

ANNEXES

Annex 1: Tentative Project Design Matrix (PDM)

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>	<p>1. Number of forest reserves managed with participatory forest management plans 2. Improvement in the status of forest resources</p>	<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</p>
<p>Project Purpose PFRM is implemented in and around the five pilot forest reserves in Brong Ahafo Region.</p>	<p>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>	<p>Data of district FSD offices Project records and documents Relevant development plans</p>	<p>* 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>Outputs</p> <p>1. Participatory forest management plans are formulated for the five pilot forest reserves and implemented in the sample areas.</p> <p>2. Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities.</p> <p>3. Alternative livelihood activities are promoted in the fringe communities around the sample areas.</p> <p>4. Involvement of the fringe communities in the prevention of wildfire is enhanced.</p> <p>5. Policy and program recommendations based on the project experiences are presented to the government.</p>	<p>1-1. Official endorsement of the management plans 1-2. Number of communities involved in the planning</p> <p>2-1. Knowledge of personnel of Sunyani District Office of FSD of extension and participatory approaches 2-2. Number of trees planted and grown under project activities 2-3. Perception of community people on tree planting activities</p> <p>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</p> <p>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</p> <p>5-1. Report on the recommendations</p>	<p>Policy documents Project records and documents 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>Activities</p> <ol style="list-style-type: none"> 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 existing programs 4-2. To carry out the action plan in collaboration with the relevant institutions 5-1. To provide opportunities to share and obtain feedback on the project experiences among the FSD personnel in BAR 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 	<p>Inputs</p> <table border="0"> <tr> <td style="vertical-align: top;"> <p>Ghanaian Side</p> <ol style="list-style-type: none"> 1. Counterpart personnel 2. Project offices 3. Administrative and operational costs </td> <td style="vertical-align: top; padding-left: 20px;"> <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 </td> </tr> </table>	<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>* Understanding of and supports to project activities from local government institutions and traditional administrations are obtained during the project implementation</p> <p>Preconditions</p> <ul style="list-style-type: none"> * Sufficient number of personnel is allocated for the project activities * No drastic changes that affect the project activities in institutional setup take place in counterpart organization(s)
<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 			

Annex 2: Tentative Plan of Operations

Activities	Expected outcomes	Year					Responsible organization(s)	Personnel in charge	Equipment & Machinery	Remarks			
		2004	2005	2006	2007	2008							
		4	7	10	1	4	7	10	1	4	7	10	1
0-1. Assess current activities by GoG and other initiatives							BARO, SDO, FSD-CO	C/P, JE					
0-2. Review the tentative PDM and set concrete indicators							JCC	C/P, JE					
0-3. To develop project annual plan							JCC	C/P, JE					
0-4. To evaluate project annual plan							JCC	C/P, JE					
1-1. To organize workshop(s) for forest management planning for each of the five pilot forest reserves							SDO	C/P, JE					
a. Organizing communities for forest management and workshop(s) at community level							BARO	C/P, JE					
b. Holding workshop(s) at forest reserve level													
1-2. To support the planning process to ensure the community involvement	Participatory forest management plans are formulated for the five pilot forest reserves and implemented in the sample areas						SDO, RMSC	C/P, JE					
a. Forest resource assessment through RS/GIS							BARO	C/P, JE					
b. Organize reserve planning team							BARO	Reserve planning Team					
c. Drafting of forest management strategic plans							BARO	Reserve planning Team					
d. Finalize of the draft strategic plans at regional level							FSD-CO	C/P					
e. Approval of the strategic plans at central level							SDO, BARO	C/P, JE					
f. Monitoring of developed management strategic plans													
1-3. To select the sample areas within the five pilot forest reserves for trial implementation of the plans							SDO	C/P, JE					
a. Tentative sample area selection							SDO, BARO	C/P, JE					
b. Confirmation of selected sample areas													
1-4. To organize workshop(s) to formulate operational plans for the sample areas							SDO	C/P, JE					
a. Drafting of tentative plans for operations in sample areas							SDO, BARO	C/P, JE					
b. Hold workshops at community level								C/P, JE					
c. Hold workshops at reserve level and finalizing the tentative plans								C/P					
d. Amendment of the tentative plans and recognition as a part of operational plans								C/P, JE					
e. Monitoring and revision of the operational plans													
1-5 To carry out and monitor the implementation in the sample areas							SDO	C/P, JE					
a. Implementation of forest management along the tentative plans								C/P, JE					
b. Implementation of forest management along the operational plans								C/P, JE					
c. Monitoring of implementation process								C/P, JE					Final part of monitoring will include overall evaluation of the implementation

Annex 2: Tentative Plan of Operations

Activities	Expected outcomes	2004	2005	2006	2007	2008	Responsible organization(s)	Personnel in charge	Equipment & Machinery	Remarks
		4 7 10	1 4 7 10	1 4 7 10	1 4 7 10	1 4 7 10 1				
2-1. To provide training to the relevant FSD personnel on extension and participatory approaches a. Determine appropriate training subjects and trainees necessary for the project activities b. Provide training courses to the trainees c. Establish the systems evaluating the project activities as on-the-job trainings d. Monitor and evaluate the process of on-the-job trainings	Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities						SDO, BARO	C/P, JE		Pre- and post training evaluation should also be conducted
							SDO	C/P, JE		
							BARO	C/P, JE		
2-2. To identify needs of the fringe communities on and possible means for off-reserve forest resource restoration a. Survey on land tenure and land use system b. Survey on needs off forest resource management / restoration	Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities						SDO	C/P, JE		Survey results are to be shared to community through workshops
								C/P, Com-Rep, JE		This includes need of tree planting and wood market suvey, etc.
2-3. To support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe a. Set agreement with community on possible measures to be taken b. Measures to restore forest resources (to be identified through the surveys and the workshops) c. Measures to manage existing forest resources (to be identified through the surveys and the workshops) d. Monitor and evaluate the process of implementation	Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities						SDO	C/P, Com-Rep, JE		This may include seeding production, distribution, etc. This may include facilitation of community-based resource management activities This includes final evaluation on the people's perception on forest resource restoration
								C/P, Com-Rep, JE		
								C/P, Com-Rep, JE		
								C/P, Com-Rep, JE		
3-1. To assess the needs for alternative livelihood activities in the fringe communities a. Conduct basic information gathering on the fringe communities b. Set criteria for selection of communities to implement alternative livelihood activities c. Organize community workshops to identify needs of the community people in terms of alternative livelihood d. Select the alternative livelihood activities to be introduced in the communities	Alternative livelihood activities are promoted in the fringe communities around the sample areas						SDO	C/P, JE		This could be done in conjunction with survey for the activity 2-2
								C/P, JE		This could be done in conjunction with workshop for activity 2 above This may be done in the same workshops for c. above
								Com-Rep, C/P, JE		
								Com-Rep, C/P, JE		
3-2. To examine potential markets for products of alternative livelihood activities a. Conduct surveys on the potential market for selected livelihood activities with community people b. Analyze the results of market survey and share them with community people	Alternative livelihood activities are promoted in the fringe communities around the sample areas						SDO	Com-Rep, C/P, JE, staff-RI		
								Com-Rep, C/P, JE, staff-RI		
3-3. To provide necessary technical and managerial training for the selected livelihood activities in collaboration with relevant institutions a. Design training program on skills needed for selected livelihood activities b. Organize training courses at the community level	Alternative livelihood activities are promoted in the fringe communities around the sample areas						SDO	Com-Rep, C/P, JE, staff-RI		Pre- training evaluation should be included in the training program This may include the field visit to successful cases in the vicinity
								Com-Rep, C/P, JE, staff-RI		
3-4. To support implementation of the selected livelihood activities by the people in the fringe communities in collaboration with relevant institutions a. Design support scheme for implementation of livelihood activities in consultation with the communities b. Formulate the implementation plan by the communities c. Implement and monitor the alternative livelihood activities by the community	Alternative livelihood activities are promoted in the fringe communities around the sample areas						SDO	C/P, JE, staff-RI		Monitoring should include the post activity evaluation on the communities knowledge
								Com-Rep, C/P, JE, staff-RI		
								Com-Rep, C/P, JE, staff-RI		

