

Unit: RADU)が設置され、各行政郡の農業事務所(District Agricultural Development Unit: DADU)を統括している。各郡は複数の農業普及ゾーンに分けられており、4名の郡農業開発担当官(District Development Officer: DDO)が1農業普及ゾーンを担当する。例として訪問調査したスンヤニ郡農業事務所での聞き取りによれば、スンヤニ郡は4農業普及ゾーン、30の普及活動地区(Operational Area: OA)に分けられており、各OAに1名配置される農業普及員(AEA)が平均4村落からなるOAでの普及活動を実施している。農業普及事業の内容は各郡農業事務所の計画により様々であるが、スンヤニ郡農業事務所の例では、①除草剤の導入による焼畑慣行の改善、②休閑期の豆科植物栽培による雑草防除、野火対策、地力回復推進、③根茎作物の高収量品種導入、④養蜂、カタツムリ飼育、グラスカッター飼育など非伝統的農業技術の導入などのプログラムが実施されている。なお、計画策定にあたっては、普及員が村落レベルでの参加型ワークショップを開催し、住民ニーズの反映に努めているとのことであった。

5. 参加型森林資源管理の枠組みとこれまでの取り組み

現在プロジェクト対象地域では、いくつかの参加型森林資源管理の枠組みが作られ試行されている。これらの枠組みは、改良タウンヤ方式の造林に加え、本プロジェクトが活動を実施するうえでの先行事例として重要であるので、ここに詳述する。

5.1 森林資源管理計画

各森林保全区では1960年代に森林管理計画が作成されたが、すでに森林及び社会状況が変化しているため、改訂の必要が生じている。計画策定には住民の参加が必要との視点の下、DFID等の協力により、1990年代半ばに新たな計画策定の枠組みが作成された。1995/96年のパイロット事業を経て、1998/99年に計画策定のための実施手順マニュアル(Manual of Procedures: MOP)がFMSC(現在の資源管理支援センター:RMSC)により刊行されており、それに沿って順次保全区管理計画を策定することとなっている。策定されるべき計画は、長期計画である保全区戦略計画(Strategic Plan)と中短期計画である保全区事業計画(Operational Plan)からなる。

ブロンアハフォ州ではこの参加型計画策定プロセスに則り、ゴアソ森林郡で既に4保全区の計画が策定され(収集資料39参照)、現在ゴアソ、キンタンポ、ドルマア、スンヤニ森林郡で各々1保全区の計画策定が始まっている。スンヤニ郡事務所管轄内ではAsukese森林保全区について森林管理計画策定が進められている。対象5保全区では、計画策定作業には着手はされているとのことだが、策定までには到っていない。なお、現在対象5保全区では、暫定計画であるミニ戦略計画に基づき管理が行われていることになっているが、その内容は適切な管理計画の指針としては不十分なものである。

(1) 計画策定の流れ

計画策定の流れは、①保全区計画策定チームメンバーの選定、②メンバー間での作業分担によるドラフト作成（社会経済調査の実施や RMSC からの地図の提供を含む）、③関係者ワークショップの開催（広範な関係者を招聘するもので過去には 70 人規模のワークショップとなった例もある）、④チームによる修正ドラフトの作成、⑤関係者ワークショップの開催（関係者の代表 15～20 人程度のみを招聘）、⑥最終稿の草案（FC による承認）、となっており、理想的には 6 ヶ月程度のプロセスであるが、資金的な問題等により円滑な進捗が阻まれる例も多い。ワークショップや関係者の招聘に費用がかかり、1 管理計画の策定には 3500 万セディ（約 4000 ドル）程度の経費が必要となるとの試算もある。

(2) 保全区計画策定チーム (Reserve Planning Team)

保全区計画策定チームは州森林サービス局局長補佐 (Assistant Regional Manager : ARM) を長とし、当該保全区を担当する森林事務所長、伝統行政代表者、郡議会 (計画部局担当・環境委員会委員長)、当該スツールのチーフ、NGO、村落代表 (CFC が組織されている場合多くはそれらの代表) など 7～9 名で構成される。

(3) 森林保全区管理戦略計画 (Forest Reserve Management Strategic Plan)

保全区ごとまたは Forest Management Unit (FMU : 地理上のつながりを持ち、類似の生態系を有するいくつかの保全区をまとめた単位。郡森林事務所管轄区に複数の FMU が設置されるが、管轄区全体が 1 FMU となる場合もある) ごとに策定される、包括的・中長期計画。この戦略計画は、森林資源の貯存状況 (状態・質)、利用状況、保全区の所有権と法的位置づけに沿った管理カテゴリー毎のゾーニングなどを提示することを主目的として策定される。総合的な管理目的と、約 20 年間の期間にわたり想定される望ましい森林の状況を記述するもので、上記 MOP によれば、同計画は 3 部構成で、以下の内容をカバーすることになっている。

第一部 保全区の現況

①位置及び範囲 (地図を含む)、②所有権 (保全区の所有権、法的位置づけ、慣習法上の位置づけ、木材伐採権、NTFP の商業目的採取権)、③地域状況 (人口、経済、森林と住民の関係、郡開発計画)、④森林資源概況 (物理的状況、天然林、人工林)、⑤保護及び研究に関連する過去の保全区管理状況 (環境保護地域、生物多様性保全地域、野生生物保護、防火、研究地区)、⑥生産に関連する過去の保全区管理状況 (木材生産、造林 Plantation production、NTFP)、⑦地域住民の裨益に関連する過去の保全区管理状況 (Domestic Use の権利、過去 10 年間の土地所有者への歳入配分、文化・伝統的慣習上重要な場所の特定)、⑧インフラストラクチャー及び管理運営 (アクセス道路・ガードポスト・苗畑等、森林局管轄事務所及び人員、歳入及び支出)、⑨結論 (過去の管理における利点と問題、将来の管理に関する可能性

と脅威：SWOT)

第二部 将来の管理に関する提言

①森林保全区の管理目標、②森林保護区管理の受益者（国家的利益、資源所有者の利益）、③保全区内ゾーニングとその目的（保護目標とそのゾーン、生産目標とそのゾーン、住民への裨益目標とそのゾーン）、④保護のための管理（丘陵地サンクチュアリ、沼地サンクチュアリ、地域遺伝子資源（Provenance）保護地域、特定生物学的保護地域、文化的サイト、研究地区、野生動物保護地域、防火バッファゾーン、防火帯 fire shelterbelt、森林回復 Convalescence 地域）、⑤生産のための管理（木材生産地域、NRFP 生産、造林 Plantation Production 地域、転換 Conversion/造林開発地域）、⑥地域住民のための管理（森林保全区管理からの歳入、Domestic use のための特用林産へのアクセス）、⑦地図（Location Map、保全区境界・行政区分・主要な河川・居住区を明示した地図、保護ゾーン地図、生産ゾーン地図）

