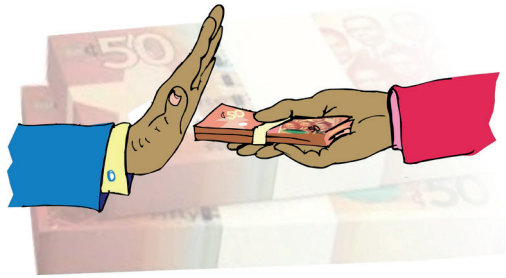


REVISED EDITION

# Forest Anti-Corruption Toolkit





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REVISED EDITION

© October 2018

This book was originally published in 2011 under the project “Moving Forward in the Implementation of the Non-Legally Binding Instrument on All Types of Forest in Ghana: A Contribution to Reducing Deforestation and Forest Degradation” that was implemented by the Forestry Commission of Ghana. This revised version is being published under the “Green Livelihoods Alliance Programmeme (GLA)” being implemented by Tropenbos Ghana.

Published by: Tropenbos Ghana

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Citation: Tropenbos Ghana (2018). Forest Anti-Corruption Toolkit (Revised edition). Tropenbos Ghana, Kumasi, Ghana pp. 54

Layout and design: Bernice Agyekwena/Francis K. N. Nunoo

Illustrations: Joseph Adu

Printed by: Graduate Standards, Kumasi, Ghana

Available from:  
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*This publication has been produced under the framework of the Green Livelihoods Alliance - Millieudedefensie, IUCN-NL and Tropenbos International - funded under the 'Dialogue and Dissent' strategic partnership with the Ministry of Foreign Affairs of the Netherlands.*

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# ACRONYMS

AAC	Annual Allowable Cut
CITES	Convention on International Trade in Endangered Species
CREMA	Community Resources Management Area
CRMC	Community Resources Management Committee
CSO	Civil Society Organisation
DA	District Assembly
DFID	Department for International Development of United Kingdom
EJA	Environmental Journalists Association
EPA	Environmental Protection Agency
FAO	Food and Agricultural Organisation
FAWAG	Furniture and Woodworkers Association of Ghana
FC	Forestry Commission
FLEGT	Forest Law Enforcement, Governance and Trade
FORIG	Forest Research Institute of Ghana
GIF	Ghana Institute of Foresters
GII	Ghana Integrity Initiative
GTA	Ghana Timber Association
GTMO	Ghana Timber Millers Association
GIZ	German Development Cooperation
LI	Legislative Instrument
LMCC	Log Measurement and Conveyance Certificate
MA	Municipal Assembly

MLNR	Ministry of Lands and Natural Resources
MOP	Manual of Procedure
MTS	Modified Taungya System
<i>Nananom</i>	Local title for chiefs or traditional rulers
NFP	National Forest Programmeme
NGO	Non-Governmental Organisation
NLBI	Non-Legally Binding Instrument on all types of forests
NTFP	Non-Timber Forest Product
OFR	Off-Forest Reserve
RMSC	Resource Management Support Centre
SFM	Sustainable Forest Management
SP	Salvage Permit
TA	Traditional Authority
TBG	Tropenbos Ghana
TI	Transparency International
TIDD	Timber Industry Development Division
TUC	Timber Utilization Contract
UNDP	United Nation Development Programmeme
UNFF	United Nations Forum on Forests
WD	Wildlife Division
VPA	Voluntary Partnership Agreement





# 1.0 Introduction

## 1.1 Background

In 2010, Tropenbos Ghana was contracted by the project, *“Moving Forward in the Implementation of the Non-Legally Binding Instrument on All Types of Forest in Ghana: A Contribution to Reducing Deforestation and Forest Degradation”* to develop appropriate information and training materials and strengthen the capacity of relevant stakeholders to enhance their watch-dog roles in combating and eradicating corruption and unacceptable practices in the forestry sector. The project was implemented by the Forestry Commission of Ghana with technical assistance from the Food and Agriculture Organisation of the UN and the German Development Cooperation (GIZ), with funding from the German Government. One critical output from the project was a toolkit for tackling corruption and unacceptable practices in the forest sector (anti-corruption toolkit) which was produced and launched in 2011.

Almost eight years after the toolkit was produced and disseminated, the content has become even more important due to recent developments in the transparency and accountability environment of the forestry sector, notably, the implementation of the Voluntary Partnership Agreement (VPA) under the Forest Law Enforcement Governance and Trade (FLEGT) framework and the passage of a new Legislative Instrument (LI 2254). These developments provide the ideal atmosphere that entrenches efforts toward tackling corruption and unacceptable practices in the forestry sector.

As a follow-up to ensure that the good intentions of the anti-corruption toolkit do not remain on shelves and book hangers, Tropenbos Ghana through the Green Livelihoods Alliance Programmeme (GLA) has undertaken this review of the toolkit towards implementation within the context of the new project.

## **1.2 About the Revised Toolkit**

This section highlights the purpose of the revised toolkit, describes its target audience and introduces the elements in the toolkit.

### **1.2.1 Purpose of the Toolkit**

One of the main pillars for realizing sustainable forest management is the recognition and institutionalization of collaborative forest management. This involves identifying and defining the different roles of all stakeholders in the forestry sector and equipping them adequately to effectively perform those roles. Access to information is an effective way of equipping stakeholders, especially concerning law enforcement and what the laws and policies of the nation expect from them.

A critical aspect of forest law enforcement that requires the collective effort of all stakeholders is the identification and combating of corruption and unacceptable practices in the sector. This toolkit has been carefully designed to fulfil that purpose by laying down a simple and pragmatic step-by-step approach to identifying and tackling corruption and unacceptable practices in the forestry sector. The idea behind this toolkit is to adequately equip its users with practical approaches of dealing effectively with corruption and unacceptable practices in the forestry sector.

### **1.2.2 Target Groups**

The toolkit has been designed on the assumption that the primary users will be civil society Organisations, local communities and other key stakeholders in the forestry sector. It is also envisaged that it will come in handy for public officials who are responsible for the development of national policies and strategies in the forestry sector. The toolkit has been developed based on nationally and internationally recognised tools and hence will also be useful to donors and international Organisations with interest in sustainable forest management in the country.

The toolkit identifies, and in some cases, provides relevant guidelines based on case studies, and may be used by Non-State Actors and State Actors

to hold each other accountable and responsible. It may also be used by academics or institutions concerned with the assessment of corruption and unacceptable practices in the forestry sector from social, legal, economic or other standpoints.

### 1.2.3 Elements of Anti-Corruption Toolkit

The development and implementation of an effective anti-corruption toolkit requires the integration and coordination of many disparate factors. Elements of a toolkit must be internally coherent with one another to form a single, unified and comprehensible anti-corruption strategy. Strategies also require the support and concerted effort of individuals and Organisations in the public sector, civil society and the general population.

Elements such as inclusiveness, transparency, flexibility, monitoring and evaluation (assessment) play an integral part in the success of any anti-corruption toolkit. Involving the broadest possible range of stakeholders is important, both to ensure that all significant factors are considered and to create a sense of “ownership” and support for the strategy. Broad consultation and participation also addresses the concerns and expectations of those involved. Bringing otherwise-marginalised groups into the strategy empowers them by providing them with a voice and reinforcing the value of their opinions. In areas where corruption is endemic, it is these individuals who are mostly affected by corruption, and who are most likely to be in a position to take action against it, both in their everyday lives, and by supporting political and social movements against it.