Annex 2: Tentative Plan of Operations

Activities	Expected outcomes	2004	2005	2006	2007	2008	Responsible organization(s)	Personnel in charge	Equipment & Machinery	Remarks
		4 7 10	1 4 7 10	1 4 7 10	1 4 7 10	1 4 7 10				
4-1. To develop the project action plan to enhance the wildfire prevention in line with the existing programs a. Review the all on-going initiatives on wildfire prevention in the region by relevant institutions b. Organize a working level workshop with relevant institutions on future directions for wildfire prevention c. Draft / review the project's action plan for wildfire prevention	Involvement of the fringe communities in wildfire prevention is enhanced	█		█			BARO, SDO	C/P, JE C/P, JE, Rep-RI C/P, JE		This includes assessment of people's knowledge and awareness as benchmark Benchmark data of wildfire incidence is gathered at workshop
4-2. To carry out the action plan in collaboration with relevant institutions a. Select the implementing agency / organization for the activity component of the action plan b. Design the detailed activity plan c. Implement and monitor the activities for wildfire prevention							BARO, SDO	C/P, JE, Rep-RI C/P, JE, Rep-RI C/P, JE, Rep-RI		Details should be determined after the clarification of components
5-1. To provide opportunities to share the project experiences with and obtain feedback from the FSD personnel in Brong Ahafo Region a. Invite the FSD personnel from other districts to the planning meetings as observers b. Organize field observation programs for the FSD personnel from other districts in the Project areas	Policy and program recommendations based on the project experiences are presented to the government						BARO	C/P, JE C/P, JE C/P, JE		
5-2. To organize workshops to analyze the outcomes of the project activities at the end of the project a. Design the procedures and prepare for the workshop b. Organize workshops to share the project experiences to and obtain feedback from FSD personnel in other Districts							BARO	C/P, JE C/P, JE		
5-3. To formulate a set of recommendations on PFRM based on the project experiences a. Keep detailed record of Project implementation including financial inputs b. Review the records, data, and documents of the Project implementation c. Task the C/P to draft parts of recommendations out of the experiences d. Wrap up the drafts and feedback from the sharing workshop mentioned in (2) above to formulate final recommendations							BARO	C/P, JE C/P, JE C/P, JE C/P, JE		

Abbreviation of Responsible Organization(s): BARO: Brong Ahafo Regional Office of FSD, SDO: Sunyani District Office of FSD, FSD-CO: Central Office of FSD, RMSC: Resource Management Support Center
 Abbreviation of Personnel in Charge: C/P: Counterpart Personnel, JE: Japanese Experts, Com-Rep: Community Representatives, Staff-RI: Staff of Relevant Institutions, Rep-RI: Representative of Relevant Institutions

Annex 3: Tentative Terms of Reference for Japanese Long-Term Experts

Chief Advisor / Forest Resource Management Planning

1. Attached Organization:

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

2. Qualification

2.1 Subject: Forestry

2.2 Academic degree: Bachelor

2.3 Minimum experience in the field: 10 years

2.4 Language level required: To be capable to communicate in English

3. Job Description

3.1 Location:

Brong Ahafo Regional Office, Forest Services Division, Sunyani; and Forest Services Division, Headquarters, Accra

3.2 Period: Five (5) years

3.3 Activities

The expert conducts the following activities.

1) To give guidance and advice for appropriate management of the project

2) To supervise activities by Japanese experts

The expert also supports relevant counterparts that conduct the following activities.

1) To organize workshop(s) for forest management planning for each of the five pilot forest reserves

2) To support the process of forest resource management planning to ensure the community involvement

3) To provide opportunities to share the project experiences with and obtain feedback from the personnel of Forest Services Division in Brong Ahafo Region

4) To organize workshops to analyze the outcomes of the project activities at the end of the project

5) To formulate a set of recommendations on participatory forest resource management based on the project experiences

Project Coordinator / Participatory Forest Resource Management

1. Attached Organization:

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

2. Qualification

2.1 Subject: Forestry

2.2 Academic degree: Bachelor

2.3 Minimum experience in the field: 5 years

2.4 Language level required: To be capable to communicate in English

3. Job Description

3.1 Location: Brong Ahafo Regional Office, Forest Services Division, Sunyani

3.2 Period: Five (5) years

3.3 Activities

The expert conducts the following activities.

- 1) To manage budget of the project allocated by Japanese side
- 2) To procure and manage the equipment, facilities and materials which are supported by Japanese side
- 3) To deal with other necessary daily activities for smooth implementation of the project in cooperation with the Ghanaian counterparts

The expert also supports relevant counterparts that conduct the following activities.

- 1) To select sample areas within the five pilot forest reserves for trial implementation of the forest management plans
- 2) To organize workshop(s) to formulate forest management operational plans for the sample areas
- 3) To carry out and monitor the implementation of forest management in the sample areas
- 4) To provide training to the relevant personnel of Forestry Services Division on extension and participatory approaches
- 5) To identify needs of the fringe communities on and possible means for off-reserve forest resource restoration
- 6) To support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe communities

Participatory Rural Development / Extension

1. Attached Organization:

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

2. Qualification

2.1 Subject: Forestry

2.2 Academic degree: Bachelor

2.3 Minimum experience in the field: 5 years

2.4 Language level required: To be capable to communicate in English

3. Job Description

3.1 Location: Brong Ahafo Regional Office, Forest Services Division, Sunyani

3.2 Period: Five (5) years

3.3 Activities

The expert supports relevant counterparts that conduct the following activities.

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

- 5) To develop the project action plan to enhance the wildfire prevention in line with the existing programs
- 6) To carry out the action plan in collaboration with relevant institutions

Annex 4: Tentative Terms of Reference for Counterparts of the Project

Project Director

Position: Executive Director, Forest Services Division

Office: Forest Services Division, Headquarters, Accra

Activities: To manage overall implementation of the project in cooperation with the Japanese Chief Advisor

Project Manager

Position: Regional Manager, Brong Ahafo Regional Office, Forest Services Division

Office: Brong Ahafo Regional Office, Forest Services Division, Sunyani

Activities: To manage implementation of the project at regional level in cooperation with the Japanese Chief Advisor

Other Important Counterparts

District Manager, Sunyani District Office, Forest Services Division

Office: Sunyani District Office, Forest Services Division, Sunyani

Activities: To manage implementation of the project activities in the five forest reserves and its fringe communities

Range Supervisors, Sunyani District Office, Forest Services Division

Office: Sunyani District Office, Forest Services Division, Sunyani

Activities: To manage implementation of the project activities in each of the five forest reserves and their fringe communities

Resource Management Support Center, Forest Services Division

Office: Resource Management Support Center, Forest Services Division, Kumasi

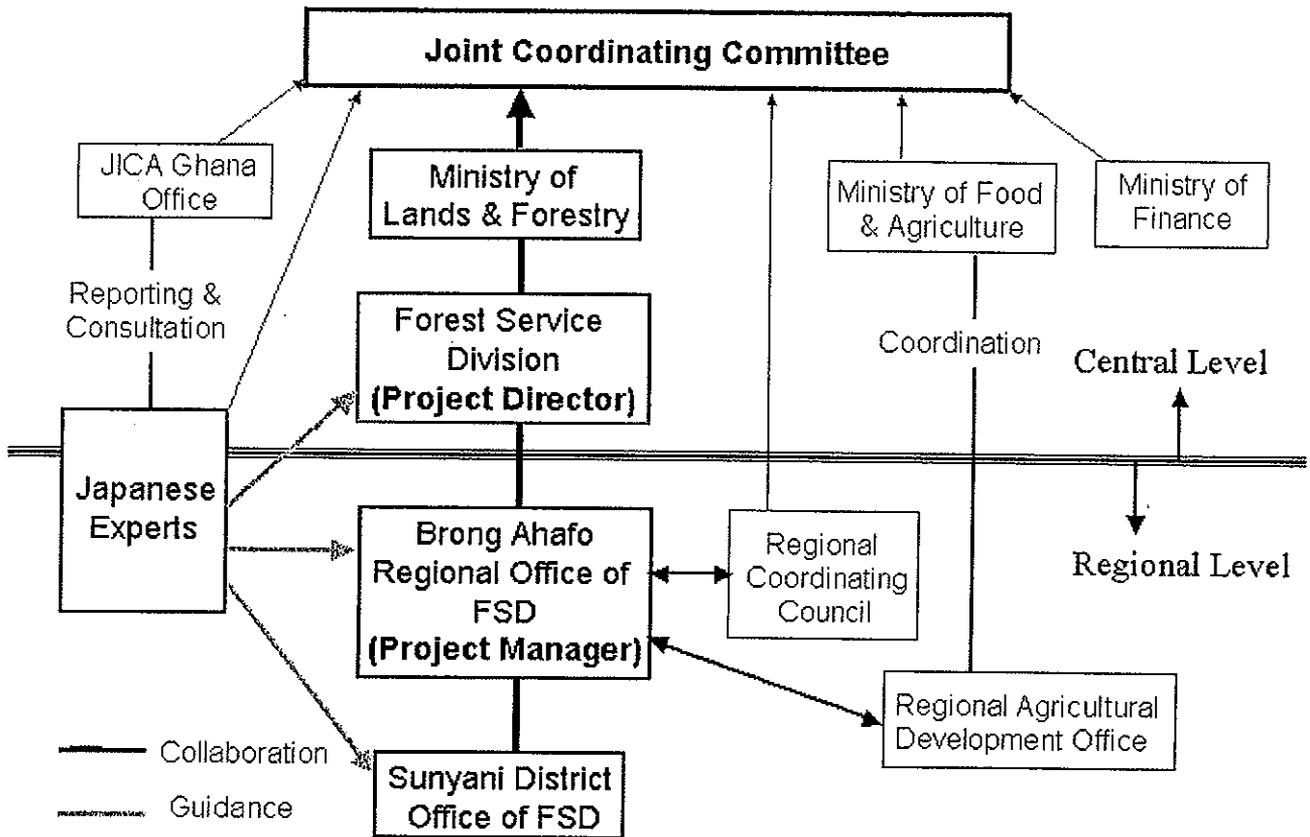
Activities: To support developing forest resource management plans for the five forest reserves