第三部 実施に関する提言

①行財政（インフラ整備・保守、保全区及び FMU 管理主体、保全区財政）、②モニタリング及び計画修正（モニタリングシステム、計画修正の手順）

（4）実施計画（Operational Plans）

上記戦略計画の具体的な実施のため、以下の詳細実施計画が策定されることになっている。

1. 森林保全区管理実施計画資料 Forest Reserve Operational Planning Annex
2. 木材利用実施計画 Timber Utilization Operational Plans
3. 商業造林計画 Commercial Plantation Plans
4. 3 カ年ローリングプラン及び年間業務計画 Three-year Rolling Plan & Annual Programme of Work

5.2 共同森林管理（Collaborative Forest Management）

森林など天然資源の管理を国家が単独で行うのではなく、様々な関係者・機関が共同で参画するという共同森林管理の概念は、より効果的な森林管理と同時に、住民への適正な裨益を実現するものとして、1994年の森林・野生動物政策により導入され、森林開発マスタープランや貧困削減戦略の中でも重視されている。FCでは2001年に「Collaborative Forest Management Policies and Strategies for the Ghana Forestry Commission」と題した政策・戦略を策定し、提案している（現在国会審議中）。GTZのFORUMプロジェクトにおけるコミュニティ森林管理委員会の組織化及び法的枠組の検討や、DFIDが支援する森林セクター開発計画（FSDP）でのコミュニティ森林委員会及び森林フォーラムに関するパイロット事業等、様々なドナーやプロジェクトがその推進に向けた取り組みを支援・実施している。

本プロジェクト対象地で実施されているコミュニティ森林委員会と森林フォーラムの取り

組みについて以下にその概略を整理する。

(1) コミュニティ森林委員会 (Community Forestry Committee : CFC)

国際熱帯木材機関 (ITTO) の支援による保全区外森林共同管理プロジェクト (ITTO/FSD Collaborative Off-Reserve Forest Management Project: 1997-2000) において、高木林帯地域 3 郡でのパイロット事業として 13 のコミュニティ森林委員会が設立されたのが本事業の始まりである。同プロジェクトは、森林保全区外での天然林違法伐採の防止を目的とし、伐採契約 (TUC) 会社と天然林を有するコミュニティとの対立を解決し、保全区外での森林資源回復及び植林の促進を狙いとして実施された。同プロジェクトの実施過程において、住民参加を促進する組織としての CFC の役割が高く評価されたことから、森林保全区管理への適用可能性が検討され、現在 DFID の支援による森林セクター開発計画 (FSDP) のパイロット事業として CFC の組織化が進められている。2003 年からは対象地域が拡大され、ブロンアハフォ州では当初のパイロット地域であるスンヤニ郡に加え、新規にゴアソ、ドルマア、ベチェム郡でも CFC の組織化が始められている。なお、2000 年に FMSC (現在の RSMC) により CFC の組織化に係る実施指針 (Operational Guidelines) が策定されている。

村落 CFC は、下表 5-1 に示す代表者により、7~11 名のメンバーで構成される。任期は 4 年で、継続して 2 期まで務めることができる。メンバーの変更は CFC メンバーの多数決と郡森林事務所長 (またはその代理) の承認により認められる。

地域 CFC/保全区 CFC は、各村落 CFC の代表 1 名から構成され、さらに上位の組織として、森林郡 CFC が各保全区 CFC の代表 2 名から構成され、郡森林事務所が招聘して定期的に開催されることとなっている。長期的にはさらに州レベル CFC、全国レベルの CFC の設置構想があるが、一方で後述の森林フォーラムとの重複も指摘され、州以上のレベルでは森林フォーラムにその役割を付与することも検討されている。

表 5-1 : 村落 CFC 構成メンバー

関係者カテゴリー	具体例	人数
統治者	村長、チーフ、パラマウント・チーフ等	1 名
地主	選ばれた親族集団の長	1 名
農民	農民グループ長または選出された農民の代表者	1~2 名
女性	クィーン・マザーか代理、女性グループ長または選出された女性代表	1~2 名
青年	青年組織の長または選出された青年の代表者	1~2 名
移民	選出された代表者	1 名
NTFP 利用者	選出された代表者	1 名
村落委員会代表	選出された代表者	1 名

議会関係者	選出された代表者	1名
その他	選出された代表者	1～3名
Ex-Officio	関係政府機関の代表 (FSD, MoFA, 警察等)	

出所：Operational Guidelines on Community Forest (Management) Committees, Asare,

A. FMSC (2000)

RMSC による CFC パイロット事業の対象地であるスンヤニ森林郡では、2001 年に一部の村落 CFC が始めて組織され、正式に認定された。2003 年 9 月までに既に 9 期、計 31 の村落 CFC が正式認定されている。現在までのところ、村落 CFC は保全区周辺地域村落のみで組織化が進められており、保全区 CFC は Asukese 保全区を除く全ての保全区で既に組織されている（スンヤニ森林郡には地域 CFC はなく保全区単位の CFC のみが組織されている）。郡レベルの CFC がスンヤニで組織されたのは 2003 年になってからであるが、9 月までに既に 2 回の会合が開催されている。

村落 CFC は森林パトロール活動を実施しており、スンヤニ郡事務所には 2003 年 1 月から現地調査時（9 月末）までに 7 つの CFC からの報告が 32 件ファイルされている。その大半は摘発した違法行為（違法伐採、保全区内に火をつけた例）に関するものである。村落 CFC は定期的に会合を実施し、違法行為の取締り、パトロール及び保全区境界清掃のスケジュールなどについての話し合いをしている。

（2）森林フォーラム (Forestry Forum)

森林フォーラムは、郡レベルで関係者を集め、森林に関するデータ、法制度や政策情報を提供し、当事者同士で問題を議論する場を設定するものである。DFID の支援により、現在 7 郡でのパイロット事業（実施期間 2002 年 11 月～2003 年 12 月）として実施されている。ブロンアハフォ州ではスンヤニ郡が対象地域となっている。

同フォーラムは郡の代表的なスツールのパラマウント・チーフを議長とし、メンバーは自治体関係者、警察、消防、NGO、CFC の代表者、木材業者の代表などから構成される。数ヶ月に 1 度の頻度で開催されており、2003 年 9 月末までに既に 3 回実施されている。RMSC が実施機関となっているが、DFID 支援終了後も本事業を継続するための予算確保が課題となっている。

6. 専門家の生活環境

情報は、現地調査結果及び国別情報、国別生活情報(2000)によった。

6.1 住宅事情

アクラには高級集合住宅、サービスアパートメントが少数ある。スニヤニには比較的快適なホテルはあるが、それ以外には一戸建てを借りることになる。優良物件は多くない。一戸建ては一般に家具等は付属しておらず、新たに借りる場合は改修工事が必要な場合が多い。断水時に使用する水タンクや発電機、電話線の確保が重要である。

6.2 教育事情

学校教育は一般に英語で行われている。アクラにはインターナショナルスクールがいくつかあり、日本語補習校もあるが、スニヤニには現地校があるのみである。外国人子女が在籍していたことがある幼稚園はある。

