFI) through a grant to IDH Sustainable Trade Initiative. The CFI is an active commitment of cocoa producing countries Cote D'Ivoire and Ghana with leading chocolate and cocoa companies to end deforestation and restore forest areas. The first phase of the CFI, funded by P4F, culminated in the Joint Frameworks for Action agreed to by industry players and the Ghanaian and Ivorian governments – outlining core commitments by the parties as well as actions around three critical areas: Forest Protection and Restoration; Sustainable Production and Farmers' Livelihoods; and Community Engagement and Social Inclusion.

In order to further broaden stakeholder engagement and promote inclusion as the CFI moves into its implementation phase in Ghana, P4F has been facilitating a series of engagements between local civil society organisations (CSOs) and project partners to identify avenues for the enhanced representation of local CSOs on the CFI's governance structures and to position them to play a more active role in shaping the CFI's imminent implementation phase.

P4F has begun work on a case study to demonstrate 'new or enhanced stakeholder engagement planning (including gender and social inclusion) as a result of P4F support', and is looking to assess the inclusivity of the CFI in Ghana to date, the extent to which inclusion of local CSOs in the CFI process has been strengthened through P4F efforts, and to identify pathways for further bolstering inclusion within the CFI process going forward.

Phase II: GESI analysis on flagship Forest Partnership projects

Subject to the successful delivery of Phase I activities, P4F would like the consultant to assess the GESI profile of flagship projects in West and Central Africa. Projects are currently nearing the end of their first phase and to strengthen the second phase, P4F would like to examine the strengths and gaps of the projects with regards to: stakeholder engagement, gender equality and social inclusion, and the projects' contributions to improvements in livelihoods and reductions in poverty. Based on this assessment, P4F is seeking recommendations on how to enhance social inclusion and gender sensitivity of our Forest Partnerships.

3. Scope of the assignment

APOI gender analysis (Phase I):

Customary Law Review with Reference to Gender and Oil Palm Development in Ghana

Women and men have different roles, responsibilities, and knowledge in managing natural resources. How men and women use resources reflects gendered access. As has been mentioned, one of the objectives of APOI is to promote inclusion in the oil palm sub-sector. Recognizing that gender is context and geographically specific, it is important that the analysis is done in the right context with a clear understanding of the customary laws in the identified geographical areas. Therefore, a light touch review of applicable customary laws in the oil palm growing areas would be required.

Gender Analysis of the Ghana TFA2020 APOI Process and Next Steps

Having completed the above steps which has provided a background about customary laws prevailing in the oil palm sector of Ghana, we would like to conduct a gender analysis taking into consideration all the findings of the light touch customary law review to assess the TFA2020 APOI process (whether it was gender blind, neutral, sensitive or transformative) in Ghana including the development of the principles and actions, the formation of the national platform and the recommendations on the next steps.

The goal is to understand how gender sensitive (or otherwise) the TFA2020 APOI process has been in Ghana and provide a customary law background to the oil palm sector in Ghana to help us understand the access, power dynamics and others issues which could differentially inhibit the inclusion of 'women'. As the Ghana National platform works towards implementing the National Implementation Plan, this assessment will help us partners avoid making incorrect assumptions – that everyone can participate in, influence or benefit equally from interventions, by identifying barriers that exist to women's and men's participation in activities or decision making.

CFI analysis (Phase I):

A core strength of the CFI lies in its multi-stakeholder nature – bringing together the public sector, the private sector, civil society and farmer organisations to jointly devise solutions for ending deforestation and forest degradation in the cocoa sector. While the development and widespread endorsement of Ghana's Joint Framework for Action was rightly hailed as an important milestone, P4F realised that through various channels that local CSOs in Ghana believed that the CFI process so far had not been inclusive enough of these critical actors and those they represent. To respond to these concerns and ensure that the critical and imminent implementation phase is characterised by broadened and meaningful participation of those who will ultimately be implementing interventions on the ground, P4F has facilitated a series of engagements bringing together local CSOs from the cocoa and forestry space with key decision-makers of the CFI in Ghana. While this is an ongoing process, these engagements have yielded promising results to date.

Given P4F's contribution to these developments, P4F would like the consultant to assess: the role of local CSOs in the CFI process to date, the reasons behind their limited involvement role so far, what their objectives are for the implementation phase, and the extent to which P4F support has facilitated their inclusion through recent engagements.

The goal is to devise practical recommendations for enhanced inclusion of local CSOs within the CFI process going forward to ensure the second phase of the project is designed and implemented in participatory and inclusive manner.