## 2.0 The Nature of Corruption and Unacceptable Forest Practices

### 2.1 Definitions and Categorisation of Corruption in the Forest Sector

The Cambridge Dictionary defines unacceptable as “*something too bad to be accepted, approved of or allowed to continue*”. In the forestry sector, there is no single concise definition for unacceptable practices, but they generally include corruption and all illegal forest activities. An unacceptable practice compromises the integrity of public officials to perform their legitimate responsibilities.



It goes beyond what is legal or illegal to embrace virtues such as professionalism, morality and ethical behaviours in the conduct of forestry business. It also encompasses decorum, rule of law and respect for fundamental human rights.

Conceptually, corruption is a form of human behaviour, which departs from ethics, morality, tradition, law and civic virtue. Corruption has been defined in many ways; however, the definition that has been adopted by the World Bank (2005) is, “the abuse of public office for private gain”. The Interpol (2017) also defines corruption as, “any course of action or failure to act by individuals or Organisations, public or private, in violation of a duty or obligation under law or trust for profit or gain”. Transparency International on their part defines corruption as, “the abuse of entrusted power for private gain” (TI, 2012). Corrupt actions are intentional, involve an improper or non-compliant action and are aimed at deriving a benefit for oneself or others close to them.



Several Categorisations exist for corruption, some widely used ones include:

### 2.1.1 Grand vs. Petty Corruption



Grand corruption is characterised by the payment of large bribes to top government officials or politicians, whilst petty corruption involves small bribes given to junior public officials. Petty corruption usually revolve around bureaucracy and efforts to circumvent laid

down procedures. Petty corruption within the forestry sector is usually referred to as “*facilitation*”.

### 2.1.2 Non-collusive vs. Collusive Corruption

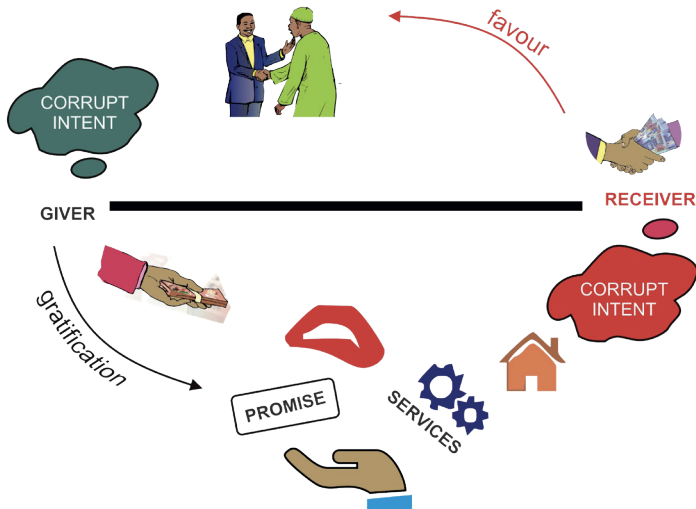
Non-collusive corruption refers to a situation where an official demands a bribe for offering a legitimate service which should have been granted anyway. No illegality is perpetuated; but it imposes extra costs on business. Collusive corruption on the other hand, refers to a situation where an official permits an illegal action without reporting it. In return the officer either gets bribed or receives a share of the proceeds obtained. Illegal logging often is an example of collusive corruption. It is much harder to detect and root out, and much more harmful to the state and to good governance of natural resources.



### 2.1.3 Administrative vs. Political Corruption

When corruption takes place at the administrative level it is called administrative corruption. On the other hand, political corruption usually happens one step before the operative level. Here, decision-making is distorted by corruption usually in the form that firms buy off the state by bribing politicians for certain decisions in their favour (also called state capture). This form of corruption harms the administration of natural resources

by legalising illegitimate actions, like giving timber concessions to companies that do not qualify.



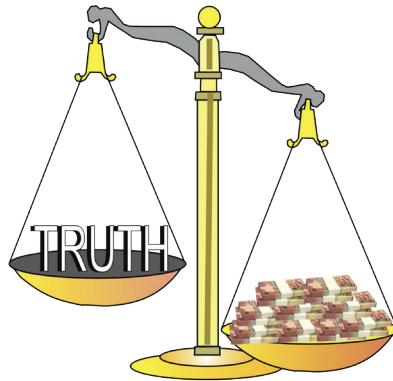
### 2.1.4 Institutionalised vs. Non-institutionalised Corruption

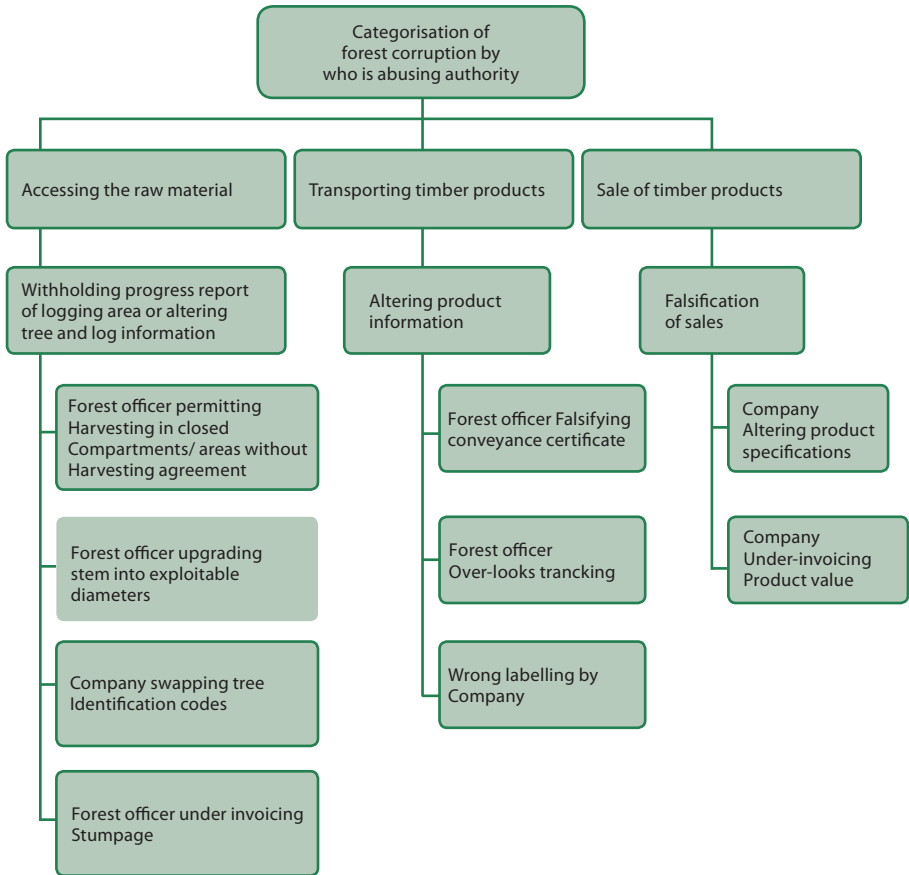
Corruption may also be categorised as institutionalised or non-institutionalised. Institutionalised corruption is an inherent problem which is hard to detect and to root out. Like most clandestine activities, institutionalised corruption within the forestry sector is often refuted, disregarded and mostly left unaddressed when raised. Although there is no clear and empirical evidence to show that institutionalised corruption exists within the forestry sector of the country, people who have worked with and within the sector attest to its existence and mostly bemoan the hypocrisy on the part of forestry authorities for refusing to root them out.