6.3 治安状況

ガーナは経済的に着実に発展を遂げているため、他のアフリカ諸国に比べ比較的治安状況は良く、殺人、強盗などの凶悪犯罪は多くなかった。しかし、2001年に入り通貨の下落・物価上昇を背景に武装強盗等の凶悪犯罪が急増し、特に外国人を狙った犯罪も多数発生している。また諸物価の上昇が民衆の生活を圧迫しており、スリ、ひったくり及び置き引き等の軽犯罪は日常的に発生している。邦人の被害も2001年においては13件発生している。顕著なのは自宅・社内を狙った窃盗犯罪だが、銃器等で武装したグループによる強盗事件も発生している。スニヤニは大都市にくらべると比較的凶悪犯罪は少ないようだ。

6.4 食料事情

現地食はアフリカの中では多様であるが、脂の使用量が多く野菜が少ない。またレストランで出される一人前の量が多い。アクラには様々なレストランが多数あるが、日本料理専門店はない。スニヤニでは中華料理を出すレストランが一軒ホテルに付属している。アクラの近郊テマに韓国食材屋があり、高価であるが日本の食材も一部手に入る。市場では野菜の種類が乏しいが、スニヤニでも主要な西洋野菜は概ね手に入るようである。

6.5 医療事情

マラリアが多く、JICA関係者も罹患しているので、蚊対策が重要である。アクラにも信頼のできる設備の整った病院はなく、緊急の場合はパリへ移送となる。スニヤニには最近大規模な州立病院が新たに開設された。

6.6 通信事情

一般電話は架設数が少なく、回線数も少ない。また、回線の質が悪いため混線が多い。電話の新規申し込みから架設までの期間は、その地区の回線の空き状況による。ときには何か月も待つことになる。街には公衆電話が電話局（Ghana Telecom）やガソリンスタンドに設置され

ている。携帯電話は Mobitel、Ghana Telecom、Spacephone の 3 社がサービスを提供しており、簡単な手続きですぐに利用できる。登録にかかる費用は 300 ドル程度だが、1 回の通話料は高い。携帯電話と一般電話の通信はいつも込み合っているようで、一般電話から携帯電話へはつながらないことが多い。

インターネットは広く普及しており、プロバイダーが数社ある。入会金は約 100 ドル、月々の使用料は約 35 ドル（時間無制限）である。回線速度は物理的には 28.8kbps までであるが、実効速度は遅く、時間帯によってつながりにくいことがある。スニヤニにもインターネットカフェはあるが、日本語は読めない。

郵便については、戸別配達制度はないため、JICA 事務所もしくは配属先の P.O. Box 宛てにするとよい。安全性、確実性は比較的高い。

付 属 資 料

付属資料 1. Minutes of Meeting

MINUTES OF MEETING
BETWEEN THE PREPARATORY STUDY TEAM
AND THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF GHANA
ON TECHNICAL COOPERATION FOR
PARTICIPATORY FOREST RESOURCE MANAGEMENT
PROJECT IN THE TRANSITIONAL ZONE
OF THE REPUBLIC OF GHANA

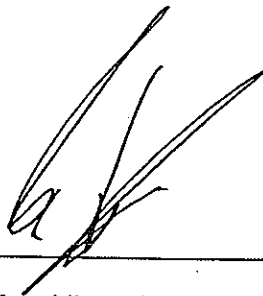
The preparatory study team (hereinafter referred to as "the Team") on technical cooperation for PARTICIPATORY FOREST RESOURCE MANAGEMENT PROJECT IN THE TRANSITIONAL ZONE OF THE REPUBLIC OF GHANA (hereinafter referred to as "the Project"), headed by Mr. Masahiko Hori, was dispatched to the Republic of Ghana from September 15, 2003 to October 10, 2003 for the purpose of formulating the Project.

During its stay, the Team exchanged views and had a series of discussions with the authorities concerned of the Government of the Republic of Ghana with respect to the preferable measures to be taken by both sides for smooth implementation of the Project.

As a result of the discussions, the Team and the Ghanaian authorities concerned agreed on the matters referred to in the document attached hereto.

October 10, 2003

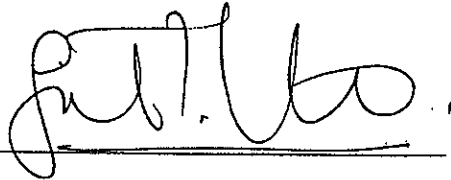
Accra



Mr. Masahiko HORI
Leader,
Preparatory Study Team,
Japan International Cooperation Agency



Hon. Theresa Ameley TAGOE
Deputy Minister,
Ministry of Lands and Forestry,
The Republic of Ghana



Mr. John Ekow OTOO
(Executive Director, Forest Services Division)
for: Chief Executive,
Forestry Commission,
Ministry of Lands and Forestry,
The Republic of Ghana

ATTACHMENT

I. Draft Framework of the Project

1. Project Title

The Project will be referred to as "PARTICIPATORY FOREST RESOURCE MANAGEMENT PROJECT IN THE TRANSITIONAL ZONE OF THE REPUBLIC OF GHANA"

2. Period of Cooperation

Five (5) years

3. Project Site

Five pilot forest reserves (Nsemere, Sawsaw, Tain I , Tain II , Yaya) and their fringe communities under Sunyani Forestry District in Brong Ahafo Region

4. Master Plan

See ANNEX I (See also ANNEX II for Project Design Matrix (PDM))

5. Executing Organization

Forest Services Division, Forestry Commission, Ministry of Lands and Forestry

6. Inputs from the Ghanaian Side

[Personnel for the Project]

(1) Project Director

-Executive Director, Forest Services Division

(2) Project Manager

-Regional Manager, Brong Ahafo Regional Office, Forest Services Division

(3) Counterparts

-District Manager, Sunyani District Office, Forest Services Division

-Range Supervisors, Sunyani District Office, Forest Services Division

-Relevant personnel, Forest Services Division

[Facilities]

Project Offices

- Headquarters-Forest Services Division, Accra

- Brong Ahafo Regional Office of Forest Services Division

[Administrative and Operational Costs]

The Ghanaian side will cover the administrative and operational costs.

7. Inputs from Japanese side

[Experts]

Experts will be dispatched in the following fields:

(Long-Term Experts)

- (1) Chief Advisor
- (2) Project Coordinator
- (3) Expert in the technical field of:
 - a. Forest Resource Management Planning
 - b. Participatory Forest Resource Management
 - c. Participatory Rural Development
 - d. Extension
 - e. Others, when necessary

Note: Chief Advisor and Project Coordinator may serve concurrently as experts in one or two of above-mentioned technical fields.

(Short-Term Experts)

Short-term experts will be dispatched when necessary.

[Counterparts training]

Training opportunities in Japan and/or a third country for counterparts will be provided when necessary.

[Machinery, Equipment and Materials]

Vehicles, machinery, equipment and materials necessary for the implementation of the Project

8. Joint Coordinating Committee

(1) Function

The Joint Coordinating Committee will meet at least twice a year and when the need arises in order to fulfill the following functions:

- a. To formulate annual work plan of the Project based on the Plan of Operations within the framework of the Record of Discussions.
- b. To review the annual work plan and the progress of the technical cooperation.
- c. To exchange views and ideas on major issues that may arise during the implementation period of the Project.

