

GHANA COCOA PLATFORM (GCP)

PLATFORM METHODOLOGY AND OPERATIONAL MODALITIES

APPROVED BY FIRST PLENARY SESSION

November 2013



Host and Chair



*Empowered lives.
Resilient nations.*

Providing Technical Assistance

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I. INTRODUCTION

The Ghana Cocoa Platform (GCP) has been established to enhance private-public dialogue and joint action planning and implementation to support the scale up of sustainable cocoa industry. Sustainability, in this regard, may be defined as policies and interventions aimed at achieving long-term growth in the entire value chain of Ghana's cocoa industry. The Platform concept has been successfully practised in commodity-dependent nations like La Cote d'Ivoire in West Africa and Costa Rica in Southern America. Lessons from these best practices are expected to be introduced into Ghana's cocoa sector, through the GCP.

The central focus of the GCP is to achieve efficient and cost effective supply chain operations and management in the cocoa industry. This is to be achieved by providing an avenue where all stakeholders in the cocoa industry will dialogue, jointly develop and implement action plans to sustain the industry.

Accordingly, this Document provides the operational modalities for the effective implementation of Platform activities. It summarizes the modus operandi for the process of dialogue that will be conducted through the Platform.

The document is structured to capture parameters within which general principles, vision, goals and objectives of the platform may be achieved. It also addresses code of conduct, criteria for participation, structure and operational mechanisms of the Platform.

2. PLATFORM DEFINITION:

2.1 PLATFORM GENERAL PRINCIPLES:

- The Ghana Cocoa Platform (GCP) will focus on cross-cutting issues within the sustainable development processes of Ghana cocoa industry;
- The GCP will use a participatory process to facilitate the contributions of various actors, and incorporate their different perspectives and best practices into existing policies and programmes;
- The GCP will generate positive changes through a planned and coordinated efforts, dealing in particular with policies, planning, administration and decision making.

3. PLATFORM VISION, GOALS AND OBJECTIVES:

3.1. Vision

The vision of the Platform is to facilitate multi-stakeholder discussions and engage all stakeholders in building consensus and agree on actions to promote sustainable cocoa supply chain in Ghana.

3.2 Goal

The goal of the Platform is to advocate and champion adoption of relevant actions to boost sustainable value chain in Ghana's cocoa sector through enhanced partnership and cooperation among stakeholders.

3.3 Objectives

Specific objectives are:

- (ii) Identify bottlenecks and develop plans for improvement in priority areas of the cocoa sector, such as:
 - a. Extension and productivity
 - b. Environmental issues
 - c. Crop financing, marketing and pricing
 - d. Social Protection including labour issues
- (ii) Strengthen coordination and advocacy for sustainable cocoa industry
- (iii) Ensure that lessons from the Ghana Cocoa Platform contribute to the global knowledge on National Commodity Platforms

3.4 Expected Outcomes

1. All negative environmental and social impacting negatively on cocoa production are eliminated or reduced to the barest minimum.
2. Ghana's cocoa productivity and quality are adequately improved.
3. Long term smallholder cocoa production has been possible and that producers have achieved sustainable livelihood and generally improved income levels.
4. Ghana's global competitiveness, based on an improved environmental and social performance of agricultural value chains within productive landscapes, is enhanced.

4. PRINCIPLES TO BE OBSERVED BY THE PLATFORM PARTICIPANTS

Dialogue: A search for understanding of issues rather than mere agreements should be the ultimate of the discussions. It is the starting point to transform existing conflicts into development of opportunities.

Mutual Respect: The principle of mutual respect is paramount in this Platform; and for that matter, all participants must respect each other's opinions.

Empathy: Following from the principle of mutual respect, participants are encouraged to imagine themselves in the situation and condition of other participants, so that they would understand the complexity of their problems; and accordingly, work together to find feasible solutions.

Cross-sectoral and Inter-institutional: Improving sustainable cocoa production (economic, environmental and social aspects) requires equal actions and commitments by all actors.

Facilitation: The GCP Management Unit, as the facilitator, will act impartially, and will assist the process by providing advisory services to help recognize and understand the differences among actors. It will help find new perspectives that promote, commitments and agreements that satisfy all parties.

Persuasion instead of pressure: The Platform is an instrument of dialogue between sectors and institutions. In view of this, persuasion, based on logical, reasonable and well-exposed arguments of problems and their possible solutions to develop the cocoa value chain, shall be a basic principle of action and engagement.