Annex 5: List of Equipment

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

Annex 6: Proposed Organizational Structure of Project Implementation

Organizational Chart of the Project

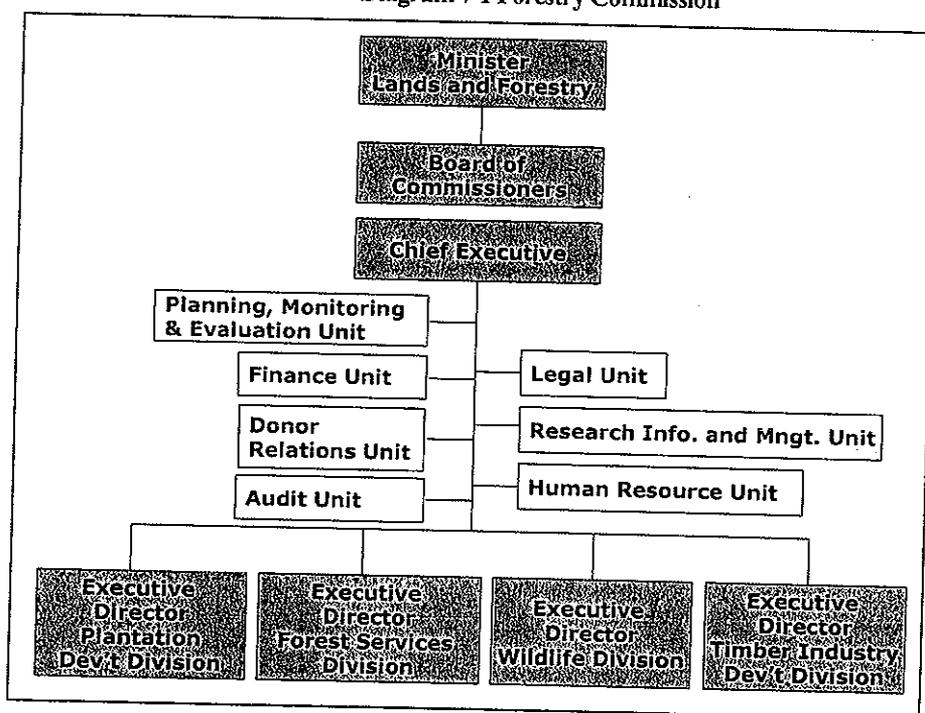


Annex 7: Information on Concerning Counterpart Organizations

1. Forestry Commission

The forestry Commission (FC) is the implementing body of forestry legislatives in Ghana under the Ministry of Lands and Forestry. FC is responsible for the regulation of the utilization of forest and wildlife resources, the conservation and management of those resources, and the coordination of policies related to them. The FC has 3 operational divisions, namely the Timber Industry Development Division, Wildlife Division, and the Forest Services Division (FSD). It has been decided in April 2003 that another new division or unit would be established to exclusively deal with plantation development (see Section 3 and Diagram 7-4 below for details). The annual budget of the FC is 217 billion cedis and 270 billion cedis in 2003 and 2004, respectively (exchange rate as of January 2004 is about 9,300 cedis for one US dollar.).

Diagram 7-1 Forestry Commission



2. Forest Services Division

The Forest Services Division (FSD) is an institution under the FC responsible for forest resource management. Its main functions are to protect, manage and develop the forest reserves, to monitor the conditions of the nation's forest resources, to advice on the forest policy, and to regulate the harvesting of forest resources. The annual budget of the FSD in 2003 was 63 billion cedis, of which the current expenditure accounted for 34% (21.4 billion cedis). The annual budget of the FSD in 2004 increases up to 120 billion cedis.

FSD has its Regional Offices in each of the regions in Ghana, which supervise the District Offices. The annual expenditure of Brong Ahafo Regional Office of FSD in 2003 was 2.1 billion cedis.

Diagram 7-2 Forest Services Division (FSD)

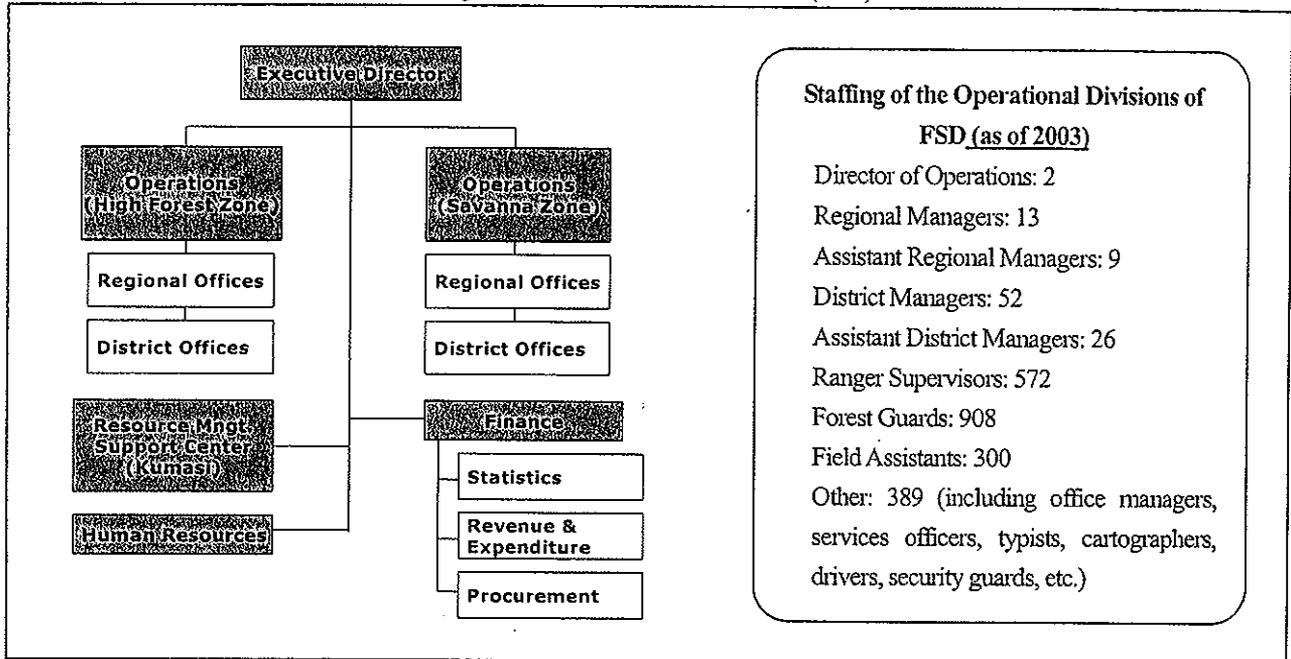
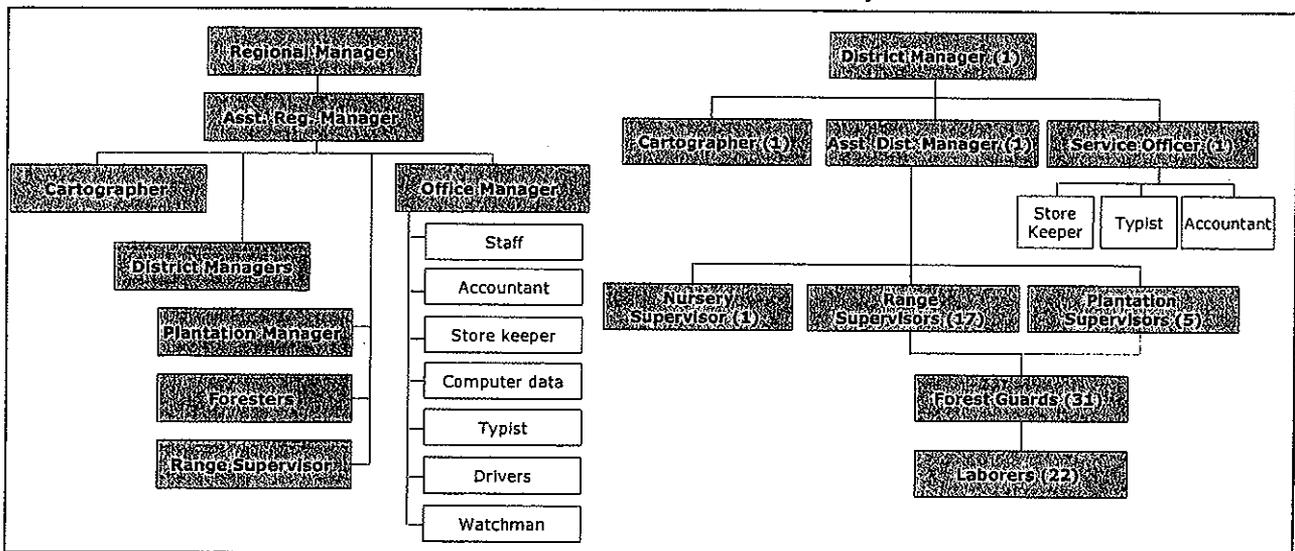