(2) Composition

Chairperson

-Chief Executive, Forestry Commission, Ministry of Lands and Forestry

Ghanaian side

- Executive Director, Forest Services Division
- Director of Operations, Forest Services Division
- Regional Manager, Brong Ahafo Regional Office, Forest Services Division
- District Manager, Sunyani District Office, Forest Services Division
- Representative of Ministry of Lands and Forestry
- Representative of Ministry of Finance
- Representative of Ministry of Food and Agriculture
- Representative of Forest Plantation Development Centre
- Representative of Brong Ahafo Regional Coordinating Council
- Relevant personnel accepted by the Chairperson, when necessary

Japanese side

- Resident Representative (RR), JICA Ghana Office
- Japanese experts of the Project
- Relevant personnel accepted by RR of JICA Ghana Office, when necessary

NOTE: Official(s) of Embassy of Japan in Ghana may attend the Committee meetings as observer(s)

II. Measures to be taken by the Japanese side

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures;

1. Dispatch of Japanese Experts
2. Provision of Machinery and Equipment
3. Training of Ghanaian Personnel in Japan and/or a Third Country

III. Measures to be taken by the Ghanaian side

1. The Ghanaian side will take necessary measures to ensure that the operation of the Project will be sustained during and after the period of the Project, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Ghanaian side will ensure that the techniques and knowledge acquired by the Ghanaian nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Republic of Ghana.

3. The Ghanaian side will grant to the Japanese experts and their families privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions in the Republic of Ghana.
4. The Ghanaian side will ensure that the equipment will be utilized effectively for the implementation of the Project in consultation with the Japanese experts.
5. The Ghanaian side will take necessary measures to ensure that the knowledge and experience acquired by the Ghanaian personnel from the counterparts training will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Republic of Ghana, the Ghanaian side will take necessary measures to provide at its own expense:
 - (1) Services of the Ghanaian counterpart personnel and administrative personnel as listed in I-6;
 - (2) Facilities as listed in I-6;
 - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided from JICA.
7. In accordance with the laws and regulations in force in the Republic of Ghana, the Ghanaian side will take necessary measures to meet:
 - (1) Expenses necessary for transportation within the Republic of Ghana of the equipment as well as for the installation, operation and maintenance thereof;
 - (2) Customs duties, internal taxes and any other charges, imposed in the Republic of Ghana on the equipment; and
 - (3) Running expenses necessary for the implementation of the Project.

IV. Issues for special consideration

1. The Team stressed the concept of the technical cooperation that the Project is implemented by the Government of Ghana in cooperation with Japanese side. In this relation, the Team also stressed that assignment of appropriate number of counterpart staff is essential for the success of the Project.
2. It was agreed that the Project should aim at contributing, in the long term, to reduction of poverty in the Transitional Zone, which will be mentioned in the Project Document.
3. As the Forestry Commission is still in a transitional stage of restructuring, it was noted that the document which is related to the Project to be agreed at the start of the Project may have to be revised in accordance with a new structure to be in place after the completion of the restructuring.
4. As there are many initiatives being carried out in the field of participatory forest resource management, it was agreed that the Project should be implemented in good collaboration with such initiatives. In this regard, it is important that the Project should review the past and current activities related to participatory forest resource management in the beginning of the implementation.
5. As most of the activities to be carried out by the Project can be considered as extension work to local farmers, it is important that people who are carrying out extension work in the Project area should be involved in the Project implementation. In this regard, the Team stressed that it is important that agricultural extension staff in the field should be involved in the Project.
6. While the Ghanaian side accepted the responsibility to provide office accommodation, it also indicated its handicaps and requested for assistance from JICA in providing a more suitable office accommodation in Brong Ahafo Regional Forest Office to accommodate the Project staff.

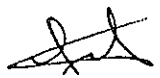
V. Steps to be taken before the commencement of the Project

1. JICA will prepare the draft Records of Discussion (R/D) and draft Project Document including Project Design Matrix (PDM) and Plan of Operations (PO) to Ministry of Lands and Forestry (the end of November 2003, expected).
2. Ministry of Lands and Forestry will forward written comments on the draft R/D and the draft Project Document to JICA Ghana Office within one month.
3. R/D of the Project shall be signed between Ministry of Lands and Forestry and JICA Ghana Office as soon as possible after finalization of the Project Document (February 2004,

expected)

4. Japanese expert(s) may be dispatched for the necessary preparation of the Project, in advance of the commencement of the Project. For this dispatch, a request form (A1) is to be prepared.

ANNEX I	Master Plan
ANNEXII	PDM



MASTER PLAN**PROJECT TITLE:**

Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana

PROJECT SITE:

Five (5) pilot forest reserves (Nsemere, Sawsaw Tain I, Tain II, Yaya) and their fringe communities under Sunyani Forestry District in Brong Ahafo Region

TARGET BENEFICIARIES:

Residents of the selected fringe communities around the five pilot forest reserves in Brong Ahafo Region and Forest Services Division (FSD) personnel of Brong Ahafo Region

OVERALL GOAL:

Status of forest resources in Brong Ahafo Region is improved through participatory forest resource management (PFRM).

PROJECT PURPOSE:

Participatory forest resource management is implemented in and around the five pilot forest reserves in Brong Ahafo Region.

OUTPUTS:

1. Participatory forest management plans are formulated for the five pilot forest reserves and implemented in the sample areas.
2. Off-reserve forest resource restoration activities by fringe communities are promoted through extension activities.
3. Alternative livelihood activities are promoted in the fringe communities.
4. Involvement of the fringe communities in wildfire prevention is enhanced.
5. Policy and program recommendations based on the project experiences are presented to the government.

ACTIVITIES:

- 1-1. To organize workshop(s) for forest management planning for each of the five pilot forest reserves
- 1-2. To support the planning process to ensure the community involvement
- 1-3. To select the sample areas within the five pilot forest reserves for trial implementation of the plans
- 1-4. To organize workshop(s) to formulate operational plans for the sample areas
- 1-5. To carry out and monitor the implementation in the sample areas

- 2-1. To provide training to the relevant FSD personnel on extension and participatory approaches
- 2-2. To identify needs of the fringe communities on and possible means for off-reserve forest resource restoration
- 2-3. To support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe communities

- 3-1. To assess the needs for alternative livelihood activities in the fringe communities

- 3-2. To examine potential markets for products of alternative livelihood activities
- 3-3. To provide necessary technical and managerial training for the selected livelihood activities in collaboration with relevant institutions
- 3-4. To support the implementation of the selected livelihood activities by the people in the fringe communities in collaboration with relevant institutions

- 4-1. To develop the project action plan to enhance the wildfire prevention in line with the existing programs
- 4-2. To carry out the action plan in collaboration with relevant institutions

- 5-1. To provide opportunities to share the project experiences with and obtain feedback from the FSD personnel in Brong Ahafo Region
- 5-2. To organize workshops to analyze the outcomes of the project activities at the end of the project
- 5-3. To formulate a set of recommendations on PFRM based on the project experiences