Evaluation of Assumptions: The Platform participants will assess their assumptions and will argue based on what they know and has been demonstrated, and not on what they presume.

Status/Authority of Participants: Participants who attend platform meetings must represent their organizations, companies or State institutions. Therefore, expressed opinion, comments and proposals made by participants during the platform meetings, would be deemed to represent views of entities they represent. Accordingly, internal consultations must be encouraged within stakeholder organizations to adequately equip participants who attend Platform meetings.

Stakeholder Commitment: Implementation of decisions taken at Platform meetings will be the responsibility of stakeholder organizations. Therefore, actors must be committed to the implementation of such relevant decisions by playing their respective roles as contained in the joint action plans.

5. CODE OF CONDUCT

The Platform participants pledge:

- To request the moderator for the floor, during meetings, before explaining their points of view in an orderly manner.
- To keep a polite and respectful tone in all conversations and refrain from raising their voices when explaining their points of view.
- To support their contributions/interventions in the plenary with facts and data.
- To participate in all plenary meetings organized during the year, as well as meetings of the thematic technical committees.
- To speak frankly and openly at all meetings.
- To respect others point of view.
- To avoid prosecuting any political agenda
- To separate personal relations issues from process and problem issues.
- To avoid rush reactions, especially in response to others reaction, .
- To address issues being discussed at meetings only, and avoid attacking personalities.
- To trust that the audience is always well intentioned, and
- To be unconditionally constructive.

6. CRITERIA FOR PLATFORM PARTICIPATION:

All stakeholders who want to be part of the Platform should register with the Platform Management Unit.

Registration:

- Submission of letter of intent to the GCP Management Unit to be part of the Platform
- Submission of organisation's/individual's Profile which includes (name of organisation, scope of activities, contact details)
- Registration may be done on-line, with all relevant documents attached.

Membership:

The following organizations, companies or state institutions are encouraged to be members of the GCP:

- Public sector institutions whose operations impinge on cocoa production such as environmental protection, forestry management, land management, mineral management, foreign trade and finance.
- National Private organizations – including traders, processors, haulers etc
- International private organisations – traders, processors, etc
- Associations that represent cocoa producers and their interests.
- Non-governmental organizations that are active participants in the cocoa industry and related sectors.
- Research institutions and organizations whose work has bearing on the development of the cocoa industry.

- Farmer based community organizations and associations in cocoa cultivation areas.
- Organizations that promote good agricultural practices (GAP) within the cocoa sector.
- Banking and other financial entities that provide financing for stakeholders in the cocoa supply chain.
- Traditional authorities in cocoa growing areas
- Project staff and donor organizations.
- Development partners

7. DIALOGUE, STRUCTURE AND MECHANISMS OF THE PLATFORM

7.1. Plenary Sessions:

These are meetings of all stakeholder organizations that have registered with the Platform, and attended by their representatives. The Platform plans for three (3) such meetings per year; that is, one (1) meeting every 4 months. The third and last meeting in each year will be a grand stakeholder conference/forum where high level state officials, donor organizations and international development partners would be invited to attend, either as members and/or observers.

The date for any particular meeting will be determined at the end of the previous meeting, as the last item on the agenda. Plenary sessions will be devoted to giving general policy direction to the operations of the Platform in achieving its set objectives.

7.1.1 Plenary Sessions Organization:

In order to address these subjects, each plenary session will consist of an introductory presentation by the Platform coordinator or whoever she designates as invited speaker to lead the discussions. The introductory presentation will be followed by presentations by each of the technical working groups established.

7.2. Technical Committee (TC)

Technical Committees are subject-matter committees with membership made up of representatives from sectors or institutions that have interest or specific mandate regarding particular technical subject. They are discussion groups at a technical level.

The TC meets monthly, supported by the Platform Management Unit, and will provide analysis on specific issues, or generate events that they deem necessary. The TC's monthly work results will be presented and discussed during the plenary sessions.

In order to cover most of the important topics facing the Ghana Cocoa Sector, and remain functional, four technical committees have been proposed. Membership for each TC will be a minimum of 5 and a maximum of 7 with someone who possesses strong leadership skills and expertise as its Chair.

Each TC could co-opt expert(s), as and when necessary, to participate in its deliberations. Though participation is voluntary, it is expected that members would show a high sense of commitment by attending scheduled meetings and actively participating in them.

