

LEADERSHIP IN PRODUCTION LANDSCAPES

COLLECTIVE PRIVATE SECTOR ACTION IN ASUNAFO-ASUTIFI, GHANA



OCTOBER 2022

The Tropical Forest Alliance is a multi-stakeholder partnership platform initiated to support the implementation of private sector commitments to remove deforestation from palm oil, beef, soy, cocoa and pulp/paper supply chains. Hosted by the World Economic Forum, our 170+ alliance partners include companies, government entities, civil society, indigenous peoples, local communities and international organizations. With our partners, TFA works to mobilize forest-positive collective action to advance the world's transition to deforestation-free commodity supply chains.

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We are grateful for the valuable guidance, data and insights provided by Vincent Awotwe-Pratt, Ghana manager of the Cocoa & Forests Initiative, and representatives from Cargill, OFI (formerly Olam Food Ingredients), Mondelez International, Touton SA and the World Cocoa Foundation.

This publication was developed for the Jurisdictional Action Network with generous support from Cargill.

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Citation: Tropical Forest Alliance, Rights and Advocacy Initiatives Network and Proforest, *Leadership in Production Landscapes: Collective Private Sector Action in Asunafo-Asutifi, Ghana*, October 2022

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ABBREVIATIONS

CFI	▶ Cocoa & Forests Initiative
COCOBOD	▶ Ghana Cocoa Board
CREMA	▶ Community Resource Management Area
CRMC	▶ Community Resource Management Committee
GCFRP	▶ Ghana Cocoa Forest REDD+ Programme
CGF FPCoA	▶ Consumer Goods Forum Forest Positive Coalition of Action
HIA	▶ Hotspot Intervention Area
HIC	▶ HIA Implementation Committee
ICCO	▶ International Cocoa Organisation
NCRC	▶ Nature Conservation Research Centre
REDD+	▶ Framework for Reducing Emissions from Deforestation and Forest Degradation, Sustainable Management of Forests and Conservation and Enhancement of Carbon Stocks
TFA	▶ Tropical Forest Alliance
WCF	▶ World Cocoa Foundation

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EXECUTIVE SUMMARY

The Asunafo-Asutifi landscape in Ghana is a major cocoa-producing area and is one of six similar sites prioritized by the country for a landscape approach to sustainability under the Ghana Cocoa Forest REDD+ Programme.

These cocoa-producing areas, known as hotspot intervention areas, were selected based on criteria including the level of cocoa production, the drivers and trends of deforestation, the potential to scale up existing sustainability projects and the presence of stakeholders including companies and civil society organizations. The Government of Ghana, through the Forestry Commission, seeks to leverage private sector investment to develop each hotspot intervention area into a landscape programme.

In Asunafo-Asutifi, state and non-state actors have joined together to create a landscape programme to support forest protection and restoration, scale up sustainable commodity production and improve livelihoods for farmers. Collective action in the Asunafo-Asutifi landscape is being carried out under the framework of the Ghana Cocoa

Forest REDD+ Programme, which provides the guidelines and processes for engaging state and non-state actors in addressing deforestation, cocoa productivity and community livelihoods.

Eight diverse companies – Mondelēz International, Touton SA, Cargill, Ecom, Lindt, Mars, OFI (formerly Olam Food Ingredients) and Sucden – coordinated by the World Cocoa Foundation, have committed to supporting the Asunafo-Asutifi programme. They have come together as partners to work towards common goals for the landscape. Proforest facilitates the development of the programme and has supported the design of the landscape management and investment plans in collaboration with government, civil society and other stakeholders.

This case study was commissioned by the Tropical Forest Alliance to demonstrate the business case for the private sector to engage in landscape and jurisdictional initiatives. It gives best-in-class examples of multi-stakeholder efforts involving companies to motivate others to replicate them.



Proforest staff during 2022 landscape exchange week © Chikis for Proforest



Collective action in Asunafo-Asutifi is facilitated by the right national and corporate policies, effective leadership, commitment and good communication

The study is based on information derived from semi-structured interviews with companies and other stakeholders and desktop research. It explores the companies' reasons for participating in the Asunafo-Asutifi programme, outlines progress and distills lessons learnt.

The study shows that, in Ghana, and particularly in the Asunafo-Asutifi landscape, the increasing shift towards collective action at scale by companies has been facilitated by factors such as the right national and corporate policies and effective leadership and commitment. Other factors include effective communication and support systems and an effective and collaborative approach to planning.