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Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Status of forest resources in Brong Ahafo Region (BAR) is improved through participatory forest resource management (PFRM).</p>	<ol style="list-style-type: none"> 1. Number of forest reserves managed with participatory forest management plans 2. Improvement in the status of forest resources 	<p>Policy documents Survey data of regional office</p>	<p>* The government continues to promote and implement PFRM in the forestry development plans and programs * Measures taken under the project are replicated in and around the other forest reserves in BAR * No natural disaster damages forest resource in BAR</p>
<p>Project Purpose PFRM is implemented in and around the five pilot forest reserves in Brong Ahafo Region.</p>	<ol style="list-style-type: none"> 1. Number of communities involved in the PFRM 2. Degree of involvement of the fringe communities in management activities 3. Inclusion of PFRM in district forestry development plans 	<p>Data of district FSD offices Project records and documents Relevant development plans</p>	<p>* Appropriate measures are continuously taken to address illegal forest violation</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Participatory forest management plans are formulated for the five pilot forest reserves and implemented in the sample areas. 2. Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities. 3. Alternative livelihood activities are promoted in the fringe communities around the sample areas. 	<ol style="list-style-type: none"> 1-1. Official endorsement of the management plans 1-2. Number of communities involved in the planning 2-1. Improvement of forest conditions in the sample areas 2-2. Knowledge of personnel of Sunyani District Office of FSD of extension and participatory approaches 2-3. Number of trees planted and grown under project activities 2-4. Perception of community people on tree planting activities 3-1. Number of livelihood projects initiated 3-2. Number of communities undertaking livelihood activities 3-3. Skills and knowledge of the community people on the livelihood activities 4-1. Percentage of fire cases detected and responded to by the communities among the total fire incidents 4-2. Knowledge of community people on initial fire extinction 5-1. Report on the recommendations 	<p>Policy documents Project records and documents Data from FSD Pre & post activity evaluation Project records and documents Benchmark / impact analysis surveys Project records and documents Project records and documents Pre & post activity evaluation Project records and data from relevant institutions Pre & post activity evaluation Project records and documents</p>	<p>* Appropriate measures are continuously taken to address illegal forest violation</p>
<p>5. Policy and program recommendations based on the project experiences are presented to the government</p>	<p>5-1. Report on the recommendations</p>	<p>Project records and documents</p>	

<u>Activities</u>	<u>Inputs</u>	<u>Preconditions</u>
<p>1-1. To organize workshop(s) for forest management planning for each of the five pilot forest reserves</p> <p>1-2. To support the planning process to ensure the community involvement</p> <p>1-3. To select the sample areas within the five pilot forest reserves for trial implementation of the plans</p> <p>1-4. To organize workshop(s) to formulate operational plans for the sample areas</p> <p>1-5. To carry out and monitor the implementation in the sample areas</p> <p>2-1. To provide training to the relevant FSD personnel on extension and participatory approaches</p> <p>2-2. To identify needs of the fringe communities on and possible means for off-reserve forest resource restoration</p> <p>2-3. To support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe communities</p> <p>3-1. To assess the needs for alternative livelihood activities in the fringe communities</p> <p>3-2. To examine potential markets for products of alternative livelihood activities</p> <p>3-3. To provide necessary technical and managerial training for the selected livelihood activities in collaboration with relevant institutions</p> <p>3-4. To support the implementation of the selected livelihood activities by the people in the fringe communities in collaboration with relevant institutions</p> <p>4-1. To develop the project action plan to enhance the wildfire prevention in line with existing programs</p> <p>4-2. To carry out the action plan in collaboration with the relevant institutions</p> <p>5-1. To provide opportunities to share and obtain feedback on the project experiences among the FSD personnel in BAR</p> <p>5-2. To organize workshops to analyze the outcomes of the project activities at the end of the project</p> <p>5-3. To formulate a set of recommendations on PFRM based on the project experiences</p>	<p>Ghanaian Side</p> <ol style="list-style-type: none"> 1. Counterpart personnel 2. Project offices 3. Administrative and operational costs <p>Japanese Side</p> <ol style="list-style-type: none"> 1. Japanese Experts 2. Equipment and machinery 3. Training of counterpart personnel in Japan and/or the third country 	<p>* Sufficient number of personnel is allocated for the project activities</p> <p>* No drastic changes that affect the project activities in institutional setup take place in counterpart organization(s)</p> <p>* Understanding of and supports to project activities from local government institutions and traditional administrations are obtained during the project implementation</p>

付属資料 2. Record of Discussions

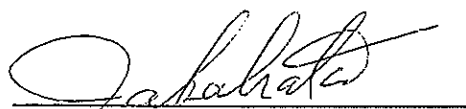
RECORD OF DISCUSSIONS BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF GHANA
ON JAPANESE TECHNICAL COOPERATION FOR
PARTICIPATORY FOREST RESOURCE MANAGEMENT PROJECT
IN THE TRANSITIONAL ZONE OF THE REPUBLIC OF GHANA

With regard to the Minutes of Meeting between the Preparatory Study Team and the Government of the Republic of Ghana dated October 10 2003, Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of discussions, through the Resident Representative of JICA in the Republic of Ghana, with the Ghanaian Authorities concerned on desirable measures to be taken by JICA and the Government of the Republic of Ghana for the successful implementation of the Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana.

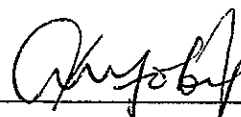
As a result of the discussions, JICA and Ghanaian authorities concerned agreed on the matters referred to in the document attached hereto.

January 28, 2004

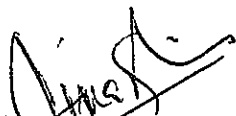
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Mr. Tsuneo Takahata
Resident Representative,
JICA Ghana Office,
Japan International Cooperation
Agency, Japan



Hon. Prof. Dominic Kwaku Fobih
Minister,
Ministry of Lands and Forestry,
The Republic of Ghana



Mr. James Quarshie
Ag. Director,
ERM Bilateral,
for : Minister for Finance and
Economic Planning,
The Republic of Ghana



Mr. Anthony Siakwan Kwabena
Boachie-Dapaah
Chief Executive,
Forestry Commission,
Ministry of Lands and Forestry,
The Republic of Ghana

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THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE REPUBLIC OF GHANA

1. The Government of the Republic of Ghana will implement Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of Japanese experts as listed in Annex II.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The Equipment will become the property of the Government of the Republic of Ghana upon being delivered C.I.F. (cost, insurance and freight) to the Ghanaian authorities concerned at the ports and/or airports of disembarkation.

3. TRAINING OF GHANAIAAN PERSONNEL IN JAPAN

JICA will receive the Ghanaian personnel connected with the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF GHANA

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1. The Government of the Republic of Ghana will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Republic of Ghana will ensure that the technologies and knowledge acquired by the Ghanaian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Republic of Ghana.
3. The Government of the Republic of Ghana will grant to the Japanese experts referred to in II-1 above and their families privileges, exemptions and benefits as listed in Annex IV and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions in the Republic of Ghana.
4. The Government of the Republic of Ghana will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of the Republic of Ghana will take necessary measures to ensure that the knowledge and experience acquired by the Ghanaian personnel from the counterparts training will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Republic of Ghana, the Government of the Republic of Ghana will take necessary measures to provide at its own expense ;
 - (1) Services of the Ghanaian counterpart personnel and administrative personnel as listed in Annex V ;
 - (2) Land, buildings and facilities as listed in Annex VI ; and
 - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.

