

No.

**Ministry of Lands and Natural Resources
The Republic of Ghana**

**Participatory Forest Resource Management Project
in the Transitional Zone
(PAFORM)**

Completion Report

March 2009

JAPAN INTERNATIONAL COOPERATION AGENCY

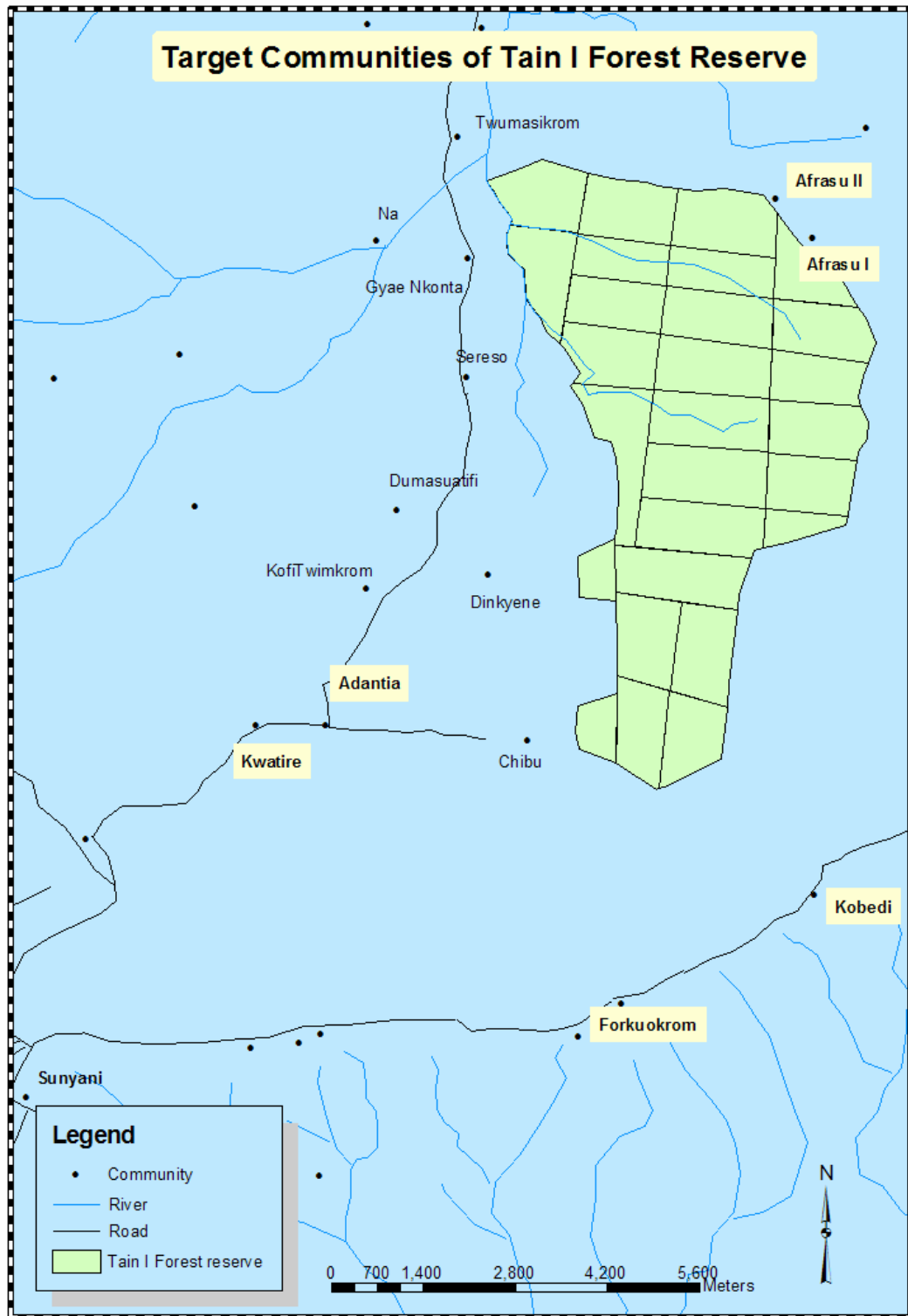
Sanyu Consultants Inc.

GNO

CR(10)

08-018

LOCATION MAP (1)



LOCATION MAP (2)



Table of Contents

Location Map (1) and (2)

Summary of Project Output

| | |
|--|------------|
| PART 1 LIST OF PROJECT OUTPUTS..... | 1-1 |
| 1.1 The Exit Strategy and Action Plan..... | 1-1 |
| 1.2 PAFORM Approach and Recommendations for its Wide-use | 1-2 |
| 1.3 Forest Reserve Management Plans | 1-3 |
| 1.4 Trainings (OJT) for Counterparts and Community Facilitators..... | 1-11 |
| 1.5 Activities and Achievements of Forest Reserve Management | 1-17 |
| 1.6 Socio-economic Surveys..... | 1-38 |
| 1.7 Extension Material..... | 1-43 |
| PART 2 PLAN OF OPERATION | 2-1 |
| PART 3 INPUTS..... | 3-1 |
| PART 4 LESSONS ON PROJECT MANAGEMENT | 4-1 |
| PART 5 PROJECT DESIGN MATRIX (PDM)..... | 5-1 |
| PART 6 MINUTES OF JCC MEETINGS | 6-1 |

ATTACHMENT

| | |
|--------------|---|
| Attachment 1 | A Extension Material |
| | B Minutes of JCC Meetings |
| Attachment 2 | The Exit Strategy and Action Plan (Separate book) |

Exchange Rate

1GHc (Ghana Cedis) = JPY71.077 = US\$0.726 (in March 2009)

List of Tables and Figures

| | | |
|--------------|---|------|
| Table 1.3.1 | Summary of Features Tain I & Nsemere FR..... | 1-4 |
| Table 1.3.2 | Zonation of Tain I and Nsemere in FRMP..... | 1-6 |
| Table 1.3.3 | Indicators for Monitoring..... | 1-9 |
| Table 1.3.4 | Operational Plan (GB in Nsemere FR) | 1-10 |
| Table 1.4.1 | Training in Japan (from 2006, 6 to 2009.2) | 1-11 |
| Table 1.4.2 | Training in Third Country (from 2006, 6 to 2009.2)..... | 1-11 |
| Table 1.4.3 | Other trainings organized by PAFORMT (from 2006, 6 to 2009.2) | 1-11 |
| Table 1.5.1 | Summary of the Workshops for Formulation of FRMP..... | 1-17 |
| Table 1.5.2 | Dates of Introductory Workshops..... | 1-17 |
| Table 1.5.3 | Dates of Information Sharing Workshop..... | 1-18 |
| Table 1.5.4 | Dates of Consultation Workshop..... | 1-18 |
| Table 1.5.5 | Dates of Stakeholder Workshops | 1-19 |
| Table 1.5.6 | Dates of Validation Workshops | 1-19 |
| Table 1.5.7 | Tain I: Plantation and Re-plantation in the GB Establishment | 1-25 |
| Table 1.5.8 | Nsemere: Plantation and Re-plantation in the GB Establishment..... | 1-25 |
| Table 1.5.9 | Activities of Working Group 3 Tain I..... | 1-27 |
| Table 1.5.10 | IGA Designing Process in Nsemere | 1-28 |
| Table 1.5.11 | On-farm Training in Tain I..... | 1-28 |
| Table 1.5.12 | Field Visits and Demonstrations in Tain I..... | 1-29 |
| Table 1.5.13 | Target of Demonstration Farm | 1-30 |
| Table 1.5.14 | Progress of Demonstration Farm Activity in Tain I | 1-30 |
| Table 1.5.15 | Demonstration Farm Activity in Nsemere | 1-31 |
| Table 1.5.16 | On-farm Training in Nsemere | 1-31 |
| Table 1.5.17 | Field Visit / Demonstration Facility Provision in Nsemere | 1-31 |
| Table 1.5.18 | Income Generated from Soap Making as of February 2009 (Tain I) | 1-33 |
| Table 1.5.19 | Income Generated from Mushroom as of February 2009 (Tain I) | 1-34 |
| Table 1.5.20 | Income Generated from Soap Making as of February 2009 (Nsemere) | 1-35 |
| Table 1.5.21 | Income Generated from Mushroom as of February 2009 (Nsemere) | 1-35 |
| Table 1.5.22 | Result of Demo-farm Harvest and Plan for Next Year..... | 1-36 |
| Table 1.6.1 | Population in each community (Tain I)..... | 1-38 |
| Table 1.6.2 | Population in each community (Nsemere)..... | 1-40 |
| Figure 1.5.1 | Location map GB in 2007 and 2008 for Tain I FR | 1-24 |
| Figure 1.5.2 | Location map GB in 2008 for Nsemere FR | 1-24 |
| Figure 1.6.1 | Annual income in Tain I communities | 1-39 |
| Figure 1.6.2 | Household expenditure on key items | 1-39 |
| Figure 1.6.3 | Tribe composition rate | 1-40 |
| Figure 1.6.4 | Annual income in Nsemere communities | 1-41 |

SUMMARY OF PROJECT OUTPUTS

This technical cooperation project was implemented to improve participatory approaches for sustainable forest reserve management in Sunyani Forest District in the Transitional Zone through pilot activities. The target area is the forest reserves (FR) in Brong Afoho region and the fringe communities of the FR. The Project implemented pilot activities in the 12 fringe communities selected from the ones around Tain I and Nseemre forest reserves.

The counterpart agency of the Project is FSD / FC (Forest Service Division / Forestry Commission) at their central, regional and district levels, under the Ministry of Lands and Natural Resources (the name of the ministry has been changed since February 2009).

The Project was implemented from May 2006 to March 2009 (as second stage) based on the Record of Discussions (R/D)) and its minutes of the meeting (M/M) signed in January 2004 and the M/M approved at the Joint Coordinating Committee (JCC) in February 2006. The Project Design Matrix (PDM) was lastly modified in January 2008 as version 4 and the project activities were carried out according to the version 4 of the PDM (refer to PART 5 of this report).

The Project Purpose was confirmed achieved at the last JCC meeting and at the meeting, a letter to inform the completion of the Project to the Minister of Lands and Natural Resources was prepared and signed by the Executive Director of FSD and the Chief Advisor of JICA Team. Following are the purpose and outputs of the Project:

(1) Project Purpose

Participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District.

(2) Overall Goal

Improved participatory approaches for sustainable Forest Reserve Management are adopted in Sunyani Forest District.

(3) Outputs

To achieve the project purpose, Forest Reserve Management Plans (FRMP) were formulated in participatory manner and the plans were implemented with participation of the communities. The Project has tried to effectively manage the FR for the benefits of the fringe communities and for the protection of the forest resources. Then Participatory Approaches for Forest Reserve Management were developed based on the experiences and lessons learned from the project implementation process. Following are the outputs of the Project:

- 1) FSD personnel trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan
- 2) MoP modified to reflect the draft Strategic Plan
- 3) Partnership between FSD and target communities for participatory Forest Reserve Management established
- 4) Forest Reserve Management Plans developed with active participation of local population
- 5) Forest Reserve Management activities implemented in collaboration with local population
- 6) Recommendations on the basis of lessons learned from the project submitted to the government of Ghana

Following are the achievement status of the outputs at the end of the Project implementation.

- 1) FSD personnel trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan

Various trainings and OJT were conducted in the Project (refer to PART I 1.4). Major training conducted were training in Japan (forest and forestry projects), third country training (Kenya Forest Research Institute (KEFRI)), facilitation trainings, forest inventory survey / GIS trainings etc. This output has been achieved with these trainings and OJT by the cooperative work between C/P and Japanese experts.

- 2) MoP modified to reflect the draft Strategic Plan

MoP was studied with C/P and Japanese expert (Participatory Forest Management). The major issue was identified that difficulty in following MoP was linked to the difficulty to grasp the present situation of FR. From this viewpoint, the expert conducted trainings on utilizing GPS and GIS to C/P and also the use of such tools were recommended to stipulate in MoP (refer to PART I 1.2).

- 3) Partnership between FSD and target communities for participatory Forest Reserve Management established

The output has been confirmed achieved in examining of the objectively verifiable indicators: implementation of community workshops, appointment of community facilitators (C/F), and recognition of collaborative relationship with FSD by the communities. (PART I 1.5 refers to the activities implemented by the Project).

- 4) Forest Reserve Management Plans developed with active participation of local population

FRMPs were formulated through the series of participatory workshops including consultation workshops at community level (refer to PART I 1.3 for outline of the FRMP). Signing of Memorandum of Understanding (MOU) as an objectively verifiable indicator of this output has been drafted and submitted to the Minister, but the approval of its format by the Minister has not been finalized as at the end of the Project. FSD is to follow the issue and meantime it was confirmed among FSD personnel that FRMP would be the basis to secure the right of the green belt (GB) members in the communities.

- 5) Forest Reserve Management activities implemented in collaboration with local population

The activities identified in the FRMP (GB activity and Income Generation Activities (IGA)) were implemented with the participation of the target communities from April 2007 to March 2009. Outline of the activities is described in the PART I 1.5 and the output was confirmed achieved during the terminal evaluation in September 2008.

- 6) Recommendations on the basis of lessons learned from the project submitted to the government of Ghana

The participatory approaches developed based on the experiences and lessons learned from the Project has been documented as "PAFORM Approach", which consists of the concept, implementation guideline, and recommendations for its wide-use. The Approach has been attached as an appendix to the Exit Strategy developed by the core members of the C/P and JICA side. FSD is to utilize the document to implement PAFORM Approach (refer to PART I 1.2, and Attachment 2). The outputs of the Project were shared through several workshops held at district level, region level (district

managers of Brong Afaho) and central level (JCC) from January to February 2009. Through all these process, the project purpose was achieved. Table below summarizes the achievement of the Project.

| Project Design Matrix (Project Purpose and Outputs): Achievement | | As of Feb. 2009 |
|---|---|--|
| Narrative Summary | | At the Terminal Evaluation (Sep. 2008) |
| Project Purpose | Objectively Verifiable Indicators | |
| Participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District. | (A) Forest Reserve Management Plans of two pilot Forest Reserves are developed. (B) At least 80% of participant in Green Belt (GB) and Income Generating Activities (IGA) are satisfied with the activities. | To be achieved within the Project period (A) Train 1 validated (B) All the participants are satisfied |
| Outputs | | |
| (1) Forestry Services Division (FSD) personnel trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan. | (A) At least, eighty (80) FSD personnel are trained. (B) At least six (6) FSD management staff involved in planning Forest Reserve Management Plan understand the process of the planning and concept of the project. (C) The enhanced skills and knowledge are applied by at least 80% of participant. | Achievement level is high. (A) 78 trained (B) achieved with WG1 (C) 100% applied |
| (2) MoP modified to reflect the draft Strategic Plan. | (A) Strategic Plans for two pilot Forest Reserves are drafted. (B) At least 80% of FSD staff engaged in the project recognize that revised MoPs are adopted. | To be achieved by the end of the Project (A) FRMP Train 1 validated (B) Proposed MoP modification is considered appropriate and WG1 are all aware of MoP modification. |
| (3) Partnership between FSD and target communities for participatory Forest Reserve Management established. | (A) In, at least, twenty-five (25) meetings are facilitated by the project with local populations. (B) Six (6) community facilitators are selected and appointed. (C) At least 80% of participant in GB and IGA recognize that the collaborative relationships for forest management is strengthened. | Achievement level is mostly high. (A) 24 formal meetings/W/S held (B) done (C) All the pilot communities recognized |
| (4) Forest Reserve Management Plans developed with active participation of local population. | (A) Twelve (12) Operational Plan and two (2) Forest Reserve Management Plans are developed. (B) In twelve (12) target communities, MoUs for GB Activities are signed between FSD and communities. (C) At least, 80% of community participants and FSD staffs in the project recognize the existence of Forest Management Plans. | Nsemere FRMP has been developed. MoU has been drafted and submitted to the Minister's office for the approval. Meantime of waiting for the approval of the Minister, FRMP will be the basis to secure the right of the Green Belt members in the communities. |
| (5) Forest Reserve Management activities implemented in collaboration with local population. | (A) In all twelve (12) target communities, Operational Plan are implemented as planned. (B) At least 50% of community participants understand the concept of GB and IGA. | Achievement is satisfactory and expected to be high (A) implemented (B) All the community participants understood |
| (6) Recommendation on the basis of lessons learnt from the project submitted to the government of Ghana. | (A) At least, three (3) workshops are held to share recommendations with other DPs, public and private sector and community. (B) At least 80% of participants in workshop understand the recommendations addressed in the workshop. | Achievement is moderate (A) not implemented yet (B) not available (Sharing W/S in Sunyani and JCC in Accra as well as W/S with District offices in B/A have been held) |

An Exit Strategy has been developed with the chief staff of FSD in order to mainstream the gains of the Project (PAFORM Approach) into FSD's activities and extend them to the other forest reserves after the completion of the Project (refer to Attachment 2). Budgets for the activities will be sourced by the current budget of FSD and NREG (natural resources and environmental governance) . Following are the main points of the Exit Strategy:

- Regional Manager of B/A region will be responsible for the mainstreaming activity of PAFORM Approach and form working group for the tasks.
- C/F role will be taken over by range supervisor.
- An Action Plan has been attached to the Exit Strategy: by the first quarter of 2010, preparatory work will be carried out and from the second quarter of 2010 the reserve management activities will be implemented in the other forest reserves.

Part 1 List of Project Outputs

1.1 The Exit Strategy and Action Plan

Based on the recommendation of the terminal evaluation in September 2008, the 2nd core meeting¹ consisting of main JCC members was held on 2nd October to discuss the exist strategy etc. The members agreed at the meeting that a working group for developing an exit strategy of the Project should be established. Upon the agreement, the first working group meeting was held on 24th October 2008 at JICA Ghana Office. The members of the working group consisted of Divisional Project Manager (DPM) of FSD HQ, Regional Manager (RM) of B/A region, PAFORM Project Manager (PM), and the officers in charge of JICA Ghana Office.

Issues to be covered in the exit strategy were agreed as follows:

- Redeployment of human and capital resources acquired through the project in an efficient manner within FSD that will ensure the sustainability of the impacts of the Project.
- Identify structures within the FSD system that will assure the carrying on and preservation of legacies achieved under the project.
- Catalogue the gains, challenges and lessons learnt in the course of the implementation of the project
- Explore and recommend potential viable areas for future cooperation between the FC and JICA
- Make recommendations for the final performance and financial audit for the project to ensure that all outstanding obligations are met before the closure of the project
- Ensure that the benefits accruing from the project are adequately documented and publicized
- Make the schedule and distribution of the budget for developing other Forest resource management plan clear

The working group went through several meetings by mid January 2009 and developed the draft Exit Strategy. The draft Exit Strategy was presented at the last core meeting on 16th January 2009 and the contents of the Exit Strategy was approved by the core meeting members. Major points of the Exit Strategy are: 1) implementation of the Exit Strategy should be led by the FSD Regional Manager for Brong Ahafo towards the mainstreaming of PAFORM and working groups would be tasked to play specific roles relating to the project at various levels as and when necessary, and 2) Range Supervisors will take community facilitation role after the Project. Also Action Plans for the activities of mainstreaming PAFORM Approach into FSD and the implementation of the approach to the FRs in Sunyani Forest District (Version 1) have been attached to the Exit Strategy. The text of Exit Strategy including the action plans are attached as Attachment 2.

¹ The 1st core meeting has already been held on 22nd May 2008.

1.2 PAFORM Approach and Recommendations for its Wide-use

To make recommendations for extending the Participatory Approaches for Forest Reserve Management, it has to be clear at first that “what are the participatory approaches for forest reserve management?” With this understanding, the Project developed the approaches as “PAFORM Approach” based on the lesson learned from the project implementation. Then the recommendations to extend the PAFORM Approach were made. The content of the approach and recommendations were documented as “Participatory Approaches for Forest Reserve Management – PAFORM Approach and toward its Wide-use”. This report is also stipulated as Appendix of the Exit Strategy (refer to Attachment 2).

Following are the contents of the report. The first chapter describes the concept of PAFORM Approach, which is an embodiment of the participatory approaches for forest reserve management. The second chapter is a set of guidelines for implementing the major elements of PAFORM Approach, namely consultation process for formulating Forest Reserve Management Plan, establishment of Green Belt (GB), and implementation of Income Generation Activities (IGA). The third chapter discusses recommendations to extend PAFORM Approach described in the first and second chapters into the other forest reserves. Policy recommendations have been made in the Exit Strategy. Hence the more technical issues were discussed in this chapter.

CHAPTER 1 PARTICIPATORY APPROACHES FOR FOREST RESERVE MANAGEMENT

- 1.1 Participatory Approaches for Forest Reserve Management
- 1.2 PAFORM Approach

CHAPTER 2 APPLICATION OF PAFORM APPROACH

- 2.1 Planning Stage: Consultation Process for Formulation of Forest Reserve Management Plan
- 2.2 Implementation: Livelihood Green Belt (GB)
- 2.3 Implementation: Income Generation Activities (IGA)

CHAPTER 3 RECOMMENDATIONS FOR EXTENSION OF PAFORM APPROACH

- 3.1 Cost Analysis for Extending PAFORM Approach into Other FR
- 3.2 Collaboration with Other Organizations
- 3.3 Recommendations for Implementing Green Belt (GB) Activity
- 3.4 Recommendations for Implementing Income Generation Activities (IGA)
- 3.5 Gender Consideration
- 3.6 Recommendations for Formulating Forest Reserve Management Plan

1.3 Forest Management Plan

Formulations of Forest Reserve Management Plans (FRMP) of Tain I and Nsemere have been carried out through the series of consultation workshops, socio-economic survey, survey for current plantation etc. Both plans have gone through the necessary procedures for approval, i.e. holding validation workshop by February 5th 2009. This section summarizes the contents of the FRMPs of Tain I and Nsemere.

1.3.1 Definition of FRMP

FRMP is defined as: Forest Reserve Management Plan is a document that prescribes the important tasks or activities to be carried out in the forest in order to adequately meet the objectives of sustainable management of forest resources in the interest of the nation and for the benefit of the resource owners.

Also in the introduction of the FRMP of Tain I and Nsemere, following point is emphasized that “This reserve management plan seeks to build participation into the various stages of the planning process and specifies the roles and responsibilities of all stakeholders in the implementation of the plan”.

1.3.2 Structure of FRMP

FRMP consists of three parts: Part 1 Present Situation, Part 2 Prescription for Future Management, and Part 3 Proposal for Implementation. Part 3 also includes Operational Plan. Following are the contents of FRMP. Since the FRMP follows MoP (Manual of Procedure), the contents of both Tain I and Nsemere are the same.