Non-institutionalised corruption relates to acts and/or omissions which are perpetrated in the forestry sector which otherwise goes contrary to the working principles and laws of the sector. A typical distinctive characteristic of



non-institutionalised corruption is that it takes place within the clear view of stakeholders who either refuse to see them or do not have the administrative and political will to deal effectively with them. Non-institutionalised corruption may be collusive or non-collusive. In the former case, companies approach public officials to offer bribes for favourable treatment or to allow an illegal practice (referred to as supply-side corruption). While in the non-collusive situation, corrupt officials will demand favours from companies (demand-side corruption); i.e., officials extort money before they will perform a routine task such as issuing documents required for legal operations. Forestry corruption, therefore, can be *'the price of entry'* for otherwise perfectly legal operations, as well as inducements to allow illicit activities.





**Figure 1:** Types of Forest Corruption (Source: Adam *et al.* (2006))

## 2.2 Manifestation of Corruption and Unacceptable Practices in the Forest Sector

Forest sector corruption and unacceptable practices manifests in several forms, including, but not limited to: bribery, fraud, abuse of office, extortion, cronyism and nepotism (Table 1).

**Table 1:** Forms of Corruption in the Forestry sector

Forms of Corruption	Brief Description
Nepotism	<p>A form of favouritism based on acquaintances and familiar relationships whereby someone in an official position exploits his or her power and authority to provide a job or favour to a family member or friend.</p> <p><i>Example in Practice: Untrained family members hired as forestry officials.</i></p>
Fraud	<p>The act of intentionally deceiving someone in order to gain an unfair or illegal advantage.</p> <p><i>Example in Practice: Documents submitted with false information including changed volumes, areas of origin, species of timber harvested.</i></p>
Bribery	<p>The offering, giving, receiving, or soliciting of something of value for the purpose of influencing the action of an official in the discharge of public or legal duty.</p> <p><i>Example in Practice: Forestry operators pay community leaders to allow logging of community land against the wishes of the community with little collective benefit.</i></p>
Extortion	<p>The act of using, either directly or indirectly, one's access to a position of power or knowledge to demand unmerited compensation as a result of coercive threats.</p> <p><i>Example in Practice: Forestry officials demand payment in return for not investigating suspected illegal timber operations.</i></p>

Forms of Corruption	Brief Description
Collusion	<p>A secret agreement between parties, in the public and/ or private sector, to conspire to commit actions aimed to deceive or commit fraud with the objective of illicit financial gain. The parties involved are often referred to as ‘cartels’.</p> <p><i>Example in practice: Forestry officials and timber contractors teaming up to harvest unapproved concessions.</i></p>
Embezzlement	<p>When a person holding office in an institution, organisation or company dishonestly and illegally appropriates, uses or traffics the funds and goods they have been entrusted with for personal enrichment or other activities.</p> <p><i>Example in practice: Spending of confiscated lumber proceeds by forestry officials</i></p>
Cronyism	<p>Favoring of friends, allies and associates when distributing resources or appointing positions. This form of corruption is seen in the way permits or concessions are allocated to associates, or the appointment of friends to public positions of power to manipulate forest conservation policies.</p>
Facilitation Payments:	<p>A small bribe, also called a ‘speed’ or ‘grease’ payment, made to secure or expedite the performance of a routine or necessary action to which the payer has legal or other entitlement.</p> <p><i>Example in practice: Timber companies paying forestry officials to hasten property mark renewal.</i></p>

Interpol (2017) observed that, “bribery is the most common form of corruption identified in the forest sector, followed by fraud, abuse of office, extortion, cronyism and nepotism”.



## 2.3 Causes of Corruption and Unacceptable Forest Practices

There are several and varied reasons for the prevalence of corruption and other unacceptable practices in the forestry sector. According to **INTERPOL (2017)**, a number of factors make the forestry sector particularly vulnerable to corruption and illegality. They include:

- **Inconsistent or ambiguous forest laws and regulations** that are complicated or contradictory. This situation creates opportunities and increases the scope for bureaucratic corruption, and may result in inaction by law enforcement;
- **Lack of transparency in issuing licenses or permits** to companies or individuals, or the lack of transparency concerning the terms of the license or permit seriously limits public accountability for management of the forest;
- **Unclear land tenure regimes** has meant ownership of forested land is often subject to dispute, particularly in developing countries;

- **Approximately three quarters of forested land globally is classified as public land** and administered by the government, making it vulnerable to high level governmental corruption and state capture;
- **Overlapping roles in agencies** responsible for forest management and enforcement can result in competing or confusing logging permit systems, and corruption in any one of these agencies undermines forest management;
- **Low salaries and poor pay** of forest law enforcement officers and administrators for licensing and concessions make them more susceptible to corruption for personal monetary gain;
- **High financial gain for corrupt officials** or criminals, compared to the low risk of penalties applied;
- **Tropical forests** in developing countries are often located in remote and massive areas that are difficult to monitor;
- **Lack of transparency** in the assessment and levying of fines or other punishments significantly increases the perception of corruption along the entire law enforcement chain, including prosecution and punishment.

In addition to these factors, the following dynamics also influence the occurrence and incidences of corruption and unacceptable practices in the forestry sector:

- Weak implementation/enforcement capacity
- Lack of information about the forest resource
- High demand for timber
- Weak institutional structures including lack of progression in staff hierarchy
- Ambiguity in existing policies and laws
- Absence of integrity in the forestry sector
- Lack of deterrent punishment for culprits
- Inadequate human resources

- Lack of resources for field enforcement personnel
- Greed
- Weak judicial support to field staff
- Failure to vest enforcement powers in the appropriate agencies

Beside the above causes, the economic condition and political atmosphere of the country also contribute to the levels of corruption and unacceptable practices in the sector.

## 2.4 Consequences of Corruption and Unacceptable Forest Practices

Corruption and unacceptable practices in the forestry sector have huge catastrophic consequences. They can largely be put into environmental, economic and social consequences (Table 2).

**Table 2:** *Consequences of Corruption and Unacceptable Practices in the Forestry Sector*

Economic consequences	Social consequences	Environmental Consequences
<ul style="list-style-type: none"> <li>• Distortion of market prices of forest products.</li> <li>• Reduced contribution of forestry to GDP.</li> <li>• Revenue loss to the state, District Assemblies (DAs) and Traditional Authorities (TAs)</li> </ul>	<ul style="list-style-type: none"> <li>• Deterioration of respect for the law.</li> <li>• Society becomes corroded by distrust in the state and its representatives (police, judges, officials, politicians).</li> <li>• It puts at risk poor and forest-dependent populations, who rely on timber and non-timber forest products.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in biodiversity.</li> <li>• Depletion of forest ecosystems</li> <li>• Illegal logging affects not only the area logged; a much larger area around the logging area itself is also affected.</li> <li>• Affected forests thus can no longer entirely fulfil their environmental functions.</li> </ul>

Economic consequences	Social consequences	Environmental Consequences
	<ul style="list-style-type: none"> <li>Undermines responsible forest enterprises by distorting timber markets and reducing profitability and employment</li> </ul>	<ul style="list-style-type: none"> <li>This affects the people who directly depend on them for their survival.</li> </ul>

## 2.5 Existing Policies, Legislations, and State Institutions for dealing with corruption and unacceptable forest practices

### 2.5.1 Existing Policies and Legislations

Corruption and unacceptable forest sector practices thrive in an atmosphere where there are no precise policy directions and implementable laws. Effective rule of law is good for fighting corruption in the forest sector. The forestry sector of the country can boast of well-structured and documented policies and legal frameworks that guide activities and operations in the forest sector and seek to protect forest resources (Table 3).