Implementing landscape approaches and multi-stakeholder collaborations brings challenges. In Asunafo-Asutifi, these challenges have included harmonizing individual corporate strategies, agreeing on common goals and strategies, and the time-consuming nature of processes involving multiple parties. Companies have, however, agreed to a common path of work, which is shaped by the government-led Ghana Cocoa Forest REDD+ Programme. Companies involved in the Asunafo-

Asutifi programme have succeeded in addressing some of the difficulties and have documented key lessons, including:

- » It is essential to have in place a national or subnational policy or programme such as the Ghana Cocoa Forest REDD+ Programme. This provides a framework and clear pathway to develop and implement landscape and jurisdictional initiatives.
- » Each partner must have a clear understanding of their own role and contributions and those of others. This permits effective collaboration and smooth development of the initiative and also prevents undue competition, duplication of work and conflict in roles. In Asunafo-Asutifi, the roles of all parties are well defined and clearly communicated and overlap is avoided.
- » It is imperative that in the development of a landscape programme, strategic partners – companies and others whose involvement is necessary to set the initiative in motion – help others to scale up and grow. This could, for example, include larger stakeholders contracting out some activities to smaller partners.

BACKGROUND

01



Cocoa farmer, Ghana © Chikis for Proforest

1.1 Ghana and Cocoa

The relevance of cocoa to the Ghanaian economy cannot be overemphasized. Ghana is the world's second largest producer of cocoa beans, accounting for about 18% of global production, and is acclaimed for the quality of its product (ICCO 2020). Cocoa has been produced in Ghana for well over a century, having been first introduced into the country in 1879, and is now the main export crop, contributing about 25% of annual foreign exchange earnings.

Cocoa in Ghana is produced mainly in an area known as the agro-forest mosaic, a 5.9 million hectare (ha) area located in the high forest zone, an area of humid lowland forest in the southern half of the country. The area is noted for production of crops including cocoa, rubber, oil palm, coffee and plantain. Cocoa production comes from about 800,000 smallholder-farm families, with a total estimated production area of about 1.9 million ha (Anim-Kwapong and Frimpong 2008). In these cocoa-producing regions, cocoa is the main socio-economic activity and provides the majority of local income.

Ghana's cocoa supply chain involves many actors, each of which plays an important role. Key among

Ghana is the world's second largest producer of cocoa beans, accounting for about 18% of global production



these are the smallholder farmers and the Ghana Cocoa Board (COCOBOD), which is the main regulatory institution for the cocoa sector and is responsible for internal and external marketing of cocoa beans, implementing climate-smart cocoa farming and monitoring and supporting government policy.

Cocoa production brings huge socio-economic benefits to Ghana's farmers, communities, private sector companies and the country, but is also associated with social and environmental issues. Key among these are child labour (de Buhr and Gordon 2018), low incomes for farmers, occupational health and safety issues and deforestation (Somerville-Large and Capillo 2020).

Low levels of productivity are also an issue across Ghana's cocoa smallholdings. More than 90% of cocoa beans in Ghana come from smallholder farmers, who invest relatively little into their farms, which results in low productivity (Schulte et al. 2020).

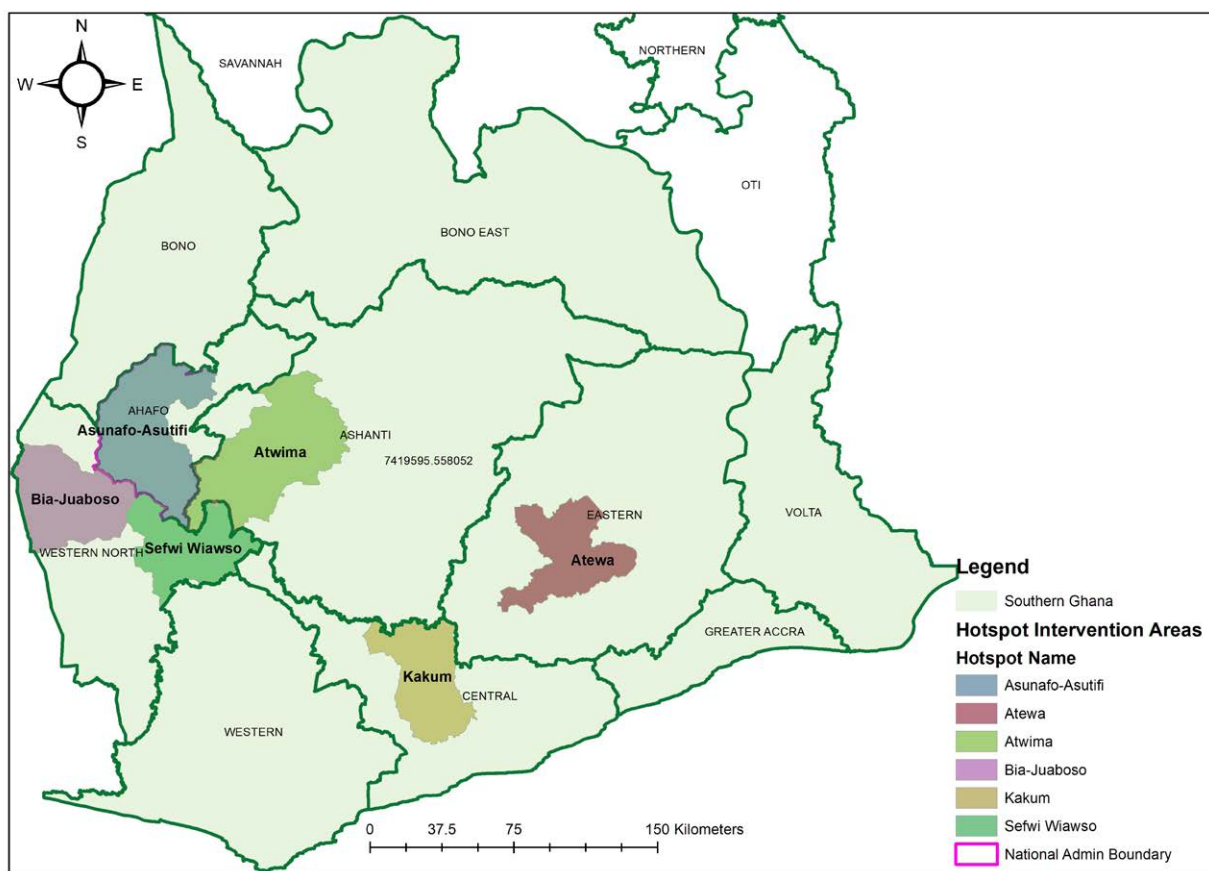
Many also have old trees that are past peak production, declining soil fertility and pests and diseases – all of which result in low yield (Somerville-Large and Capillo 2020).