Table of Contents of FRMP

INTRODUCTION

PART ONE: PRESENT SITUATION

- Section 1.0: Location and Extent
- Section 2.0: Property Rights
- Section 3.0: Local Context
- Section 4.0: State of the Forest Resource
- Section 5.0: Past Management for Protection and Research
- Section 6.0: Past Management for Production
- Section 7.0: Past Management for Local Production
- Section 8.0: Infrastructure and Administration
- Section 9.0: Conclusion

PART TWO: PRESCRIPTION OF FOREST RESERVE MANAGEMENT

- Section 1.0: Goal of Forest Reserve Management
- Section 2.0: Beneficiaries of Forest Reserve Management
- Section 3.0: General Objectives and Zonation of the Tain I / Nsemre Forest Reserve
- Section 4.0: Management for Protection
- Section 5.0: Management for Production
- Section 6.0: Management for Local People
- Section 7.0: Multi Purpose Green Belt Area
- Section 8.0: Income Generation Activities

PART THREE: PROPOSAL FOR IMPLEMENTATION

Section 1.0: Administration and Finance

Section 2.0: Monitoring and Revision

Section 3.0: Miscellaneous Plan

Section 4.0: Revenue and Expenditure Projection

1.3.3 Outline of the Contents

In this section summarizes the outline of the major contents of the FRMP.

1) Part One: Present Situation

Part One describes the geographical demographical and social features of the Forest Reserve as well as the past management of protection, research and production. Following outlines the features of Tain I and Nsemere described in the FRMPs.

Table 1.3.1 Summary of Features Tain I & Nsemere FR

| Topic | Tain I | Nsemere |
|--------------------------|---|--|
| Geographical location | Located in Dry Semi Deciduous Forest Latitude: 7 ° 22' and 7 ° 41' N Longitude: 2 ° 13' and 2 ° 43' W | Located in Dry Semi Deciduous Forest Latitude: 7 ° 30' and 7 ° 33' N Longitude: 2 ° 10' and 2 ° 14' W |
| Area and Perimeter | 30.56km ² and 31.35km | 18.13km ² and 20.04km |
| Ownership of Reserve | Dormaa Ahenkro Stool land | Wench Stool land |
| Date of Gazette | Constituted in 1932 | Constituted in 1939 |
| Domestic Usufruct Rights | Communal rights Farming rights (admitted farms) Timber Harvesting rights (expired in 2005) NTFPs commercial harvesting rights (permit basis) | Communal rights Timber Harvesting rights (expired in 2003) NTFPs commercial harvesting rights (permit basis) Quarrying permit has been gained to private company. |
| Local context | Some communities are mostly migrants (Dagartis, Frafras).. Indigenous tribe is Bono. Agriculture dominates the local economy. | Communities are characterized by heterogeneous societies comprising of tribes from all regions. Farming is the primary income source and another sources are local trading, NTFPs, and remittance from relatives. |
| Natural Forest | 32 tree species identified and 21 species out of them are economic species. | 44 tree species identified and 27 species out of them are economic species. |
| Plantation Forest | Matured teak stand: 228ha Young or current plantation: 1,382ha | Matured teak stand: n.a. MTS established for 986ha |

In conclusion at Section 9.0, SWOT analysis for Past Management and Future Management are identified. Because the descriptions of the section for both Tain I and Nsemere are more or less the same, here summarizes the description as of both forest reserves:

9.1 Strengths and Weaknesses of Past Management (Tain I and Nsemere)

9.1.1 Strengths

- The integrity of the reserve had been maintained over the years.
- Continuous Production of Plantation timber.
- Existing forest road network.
- Availability of high qualified professional and technical Staff.
- Availability of Forest Policy and Master Plan.
- Availability of Legislation (forest laws/regulations) to support operations.
- Availability of Logistics to enhance work.

9.1.2 Weaknesses

- Low involvement of local peoples' participation.
- Inadequate enforcement of forest laws and regulations.
- Inadequate education in communities on forest protection.
- Participating communities have no share in the final crop.
- Inability to revise the management plans periodically.
- Inadequate resources for effective management of the forest resources.
- Inadequate staffing.
- Inadequate logistics.
- Inadequate funding of operations and the untimely release of funds from Central Government.

9.2 Opportunities and Threats to Future Management

9.2.1 Opportunities

- Willingness of communities' to participate in forest management.
- Existing forest related local community based organisations to assist in forest management activities.
- Donor and Non-Governmental Organisation (NGO) Support.
- High demand for plantation products.
- Increased awareness of communities on forestry issues.
- Willingness of Traditional Councils and District Assembly to collaborate in forest management.
- Collaboration with other agencies in the management of forest resources.
- Governmental support

9.2.2 Threats

- Annual Fire.
- Illegal logging.
- Illegal farming.
- Illegal hunting.
- Inadequate support from judiciary and law enforcement agencies.
- Non adherence to terms of MOU on benefit sharing.

2) Part Two: Prescriptions for Future Management

Part Two describes the objectives for the future treatment of the forest reserve. The prescriptions for future management consist of 1) Measurable Objectives, 2) Management Regime, 3) Management

Prescriptions and 4) Rights and Responsibilities. The prescriptions are made for protection, production, local people, GB and IGA. Following are the outlines of this part:

i) Goal and Objectives

Both Tain I and Nsemere FRMP set the same goal and objectives, which are described as follows:

| |
|--|
| <p>Goal of Forest Reserve Management</p> <p>To conserve and sustainably develop the resources for the maintenance of environmental quality and supply of forest produce to improve the living standard of the people. The period of the plan will be 10 years. The following objectives will be pursued</p> <p>Objectives of Management</p> <p>I. To ensure that the whole reserve landscape is managed appropriately for their collective value.</p> <p>II. To restore the forest cover in the Tain I / Nsemere Forest Reserve through reforestation and the preservation of remnant patches of natural forest.</p> <p>III. To ensure transparency and improved governance in the allocation and use of the forest resources by all stakeholders.</p> <p>IV. To promote the welfare of forest fringe communities.</p> |
|--|

ii) General Objectives and Zonation of The Forest Reserve

Forest reserves are zoned with objectives of management. Zones of Tain I and Nsemere are described in the FRMPs. In Nsemere zones of rock-outcropped for tourism and mining area are distinguished feature.

Table 1.3.2 Zonation of Tain I and Nsemre in FRMP

| Zone | Objective: Tain I | Objective: Nsemere |
|----------------------------|--|---|
| Rivers and Streams | To protect the streams from drying-up | |
| Production Zone | To produce teak timber, poles and fuel wood for both domestic and commercial purposes | |
| Plantation Production Zone | 228ha | - |
| Current Plantation Zone | 1,382ha | |
| Conversion Zone | To restore tree cover on degraded areas | |
| Green Belt Zone | To enable fringe community to utilize the FR to improve their livelihood and protect the reserve | |
| Convalescence | | To allow natural regeneration |
| Rock-outcropped | | To preserve the rock for tourism. This is because of some mystical belief of locals. There are some reports of thick smoke surrounding the rock at certain time of the year. Also Ghanaian folklore indicates the presence of " <i>sasabrosam</i> " – a mythological personality who is believed to promote evil or good. |
| Mining (Quarry) | | To produce quarry materials for industrial development |

iii) Management for Protection

Boundary Maintenance

Measurable objective for protection is described as “The external boundary of the Forest Reserve with a perimeter of xx km will be maintained annually to ensure the integrity of the forest”. For the perimeters of Tain I and Nsemere are 31.35km and 20.04km respectively.

To meet the objective, following management prescriptions are set as in the box:

Management Prescription

- i. The external boundary will be cleaned at least twice per annum in accordance with the boundary maintenance schedule.
- ii. The external boundary will be inspected at least twice per annum. A staff not below the rank of Range Supervisor will be responsible for the inspection.
- iii. Broken and missing pillars will be replaced during the plan period. In addition the defaced pillars will also be repaired during the period.
- iv. The external boundaries will be patrolled every month.

For Tain I, broken, missing and defaced pillars are counted at 3, 38 and 3 respectively. As for Nsemere, 5 missing pillars and 1 defaced pillar have been identified in the FRMP.

Rivers and Streams

FRMP particularly sets the measurable objective for river and streams for protection. The objective is set as the same for both Tain I and Nsemere, “All the rivers and streams identified will be protected to ensure continuous flow”. And also management regime is described as “Trees located within 25m and 50m at both banks of streams and rivers respectively will not be allowed to be felled” for both Tain I and Nsemere FRMP.

As for Nsemere FRMP, protection of convalescence areas (regeneration areas) is specially described. The measurable objective is described as “To maintain and prevent felling of timber and poles from these zones in order to improve the stocking for at least over the plan period of (10) years”. To achieve the objective, the management regime is defined as not to harvest timer and poles for at least 10 years, intensive fire protection, and to restrict collection of NTFPs.

iv) Management for Production

Measurable objective of plantation production areas is defined as “The management objective of the area is to produce high quality poles and timber” for both Tain I and Nsemere FRMP. Categories of production areas differ between Tain I and Nsemere as follows:

Tain I: Conversion Areas (to restock 1,085ha), Current Plantation Areas, and Developed Plantation Stands (825ha under MTS).

Nsemere: Conversion Areas (to restock 1,813ha), and Developed Plantation Stands (1,050ha under MTS).

In both FRMP, rights and responsibilities of stakeholders for MTS are described in detail to clarify the roles of the stakeholders for the scheme. The stakeholders are FSD, farmers and landowners.

v) Management for GB and IGA

In connection with PAFORM activities, GB and IGA are also prescribed in the FRMPs. Here focuses on the descriptions on GB:

SECTION 7.0: MULTIPURPOSE GREENBELT AREA (excerpt)

7.1 Measurable Objective

To plant the periphery of Tain I / Nsemere Reserve with fruit trees (mangoes, citrus) and *Sena siamea* (cassia) to prevent wildfires and promote alternative income to fringe communities.

To intercrop the fruit trees with low lying crops example (pineapples etc) to suppress weeds and also provide short term income to the farmers.

7.2 Management Regime

Healthy planting materials will be used to establish the multipurpose greenbelt. Mainly potted seedlings will be used.

The *Senna siamea* (cassia) will be planted as the last two/three rows of the green belt zone.

7.3 Management Prescriptions

- The design for the multipurpose greenbelt establishment will be 40m wide. The length will vary depending on capacity of the communities and the availability of funds.
- The planting of seedlings will be done between May and June.
- The tending of the multipurpose greenbelt zone will be done by the communities at least twice in a year.
- Fire ride of 4m wide will be constructed along the multipurpose green belt zone.
- Cover crops shall be planted in between the fruit trees to suppress weeds and also for short term income generation.
- Memorandum of understanding on the roles and responsibilities of FSD and the participating communities shall be developed.
- Group Inner Rules will be developed to guide how the communities will operate under the multipurpose greenbelt establishment.

7.4 Rights and Responsibilities

The Communities

- The participating community members have the responsibility of cleaning the selected site, cutting pegs and tending operations in this zone.
- The participating communities have responsibility to assist in the survey and demarcation of this zone.
- The communities have the responsibility to prevent and control bush fires in the multipurpose zone
- **The participating communities are the rightful owners of the multipurpose greenbelt** and have the right to harvest the fruit trees.
- The participating community members have the responsibility to develop and abide by the guidelines relating to the multipurpose greenbelt establishment.
- The landowner has the right to know which communities are involved in the multipurpose green belt establishment.

The Forest Services Division

- The Division has responsibility to survey and demarcate the multipurpose zone for the communities.
- The Division has the responsibility of selecting interested and committed communities for the multipurpose green belt establishment.
- The Division has the responsibility to ensure that all the guidelines relating to multipurpose greenbelt establishment are adhered to.
- The Division has the responsibility to prevent and control bush fire in the multipurpose zone.
- The Division has the right to ensure the enforcement of the Forest Laws and Regulations in multipurpose greenbelt zone.
- The Division has responsibility to provide seedlings for the multipurpose zone in collaboration with the communities.

3) Part III: Proposal for Implementation

This part describes the implementation set up and revenue projections. In addition, the operational plan is included in this part in Section 3.0 Miscellaneous Plan.

Section 1.0 describes Administration and Finance, which will be necessary for the implementation. The description includes:

- Infrastructure development and maintenance (buildings, communication, and transport)
- Reserve administration (natural forest operation, plantation, cleaning of boundary etc. Also collaborators for the reserve management are listed such as Fire Volunteer Squads, Traditional Authorities, District Assemblies, MOFA, and Ghana National Fire Service)
- Reserve finance (financial arrangement for MTS, etc.)

Section 2.0 describes Monitoring and Revision, which stipulates monitoring system and indicators. Following table shows the indicators for monitoring:

Table 1.3.3 Indicators for M Indicators monitoring

| Output/Activity | Indicator | Remarks |
|------------------------------------|--|---------------------------------------|
| 1. Maintenance of Boundaries/zones | 1.1 Forest reserve boundary cleaned. 1.2 Boundary pillars erected and maintained. 1.3 Boundary trees planted/maintained. | |
| 2. Multipurpose Greenbelt | 2.1 Fruit trees planted. 2.2 Cover crops planted. 2.3 Groups inner rules developed. 2.4 MOU between FSD and participating Communities developed and signed. | |
| 3. Income Generating Activities | 3.1 Activities identified 3.2 Groups formed 3.3 Groups trained 3.4 Collaborating Agencies identified. | |
| 4. Access to NTFPs | 4.1 MOU for Communal rights developed. 4.2 Harvesting rules developed | |
| 5. Revenue Disbursement | 5.1 Revenue Disbursement Reports made available to stakeholders. | |
| 6. Fire Ride | Ride created and maintained. | Taungya Groups/FSD |
| 7. Singling | One plant per stool | Taungya Groups |
| 8. Pruning | Reduction in side branches to 60% total height | -do- |
| 9. Survey/Demarcation | Demarcation survey, Maps and Pillaring. | Check Survey of Demarcation |
| 10. Pegging | Planting alignment and equal distances | Joint team of Taungya groups and FSD. |
| 11. Planting | Survival survey, Existing survived plants | Joint team of Taungya groups and FSD. |
| 12. Tending | Undergrowth cleared of weeds | Taungya Groups |
| 13. Growth Rate | Permanent Sample Plots (PSPs) Established. Field Records/Reports compiled. | Source of reference data |
| 14. Thinning | Reduction in stand density | Revenue from thinning |
| 15. Seed collection | Seeds records/ batch | |
| 16. Nursery | Established nursery sites and contracts awarded | |

Section 3.0 describes Miscellaneous Plan. In this section, Operational Plans are also attached. Operational plans are proposed as 5 year-plan. The operational plans were prepared by activity, namely, plantation, GB and IGA. The Project Design Matrix (PDM) of PAFORM mentions that 12 operational plans are prepared. That means one operational plan each for the pilot communities in Tain I and Nsemere. Because all the activities in the communities are planned equal, the operational plan was not prepared individually by community but summarized in one sheet. Table below shows operational plan of GB in Nsemere.

Table 1.3.4 Operational Plan (GB in Nsemere FR)

Green Belt (GB) Activity

| Activity | Unit Cost (GHc) | 2009 | | 2010 | | 2011 | | 2012 | | 2013 | | Remark (responsible) |
|---|-----------------|----------|--------------|----------|--------------|----------|--------------|----------|--------------|----------|--------------|-----------------------------|
| | | No. of C | Amount (GHc) | No. of C | Amount (GHc) | No. of C | Amount (GHc) | No. of C | Amount (GHc) | No. of C | Amount (GHc) | |
| The PAFORM 6 Pilot Communities | | | | | | | | | | | | |
| Planning (workshops and seminars) | 4,135 | | - | | - | | - | | - | | - | Include GB member selection |
| Planning (selection of GB members) | 235 | 6 | 1,410 | 6 | 1,410 | | - | | - | | - | |
| Grand survey for set-up of the GB area | 416 | 6 | 2,496 | 6 | 2,496 | | - | | - | | - | FSD |
| Demarcation and mapping | 88 | 6 | 528 | 6 | 528 | | - | | - | | - | FSD / Community |
| Land Preparation | 388 | 6 | 2,328 | 6 | 2,328 | | - | | - | | - | FSD / Community |
| Peg production | - | 6 | - | 6 | - | | - | | - | | - | Community |
| Seedling procurement | 418 | 6 | 2,508 | 6 | 2,508 | | - | | - | | - | FSD |
| Seedling transportation | 70 | 6 | 420 | 6 | 420 | | - | | - | | - | FSD |
| Planting | 32 | 6 | 192 | 6 | 192 | | - | | - | | - | FSD / Community |
| Tending / Maintenance | - | 6 | - | 6 | - | | - | | - | | - | Community |
| Survival Survey | 144 | 6 | 864 | 6 | 864 | | - | | - | | - | FSD / Community |
| Beating up | 144 | 6 | 864 | 6 | 864 | | - | | - | | - | FSD / Community |
| General administration (MoU exchange et | 930 | 6 | 5,580 | 6 | 5,580 | | - | | - | | - | FSD |
| General administration / Monitoring | 144 | 6 | 864 | 6 | 864 | 6 | 864 | 6 | 864 | 6 | 864 | FSD |
| Sub- total | | | 18,054 | | 18,054 | | 864 | | 864 | | 864 | |
| Other Fringe Communities | | | | | | | | | | | | |
| Planning (workshops and seminars) | 4,135 | | - | 2 | 8,270 | | - | | - | 2 | 8,270 | Include GB member selection |
| Planning (selection of GB members) | 235 | | - | - | - | 2 | 470 | 2 | 470 | - | - | |
| Grand survey for set-up of the GB area | 416 | | - | 2 | 832 | 2 | 832 | 2 | 832 | 2 | 832 | FSD |
| Demarcation and mapping | 88 | | - | 2 | 176 | 2 | 176 | 2 | 176 | 2 | 176 | FSD / Community |
| Land Preparation | 388 | | - | 2 | 776 | 2 | 776 | 2 | 776 | 2 | 776 | FSD / Community |
| Peg production | - | | - | 2 | - | 2 | - | 2 | - | 2 | - | Community |
| Seedling procurement | 418 | | - | 2 | 836 | 2 | 836 | 2 | 836 | 2 | 836 | FSD |
| Seedling transportation | 70 | | - | 2 | 140 | 2 | 140 | 2 | 140 | 2 | 140 | FSD |
| Planting | 32 | | - | 2 | 64 | 2 | 64 | 2 | 64 | 2 | 64 | FSD / Community |
| Tending / Maintenance | - | | - | 2 | - | 2 | - | 2 | - | 2 | - | Community |
| Survival Survey | 144 | | - | 2 | 288 | 2 | 288 | 2 | 288 | 2 | 288 | FSD / Community |
| Beating up | 144 | | - | 2 | 288 | 2 | 288 | 2 | 288 | 2 | 288 | FSD / Community |
| General administration (MoU exchange et | 930 | | - | 2 | 1,860 | 2 | 1,860 | 2 | 1,860 | 2 | 1,860 | FSD |
| General administration / Monitoring | 144 | | - | 2 | 288 | 2 | 288 | 2 | 288 | 4 | 576 | FSD |
| Sub- total | | | - | | 13,818 | | 6,018 | | 6,018 | | 14,106 | |
| Total Cost | | | 18,054 | | 31,872 | | 6,882 | | 6,882 | | 14,970 | |

Note:

- 1) Pilot communities are Pepewase, Asuofri, Ahwene, Kofitumkrom, Amoakrom and Nyamponase
- 2) No. of C = No. of Community to target
- 3) Unit cost is for 1.2ha/year
- 4) For other fringe communities, 2 communities per year are targeted.
- 5) Activities will be carried out for 3 years in one community. After 3 years, FSD will move to other communities.
- 6) GB activity in the pilot communities started from 2008. Therefore year 2010 will be the last year of the activity for them.

1.4 Trainings (OJT) for Counterparts and Community Facilitators

PAFORM organized the three types of training, namely, training in Japan, training in third country, and other trainings organized by PAFORM as show in the following tables. This section summarizes the trainings conducted from 2006 June to 2009 March (please refer to the Progress Reports for the details). PAFORM complied the training materials on facilitation skills and GIS which were used in the trainings and for further extensions in the future as an Annex 1& and 2 respectively.

Table 1.4.1 Training in Japan (from 2006, 6 to 2009.2)

| Name of the Training | Duration | No./Target Participants |
|--|-----------------------|-------------------------|
| Joint Training Course for Forest and Forestry Project Counterparts | 3 Oct. - 18 Oct. 2006 | 1 / DM |

Table 1.4.2 Training in Third Country (from 2006, 6 to 2009.2)

| Name of the Training | Duration | No./Target Participants |
|-----------------------------------|-------------------|---------------------------------|
| Social Forestry training in KEFRI | 12 - 25 Sep. 2006 | 10/FSD managers and front staff |

Table 1.4.3 Other trainings organized by PAFORMT (from 2006, 6 to 2009.2)

| Name of the Training/ Activity | Duration | Participants |
|--|---|---|
| Facilitation training (1) | 13 -20 June 2006 | 9 / FSD Managers and Range / Plantation Supervisors |
| Forestry inventory survey training | 7 -11 August 2006 | Range / Plantation Supervisors |
| GIS training | 20-24 November 2006 | 5/ |
| OJT for Vegetation and Forest Type Map Making Techniques | - | 5 / ADMs, PAFORM technical assistant. |
| Workshop of Capacity Building of FSD Staff | 8 & 12 March 2007 | 10/ FSD Managers and Range / Plantation Supervisors |
| Establishment of Working Group | April 2007 | 4 WGs established |
| Management Training | 25 - 29 June 2008 | 20/ Managers in Brong Ahafo region |
| Facilitation Training (2) | 11 -15, January 2008 | 13/C/Fs and FSD Range / Plantation Supervisors |
| Individual Training | 8 - 12 Sep. 2008 29 Sep 3 Oct 2008 27 to 31 July 2008 | CSO APM PM Range Supervisor |
| Facilitation Training (3) | 19 -23, January 2009 | 17/ C/Fs and FSD front staff etc. |

1.4.1 Training in Japan: Joint Training Course for Forest and Forestry Project Counterparts: 3 Oct. - 18 Oct. 2006 (Mr. Dickson Sakyi Adjei, District Manager Sunyani District)

The goal of the training course was that motives and skills of participants who work on projects are improved by obtaining a wide range of knowledge and understanding about Forestry Project Management. The specific objectives of the training course were to 1) Improve communication and promote cooperation by deepening participants' knowledge and understanding about Japans' Forestry and by establishing common knowledge base with Japanese experts and specialists, 2) Deepen understanding about PCM (Project Cycle Management) & PRA(Participatory Rural Appraisal) as a management method 3) Compile and submit action plan report about concrete points for improving newly started tasks and ones for their improvement by making better use of the training outcome in

participants' own field, and 4) Exchange information and opinions among the participants, obtain a wide range of knowledge and understanding, and establish human network among project that will continue after the training.