**Table 3:** Existing Policies and Legislations

Policies and Legislations	Objectives
Forest and Wildlife Policy	The Forest and Wildlife Policy provides the basis for protecting the forest both from ourselves and from external factors. It is also the first point of contact with respect to forest resources sustainability.



Policies and Legislations	Objectives
Legal Framework	Although there is no consolidated forestry law, the forest sector has several ACTS, Legislative Instruments and Decrees that govern the sector. These laws are to assist in ensuring that there is serenity in the sector, and provide backstopping for the Forest and Wildlife Policy.
Manual of Procedures (MOPs)	The MOPs are structured to provide strategic directions and guidance in forest management. They entail processes and standards that need to be met in all forest related operations, detailing specifications as well as do's and don'ts. The MOPs are handbooks that are legally binding on all forest operators.
Operational Guidelines (OPs)	The operational guidelines are administrative and operational directives developed by the FSD for their field staff. It provides guidelines on issues that are not clearly spelt out in laws and policies. They also provide technical information for FSD field staff.
Forestry Commission's Service Charter	The services charter serves as an agreement between FC and the public which outlines the vision of the Commission. The Charter describes the service experience that a customer can expect from the Commission. Its purpose is essentially to allow for open and transparent approach and context to service delivery. It sets out how the FC intends to work towards providing a high-quality service to their customers. The Charter also gives vital information about the service delivery approach.
Code of Ethics for Ghana Institute of Foresters (GIF)	The GIF code of ethics is a set of principles that enjoins all members to act and perform their duties in accordance with professional standards bearing in mind their various responsibilities as professional foresters. The GIF code of ethics provide for each member a set of duties that is expected from him/her as a professional forester.

From both conceptual and monitoring/prevention perspective, it is vital to identify the actors and institutions involved in the different activities in the sector, their areas of authority, where overlaps and conflicts lie, where power is concentrated, and so on. Understanding who is involved helps to determine what to monitor, and also helps to understand in whose interest it is that corruption occurs (or, conversely, is prevented). This helps to target activities more effectively and also reveal where political blockages are likely to occur and where windows of opportunity might lie for engaging constituents who have an interest in preventing corruption and unacceptable practices.

### 2.5.2 Existing Institutions

Fighting corruption effectively depends largely on strong institutions. Ghana has the required institutional framework to effectively fight corruption as depicted in Table 4.

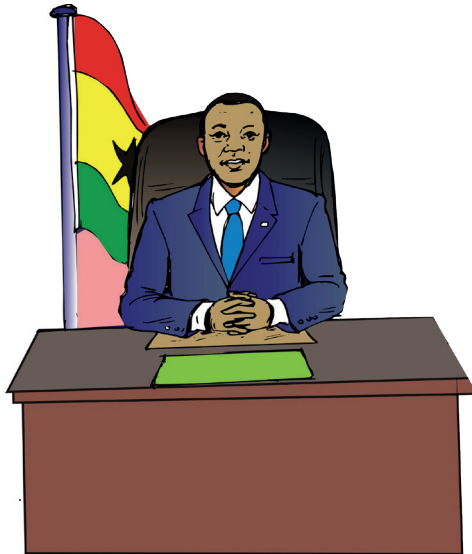
**Table 4:** *Existing Institutions for fighting corruption in the forestry sector*

Institutions	Key Mandate and Functions
<i>The Ministry of Lands and Natural Resources (MLNR)</i>	The Ministry has the direct legal authority over the sector including the design and implementation of regulations. It is mandated by law to have oversight responsibility to ensure that government policies and direction is adhered to by all players in the sector. It also ensures that the laws governing the sector are enforced.
<i>Forestry Commission (FC)</i>	The FC is charged with the responsibility of the day to day development and management of the forest and wildlife resources of the country. It therefore occupies a very strategic position in ensuring that the forestry sector fulfils its purpose of meeting the livelihood needs of forest-dependent fringe communities. This responsibility also means that it has to regulate and ensure that there is tranquillity in the sector.

Institutions	Key Mandate and Functions
<i>Parliament</i>	Parliament plays a role in the development of legislation in the country. It passes laws, including laws related to forestry, zoning, taxation, land ownership, labour, anti-corruption, banking and anti-money laundering, freedom of information, the police, judiciary, and election reform. All these laws influence the forestry sector. In many cases, legislative committees of parliament also provide oversight over the Executive and hence ensure that the will of the people are being done.
<i>Judiciary</i>	Although not involved in the immediate regulation of the sector, the judiciary ultimately interprets the laws and regulations that govern the sector, from adjudication of land-claims, to deciding on the guilt of operators accused of illegal logging and other forestry and financial crimes. To this end they have a gigantic role to play in ensuring the rule of law in the sector.
<i>Civil society</i>	Civil society remains one of the key stakeholders in the forest sector due to their largely independent status. They play an important role in forest management as independent arbitrators. Therefore, they require the implementation of legislative remedies, such as Freedom of Information Acts and whistle-blower protection, to obtain the data necessary for analysis. A lack of information handicaps their ability to act as monitors. It also handicaps civil society actors' role in advocacy, such as representatives of indigenous peoples' rights or conservation.
<i>Private sector</i>	Mostly touted as the engine of growth, the private sector has the enviable characteristics of propelling and actually dominating the forest sector. This unique position makes them a very powerful asset in the forestry sector and also makes them vulnerable to corruption and unacceptable practices.

## 3.0 Tools for Combating Corruption and Unacceptable Practices

The forestry sector is one of the most politically controlled sectors in Ghana. Hence, strategies for fighting corruption and unacceptable practices in the sector must first address the question of whether there is a reasonable probability that reforms and strategies will be implemented in the sector. Political commitment to reform is therefore essential and government must have “ownership” and be willing to undertake reforms to deal with the problem of corruption and unacceptable practices.

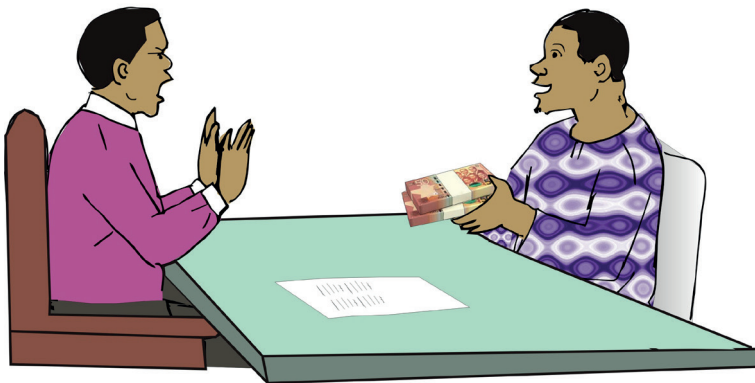


Corruption and unacceptable practices have developed such deep roots in the forestry sector that tackling individual cases will be a fight in futility. Strategies or actions must first address the factors facilitating corruption and unacceptable practices. The functions of preventing, improving detection and instituting measures to deter corruption and unacceptable practices have mutual dependencies and reinforce each other. For example, knowledge of the

existence of an efficient system to suppress forest crime is in itself a powerful deterrent. The same is true if potential illegal actors know that the country has an effective structure to monitor what is happening in forest areas. Likewise, a good detection mechanism would facilitate proper enforcement of the law by providing early knowledge of the crimes being committed as well as solid evidence that would facilitate arrest and prosecution.