These factors, combined with the small scale of production, mean farmers generally earn low incomes (Somerville-Large and Capillo 2020).

1.2 Deforestation

Deforestation is a major issue in Ghana. The country lost 8% of its lowland humid forests between 2002 and 2019, with a significant portion of this caused by cocoa farming (Acheampong et al. 2019; Forestry Commission 2017). The 5.9 million ha agro-forest mosaic, the main cocoa-growing area, has an estimated annual deforestation rate of 3.6% or 138,624 ha/year (Forestry Commission 2017), resulting mainly from agricultural expansion. Over a quarter of this is accounted for by the expansion of cocoa farms into forest to increase output, making cocoa the single biggest driver of deforestation in the landscape (Forestry Commission 2017).

Figure 1 Ghana's Six Hotspot Intervention Areas



Source: Forestry Commission and COCOBOD 2016

The Asunafo-Asutifi landscape is one of six priority landscapes delineated in 2019 by the Forestry Commission for immediate action on deforestation

The alarming rate of cocoa encroachment on forest reserves, legally protected forest, gave rise to the Cocoa & Forests Initiative (CFI) and the associated Joint Framework for Action (WCF n.d.), which came into effect in 2017 and was signed by the governments of Ghana and Côte d'Ivoire and cocoa and chocolate companies. There are now 35 signatory companies, and all have committed to restoring and protecting forests, enhancing cocoa productivity, improving livelihoods and boosting social inclusion of the marginalized within cocoa farming communities.

Then, in 2018, the Government of Ghana, led by the National REDD+ Secretariat of the Forestry Commission, launched the Ghana Cocoa Forest REDD+ Programme (GCFRP). This programme is a way to address the high deforestation rate in the high forest zone and contribute to global efforts to reduce emissions. Through the GCFRP, the government aims to improve land use and socio-economic development in the cocoa-growing areas by increasing yields through intensification with climate-smart practices. As well as making production more able to withstand climate change, this will also

help prevent the expansion of cocoa farms into forest reserves.

The Asunafo-Asutifi landscape is one of six priority landscapes delineated in 2019 by the Forestry Commission for immediate action on deforestation. Called 'hotspot intervention areas' (HIAs), each was selected based on criteria including the drivers and trends of deforestation, the level of cocoa production, the potential to scale up existing sustainability projects and the presence of stakeholders, particularly the private sector, amenable to collective action.



1.3 National Policy Process for Landscape Initiatives

The Government of Ghana created the world's first commodity-based landscape-level emissions reduction programme, the GCFRP, which was launched in 2018 under the country's National REDD+ Strategy.

The GCFRP seeks to provide a pathway to significantly reduce cocoa-driven emissions by reducing the high rates of deforestation and degradation in the agro-forest mosaic. It will achieve this through climate-smart methods of cocoa production, including intensification and yield enhancement (Forestry Commission 2018).

These initiatives will be implemented throughout the agro-forest mosaic, with a focus on the six priority HIA landscapes, including Asunafo-Asutifi. The GCFRP is a fully functional jurisdictional programme covering the cocoa-producing areas in Ghana – six of the country's sixteen regions – and provides the framework for

engaging various stakeholders in the issues of deforestation, forest degradation and improving livelihoods, while building climate resilience into production.

The Government of Ghana committed to targets, which are laid out in a planning and implementation framework put in place to facilitate collaboration between government, the private sector, civil society organizations, traditional authorities and local communities.