GESI analysis on flagship Forest Partnership projects (Phase II):

P4F West and Central Africa has built a solid portfolio of Forest Partnerships working to halt deforestation and forest degradation across the cocoa, oil palm and timber sectors. These projects were selected for grants and technical assistance primarily on the basis of their potential for sustainable land use impact as well as their potential to catalyse private investment. At the same time, these projects are bound to have social and livelihood implications in the communities and areas where they operate. GESI elements and objectives are implicitly embedded in many if not all of the projects P4F supports, and it is important that we gain a firm understanding of the strengths and weaknesses within each of our flagship projects with regards to GESI. This will allow us to design the second phase of these projects in a way that promotes their long-term sustainability. We therefore would like the consultant to analyse the GESI profile of these projects, guided by the Result Framework Indicators outlined in section 1 of the ToR (background), and to make recommendations for the second phases of the projects based on the findings.

4. Outputs and Deliverables

APOI (Phase I)

A comprehensive gender analysis report on how the customary law and other issues discriminate persons based on gender, particularly women, in the oil palm growing areas (including the sector) in Ghana. The findings should detail:

- The extent to which the TFA2020 APOI process in Ghana is gender sensitive and promotes inclusion.
- challenges and opportunities pertaining to access, ownership, use, control of land for oil palm production etc. and how the TFA2020 APOI process in Ghana can 'influence' and promote inclusion.
- Issues related to gender particularly 'women' in the oil palm industry
- Specific recommendations on bridging the identified gaps
- Power-point presentation summarising key findings and recommendations. This would be shared with relevant stakeholders for their inputs during validation workshops.
- a 2-page light touch case study summarising the process and findings, and detailing P4F's role in facilitating the gender analysis

Once the report is completed, the final output will be shared with stakeholders in the sector at a public workshop to be organised by Proforest on behalf of the TFA2020 APOI National Platform. The consultant together with Proforest will present the report to the stakeholders during the workshop. Following this workshop, the report **may** be modified to incorporate comments received from stakeholders during the workshop.

Timing of activities:

- Agreed analytical framework with P4F – 22nd August 2018
- Draft Light Touch Customary Law Report – 31st August 2018
- Draft Gender Analysis Report – 14th September 2018
- Public Consultation / Validation Meeting – (TBC)
- Final Customary Law and Gender Analysis Report – 21st September 2018
- 2-page light touch case study – 24th September 2018
- Final 2-page light touch case study following review by DFID – 31st October 2018 (TBC)

CFI (Phase I)

A comprehensive report detailing enhanced stakeholder engagement within the CFI process through greater inclusion of local CSOs. The findings should detail:

- The extent to which the CFI process in Ghana has been inclusive of local CSOs in phase one of the project
- The extent of recent efforts to include local CSOs in the process and the perceived success of these efforts
- Challenges and opportunities for greater inclusion of local CSOs in the CFI process
- The role of P4F in facilitating inclusion of local CSOs in the process
- Recommendations for strengthening inclusion within phase two of the project
- a 2-page light touch case study summarising the process and findings, and detailing P4F's contribution

Timing of activities (21st August – 1st November 2018)

- Agreed analytical framework with P4F – 22nd August 2018
- Draft Report – 12st September 2018
- 2-page light touch case study – 24th September 2018
- Final 2-page light touch case study following review by DFID – 31st October 2018 (TBC)

Forest Partnership Analysis (Phase II)

A comprehensive report on the gender and social inclusion profile of P4F's flagship projects in West and Central Africa. The findings should detail:

- Successes and early results related to gender and social inclusion of each project

- Challenges related to gender and social inclusion of each project
- The extent and nature of efforts by project partners to enhance the social inclusion and gender sensitivity within P4F-funded interventions
- Opportunities and barriers to strengthening the GESI profile of the projects
- Practical steps that would need to be taken to improve GESI outcomes within projects – including any technical and/or financial support
- Recommendations for strengthening gender and social inclusion for each project

Timing of activities (15th November 2018 – 23rd August 2019)

- Agreed analytical framework with P4F – 16th November 2018
- First draft of report – 15th March 2019
- Second draft of report - 1st May 2019
- Final report – 22nd August 2019

5. Person specification

P4F is seeking to procure the services of a consultant with the following skills and attributes:

- Demonstrated track record in conducting analyses around issues of gender and social inclusion
- Experience in and knowledge of the forest and land use sector
- Experience working in the West and Central Africa region, and/or working with DFID or other Donor funded programmes
- Demonstrate a high level of commitment and responsibility towards completing assignments efficiently, accurately and in a timely manner.
- Display high standards of ethical conduct

6. Quote format

Please submit maximum 2 pages (excluding CV to be submitted) including:

- 0.5 page on how you meet the person specification criteria, and describing from your own understanding the objectives and scope of the assignment in the ToR
- 1 page on your proposed approach to Phase I and Phase II, including methodology and workplan
- 0.5 page with daily rate and proposed number of days for Phase I and Phase II

Palladim will assess each submission based on compliance with this Request for Quotation (RFQ), ability to meet the requirement as specified and overall value for money using the following criteria:

- ☐ How you propose to provide the Services specified in this RFQ.
- ☐ Demonstrated ability to manage/deliver the Services in terms of:
 - ☐ The range and quality of services offered;
 - ☐ Understanding of the requirement, ability to meet deadlines, implementation methodology and project management processes;
 - ☐ Proven subject matter expertise;
 - ☐ Past relevant performance (including service delivery, performance management and assurance), and
- ☐ The fee to be charged for providing the Services.

If your quote is successful, you will be required to enter into the Company's standard contract for the types of goods or services being provided. In the provision of the Goods and Services, you will be required to comply

with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant Project Manual. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any quotes pursuant to this RFQ.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the goods or services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.

Appendix 4

Principles and Actions

Tropical Forest Alliance 2020 Africa Oil Palm Initiative

Principles and Action
Tropical Forest Alliance 2020 Africa Oil Palm Initiative
Ghana National Implementation Framework

Principle 1: LEGAL FRAMEWORK/POLICY/GOVERNANCE

Sustainable oil palm production shall be governed by clear policy and legal framework, with a well-structured value chain where all actors belong to a decentralized governance system supervised by a regulatory body.

ACTIONS:

No.	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
1.1	Establish a policy and legal framework that sets up a regulatory body with oversight responsibilities over the sub-sector.	End of 2018	-	MOTI and MOFA	-	AFD (the French Development Agency) funding ends in December 2016	The draft Oil Palm Development Bill which will establish the Oil Palm Development Board is complete and has been presented to the Hon. Minister of Agriculture for further action
1.2	Facilitate the establishment of association(s) open to all actors, and which shall	By end of 2017	-	OPDAG	-	Not funded	This is expected to be facilitated under the Oil

	be under the supervision of the regulatory body.						Palm Development Authority
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Principle 2: DEFORESTATION, LAND USE PLANNING AND MANAGEMENT

Land use planning and management for sustainable oil palm development shall ensure sustainable environmental management with specific emphasis on reducing deforestation/degradation and biodiversity loss as well as addressing socio-economic concerns, including safeguarding the rights of owners and users, community concerns and equitable benefit sharing.

ACTIONS

No.	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
2.1	Develop a comprehensive national land use and zoning plan (multiple scale, from national to production site)	End of 2018	Land Administration Project 2 (Funded by the World Bank)	FC, OPDAG MESTI - Town and Country	MOFA, MOTI	-	The Town and Country Planning Department has now been update to the Land Use and Spatial Planning Authority. With the Ag. Director of Crops as member of

							the authority's board. It is expected that the team will be regularly updated on progress on developing the land use and zoning plan
2.2	Establish a multi-sectoral group to see to implementation of the LU Plan at the various levels	By end of 2018	-	LAP, Town and Country Planning	OPDAG, MOFA	-	Refer to 2.1
2.3	Identify areas to be excluded /protected from production (ref. land use plan; and existing environmental guidelines (e.g. river buffer, steep slopes)	By end of 2017	-	MESTI (TCP)	TCP, FC, MOFA, EPA, WRC, Soil Research Institute	-	Refer to 2.1
2.4	Identify areas to be excluded/protected from production	By end of 2017	-	MESTI (TCP)	TCP, FC, MOFA, EPA, WRC, Soil Research Institute	-	Refer to 2.1
2.5	Develop a comprehensive site-specific LU Plan to protect/enrich natural area	By end of 2017	-	MESTI (TCP)	TCP, FC, MOFA, EPA, WRC, Soil	-	Refer to 2.1

	within oil palm production areas.				Research Institute		
2.6	Ensure that there is no oil palm development in high carbon stock areas.	By end 2018 (mainstream HCV / HCS approach into Ghana's Forest and Wildlife policy 2012 /REDD+	Environmental Impact Assessment tool (Site specific baseline assessment)	FC (RMSC, Climate Change) MESTI (EPA-Climate Change)	EPA	-	As part of the national platform meeting, a workshop on No – Deforestation Commitments was held in September to sensitize relevant stakeholders and institutions to move the discussions commitments and the tools available to ensure no development of oil palm in high carbon stock areas.
2.7	Ensure there is no oil palm plantation development in forest reserves.	Already in practice	-	FC	Forest fringe communities	-	Already in Practice