### 3.1 Prevention as a Strategy for Tackling Corruption and Unacceptable Practices in the Forest Sector

Preventive activities are geared towards reducing the opportunities of committing corrupt and unacceptable acts. They can be applied by actors of civil society, the public and private sectors. Ideally, illegal acts would be combated primarily by preventing their occurrence. Perfect knowledge about the need to uphold society's values over private gain and the consequences of not doing so, as well as setting up proper incentives for aligning private action with the public good would significantly reduce the propensity for illegal acts.



But reducing these propensities to commit forest crime is not enough. Measures must be accompanied by the prospect of punishment when the law is broken. For law enforcement to be effective there is the need to monitor what is happening in the sector. The ability to separate actions that are legal from those that are not, as well as effective means to impose regulations by

inflicting adequate punishment on those that do not comply with the rules will be very essential.



Prevention requires the use of several well-crafted and coherent tools and strategies for achievement. Since prevention is the bedrock for combating corruption and other unacceptable practices in the forest sector, measures for achieving prevention should be workable and realistic. Some of the tools that are universally accepted and geared towards preventing corruption and other forest malpractices include the following:

### **3.1.1 Awareness Raising Tool**

These are a set of ideas and measures aimed at informing stakeholders to be wary of the threats and possible negative consequences of corruption. The import of awareness raising as a preventive tool is to conscientise the public as well as government on the adverse effects of corruption and the need to be proactive and responsive to reforms and punitive approaches in dealing with culprits. Awareness raising tools bring the issue of corruption to the public's

attention. They remind the public that corruption is a problem and inform the public about actions that individuals can take to fight corruption. Awareness raising is effectively carried out through: publications (brochures, reports, newsletters, briefs, magazines, journals, notices, info-sheets etc.), meetings/ conferences/workshops, radio and television Programmemes and the internet.

Public education and awareness about the value of forests, the manner in which they are utilised and about the incidence of illegal acts can generate enough political pressure to prevent forest crimes. Moreover, corruption and unacceptable forest practices sometimes occur simply because of the ignorance of the provisions of the law and the rationale behind them. Better knowledge thus contributes to prevention of illegal acts.



Table 5 presents examples of awareness creation actions/activities that could be applied in the forest sector to combat corruption and unacceptable practices.

**Table 5:** Examples of Awareness Creation Actions/Activities

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Draw attention to lost forest revenue</li> <li>• Sensitise target stakeholders about the need to be vigilant and alert to corruption</li> <li>• Create anti-corruption advertisements</li> <li>• Create a forest corruption risk-map</li> <li>• Educate journalist on forest corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Publications</li> <li>• Radio and TV Programmemes</li> <li>• Meetings and conferences</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Government (FC and Ministry)</li> </ul>

### 3.1.2 Access-to-Information Tool

Access-to-information tools basically involve making information available to stakeholders and the general public. Adequate information availability ensures a well-informed populace and reduces the propensity of corruption and unacceptable practices in the forest sector.

Examples of access-to-information actions/activities that could be applied in the forest sector to combat corruption and unacceptable practices are presented in Table 6.



**Table 6:** *Examples of Access-to-information Actions/Activities*

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Create information desk</li> <li>• Encourage forest whistle-blowers</li> <li>• Recruit and encourage investigative journalism</li> <li>• Develop creative ways of sharing information</li> <li>• Decentralise information availability</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tools</li> <li>• Legislative framework</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Government (FC and Ministry)</li> </ul>

### 3.1.3 Procurement Tools

Procurement tools address commercial transactions between the government and the private sector. Through training and dissemination of information, local stakeholders and civil society Organisations can make forest sector procurements more open and honest. Procurement in the forest sector encompasses award of contracts and granting of timber harvesting rights (TUC's, TUP and SP's) including the competitive bidding process. Forest procurements also involve invoicing and disposal of confiscated logs and lumber.

Table 7 provides examples of procurement strategies that could be applied in the forest sector to combat corruption and unacceptable practices.

**Table 7:** Examples of Procurement Actions/Activities

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Develop forest permits manual</li> <li>• Create easily accessible forest permits database</li> <li>• Ensure strict adherence to procurement laws</li> <li>• Institutionalise a transparent procurement system</li> <li>• Empower District Assemblies to audit forest contracts and accounts at district level</li> <li>• Establish and make available well-accepted procedures for granting permits</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tools</li> <li>• Legislative framework</li> </ul>	<ul style="list-style-type: none"> <li>• Government (FC and Ministry)</li> </ul>

### 3.1.4 Other Preventive Tools in Combating Corruption and Unacceptable Forest Practices

The above preventive tools can ensure and also be reinforced by the following:

**• Reduced discretionary power**

Reducing the discretionary power of the public forest officer can prevent corruption and unacceptable forest practices. This can be done in several ways such as, simplification and dissemination of operational norms thus reducing the possibility for arbitrary interpretation.

**• Increased transparency and accountability in decisions**

Greater transparency of decisions by the Public officer can be achieved through several means, for example, by requiring the administration to hold public hearings on its operations, where interested parties can freely demand information. Independent audits can also force the application of transparent budgetary and expenditure processes.

· **Increased administrative checks and balances**

In some cases, it may be advisable to purposely generate overlaps between agencies thus reducing the discretionary power on one single agency. For example, TIDD may control the transport of forest products, but this could also be done by the regular police force. Collusion in these circumstances is less likely (although, unfortunately, not impossible: operators may have to pay bribes twice). Also, the probability of corruption and unacceptable forest practices going undetected diminishes. This may act as a deterrent for public officers who may be inclined to engage in corrupt acts.

· **Improve condition of service for forestry staff**

There is a generalized belief that a public servant who commits illegal acts is pushed by meager salaries. But there is little evidence that this is the case. It is probably true that poor salaries make the cost of losing a job rather low and in such circumstances the propensity to accept bribes increases. Thus, while in some cases higher salaries may be a necessary condition to reduce corruption and unacceptable forest practices by public officials, it is not a sufficient one. The best-paid officials are sometimes the most corrupt; an official with a good salary may demand higher bribes to offset the risk of losing the job, if caught. However, improvement in remuneration and improved working conditions can go a long way in enhancing efficiency.

### **3.2 Detection as a Tool for Tackling Corruption and Unacceptable Practices in the Forest Sector**

Successful detection of corruption and unacceptable forest practices depends very much on the availability of proper data that will give a clear idea of the state of forests and of how they change overtime. Disseminated knowledge about forests and clear understanding of the forces that are introducing change as well as associated consequences on the environment, economy and equity, are key elements in implementing effective detection schemes. Intelligence Organisations are crucial and critical.

### 3.2.1 Diagnostic Tools

Diagnostics is the first act of detecting corruption and unacceptable forest practices, since it implies gathering data and applying analytical thinking to deduce and extrapolate information. Diagnostic depends hugely on availability of data; hence most of the strategies used in diagnostics are targeted at acquiring information.

Below are examples of diagnostic strategies that could be applied in the forest sector to combat corruption and unacceptable practices (Table 8).