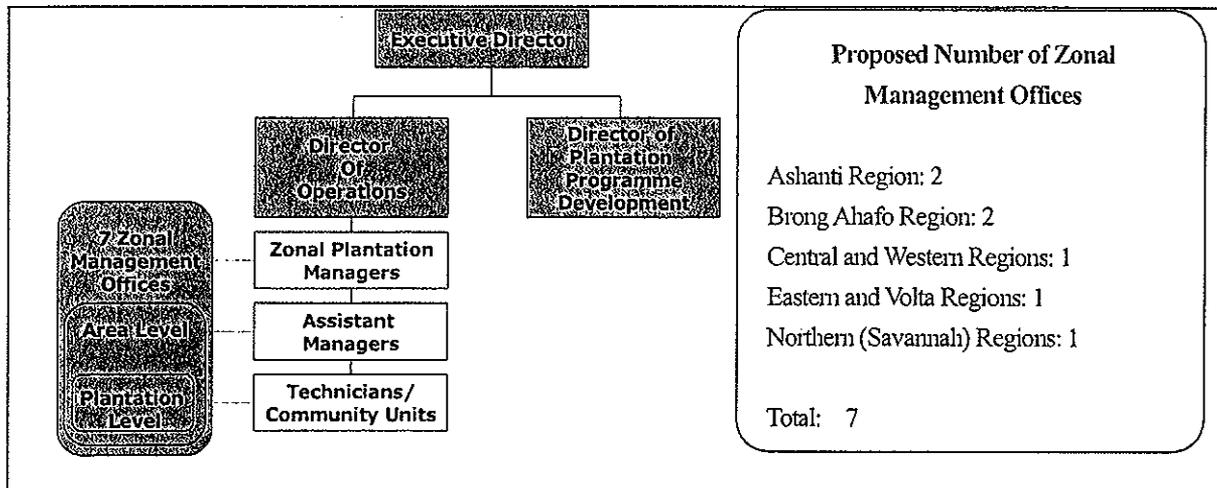
Diagram 7-3 FSD Brong Ahafo Regional Office and FSD Sunyani District Office



3. New Division / Unit under FC for Plantation Development

The new division or unit under the FC is expected to become the institution responsible for the forest reserve plantations presently being handled by Regional and District offices of FSD. Two branches are planned to be established under this new institution: the Plantation Program Development branch will be responsible for providing advice to private sector investors, and for developing training programs, and the Operations branch will be responsible for the management of plantations in the forest reserves. The new institution will also be responsible for involving local communities in developing plantation management plans, and in building communities' capacity to manage the plantations.

Diagram 7-4 Proposed structure of the new Plantation Development Division/Unit



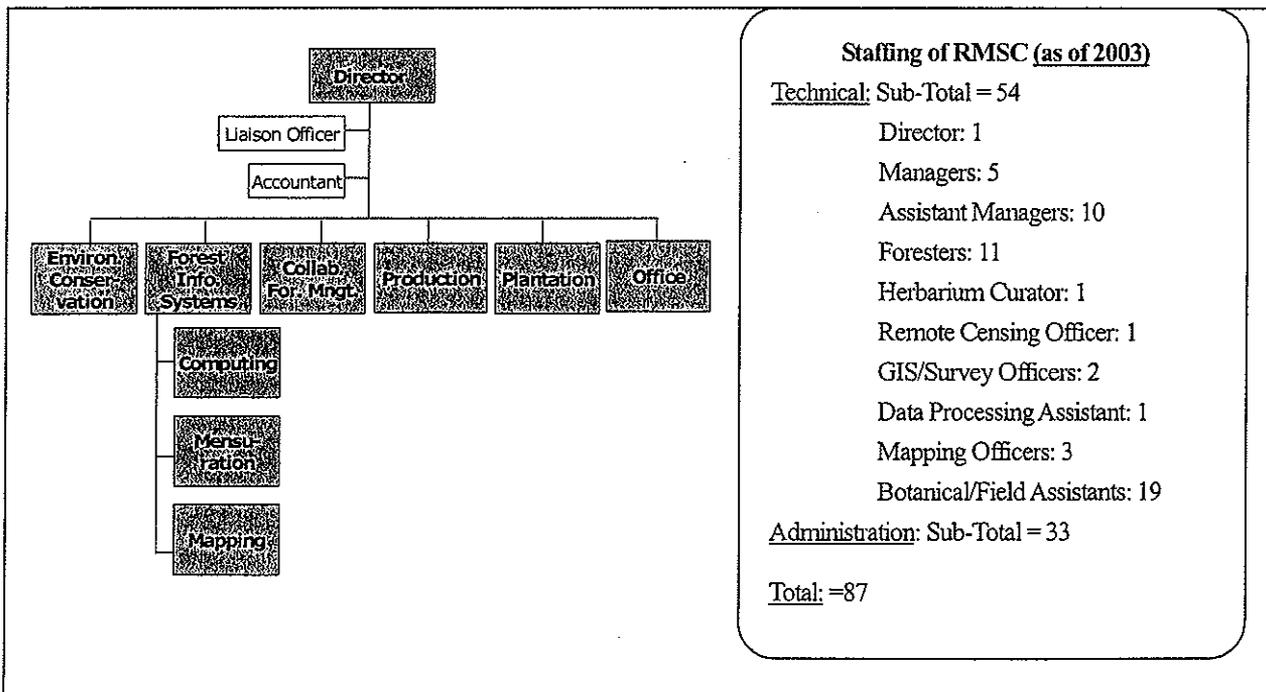
Source: Based on Plantation Strategy Development Horizontal Working Group, Forestry Commission, Nov. 2002. *Proposal for the establishment of a Plantation Development Division for the Forestry Commission, Fig 2.*

Note: As the restructuring process is still in its early stage, there may be further changes to the structure.

4. Resource Management Support Center

The Resource Management Support Center (RMSC) is the technical wing of FSD, stationed in Kumasi, Ashanti Region. RMSC's main role is to develop effective and affordable forest management system that complies with the nation's forest policy, and to facilitate and monitor their implementation. The Center has 5 technical units: Environment and Conservation, Forest Information Systems, Collaborative Forest Management, Production, and Plantations.

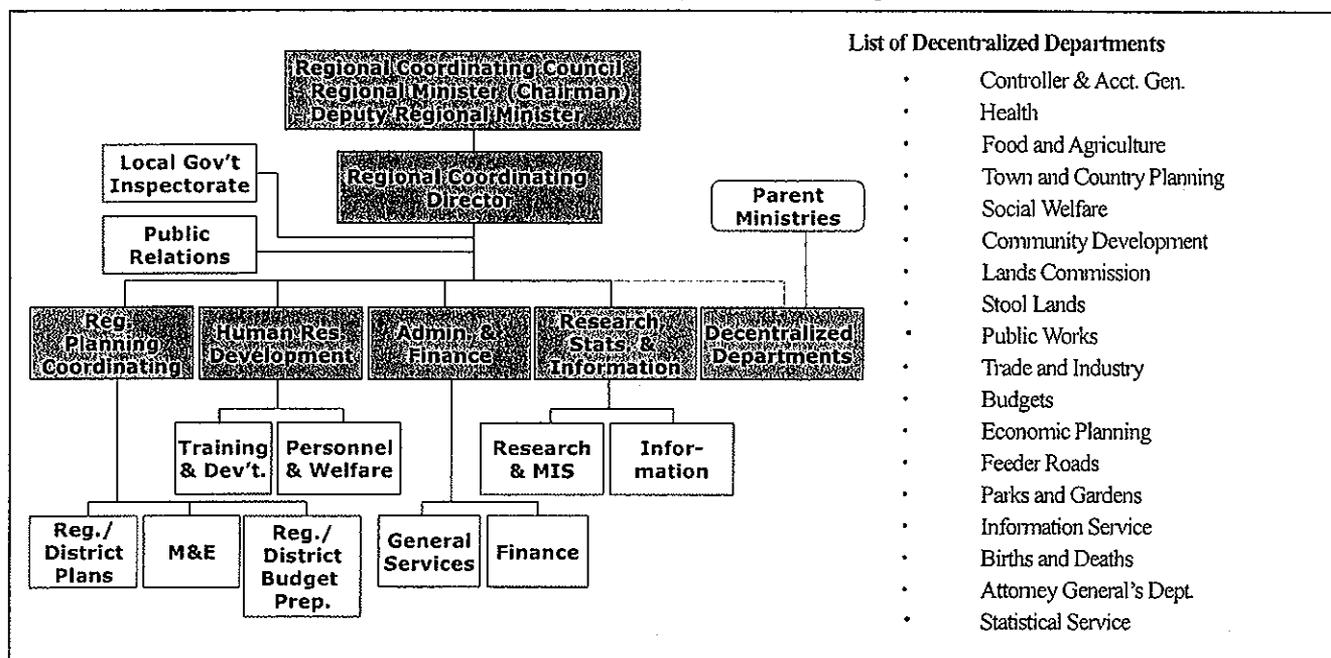
Diagram 7-5 FSD Resource Management Support Center



5. Brong Ahafo Regional Coordinating Council

As the local government institution at the regional level, there is the Regional Coordinating Councils (RCC). The main role of the RCC is to monitor, coordinate and evaluate the performances of the districts, to monitor the public expenditures within the region, and to review and coordinate the public services in the region. The operational branches of line ministries, referred to as decentralized departments, receive instructions from their parent ministries, and likewise report back to them. However, the decentralized departments liaise with the RCC and DA, to ensure that sectoral development plans and the overall district development plans are harmonized.