7.2.1 Roles

The TC will convene to:

- Document and define specific problems,
- Suggest activities of the National Strategy (strengthen national strategy, revise it, or make a draft action plan to implement the strategy) to solve the problems per subject-matter.
- Define objectives, verification indicators and expected goals.
- Facilitate the definition of specific work plans per subject.
- Inform, during the plenary sessions, about the progresses of the discussion about specific issues.
- Identify how those negotiation processes may become part of the sustainable production and trade model and its strategy.

7.2.2 TC Organization

All TCs will be formed during the Plenary Meeting by representatives of the entities participating in the meeting. The meetings of the TCs will be convened at least once a month by the Platform Coordinator. The Chair of each TC, together with the Platform Coordinator, will prepare the agenda and facilitated by a skilled facilitator to ensure that the meeting is outcome and results focused. The Chairpersons may also suggest the organization of specific events that could assist in specific subject analysis.

Some topics cut cross and shall be relevant to several committees. Inter-task force meetings will be necessary to align the recommendations to the plenary.

In order to shorten the approval process at the plenary, the Platform Coordinator, based on the terms of reference will prepare an initial agenda and collect nominees from all members of the platform for each of the four committees, to be submitted to the plenary consideration. It is the mandate of the plenary to approve the final topics, contents and membership of the TCs. Each committee is then expected to present its final draft proposal for topics to the plenary for approval.

Technical Committees are expected to draw up action plans detailing findings and proposals for solutions / contributions to the plenary, for approval. Over time the constitution and the topics of the task committees may change.

7.3 2.1 Preliminary Definition of Topical-specific Technical Committee

The Platform Management Unit proposes the thematic areas below, as basis for the formation of the four TCs. The selection is based on the current Ghana Cocoa Sector Policy. The policy under reference proposes possible interventions in these critical areas aimed at developing the cocoa value chain.

The Platform is preparing to launch a Ghana Cocoa Baseline Survey during the first quarter of 2014. Based on the outcome of the survey, these thematic areas may change or remain the same. The decision to modify the thematic areas or otherwise, will be taken during the first or second plenary session in 2014.

The preliminary thematic areas/committees are as below and under each area are some of the critical issues to be addressed:

Technical Committee 1: Extension and Productivity

To ensure that cocoa brings an improved livelihood to the growers and an increased export value to the country, it is necessary to look into cultivation and processing practises that affect productivity, profitability and cocoa quality. Proposed topics for this Committee are:

- ✚ funding of extension
- ✚ responsibility for extension
- ✚ uniformity of extension message
- ✚ effective monitoring of extension delivery
- ✚ input supply (availability, accessibility, distribution etc)
- ✚ Define good agricultural practises for Ghana cocoa farmers and processors, to:
 - Increase production and productivity
 - Improve growers' livelihoods (profitability)
- ✚ Traceability and certification systems
- ✚ Design crop spraying solutions
- ✚ Capacity building of farmers
- ✚ soil fertility
- ✚ proper alignment of productivity data

Proposed participants are from the following organisations:

- CRIG
- Ministry of Agriculture
- Cocobod
- Cocoa farmers / cooperatives
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Technical Committee 2: Crop financing, marketing and pricing

The functioning of a supply chain is very important to ensure that quality is maintained throughout and that the pricing mechanisms are not distorted as to ensure profitability for the producers and the highest export value possible for Ghanaian Cocoa. To ensure a smooth and functional supply chain, the following topics are proposed for this committee :

- Access to finance for producers and supply chain actors
- Pricing & Market Mechanisms
- Quality management knowledge
- Export market requirements
- Traceability and certification systems
- Institutional capacity building of supply chain actors
- Simple, flexible and competitive supply chains
- Increase transparency in supply chains
- Revisit administrative/regulatory challenges
- promotion of domestic cocoa consumption

Proposed participants are from the following organisations:

- Ministry of Finance
- Ministry of Trade
- COCOBOD
- Farmers representatives / Cooperatives
- XXXXXXXX
- XXXXXXXX
- xxxxxxxx

Technical Committee 3: Environmental issues

Cocoa cultivation is a key sector in Ghana affecting income opportunities for Ghanaians and the country through income from export. However, the adverse effects on the environment impair the benefits of cocoa cultivation. Eco system services are weakened, the fertility of the soil is reduced,

deforestation leads to increased sensitivity to climate change and reduced biodiversity increase the need for agro inputs to maintain productivity, quality and any level of pest management.