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7. In accordance with the laws and regulations in force in the Republic of Ghana, the Government of the Republic of Ghana will take necessary measures to meet :
- (1) Expenses necessary for transportation within the Republic of Ghana of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof ;
 - (2) Customs duties, internal taxes and any other charges, imposed in the Republic of Ghana on the Equipment referred to in II-2 above ; and
 - (3) Running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Executive Director of Forest Services Division, Forestry Commission, Ministry of Lands and Forestry, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Regional Manager of Brong Ahafo Regional Office, Forest Services Division, Forestry Commission, Ministry of Lands and Forestry, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Team Leader will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to Ghanaian counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VII.

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V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Ghanaian authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Republic of Ghana undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Ghana except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

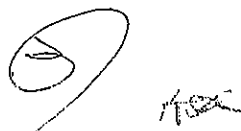
There will be mutual consultation between JICA and the Government of the Republic of Ghana on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Republic of Ghana, the Government of the Republic of Ghana will take appropriate measures to make the Project widely known to the people of the Republic of Ghana.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be five years from March 30, 2004.



ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS
ANNEX V	LIST OF GHANAIAI AN COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX VI	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX VII	JOINT COORDINATING COMMITTEE

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ANNEX I MASTER PLAN

PROJECT TITLE:

Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana

PROJECT SITE:

Five (5) pilot forest reserves (Nsemere, Sawsaw Tain I, Tain II, Yaya) and their fringe communities under Sunyani Forestry District in Brong Ahafo Region

TARGET BENEFICIARIES:

Residents of the selected fringe communities around the five pilot forest reserves in Brong Ahafo Region and Forest Services Division (FSD) personnel of Brong Ahafo Region -

OVERALL GOAL:

Status of forest resources in Brong Ahafo Region is improved through participatory forest resource management (PFRM).

PROJECT PURPOSE:

Participatory forest resource management is implemented in and around the five pilot forest reserves in Brong Ahafo Region.

OUTPUTS:

1. Participatory forest management plans are formulated for the five pilot forest reserves and implemented in the sample areas.
2. Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities.
3. Alternative livelihood activities are promoted in the fringe communities around the sample areas.
4. Involvement of the fringe communities in wildfire prevention is enhanced.
5. Policy and program recommendations based on the project experiences are presented to the government.

ACTIVITIES:

- 1-1. To organize workshop(s) for forest management planning for each of the five pilot forest reserves
- 1-2. To support the planning process to ensure the community involvement
- 1-3. To select the sample areas within the five pilot forest reserves for trial implementation

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- 1-4. To organize workshop(s) to formulate operational plans for the sample areas
- 1-5. To carry out and monitor the implementation in the sample areas

- 2-1. To provide training to the relevant FSD personnel on extension and participatory approaches
- 2-2. To identify needs of the fringe communities on and possible means for off-reserve forest resource restoration
- 2-3. To support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe communities

- 3-1. To assess the needs for alternative livelihood activities in the fringe communities
- 3-2. To examine potential markets for products of alternative livelihood activities
- 3-3. To provide necessary technical and managerial training for the selected livelihood activities in collaboration with relevant institutions
- 3-4. To support the implementation of the selected livelihood activities by the people in the fringe communities in collaboration with relevant institutions

- 4-1. To develop the project action plan to enhance the wildfire prevention in line with the existing programs
- 4-2. To carry out the action plan in collaboration with relevant institutions

- 5-1. To provide opportunities to share the project experiences with and obtain feedback from the FSD personnel in Brong Ahafo Region
- 5-2. To organize workshops to analyze the outcomes of the project activities at the end of the project
- 5-3. To formulate a set of recommendations on PFRM based on the project experiences



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ANNEX II LIST OF JAPANESE EXPERTS

1. Long-Term Experts

- (1) Chief Advisor
- (2) Project Coordinator
- (3) Expert in the technical field of:
 - a. Forest Resource Management Planning
 - b. Participatory Forest Resource Management
 - c. Participatory Rural Development
 - d. Extension
 - e. Others, when necessary

Note: Long-term experts may serve concurrently as experts in one or two of above-mentioned technical fields.

2. Short-Term Experts

Short-term experts will be dispatched when necessary.



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ANNEX III LIST OF MACHINERY AND EQUIPMENT

1. Equipment, facility, machinery and materials necessary for the activities
2. Vehicle(s)
3. Other equipment, machinery and materials to be mutually agreed upon

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ANNEX IV PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS AND THEIR FAMILIES

1. The Government of Ghana will grant exemption from income tax and other charges of any kind imposed on or in connection with the living allowances remitted from abroad.
2. The Government of Ghana will grant exemption from import tax, export duties and any other charges in respect of personal and household effects of the Japanese experts and their families, including one motor vehicle per expert.
3. The Government of Ghana will use all their available means to provide medical and other necessary assistance to the Japanese experts and their families equivalent to that of Ghanaian civil servants.
4. The Government of Ghana will issue upon application entry and exit visas for the Japanese experts and their families free of charge.
5. The Government of Ghana will issue identification card to the Japanese experts and their families to secure the cooperation of all governmental organizations necessary for the performance of the duties of the experts.
6. The Government of Ghana will grant exemption from customs duties for import and export of professional equipment by the Japanese experts in connection with the activities of the Project.

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ANNEX V LIST OF GHANAIAN COUNTERPART AND SUPPORTING STAFF

1. Project Director

-Executive Director, Forest Services Division

2. Project Manager

-Regional Manager, Brong Ahafo Regional Office, Forest Services Division

3. Counterparts

-District Manager, Sunyani District Office, Forest Services Division

-Range Supervisors, Sunyani District Office, Forest Services Division

-Relevant personnel, Forest Services Division

-Relevant personnel, Resource Management Support Centre

4. Other personnel mutually agrees on as necessary

5. Supporting Staff

-Secretaries

-Drivers

-Security Guards

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ANNEX VI LIST OF LAND, BUILDINGS AND FACILITIES

1. Land

Land for Project Office in Brong Ahafo Regional Office of Forest Services Division

2. Buildings and rooms, facilities, equipment and facilities

Project Offices

- Headquarters-Forest Services Division, Accra
- Brong Ahafo Regional Office of Forest Services Division

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ANNEX VII JOINT COORDINATING COMMITTEE

1. Function

The Joint Coordinating Committee will meet at least twice a year and when the need arises in order to fulfill the following functions :

- a. To formulate annual work plan of the Project based on the Plan of Operations within the framework of the Record of Discussions.
- b. To review the annual work plan and the progress of the technical cooperation.
- c. To exchange views and ideas on major issues that may arise during the implementation period of the Project.