The training was conducted through classroom type lecture, holding W/S and field visit to Hiroshima, Shizuoka, and Nagano prefecture. The following comments were summary of the report by participant from PAFORM project, Mr. Dickson Sakyi Adjei, District Manager Sunyani District.

The knowledge gained from PRA, PLSD and PA will be employed for W/Ss / meetings with communities to solicit information and share ideas, identify their problems and find solutions together with them. Moreover, the knowledge acquired will enable me to monitor the progress of the activities. Techniques of forest fire prevention and control learned in Hiroshima will be adopted and modified where necessary to supplement the existing methods used in prevention and controlling forest fires in Sunyani Forest District.

1.4.2 Training in Third Country: KEFRI (The Kenya Forestry Research Institute): 12 Sep. 2006 to 25th Sep. 2006

The main courses of the trainings are Forestry research & technology, integrated high value trees into farming systems, tree seed production, Collection forest management activities among rural, Introduction of FFS (farmer field school), Field visit (community and core farmers) and so on.

The participants were impressed by one Kenyan farmer who has plenty knowledge related to forestry and agriculture and showed interest in i "Farmer to Farmer extension" and "farmer field school". The participants were also inspired by one community which has join in PFM (participatory forest management) since 1997. The community implemented baseline survey to know their demands related to the forest and so on by themselves and set regulations to conserve their forest based on the survey results. The rules for the forest management have been relatively kept by the people, and it is because the regulations were established by the people according to a villager.

1.4.3 Other trainings organized by PAFORM

Facilitation training: 13th to 20th June 2006

A training on purpose to enhance the knowledge and skills of the management of FSD staff in order for them to perform their role in PAFORM was held from 13th to 20th June (for 8days) by a main trainer and an assistant trainer. Main subjects of the training are 1) Project Cycle Management and Operational Planning, 2) Effective Communication and Good Facilitation, 3) Participatory Approaches in Collaborative Forest Management, 4) Forest Resource Conflict Management and 5) Negotiations. As a whole, the training was highly estimated by the participants.

Forestry inventory survey training 7th to 11th, August 2006

Forestry inventory survey training was implemented from 7th August to 11th August, for 5 days. The overall objective of the training was to evaluate the knowledge and skills of the field staff of FSD field

staff. In addition to lectures and discussions, two-day field demonstrations were also organized.

Main agenda were 1) types of sampling, 2) random, systematic, 3) point sampling, 4) random systematic sampling, 5) two way sampling.

Theory of Prismatic compasses and the earth's magnetic field were introduced to participants. These principles of Bearings and angles, azimuths, magnetic, variation/declination were also touched on. Participants were taken through "Compass testing for error" and "Mounting and leveling the compass for taking bearings". Under this exercise, Tripods, monopods, prismatic compasses, ranging poles, survey field books were used as materials. Participants were taken through types of forest inventory sample plots, size and shape, Determination of sampling intensity. Participants were introduced a single tree measurement and stand measurement

Under the singletree measurement, participants were trained on how to measure diameter and height, basal area estimation of a single tree, volume estimation of a single tree. Under stand measurement participants were taken through the measurement of the Basal area per ha, Volume per ha.

Participants went through principles of the global positioning system (GPS), Setting up the system, taking a position fix, DPOP, satellite Geometry, saving a position fix as a way point, navigating with the GPS. Distance measurement, "step chaining".

GIS training 20th to 24th, November 2006

Five-day (20th -24th November, 2006) intensive GIS training was organized to equip the resource managers with the necessary skills and techniques in GIS operation. There were total of five trainees.

The training covered the following areas in 1) Introduction to GIS, 2) GIS application, 3) Mapping and map editing and 4) Analyzing and solving problems with GIS

Although the time for course was short, the trainees were very impressed because they have added new skills to their knowledge base.

OJT for Vegetation and Forest Type Map Making Techniques using Satellite Imagery (LAND SAT TM AND ASTER): 20th to 24th, November 2006

OJT (On the Job Training) for Vegetation and Forest Type map-making techniques using satellite imagery (Land Sat TM and Aster) had been conducted. Total numbers of participants were 5. After the JP expert(OJT trainer) explained how to operate icons (functions) of the Esry 9.1 software step-by-step, participants were requested to repeat the same work that the trainer had demonstrated. The OJT motto was "step-by-step" and accumulating of the failures in the operation brings about magnificent progress for getting skills for GIS operation and analysis.

The OJT participants analyzed Nsemere FR by themselves. After 4 months of self-trials, the participants were improved in terms of knowledge and skills for operating the GIS software and they understood how to effective use satellite imagery for forest/vegetation map formulation.

Establishment of Working Group

At the meeting among JP experts after the completion of FY 2006, the ineffective collaboration with C/P and JP experts was raised as one of issues to be improved for FY 2007. Most of PAFORM activities had been initiated by JP experts and all C/P concerned have joined the activities based on the

request by JP experts. In order to improve this situation, all activities defined in the PO were divided into 4 main categories (FRMP formulation, Green Belt establishment, Income Generation Activities, and Monitoring & Evaluation) and assigned as Working Group (WG) activities. Each WG members shall be responsible for planning, implementation, and monitoring for their activities with supervision of WG leader and advisory team member.

Management Training: 25th to 29th, June 2008

“Management & Leadership Development / Dynamics Team Building Workshop” was held from June 25 to 29, 2007 (5 days) . The number of participant was 20 mainly from FSD offices in B/A Region.

The objectives of the training provided were set to be 1) Increased common understanding of each other's roles, responsibilities and expectations of each manager/officer participating in the project, 2) Openly identify, discuss and resolve key issues that affect the efficiency and effectiveness of individual members and the entire project team, 3) Managers and officers will be able to manage their functional and project duties more effectively and 4) Redundancy of activities will be eliminated.

Major observations, evaluations and recommendations made by the participants as well as the trainer are summarized as follows:

1. The participants stated that their skills in conflicts management and resolution are weak and quite a number of the participants indicated that they need more knowledge and skills in emotional intelligence.
2. The participants discussed the issue of taking initiatives by leaders and managers in FSD, which is not being practiced effectively. The trainer instructed that management be of the view that there are things that FSD staff can take initiatives of and do them differently, but must respect the organizational structure. The trainer added that once the initiative seeks to contribute to the achievement of organizational goals, no one would prevent anybody from taking initiatives.
7. Another management/leadership challenge raised was on communication. Horizontal communication in the organization is considered very weak but the vertical communication is said to be working well. The participants agreed to this assertion and recommended that, the issue be addressed. Management added that periodic review meetings be organized for the District and Zonal Managers to dialogue and share issues of common interest.

Facilitation Training (2): 11th to 15th, January 2008

The overall objective of the training was to refresh and upgrade the knowledge and skills of FSD staff (Range/Plantation Supervisors) and C/F to assist them to implement their tasks of building the capacity of fringe communities towards participatory forest reserve management. Specifically, the training aimed at 1) Reviewing concepts and principles on the following skills areas: Facilitation of Group Processes, Participatory Approaches (with emphasis on Monitoring and Evaluation), Networking and Conflict Management 2) Sharing experiences in implementation 3) Exploring additional strategies and tools to apply the above skills areas and 4) Practicing facilitation and other relevant skills. There were a total of 13 trainees, 6 C/F and 7 FSD Range and Plantation Supervisors.

Training provided a chance for C/F and Range/Plantation Supervisors to exchange their experiences and opinions how to manage conflicts in the communities. The participants especially gave high marks to the small group discussions (the small group consisted of 3-4 members).

The trainer also assessed each participant in terms of leadership skill, facilitation skill, communication skill, interrelation skill and analytical skill. According to the evaluation, two of C/F and one FSD personnel got the highest marks among the participants (level 5 in the 4 items and level 4 in the 1 item). This assessment above includes how much the participants' skill were improved in comparison with those in 2005 training (the 1st one). Generally, there is a marked improvement in the communication and facilitation skills over the 2 years.

Basic Principle for Capacity Development of FSD for FY 2008

PAFORM had reviewed previous trainings which had been conducted until last year and found that FSD staffs have identified their own field which they need further capacity development through trainings which PAFROM have been organized. Therefore, PAFORM has decided to give chance for FSD staffs to find trainings by themselves which will be implemented by other organization for further capacity development.

In order to conduct training for FY 2008 more effectively, PAFORM has announced FSD staff for the above concept, set the criteria for selection and delivered letter to all concerned in May 2008. 4 applications have been submitted to PAFROM, approved and participated in trainings respectively.

The Followings are summary report of some of trainings in which FSD staffs participated:

- 1) PROFESSIONAL PROJECT MANAGEMENT COURSE/EDUCATION (*participant; Mr. Jasper Yao Dunyai, Assistant Project Manager, from September 8th to 12th 2008 & Mr. Kow Kwan Quaison, Customer Service Officer (WG3 Leader) from 29th September to 3rd October 2008*)

The Professional Project Management course/education is a 35 –Hours of Project Management Body of Knowledge (PMBOK). This Professional Project Management Training/Education is the first basic requirement for Project Management Professional (PMP) which is the world's most recognized and respected professional credential for individuals associated with project management.

Course Modules were divided into 11, namely, 1) The Project Management, 2) Integration Management, 3) Scope Management, 4) Cost Management, 5) Time Management, 6) Communications Management, 7) Risk Management, 8) Human Resource Management, 9) Procurement Management, 10) Quality Management and 11) Professional Responsibility.

-Observation by participant (*Mr. Kow Kwan Quaison, CSO*)

A wide range of knowledge was obtained during the training on tools for project formulation. The knowledge gained from the project management concepts especially communication will be employed during workshops / meetings with target communities to solicit information and share ideas, identify their problems with regards to the implementation of the project and together with them find solution to such problems in order to ensure successful implementation of the activities. Moreover, the knowledge acquired will enable me to monitor the progress of the activities using the monitoring and evaluation methods or techniques. Techniques of project implementation in the area of time, risk, human resource, quality, integration, professional responsibility, etc, will be utilized where necessary to supplement the existing techniques and methods used in the expansion of the PAFORM project in other areas.

- 2) 23rd Annual World Conference of the International Organizational Development Association
(*participant; Mr. Paul Sowah, Project Manager, from 27th to 31st July 2008*)

IODA conference is an annual affair that moves from country to country. It is the largest assemblage of Organizational Development scientists and practitioners. The conference provides the forum for exchange and learning of new developments in making our organizations, communities and the world a better place for mankind. Organizational Development cut across all disciplines from the individual through the group to the organizational or community levels. It has change and transformational management as two of the very important areas it focuses on.

Course Modules are 1) Trust by Alette Vonk, 2) Challenging Inequality to Establish Trust, 3) Successful Implementation of System Wide Change, 4) Strategic Organization Development and Systems Thinking, 5) Eight Approaches to Coaching, 6) Performance Under Pressure, 7) Storytelling as Interactive Intervention and 8) Creating Non-Violent Transformational Change Leaders.

-Observation by participant

Lessons from the conference apply to the projects aims of initiating a change in the traditional approach to reserve management in Ghana through the pilot activities. Change management becomes imperative in this effort to get the FSD to flow with the change. Trust is an important ingredient in this effort and it can be developed through true sincere dealings between FSD and the fringe communities. In all our efforts, we can achieve great transformation without being violent. It was a true experiential learning environment and I encourage such for a better learning.

Further, GPS utilization which PAFORM has been promoting has got an acknowledgement in Wiaoso district of Western region and 2 FSD staffs and Technical assistant of PAFORM were invited there to conduct 3 days training including field exercise from Oct 8 to 10 for 13 participants.

Facilitation Training (3): 19th to 23rd, January 2009

Facilitation Training (3) was held from 19 to 23 January 2009. Participants were 17 in total. Since some of participants have never joined the past series of Facilitation trainings (all of them have experience in joining same type of training organized with other organization) trainer tried to lessen the gap of understanding level between newly joined participants and others through continuous recap.

The overall objective of the training was to prepare the FSD field staff to transfer their knowledge and skills in facilitation to other districts. Main training modules were 1) Training on Facilitation Skills, 2) Conflict Management, 3) Time management and 4) Monitoring and Evaluation. Self evaluation by the participants shows skill/knowledge level have been increased after the trainings for all items.

| Module | Knowledge & Skill Rating (5 being the highest)* | |
|---------------------------------|---|--------------------|
| | Before the training | After the training |
| Training on Facilitation Skills | 3.3 | 4.5 |
| Conflict Management | 3.1 | 4.2 |
| Time Management | 2.4 | 4.3 |
| Monitoring & Evaluation | 2.5 | 4.5 |

* Shown here as average for the whole group

According to trainer's observation, 8 participants (5 CFs are among them) have potential to be formed into Teams to carry out training on facilitation skills. Even with these 8 individuals, close supervision is necessary in the planning and implementation of the first training to ensure the effectiveness of delivery.

1.5 Forest Reserve management Activities and Monitoring & Evaluation

Major activities for the participatory forest reserve management undertaken by PAFORM are 1) Formulation of Forest Reserve Management Plan (FRMP), 2) Green Belt (GB) activity, and 3) Income Generation Activities (IGA). This section summarizes the outputs and achievements of these activities and the result of the monitoring.

1.5.1 Formulation of Forest Reserve Management Plan

1) Activities Carried Out

Formulation of FRMP consists of a series of participatory workshops. Following table summarizes the workshops that have been carried out:

Table 1.5.1 Summary of the Workshops for Formulation of Forest Reserve Management Plan

| No. | Workshop | Objective | Date carried out | |
|-----|-------------------------|---|-------------------------|-------------------------|
| | | | Tain I | Nsemere |
| 1 | Introductory W/S | To introduce communities to the concept of the project, organizational set-up of the project, and activities to be carried out. | 07/07/2006 - 21/7/2006 | 07/11/2006 - 17/11/2006 |
| 2 | Information sharing W/S | Share the information of the communities to understand the situation of the communities, and share the ideas on the direction of development of each community. | 19/11/2006 - 19/12/2006 | 22/06/2007 - 20/07/2007 |
| 3 | Consultation W/S | To get feedback on the draft Strategic Plan | 24/02/2007 - 23/03/2007 | 08/02/2008 - 18/02/2008 |
| 4 | Stakeholder W/S | To get consensus among the stakeholders on the Forest Reserve Management Plan | 11/03/2008 | 29/01/2009 |
| 5 | Validation W/S | To validate the Forest Reserve Management Plan | 03/09/2008 | 05/02/2009 |

i) Introductory W/S

Introductory workshops were carried out in each target community to introduce the concept, activities to be implemented and organization set-up of the project. Table below shows the dates of the workshops held in the communities.

Table 1.5.2 Dates of Introductory Workshops

| Date | FR | Name of community | No. of participants in the community | | |
|------------|---------|-------------------|--------------------------------------|-----------|-----------|
| 07/07/2006 | Tain I | Forkuokrom | Male 18 | Female 27 | Total 43 |
| 14/07/2006 | Tain I | Adantia | Male 45 | Female 39 | Total 84 |
| 04/07/2006 | Tain I | Kwatire | Male 26 | Female 24 | Total 50 |
| 11/07/2006 | Tain I | Kobedi | Male 67 | Female 13 | Total 80 |
| 18/07/2006 | Tain I | Afrasu I | Male 29 | Female 12 | Total 41 |
| 21/07/2006 | Tain I | Afrasu II | Male 28 | Female 31 | Total 59 |
| 10/11/2006 | Nsemere | Nyamponase | Male 80 | Female 45 | Total 125 |
| 14/11/2006 | Nsemere | Asuofri | Male 43 | Female 37 | Total 80 |
| 07/11/2006 | Nsemere | Pepewase | Male 26 | Female 12 | Total 38 |
| 17/11/2006 | Nsemere | Kofitwumkrom | Male 47 | Female 36 | Total 83 |
| 17/11/2006 | Nsemere | Amoakrom | Male 27 | Female 18 | Total 45 |
| 10/11/2006 | Nsemere | Ahwene | Male 12 | Female 1 | Total 13 |

ii) Information Sharing W/S

The main objective of information sharing workshops is not to collect data for FSD, but for villagers (and FSD) to share the information, discuss and prioritize the issues. In other words, the workshop is not intended to ask the community members for discussing the interest of FSD, namely forest reserve management, but to provide a venue for the community members to talk about their own interests. Three components of the workshops are (1) information sharing of the present situation of the community, (2) information sharing of the development direction of the community, and in addition, (3) explanation of laws and policies on forest management. Table below shows the dates conducted.

Table 1.5.3 Dates of Information Sharing Workshop

| Date | FR | Name of community | No. of participants in the community | | |
|------------|---------|-------------------|--------------------------------------|------------|-----------|
| 19/11/2006 | Tain I | Afrasu I | Male 37 | Female 29 | Total 66 |
| 25/11/2006 | Tain I | Forkuokrom | Male 31 | Female 29 | Total 60 |
| 05/12/2006 | Tain I | Adantia | Male 61 | Female 115 | Total 176 |
| 14/12/2006 | Tain I | Kwatire | Male 64 | Female 90 | Total 154 |
| 15/12/2006 | Tain I | Kobedi | Male 72 | Female 56 | Total 128 |
| 19/12/2006 | Tain I | Afrasu II | Male 30 | Female 28 | Total 58 |
| 22/06/2007 | Nsemere | Asuofri | Male | Female | Total 114 |
| 26/06/2007 | Nsemere | Pepewase | Male | Female | Total 66 |
| 29/06/2007 | Nsemere | Ahwene | Male | Female | Total 104 |
| 06/07/2007 | Nsemere | Amoakrom | Male | Female | Total 115 |
| 13/07/2007 | Nsemere | Nyamponase | Male | Female | Total 116 |
| 20/07/2007 | Nsemere | Kofitumkrom | Male | Female | Total 101 |

iii) Consultation W/S

Consultation workshops have been conducted to get feedback from the target communities on the strategic plan of FRMP. Table below shows the dates of the workshops conducted.

Table 1.5.4 Dates of Consultation Workshop

| Date | FR | Name of community | No. of participants in the community | | |
|------------|---------|--------------------------|--------------------------------------|------------|-----------|
| 24/02/2007 | Tain I | Afrasu I | Male 52 | Female 37 | Total 89 |
| 27/03/2007 | Tain I | Afrasu I (follow-up) (*) | Male 73 | Female 38 | Total 111 |
| 02/03/2007 | Tain I | Kobedi | Male 93 | Female 68 | Total 161 |
| 09/03/2007 | Tain I | Adantia | Male 84 | Female 101 | Total 185 |
| 20/03/2007 | Tain I | Kwatire | Male 69 | Female 156 | Total 225 |
| 22/03/2007 | Tain I | Forkuokrom | Male 104 | Female 54 | Total 158 |
| 23/03/2007 | Tain I | Afrasu II | Male 49 | Female 27 | Total 76 |
| 08/02/2008 | Nsemere | Kofitumkrom | Male 67 | Female 58 | Total 125 |
| 09/02/2008 | Nsemere | Asuofri | Male 97 | Female 50 | Total 147 |
| 12/02/2008 | Nsemere | Amoakrom | Male 91 | Female 62 | Total 153 |
| 15/02/2008 | Nsemere | Nyamponase | Male 132 | Female 75 | Total 207 |
| 16/02/2008 | Nsemere | Ahwene | Male 96 | Female 83 | Total 179 |
| 18/02/2008 | Nsemere | Pepewase | Male 66 | Female 86 | Total 152 |

(*) The follow-up W/S was carried out due to insufficient preparation of the project team.

iv) Stakeholder W/S

Stakeholder workshop was held to get consensus among the stakeholders on FRMP. For this workshop, community representatives, traditional authorities, other relevant institutions like NADMO (National Disaster Management Organization) were invited. Table below shows the dates of the workshops held.

Table 1.5.5 Dates of Stakeholder Workshops

| Date | FR | Stakeholders | No. of participants |
|----------------|---------|---|---------------------|
| 26/02/2008 (*) | Tain I | FSD staff in Brong Ahafo Region | 60 |
| 11/03/2008 | Tain I | Community representatives, Traditional Council, Municipal Assembly, institutions (National Disaster Management NADMO etc.) | 71 |
| 29/01/2009 | Nsemere | Community representatives, Traditional Council, Municipal Assembly, institutions (Ghana National Fire Service (GNFS), etc.) | 57 |

(*) Before the stakeholder W/S, internal W/S for FSD staff was carried out to study FRMP.

v) Validation W/S

Validation workshop was held as a necessary procedure for FSD to validate the Forest Reserve Management Plan. Table below shows the dates the workshops were held.

Table 1.5.6 Dates of Validation Workshops

| Date | FR | Stakeholders | No. of participants |
|------------|---------|---|---------------------|
| 03/09/2008 | Tain I | The Ministry of Lands, Forestry and Mines, FC, FSD HQ, Regional FSD, Municipal Assembly, RMSC, Forestry school Community representatives, Traditional Council, other institutions (GNFS etc.) | Over 60 |
| 05/02/2009 | Nsemere | The Ministry of Lands, Forestry and Mines, FC, FSD HQ, Regional FSD, Municipal Assembly, RMSC, Forestry school Community representatives, Traditional Council, other institutions (GNFS etc.) | 58 |

2) Feedback from the Workshop

Many comments have been made through the workshops to formulate the FRMP. Some comments are of issues beyond the scope of the FRMP albeit they are vital to the stakeholders. These issues would be taken into further consideration among the stakeholders. Following summarizes the major points discussed during the stakeholder and validation workshops (in parentheses shows the status as at the end of the project):

i) Stakeholder W/S for Tain I**Further promotion of illegal activity eradication**

The government should establish a rigorous law to control arson. FSD answered that there is already the law, but enforcement is the issue. The authority to control arson is under Municipal Assembly. (FSD will continue collaborating with other organizations for fire prevention)

Further utilization of fire volunteer squad

FSD should reinforce fire volunteers to prevent wild fire. Fire volunteers should be provided with a uniform and remuneration, so that they will be recognized in the community. (FSD will consider the issue according to their available budget)

Right and responsibility

- The description of "Community has the right to harvest the fruit trees" in the section of GB in the FRMP may not insure the ownership of the fruit tree itself. Community should not only have the right to harvest the fruits but the ownership of the tree itself. (FSD responded to consider it and has changed the description in FRMP to "GB group are rightful owners")
- There were comments on MTS: 1) the benefit of MTS cannot be seen albeit being the member of MTS, 2) official agreement will encourage the community to commit, 3) community is skeptical without official agreement. (FSD responded not to be skeptical since the government is under the process of preparing the official agreement and FSD has been following the issue.)