Diagram 7-6 Brong Ahafo Regional Coordinating Council



Source: Brong Ahafo Regional Coordinating Council, 2003. Note: FSD, as a semi-autonomous organization, is technically not included in the 'decentralized departments.' However in reality, FSD works closely with the RCC in the similar manner as the decentralized departments.

Annex 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 Center
- 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)

Annex 9: Supplementary Tables

Table 9-1 Chronology on the forestry laws and policies

Year	Legislation and Policy	Features
1909	Forestry Department established	<ul style="list-style-type: none"> • First attempt to regulate timber trade, impetus to forest reservation.
1927	Native Authority Ordinance	<ul style="list-style-type: none"> • Formalized 'native authority' of paramount chieftaincy and traditional councils.
	Forest Ordinance	<ul style="list-style-type: none"> • Vested in central government power to constitute and manage reserves.
1939	Concessions Ordinance	<ul style="list-style-type: none"> • System of timber harvesting rights and revenues introduced.
1948	Forest Policy	<ul style="list-style-type: none"> • Conservation and management of permanent forest estate, and liquidation of off reserve forest.
1951	Local Government Ordinance	<ul style="list-style-type: none"> • Elected local councils introduced; start of decline in formal influence of traditional authorities.
1962	Administration of Lands Act	<ul style="list-style-type: none"> • Vested in central government the management of stool lands (and collection of revenues).
	Concessions Act	<ul style="list-style-type: none"> • Vested in central government the right to grant timber concessions and management of forest resources.
1974	Trees and Timber Decree, Forest Protection Decree	<ul style="list-style-type: none"> • Criminal offence to operate without valid property mark. • Prohibition of any activity in forest without consent of Forestry Department.
1978	Log Export Restriction	<ul style="list-style-type: none"> • Log export restriction for 14 primary timber species introduced.
1983	Control of Bush Fires Law	<ul style="list-style-type: none"> • Attempts to control bush fires first through criminalizing offenders, and more lately through regulation and organization of early burns by district assemblies.
1990	Control and Prevention of Bush Fires Law	
1993	Forestry Commission Act	<ul style="list-style-type: none"> • Established FC.
1994	Forest and Wildlife Policy	<ul style="list-style-type: none"> • Introduction of present policy on forest and wildlife.
	Trees and Timber Amendment Act	<ul style="list-style-type: none"> • Biannual renewal of property marks, timber trade regulated through permits and levies (including log exports).
1995	Interim Measures	<ul style="list-style-type: none"> • System for regulating off reserve logging (including farmer right of veto, and compensation for crop damage).
	Log Export Ban	<ul style="list-style-type: none"> • Total log export ban introduced.
1996	Master Plan for Development of Forestry Sector (1996-2000)	<ul style="list-style-type: none"> • Outlines strategies, programs and scheduling for implementation of Forest and Wildlife Policy.
1997	Timber Resources Management Act	<ul style="list-style-type: none"> • Introduction of Timber Utilization Contract. • Introduction of Socially Responsible Agreement (SRA). • Forest plantation obligation of at least 10 hectares for each square kilometer of the contracted area. • Prohibition of use of chainsaw to convert timber into lumber for sale.
1998	(& Timber Resources Mngt. Regulation).	
1999	Forestry Commission Act	<ul style="list-style-type: none"> • Establishes new integrated Forestry Commission as body corporate.
2000	Forest Plantation Development Fund Act	<ul style="list-style-type: none"> • Establishment of Forest Plantation Development Fund.

Source : Forestry Commission, 2001. *Ghana Wood Industry and Log Export Ban Study Final Report*. P.3, Table 1, with some additional information.

Table 9-2 Objectives of the Forest and Wildlife Policy of 1994

The Objectives of the Policy	
Permanent forest and wildlife estate	<ul style="list-style-type: none"> Manage and enhance Ghana's permanent estate of forest and wildlife resources for preservation of vital soil and water resources, conservation of biological diversity and the environment and sustainable production of domestic and commercial produce.
Viable wildlife and forest based industries	<ul style="list-style-type: none"> Promote the development of viable and efficient forest based industries, particularly in secondary and tertiary processing, so as to fully utilize timber and other products from forests and wildlife resources and satisfy domestic and international demand for competitively priced quality products.
Public education and participation	<ul style="list-style-type: none"> Promote public awareness and involvement of rural people in forestry and wildlife conservation so as to maintain life-sustaining systems, preserve scenic areas and enhance the potential of recreation, tourism and income generating opportunities.
Relevant research	<ul style="list-style-type: none"> Promote research-based and technology-led forestry and wildlife management, utilization and development to ensure resource sustainability, socio-economic growth and environmental stability.
Effective capability	<ul style="list-style-type: none"> Develop effective capability at national, regional and district levels for sustainable management of forest and wildlife resources.

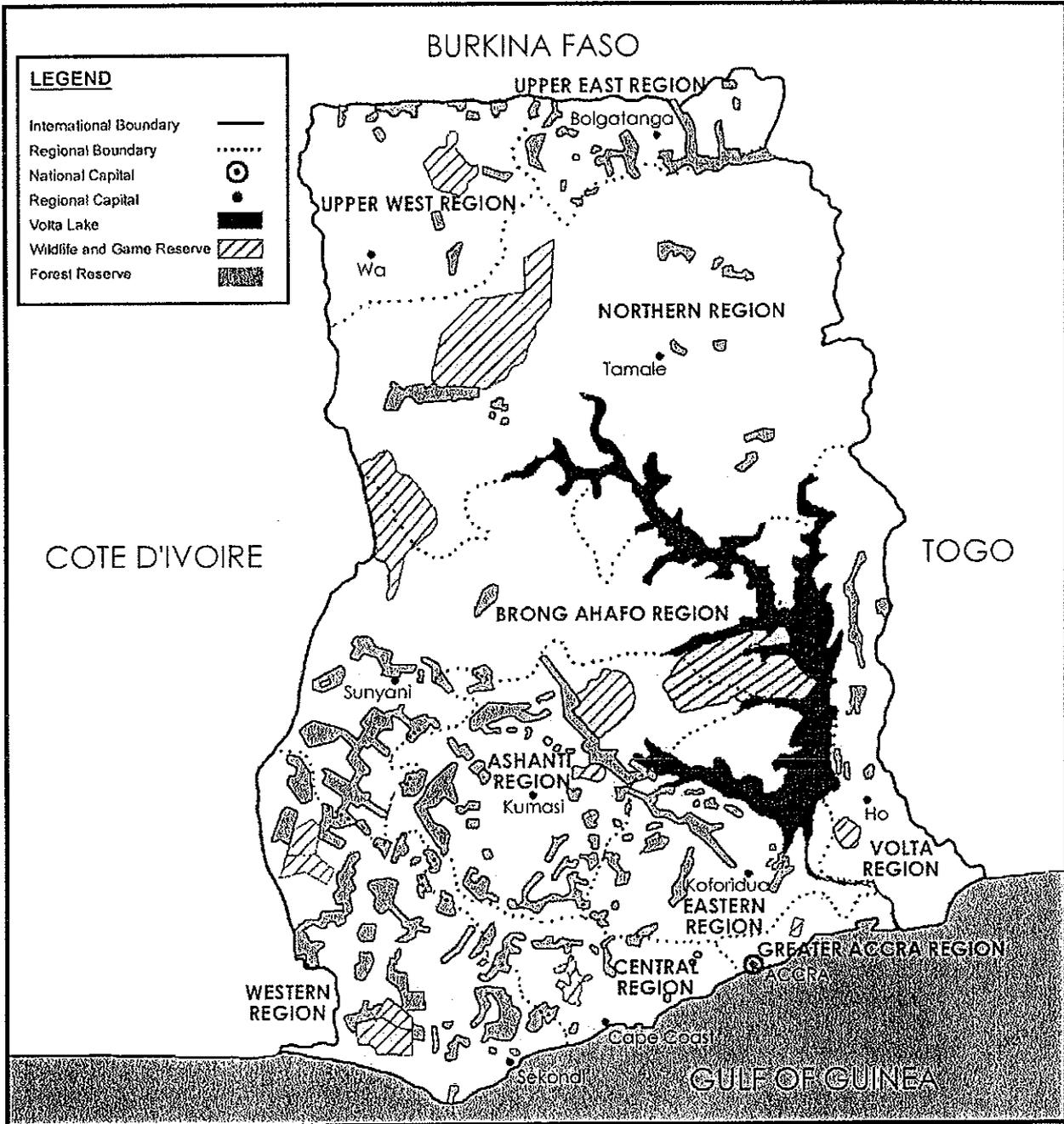
Source: Based on *Forest and Wildlife Policy of 1994*.