2. Composition

Chairperson

-Chief Executive, Forestry Commission, Ministry of Lands and Forestry

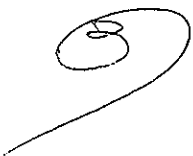
Ghanaian side

- Executive Director, Forest Services Division
- Director of Operations, Forest Services Division
- Regional Manager, Brong Ahafo Regional Office, Forest Services Division
- District Manager, Sunyani District Office, Forest Services Division
- Representative of Ministry of Lands and Forestry
- Representative of Ministry of Finance
- Representative of Ministry of Food and Agriculture
- Representative of Forest Plantation Development Centre
- Representative of Brong Ahafo Regional Coordinating Council
- Relevant personnel accepted by the Chairperson, when necessary

Japanese side

- Resident Representative (RR), JICA Ghana Office
- Japanese experts of the Project
- Relevant personnel accepted by RR of JICA Ghana Office, when necessary

NOTE: Official(s) of Embassy of Japan in Ghana may attend the Committee meetings as observer(s).



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付属資料 3. プロジェクトドキュメント (英文)

MINUTES OF MEETING BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF GHANA
ON JAPANESE TECHNICAL COOPERATION FOR
PARTICIPATORY FOREST RESOURCE MANAGEMENT PROJECT
IN THE TRANSITIONAL ZONE OF THE REPUBLIC OF GHANA

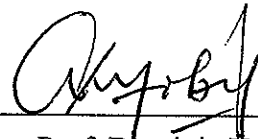
Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of meetings, through the Resident Representative of JICA in the Republic of Ghana, with the Ghanaian authorities concerned on Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana.

As a result of the discussions, JICA and the Ghanaian authorities concerned reached common understandings concerning the matter referred to the Project Document attached hereto.

January 28, 2004
Accra



Mr. Tsuneo Takahata
Resident Representative,
JICA Ghana Office,
Japan International Cooperation
Agency, Japan



Hon. Prof. Dominic Kwaku Fobih
Minister,
Ministry of Lands and Forestry,
The Republic of Ghana



Mr. James Quashie
Ag. Director,
ERM Bilateral,
for : Minister for Finance and
Economic Planning,
The Republic of Ghana



Mr. Anthony Siakwan Kwabena
Boachie-Dapaah
Chief Executive,
Forestry Commission,
Ministry of Lands and Forestry,
The Republic of Ghana

Participatory Forest Resource Management Project
in the Transitional Zone of
the Republic of Ghana

PROJECT DOCUMENT

January 2004

Technical Cooperation
between
The Government of the Republic of Ghana
and
Japan International Cooperation Agency (JICA)

ABBREVIATIONS

AfDB	African Development Bank
CFC	Community Forest Committee
CFMC	Community Forest Management Committee
CRNR	College of Renewable Natural Resources
CRM	Collaborative Resource Management
DA	District Assembly
DED	German Development Service (Deutscher Entwicklungsdienst)
DfID	Department for International Development (United Kingdom)
FAO	Food and Agriculture Organization of the United Nations
FC	Forestry Commission
FORIG	Forestry Research Institute of Ghana
FORUM	Forest Protection and Resource Use Management Project (GTZ/DED/KfW)
FPDC	Forest Plantation Development Center
FR	Forest Reserve
FSD	Forest Services Division
FSDPII	Forest Sector Development Project Phase II (DfID)
GEF	Global Environmental Facility
GOG	Government of Ghana
GOJ	Government of Japan
GPRS	Ghana Poverty Reduction Strategy
GTZ	German Organization for Technical Cooperation (Gesellschaft für Technische Zusammenarbeit)
KfW	Development Loan Cooperation of Germany (Kreditanstalt für Wiederaufbau)
MOFA	Ministry of Food and Agriculture
MLF	Ministry of Lands and Forestry
MTS	Modified Taungya System
NRMP	Natural Resources Management Program
OASL	Office of Administrator of Stool Lands
Off-FR	Off Forest Reserve
RCC	Regional Coordinating Council
RMSC	Resource Management Support Center

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1. EXECUTIVE SUMMARY

Name of the Project: Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana	
Country: Republic of Ghana	Target area: 5 pilot forest reserves (Nsemere, Sawsaw, Tain I, Tain II, and Yaya) in Brong Ahafo Region and the selected fringe communities
Project duration: March 2004 – February 2009 (tentative)	
I. Background	
<p>Forest cover in Ghana, 27.8% of the total area in 2000, has been decreasing rapidly. Annual forest declining rate between 1990 and 2000 is 1.7%. Even in reserved area, which is classified as timber production area or permanent protection area, the forests are not all in good conditions. Out of the 1,634,000ha reserved area in the High Forest Zone, close to 1/3 is in a degraded state that needs rehabilitation or reforestation. There are studies estimating that only about 16% of the forest reserves are currently in a good state, rest being in various stages of degradation.</p> <p>The Government of Ghana (GOG) describes its overall policy direction of the forest sector in the <i>Forest and Wildlife Policy of 1994</i>, which aims at conservation and sustainable development of the nation's forest and wildlife resources for the maintenance of environmental quality and perpetual flow of optimum benefits to all segments of society. Involvement of rural people in forestry and wildlife conservation is also emphasized as one of the main objectives. The guiding principles set in the 1994 Policy, and relevant plans and programs are also reflected in the <i>Natural Resources Management Program (NRMP)</i>, which is the sector-wide program implemented by the GOG with support from the World Bank and other development partners.</p> <p>Further enhancement of participatory forest resource management is one of the key areas where technical development is urgently needed in order to accelerate the current GOG's efforts in the forest sector. There has been official recognition on the importance of involving local communities in forest reserve management, and concept of participatory forest management has become an essential part of the forestry policies and programs. Nevertheless, the apathy of the forest fringe communities towards forest management still remains as one of the major issues in the various aspects of the forest resource management. In order to empower local communities as the real stakeholder, pilot initiatives on collaborative forest management has been tried out, yet in a limited scale.</p> <p>There are various measures being taken that address directly to the forest resource management issues, such as forest reserve management and forest resource restoration, including plantation development both by public and private initiatives. Equally important are the preventive measures against the wildfire and law enforcement in terms of illegal forest violation. Initiatives are also needed to reduce the pressure by the economic activities of the fringe communities to the forest resources, since there is a notion that the forest resource degradation has root causes in the socio-economic conditions of the local people.</p> <p>In summary, there is a pressing need to implement comprehensive participatory forest resource management, which includes direct and indirect measures for sound forest resource management both on and off forest reserves, with maximal involvement of the fringe communities. In view of the importance of managing the forest resources in Ghana, and in the Transitional Zone in particular, the Government of Japan (GOJ), through the Japan International Cooperation Agency (JICA), has extended support to GOG since 1997, by conducting a master plan study for forest management of selected forest reserves in Brong Ahafo Region, as well as by dispatching a Japanese expert to assist the Brong Ahafo Regional Office of the Forest Services Division (FSD). This Project was designed under this context, based on the request by the GOG to GOJ for the continuous support.</p>	

II. Agencies involved in project implementation

- Forest Services Division (FSD), Forestry Commission
- Brong Ahafo Regional Office of FSD
- Sunyani District Office of FSD

III. Brief description of project design

1. Objectives

1.1 Project purpose expected to be achieved by the end of the project:

Participatory forest resource management is implemented in and around the five pilot forest reserves in Brong Ahafo Region.

1.2 Overall goal expected to be achieved in the long term:

Status of forest resources in Brong Ahafo Region is improved through participatory forest resource management (PFRM).