Stakeholder collaboration

Involvement of the traditional authorities is necessary. Traditional authorities should caution the community against arson. There was also a comment that the traditional authorities should be given a legal authority to manage the FR. (FSD will continue collaborating with other organizations including the traditional authority)

ii) Validation W/S for Tain I

Selection of species for reforestation

The Selection of species for reforestation in the FR should be considered the use of indigenous species especially, those which hitherto existed in the FR instead of the exotic species. In response, it was highlighted that the use of indigenous species had already been considered in the FRMP but there is an apprehension about the use of only indigenous species due to the fire prone nature of the area. (FSD will consider the issue for future planting)

GB or MTS agreement

- The ownership of the GB should be clearly stated in the MOU to avoid future conflict since some participants are migrants and predisposed to face such a situation. (FSD has described the right of GB group in FRMP)
- Copies of the MOU signed between FC and participants should be given to all parties involved especially the land owner to keep them abreast of the content to avoid future conflict. (FSD has kept following the MOU signing and after the MOU is signed, FSD will follow the issue)
- Phrase "the greenbelt members have the right" should be replaced with "the GB members are the rightful owner" to emphasize on the ownership. (FSD has reflected the comment to change the description in FRMP)

Necessity of conflict resolution mechanism establishment

Participants suggested that there should be conflict resolution mechanism in place to manage conflicts. The Project responded by saying that measures will be put in place to deal with both intra and inter

community conflicts should they occur. (at the end of the project, FSD was still under consideration on this issue)

Further utilization of fire volunteer squad

The source of funding for Fire Volunteer Squad (FVS) should be clearly stated in FRMP to ensure their smooth operation. Ghana National Fire Service (GNFS) responded that GNFS has the responsibility to train FVSs but incentive packages for FVS should be the responsibility of other stakeholders not GNFS and FVSs could be engaged in other activities to raise funds. But leading them to source for funds could also be a motivation to them. (Upon the response, FSD has referred to participation of FVS in FRMP but the source of fund was not mentioned in FRMP)

Further promotion of illegal activity eradication

Rate of illegal activities in FR has been increasing so all hands on deck to curb it. Institution of task forces in communities should be established. (FSD is to consider the issue for future activities)

iii) Stakeholder W/S for Nsemere

Off-reserve planting

Community members recommended FSD to extend support for farmers who are engaged in farming off reserve boundary. FSD replied that seedling of mango is rather expensive and FSD resource is limited too, so FSD wants to put focus on in-reserve management and FSD shall facilitate them with MOFA.

Tourism Development

FSD initiated discussion on one prominent tourism place in Nsemere FR (where smoke comes from rocks.) One of Wenchi Traditional council replied it by citing his childhood memory visiting there and recommended to utilize this site as tourist center of Nsemere FR. (for the development of tourism, FSD with other stakeholders will start studying the regulations and discussing it)

Further promotion of illegal activity eradication

There were severe discussions on where fire comes from (whether it comes from within the fringe communities or from outside). In response to it, the representative of Traditional Council promised the participants to confirm the situation as soon as possible by himself and left his contact address for the participants whenever they find fire issue.

iv) Validation W/S for Nsemere

Further promotion of illegal activity eradication

Community raised issue that those who are arrested for illegal activities in the FR are not sent to the court. They should be taken into court for judgment. FSD explained according to the experiences, it takes longer process to take them to the court. There is a case of illegal farming which had been taken to court long time ago, but it has not still been concluded. (FSD has suggested to invite police and judges to this kind of conference to ask for cooperation for future. FSD has also asked the cooperation of community to deal with criminals such as to be the witness of illegal activities and capture the people who are engaged in illegal activities because it takes time for FSD to get to the site)

Further utilization of fire volunteer squad

- Community asked FSD to provide necessary materials with enough quantity to fight against wildfire. FSD answered that since the government budget is limited, FSD alone cannot support all of them and therefore collaborative work with other institutions (district assembly, NGO etc.) is important. (FSD will discuss the issue with other stakeholders in future)

- People are talking about Wellington boots for fire prevention, but it cannot prevent fire. There are other important things to prevent fire. (It has been suggested that community should be consulted by the institutions such as Ghana National Fire Service on how to prevent fire. As at the end of the project, activities has not taken place)

Tourism development

Cooperation to develop tourism or proposals to acquire fund should be made. Apart from the spot in Nsemere FR, there are also many tourist spots around the FR. The tourism sites should be developed together and any place that can be considered as tourism, community can bring the idea to the authorities.

MTS Agreement

The previous government has tried to sign the agreement of MTS but due to issue of chieftaincy, it was not materialized. Chief representative of the traditional council should be required to sign on the MTS contract agreement. (FSD will continue following the MTS signing)

Stakeholder Collaboration

RMSC officer urged participatory process and the benefits we get as well as our rights and responsibilities. If we can understand the benefit from acquiring our rights and responsibilities, we all should see that everyone has to take their responsibilities.

Project Manager summarized that “we are talking about participation. PAFORM developed foundation of participation. We have to continue it. We have got a certain objective, management of forest, which cannot be achieved today. It should be continuous and it is everybody’s business. The more commit ourselves, the more participatory realized. Whatever you have ideas in the communities, it should not stay in the community, but must come out. FSD field officers, therefore, have the role to facilitate the communities. We have started the foundation, but we have to go up to roofing level.”

Above statements are declarations of the key persons, so that it is expected that FSD would take it into serious consideration after the project.

1.5.2 Green Belt (GB) Activity

1) Activities Carried Out

Parts of the FR were allocated as GB to the target communities as a livelihood by FSD for the purpose of FR management. People in the target communities will ensure to prevent FR from fire outbreak or illegal logging by regular patrolling and they can also enjoy the fruits from the tree harvest in the near future. The so-called “Give and Take” relation can then be established between FSD and the fringe communities. The GB area was allocated 40m from inside of the pillar line showing FR boundary.

The works for GB establishment were carried out following the 8 steps below:

- Step 1: Set up a farmer’s group
- Step 2: Set up the target areas for the GB
- Step 3: Establish the group inner rule for collaboration
- Step 4: Discuss the GB design
- Step 5: Prepare an annual action plan to identify right and duty for the Group / FSD.
- Step 6: Exchange Memorandum of Understanding (MOU) between the group and FSD
- Step 7: Plant fruit trees on GB area established
- Step 8: Maintenance for planted fruit trees

i) Setting up of Initial GB Group Membership

The group formation activities were carried out based on the following processes:

- a) C/Fs assist the community in a meeting to formulate a group as GB group
- b) The group members were expected not to enlarge the group for group unity (approximately 30 families).
- c) The group for year 2007 was expected to start as a leading group. The GB and the group will expand in following year according to the situations of the first year's activity.

The number of participants was set considering suitable and manageable for the first trial. The PAFORM project proposed to allocate an area of 300m (length) x 40m (width) (=1.2 ha) to each community and to allow the community to select about 30 persons as the first runner of GB activity. In a series of discussions at the communities, the C/Fs played a key role by giving advice so that a group member composition could be well balanced taking into consideration the tribes, religions and gender of the group as learned through the facilitation training.

In May to June 2007, the first GB group formation was carried out in Tain I and in 2008, GB group formation for 2nd year was carried out from February to March for Tain I, and in March for Nsemere. In total 6 GB groups each in Tain I and Nsemere were formed (the groups in the 2nd year of Tain I have been merged into the first year group).

ii) Setting up of Target Area: Demarcation of the GB

FSD and project staff, who had learned GPS operation through on-the-job training by a Japanese expert, conducted a land survey to set up the GB area. The starting point was nominated by the GB group. The land demarcation was done by using measuring tapes and GPS devices. The GPS reading points were transferred into a GIS base map and were exported to paper map. This map was attached to the MOU (refer to Figure 2.1 and 2.2) to ensure that the land was assigned to the GB group for future use.

The land surveys for the GB planting were conducted in May 2007 for Tain I and from February to May 2008 for Tain I and Nsemere. The location of the GB in Tain I was selected by the GB group. The people selected 2nd GB areas, which were close to 1st GB areas established in 2007. PAFORM and GB group discussed the size of the GB for 2008. Based on the discussion, FSD prepared the necessary number of seedlings for the newly established GB.

Although it was anxious that 1.2 ha per community was too small for 30 members. However, GB groups did not request PAFORM to allocate more areas for GB. The GB group members asked the project to replace new fruit seedlings in the burnt area as well as the newly allocated area. GB group and PAFORM discussed and agreed that the new GB area was about 300m x 40m (1.2ha) for 2008 per community in both Tain I and Nsemere. It means total planting extension for each community of the Tain I is 600m (including 300m extension planted in 2007).

The new GB locations are fixed on the ground and the points are described in the maps attached to the MOU. The locations of GB in Tain I FR are shown on the map in the next page.

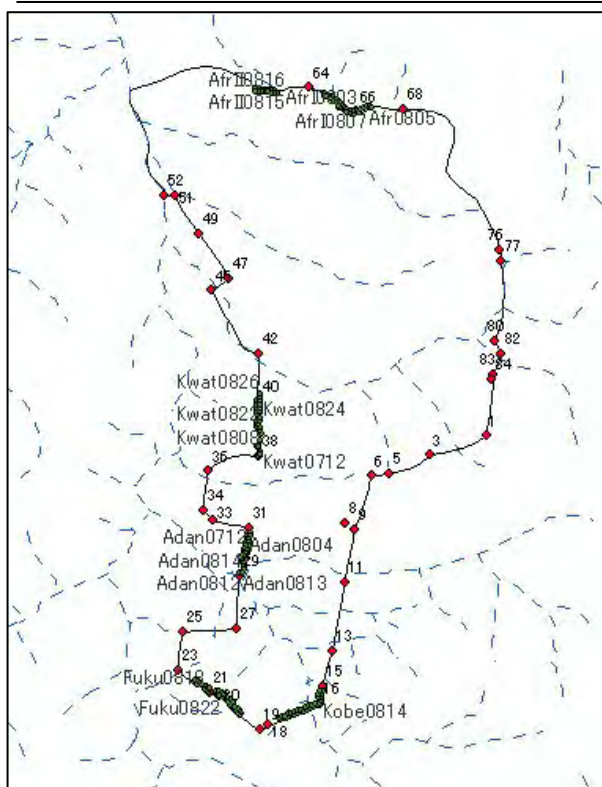


Figure 1.5.1 Location map GB in 2007 and 2008 for Tain I FR

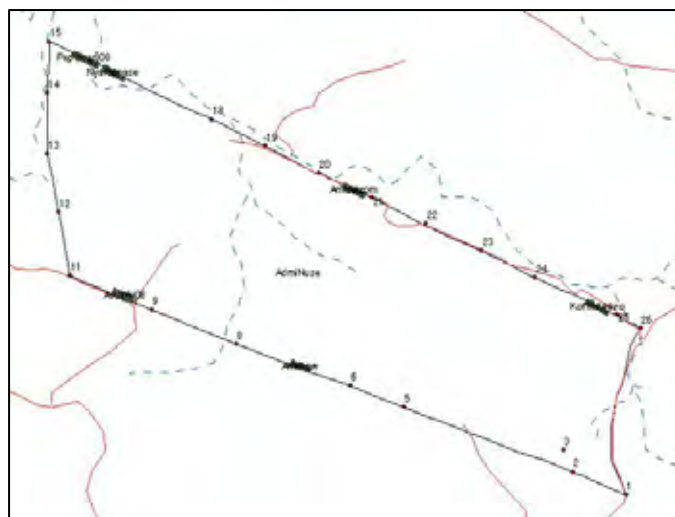


Figure 1.5.2 Location map of GB 2008 for Nsemere FR

iii) Establishing Inner Rule of the GB GROUP

The 6 GB groups for Tain I have already formulated their inner rules for the first year GB establishment. In the following year, the GB groups agreed basically to maintain the previous version of inner rules. GB group members in the 6 target communities in Nsemere have also formulated their inner rule by August 2008. C/F advised and supported the process of the discussions based on the experiences obtained from the GB groups of the Tain I in 2007 (1st year).

iv) Action Plan

The GB group held meetings for formulating their action plan to strengthen their collaborative work. The real jobs for fruit tree planting actions needed break down from land preparation (remove grass), pegging, digging planting hole, bringing seedlings into the site, brushing after planting, other matters for maintenance.

All the GB groups in Tain I and Nsemere have prepared their action plans. For Tain I, 6 GB groups prepared their action plans in 2007 and decided to follow the same action plans in 2008, since the land preparation and planting were expected to carry out almost in the same season as in 2007.

v) Planting

FSD provided fruit tree seedlings to the communities. The groups had options of selecting the kind of fruit trees either citrus or mango. The seedlings were delivered to the site by using a tractor owned by FSD. Following table shows the dates of GB activities up to planting.

Table 1.5.7 Tain I: Plantation and Re-plantation in the GB Establishment

| Name of GB group | Extension | Member selection | Land survey | Inner rule setting | Action. Plan | Planting |
|------------------|-----------|------------------|-------------|--------------------|--------------|--|
| Afrasu I '07 | 300 m | May 07 | May 07 | June-07 | July-07 | July 13, '07 Planted. Feb 08 wild fire attacked |
| | ----- | ----- | ----- | ----- | ----- | May 30, '08 270 Citrus replaced |
| Afrasu I '08 | 250m | Mar-08 | May-08 | No amend | | August 11, '08 Citrus planted. |
| Afrasu II '07 | 300 m | May 07 | May 07 | July-07 | July-07 | July 15, '07 Planted. Feb 08 wild fire attacked |
| | ----- | ----- | ----- | ----- | ----- | May 30, '08 replaced 280 Citrus |
| Afrasu II '08 | 300 m | Mar 08 | May 08 | No amend | | August 29, '08 Citrus planted |
| Kobedi '07 | 300 m | May 07 | May 07 | July-07 | July-07 | July 10, '07 Citrus Planted Feb 08 wild fire attacked |
| | ----- | ----- | ----- | ----- | ----- | August 21, '08 Mango planted |
| Kobedi '08 | 300 m | Mar-08 | Mar-08 | No amend | | August 21, '08 Mango planted |
| Forkuokrom '07 | 300 m | May 07 | May 07 | July-07 | July-07 | July 07, '07 Mango Planted. Feb 08 wild fire attacked |
| | ----- | ----- | ----- | ----- | ----- | August 21, '08 Mango planted |
| Forkuokrom '08 | 300 m | Mar-08 | Mar-08 | No amend | | August 21, '08 Mango planted |
| Adantia '07 | 300 m | June 07 | June 07 | July-07 | July-07 | July 04, '07 Citrus Planted. Feb 08 wild fire attacked |
| | ----- | ----- | ----- | ----- | ----- | June 4, '08 Replacement citrus 350 had done |
| Adantia '08 | 300 m | Mar-08 | Mar-08 | Mar-08 | | 4 June 08 357 Citrus Planted |
| Kwatire '07 | 300 m | June 07 | June 07 | July-07 | July-07 | June 26, '07 Citrus Planted. Feb 08 wild fire attacked 50% burned. |
| | --- | ----- | ----- | ----- | ----- | June 12, '08 180 Citrus replaced |
| Kwatire '08 | 300 m | Mar-08 | Mar-08 | Mar-08 | | June 12, '08 357 Citrus planted |

Table 1.5.8 Nsemere: Plantation and Re-plantation in the GB Establishment

| Name of GB group | Extension | Member selection | Land survey | Inner rule setting | Action. Plan | Planting |
|------------------|-----------|------------------|-------------|--------------------|--------------|-----------------------------------|
| Ahwene '08 | 300 m | Mar-08 | May-08 | Fixed | Fixed | June 6, '08 357 Citrus planted |
| Kofitumkrom '08 | 300 m | Mar-08 | May-08 | Fixed | Fixed | June 3 '08 357 Citrus planted |
| Amoakrom '08 | 300 m | Mar-08 | May-08 | Fixed | Fixed | June 14, '08 357 Citrus planted |
| Nyamponase '08 | 300 m | Mar-08 | May-08 | Fixed | Fixed | August 8, '08 357 Citrus planted |
| Asuofri '08 | 300 m | Mar-08 | May-08 | Fixed | Fixed | August 5, '08 357 Citrus planted |
| Pepewase '08 | 300 m | Mar-08 | May-08 | Fixed | Fixed | August 12, '08 357 Citrus planted |

2) Monitoring

From the monitoring activities of the GB, significant events are summarized below.

i) Group Formation

In practice, C/Fs facilitated the people in some small communities to formulate GB groups in an open manner (any person who has interest can join in and to keep balance between the various groups as mentioned before). Basically the discussion for GB group member selection was handled by the community themselves under the supervision of C/Fs. On the other hand, the number of participants' was 30, which was too small to keep balances for the people in some large communities. It was too difficult to choose the GB group members in an open manner but the process was implemented with

assurances and advice from the community authorities instead of through the open manner.

ii) Wildfire in Early 2008

Wildfire in early 2008 was extraordinarily terrible from the aspect of scale and frequency and especially, the fringe communities of Tain I FR suffered from the wild fire. In Afrasu I, GB members once stopped the fire just in front of the green belt by making fire break. Unfortunately the second larger fire came and swept the GB, More than 90% of the fruit trees were burnt in all the communities except for Kwatire, whose damage remained around 50% in February 2008. Especially, more than 10 houses and some storage houses were burnt in Afrasu II, so that nobody could afford to go to their GB site for fire prevention. Based on the experience, in Afrasu I the people established a fire volunteer group to patrol GB and Tain I FR for fire prevention. Therefore, it can be said that GB gives motivation for community members to prevent fire. On the other hand, not only GB members are engaged in fire prevention, but also GNFS, traditional authorities, district assemblies and so on are expected to be involved. Furthermore, it is needed for FSD to handle bushfire by combination of several activities such as IGA (aiming at decrease of incentive to hunt bush meat by using fire), FVS activities and so on.



Afrasu I GB members stopped fire in front of GB



Members of Afrasu I GB

iii) Establishment of Fruit Trees

Fruit tree planting in the GB has been completed in all the twelve communities by mid August. In Tain I, 600m x 40m per community (for Afrasu I 550m x 40m due to difficulty to secure the land), or in



Mango (Kobedi, Oct.20)



Citrus (Kwatire, Oct. 14, Assistant Project Manager in the right.)

total 3,550m x40m of GB has been established for this two-year operation. As for Nsemere, for this one year operation 300m x 40m per community or total 1,800m x 40m of GB has been established. Total beneficiaries of GB is 540 (360 for Tain I and 180 for Nsemere).

Long prolonged rain in this year has put positive impact on tree growth in GB. Mangos, citrus and pineapples have been growing well up to now. GB group members have been trying to manage GB by proper weed management according to their own rules and regulation under supervision of C/Fs.

1.5.3 Income Generation Activities (IGA)

1) Activities Carried Out

i) Planning / Designing of IGA for Tain I

The Working Group 3 (WG3) was in charge of IGA. The WG3 initiated its activities with detail designing of IGA in June 2007. Following table summarizes the major activities under taken by WG3 at planning / designing IGA for Tain I fringe communities.

Table 1.5.9 Activities of Working Group 3 Tain I

| Activity | Agenda | Descision made |
|---|--|--|
| Meeting with WG3 Group Leader (June 11) | Exchanged views about IGA under PAFROM and discussed agenda of the WG3 meeting | |
| 1 st Meeting (June 13) Orientation on IGA under PAFROM | Discussed: <ul style="list-style-type: none"> • Why IGA under PAFROM? • Who are the target? (where is an netry point?) • How can we carry out? • What kind of IGA? How to collaborate with MOFA | The group discussed whether the assesment of community's needs are necessary and decided to discussed in detail at the next meeting. |
| 2 nd meeting (June 19) Review of the previous alternative livelihood activity and on needs assessment | Reviewed the report of the previous alternativelivelihood activity from 2005 to 2006. Review of the information we had (socio-economic survey, information sharing workshop). Necessity of furhter survey and its method. | The group agreed that we ned more survey from the IGApoint of view. To avid rasing the expectation of the community on assistance from PAFROM, the group agreed to conduct individual interviews first and then decide if to go ahead with community workshop. |
| 3 rd meeting (June 20) Designing individual interviews | Designed the way of individual interviews (semi-strucured interview, targets etc.) (Refer to Attachement 1) | The group agreed that the community facilitaters (CF) would conduct the interviews and present them on July 9 th . |
| 4 th meeting (July 9) Presentation of the interview result by CF | CF presented their interview results (Refer to Annex 6- 2). Discussed next step. | The group agreed that we would design IGA based on the information we had so far. |
| Meeting with MOFASunyani District (July 10) | Held a formal meeting with MOFA Sunyani District. Explained the PAFORM activitiy and presumed collaboration with MOFA. | Exchanded the opinions on IGA with MOFA district officers and extension agents. The group will bring along the IGA design to discuss more detail. |
| 5 th meeting (July 16) 6 th meeting (July 18) Designing of IGA | Discussed the design of IGA (component, method, target community, schedule) and formulated a draft IGA plan. | Review the draft plan again and discuss next step. |
| 7 th meeting (July 23) 8 th meeting (July 25) Review of the draft plan and discuss next step. | The draft IGA plan was finalized at this moment and decided to go into on-farm training (implementation). | |

ii) Planning / Designing of IGA for Nsemere

C/Fs in Nsemere started IGA needs assessment upon reviewing the results of the socio-economic survey conducted in October 2006 and the information sharing workshops. Planning / designing of IGA for Nsemere FR was carried out by the end of February 2008. Table below summarizes the process of IGA planning / designing.

Table 1.5.10 IGA Designing Process in Nsemere FR

| Date | Activities of WG3 |
|------------------------------|---|
| October 2006 | Socio-economic survey (basic information collection on communities) |
| June to July 2007 | Information Sharing Workshop (sharing of issues of community). Issues concerning IGA such as low yield of maize crop, no alternative income sources, etc. were identified from this workshop. |
| October 2007 to January 2008 | IGA needs assessment. Using semi-structured interview method, entry points of FSD into the community were sought. |
| February 6, 2008 | WG3 meeting with Japanese expert. Sharing lessons of IGA in Tain I. |
| February 14, 2008 | Visiting MOFA Wench District, which covers Nsemere FR. Explanation of the activity of FSD / PAFORM. |
| February 19, 2008 | Visiting MOFA Sunyani District. PAFORM was informed that MOFA directors in Sunyani and Wench agreed that the MOFA Sunyani would cover the IGA in Nsemere side. |
| February 20, 2008 | IGA designing meeting. Confirmation of the concept, guiding principles and strategies of IGA. Sharing of the result of needs assessment. Listing the target IGA contents in each community and discussion on the feasibility of the contents. |
| February 27, 2008 | IGA designing meeting. Sharing of the additional survey in the communities. Finalizing IGA contents in each community. |

iii) Implementation of IGA for Tain I

On-farm training

On-farm trainings started on February 5th, 2008. C/F and Agriculture Extension Agent (AEA) of MOFA coordinated among themselves. On-farm trainings were implemented until March 2008. The trainings were held at morning time from around 9:00. One session takes around two hours. The venue is a suitable place in the village, so that those who are interested can easily come to the trainings. Table below summarizes the attendances of the on-farm trainings. On-farm trainings took place for 35 times by the end of March 2008. Total attendance reached 992 (male 516 and female 476) and average attendance per session counted 28 (male 14 and female 14).