**Table 8:** *Examples of Diagnostic Actions/Activities*

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Create an outlet for citizens’ complaints</li> <li>• Document government performance on forest related tasks</li> <li>• Collect statistics on forest law enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen mobilisation</li> <li>• Administrative tools</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Research institutions</li> <li>• Government (FC and Ministry)</li> </ul>

### 3.2.2 Professional Ethics Tools

These tools are meant to ensure that foresters and non-foresters working within the forest sector abide by a set of professional standards that will ensure increased accountability and transparency. These professional ethics tools will also reduce the high costs of corruption to both governments and bidders, and counter distortion of the concession and timber market. They are also aimed at facilitating and enhancing sustainable timber harvest and sustainable forest management by strengthening environmentally responsible companies.

Below are examples of professional ethics strategies that could be applied in the forest sector to combat corruption and unacceptable practices (Table 9).

**Table 9:** *Examples of Professional Ethics Actions/Activities*

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Conference on professional responsibility</li> <li>• Professional code of ethics for foresters</li> <li>• Professional standards in the workings of timber companies</li> </ul>	<ul style="list-style-type: none"> <li>• Professional guidelines</li> <li>• Administrative tools</li> </ul>	<ul style="list-style-type: none"> <li>• Professional body (GIF)</li> <li>• Government (FC and Ministry)</li> </ul>

### 3.2.3 Public Institution Tools

Public institution tools focus on various structures and arms of government with the responsibility of ensuring good forest governance and anti-corruption practices in the forest sector. The public institution tools are aimed at empowering the institutions and making them responsive to current challenges in the forest sector especially with respect to corruption and unacceptable forest practices.

Below are examples of public institution action/activities that could be applied in the forest sector to prevent or detect corruption and unacceptable practices (Table 10).

**Table 10:** Examples of Public Institution Actions/Activities

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Document forest agency staffing and structure</li> <li>• Offer training for officials on technical issues related to forest corruption</li> <li>• Maintain and publish career biographies of past and present senior forest officials</li> <li>• Agency-citizen workshop on corruption</li> <li>• Due process and compliance campaign</li> <li>• Citizens engagement (forest forum processes)</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tools</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Government (FC and Ministry)</li> </ul>

### 3.2.4 Internal Monitoring Tools

Monitoring tools involve putting adequate structures in place to ensure that the officers tasked with the responsibility of performing a particular activity actually do the activity. Monitoring also plays a key role in detecting forest crimes and generates data for diagnostic analysis.

Below are examples of internal monitoring actions/activities that could be applied in the forest sector to combat corruption and unacceptable practices (Table 11).

**Table 11:** *Examples of Internal Monitoring Actions/Activities*

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Effective patrolling of external and internal forest reserve boundaries</li> <li>• Log and timber tracking</li> <li>• Domestic market monitoring</li> <li>• Port and export monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tools</li> </ul>	<ul style="list-style-type: none"> <li>• Government (FC and Ministry)</li> <li>• Civil Society</li> </ul>

### 3.2.5 Civil Society Monitoring as a Tool

The concept of Civil Society Monitoring as a tool for detecting and actually ensuring that duty bearers and those tasked with the responsibility of managing forest are actually doing their work is gaining both local and international recognition. This tool is evolving and largely depends on the focus of Civil Society and what they want to achieve. It however largely depends on being tactful and working with forestry authorities to achieve the actions/activities under this tool.

Below are examples of Civil Society monitoring actions/activities that could be applied in the forest sector to combat corruption and unacceptable practices (Table 12).

**Table 12:** *Examples of Civil Society Monitoring Actions/Activities*

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Clearly identify areas that CSOs want to monitor</li> <li>• Develop verifiable framework for monitoring</li> <li>• Solicit for buy-in of forest authorities</li> <li>• Ensure transparency in information gathering</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen mobilisation</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Local Communities</li> </ul>

### 3.2.6 How Detection can Work in Combating Corruption and Unacceptable Forest Practices

- ***Generate Baseline Information:***

Detection includes actions to determine whether corruption and unacceptable forest practices occur. It involves the comparison of events that are prescribed by law with their actual occurrence. Thus, baseline data are needed for a detection system to operate effectively and to provide the foundations for eventual prosecution.

- ***Engage non-governmental organisations and environmental groups concerned with law enforcement:***

Many Non-Governmental Organisations and environmental groups provide useful monitoring services that contribute to detection of corruption and unacceptable forest practices. Government's monitoring systems in place will hardly be adequate, hence the need to draw on the support of such other bodies.

- ***Making use of surprise controls, certification and various methods of verifying consistency of information:***

The newly established Timber Validation Department (TVD) and the RMSC both of the Forestry Commission could make unannounced inspections to ascertain compliance of various actors to laid down rules and regulations.

- ***Facilitate independent reporting:***

The inclusion of an independent monitor to oversee the implementation of the Voluntary Partnership Agreement (VPA) under the Forest Law Enforcement, Governance and Trade (FLEGT) initiative would also help ensure compliance. Producing evidence of corruption and unacceptable forest practices can be rewarded with a proportion of the fines collected by government but equally, these schemes must provide for the necessary sanctions for those who may abuse the system.



### 3.3 Deterrence as a Tool for Combating Corruption and Unacceptable Practices in the Forest Sector

Detering corruption and unacceptable forest practices may involve the use of force (arrest and imprisonment) and administering the requisite sanctions. The sanctions themselves must also be deterrent enough. Thus, in the forestry sector the main deterrence tools are law enforcement, and application of sanctions that are deterrent. Effective prosecution and conclusive follow-up on detected cases are also very important to ensure deterrence.

#### 3.3.1 Law Enforcement Tool

Law enforcement tools involve all activities and strategies geared towards minimizing or suppressing the likelihood of corruption and unacceptable forest practices occurring.

Below are examples of law enforcement strategies that could be applied in the forest sector to combat corruption and unacceptable practices (Table 13).

**Table 13:** *Examples of Law Enforcement Actions/Activities*

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Establish realistic (punitive) penalties</li> <li>• Involve broad spectrum of law enforcement agencies</li> <li>• Provide technical and logistical support for law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tools</li> <li>• Legislative framework</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Government (FC and Ministry)</li> </ul>

#### 3.3.2 Internal Sanctions Mechanism tool

A key tool for deterring corruption and unacceptable practices in the forestry sector is effective internal sanctions mechanism. If forestry staff know that the price to pay for being involved in corruption when caught is higher than the returns, it serves as a deterrent.

Below are examples of internal sanctions mechanism actions/activities that could be applied in the forest sector to combat corruption and unacceptable practices (Table 14).

**Table 14:** *Examples of Internal Sanctions Mechanism Actions/Activities*

Actions/Activities	Means	Responsibility
<ul style="list-style-type: none"> <li>• Establish punitive internal sanctions regime</li> <li>• Develop records of past forestry staff offenders and sanctions meted out to them</li> <li>• Publicise sanctions against forestry officials involved in illegalities and corrupt acts</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tools</li> <li>• Legislative framework</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Government (FC and Ministry)</li> </ul>

### 3.3.3 Prosecution Tool

One of the most effective deterrent to corrupt behaviour is an increased likelihood of being caught and prosecuted for the offence. The future deterrent value of successfully prosecuting individuals far outweighs the prophylactic benefits of imposing internal compliance measures that are often little more than window-dressing.

Below are examples of prosecution actions/activities that could be applied in the forest sector to combat corruption and unacceptable practices (Table 15).