The programme articulates a wide and deep integration and engagement with different stakeholders (Proforest 2021) and offers credible and practical opportunities to the private sector to meet their sustainability commitments.

The GCFRP is complemented by the 2017 CFI, a sustainability agreement between the governments of Ghana and Côte d'Ivoire and supply chain companies. It was the first time a group of companies had committed to working together to end deforestation

and promote forest protection and restoration in the cocoa landscapes in the two countries, including Asunafo-Asutifi in Ghana.

The CFI defines core commitments, actions and time-bound targets for a deforestation-free and forest-positive cocoa supply chain in both countries.

It was developed through a multi-stakeholder process and is structured around three thematic areas: forest protection and restoration, sustainable production and farmers' livelihoods, and community engagement and social inclusion.

In 2018, Ghana developed a National Implementation Plan to provide direction for the implementation of the CFI Joint Framework for Action. The plan and framework are guided by the GCFRP, which provides a solid pathway and opportunities for companies to meet their sustainability commitments and work collectively with a common vision and goal at the landscape level in Ghana.

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ASUNAFO-ASUTIFI
HOTSPOT INTERVENTION AREA

Figure 2 Asunafo-Asutifi Landscape



Source: Author

2.1 Genesis of the Asunafo-Asutifi Landscape Programme

The Asunafo-Asutifi landscape is one of the major cocoa-producing areas in Ghana and accounts for over 10% of national output. However, deforestation is high, driven mainly by agricultural expansion and logging, both legal and illegal. The landscape is also one of the six HIAs delineated by the government and is therefore a priority for action to address deforestation.

The Asunafo-Asutifi HIA has a land area of about 383,000 ha of which over 30% is protected forest reserve. It comprises the entirety of four administrative districts, namely Asutifi North, Asutifi South, Asunafo North and Asunafo South, and is located in the Ahafo Region, which contains a further two districts not included in the HIA.

The Asunafo-Asutifi HIA is being developed into a landscape programme within the framework, guidelines and processes of the GCFRP, one of five programmatic areas of Ghana's national REDD+ Strategy. Together with the CFI, the programme presents an enabling environment for state and non-state actors to work towards the goal of reducing emissions via a reduction in deforestation and degradation, and towards enhancing productivity and improving the livelihoods of farmers.

The presence of an experienced and neutral facilitator, Proforest, is enhancing engagement and the building of partnerships and collaboration in the Asunafo-Asutifi programme. The facilitator creates the environment for open and fair deliberations among partners with different interests, needs and aspirations, helps to create a common vision for the landscape, creates a sense of co-ownership and ensures equitable attribution of results among partners.

Figure 3 Timeline: Ghana's Commitment to Reducing Emissions and Developing the Asunafo-Asutifi Landscape Programme



Source: Author, based on desk research and interviews in 2022

2.2 Stakeholders in the Asunafo-Asutifi Landscape Programme

The Asunafo-Asutifi landscape programme is well developed and active and has strong involvement from key government agencies such as the Forestry Commission, the COCOBOD and municipal and district assemblies. The private sector works in partnership with these agencies, as well as the HIA Management Board, civil society organizations, traditional

authorities, farmers and communities to develop and manage the Asunafo-Asutifi HIA. Each stakeholder has vested interests, responsibilities, (mandatory and/or voluntary) and a role to play in achieving the common vision.

Together, stakeholders in Asunafo-Asutifi are focusing on addressing deforestation, increasing productivity, preventing farms encroaching into forest reserves and improving the livelihoods of cocoa farmers.

Table 1 Stakeholders in the Asunafo-Asutifi HIA

Entity	Nature of Entity	Role
Forestry Commission	Statutory body	<ul style="list-style-type: none"> » Manages forest reserves and national parks » Convenes and coordinates the GCFRP » Monitors forests and social safeguards
COCOBOD	Statutory body	<ul style="list-style-type: none"> » Implements climate-smart cocoa production practices, among other activities » Monitors productivity and policy support » Regulates cocoa supply chain
Tropenbos Ghana, Nature and Development Foundation	Civil society organizations	<ul style="list-style-type: none"> » Set up the HIA governance structure
Proforest	Civil society organizations	<ul style="list-style-type: none"> » Facilitates participation of the private sector in the landscape programme » Facilitated the development of the landscape management and investment plans in collaboration with government, civil society and other organizations » Builds the capacity of stakeholders in landscape governance, natural resources management and landscape management
WCF	Non-profit membership organization	<ul style="list-style-type: none"> » Leads private sector engagement » Convenes companies and builds collective action, particularly in the precompetitive space » Ensures alignment with the requirements of the CFI and reports to the CFI » Convenes and communicates with government and cocoa and chocolate companies at the global level
Cocoa/chocolate companies	Private sector	<ul style="list-style-type: none"> » Implement climate-smart cocoa production activities to enhance the sustainability of production » Support forest restoration » Support programmes to create additional livelihoods for communities
Traditional authorities	Non state	<ul style="list-style-type: none"> » Safeguard traditional norms and culture
Ministries, departments and agencies, regional coordinating councils, metropolitan municipal and district assemblies and other government bodies	Statutory	<ul style="list-style-type: none"> » Support community engagement processes » Support management planning and development and enforcement of by-laws » Support community development projects

Source: Author, based on desk research and interviews in 2022.