Table 1.5.11 On-farm Training in Tain I

| Topic | Kwatire | Adantia | Forkuokrom | Kobedi | Afrasu I | Afrasu II |
|--------------------------|---|-------------------------------------|-------------------------------------|--|---|---|
| Maize / Soybean | Feb. 5 M13, F4 | Feb. 6 M11, F11 | Feb. 7 M20, F15 | Feb. 6 M40, F7 | Feb. 5 M20, F21 | Feb. 7 M21, F12 |
| Groundnut / Tigernut | Feb. 12 M6, F29 | Feb. 15 M5, F16 | Feb. 13 M8, F9 | Feb. 11 M40, F14 | Feb. 12 M26, F19 | Feb. 13 M23, F16 |
| Small ruminant / Poultry | Feb. 28 M7, F4 | Feb. 26 M6, F10 | Feb. 27 M7, F7 | Feb. 19 M28, F2 | Feb. 8 M25, F25 | Feb. 14 M19, F23 |
| Soap making | Feb. 13 ~ 15 Feb. 21 ~ 22 M7, F43 | Mar. 12 ~ 15 Mar. 17 M8, F 25 | Feb. 11, Feb. 14 ~ 16 M1, F12 | Feb. 27 ~ 29 Mar. 4 ~ 5 M16, F32 | Feb. 21 ~ 23 Feb. 28 ~ Mar.1 M18, F21 | Feb. 18, 20, Feb.25 ~ 27 M16, F23 |
| Mushroom | Feb. 19 | | Feb. 21 | Feb. 18 | Mar. 4 | |

| | | | | | | |
|------------|-------------------|--------------------|--------------------|--------------------|----------|--|
| | M6, F22 | | M7, F7 | M25, F2 | M11, F10 | |
| Snail | Feb. 20 M5, F7 | Feb. 21 M4, F11 | | Feb. 25 M15, F3 | | |
| Beekeeping | Feb. 27 M7, F1 | Feb. 25 M14, F4 | Feb. 28 M10, F4 | Feb. 26 M21, F5 | | |

Note: M: Male, F: Female



Field visit and Demonstration

After the on-farm trainings, field visit to advanced farmers and demonstration were implemented. By March 2007, field visits for maize storing, mushroom and small ruminant, and demonstration for beekeeping and snail were implemented. For demonstration, one beehive per interested community and one snail pen per interested community were provided. There are many people who showed further interest in mushroom, but due to the limitation of transportation facilities, only a few people were taken to the field visit. As for maize storing method, since the advanced farmers are in their vicinity (Afrasu I and Kwatire), farmers could visit the site on foot.

Table 1.5.12 Field Visits and Demonstrations in Tain I

| Topic | Kwatire | Adantia | Forkuokrom | Kobedi | Afrasu I | Afrasu II |
|---|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Maize storing (Field visit) | Feb. 12 M6, F29 | Feb. 15 M6, F4 | | | | Feb. 14 M8, F0 |
| Small ruminant / Poultry (Field visit) | Mar. 14 M7, F4 | Mar. 14 M4, F0 | Mar. 17 M4, F2 | Mar. 13 M5, F1 | Mar. 18 M5, F3 | Mar. 12 M4, F4 |
| Mushroom (Field visit) | Mar. 7 M5, F2 | | Mar. 5 M2, F4 | Mar. 3 M4, F1 | Mar. 13 M5, F4 | |
| Snail (Demonstration) | Mar. 12 M5, F7 | Mar. 12 M10, F5 | | Mar. 14 M5, F3 | | |
| Beekeeping (Demonstration) | Mar. 5 M8, F3 | Mar. 3 M12, F4 | Mar. 7 M7, F5 | Mar. 8 M6, F0 | | |

Demonstration Farm Establishment

In April 2008 when rainy season came, the project proceeded into the establishment of demonstration farms for maize, soybean, groundnut and tigernut. Demonstration farm is aimed at showcasing the

cropping method and new crops to the community. Soybean and groundnut in the demonstration farmers are targeted to develop a marketing channel. The target of the dissemination for each crop is as follows:

Table 1.5.13 Target of Demonstration Farm

| Crop | Target |
|-----------|---|
| Maize | Show line planting method (many farmers are planting maize randomly), introduce hybrid seeds |
| Soybean | Introduce new crop, (inter-crop with maize for soil fertility), marketing produce to buyer (Ghana Nuts Co.) |
| Groundnut | Introduce new crop (China type), marketing produce to buyer (Ghana Nuts Co.) |
| Tigernut | Introduce new crop (white type) |

By mid April, each community had prepared land for demonstration and the sowing demonstration on the demonstration farm started from April 24. Shortage of rain in April and May albeit its rainy season have greatly affected the progress of the activity, especially the project areas did not receive any drop of rain for almost three weeks from the beginning of May.

In some communities, we did demonstration of alignment of the plot for line planting and taught farmers on how to sow the seeds, but seeds were kept with the community, so that when rain comes they are to sow the seeds on the demonstration farms. There was also an accident that an AEA suddenly passed away due to car accident. It is regrettable sorrow for us but the project together with MOFA rearranged the schedule to fulfill the activity.

The area of the demonstration farms varied from 0.8 to 2.0 acre. Chief of the community or a member of the group offered their land for demonstration. All of the communities have agreed that they will share the work and benefit equally. Table below shows the date of the demo-farm established in each community. At the same time of establishing demo-farm, the project also distributed seeds to the community for their individual trials on their own farms.

Table 1.5.14 Progress of Demonstration Farm Activity in Tain I

| Crop | Kwatire | Adantia | Forkuokrom | Kobedi | Afrasu I | Afrasu II |
|-------------|---------|----------|------------|---------|----------|-----------|
| Maize / | May 21 | Apr. 28 | Apr. 29 | May 8 | Apr. 25 | Apr. 24 |
| Soybean | M4, F5 | M9, F4 | M3, F5 | M7, F13 | M10, F6 | M13, F12 |
| Groundnut / | | May 9 | Jun. 5 | May 22 | May 2 | May 2 |
| Tigernut | | M5, F10, | M5, F6 | M8, F7 | M5, F1 | M19, F13 |

iv) Implementation of IGA for Nsemere

Establishment of Demonstration Farm

In Nsemere the first establishment was implemented in Nyamponase on April 25, 2008. By May 15, all the demo-sites were established. Due to time constraint, on-farm training on the crops and demo-farm establishment were implemented at the same time in Nsemere. Table below summarizes the date and participants of the demo-farm establishment.

Table 1.5.15 Demonstration Farm Activity in Nsemere

| Crop | Pepewase | Asuofri | Ahwene | Kofitwumkrom | Amoakrom | Nyamponase |
|-------------------------|--------------------|--------------------|-------------------|-------------------|---------------------|-------------------|
| Maize / Soybean | May 5 M8, F7 | May 12 M22, F16 | May 15 M10, F9 | May 5 M11, F10 | Apr. 28 M15, F9 | Apr. 25 M7, F2 |
| Groundnut / Tigernut | May 15 M19, F14 | May 15 M27, F19 | | May 7 M11, F11 | Apr. 30 M12, F12 | May 2 M9, F3 |

On-farm Training

On-farm training started with soap making in Kofitwumkrom on May 27, 2008. Table below shows the dates of the on-farm training. Total attendance was 1,411 (651 male and 760 female) and average per training was 35 (16 male and 19 female).

Table 1.5.16 On-farm Training in Nsemere

| Topic | Pepewase | Asuofri | Ahwene | Kofitwumkrom | Amoakrom | Nyamponase |
|-----------------------------|------------------------|------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| Small ruminant / Poultry | Jun. 24 M10, F12 | Jun. 5 M20, F18 | Jul. 15 M10, F13 | May 29 M35, F4 | May 30 M16, F17 | Jul. 30 M15, F4 |
| Soap making | Jun 23 – 25 M8, F19 | Jun30-Jul3 M20, F36 | Jul. 14-17 M10, F20 | May. 27 ~ 29 M4, F59 | Jun. 2,4,9,10 M14, F33 | Aug. 13-15 M5, F34 |
| Mushroom | Jun. 12 M21, F22 | Jun. 26 M18, F16 | Jul. 21 M10, F13 | May 30 M23, F30 | Jul. 23 M13, F9 | Jul. 16 M27, F48 |
| Snail | Jun. 18 M9, F8 | Jun. 9 M20, F18 | Jul. 18 M10, F13 | Jul. 24 M17, F23 | Jul. 25 M20, F6 | Jul. 29 M25, F16 |
| Beekeeping | Jun. 13 M11, F10 | Jun. 27 M12, F11 | Jun. 16 M10, F20 | / | Jul. 25 M25, F4 | Jul. 17 M52, F87 |

Field visit / Demonstration Facility Provision

As a step 2 for IGA, field visits of advanced farmers in Sunyani (mushroom and livestock) and demonstration facility establishment/trainings (snail, bee and mushroom) in the communities of Nsereme were conducted from mid September to late October 2008. Following table shows the summary of the dates and attendance.

Table 1.5.17 Field Visit / Demonstration Facility Provision in Nsemere

| Community Activity | Pepewase | Asuofri | Ahwene | Kofitwumkrom | Nyamponase | Amoakrom |
|---|-----------------------|----------------------|---------------------|-------------------|-------------------|---------------------|
| Field visit* | | | | | | |
| Mushroom | Sep.10 (F3, M5) | Sep.9 (F2,M8) | Sep.22 (F3,M4) | Sep.15 (F3,M4) | Sep.16 (F3,M5) | Sep.17 (F4, M4) |
| Livestock | Sep.8 (F2,M5) | Sep.19 (F0,M8) | Sep.10 (F1,M6) | Sep.23 (F2,M5) | Sep.18 (F2,M3) | Sep.22 (F3,M5) |
| Demonstration provision/additional training | | | | | | |
| Bee | Sep.15 **(F26,M19) | Sep.16 **(F1,M20) | Sep.17 **(F2,M4) | Sep.20 (F4,M7) | Sep.28 (F5,M7) | Sep.20 (F4,M6) |
| Snail | | Sep.16 **(F5,M21) | Sep.17 **(F6,M4) | Sep.24 (F6,M6) | Sep.23 (F6,M6) | Sep.19 (F4,M5) |

* Participants were limited because of capacity of transportation and visiting place

**Two trainings are combined because of availability of trainers.



Snail rearing on-farm training



Field visit of mushroom farmer



Field visit of livestock farmer



Bee keeping on-farm training

During the trainings, participants showed much interest in further practical training and raised the question mainly for place to get materials for application such as chemicals for de-worming (livestock), mushroom seeds, sawdust and equipment (mushroom), and bee wax and protection materials (bee).

Networking (marketing)

The Working Group 3 visited Ghana nuts Ltd., a buyer of soybean and China-type groundnut and confirmed that they have demand for soybean and groundnut. The prolonged rain in September caused delay for drying process and caused loss of harvest. As a result, production from the demo-farms was much less than expected and most of the communities decided not to sell the produce this time. PAFORM invited all the communities no matter if they have produce to sell when PAFORM invited Ghana nuts for trading or not.

On 12th of November 2008, the purchasing manager of Ghana nuts came to PAFORM office and the one representative each from the 12 communities were invited to the trading. MOFA officer was also invited to give the participants advice for soybean crop. Only Adantia and Kwatire communities managed to bring their harvest in bulk and a participant brought a little amount of produce.

The manager explained their purchasing price, which corresponds to the prevailing market price and now the range was lower (in November price was 34 GHc/bag or 0.38GHc/kg, while the highest price could be 80GHc/bag in August and September). They weighed their bags and the farmers from Adantia and Kwatire received cash immediately from the manager. Total sold amount was 346kg, which turned to 131.5 GHc (64.24GHc for Kwatire and 67.26GHc for Adantia).



Explaining the business of Ghana nuts Ltd. to Community representatives



Weighing the soybean brought by community.



Cash for sale was handed from Ghana nuts manager to the community representative.

On November 19 2008, the Project assisted the Afrasu II community to transport their soybean

produce to the factory of Ghananuts Ltd. in Techiman. The sold amount was 38kg or GHc14.3. Also On 15th January 2009, 6 representative farmers from Tain I visited Ghana nuts Ltd. to gain the necessary knowledge and skill for large scale production taking into account the positive reaction of the community members after 1st marketing. One of the community members brought soybean and gained 15 GHC there.



Community representative is back from the factory with money and explains others about the trading. They will discuss what to do with money.



Deducting add-mixture content (5%), value of the produce was calculated and the staff handed money to the farmer at once.



Lav. Staff with white uniform takes sample from the soybean bag brought from Afrasu II to check add-mixture.

2) Monitoring

i) Outcome of the Activities

Tain I

Because the materials provided to the community for IGA were limited, those who have common interest have formed a group to manage the materials provided for demonstration. It is natural for the farmers to form a group under the condition that the materials provided were limited. All the groups formed are sharing workload and have agreed to share the benefit equally.

a) Soap-making (6 communities)

All the communities have sold some of the produce from the materials provided by the project and they have added materials by themselves for 3 times by mid February 2009 and gained some income. Table below shows their earnings as of February 2009. Some of the produced are self-consumed and the cost includes not only consumables but also tools like big buckets, which can be used for more than a year.

The project trained the community with pomade and paraszole making as well as soap making, but they are rather concentrating on soap making because of its high demand in the community. They are selling the products within their community and neighbors. As of February 2009, it was confirmed that all the communities are still engaged in soap making.

Table 1.5.18 Income Generated from Soap Making As of Feb 2009 (Tain I)

| Item | Kwatire | Adantia | Forkuokrom | Kobedi | Afrasu I | Afrasu II |
|--------------------------------|---------------------|-------------|-------------|--------------|--------------|--------------|
| No. of Member | Male 7 Female 43 | M 8 F 25 | M 1 F 10 | M 16 F 32 | M 22 F 26 | M 14 F 24 |
| Input Provision | 100 GHc | 100 GHc | 100 GHc | 100 GHc | 100 GHc | 100 GHc |
| Gross Income | 49 GHc | 48 GHc | 42 GHc | 10.25 GHc | 60 GHc | 35GHc |
| Additional Input by themselves | 3 times | 3 times | 3 times | 3 times | 3 times | 3 times |
| Net Income | 34 GHc | 77 GHc | 53 GHc | 48 Ghc | 65 GHc | 42 GHc |

b) Mushroom (Kwatire, Forkuokrom, Kobedi and Afrasu I)

All the four communities have grown mushrooms and they have sold them at local markets. The demand was so high that all the produce was just sold out within the village market. In Forkuokrom, the custodian of the mushroom said that some of the mushroom packs did not grow well. It was considered that the humidity control in the community was not adequate very much since some part of the wall in their sore house was missing. By February 2009, all the communities have finished growing the mushroom from the packs provided by the project. After that no community has invested themselves in purchasing mushroom packs due mainly to less production than expected. Communities (including Nsemere) feel that producing mushroom packs by themselves rather than purchasing mushroom packs would be more profitable. WG3 made an economic analysis of the mushroom pack making and indicated the needs of considerable initial capital and skills. Although the project considered partial assistance to the people who try to establish mushroom pack production facility, no community has tried to venture to it.

Table 1.5.19 Income Generated from Mushroom As of February 2009 (Tain I)

| Item | Kwatire | Forkuokrom | Kobedi | Afrasu I |
|-----------------|---------|------------|-----------|------------|
| No. of Member | M6, F22 | M 7, F 7 | M 25, F 2 | M 16, F 15 |
| Input Provision | 40 GHc | 40 GHc | 40 GHc | 40 GHc |
| Gross Income | 55 GHc | 13.2 GHc | 42 GHc | 35 GHc |

c) Snail (Kwatire, Adantia, and Kobedi)

In all the communities snails have laid eggs by June 2008. The members of the groups are feeding the snails well. Given advice from assistant extension director in MOFA HQ at the JCC meeting in June 2008, the project added another 2 pens to each community to separate different generations of the snails. In all the communities, snails have been grown well and the group in Adantia has constructed a cage to protect the pens from invaders. As of February 2009, all the groups are still not selling but they have decided to distribute snails to each member of the groups to increase the number of snails. Their plan is that after they grow snails individually, they are to go for sale.

d) Beekeeping (Kwatire, Adantia, Forkuokrom, Kobedi)

In four communities, beehives have been set as a demonstration. The community members have been monitoring the beehives. As of February 2009, all the beehives except for Forkuokrom have been nested but the harvest has not taken place yet.



A farmer improved animal pen

e) Small ruminant and poultry (all the six communities)

The project provided on-farm training and field visit to an advanced farmer. It was reported that in Afrasu I and II, Adantia and Kwatire communities, they have improved their animal pens. Also the village chief in Afrasu I reported that he applied vaccination to the animals as learned from the trainings, he managed to increase the number of animals: from 2008 to 2009, goat increased from 6 to 13 and sheep increased from 13 to 20.

Nsemere

a) Soap and Mushroom

Since IGA in Nsemere started later than Tain I, its outcomes have not seen so much like Tain I. Table below shows the income from soap making and mushroom in Nsemre side. For soap making, basically they are still using the materials provided by the project with little addition by themselves and considerable amount of produce (both soap and mushroom) have been self-consumed in their respective communities.

Table 1.5.20 Income Generated from Soap Making As of Feb 2009 (Nsemere)

| Item | Pepewase | Asuofri | Ahwene | Kofitwum-krom | Nyamponase | Amoakrom |
|-----------------|--------------------|------------|-------------|----------------------|--------------|----------------------|
| No. of Member | Male 3 Female 4 | M 2 F 8 | M 2 F 38 | M 10 F 55 | M 22 F 26 | M 10 F 22 |
| Input Provision | 100 GHc | 100 GHc | 100 GHc | 100 GHc | 100 GHc | 100 GHc |
| Gross Income | 70 GHc | 24 GHc | 20 GHc | Mostly self-consumed | 20 GHc | Mostly self-consumed |

Table 1.5.21 Income Generated from Mushroom As of February 2009 (Nsemere)

| Item | Pepewase | Asuofri | Ahwene | Kofitwum-krom | Nyamponase | Amoakrom |
|-----------------|----------------------|----------|----------|---------------|------------|-------------|
| No. of Member | Male 20 Female 15 | Total 65 | Total 19 | Total 21 | M 5 F 6 | M 5 F 10 |
| Input Provision | 40 GHc | 40 GHc | 40 GHc | 40 GHc | 40 GHc | 40 GHc |
| Gross Income | 27 GHc | 35 GHc | 15 GHc | 30 GHc | 20 GHc | 25 GHc |

b) Snail Rearing

Since trainers have been encouraging farmers to adopt themselves with local material/technique some of the farmers have adopted and initiated by what they have learned after the trainings. The most significant outcomes observed in Nsemere side is snail rearing. In Pepewase, Kofitumkrom and Adantia, 7 farmers (among 35 snail rearing members), 7 farmers (among 18 snail rearing members) and 6 farmers (among 10 snail rearing members) respectively have started by themselves.



Snail pens: farmer in left (Asuofri) constructed by only 2GHC (for used net) and farmer in right (Kofitwumkrom) utilized existing case

ii) Demonstration Farm

Following are observations on the demo-farms:

- Because all the communities are located in the transitional zone, there would not be much gap on farming conditions among the communities. However, in some soybean demo-farms (Pepewase, Ahwene, Kofitwumkrom), the number of pods was observed much less than that of Adantia and the size of the seeds was observed smaller. The reasons might be attributed to damage by insects, absence of adequate root nodule bacteria especially due to the first time to grow soybean on the farm, etc. Soil conditions is considered varied by community.
- Harvest of groundnut that the farmers show was much more little than expected. Farmers say some were lost by rats, or they ate lots of them. It may indicate the significance of post-harvest loss for groundnut and tigernut. The situation suggests the necessity of improving

storage of groundnut and tigernut, as well.

Following table shows result of demo-farm harvest, plan of profit sharing and next crop season. About one third of demo-farm groups have decided that they will maintain the demo farms and the rest will continue planting soybean individually. In Asuofri, though they return the land to the landowner, they are planning to use the compound of the school in the community as demo-farm and contribute the most of harvest to the school management.

Table 1.5.22 Result of Demo-farm Harvest and Plan for Next Year

| FR | Community | Status (as of mid November) | Plan for next year |
|---------|--------------|--|---|
| Tain I | Adantia | Gained 4 bags produce (including individual's) | Continuously managed as group work |
| | Kwatire | Gained 3 bags produce | Continuously managed as group work |
| | Forkuokrom | Because harvest is small community decided not to sell but keep for re-planting | No demo-farm establishment (it was not possible to acquire land for demo farm) |
| | Kobedi | No demo-farm establishment | Land shall be returned to the owner and group members shall continue plating soya bean as individual |
| | Afasu I | Because harvest is small community decided not to sell but keep for re-planting | Continuously managed as group work |
| | Afrasu II | (in the process of drying) | Continuously managed as group work |
| Nsemere | Pepewase | Because harvest is small community decided not to sell but keep for re-planting | Continuously managed as group work |
| | Asuofri | Because there was problem for land acquisition and demo-farm was maintained mainly by the land owner and all harvest gone to him | Land shall be returned to the landowner and utilize school land for next year (Profit shall be utilized for school mainly). |
| | Ahwene | Because shortage of rainfall soy beans did not grow well and were spoiled all | Land shall be returned to the landowner and group members shall continue plating as individual |
| | Kofitwumkrom | Because harvest is small community decided not to sell but keep for re-planting | -Ditto- |
| | Nyamponase | All crops are damaged by weed and no harvest. | -Ditto- |
| | Amoakrom | Because harvest is small community decided not to sell but keep for re-planting | -Ditto- |

iii) Other Observations

Management of Dem-farm and Role of Outsider

Demo-farm was managed basically with the initiative of the farmer group, but the performance varied by community. Demo-farm groups with active leader and/or strong unity such as Adantia and Kwatire showed good attention to their demo-farm and good harvest were achieved. On the other

hand, some of the demo-farms are observed unattended. In Nyamponase, the demo-farm was covered with grass and resulted in nil harvest. The demo-farm group in Nyamponase made a rule to fine 4GHc for the absentee without reason. But the fine was too high for the members and they rather left the group instead of paying the fine.