**Table 15:** Examples of Prosecution Actions/Activities

ACTIONS/ACTIVITIES	MEANS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>• Training and equipping of forest prosecutors</li> <li>• Decentralisation of prosecution of forest cases</li> <li>• Designation of specialised courts for forestry cases</li> <li>• Thorough investigation and documentation</li> <li>• Publicise prosecuted cases</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tools</li> <li>• Legislative framework</li> </ul>	<ul style="list-style-type: none"> <li>• NGOs/CSOs</li> <li>• Government (FC and Ministry)</li> </ul>



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# APPENDICES

## Appendix 1: Summary of Anti-Corruption tools for combating forest sector corruption

Tools	Description of Possible Activities that could be Undertaken
<p><b>Awareness Creation tool</b></p> <ul style="list-style-type: none"> <li>· Create anti-corruption comic Book</li> <li>· Create anti-forest corruption advertisement</li> <li>· Draw attention to lost forest revenue</li> </ul>	<p>This is to offer the general public specific information to raise awareness about corrupt practices in the forestry and timber trade in Ghana.</p> <p>Awareness about corruption in forestry sector and problems associated with such would be created through a series of short plays or skits based on Ghanaian culture; anti-corruption exhibitions mounted at local trade and industrial fairs; information booth for landowners on both good forestry and their legal rights mounted at the offices of the regional house of chiefs and cultural centres. At any given opportunity, there is the need to promote business principles, integrity pacts, and other anti-corruption tools for the timber firms.</p> <p>Anti-corruption forest comic booklets could be produced. The books will carry the messages “Don’t pay bribes to police or foresters” and “Don’t let people steal our trees!”</p> <p>Variety of means (including roadside signs, bumper stickers, posters, radio spots, and even television) could be applied in advertising to a broader audience the damaging effect of corruption</p> <p>Estimate and Publicise the amount of public money lost due to illegal logging and related corruption, and the rate at which losses occur. This will include loss of stumpage fees, tax revenues, and also loss of future income due to lack of forest management. Dramatise money fly away.</p>

Tools	Description of Possible Activities that could be Undertaken
<ul style="list-style-type: none"> <li>· Educate journalists</li>   <li>· Create a forest corruption risk map</li> </ul>	<p>Journalists could be invited to briefings on forest corruption. The briefings could be made at workshops organised at regional levels. The speakers could include activists, experts, and reform-minded officials. The briefings could be done “off-the-record” - with the journalists promising not to cover the briefing as a news event or to quote the speaker - to encourage more candid discussion.</p> <p>Creation of a risk map could involve the process of identifying, measuring, and grading the risks of corruption in the forest sector in particular parts of the country. Preliminary analysis and review will be carried out in workshops with government, business, and civil society participants. A final report with maps or tables showing the extent and identity and grades of corruption will be included, for example, the level of pressure for corrupt activities, the local resistance or openness to corruption, and the potential for ecological damage from corrupt activities.</p>
<p><b>Procurement tools</b></p> <ul style="list-style-type: none"> <li>· Put together concession manual</li>   <li>· Create concession website</li> </ul>	<p>A Timber Utilization Contract (TUC) bidder’s manual will be produced alongside the organisation of TUC workshops. These would guide enterprises large and small seeking to compete for TUC and would clarify the private parties’ rights. The materials would describe the laws that apply to the process, the agencies that implement the laws, the fees involved, and the deadlines or typical time necessary for the agency to process requests.</p> <p>Creation of a website with information on advertised and active forest concessions. The website will include information useful to potential bidders, (promoting greater participation), and information that will allow the public to judge whether particular concessions have been awarded fairly and whether the terms of the concession are being adhered to.</p>



Tools	Description of Possible Activities that could be Undertaken
<p><b>Access to information tool</b></p> <ul style="list-style-type: none"> <li>· Encourage forest certification</li> <li>· Programme to encourage forest whistle-blowers</li> </ul>	<p>A multi-national anti-corruption- practices-in-the-forest-sector conference to be held. Transparency International national chapters, public officials, business leaders, and others will be assembled to discuss best practices.</p> <p>Hold workshops to discuss constraints to the implementation of Forest certification Programmes.</p> <ol style="list-style-type: none"> <li>1) Document and track efforts at combating forest corruption. Where possible information will be provided on each effort's success and potential for dissemination;</li> <li>2) Establish a library of links to documents, articles, news reports, and other publications relevant to forest corruption.</li> <li>3) The Forestry Commission will be encouraged to create an Internet-based analytical clearinghouse for identifying best practices in the fight against forest corruption and illegal logging. This should include an informed outline of activities to:               <ul style="list-style-type: none"> <li>- encourage forest certification</li> <li>- encourage forest whistle-blowers</li> </ul> </li> </ol> <p>Whistle-blowers will facilitate ongoing discussion among practitioners on forest corruption issues. A Programme to support whistle-blowers and other agencies that regulate forest commerce in the forestry sector. The implementation of the whistle-blower protection law could be monitored, and the government, encouraged to honour it. The Programme could offer confidential counselling to potential or actual whistle-blowers. In cases where the government offers no protection to whistle-blowers, it may be appropriate to offer to take anonymous complaints and have a mechanism for objective and discreet screening of these complaints to identify serious concerns.</p>

Tools	Description of Possible Activities that could be Undertaken
<p><b><i>Business ethic tool</i></b></p> <ul style="list-style-type: none"> <li>· Conference on professional responsibility</li> <li>· Create model professional ethic codes for foresters</li> </ul>	<p>Forestry Commission to be encouraged to sign a MOU with the timber industry that TUC bidders will not offer bribes and that public officials will not demand bribes. TI National Chapters and other nationally based NGOs may play a key role in monitoring and overseeing such a pact. Publicise the principles and assist businesses that wish to adopt them.</p> <p>The Ghana Institute of Foresters (GIF) will be encouraged to hold a national or regional conference or workshop on professional responsibility and ethics for foresters.</p> <p>FC to encourage the development of an Integrity Pact (IP). This is a tool to discourage corruption in public contracting. The IP is enforced by ensuring maximum transparency at every stage of the process, a careful monitoring of the process by independent observers such as local NGOs, and the application of severe sanctions when violations occur. Civil society Organisations TI National Chapters and other nationally based NGOs play a key role in monitoring and overseeing such a pact.</p> <p>A forest sector IP could: a) increase accountability and transparency by enhancing publicity and access to information on logging concession awarding processes; b) create equity and efficiency in such processes; c) reduce the high costs of corruption to both governments and bidders, and counter distortion of the concession and timber market; d) provide a basis for further monitoring whether a company abides to rules and terms of the concession granted; e) facilitate and enhance sustainable timber harvest and sustainable forest management by strengthening environmentally responsible companies; and f) help the government to curb the evasion of concession and royalty payments that can be used for forest conservation, improving the quality of forest resources and development projects.</p>