Table 2 Company Operations and Interventions at the Landscape Level

COMPANY	SCOPE OF OPERATION IN ASUNAFO-ASUTIFI	ACTIVITIES FUNDED IN ASUNAFO-ASUTIFI
Mondelēz	Mondelēz has operated in the landscape since 2008 and works in about 40 communities with over 70,000 farmers. In 2018 it became the second private company to sign a memorandum of understanding to support the GCFRP. It also led discussions with the National REDD+ Secretariat on adoption of one of the HIAs before Proforest became involved. These discussions led to a partnership between Mondelēz, Touton and the WCF to support landscape-level action in Asunafo-Asutifi. Mondelēz contributed \$20,000 for the baseline study and continues to invest in the landscape.	<ul style="list-style-type: none"> » Invested in modified taungya system in Ayum Forest Reserve for restoration of degraded areas. Under the system, farmers plant and tend permitted food crops alongside tree seedlings » Supported development of Ayum-Asuokaw community resource management area (CREMA) » Supplied seedlings of commercial trees grown for timber to farmers in agroforestry schemes » Provides technical and logistical support to farmer groups since 2008, including training in climate-smart production » Provides a financial incentive to farmers for producing sustainably » Provides social amenities including schools » Has supported thousands of cocoa farmers with training in sustainable cocoa production through the Cocoa Life Programme
OFI	OFI operates in the Asunafo South district of Asunafo-Asutifi, but supports interventions throughout the entire landscape.	<ul style="list-style-type: none"> » Provided \$20,000 in funding for baseline study of the landscape » Supports capacity building
Touton	Touton operates in 191 communities with 6,778 farmers within the landscape. It is working towards sourcing 100% sustainable cocoa.	<ul style="list-style-type: none"> » Supported the baseline study for the landscape. » Trains farmers in climate-smart cocoa production » Supports communities with free seedlings of cocoa and shade trees » Assists farmers with farm management services including control of pests and diseases and boosting soil fertility » Supports implementation of agroforestry schemes » Provides general extension services
Mars	Mars is a key partner of Touton, with which it has a strong supply relationship, in the implementation of interventions in the Asunafo-Asutifi landscape.	<ul style="list-style-type: none"> » Supplies shade tree seedlings to farmers » Supports community development projects (for example, boreholes) » Provides training in additional livelihood support for farmers
Cargill	<p>Cargill does not currently source cocoa beans from Asunafo-Asutifi but is committed to developing the landscape programme in order to help build knowledge. It invests in sustainability initiatives in other districts from which it sources – a project in Bibiani Anhwiaso Bekwai implemented by Agro-Ecom and another in Awaso Cocoa district implemented by PUR Project.</p> <p>Cargill is committed to zero sourcing from forests and protected areas. It has signed up to schemes including the CFI and is supportive of the proposed EU directive on corporate sustainability due diligence.</p>	<ul style="list-style-type: none"> » Contributes to strategic activities and dialogue in order to boost knowledge around cocoa landscape programmes » Co-funded the baseline study, providing \$20,000 » Helped develop the management and investment plans for the landscape
ECOM	ECOM has been operating in the Asunafo South District of the HIA since 2011, buying Fairtrade-certified cocoa beans from the Asunafo South Cooperative Cocoa Farmers Union.	<ul style="list-style-type: none"> » Supported the establishment of the Asunafo South Cooperation Cocoa Farmers Union, which has a membership of 3,853 cocoa farmers » Funded Fairtrade certification training and certification for the farmers of the Asunafo South Cooperation Cocoa Farmers Union » Buyer of certified cocoa beans produced by the farmers of the Asunafo South Cooperation Cocoa Farmers Union » Pays premium for certified beans » Supported the baseline study for the Asunafo-Asutifi landscape
Sucden	No operations.	<ul style="list-style-type: none"> » Supported the baseline study for the Asunafo-Asutifi landscape
Lindt	No operations.	<ul style="list-style-type: none"> » Supported the baseline study for the Asunafo-Asutifi landscape

Source: Author, based on desk research and interviews in 2022.



2.3 Private Sector Support

Eight cocoa and chocolate companies – Cargill, Ecom, Lindt, Mars, Mondelēz, OFI, Sucden and Touton – were brought together by the WCF to support the Asunafo-Asutifi HIA landscape programme. This corporate engagement grew from the existing programmes of Touton and Mondelēz, who brought in the WCF to mobilize more private sector participation.