Although all the communities should have a rule to share the work and benefit, some of them did not work. One reason could be the fact that the land was a common one, i.e. reclaimed for demo-farm with permission from landowner. Since it belongs to no one of the demo-farm members, they might have thought each other that someone would care for it. As a result, no one cared for it. Other way of coping with the risk of mismanagement of common land, there would be an option to use a private land of a farmer as demo-farm, so that responsibility of taking care of land will be clearer.

Good leadership among members to respect the agreed rule should be a factor for successful demo-farm management, but actual situation is not always the case. Therefore, outsiders from the group such as Odikro and FSD field staff should more profoundly mediate the group when they face problems. In Afrasu II it was reported that Odikro solved problems when the group faced them.

Clarification of the Role of Demo-farm

The Project initially planned to use demo-farm for one crop season only. Therefore, 6 communities have already returned the land to the landowner. It is considered that the activity of demo-farm was relatively short. Compared to GB activity, which is considered as a long-term activity, incentives for building good relationship among the members of the demo-farm might have been weak and therefore the leadership among the group was difficult to grow.

The primary purpose of the demo-farm was to obtain knowledge from it and getting profit out of the harvest in demo-farm was secondary purpose. This principle might have caused the lack of incentive for farmers to well manage the demo-farm. For drawing the incentive of farmers, it could be a way to plan the operation of demo-farm for long-term like for a few years rather than one crop season and define the purpose of demo-farm not only as the venue to learn but also to get profit.

Measures for Big Community

In some communities like Adantia, the number of demo-farm group is small compared to the population of the total community. Since the activity is based on the interest of the community members, small number does not always indicate negative aspect. However, still we could learn the situation of the community and improve the design of the project activities. In large community, it might be considered that the information dissemination should be somehow difficult to flow sufficiently throughout the community due to the size. There might be a case, albeit it is assumption, that there are several groups of people mutually or historically formed within the community, so that when one group dominates an activity, other people would stop seeking the opportunity of joining the activity. In such case, not to consider a community as a unit but divide it to several blocks would be a measure to effectively reach the whole community subject to the capacity of the project (budget, number of staff etc).

1.6 Socio-economic Surveys

1.6.1 Fringe communities of Tain I FR

1) General conditions

The target communities of Tain I FR consist of six communities, namely, Afrasu I, Afrasu II, Forkuokrom, Kobedi, Adantia and Kwatire and the population of these communities is shown in the following table. *Dormaaahene* is regarded as the overlord in all the six communities, however the *Dormaaahene* has a ‘lower’ chief who administers land and related resources on his behalf in these communities. Families of these local chiefs are led by a person called as *Abusuapanin*, who could lease parts of these lands to migrants or local people who are ready to work under the *Abunu* or *Abusa* arrangement. According to an analysis of the six sampled communities, majority of people in four of the survey are dominated by immigrants. These four communities are Afrasu I, Afrasu II, Forkuokrom and Kobedi, while Adantia and Kwatire show the high indigenous (Bono) percentage, more than 70%. Often the ‘ruling’ families have been the earliest settlers, however, they have not been the dominant population, making it difficult for them to exert their influence and authority over the dominant population.

Table 1.6.1 Population in each community² (Tain I)

| Community | Estimated population |
|------------|----------------------|
| Kwatire | 1,671 |
| Adantia | 1,587 |
| Afrasu I | 100 |
| Afrasu II | 100 |
| Kobedi | 650 |
| Forkuokrom | 178 |

Farming dominates the livelihoods of the people in the target communities. The most common produces are cassava, maize, yam, beans, tomatoes, groundnuts, pepper and other vegetables. Limited cash crop production in cocoa is found in Kobedi, Adantia and Kwatire. More parts of staple foods such as maize, yam are sold than house consuming and around 70% of produce is sold in case of maize. The farming is characterized by low productivity resulting from the small size of farms, low level of technology used, limited access to credit and modern seeds and unreliable weather conditions. The communities suffer from food shortage in the poor harvest season. In the more rural and self-provisioning (almost cashless) communities, farmers rely much food and meat from on the FR. On the other hand, abundant harvest can cause decrease of crop prices in the market, which is unprofitable for the farmers.

Beyond farming, Kwatire and Adantia have the advantage of petty trading, daily sale of foodstuff and salary and wage jobs. In Forkuokrom and Kobedi, it is possible to get jobs as daily labors even though their opportunities are less than that in Kwatire and Adantia. The Afrasu I and II people have poor social and economic infrastructure such as rough road and are unable to access other livelihood opportunities like other communities.

According to the result of survey, the maximum annual household income was GHc4,700 while the minimum income was GHc20. The total annual mean income was GHc610, which converted into GHc1.65/day/person for the average in all the target communities. This overall picture however hides substantial percentage of the people whose incomes are very low. For instance, as shown in the Figure

² Resource: Ghana Population and Housing Census, 2000

1.6.1, 30% of the people interviewed earn income less than or equal to GHc250 annually. Even taking the upper limit of GHc250 alone, it can be converted into daily income at around US\$0.7. This value is less than US\$1.0 per day, which is a mark set by the World Bank and therefore it is possible to say that many of them are regarded to belong to poverty group.

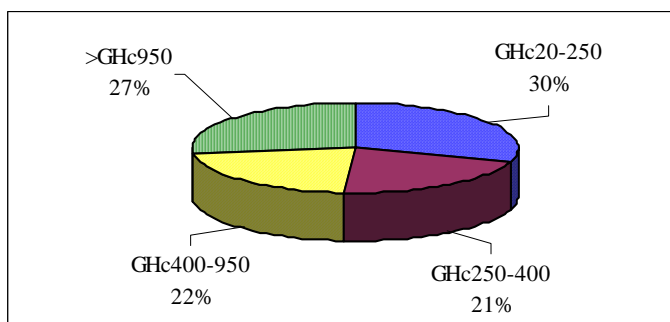


Figure 1.6.1 Annual income in Tain I communities

Major expenditures are on food, clothing and education in order. Food runs through all the communities with an average household expenditure of 35.4% as shown in Figure 1.6.2. People spent on food that they do not grow in their farms. These include items such as salt, meat and rice. Education is a major

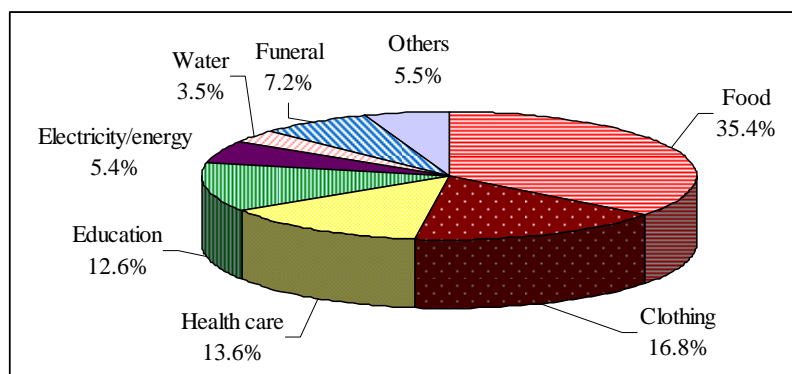


Figure 1.6.2 Household expenditure on key items

component in the expenditure pattern of the people. However, this tendency depends on the conditions in each community. In Kwatire and Adantia for instance, education is a major expenditure source because most of their children attend private schools while the average expenditure on education in all the communities is 12.6% ranking 4th in the expenditure pattern. Health care is another important expenditure source among the people.

2) Relationship with Tain I FR

The period after the 1983 bushfires up to the introduction of the MTS was associated with unfettered utilization of the FR, which has caused serious deterioration of the natural resources in the Tain I FR. It seems that the MTS promoted people’s desire for land acquisition since Taungya farmers do not have to share any land with landowners. Most of the communities have the quest for additional land because the tree form canopies in 4-5 years time. In addition, there are rumors that some farmers who cultivate in FR spite of they do not plant the trees. If proper monitoring system is not implemented, the extraction rate may exceed the regeneration rate of trees, which may give severe damage to FR.

Access to the FR is unlimited in all the communities as long as the user is not infringing on the mandate forest rules such as prohibition of felling of trees, burning of charcoal, burning in dry seasons etc. The factor whether people make decision for entering the FR is distance or the location of their farms relative to the FR.

Most community members are marginalized and excluded from decision-making thus affecting the use and management of the FR. In any community where there is no excellent leader, it is difficult to have a social compact, which could enforce state and traditional rules and regulations on FR management.

People in the target communities trust local institutions like the CFCs, Fire Volunteers, Taungya groups. However, in Adantia and Kwatire, it is the Chiefs and the CFCs who are alleged to have been involved in illegal logging operations. There are cases that re-establishment of CFC is requested. The concept of MTS is accepted by the people due to the benefit sharing in the future, however, one

critical point was raised by the communities that the documentation of the benefit-sharing arrangements and the certificates issue to all persons involved in the MTS are yet to be complete. The MTS is confronted with other systems of forest management (e.g. the HIPC land and land allocated to individual contractors) in the FR, which reduces access to FR land and frustrates farmers who would like to farm and plant the trees. There is a lack of understanding in all the communities about the operational mechanisms of the different systems and this situation needed to be settled down through systematic education.

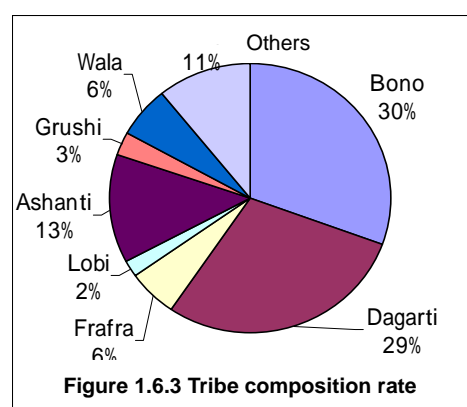
1.6.2 Fringe communities of Nsemere FR

1) General conditions

The target communities of Nsemere FR are six communities, namely, Nyamponase, Ahwene, Amoakrom, Kofitwumkrom, Asuofri and Pepewase. Four (4) of the 6 fringe communities under study (Nyamponase, Ahwene, Amoakrom, Kofitwumkrom) are part of the Wenchi District, while the other 2 (Asuofri, Pepewase) are under the Sunyani District. The target communities consist approximately of 3,000 people, with Pepewase having the smallest population of around 208 and Nyamponase, around 665. Each of the communities is characterized by heterogeneous societies consisting of varied tribes from across the 10 regions, although Bono, Ashanti, and Dagarti dominate (refer to Figure 1.6.3). The Wenchi Paramount Chief (Wenchi-*hene*) was recognized as the overall leader and patron among *Nananom*, for the 4 fringe communities under the Wenchi District. As such, the Wenchi-*hene* is the custodian of the Nsemere FR. The *Nananom* overseeing Pepewase and Asuofri is headed by the Odumase Paramount Chief (Odumase-*hene*).

Table 1.6.2 Population of the communities (Nsemere)

| Community | Initial Project Population Estimate | Survey Estimates | 2000 Population Census |
|--------------|-------------------------------------|------------------|------------------------|
| Nyamponase | 500 | 665 | 1,133 |
| Asuofri | 450 | 540 | 617 |
| Pepewasi | 600 | 208 | Indeterminate |
| Ahwene | 650 | 875 | 211 |
| Amoakrom | 380 | 497 | 384 |
| Kofitwumkrom | 250 | 415 | 428 |
| TOTAL | 2,830 | 3,200 | |



The Paramount Chief does not reside in the community, nevertheless represented by the Odikro, who is considered the Village Headman/Chief. In many cases, there is a divisional chief (*Omahene*) that sits between the Paramount Chief and the *Odikro*. Next to the *Odikro* would be the *Kontihene* and then, the Queen-mother. Among the major migrant groups, a leader is chosen and he/she represents the group as a Tribal Chief or Leader. In Nyamponase, for instance, there is a Dagarti-*hene* and a Frafra-*hene*.

Land surrounding the 4 of the fringe communities, including the Nsemere FR, belong to the Wenchi stool. Thus, by practice it belongs to the Wenchi paramount chief, the traditional heads of the paramount stool. Claim to ownership of the land surrounding the other 2 communities belongs to the Odumas-*hene*.

There are 2 possibilities of acquiring land outside the forest reserve

a. From Stool Land: an individual could approach the Odikro and provide schnapps, then he is

presented to the Paramount Chief for final approval.

- b. Family land- an individual approaches the family head for permission and they agree on land utilization conditions. Migrant settlers are allowed to share part of their land to other farmers.
- c. Request for landlord : migrant who does not have inherited land request the landlord (mainly Bono)

There are 5 possible tenure land arrangements.

- 1) Abusa: a sharecropping arrangement where 1/3 of the harvest is given to the landowner and 2/3 is retained by the tenant farmer
- 2) Abonu: a sharecropping arrangement where harvest is shared equally between the landowner and the tenant farmer
- 3) Outright Purchase (Trama): can be negotiated with Bono or landowning families
- 4) Lease system: land can be negotiated with Bono families from 40 to 50 years
- 5) Fixed rent: where an amount is charged on an annual basis

The composition regarding tenure arrangement in the target communities is 22% for *Abusa*, 2% for *Abunu*, 16% for rent, 45% for individual own and 15% for MTS. It can be said that the landless farmers are working on farming basically under the system of *Abusa* and rent in the communities. Rates for renting land highly depends on how the landlord values the land.

The primary source of livelihood is farming. Majority (81%) of survey respondents, both men and women, derive their primary income from their farm produce. The annual household income distribution (focusing on only the prime source income) is shown in Figure 1.6.4. It clarifies that the percentage of those who gotten less than GHc250 as the first income source account for 45% of the respondents. There is 36% those who earned more than GHc450 from the same source. Majority (52.5%) of survey respondents, from an equal number of men and women, have a second source of income, either from farm produce, renting of labour for farm work, or commerce.

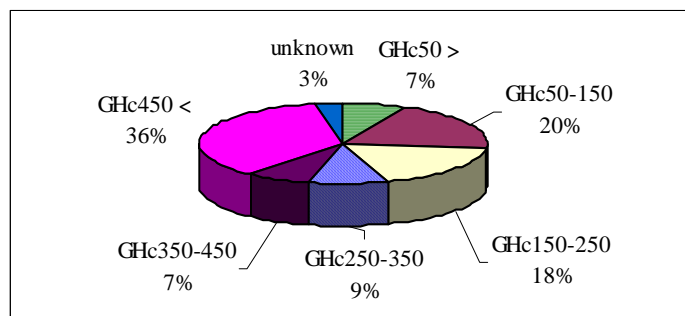


Figure 1.6.4 Annual income in Nsemere communities

The top three household expenditure items are Food, Education, and Funerals, in that order. These are followed by Farm Inputs, Health Care, and Clothing. The results re-emphasize the common knowledge that rural people still have not shifted away from spending on social obligations especially funerals, regardless that this expenditure will make them vulnerable to further poverty.

Maize is the major crop planted in 63.5% of the farms across the 6 communities followed by cassava that was raised in 24.7% of the farms. Other crops may include yam, plantain, red beans, cocoyam, groundnuts, tiger nuts, pepper, sweet potatoes, okro, tomatoes and onions. 71% of the respondents planted more than one crop in the last 12 months. They recognize their vulnerability when they engage in only one crop, most especially because of price fluctuations and their relatively weak marketing position. Groundnuts, tiger nuts, pepper and the other vegetables are planted and maintained more by women than by men. The low level of production has great impact on household food security. The months of food scarcity can start by February and becomes acute in the months of May up to July. Due

to the inability of farmers to store their farm produce for a longer period of time, they are always forced to sell the produces to middlemen at very low prices. As a result, very little food is available during the scarcity months and they have to manage with the few left-over crops in the farm. This indicates, too, that they do not have anymore stock to sell to get cash, forcing them to go for credit with exorbitant rates of up to 33%.

2) Relationship with Nsemere FR

The primary purpose of entering the forest would be farming, 59.2% of the respondents that declared they entered the Nsemere FR. This will be followed by gathering of mushrooms and gathering of snails. Off-reserve, farming is still the prime activity, but the second and third most important livelihood are fetching wood and hunting, respectively. It seems that individuals gather more of their medicinal plant needs from off-forest than inside the FR. Income from farming off-forest is still slightly higher than that from farming inside the FR.

Members across the 6 communities attest to the depletion of certain NTFPs because of deforestation. These include snails, wood for pestle production, twine for binding their furniture, house posts and ceiling, and other tree species. Significant blame is placed on bushfires, that they say always “come from Wenchi and Techiman sides”, never from them. The next cause is illegal logging according to them.

All the target communities have Taungya group. Group officers tend to come from the indigenous tribe and/or member of the family in leadership. Any negative implications of such structure could be determined from the manner of land allocation which is technically in the hands of such leaders. There are neither definite criteria nor assessment of farmers to be granted forest farm land. Some of those waiting to become members do not know the reasons for any delay of approval. Also, there seem to be no clear cut guidelines on the purpose, level, and management of member dues and levies. Enhanced accountability to members may have to be looked into. There are members who deliberately refuse to plant trees on their demarcated land. An obvious reason is the hesitance of farmers to reduce their crop production by planting teak. Some members also fear that illegal loggers will cut the tree they nurtured once they mature.

There is still a recognition and deference to FSD as managers of the forest, but meantime, it seems the expectations of people from the obligations of FSD have not been met. There is growing indifference towards forest protection among the people. The recognized laws and regulations are no longer being followed not only due to the needs of livelihood and consumption, but the discontent towards authority.

Asuofri and Pepewase farmers have been encountering mild to violent harassment from people they strongly believe come from neighboring Nyamponase. Reportedly, farmers from the 2 communities have to be fighting off the increasing incidence of fire outbreak that they believe have been initiated by members of Nyamponase. The Secretary of the Pepewase Taungya group was wounded by a cutlass by a farmer from Nyamponase. Allocated land for Pepewase farmers has been encroached by Nyamponase farmers. The conflict has been discouraging a lot people from actively being involved in the Taungya system. Apparently, people from Nyamponase feels that land being allocated to Asuofri and Pepewase belong to them, that is, people under the Wenchi stool. This was validated during the consultations with the Nyamponase Taungya group. One of the fears harbored by their members is the prospect of decreasing availability of forest land for farming.

1.7 Extension Material

PAFORM prepared extension material of simplified Forestry Law in Attachment-1-B. The contents mainly focus on roles and responsibility of FC and community members, summary of MTS (Modified Taungya System), regulations on Timber resource management putting emphasis on chainsaw operation etc. These essences of the extension material were shared with community members at the early stage of the Project such as Project Introduction W/S, Information Sharing W/S and Consultation W/S on FRMP etc.

IGA and GB were PAFORM's main activity in the field level during implementation of the Project and MTS was not incorporated into PAFORM for the reason of difficulties of policy issues. Nevertheless, since many GB members are Taungya group members and their interest in MTS were also high, PAFORM explained MTS in the above mentioned W/Ss and many opinions were exchanged between community members and FSD personnel. As for chain saw operation, some of community members pointed out the issue in the initial stage of the Project that even if community members report to FSD whenever they identify illegal chain saw operation FSD does not take any measure and it raises distrust of FSD among them. The situation above has been improved through FSD front staff (range/plantation supervisors)'s clear explanation on this issues in various W/Ss and C/F's frequent visit to communities.

Further, PAFORM compiled major activities implemented, lessons learned etc. into one DVD. FSD is expected to utilize this DVD for extension of PAFORM approach to other areas too.

Part 2 Plan of Operation (PO)

All activities are completed as planned. The details of schedule and contents of the activities are mentioned in the Plan of Operation (PO) from next page. Among the final evaluation mission team recommendation, completion of FRMP formulation of Nsemere FR was one of challenge for the Project. Project conducted check survey for grasping current situation, drafting the FRMP, and 2 W/Ss (stakeholder W/S and Validation W/S, in January and February 2009) after the evaluation successfully.

Further, activity 5-1, exchange of GB MOU is to be continuously followed by FDS. FSD made decision that signer for GB should be the Minister of MLFM and PAFORM submit the documents to the Minister of MLFM. Nevertheless, because of official procedure, presidential election, it has not been signed yet. FSD explained the situation to the community members in stakeholder W/S and Validation W/S and clearly mentioned that we can regard FRMP as a means of securing both party before MOU is signed since it includes role and responsibility of community members and FSD.