2.8	Oil palm producers shall develop and implement a grievance/conflict resolution mechanism.	By end of 2018	Mainstream grievance resolution mechanism into REDD+ ADR	FC (REDD+)	OPDAG, TOPP, GOPDC + other industry players	-	Already in practice
2.9	Develop a comprehensive model for equitable benefit-sharing Ground rent, Corporate Social responsibilities contribution.	By end of 2019	-	The Association + Relevant (MOFA, MOTI)	OPDAG and other industry players	-	This is expected to be addressed by the Oil Palm Development Authority once Bill is passed and institution established.

PRINCIPLE 3: Stakeholder involvement

Sustainable Oil Palm Production in Ghana shall proceed through effective, participatory and an all-inclusive stakeholder involvement process to enhance understanding, collaboration and coordination amongst stakeholders in the sub-sector.

ACTIONS

No.	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
3.1	Set up a national oil palm board whose membership shall include both state and non-state actors along the entire value chain to ensure effective participation of all stakeholders in decision-making in the sub-sector. The board shall spearhead the development of national policies, objectives and priorities for a sustainable oil palm industry.	Refer to 1.1					Refer to 1.1
3.2	Facilitate (Encourage) the formation of various interest group and actor associations and (ensure) that their interests are effectively managed for sustainable oil palm production.	Refer to 1.2					Refer to 1.2
3.3	Promote active participation of relevant stakeholders in the	By end of 2020	LAP (confirm either 2 or 3), Land and resource tenure	Ministry of Lands and natural resources	Association + CSO+ local and central government	-	-

	acquisition of land for oil palm development		assessment ends in 2016 (output can feed into the process)				
3.4	Ensure strict adherence to FPIC compliance management requirements (feeds into 3.3)	By end of 2020	LAP (confirm either 2 or 3), Land and resource tenure assessment ends in 2016 (output can feed into the process)	Ministry of Lands and natural resources	Association + CSO+ local and central government	-	-

PRINCIPLE 4: Livelihood/Smallholders/Outgrowers

Sustainable oil palm production in Ghana shall be undertaken in a manner that protects, improves and sustains rural livelihoods and the rights of outgrowers/smallholders in the sector through their effective participation in policy formulation, their implementation, fresh fruit bunch pricing and initiatives targeted at increasing productivity.

ACTIONS

No.	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
4.1	Develop an ESMS to address potential livelihood issue	Already in practice	Legally mandated by EPA	EPA	Companies		Already in practice

4.2	For large scale commercial farms; Set aside portions of oil palm farms for cultivation of other food crops ensure food security (The ESMP to address the portions to set aside if necessary)	Already in practice	-	MOFA, Local government	Farming communities, Oil palm companies, OPDAG	-	
4.3	Develop a comprehensive FFB pricing mechanism	By end of 2019	-	The board and OPDAG	MOFA, MOTI	-	This is expected to be addressed by the Oil Palm Development Authority once Bill is passed and institution established.
4.4	Ensure that there is competitive, fair and transparent pricing mechanism for smallholders/ outgrowers;	Refer to 3	-	The board and OPDAG	MOFA, MOTI	-	This is expected to be addressed by the Oil Palm Development Authority once Bill is passed and institution established.

4.5	Organise independent smallholders/millers into schemes to adapt industry standards	Continuous process	SWAPP	Oil palm companies + CSO	Farmers/ millers		This is expected to be addressed by the Oil Palm Development Authority once Bill is passed and institution established.
4.6	Increase productivity through adoption of BMP's	Continuous improvement	SWAPP	Oil palm companies	Farmers/millers/equipment manufacturers		The contract is yet to be signed, once done work on this will commence. In the meantime the team has commitment to developing a proposal to sought for funding to build the capacity of smallholders and promote inclusion.