Proforest was then appointed a technical and facilitating role, leading programme development, which is underway. Implementation has yet to begin. The eight companies have already made significant contributions to the development of the Asunafo-Asutifi landscape initiative, both individually and collectively. In 2020,

they funded, alongside UKaid, the UK development agency, a baseline socio-economic and ecological study, and they are also supporting the management and investment plans. The baseline study also identified existing initiatives, recording their scope, status, gaps and opportunities for scale-up and provided critical input for the development of the management and investment plans.

In addition, individual companies, such as Mondelēz, are currently collaborating with the Forestry Commission to restore degraded protected forest in the districts from which they source. Mondelēz, OFI, Touton, Mars, and Ecom are also implementing individual cocoa sustainability programmes, which include investing in climate-smart

production processes, cocoa agroforestry, planting shade trees on farms and helping to increase productivity (see Table 2).

2.4 Governance of the Asunafo-Asutifi Landscape Programme

The stakeholders in the Asunafo-Asutifi HIA have created a landscape programme and, in 2020 and 2021, a multi-stakeholder governance structure (Figure 4).

Although implementation of the management plan has not yet begun, governance is operational, recently meeting with government and the World Bank to sign an emission reductions payment agreement (World Bank n.d.).

The roles of each component of the governance structure are:

HIA Management Board: the highest decision-making body in the landscape governance structure. It is made up of elected stakeholders from the landscape and is supported by a number of institutions, including bodies with private sector representation.

Private sector: plays an active role in the HIA and each company – eight to date in Asunafo-Asutifi – that has committed via a memorandum of understanding to supporting sustainable management of the landscape is a member of the Consortium. Companies do not have individual representation on the HIA Implementation Committee (HIC), but are represented through their role in the Consortium.

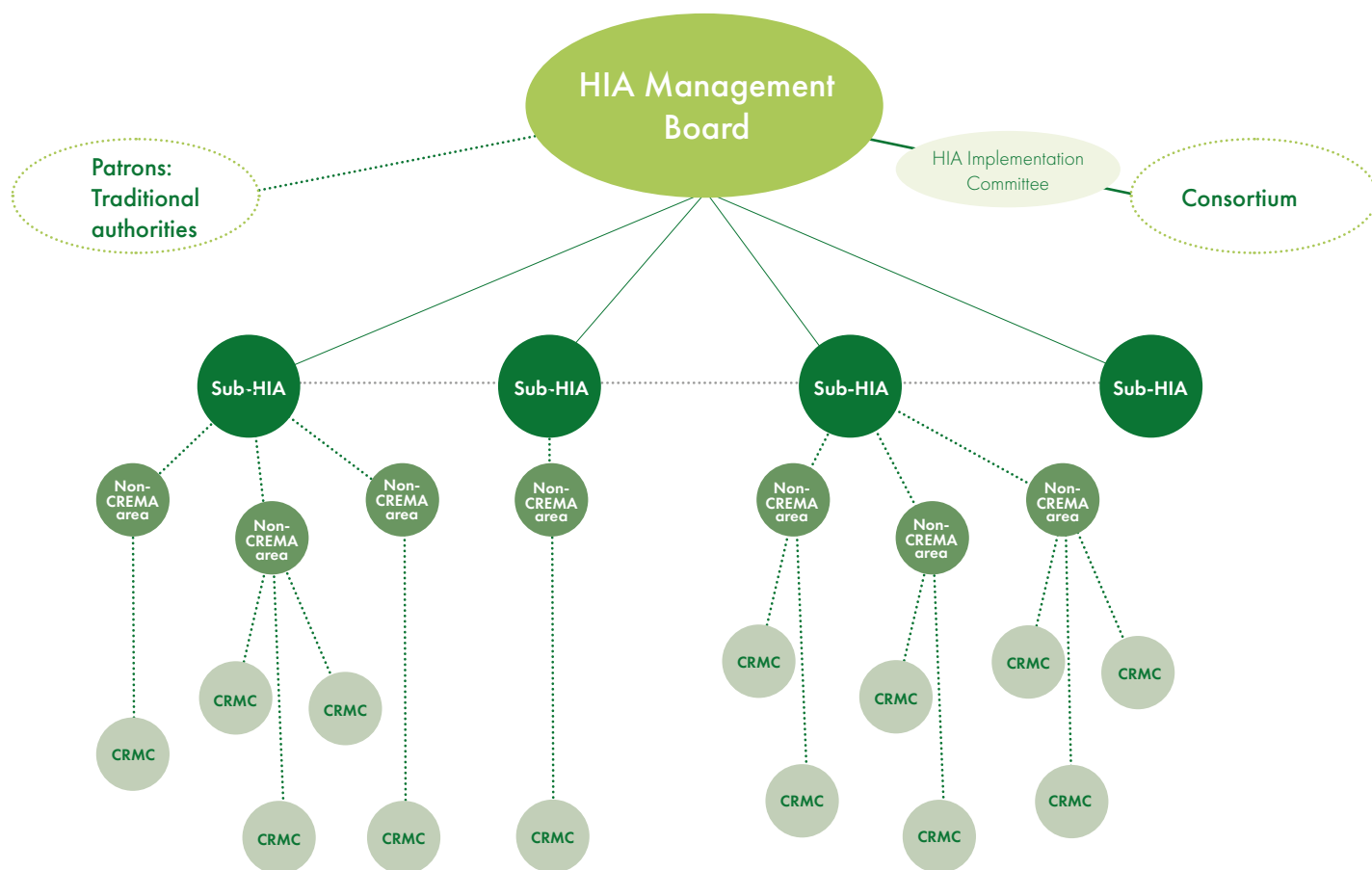
HIC: an implementation arm of the Asunafo-Asutifi HIA landscape programme, consisting of representatives from both the HIA Management Board and the Consortium.