Plan of Operation

| | Activities | Explanatory note | 2006 | | | | | | | | | | | | 2007 | | | | | | | | | | | | 2008 | | | | | | | | | | | | 2009 | | | Progress | Achievement | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|---------------|------------------|---|---|---------------------|---|----|----|----|---|---|---|------|--|---|---|---------------------|---|----|----|----|---|---|---|------|--------------------------------------|---|---|---------------|---|----|----|----|---|---|---|------|--|--|----------|---|------|--|--|--|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|---------------------|--|--|--|--|--|--|--|--|--|--|--|--------------|--|--|---|------|
| | | | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | Planning and monitoring | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Assess current activities by GoG and other initiatives | - | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The project already reviewed current activities by GoG and other initiatives. | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Review PDM and Plan of Operations (PO) | Review PDM and Plan of Operations (PO), and revise if necessary | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project shared PDM and established common understanding. Further, based on Mid-term evaluation result, PDM revised as Ver.4 based on actual situation (IGA and GB are embodied as forest management activity) | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Actual | | | | | | | | | | | | | Review of PDM in the Mid term Evaluation | | | | | | | | | | | | Modification of PDM (into Version 4) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Develop Annual Plan of Operations of the Project | Based on PO, Annual activity flow shall be prepraed. | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The project develops activity flow of the year in every May. | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Monitor and evaluate project activities | - | Original Plan | Inception report | | | Daily monitoring | | | | | | | | | | | | Progress Report (1) | | | | | | | | | | | | mid-term eva. | | | | | | | | | | | | Progress Report (3) | | | | | | | | | | | | Monitoring of participatory approach of the Project (1) | | | | | | | | | | | | Progress Report (4) | | | | | | | | | | | | Final Report | | | The project prepared a series of progress report biannual and implements daily monitoring through WG and shared them at weekly meeting. Mid-term evaluation was conducted in October 2007 and Final evaluation was conducted in September 2008. Further, monitoring of participatory approach of the Project (1) and (2) have been conducted by local consultant. | 100% |
| | | | Actual | Inception report | | | Progress Report (1) | | | | | | | | | | | | Progress Report (2) | | | | | | | | | | | | mid-term eva. | | | | | | | | | | | | Monitoring of participatory approach of the Project (1) | | | | | | | | | | | | Progress Report (4) | | | | | | | | | | | | Final Report | | | | | | | | | | | | | | | | |

Plan of Operation

| | | Activities | Explanatory note | 2006 | | | | | | | | | | | | 2007 | | | | | | | | | | | | 2008 | | | | | | | | | | | | 2009 | | | Progress | Achievement |
|---|---|---|---|-------------------|----------------|-----------|--------|-----------|--------------|----------------|----------------|----------------|----------------|---|---|--|--------------|----------------|---|------|---|------|----|----|---|---|---|------|---|---|---|---|---|----|----|----|---|---|---|------|------|--|----------|-------------|
| 1 | | Forestry Services Division (FSD) personnel trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan. | | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | | 100% | | | |
| 1 | 1 | Build common understandings on the project concept within project staff | Project staff includes FSD personnel and JP experts. | Original Plan | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The project organized the meeting for common understanding building on the Project concept with Project staff by reviewing PDM etc. at beginning of the Project. Further, discussions for PAFORM model development have been done continuously. | 100% | |
| | | Actual | | continuously done | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | Assess and reassess skill levels and training needs of FSD personnel | - | Original Plan | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The project discussed to assess the training topics based on the proposal by previous JP experts. Additionally, the project has reviewed training needs for improving further trainings by questionnaires. For the last fiscal year, PM, APM and JP experts agreed on that some FSD managers will be dispatched to outside training based on their own application and interview to assess the applicant's qualification instead of organization of Management Training (2). The purpose of this attempt is to increase initiative of FSD personnel to reflect their learnings to their works. | 100% | |
| | | Actual | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 3 | Prepare the training programme for developing and implementing Forest Reserve Management Plan | Emphasis is put on not only technical skill but also human skill (facilitation, communication and so on). In addition, trainings topics are selected considering participants' level and needs. | Original Plan | Facilitation 1 | Mapping 1 | KEFRI1 | GIS 1 | Mapping 1 | GIS 1 | Mapping 2 | Management 1 | KEFRI2 | Facilitation 2 | Management 2 | Facilitation 3 | Management 2 | Facilitation 3 | * Some FSD personnel will be dispatched to outside trainings instead of Management training | | Based on the discussion above, the Project prepared training programme on schedule. For last year, The Project decided to give a chance FSD personnel to find necessary training according to their own evaluation. | 100% | | | | | | | | | | | | | | | | | | | | | | |
| | | Actual | | Facilitation 1 | Mapping 1 | KEFRI1 | GIS 1 | Mapping 1 | GIS 1 | Management 1 | Facilitation 2 | Facilitation 2 | Facilitation 3 | Facilitation 3 | KEFRI training was not implemented due to the insufficient budget of JICA | * Applicants brought training programme by themselves and the Project screened them. | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 4 | Train FSD personnel according to the project's training programme | - | Original Plan | Facilitation 1 | Mapping 1 | KEFRI1 | GIS 1 | Mapping 2 | Management 1 | KEFRI2 | Facilitation 2 | Management 2 | Facilitation 3 | KEFRI training was not implemented due to the insufficient budget of JICA | | | | Based on the programme prepared above, the Project implemented training for FSD personnel on schedule. Concerning above mentioned individual training, 3 FSD personnel had chance to join in each training. | 100% | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Actual | | Facilitation 1 | Mapping 1 | KEFRI1 | GIS 1 | GIS (CUT) | Management 1 | Facilitation 2 | Facilitation 2 | Facilitation 3 | Facilitation 3 | 3 FSD personnel have joined individual trainings which they applied for in July (1) and September (2) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 5 | Monitor and evaluate trainings on FSD personnel | - | Original Plan | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project has monitored the effectiveness of the training on FSD personnel through the daily activities such as weekly meeting. As a good model, the participants of KEFRI training summarize their lesson learned to disseminate it to other district FSD personnel. Further, GPS handling training was organized in another region utilizing trained FSD personnel as resource persons in October, 2008. | 100% | |
| | | Actual | | WS of M & E | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

KEFRI: Kenya Forestry Research Institute, which implemented a Social Forestry training for FSD personnel

Plan of Operation

| | | Activities | Explanatory note | 2006 | | | | | | | | | | | | 2007 | | | | | | | | | | | | 2008 | | | | | | | | | | | | 2009 | | | Progress | Achievement | |
|---|---|--|--|---------------|---|---|---|---|---|----|----|----|---|---|---|------|---|---|---|---|---|----|----|----|---|---|---|------|---|---|---|---|---|----|----|----|---|---|--|---|------|--|----------|-------------|--|
| | | | | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | | | | | | |
| 2 | | MoP modified to reflect the draft Strategic Plan. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | |
| 2 | 1 | Agree on planning process of the Project among project staff and 'Working Group1(Planning Team)' | "The Project" on left column means Strategic Plan. | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Planning team agreed that MoP had not functioned well, therefore, the Project reorganized a new team (WG 1)for this task in April 2007. The new team members discussed and agreed on the planning process of the Strategic Plan in May 2007. | 100% | | |
| 2 | 2 | Review information on past and current situation of the forest reserves | - | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project has compiled information on past and current situation of the forest reserves by implementation of the check survey to confirm and identify the planted areas for Strategic Plan formulation. | 100% | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | |
| 2 | 3 | Draw provisional and protection zones of forest reserves by means of GIS | Draw production and protection zones (and other zones depending on the local topography and ecological uniqueness of the vegetation.)of forest reserves by means of GIS | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project drew zoning of both Tain I and Nsemere FRs based on the results of check survey which acquired the latest planted area. | 100% | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | |
| 2 | 4 | Review the current law and national policy on the Forest Reserve Management and develop the management prescriptions | - | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project developed management prescription of Strategic plan of Tain I & Nsemere FR | 100% | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | |
| 2 | 5 | Draft Strategic Plans on the basis of the result of activities on Output.2.1-2.4 | - | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The reorganized Planning team (WG 1) formulated Strategic plan based on the consultation with stakeholders. | 100% | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | |
| 2 | 6 | Draft new MoP reflecting lessons learnt from the process of drafting Strategic Plan | MoP itself shall not be changed, but there is ambiguous description in the current MoP, therefore, a set of recommendation for MoP modification shall be done in the Project | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Based on lessons learnt from the process of drafting strategic plan, a set of recommendations regarding of MoP modification was finalized. | 100% | | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | |

Remark: T1: Tain I NM: Nsemere

Plan of Operation

| | | Activities | Explanatory note | 2006 | | | | | | | | | | | | 2007 | | | | | | | | | | | | 2008 | | | | | | | | | | | | 2009 | | | Progress | Achievement | | | | | | | | | | | |
|---|---|--|---|---------------|---|---|---|----|---|----|----|----|---|------------------|---|------|----|---|---|----|---|----|-------------|----|---|----|---|------|-------------|---|---|---|---|----|----|----|---|---|---|------|------|--|----------|-------------|--|--|--|--|--|--|---|------|--|---|------|
| | | | | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | | | | | | | | | | | | | | | | |
| 3 | | Partnership between FSD and target communities for participatory Forest Reserve Management established. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | | | |
| 3 | 1 | Identify target communities in the fringe area of the forest reserves | - | Original Plan | | | | T1 | | | | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 6 communities in Tain I and Nsemere have already selected as target communities based on criteria discussed among Project staff. (size of community, proximity to FR, well-balanced distribution of communities around the FR) | 100% |
| | | | | Actual | | | | T1 | | | | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 2 | Engage community facilitators to liaise between the Project and target communities | - | Original Plan | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project selected 3 C/Fs for each 2 FR respectively for 12 target communities (each C/F is in charge of 2 communities) | 100% | | | |
| | | | | Actual | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 4 | Sensitize target communities on the Project objectives to obtain consensus | - | Original Plan | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project organized project introduction W/S in the target communities for each Forest Reserve. | 100% | | | |
| | | | | Actual | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 5 | Provide information on current laws and policies regarding forest reserve management to every target community | - | Original Plan | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project collected information on current laws and policies regarding forest reserve management, compiled them into leaflet and explained to every target community. | 100% | | | |
| | | | | Actual | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 6 | Conduct socio-economic survey of every target community | - | Original Plan | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project committed consultants Socio-economic surveys to grasp target communities' conditions in both FR. The Project examined the survey report and other concerned documents to know socio-economic characteristics | 100% | | | |
| | | | | Actual | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 7 | Obtain agreement with target communities on draft Strategic Plans | The project regards oral understanding as an Agreement instead of MOU | Original Plan | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project organized consultation W/S on the draft Strategic Plan in the all target communities in Tain I and Nsemere. The project team confirmed whether the communities have cultural assets to be protected in the FR. The concept of GB establishment and IGA were introduced to the people. As a whole, the communities welcomed the concept. | 100% | | | |
| | | | | Actual | | | | T1 | | | NM | | | Consultation W/S | | | NM | | | T1 | | | Stakeholder | | | NM | | | Stakeholder | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 8 | Obtain agreement with stool-land owners on the draft Strategic Plan | ditto on above | Original Plan | | | | T1 | | | NM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | The Project organized 1st consultation W/S on the Strategic Plan intended for the stools in Tain I and Nsemere. The concept of GB establishment and IGA were introduced to the stool land owner. As a whole, they understood and support the concept proposed by the project. Further, Project invited them for stakeholder W/S held in March 2008 (Tain I) and in Jan. 2009 (Nsemere), respectively. | 100% | | | |
| | | | | Actual | | | | T1 | | | NM | | | Consultation W/S | | | NM | | | T1 | | | Stakeholder | | | NM | | | Stakeholder | | | | | | | | | | | | | | | | | | | | | | | | | | |

Remark: T1: Tain I NM: Nsemere

Plan of Operation

| | | Activities | Explanatory note | 2006 | | | | | | | | | | | | 2007 | | | | | | | | | | | | 2008 | | | | | | | | | | | | 2009 | | | Progress | Achievement |
|---|---|---|--|---------------|---|---|---|---|---|----|----|----|---|---|---|------|---|---|---|---|---|----|----|----|---|---|---|------|---|---|---|---|---|----|----|----|---|---|---|------|--|--|----------|-------------|
| | | | | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | | | | | |
| 6 | | Recommendation on the basis of lessons learnt from the project submitted to the government of Ghana. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | |
| 6 | 1 | Formulate recommendations on Forest Reserve Management based on Output1-5 | Formulate recommendations on Forest Reserve Managomnt based on lessons learned from Output 1 to Output 5 | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | JP advisory team compiled recommendations based on Output 1-5. | 100% | |
| 6 | 2 | Organize workshops to share lessons learnt from the process of planning and implementing the Forest Reserve Management Plan within FSD | Organize workshops to share recommendation on the basis of lessons learnt from the process of planning and implementing the Forest Reserve Management Plan within FSD | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | JP advirsory team made presentation to share lessons learned at Brong Ahafo Region Annual Review Meeting on 21st January, 2009 | 100% | |
| 6 | 3 | Organize workshops to disseminate lessons learnt from the process of the Forest Reserve Management Plan to the public (district assembly, RCC, member of parliaments, NGOs, donors, etc.) | Organize workshops to share recommendation on the basis of lessons learnt from the process of planning and implementing the Forest Reserve Management Plan to the public | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Sharing W/S to disseminate lessonn leaned was organized in February 5, 2009 inviting many stakeholders concerned. | 100% | |
| 6 | 4 | Submit the recommendations on Forest Reserve Management including modified MoP to FC | Submit the recommendations on Forest Reserve Management including a set of recommendations for MoP modification to FC based on the feedbacks from workshops | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | JP Advisory team made presentaion on reccommendations at last JCC on February 12, 2009. | 100% | |
| 6 | 5 | Modify the recommendations on the basis of the evaluation from FC if necessary | - | Original Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | JP Advisory team modified reccommendations on the basis of the feedbacks at JCC. | 100% | |

Part 3 Input

3.1 Japanese side

3.1.1 Dispatch of Japanese experts

Japanese Government dispatched three (3) long-term experts, four (4) short-term experts and six (6) experts to Ghana from 2004 to 2009. The list of Japanese experts dispatched are shown below.

(1) Long-term Experts

| | Name | Field | Months | Period | Activity in Charge (Refer to the number of PO) |
|-------|-------------------|--|--------|--|---|
| 1 | Mr. Akira Sato | Chief Advisor/Forest Resource Management Planning | 21 | 21 May 2004 - 3 Mar. 2005 25 Apr. 2005 - 25 Mar. 2006 | Activity 0-1~0-4, 1-1,1-2, 5-1~5-3 |
| 2 | Mr. Kengo Yoshida | Project Coordinator/Participatory Forest Resource Management | 24 | 10 Mar. 2004 - 9 Mar. 2006 | Activity 1-2, 1-3, 1-4, 1-5, 2-2, 2-3 |
| 3 | Ms. Satoko Kato | Participatory Rural Development/ Extension | 24 | 17 Mar. 2004 – 16 Mar 2006 | Activity 1-3, 2-1, 3-1~3-4, 4-1~4-2 |
| Total | | | 69 | | |

(2) Short-term Experts

| | Name | Field | Months | Period | Activity in Charge (Refer to the number of PO) |
|-------|------------------------|--|--------|-------------------------|---|
| 1 | Mr. Akinori Nishio | Forest Economy | 2 | 10 Jan. - 10 Mar., 2005 | Activity 1-2.b, 2-2.b |
| 2 | Dr. Hisao Kawasaki | Seed Procurement | 0.5 | 8 Mar. - 24 Mar., 2005 | Activity 1-5.a, 2-3.b |
| 3 | Mr. Tomohiro Shibayama | Rural Development/Extension | 3.5 | 9 Apr. - 22 Jul., 2005 | Activity 1-3, 2-1, 3-1~3-4, 4-1~4-2 |
| 4 | Mr. Hirofumi Ishizaka | Monitoring and Evaluation of Forest Management Plans | 3 | 6 Aug. -3 Nov., 2005 | Activity 0-2, 1-2 |
| Total | | | 9 | | |

(3) Experts (consultants)

| | Name | Field | Months | Period | Activity in Charge (Refer to the number of PO) |
|-------|------------------------|--|--------|---|--|
| 1 | Mr. Koji Terakawa | Chief advisor/ Forest administration | 7.97 | 16 May - 7 Jun. 2006 20 Jul. - 25 Aug. 2006 7 Oct. - 5 Dec. 2006 20 May - 18 Jun., 2007 3 Oct. - 1 Nov. 2007 30 Aug. - 18 Oct. 2008 7 Feb. - 15 Feb 2009 | Activity 0-1~0-4, 1-1, 2-1~2, 2-7, 3-1, 5-1, 6-5 |
| 2 | Mr. Nobumitsu Miyazaki | Participatory forest resource management | 11.00 | 14 Jun. - 13 Aug. 2006 27 Jan. - 11 Mar. 2007 24 Apr. - 2 Jun. 2007 18 Oct. - 1 Dec. 2007 17 Jan - 6 Mar. 2008 17 June - 1 Aug. 2008 4 Oct. - 16 Nov. 2008 | Activity 1-2~4, 2-4, 4-1~3, 5-5, 6-1, 6-3~4 |
| 3 | Mr. Hideyo Shimazu | Participatory Approach | 4.00 | 7 Oct. - 5 Dec. 2006 2 Jun. - 31 Jul. 2007 | Activity 2-5, 3-2, 3-6, |
| 4 | Ms. Rie Kitao | Co-chief advisor/Social.Gender | 17.96 | 16 May - 14 Sep. 2006 8 Aug. - 5 Dec. 2006 20 Jan. - 20 Mar. 2007 18 Jul. - 15 Sep. 2007 3 Oct. - 1 Dec. 2007 7 Jan. - 6 Mar. 2008 6 May - 25 May 2008 10 June - 25 July 2008 18 Aug. - 9 Oct. 2008 | Activity 1-5, 2-3, 3-3~4, 4-4~7, 6-2 |
| 5 | Mr. Akihiko Hata | Agriculture/Income generation | 8.50 | 2 Jun. - 31 Jul. 2007 2 Feb. - 5 Mar. 2008 15 April - 14 June 2008 12 Aug. - 4 Sep. 2008 21 Oct. - 22 Nov. 2008 15 Jan - 28 Feb. 2009 | Activity 5-2~3 |
| 6 | Ms. Tomoko Nishigaki | Participatory Approach B | 8.07 | 24 Apr. - 1 Jun. 2007 24 Sep. - 11 Oct. 2007 11 June - 1 Aug. 2008 18 Aug. - 16 Nov. 2008 16 Jan. - 1 March 2009 | Activity 3-5, 4-8~10, 5-5~7 |
| Total | | | 57.5 | | |

3.1.2 Counterpart training

Five (5) FSD personnel were dispatched to Japan for the counterpart training. The detail of trainings is as follows:

| | Name | Position | Activity in charge | Training course | Period |
|---|-------------------------|--|---------------------|--|-----------------------|
| 1 | Mr. E.G.K. Dogbe | Regional Manager, BA Region, FSD | Project Coordinator | Joint Training Course for Forest and Forestry Project Counterparts | 8 Aug. - 27 Sep. 2004 |
| 2 | Mr. Paul Sowah | District Manager Sunyani District, FSD | Output 1 | Joint Training Course for Forest and Forestry Project Counterparts | 8 Aug. - 27 Sep. 2004 |
| 3 | Mr. Kofi Walter Gyabaah | Assistant Regional Manager, BA Region, FSD | Output 4 | Joint Training Course for Forest and Forestry Project Counterparts | 21 Aug. - 8 Oct. 2005 |
| 4 | Mr. Jasper Yao Dunyah | Liaison Officer, PAFORM/FSD | Output 5 | Joint Training Course for Forest and Forestry Project Counterparts | 21 Aug. - 8 Oct. 2005 |
| 5 | Mr. Dickson Sakyi Adjei | District Manager Sunyani District, FSD | Working Group 1 | Joint Training Course for Forest and Forestry Project Counterparts | 3 Oct. - 18 Oct. 2006 |

3.1.3 Provision of equipments

Major equipments provided from Japanese side to FSD are vehicles, motorbikes, personal computers, GIS software, GPS and so on. The list is attached in page No.3-3 to 3-6.

3.1.4 Operational cost

The estimated total operational cost supported by Japanese side was US\$ 682,274. The breakdown of cost in 2003-2008 (by Japanese Fiscal Year) is shown in page 3-8.

List of Major Equipment and Machinery of PAFORM purchased by JICA

\$1=9,000 cedis \$1=1.05GH c

\$1=110-

| No. | Procured Date | Budget item | Item | Specification | Price (Cedi) | Price (GHc) | Price (USD) | Price (Yen) | Approx. Price (USD) | Use Conditions |
|-----|---------------|------------------------|-----------------------|---|---------------|-------------|-------------|-------------|---------------------|-----------------|
| 1 | Mar-04 | Equip. with A4 | Land Cruiser | 2612V | | | 29,536 | | 29,536 | OK |
| 2 | Mar-04 | Equip. with A4 | Land Cruiser | 2613V | | | 29,536 | | 29,536 | OK |
| 3 | Mar-04 | Equip. with A4 | Copier Machine | Canon | | | 11,850 | | 11,850 | OK |
| 4 | Mar-04 | Equip. with A4 | Printer | Inkjet 3550 | | | 200 | | 200 | broken/scrapped |
| 5 | Mar-04 | Equip. with A4 | Printer | LaserJet 1005 | | | 400 | | 400 | OK |
| 6 | Mar-04 | Equip. with A4 | Scanner | Scanjet 4670 | | | 280 | | 280 | OK |
| 7 | Mar-04 | Equip. with A4 | Desktop Computer | HP 17 inch monitor | | | 1,420 | | 1,420 | OK |
| 8 | Mar-04 | Equip. with A4 | Desktop Computer | HP 17 inch monitor | | | 1,420 | | 1,420 | OK |
| 9 | Mar-04 | Equip. with A4 | Desktop Computer | HP 17 inch monitor | | | 1,420 | | 1,420 | OK |
| 10 | Mar-04 | Equip. with A4 | Desktop Computer | HP 17 inch monitor | | | 1,420 | | 1,420 | OK |
| 11 | Mar-04 | Equip. with A4 | Desktop Computer | HP 17 inch monitor | | | 1,420 | | 1,420 | OK |
| 12 | Mar-04 | Equip with Expert | Laptop Computer | Toshiba | | | | 168,100 | 1,528 | OK |
| 13 | Mar-04 | Equip with Expert | Projector | Plus | | | | 245,960 | 2,236 | OK |
| 14 | Mar-04 | Equip with Expert | Printer | Canon 50i | | | | 38,780 | 353 | OK |
| 15 | Mar-04 | Equip with Expert | GPS Camera | Ricoh | | | | 95,040 | 864 | broken/scrapped |
| 16 | Mar-04 | Equip with Expert | Software (Japanese) | Powerpoint, Access, Front Page, Photoshop | | | | 153,560 | 1,396 | broken/scrapped |
| 17 | May-04 | Equip with Expert | Laptop Computer | Toshiba | | | | 267,000 | 2,427 | OK |
| 18 | May-04 | Equip with Expert | Software | Acrobat | | | | 58,900 | 535 | broken/scrapped |
| 19 | May-04 | Project General Budget | Attachment of Vehicle | Bumper Guard | 3,950,000.00 | | | | 439 | OK |
| 20 | Jul-04 | Project General Budget | Printer | HP Laserjet 1010 | 2,650,000.00 | | | | 294 | OK |
| 21 | Jul-04 | Project General Budget | Office Desk | | 1,500,000.00 | | | | 167 | OK |
| 22 | Jul-04 | Project General Budget | Office Desk | | 1,500,000.00 | | | | 167 | OK |
| 23 | Jul-04 | Project General Budget | Cabinet | Made of Steel | 2,500,000.00 | | | | 278 | OK |
| 24 | Aug-04 | Project General Budget | Binding Machine | Rexel CB305 | 4,500,000.00 | | | | 500 | OK |
| 25 | Sep-04 | Project General Budget | Printer | HP Inkjet 1220C (A3) | 4,200,000.00 | | | | 467 | OK |
| 26 | Oct-04 | Project General Budget | Eight-man tent | Xanta | 10,500,000.00 | | | | 1,167 | partly OK, used |
| 27 | Oct-04 | Project General Budget | Eight-man tent | Xanta | 10,500,000.00 | | | | 1,167 | partly OK, used |
| 28 | Oct-04 | Project General Budget | Four-man tent | Xanta | 6,500,000.00 | | | | 722 | partly OK, used |
| 29 | Oct-04 | Project General Budget | Four-man tent | Xanta | 6,500,000.00 | | | | 722 | partly OK, used |
| 30 | Nov-04 | Project General Budget | Air Conditioner | Fujitech 2.0 HP | 5,913,034.00 | | | | 657 | OK |
| 31 | Nov-04 | Project General Budget | Air Conditioner | Fujitech 2.0 HP | 5,913,034.00 | | | | 657 | OK |
| 32 | Nov-04 | Project General Budget | Air Conditioner | Fujitech 2.0 HP | 5,913,034.00 | | | | 657 | OK |
| 33 | Nov-04 | Project General Budget | Air Conditioner | Fujitech 2.5 HP | 6,869,565.00 | | | | 763 | OK |
| 34 | Nov-04 | Project General Budget | Air Conditioner | Fujitech 2.5 HP | 6,869,565.00 | | | | 763 | OK |
| 35 | Nov-04 | Project General Budget | Desktop Computer | 15 inch TFT | 11,000,000.00 | | | | 1,222 | broken/scrapped |
| 36 | Nov-04 | Project General Budget | Desktop Computer | 15 inch TFT | 11,000,000.00 | | | | 1,222 | OK |
| 37 | Nov-04 | Project General Budget | Desktop Computer | 15 inch TFT | 11,000,000.00 | | | | 1,222 | broken/scrapped |
| 38 | Nov-04 | Project General Budget | Printer | Hp 1300 | 4,200,000.00 | | | | 467 | broken/scrapped |
| 39 | Nov-04 | Project General Budget | Printer | HP Inkjet 1220C (A3) | 4,000,000.00 | | | | 444 | broken/scrapped |
| 40 | Dec-04 | Equip. with A4 | Laptop Computer | Toshiba | 19,000,000.00 | | | | 2,111 | broken/scrapped |
| 41 | Dec-04 | Equip. with A4 | Laptop Computer | Toshiba | 19,000,000.00 | | | | 2,111 | broken/scrapped |
| 42 | Dec-04 | Equip. with A4 | Generator | CW44KVA Silenced | | | 15556 | | 15,556 | OK |