2. Outputs and activities

2.1 Participatory forest management plans are formulated for the five pilot forest reserves and implemented in the sample areas.

- ① Organize workshop(s) for forest management planning for each of the five pilot forest reserves.
- ② Support the planning process to ensure the community involvement.
- ③ Select the sample areas within the five pilot forest reserves for trial implementation of the plans.
- ④ Organize workshop(s) to formulate operational plans for the sample areas.
- ⑤ Carry out and monitor the implementation in the sample areas.

2.2 Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities.

- ① Provide training to the relevant FSD personnel on extension and participatory approaches
- ② Identify needs of the fringe communities on and possible means for off-reserve forest resource restoration.
- ③ Support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe communities.

2.3 Alternative livelihood activities are promoted in the fringe communities around the sample areas.

- ① Assess the needs for alternative livelihood activities in the fringe communities.
- ② Examine potential markets for products of alternative livelihood activities.
- ③ Provide necessary technical and managerial training for the selected livelihood activities in collaboration with relevant institutions.
- ④ Support the implementation of the selected livelihood activities by the people in the fringe communities in collaboration with relevant institutions.

2.4 Involvement of the fringe communities in wildfire prevention is enhanced.

- ① Develop the project action plan to enhance the wildfire prevention in line with the existing programs.
- ② Carry out the action plan in collaboration with relevant institutions.

2.5 Policy and program recommendations based on the project experiences are presented to the government.

- ① Provide opportunities to share the project experiences with and obtain feedback from the FSD personnel in Brong Ahafo Region.
- ② Organize workshops to analyze the outcomes of the project activities at the end of the project.
- ③ Formulate a set of recommendations on PFRM based on the project experiences.

3. Planned inputs

3.1 Japanese inputs:

- Long term Expert: (Chief Advisor / Forest Resource Management Planning, Participatory Forest Resource Management / Coordinator, Participatory Rural Development / Extension)
- Short term Expert: In other technical fields as needs arise (No. / year to be determined).
- Training of Ghanaian Counterpart Personnel in Japan and/or a third country.
- Machinery, Equipment and Materials.

3.2 Ghanaian inputs:

- Personnel: Project Director, Project Manager, Counterpart Personnel.
- Land and Facilities: Offices in FSD Headquarters, Accra, and Brong Ahafo Regional Office of FSD
- Administrative and Operational Cost.

4. Organizational Structure

There will be two operational levels in the structure for project implementation as shown in Annex 6. One is at the central level, and another is the regional level. At the central level, the FSD headquarters is to bear entire institutional responsibility and the Executive Director of FSD will be in charge of overall supervision of the Project implementation and management as a whole. At the regional level, the Brong Ahafo Regional Manager of FSD, as the Project Manager, will be responsible for achieving the Project Purpose.

Sunyani District Office of FSD will be the core implementation unit, which will directly involve in the field operations together with communities and other relevant organizations. Brong Ahafo Regional Office of FSD will act as the managing body of the Project implementation by planning and monitoring the activities in detail together with the Sunyani District Office, and by disseminating information to and mobilize involvement of the FSD personnel in other district offices in the Brong Ahafo Region.

The ultimate decision-making body of the Project will be the Joint Coordinating Committee that meet at least twice a year to formulate annual work plans, monitor and assess the implementation, and identify issues and countermeasures.

IV. *Ex-ante* assessment

Overall assessment concludes that the relevance, effectiveness and efficiency of the Project are high, while there are some aspects to be closely monitored in terms of the expected impact and likelihood of sustainability.

In most developing countries, participatory resource management is recognized as an important means to manage forest sustainably, and Ghana's national policy also stresses on it. Therefore, necessity to promote participatory forest resource management in Ghana is extremely high. In addition, the Project aims at improving livelihood of local people through the participatory resource management. Therefore, the Project Purpose is in line with Ghana's national policy whose highest priority is poverty reduction. Furthermore, the Project has been designed in close consultation with key stakeholders and relevant institutions in order to reflect local needs and aspirations. Considering the above, as well as in view of JICA's Country Cooperation Plan, the Project is assessed to be highly relevant for Japanese cooperation.

The project aims at integrated forest resource management of the area including forest reserves and village areas. The Project also includes activities for strengthening livelihood of local people, which is indispensable for appropriate forest resource management. In addition, wildfire prevention, one of the most important threats against forest management, is raised as an important component of the activities. To implement these activities comprehensively by initiative of communities is effective for the forest

resource management in the area. Illegal offences to the forest resources, another important threat against sustainable forest management, will be external matter for the Project since the Project does not include the related activities. However, it is not likely to be an obstacle for the achievement of the Project Purpose, since the GOG strongly commits to fight against such illegal activities.

Various initiatives on participatory forest resource management are under progress in the Project area and other areas in Ghana. The Project will collect information on those initiatives at the beginning of the Project to avoid overlapping and to reflect their experience to the Project activities. In addition, the Project intends to conduct activities through cooperating with these initiatives in order to increase efficiency, especially in the field of extension through cooperation with Ministry of Food and Agriculture and Regional Government that have much experience on them. Effectiveness from the aspect of finance will be high, since the Project will not use special expensive equipment, and consequently, the input will be relatively low.

Technical transfer will be conducted not only to Brong Ahafo Regional Office and Sunyani District Office of FSD but also other district offices through training activities. Therefore, the impact of the project activities will spread out to other areas of the Brong Ahafo Region. Since implementation of appropriate forest resource management certainly results in restoration of forest resources, possibility to achieve overall goal is high. In addition, since policy and program recommendation to GOG is included in the project activities, outcome of the Project will be reflected to the whole forestry administration of GOG. The Project is supposed to have positive impact on the natural environment and livelihood of local communities. However, it should be noted that the Project needs to design careful measures to avoid possible marginalization of a part of the fringe communities.

Participatory forest resource management is already introduced by the government as a national strategy, and some frameworks of the implementation also exist. It means the Project will not introduce completely new concept and approach, but conduct activities through supporting and improving present frameworks. Therefore, the outcome of the Project will be easily accepted by the government. In this respect, it is also anticipated that the GOG will continuously allocate the fund to basic forest management activities after completion of the Project. However, it is necessary to closely monitor the future course of institutional changes to be taken by the year 2005 when FC will bear financial autonomy. It is also quite essential in this respect to plan the scale of inputs by the Project taking into consideration this aspect of sustainability in the future. As for the activities by the local people itself, since the people's organization will be strengthened through the Project, their activities for forest resource management as well as livelihood improvement will be sustainably conducted after the Project.

V. Risks (Important assumptions) in achieving the Project Purpose

- Appropriate measures are continuously taken to address illegal forest violation.

VI. Plans for future evaluation

1. Indicators to be used for evaluating the achievement of the Project Purpose

- Number of communities involved in the participatory forest resource management.
- Degree of involvement of the fringe communities in management activities.
- Inclusion of participatory forest resource management in district forestry development plans.
(Note: concrete indicators to be identified at the commencement of the Project)

2. Evaluation Schedule

- Mid-term Evaluation (2nd half of the 3rd year).
- Final Evaluation (2nd half of the 5th year).