Consortium: a partnership of government, civil society organizations and the private sector that works with the HIA Management Board to implement the management and investment plans. It also plans, initiates, provides support (technical and logistical) and facilitates governance.

Traditional leaders: designated as patrons of the programme to advise and support. All bodies in the HIA governance structure recognize the inalienable role of traditional authorities in natural resource governance and management.

Community resource management committee (CRMC): a management team for a community resource management area, known as a CREMA, which comprises five to twenty communities (Nature Conservation Research Centre 2020). Sub-HIAs are the next tier up from the community resource management committee and usually combine several CREMAs.

Figure 4 Four-Tier Multi-stakeholder Governance of the Asunafo-Asutifi HIA Landscape



Source: Adapted from Tropenbos Ghana (2020).

2.5 Landscape Management and Investment Plans

In 2020, the WCF and Proforest, in collaboration with the Forestry Commission, COCOBOD and non-profit SNV, began to develop landscape management and investment plans. The plans are based on data from the baseline study developed with the financial support of the eight cocoa producers and buyers.

Six objectives are set out in the management plan:

- » Reduce deforestation in and outside protected forest reserves
- » Rehabilitate degraded forests both in and outside protected forest reserves
- » Increase cocoa production using climate-smart and cocoa agroforestry approaches
- » Support farmers to obtain land and tree ownership rights
- » Improve the livelihoods of farmers
- » Improve landscape governance

The Asunafo-Asutifi landscape investment plan, which sets out the strategy for mobilizing investment and allocating resources to implement the management plan, went through multi-stakeholder consultations in 2021.

The investment plan also sets out how to strengthen governance of natural resources and the environment, thereby safeguarding investments and ensuring the long-term sustainability of private sector efforts.

Further, the investment plan prioritizes landscape restoration by targeting investment in additional trees for farms, restoring degraded forest reserves, rehabilitating moribund farms or those suffering disease and improving community livelihoods.

The investment plan ensures the long-term sustainability of private sector efforts



Cocoa plantation © Ollivier Girard/CIFOR



03

PRIVATE SECTOR EXPERIENCES IN ASUNAFO-ASUTIFI

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3.1 Priorities for the Private Sector

The stakeholders identified four priority areas across the six objectives of the management plan where there is the greatest opportunity and need for collective action and private sector support. These four priorities, set out in the plan, align with the objectives of the CFI Joint Framework of Action, which aims to reduce emissions driven by, among others, the expansion of cocoa farms into forests.

These priority areas for private sector support are:

- » Restoring forests
- » Agroforestry (including replacing of old or diseased trees) using climate-smart cocoa production systems
- » Enhancing the livelihoods of communities and farmers
- » Supporting improved governance of the landscape and creating awareness of sustainable forest management

3.2 Factors Underpinning Private Sector Support

A number of factors support private sector collaboration in developing the Asunafo-Asutifi landscape initiative, key among which are companies' own policies, government policies, effective communication between stakeholders, and the existence of support systems, such as a facilitator and organized farmer groups.

Corporate Policies, Leadership and Commitment

The global cocoa and chocolate brands operating in Ghana have committed to partner with statutory institutions to create sustainable and climate-resilient cocoa landscapes. This commitment is laid out in the CFI Joint Framework for Action.

Private sector commitments at the international level – such as the CFI – have become binding on in-country managers who now have the responsibility to align and collaborate with and support landscape initiatives such as Asunafo-Asutifi. Further, the three thematic areas of the CFI align with the goals and objectives of the GCFRP, which facilitates effective collaboration.

Effective leadership by the WCF of the private sector has enhanced partnerships within the landscape. The WCF speaks on behalf of the private sector, meaning companies present a unified front with a specific and common agenda for the landscape. This renders them more influential, better organized and easy to engage and be engaged with.

Progressive Government Policies

Ghana has put in place progressive policies that support collaboration among private sector entities. These policies have created an enabling environment for building and strengthening partnerships and collaborations. For instance, some government policies create an enabling environment for the private sector to support smaller entities in Asunafo-Asutifi. Some companies have responded by putting in place policies mandating them to nurture smaller companies and organizations to grow and upscale.