Tools	Description of Possible Activities that could be Undertaken
	<p>GIF to convene a committee of stakeholders to draft a set of model anti-corruption principles for businesses in the forest sector. Working with an Organisation such as the International Society of Tropical Foresters, GIF will draft a model code of professional behaviour for foresters in Ghana. The model code could either focus on corruption or it could be broader, dealing with other areas of social responsibility, such as environmental stewardship.</p>
<p><b>Public institution tool</b></p> <ul style="list-style-type: none"> <li>· Document forest agency staffing and structure</li> <li>· Agency citizen workshops on corruption</li> </ul>	<p>The FC should institute A “Medal of Merit” award with annual private awards to public employees, government offices, or citizens who helped reduce corruption or eliminate waste, fraud, or abuse of authority in the forest sector. A public nominating process with the creation of a panel of prominent citizens to judge the nominees and select the winners could raise the profile of the project and also give weight to the effort.</p> <p>Create and publish a complete organogram or roster of forest agency personnel, with contact information for senior officials. The organogram would illustrate the Organisation of the agency, explaining the roles of the various branches. It would also reveal exactly how many people worked in each branch, and at what rank. Revise the roster regularly to keep it accurate.</p> <p>Offer training for law enforcement officials on technical issues related to forest corruption. For example, customs agents could be trained in recognising species of wood to help detect mislabelled shipments. Finding a pattern of such shipments could suggest illegality and perhaps corruption in the harvest of the wood. Police could be trained in investigating accounts to detect signs of fraud or abuse of power. Prosecutors could be trained in gathering and presenting evidence of corruption. Judges could be trained to understand the scientific issues that may arise in these cases(for example, the importance of protection of natural areas) to help them both decide the case and arrive at appropriate punishments for the guilty.</p>

Tools	Description of Possible Activities that could be Undertaken
<ul style="list-style-type: none"> <li>· Create public stakeholder panel</li> </ul>	<p>Maintain and publish career biographies of past and present senior forest officials. Include information about training, past positions and family members who have connections to government or the forest sector.</p> <p>Organise workshops to discuss the extent of corruption in the forest sector and explore ways to combat it. People would meet with the understanding that the workshops would be forward-looking, not finger-pointing. Establish local stakeholder committees. The committee should comprise representatives of landowners, residents, small businesses, larger enterprises, NGOs, etc. to meet once a month, take citizen input on forest concerns, and report to the public on the functioning of the forestry agency.</p>
<p><b>Diagnostic tool</b></p> <ul style="list-style-type: none"> <li>· Create an outlet for citizen complaint</li> <li>· Document government performance on forest related tasks</li> </ul>	<p>The FC should use its customer service unit to provide a safe channel for taking and compiling complaints from citizens about forest sector corruption. It should assist citizens in pursuing their complaints using existing governmental channels. Besides helping with specific complaints, the unit should give out general information on how to discourage corrupt activity. It should produce a periodic public report on the complaints received, analysing their nature and frequency. Compare the rate of complaint in various districts of the commission.</p> <p>A local organisation (e.g., e Forestry Research Institute of Ghana (FORIG) should be encouraged or empowered to gather, analyse, and publish data on government approval of routine forest-related activities. The activities would include land-related approvals, such as permission to harvest and transport logs, and trade-related approvals, such as permission to export or import forest products.</p>

Tools	Description of Possible Activities that could be Undertaken
<ul style="list-style-type: none"> <li>Collect statistics on forest law enforcement</li> </ul>	<p>Researchers should use public/business surveys to detect and Publicise the presence of corruption in the forest sector. The survey could compare perceived corruption levels in different regions or subdivisions of the country. The data would allow comparison of similar processes in different offices and jurisdictions, or for similar kinds of approvals outside the forest sector.</p> <p>The survey could compare perceived levels of corruption in different arms of the FC (for example, Timber Industry Development Division versus FSD- traditional production forestry) or at different levels of the agency (forest guards versus junior forest officers versus senior forest officers).</p> <p>GIF or FORIG could create a scorecard for forest law enforcement, compiling information on the numbers of arrests, prosecutions, convictions, and sentencing.</p> <p>Compare jurisdictions or point out patterns of failure to prosecute cases fully.</p> <p>In this connection citizens may be asked about the honesty, efficiency, and quality of government forest management services. The survey may also cover other government services to forested populations, such as health care or water supply, to allow comparison of the forest bureaucracy with sister agencies, and it may draw geographical distinctions to allow comparison of services among forest districts. The survey can also collect information on how citizens use government services, what services citizens value most, and what new services citizens want. The results must be published in a report card format.</p>

## Appendix 2: Strategies Recommended by Stakeholders for Combating Specific Unacceptable Forest Practices

Category of unacceptable practices	Specific examples	Strategies	Description
Illegal occupation of forestlands	Illegal farming and extension of admitted farms	Clear boundary demarcation	Forest reserve boundaries and admitted farms should be clearly distinguished from adjoining forest by clearly defined boundaries.
		Boundary cleaning	Boundaries of admitted and adjoining farms should be constantly cleaned to clearly delineate it from the forest reserve.
	Illegal small-scale mining in forest reserves	Erecting notices at vantage points to scare off perpetrators	Anti-mining bill boards and other notices could be erected at vantage points in and around mining prone forest reserves to scare-off potential encroachers and perpetrators
		Involving traditional authorities in identifying and arresting illegal miners	Most of these illegal miners ( <i>galamsey</i> ) usually reside in communities, the chiefs could assist in preventive campaigns by blowing whistle on these people or by refusing them shelter in their villages

Category of unacceptable practices	Specific examples	Strategies	Description
		<p>Joint preventive campaigns with the Minerals Commission.</p>	<p>The FSD and the minerals commission can coordinate to flash out illegal small-scale miners by making available licensed small scale miners.</p>
	<p>Poaching in forest reserves</p>	<p>Publicise closed seasons</p>	<p>Closed hunting seasons should be widely Publicised through radio announcements and public notices in the dailies for all hunters to know and observe accordingly.</p>
		<p>Encourage formation of CREMA's</p>	<p>The formation of CREMA's should be encouraged among communities that fringe game reserves and national parks.</p>
		<p>Register hunters</p>	<p>All hunters with hunting permits should be registered and closely monitored by the WD to ensure conformity to gaming laws</p>
	<p>Cattle grazing in forest reserves</p>	<p>Enact and Enforce bye-laws</p>	<p>District Assemblies should be encouraged to enact the necessary bye-laws to check grazing in forest reserves</p>

Category of unacceptable practices	Specific examples	Strategies	Description
		Erecting notices at vantage points to scare-off perpetrators	Bill boards and other notices could be erected at vantage points in and around forest reserves to scare-off potential encroachers and perpetrators
	Illegal Commercial NTFP exploitation in forest reserves	Enact and Enforce bye-laws	District Assemblies and <i>Nananom</i> should be encouraged to enact the necessary bye-laws to check NTFP collection in forest reserves
Woodland arson	Burning forest reserve towards MTS allocation	Ensure equitable allocation of MTS plots to all communities	The FSD should ensure that all communities are allocated MTS plots to prevent them from intentionally setting fire to forest reserves to create degraded portions for MTS allocation
		Educate communities on the dangers of their actions	Extensive community by community education on the dangers of setting the forest reserve on fire should be done.
	Burning for expansion of admitted farms	Clear boundary demarcation	Forest reserve boundaries and admitted farms should be clearly distinguished from adjoining forest by clearly defined boundaries.



Category of unacceptable practices	Specific examples	Strategies	Description
		Establish green fire belts	Green fire belts should be established as boundary between admitted farms and adjoining Forest Reserves.
	Burning for fresh grass towards cattle grazing	Intensive educational campaigns on fire	Embark on community based educational campaign to sensitise people on the effects of fire
		Enact and enforce fire bye-laws	District Assemblies should be encouraged to enact the necessary bye-laws to check burning in forest reserves
		Form, equip and motivate fire volunteers	Establish fire volunteer squads in fire prone communities. Provide the squad with equipment and proper motivation
	Bush burning for hunting and honey		



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