4.7	(Facilitate/Support) Ensure that livelihood of smallholders/ out growers are protected. The proposed oil palm board will undertake this assignment by ensuring that investors sign an agreement which binds them to fulfil certain social/ cultural obligations.	refer to 1.1					Refer to 1.1
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Principle 5: RESEARCH & EXTENSION SERVICES

The oil palm sector shall abide by best management practices that ensure producers have mechanisms aimed at optimizing yield, undertake oil palm cultivation and management in a sustainable and environmentally-acceptable manner and employ processes and technologies that optimize oil recovery.

ACTIONS

No.	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
5.1	Develop a National Oil Palm Standard for the industry	By end of 2020	-	MESTI	MOFA, MOTI	-	These are also expected to be addressed by the Oil Palm Development
5.2	Develop and implement a comprehensive oil palm extension service	by end of 2020	-	MOFA	Local government services, Board	-	

							Authority once Bill is passed and institution established
5.3	Demand-driven research that emphasizes stakeholder involvement at all relevant levels, (research issues, fieldwork, etc.)	Ongoing	-	MESTI	Local government, MOFA, Oil palm companies	-	-
5.4	Facilitate an OP Working Group to develop mechanisms for research (similar to the Cocoa sector)	Ongoing	-	MOFA	Board, MESTI	-	The Oil Palm Development Authority will among other things be mandated to facilitate these processes once Bill is passed and institution established
5.5	Mechanisms for funding oil palm research, training and extension services.	Ongoing	-	MESTI	MOFA, Board	-	
5.6	Development mechanisms for funding oil palm research, training and extension services	Linked with principle 8					

Principle 6: BEST MANAGEMENT PRACTICES

The oil palm sector shall abide by best management practices that ensure producers have mechanisms aimed at optimizing yield, undertake oil palm cultivation and management in a sustainable and environmentally-acceptable manner and employ processes and technologies that optimize oil recovery.

No.	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
6.1	Zoning of oil palm production areas according to yield potential considering among others soil type, topography and climatic conditions.	<i>Already in practice,</i>	<i>LAP, GCAP, Soil Research, CERGIS of UG</i>	<i>MESTI</i>	<i>Meteorological Services Authority, MOFA</i>	-	-
6.2	Facilitate the development of a reliable oil palm database for the industry	By end of 2018	SWAPP	MOFA +MOTI	MESTI, Industry	-	Pending approval of SWAPP
6.3	To facilitate the acquisition and continual improvement of technologies to optimize oil recovery at all scales of production	Continual improvement	SWAPP	MOTI	MOFA, MESTI, Board, Equipment manufacturers	-	Pending approval of SWAPP

Principle 7: LABOUR ISSUES

The labour regime of the oil palm sector shall at a minimum ensure that workers' rights and obligations are in consonance with the labour laws of Ghana, provide working environment that guarantees employee health and safety and maintain a healthy relationship with labour

No.	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
7.1	Provide a working environment that ensures health and safety of all workers	Ongoing	-	Ministry of employment and labour relations	MoH, MOTI, CSO		On- going
7.2	Establish mechanisms to facilitate continual training and gender sensitive skill development of all workers.	Continual improvement	-	Ministry of Employment and Labour relations, Ministry of Gender	MOFA, MOTI, MoH, CSO		On – going
7.3	Facilitate mechanisms to ensure the oil palm industry operates in a manner that guarantees the rights and obligations of workers in consonance with the labour laws of Ghana (fair remuneration, gender sensitivity in recruitment,	Continual improvement	ILO	Ministry of employment and labour relations	MOFA, CSO, Gender ministry		On – going

	right of workers to unionise, no child and forced labour, discrimination at the work place, decent work)						
7.4	Establish grievance redress mechanisms that are accessible, prompt and do not disadvantage the vulnerable in the oil palm value chain	Continual improvement	ILO	Ministry of employment and labour relations	MOFA, CSO, Gender ministry		On – going

Principle 8: Financing

The oil palm sector shall be financed by a comprehensive value chain financing instrument underpinned by long term funding through the financial institutions for on-lending to actors.

	Action	Timeline	Overlap with Programmes	Responsibility/Lead organisation	Supporting Partners	Funded / unfunded	Update
8.1	Develop funding mechanism for industry	By end of 2020	GRISAL (Ghana risk investment support agricultural lending) initiated by BoG	Oil palm board + MOFA+ Association+ MoF+ MOTI + FI	Bank of Ghana	-	-

8.2	Dedicate a portion of the fund to research, training and extension services	By end of 2020	GRISAL (Ghana risk investment support agricultural lending) initiated by BoG	Oil palm board + MOFA+ Association+ MoF+ MOTI + FI	Bank of Ghana	-	-