Table 9-3 Recent developments in the forest sector policy reform
(as of April 2003)

Policy changes	Status
Introduction of competitive bidding process	<ul style="list-style-type: none"> Timber Resources Management (Amendment) Act 2000 in effect. Timber Resources Management (Amendment) Regulation reviewed by the Attorney General's Office and has been submitted to the Parliament.
Review of the Annual Allowable Cut (AAC)	<ul style="list-style-type: none"> Set at 1 million m³ (0.5million m³ each for FR and off-FR). There is a proposal to increase the AAC up to 2.0 million m³(0.5 million m³ for FR and 1.5 million m³ for off-FR).
Introduction of equitable benefit sharing framework for forest plantation development within degraded forest reserves	<ul style="list-style-type: none"> With the Attorney General's Office. Meanwhile, plantation adopting MTS being implemented under the assumption that this framework will be approved.
Adjustment of royalty levels	<ul style="list-style-type: none"> Adjustment planned in 3 phases, beginning with the first adjustment in April 2003, the second in July 2003, and the third in October 2003, each at 33.33%. The royalty level will be raised from the current weighted average of less than US\$2 per m³ to US\$11.10 per m³.
Amendment on the eligibility of Plantation Development Fund.	<ul style="list-style-type: none"> Plantation Development Fund (Amendment) Act 2002 has passed the Parliament. The Amendment enables both the public and private sectors to be eligible for the Plantation Development Fund.
Establishment of ownership rights on planted trees	<ul style="list-style-type: none"> Timber Resources Management Act (Amendment) 2002 has passed the Parliament. The Amendment grants full tree ownership rights to the person who planted the tree (This law will in effect introduce private resource ownership on land, which is under state control and owned by traditional authorities*).

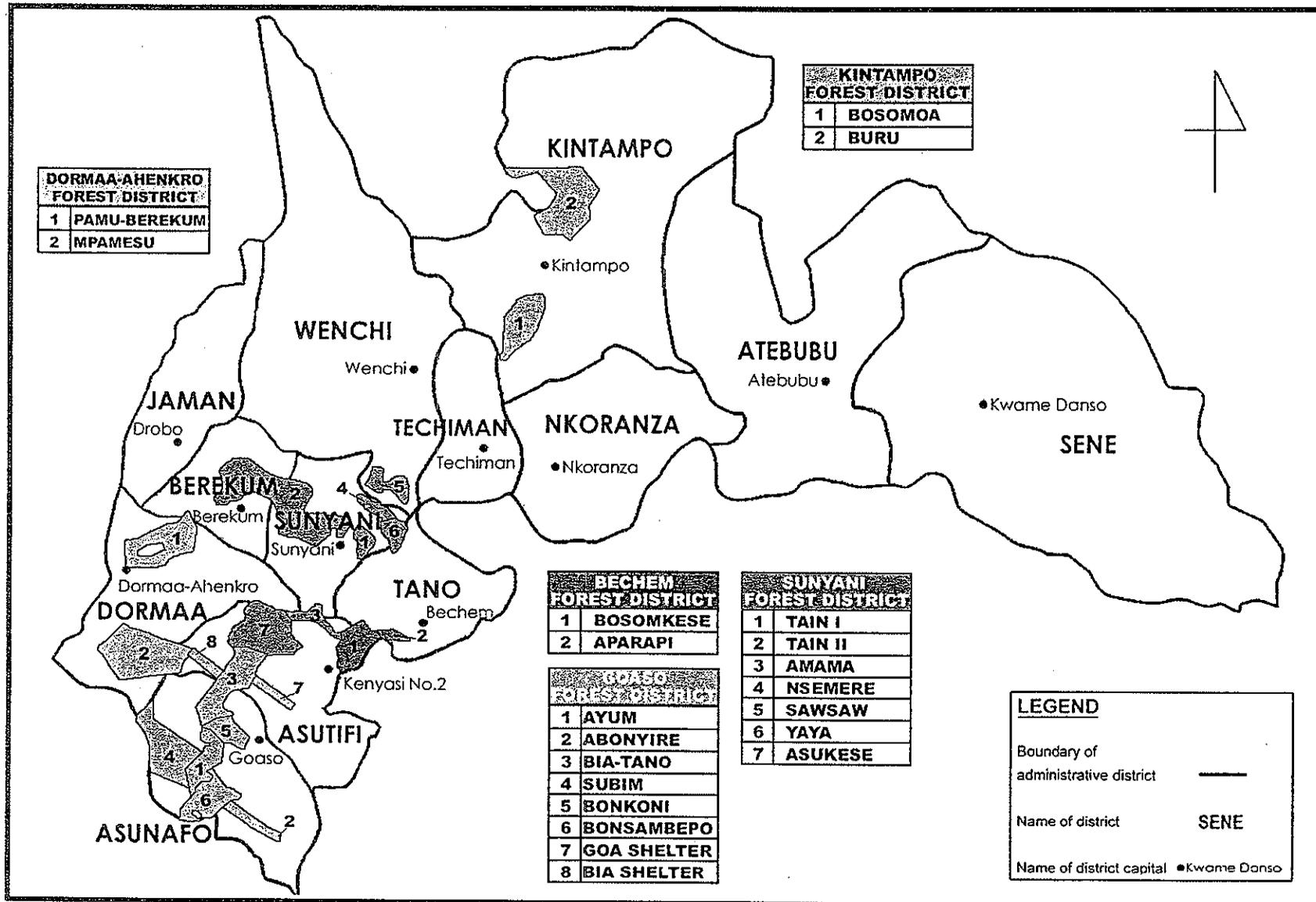
Source: NRMP, 2003. Aid Memoire of the NRMP Implementation/Identification Support Mission, Feb. 5-7, 2003. Some latest information added based on the interviews with FSD in April 2003. * Based on Agyeman, V. K. et. al., *Draft Report on Equitable Cost and Benefit Sharing in Plantation Development: Public Private and Local Community Partnerships in Ghana*.

Annex 10: Maps



Map 10-1 Locations of the forest reserves in Ghana

Note: The location and size of the forest reserves may not be fully accurate.



Map 10-2 Locations of the forest reserves in Brong Ahafo Region

Note: The location and size of the forest reserves may not be fully accurate.

Annex 11: Workshop Results

1. Purpose

A participatory planning workshop was organized in March 2003 by the JICA Fact Finding Study Mission. The Purpose of the workshop was to:

- (1) Identify and analyze the key stakeholders of the proposed project;
- (2) Tentatively select the target group;
- (3) Tentatively agree upon the target area (location), and analyze the problems of forest degradation in the target area; and
- (4) Analyze the various means and solutions that could contribute to addressing the problems.

Workshops were done using the Stakeholders Analysis, Problems Analysis, and Objectives Analysis procedures of the Project Cycle Management (PCM) Participatory Planning Method. For the analysis of the means and solutions (item (4) mentioned above), key informant interviews of relevant government offices and pair-wise ranking in village meetings were also conducted to complement the workshop results.

2. Schedule of the Survey and the Participants

The workshops were held under the following schedule.

Mini-Workshop (Stakeholders Analysis)

Date and Time: 9:00am – 12:00pm, 11 March 2003

Venue: Meeting hall of MLF, Accra

Workshop (Problems Analysis and Objectives Analysis)

Date and Time: 9:00am – 5:00pm, 14 – 15 March 2003

Venue: Meeting hall of CRNR, Sunyani

List of participants are attached at the end of this Annex (Attachment 1). There were 6 participants and 3 observers for the mini-workshop. Since the mini-workshop was held in Accra, the participants were mainly government officers at the central and regional levels. For the workshop held in Sunyani, there were 15 participants and 6 observers. Within the 15 participants, 7 were farmers and 8 were government officers.