Effective Communication

Effective communication is necessary for stakeholder collaboration. Under the leadership of the WCF, companies supporting the Asunafo-Asutifi landscape present a uniform perspective, which contributes to building strong partnerships and collaborations with other stakeholders. Closely related to this is good inter- and intra-communications among partners and stakeholders. There is good information flow among partners in Asunafo-Asutifi, which enhances working relations, and the private sector partners meet monthly under the auspices of the CFI.

Effective and Neutral Facilitator

The role of an experienced and neutral facilitator – Proforest in the case of Asunafo-Asutifi – has been key in building and maintaining partnerships and stakeholder collaboration. A neutral facilitator creates the enabling environment for open and fair deliberations among partners, who may have different interests, needs and beliefs. A neutral facilitator also manages any conflicts and misunderstandings that may emerge from the collaboration.

Constructive Discussions

Discussions among all stakeholders, particularly private sector entities, brought a general acknowledgement and understanding of the challenges in the Asunafo-Asutifi landscape and the link with global efforts towards climate change mitigation and adaptation.

This understanding placed a sense of urgency on stakeholders to join forces towards sustainable management of the Asunafo-Asutifi HIA as part of their contribution to global efforts to reduce deforestation, tackle climate change and promote sustainable development. This led to a consensus-building among stakeholders and, to date, the development and management of the HIA are conducted in an inclusive and collaborative manner.

Leveraging Strengths and Working at Scale

Companies collaborating with each other leverage each other's strengths and are able to work at a larger scale than had they been working alone. This facilitates greater impact and sustainability of interventions over a much longer period, reduces duplication of efforts and

reduces the per capita cost of intervention. When companies partner with a common vision, they can mobilize greater resources to work at the landscape level and tackle multiple issues, including those that are systemic.

3.3 Lessons Learnt

Companies interviewed for the case study shared some of the challenges of collective action:

- » Harmonizing the different strategies of individual companies can present issues as companies have their own goals, methods and processes.
- » Companies have an innate preference to work in silos on individual programmes where they exercise full control – this can be a challenge to collaboration and the partnerships needed to work at scale.
- » The process of getting everyone on board and agreeing a common vision and strategies is time-consuming.

Companies also reported key lessons and experiences from working collaboratively with other stakeholders under the landscape programme, aligning on a common vision and taking action on the ground.

Lessons on Stakeholder Collaboration

- » It is helpful to have a national or subnational policy or programme that provides a framework for a landscape programme, setting out defined roles and responsibilities of stakeholders and a clear pathway for programme development and implementation. In the Asunafo-Asutifi programme the role of each player is well defined and communicated. In this way, overlap of roles is avoided.
- » Each partner must have a clear understanding of their own role and contributions and those of others. This permits effective collaboration and smooth development of the initiative and also prevents undue competition, duplication of work and conflict in roles. In Asunafo-Asutifi, the roles of all parties are well defined and clearly communicated and overlap is avoided.
- » Stakeholders must adopt a collaborative attitude to decision-making, ensuring all relevant stakeholders are involved. They must recognize the unique contributions of everyone in order to develop and operate an effective landscape programme; successes are shared by all.
- » Partnership and collaboration among a variety of stakeholders creates a huge opportunity for economies of scale and reducing costs.
- » Each stakeholder must have enough space and flexibility to function within the landscape process to ensure the programme develops as it should.



Local actors such as communities and farmers must be the prime beneficiaries of all interventions

Lessons on Aligning on a Common Vision

- » Effective collaboration in the development and management of the Asunafo-Asutifi HIA has allowed for a common approach to emerging issues and challenges. Through partnership, a common vision has been defined for the landscape, with strong commitments from state actors and the private sector to achieve it.
- » The HIA approach provides an opportunity for multi-stakeholder collaboration towards a common vision with local and international perspectives. However, the process may be compromised by the large number of stakeholders involved and their varied interests. Taking in new partners incrementally, rather than concurrently, can help.

Lessons on Taking Action at Landscape Scale

- » The strong presence of companies and their partners in the landscape is key. For example, almost all companies in the Asunafo-Asutifi HIA are physically present in the landscape and are also active in implementing their own individual interventions there.
- » It is imperative that strategic partners – those whose collaboration is key and without which others will be reluctant to join – should put in place systematic actions to help smaller companies and organizations to scale up and grow through collaborations and partnerships, rather than focusing on individual interventions with limited scope and scale.
- » Partnership and collaborative support – financial, technical, equipment – for interventions among stakeholders creates shared ownership of the initiative. These joint actions are key in developing and managing the HIA.
- » Local actors such as communities and farmers must be the prime beneficiaries of all interventions in order to sustain their interest in the development of landscape-level programmes and management processes. It is next to impossible to implement climate-smart and sustainable landscape interventions without working with communities or farmers.



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