Proposed topics for this committee are:

illegal mining
deforestation
integrated land use
impact of interventions so far
soil fertility

Proposed participants are from the following organisations:

- COCOBOD
- Ministry of Environment and Forestry/Forestry Commission
- Mineral Commission
- Lands and Natural Resources
- Farmers representatives
- Xxxxxx
- Xxxxxx
- xxxxxx

Technical Committee 4: Social Protection including labour issues

Cocoa cultivation is a family business and the entire family is normally involved. Lack of access to schools, Poverty, information and infrastructure augments the prevalence of children in the farms.

Child labour and Child work
Monitoring and awareness raising
Relations and labour conditions
Farmer livelihood enhancement programmes
Access to social services
Community development
certification
rural infrastructure

Proposed participants are from the following organisations:

- **COCOBOD**
- **Ministry of Social Protection / Labour**
- **Ministry of Education**
- **Farmers organisation**
- **Xxxxxxx**
- **Xxxxxxx**
- **Xxxxxxx**

8. DECISION MAKING PROCESS/PLATFORM STRUCTURE

8.1 National Steering Committee (NSC)

The NSC, is responsible for administrative decisions and providing overall policy direction for the GCP. Specifically, the NSC will:

- ✓ approve annual workplans and programs of the platform
- ✓ approve annual budgets and audit reports
- ✓ ensure institutionalization of platform outputs
- ✓ ensure that support for facilitating the platform process is progressing effectively
- ✓ supervise output-based consultancies
- ✓ identifies any strategic or operational changes needed to the platform and take steps to introduce interventions for improvement.

8.2 Platform Plenary

This is the highest decision making body of the GCP. Specifically, the Plenary is responsible for:

- ✓ approve the membership of the TC
- ✓ provide opportunities for the SC and Technical Committees to make presentations and socialize new ideas across the sector.
- ✓ approve proposals from TCs and validate studies commissioned by the Platform
- ✓ Coordinate and provide technical advisory services to plenary participants
- ✓ identifying sustainability priorities for a cocoa sector and its supply chain, and for developing national pre-competitive support strategies to achieve sustainability
- ✓ Providing mechanism to organize and advance multiple and fragmented efforts to promote sustainability to scale
- ✓ Provide knowledge-sharing space for exchanging information, best practices and lessons between on-the-ground projects in Ghana approve any strategic or operational changes needed to the platform

8.3 Platform Management Unit

The Unit is responsible for the routine management of the platform. Specifically, the Unit is expected to:

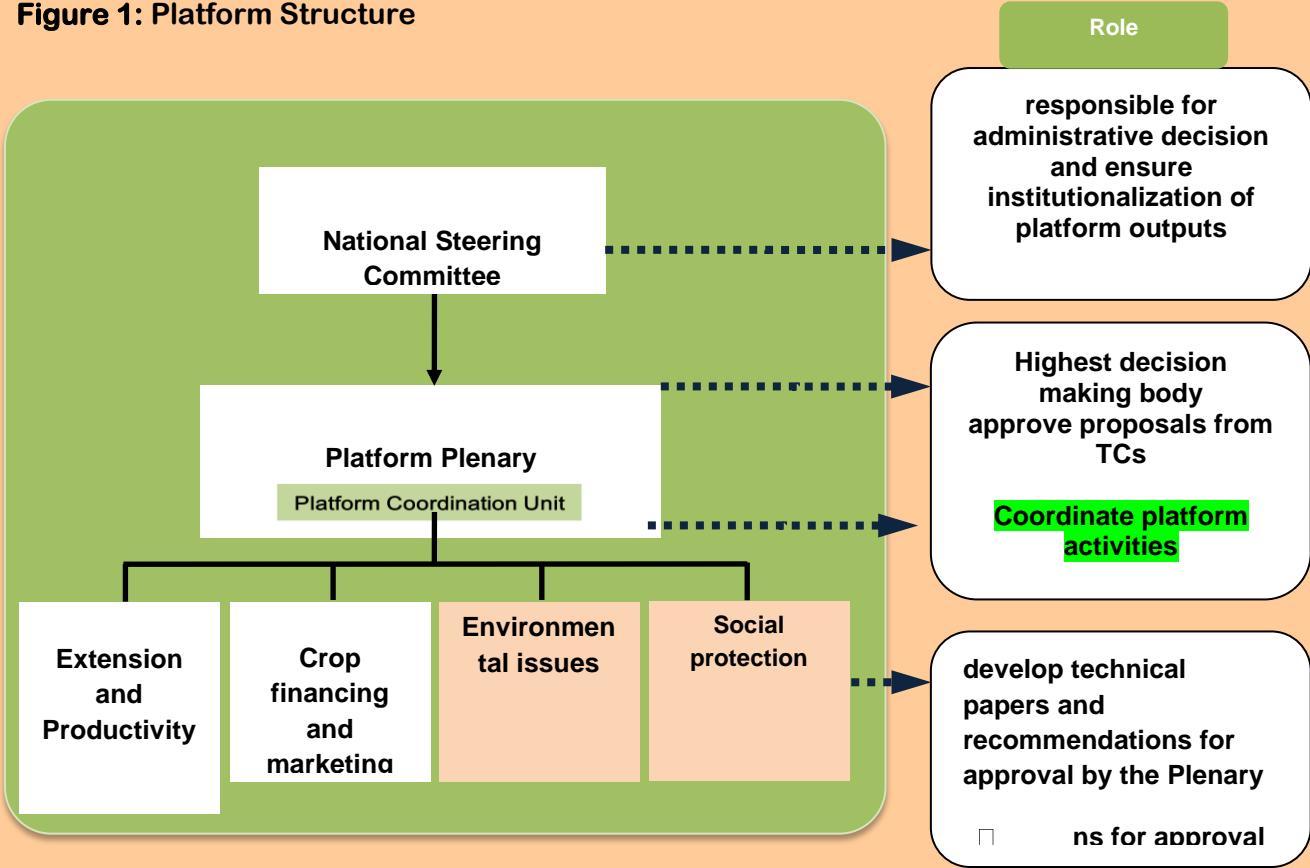
- ✓ provide secretarial support for the platform
- ✓ prepare annual workplans and programs for approval
- ✓ prepare annual budget and initiate the appropriate audit of the platform accounts
- ✓ implement approved workplans and budget
- ✓ monitor and evaluate action plans
- ✓ Coordinate Plenary and TC activities

8.4 Technical Committees (TCs)

Work of the TCs will provide working papers for plenary meetings. Specifically, TCs will:

- ✓ develop technical papers and recommendations for approval by the plenary
- ✓ develop action plans for approval
- ✓ propose any strategic or operational changes needed to the platform for consideration

Figure 1: Platform Structure



APPENDIX 1: INSTITUTIONS, ORGANIZATIONS AND COMPANIES INVITED TO THE FIRST PLENARY

1. COCOBOD	35. KPMG
2. ACDI-VOCA	36. Lands Commission
3. ADM Cocoa Ghana	37. Landseal
4. Adwumapa Buyers	38. Meridian Seeds and Nurseries Ghana Ltd
5. AFD	39. MGI
6. Agro Eco-LBI	40. Ministry of Finance
7. Armajaro	41. Ministry of Lands and Natural Resources
8. Barry Callebaut	42. Moctar Sangar (MARS)
9. Brand Ghana Office	43. Mondelez International- Cocoa Life
10. Calli Ghana comp Ltd	44. NCRC
11. Cargill- Akoafo Adanfo farmer Group	45. NPECLC/MELR
12. Cargill Ghana	46. Olam
13. Chamber of Mines	47. Produce Buying Company Ltd
14. Cocoa Abrabopa Association	48. Rainforest Alliance
15. Cocoa Marketing Company(CMC)	49. Royal Netherlands Embassy
16. COCOSHE	50. SMIDO
17. Conservation Alliance	51. SNV Ghana
18. CRIG	52. SNV World
19. CSSVDCU-COCOBOD	53. SNV(Burkina Faso)
20. Diaby Limited	54. SOAS
21. EcoAdev	55. Solidaridad
22. Fairtrade	56. Swiss Embassy
23. Forestry Commission	57. TechnoServe
24. Future Resources Development	58. Think! Data Services
25. Global Haulage	59. Touton (Ghana) Limited
26. GNCRC	60. UENR-Sunyani
27. Hords Ltd	61. University of Ghana
28. IDH	62. UTZ certified
29. International Finance Corporation - IFC	63. WAPCA
30. IITA, Ghana	64. WCF/ACI
31. International Cocoa Initiative	65. World Bank
32. International labour organisation	66. World Cocoa Foundation
33. IUCN, NL	67. WWF
34. KNUST	