3. Results

3.1 Stakeholders Analysis

Target Area:

Prior to the workshop, the participants and the Study Team agreed that the 5 forest reserves (FRs), namely Nsemere, Tain I, Tain II, Sawsaw, and Yaya, and the off-FR areas surrounding these FRs, should be considered as the target area (tentatively). Hence, the analysis through the workshops concentrated on the situation and problems faced in the above areas¹.

Key Stakeholders:

The result of the Stakeholders Analysis is presented in Table 1. There were 12 groups /organizations that were categorized as beneficiaries. The participants noted that some of the beneficiaries, such as forest fringe communities, hunters, charcoal producers, and charcoal and fuelwood sellers, could become negatively affected groups, depending on the strategies and activities adopted by the project. The project should be carefully designed to minimize such negative impacts. Four organizations were identified as potential implementing agencies, among which the Forest Services Division at the district level was viewed as the main player.

Four groups were selected as key stakeholders for the detailed analysis: Forest fringe communities from the beneficiaries category, FSD District Office from the implementing agency, District Assembly from the decision maker/funding agency, and charcoal producers from the negatively affected group. The results of the detailed analysis can be referred in Attachment 2.

Most of the population in the forest fringe communities is subsistence farmers. Hunting of grass cutters and other wild animals, referred to as “bush meat,” is commonly practiced. It is worth noting that approximately 40 % of the population is migrants who have come from the 3 Northern regions. In the analysis of the FSD District Office, the workshop participants pointed out that management, regulation, and extension are its main roles. Among these roles, the need to strengthen the capability in forestry extension was emphasized later in the Problems Analysis. In the analysis of the District Assembly, its authority to enforce by-laws was identified as one of the strengths, while the ineffectiveness in utilizing royalty revenue for the development of forest fringe communities was identified as its weakness. Charcoal producers are recognized as exploiters of the forest, who rely on charcoal sales as means of income generation during off-farm season. Their livelihoods would face certain risks if charcoal production and sales were banned.

Target Group:

The participants unanimously agreed that the intended target group of the project should be the *forest fringe communities*.

¹ Later during the mission the Core Group proposed, and the Study Team agreed, that the target area should not be restricted to the 5 FRs. The Project should consider the forest district managed by FSD Sunyani District Office as the target area.

Table 11-1 Result of the Stakeholders Analysis

Beneficiaries	Negatively Affected Group	Potential Opponents	Supporting Agencies
<ul style="list-style-type: none"> • Forest fringe communities • Hunters • Charcoal producers • Charcoal and Fuelwood sellers • Taungya farmers • Local farmers • Landowners • Timber contractors • Community groups • Herbalists • Traders in NTFPs • Industrial plantation owners 	<ul style="list-style-type: none"> • Forest fringe communities • Hunters • Charcoal producers • Charcoal and Fuelwood sellers • Local farmers 	<ul style="list-style-type: none"> • Hunters • Charcoal producers • Charcoal and Fuelwood sellers • Illegal timber business people (Mafia) • Chainsaw operators 	<ul style="list-style-type: none"> • FPDC • MOFA • Timber industries (?) • Local NGO • EPA • NADMO • Police • Fire Service • Fire volunteers • JICA • GTZ • Industrial plantation owners
Implementing Agencies	Community Leaders	Decision Makers	Funding Agencies
<ul style="list-style-type: none"> • NGOs* • FSD (Regional) • FSD (District) • Wildlife Division 	<ul style="list-style-type: none"> • Traditional landowners • Chiefs • Assemblyman 	<ul style="list-style-type: none"> • Landowners • MLF • FC • District Assemblies 	<ul style="list-style-type: none"> • Gov. of Ghana • District Assembly • Forest Plantation Development Fund Board • Development partners • Timber industries

Source : Mini-workshop, 11 March 2003. * The main NGOs operating in the target area include Tree Farmers Association (Tree FAG), ADRA, CARE International, World Vision International, Africa 2000, and Network of Environmental NGOs (NENGO).

3.2 Problems Analysis

Development of the Problem Tree:

The Study Team suggested the following problem as the core problem, in order to conduct a holistic analysis concerning the situation of forests in the target area.

“ Forests in the Forest Reserves and Off-Forest Reserve areas are degrading.”

The participants analyzed the direct causes of the core problem together in one group. Seven direct causes were identified, which were: (1) Wild fire; (2) Inappropriate farming methods; (3) Apathy of forest fringe communities towards forest management; (4) Failing to do reforestation; (5) Over cutting of timber species by timber merchants; (6) Illegal chainsaw operation; and (7) Cutting of trees for firewood and charcoal. In addition to the above, farmers noted that the cutting of trees by farmers for construction purposes is also one of the direct causes.

The rest of the analysis was done in 2 groups: farmers group and the government officers' group. Consequently, 2 sets of problem trees were developed through the workshop, which were shared by the 2 groups in forms of presentations. The 2 trees were analyzed further by the Study Team upon return to Tokyo, and have been merged into one tree, while taking note of the origins of the respective cards (i.e., whether a card represents the idea of the farmers' group, the government officers' group, or both). This problem tree is presented in Attachment 3.

Farmers' Views and the Officers' Views:

It is worth noting that there were some problems identified both by the farmers and the government officers. There were also some problems identified only by one group. For example in terms of the effects of the core problem, both groups identified effects such as loss of soil fertility, land becoming deserted, and streams drying up. In addition to these issues, farmers identified the effects that have direct impact on their lives, such as loss of shade, and loss of game and wildlife. Government officers, on the other hand, identified issues that have broader implications, such as decline of economic tree species, loss of biologically important species, and frequent occurrence of natural disasters (Attachment 3, Diagram 3-1).

The difference between the 2 groups was also seen in the analysis of underlying causes. One such example is the analysis on the causes related to apathy of forest fringe communities towards forest management. There was a set of issues identified by the farmers' group related to law enforcement, which did not appear in the analysis by the officers' group. Local people are discouraged, as they perceive offenders are often set free because of their affiliations with authorities. They also fear of being victimized within the community by reporting the offenders (Attachment 3, Diagram 3-4).

Underlying Causes:

As mentioned in the main text of the Project Document (Section 4.2), analyses indicate that many of the problems that cause forest degradation, such as wildfire, inadequate farming methods, and illegal chainsaw operation, share a common root cause related to the socioeconomic condition of local people. *Lack of alternative livelihoods opportunities for forest fringe communities* can be viewed as one of the most important root causes leading to forest degradation. *Apathy of the forest fringe communities*, identified as one of the direct causes by the workshop participants, also appears in the problem tree under some other branches. There are many reasons why local people are not willing to cooperate with the government authorities. With little involvement in forest management, and with limited benefit sharing, communities do

not feel that they are stakeholders of the forest reserves. While government officers are aware of this issue, the change has been slow. *Ineffective law enforcement* on the ground is another root cause that appears under a number of branches including wildfire, illegal chainsaw operation, over cutting, and harvesting for firewood and charcoal production.

Issues that require Policy Level Intervention:

There are many issues identified in the problem tree that require intervention both at field level *and* policy level. For example, issues related the adequacy of laws and regulations and their enforcement would require attention by lawmakers. Issues related to market supply and demand, such as the hunting of bush meat (a cause for wild fire) and charcoal production would also require a broader intervention perhaps at regional or national levels.

3.3 Analysis of Potential Solutions

Objectives Analysis:

The participants analyzed the direct means of the core objective, together in one group. The seven direct means were described as follows: (1) Wild fire is controlled; (2) Farming methods are improved; (3) Forest fringe communities participate in forest management; (4) Reforestation is carried out; (5) Timber felling is regulated; (6) Illegal chainsaw activities are controlled; and (7) Cutting of trees for firewood and charcoal production is reduced.

The rest of the analysis was done in 2 groups, in the same manner as the problems analysis. Due to the time constraint, not all the direct means were analyzed in detail. Objective trees were developed for the direct means (1), (2), (3), (4), and (7) (Refer Annex 4). As the objectives tree was developed downwards, a set of potential outputs and activities were identified, which provides useful information for the project formulation process².

Successful Experiences:

At the end of the workshop, participants were asked to list the activities currently being undertaken in the target area in attempt to address the problems identified in the workshop. They were also encouraged to highlight the successful examples. As shown in Table 2, activities at the village level have been perceived to be successful. The government's effort in controlling wildfire through inter-agency collaboration has also been viewed as a successful example. The use of posters and billboards has not been effective in the target area, probably due to low literacy rate.

Priority Ranking of Potential Focal Areas:

The following exercises were undertaken to complement the workshop results, and as an attempt to identify the focal areas of the Project.

- Key informant interviews of relevant organizations (FPDC, RMSC, RCC, FSD Brong Ahafo, and FSD Sunyani District), to conduct a rapid ranking exercise of the 7 direct means identified in the workshop, from the following perspectives.
 - Impact on forest degradation
 - Policy priority

² Refer Annex of the *Report of the Fact Finding Study on Forest Conservation in Ghana* (in Japanese).

- Pair-wise ranking of the 7 direct means by local people. This was done in 2 villages (Ayigbe village near Yaya Forest Reserve, and Adoe village near Tain II Forest Reserve).

The result of the ranking exercise is summarized in Table 3. *Wild fire control* received the highest score in terms of the impact on forest degradation in the target area, followed by *afforestation*. In terms of policy priority, afforestation comes the first, followed by wild fire control. The result of the pair-wise ranking, which indicates the views of forest fringe communities, has the highest score on wild fire, followed by *participation of forest fringe communities in forest management*, and afforestation.

Table 11-2 On-going efforts and successes

Farmers		
	What are the farmers (or villages) doing now to achieve this?	What has worked well?
Wild fire control	<ul style="list-style-type: none"> • No fire allowed on the farm in the dry season (December - April). • Communities have trained fire fighters. • Fire belts are created. • Unity among Taungya farmers. 	<ul style="list-style-type: none"> • Awareness creation / training working well at village level. • Beekeeping. • Women participate in Taungya System.
Reduction of slash-and-burn cultivation	<ul style="list-style-type: none"> • Some communities have started educating people in shifting cultivation. • Alternative sources of income started in some communities. • Agroforestry practices are done in some communities. 	<ul style="list-style-type: none"> • Women's contribution to farming is high. • The community nursery system is doing well. • Private nurseries are doing well.
Government		
	What is government doing now to achieve this?	What has worked well?
Wild fire control	<ul style="list-style-type: none"> • Regional Coordinating Council is coordinating the following organizations to work on wild fire prevention: District Assembly, FSD, Fire Service, Information Service, Police, Army, Traditional Authorities, EPA, and media. A Task Force has also been set up. • Educational campaign using vans during Nov. - March. • Educational campaign by media (TV, Radio). • Posters and billboards. • Training of local fire volunteer squads (at the time when the squads are organized). • Enforcement of district by-laws (Restriction of using fire in certain periods). • Patrolling of communities by the Task Force. 	<ul style="list-style-type: none"> • Except for the posters / billboards, other activities have been working well.
Afforestation	<ul style="list-style-type: none"> • National Plantation Development Program. <ul style="list-style-type: none"> • Modified Taungya System (material support for seedlings and pegs, payment for labor cost, and training opportunities). • Timber companies are encouraged to do reforestation in degraded forest reserves. • Plantation Development Fund. 	<ul style="list-style-type: none"> • Modified Taungya System. • Reforestation by timber companies.

Source : Workshop, 14-15 March.

Table 11-3 Priority ranking of potential project focal areas

	Wildfire prevention	Improvement of farming methods	Participation of forest fringe communities	Afforestation	Adequate mngt. of timber harvesting	Control of illegal chainsaw operation.	Reduction of cutting for fire-wood and charcoal production
Impact	⊙	△	△	⊙			△
Policy priority	⊙		△	⊙	△	△	
Local people's views of importance	⊙	○/△	⊙	⊙	○/△	△	△

Source: Based on the interview results of key government departments, and the pair wise ranking results from the village survey, March-April 2003. ⊙ indicates the highest score, followed by ○,○/△ and △.

4. Recommendations

Following recommendations are made based on the analysis of the workshop results, to be considered in designing the Project.

① Focal areas of the Project

In view of the ranking results as presented in Table 3, it is recommended that the following three areas are considered as the focal areas for the technical cooperation project: (i) Wildfire prevention; (ii) Plantation development; and (iii) Communities' participation in forest management. These three areas have been recommended considering their significant impact on forest degradation, government's policy priority, and local people's view of importance. The scale of the Project and its specific components should be identified in view of a number of factors including feasibility, the benefits to the local people, the on-going efforts in the Region, and sustainability.

② Support for local livelihoods

Result of the problems analysis indicated that lack of alternative livelihoods opportunities for forest fringe communities is one of the critical root causes that lead to forest degradation. It is therefore recommended that the Project adopt a strategy whereby alternative livelihoods opportunities are identified and introduced. While it would be a challenging task, the Project may consider placing high emphasis on innovative income generating activities that can co-exist, or even promote forest protection.

③ Participation by forest fringe communities

While there is an on-going effort in Ghana to enhance Collaborative Forest Management (CFM), workshop results indicate that there is more to be done in order to improve the relationship between the government and the local people in the target area, and to enable forest fringe communities to become a real stakeholder. Some potential activities towards this end, as identified through the objectives analysis exercise, include improvement of extension skills of the FSD field officers (i.e., range supervisors), and improvement of Modified Taungya System (MTS). The Project should *not*, however, restrict its intervention to MTS. Efforts should be made to identify and experiment other participatory plantation

development and/or forest management methods, and to present examples that work well in the local context. In recognition of the on-going efforts by FSD in piloting CFM, it is recommended that the activities should be undertaken in such a way that the Project could complement the on-going efforts in the target area.

During the Fact Finding Study, attempts were made to involve communities in the planning process, in form of a participatory workshop, and by conducting village group meetings in 2 villages. It is recommended that the Project should continue its effort to involve forest fringe communities in the process of project formulation and implementation, so as to ensure that the Project is designed and implemented reflecting local people's views.

④ Learning from success and failures

The project should take note of the past and on-going efforts by the local communities, government, NGOs, and donors, in the target area and in other parts of Ghana in the relevant fields. Rapid analysis conducted in the workshop, as presented in Table 2, provides some insights to this end. The Project should learn from these existing efforts, so that it can adopt effective strategies workable in the local context. It is also important for the project to make use of existing knowledge and experiences where it is available and relevant, so as to improve the efficiency of project implementation.

5. Attachments

Attachment 1: List of Participants of the Workshop

Attachment 2: Results of the Detailed Stakeholders Analysis

Attachment 3: Problem Tree

Attachment 4: Objectives Tree

Attachment 1: List of Participants of the Workshop

Participants of the Mini-Workshop (Stakeholders Analysis)

	Name of Participants	Position
1	Mr. M. Owusu Abofren	Director of Operations, Forest Services Division (FSD)
2	Mr. F. K. Odoom	Director, Policy Planning Monitoring and Evaluation Department (PPMED), Ministry of Lands and Forestry (MLF)
3	Mr. F. S. Amoah	Manager, FSD
4	Mr. Michael Y. Pentsil	Project Officer, Forest Plantation Development Center (FPDC)
5	Ms. Adisa Lansah Yakubu	National Coordinator, Africa 2000 Network
6	Mr. Koji Terakawa	JICA Expert attached to FSD, Sunyani
Observers		
7	Mr. Kazuo Sudo	Leader, JICA Study Team
8	Mr. Hiroshi Masuko	Forest Conservation / Forest Policy, JICA Study Team
9	Ms. Satomi Tanaka	Planning Management, JICA Study Team

Moderator: Ms. Yukiko Yoshida, Planning Analysis / Organization and System, JICA Study Team.

Participants of the Workshop (Problems Analysis and Objectives Analysis)

	Name of Participants	Position
1	Mr. J. K. Tawiah	Chairman, Asuakwa Community
2	Mr. Yaw Annor	Chairman, Amangoase Community
3	Mr. Haruma Agyarko	Secretary, Mablam Community
4	Mr. Stephe Daskye	Chairman, Serwia Community
5	Mr. Nana Kusi Anthony	Chairman, Ayigbe Community
6	Mr. David Sarfo Kantanka	Taungya Farmer, Buoku (Chairman of Buoku Community)
7	Mr. Alex Amofah	Taungya Farmer, Konsua (Secretary of Konsua Community)
8	Mr. Yakubu Mohhamed	District Manager, FSD, Sunyani
9	Mr. Samuel Effah	Regional Plantations Manager, FSD, Brong Ahafo
10	Ms. Alice Okyere Dankwah	Range Supervisor, FSD, Sunyani
11	Mr. Johnson R. Zu	Deputy Superintendent, Police Service, Sunyani
12	Mr. J. K. Ahinsah	Regional Inspectorate Ghana National Fire Service – Fire
13	Mr. Kowusu - Acheaw	Deputy Regional Director, Dept. of Community Development
14	Ms. Lucy Adjai	District Director, Dept. of Community Development
15	Mr. M. I. Lartey	Secretary, Ministry of Food and Agriculture, Sunyani
Observers		
16	Mr. Christopher Nuoyel	JICA Ghana Office
17	Mr. Oheneba Agyeman	Director, Resource Management Support Center, Kumasi
18	Mr. Koji Terakawa	JICA Expert attached to FSD, Sunyani
19	Mr. Kazuo Sudo	Leader, JICA Study Team
20	Mr. Hiroshi Masuko	Forest Conservation / Forest Policy, JICA Study Team
21	Ms. Satomi Tanaka	Planning Management, JICA Study Team

Moderators: Ms. Yukiko Yoshida, Planning Analysis / Organization and System, JICA Study Team.

Ms. Adisa Lansah Yakubu, National Coordinator, Africa 2000 Network.