List of Major Equipment and Machinery of PAFORM purchased by JICA

\$1=9,000 cedis \$1=1.05GH c

\$1=¥110-

| No. | Procured Date | Budget item | Item | Specification | Price (Cedi) | Price (GHc) | Price (USD) | Price (Yen) | Approx. Price (USD) | Use Conditions |
|-----|---------------|--------------------------------|------------------|-------------------------|---------------|-------------|-------------|-------------|---------------------|-----------------|
| 43 | Dec-04 | Project General Budget | Tel exchanger | Panasonic PA BX 616 | 7,600,000.00 | | | | 844 | broken/scrapped |
| 44 | Dec-04 | Project General Budget | Tel exchanger | Panasonic PA BX 308 | 4,850,000.00 | | | | 539 | broken/scrapped |
| 45 | Jan-05 | Project General Budget | GPS | Garmin E-trex | 2,900,000.00 | | | | 322 | OK |
| 46 | Jan-05 | Project General Budget | GPS | Garmin E-trex | 2,900,000.00 | | | | 322 | OK |
| 47 | Jan-05 | Project General Budget | GPS | Garmin E-trex | 2,900,000.00 | | | | 322 | broken/scrapped |
| 48 | Jan-05 | Project General Budget | GPS | Garmin E-trex | 2,900,000.00 | | | | 322 | OK |
| 49 | Jan-05 | Project General Budget | GPS | Garmin E-trex | 2,900,000.00 | | | | 322 | OK |
| 50 | Jan-05 | Project General Budget | Digital Camera | Sony Cyber Shot DSC-P73 | 3,800,000.00 | | | | 422 | OK |
| 51 | Jan-05 | Project General Budget | Digital Camera | Sony Cyber Shot DSC-P93 | 4,275,000.00 | | | | 475 | OK |
| 52 | Jan-05 | Equip. with A4 | Desktop Computer | 15 inch TFT | 13,270,000.00 | | | | 1,474 | OK |
| 53 | Jan-05 | Equip. with A4 | Desktop Computer | 15 inch TFT | 13,270,000.00 | | | | 1,474 | broken/scrapped |
| 54 | Jan-05 | Equip. with A4 | Printer | HP5100 | 24,700,000.00 | | | | 2,744 | OK |
| 55 | Jan-05 | Equip. with A4 | Laptop Computer | Toshiba | 19,190,000.00 | | | | 2,132 | OK |
| 56 | Jan-05 | Equip. with A4 | Laptop Computer | Toshiba | 19,190,000.00 | | | | 2,132 | OK |
| 57 | Jan-05 | Equip. with A4 | Laptop Computer | Toshiba | 19,190,000.00 | | | | 2,132 | broken/scrapped |
| 58 | Jan-05 | Equip. with A4 | Laptop Computer | Toshiba | 19,190,000.00 | | | | 2,132 | OK |
| 59 | Feb-05 | Equip. with A4 | Copier Machine | Canon | 29,000,000.00 | | | | 3,222 | broken/scrapped |
| 60 | Feb-05 | Equip. with A4 | Copier Machine | Canon | 29,000,000.00 | | | | 3,222 | OK |
| 61 | Feb-05 | Project General Budget | Air Conditioner | Fujitech 1.5 HP | 6,283,777.00 | | | | 698 | OK |
| 62 | Feb-05 | Project General Budget | Air Conditioner | Fujitech 1.5 HP | 6,283,777.00 | | | | 698 | OK |
| 63 | Feb-05 | Budget under JICA Ghana Office | Air Conditioner | Fujitech 1.5 HP | 5,263,000.00 | | | | 585 | OK |
| 64 | Feb-05 | Budget under JICA Ghana Office | Air Conditioner | Fujitech 2.0 HP | 5,800,000.00 | | | | 644 | OK |
| 65 | Feb-05 | Budget under JICA Ghana Office | Air Conditioner | Fujitech 2.0 HP | 5,800,000.00 | | | | 644 | OK |
| 66 | Feb-05 | Budget under JICA Ghana Office | Air Conditioner | Fujitech 2.0 HP | 5,800,000.00 | | | | 644 | OK |
| 67 | Feb-05 | Budget under JICA Ghana Office | Air Conditioner | Fujitech 2.5 HP | 5,900,000.00 | | | | 656 | OK |
| 68 | Feb-05 | Project General Budget | Pen Drive | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 69 | Feb-05 | Project General Budget | Pen Drive | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 70 | Feb-05 | Project General Budget | Pen Drive | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 71 | Feb-05 | Project General Budget | Pen Drive | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 72 | Feb-05 | Project General Budget | Pen Drive | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 73 | Feb-05 | Project General Budget | Pen Drive | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 74 | Feb-05 | Project General Budget | Pen Drive | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 75 | Feb-05 | Project General Budget | Digital Camera | | 4,000,000.00 | | | | 444 | broken/scrapped |
| 76 | Feb-05 | Project General Budget | Digital Camera | | 4,000,000.00 | | | | 444 | OK |
| 77 | Feb-05 | Project General Budget | Digital Camera | | 4,000,000.00 | | | | 444 | OK |
| 78 | Feb-05 | Intern budget (Aiko) | Printer | Canon laserjet 1120 | 3,800,000.00 | | | | 422 | OK |
| 79 | Mar-05 | Project General Budget | Desktop Computer | HP Evo dx2000 | 11,478,260.87 | | | | 1,275 | OK |
| 80 | Mar-05 | Project General Budget | MS OfficeXP | PRO.OEM | 2,826,086.96 | | | | 314 | OK |
| 81 | Mar-05 | Project General Budget | Laserjet Printer | HP 1320 | 3,608,695.65 | | | | 401 | OK |
| 82 | Mar-05 | Project General Budget | Digital Camera | Hp photosmart 945 | 6,304,347.83 | | | | 700 | OK |
| 83 | Mar-05 | Project General Budget | Printer | Canon laserjet 1120 | 3,800,000.00 | | | | 422 | OK |
| 84 | Mar-05 | Project General Budget | Printer | Canon laserjet 1120 | 3,800,000.00 | | | | 422 | OK |

List of Major Equipment and Machinery of PAFORM purchased by JICA

\$1=-9,000 cedis \$1=-1.05GH c \$1=-1110-

| No. | Procured Date | Budget item | Item | Specification | Price (Cedi) | Price (GHc) | Price (USD) | Price (Yen) | Approx. Price (USD) | Use Conditions |
|-----|---------------|------------------------|------------------|--------------------------------|---------------|-------------|-------------|-------------|---------------------|-----------------|
| 85 | Mar-05 | Project General Budget | Printer | Canon laserjet 1120 | 3,800,000.00 | | | | 422 | broken/scrapped |
| 86 | Mar-05 | Project General Budget | Printer | Canon laserjet 1120 | 3,800,000.00 | | | | 422 | OK |
| 87 | Mar-05 | Project General Budget | Desktop Computer | 15 inch TFT | 14,150,000.00 | | | | 1,572 | OK |
| 88 | Mar-05 | Project General Budget | UPS | 700 VA | 1,608,695.00 | | | | 179 | broken/scrapped |
| 89 | Mar-05 | Equip. with A4 | Motorcycle | DT 125 (GV300W) | | | 3,047 | | 3,047 | OK |
| 90 | Mar-05 | Equip. with A4 | Motorcycle | DT 125 (GV304W) | | | 3,047 | | 3,047 | OK |
| 91 | Mar-05 | Equip. with A4 | Motorcycle | DT 125 (GV307W) | | | 3,047 | | 3,047 | OK |
| 92 | Mar-05 | Equip. with A4 | Motorcycle | DT 125 (GV308W) | | | 3,047 | | 3,047 | OK |
| 93 | Mar-05 | Equip. with A4 | Motorcycle | DT 125 (GV309W) | | | 3,047 | | 3,047 | OK |
| 94 | Mar-05 | Equip. with A4 | Land Cruiser | GV 202 W | | | 31,912 | | 31,912 | OK |
| 95 | Mar-05 | Equip. with A4 | Nissan Pickup | GV 301 W | | | 19,495 | | 19,495 | OK |
| 96 | Mar-05 | Equip. with A4 | Nissan Pickup | GV 302 W | | | 19,495 | | 19,495 | OK |
| 97 | Mar-05 | Equip. with A4 | Nissan Pickup | GV 303 W | | | 19,495 | | 19,495 | OK |
| 98 | Mar-05 | Equip. with A4 | Nissan Pickup | GV 305 W | | | 19,478 | | 19,478 | OK |
| 99 | Mar-05 | Project General Budget | Nissan Pickup | GV 306 W | | | 19,478 | | 19,478 | OK |
| 100 | Apr-05 | Project General Budget | Binding Machine | Rexel CB305 | 4,402,271.82 | | | | 489 | OK |
| 101 | Apr-05 | Project General Budget | Binding Machine | Rexel CB355 | 4,897,725.18 | | | | 544 | OK |
| 102 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 103 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 104 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 105 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 106 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 107 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 108 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 109 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 110 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 111 | May-05 | Project General Budget | Steel cabinet | Gray | 2,000,000.00 | | | | 222 | OK |
| 112 | Jun-05 | Equip. with A4 | Printer | laserjet 1010 | 3,000,000.00 | | | | 333 | OK |
| 113 | Jun-05 | Equip. with A4 | Printer | laserjet 1010 | 3,000,000.00 | | | | 333 | OK |
| 114 | Jun-05 | Project General Budget | Water dispenser | | 2,500,000.00 | | | | 278 | broken/scrapped |
| 115 | Jun-05 | Project General Budget | Water dispenser | | 2,500,000.00 | | | | 278 | broken/scrapped |
| 116 | Sep-05 | Equip. with A4 | mother board | | 2,000,000.00 | | | | 222 | broken/scrapped |
| 117 | Oct-05 | | Notice board | | | | | | | broken/scrapped |
| 118 | Oct-05 | | Notice board | | | | | | | broken/scrapped |
| 119 | Jan-06 | Project General Budget | Fax machine | Hp officejet all in one | | | | | | broken/scrapped |
| 120 | Aug-06 | Project General Budget | Brunton Compass | | | | | 21,000 | 191 | OK |
| 121 | Aug-06 | Project General Budget | Brunton Compass | | | | | 21,000 | 191 | OK |
| 122 | Sep-06 | Project General Budget | GIS Software | GIS Arcview 9.2 single Use key | | | 2,128 | | 2,128 | OK |
| 123 | Sep-06 | Project General Budget | GIS Software | GIS Arcview 9.2 single Use key | | | 2,128 | | 2,128 | OK |
| 124 | Sep-06 | Project General Budget | GIS Software | GIS Arcview 9.2 single Use key | | | 2,128 | | 2,128 | OK |
| 125 | Sep-06 | Project General Budget | GIS Software | GIS Arcview 9.2 single Use key | | | 2,128 | | 2,128 | OK |
| 126 | Dec-06 | Project General Budget | Motor Bike | LF125GY LHFAN | 12,850,000 | | | | 1,428 | OK |
| 127 | Dec-06 | Project General Budget | Motor Bike | LF125GY LHFAN | 12,850,000 | | | | 1,428 | OK |
| 128 | Dec-06 | Project General Budget | Motor Bike | LF125GY LHFAN | 12,850,000 | | | | 1,428 | OK |
| 129 | Dec-06 | Project General Budget | Motor Bike | LF125GY LHFAN | 12,850,000 | | | | 1,428 | OK |
| 130 | Dec-06 | Project General Budget | Motor Bike | JL70-3 Jialing | 12,850,000 | | | | 1,428 | OK |

Local Activity Expenses

Unit: US\$

| Item | | 2003 JFY | 2004 JFY | 2005 JFY | 2006 JFY | 2007 JFY | 2008 JFY | Total |
|---|----------------------------------|-------------|-------------|-------------|-------------|-------------|----------|---------|
| | | Expenditure | Expenditure | Expenditure | Expenditure | Expenditure | Plan | |
| 1 Local Budget | 1. General Budget | 0 | 71,843 | 68,134 | 120,972 | 133,231 | 132,070 | 526,250 |
| | 1.1 Personnel Cost | 0 | 8,595 | 11,921 | 52,588 | 53,295 | 53,342 | 179,741 |
| | 1.2 Equipment Maintenance | 0 | 9,183 | 13,050 | 6,320 | 21,050 | 17,786 | 67,389 |
| | 1.3 Material, etc | 0 | 22,747 | 17,284 | 19,584 | 37,983 | 31,629 | 129,227 |
| | 1.4 Travel Cost | 0 | 18,302 | 18,324 | 24,460 | 8,693 | 2,785 | 72,564 |
| | 1.5 Communication and Transport | 0 | 4,294 | 6,207 | -888 | 1,527 | 5,381 | 16,521 |
| | 1.6 Publication etc. | 0 | 906 | 0 | 427 | 796 | 1,296 | 3,425 |
| | 1.7 Rental fee | 0 | 522 | 184 | 17 | 1,582 | 0 | 2,305 |
| | 1.8 Electricity, water, etc | 0 | 344 | 0 | 0 | 0 | 0 | 344 |
| | 1.9 Human Resource Dev. | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.10 Facility Maintenece | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.11 Training | 0 | 0 | 0 | 18,437 | 8,305 | 19,851 | 46,593 |
| | 1.12 Others | 0 | 6,950 | 1,164 | 27 | 0 | 0 | 8,141 |
| | 2. Provision Equipment | 88,242 | 29,244 | 5,858 | 17,531 | 22,142 | 279 | 163,296 |
| | 3. Transport of provision Equip. | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4. Equip. for Expert | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 5. Transport of Equip. for Expert | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 6. Other Equip. | 2,208 | 0 | 0 | 0 | 0 | 0 | 2,208 | |
| 7. Other transtport of Equip. | 0 | 0 | 0 | 0 | 0 | 481 | 481 | |
| 8. Reporting (Printing and Binding) | 0 | 0 | 0 | 0 | 0 | 1,037 | 1,037 | |
| 9. Reporting (without Printing and Binding) | 0 | 0 | 0 | 0 | 0 | 1,278 | 1,278 | |
| 2 Local Consultan | 10 Local Consultant | 0 | 5,037 | 3,917 | 2,704 | 0 | 0 | 11,658 |
| 3 Local NGO | 11 Local NGO | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Construction | 12 Construction | 0 | 7,167 | 0 | 0 | 0 | 565 | 7,732 |
| 5 Meeting | 13 Meeting | | 4,472 | 2,647 | 908 | 0 | 259 | 8,286 |
| Total | | 90,450 | 117,763 | 80,556 | 142,115 | 155,373 | 135,969 | 722,226 |

Operational Cost

Unit: US\$

| | | 2003 JFY | 2004 JFY | 2005 JFY | 2006 JFY | 2007 JFY | 2008 JFY | Total |
|---|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------|
| | | Expenditure | Expenditure | Expenditure | Expenditure | Expenditure | Expenditure | |
| 1 Local Budget | 1. General Budget | 0 | 71,843 | 68,134 | 120,972 | 133,231 | 132,070 | 526,250 |
| | 1.1 Personnel Cost | 0 | 8,595 | 11,921 | 52,588 | 53,295 | 53,342 | 179,741 |
| | 1.2 Equipment Maintenance | 0 | 9,183 | 13,050 | 6,320 | 21,050 | 17,786 | 67,389 |
| | 1.3 Material, etc | 0 | 22,747 | 17,284 | 19,584 | 37,983 | 31,629 | 129,227 |
| | 1.4 Travel Cost | 0 | 18,302 | 18,324 | 24,460 | 8,693 | 2,785 | 72,564 |
| | 1.5 Communication and Transport | 0 | 4,294 | 6,207 | -888 | 1,527 | 5,381 | 16,521 |
| | 1.6 Publication etc. | 0 | 906 | 0 | 427 | 796 | 1,296 | 3,425 |
| | 1.7 Rental fee | 0 | 522 | 184 | 17 | 1,582 | 0 | 2,305 |
| | 1.8 Electricity, water, etc | 0 | 344 | 0 | 0 | 0 | 0 | 344 |
| | 1.9 Human Resource Dev. | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.10 Facility Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.11 Training | 0 | 0 | 0 | 18,437 | 8,305 | 19,851 | 46,593 |
| | 1.12 Others | 0 | 6,950 | 1,164 | 27 | 0 | 0 | 8,141 |
| | 2. Provision Equipment | 88,242 | 29,244 | 5,858 | 0 | 0 | 0 | 123,344 |
| | 3. Transport of provision Equip. | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 4. Equip. for Expert | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 5. Transport of Equip. for Expert | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 6. Other Equip. | 2,208 | 0 | 0 | 0 | 0 | 0 | 2,208 |
| | 7. Other transport of Equip. | 0 | 0 | 0 | 0 | 0 | 481 | 481 |
| 8. Reporting (Printing and Binding) | 0 | 0 | 0 | 0 | 0 | 1,037 | 1,037 | |
| 9. Reporting (without Printing and Binding) | 0 | 0 | 0 | 0 | 0 | 1,278 | 1,278 | |
| 2 Local Consultant | 10 Local Consultant | 0 | 5,037 | 3,917 | 2,704 | 0 | 0 | 11,658 |
| 3 Local NGO | 11 Local NGO | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Construction | 12 Construction | 0 | 7,167 | 0 | 0 | 0 | 565 | 7,732 |
| 5 Meeting | 13 Meeting | | 4,472 | 2,647 | 908 | 0 | 259 | 8,286 |
| Total | | 90,450 | 117,763 | 80,556 | 124,584 | 133,231 | 135,690 | 682,274 |

3.2 Ghanaian side

3.2.1 Assignment of Counterparts (C/P)

Totally, 37 counterparts including FSD personnel and RMSC personnel were assigned for PAFORM project from 2004 to 2009. The names and positions of these C/Ps are listed as follows:

(1) List of C/P during the Long-term experts' assignment period (March 2004 to May 2006)

| Organization | Position | Name | Activity in charge |
|------------------------|---|---------------------------|----------------------|
| FSD Headquarters | Executive Director (Project Director) | Mr. M.O. Abebrese | - |
| FSD Headquarters | (PAFORM Desk Officer) | Mr. Yaw Kwakye | - |
| BA Region, FSD | Regional Manager (Project Coordinator-Gh) | E.. G. K. Dogbe | - |
| BA Region, FSD | Assistant Regional Manager (Output 4 Leader) | Kofi Walter Gyabaah | Activity 4 |
| BA Region, FSD | Liaison Officer, PAFORM/FSD (Output 5 Leader) | Jasper Yao Dunyah | Activity 5 |
| Sunyani Dist., FSD | Acting District Manager (Output 1 Leader) | Francis Baawuah | Activity 1 |
| Sunyani Dist., FC | Customer Service Officer (Output 3 Leader) | William Osei Owusu | Activity 3 |
| Sunyani Dist., FSD | Range Supervisor (Tain I) | Ruth N. Gyapong | Activity 3, 4 |
| BA Zone, PDD, FSD | Zonal Manager (Output 2 Leader) | Paul Sowah | Activity 2 |
| Sunyani Area, PDD, FSD | Area Manager | Benni Kofi Micheal | Activity 1, 2 |
| Sunyani Area, PDD, FSD | Plantation Supervisor (Tain II) | Mohammed Isaka | Activity 1, 2 |
| RMSC, FC | Ag. Director | Oheneba Amponsah Agyemang | Activity 1 |
| RMSC, FC | Resource Information Manager (Unit Chief) | Francis Balfour Agurgo | Activity 1-2.b |
| RMSC, FC | GIS Officer | Lawrence A. Akpalu | Activity 1-2.b |
| RMSC, FC | Chief of Collaborative Management Unit | Alex B. Asare | Activity 1-2.b |
| RMSC, FC | Collaborative Management Unit | Peter Osei-Wusu | Activity 1-2.b, 3, 4 |
| RMSC, FC | Inventory Officer (Unit chief) | Kofi Affum-Baffoe | Activity 1-2.b |

(2) List of C/P during the advisory team's assignment period (May 2006 to February 2009)

| Organization | Position | Name | Remarks |
|------------------|---|----------------|----------------------|
| FSD Headquarters | Executive Director (Project Director) | M.O. Abebrese | |
| FSD Headquarters | Director of Plantation Development Department | F S Amoah | |
| FSD Headquarters | Bus. Planning Manager/FSD Project Dir | Oppon Sasu | |
| FSD Headquarters | (PAFORM Desk Officer) | Yaw Kwakye | |
| FSD Headquarters | Training Officer | J. C. K. Amuzu | |
| FSD Headquarters | Operations Director High Forest Zone | Alex A. Boabu | |
| FSD Headquarters | Finance Officer | Michael Asaam | |
| BA Region, FSD | Regional Manager | E. G. K. Dogbe | May 2004 to Jan 2007 |

| Organization | Position | Name | Remarks |
|------------------------|---|---------------------------|---------------------------|
| BA Region, FSD | Regional Manager | William Baah | from Feb. 2007 to present |
| BA Region, FSD | Assistant Regional Manager | Kofi Walter Gyabaah | |
| BA Region, FSD | Project Manager, PAFORM/FSD | Paul Sowah | |
| BA Region, FSD | Assistant Project Manager, PAFORM/FSD | Jasper Yao Dunyah | |
| BA Region, FSD | Assistant District Manager Sunyani Regional Office in charge of GIS | Agyemang Godwin | |
| Sunyani Dist., FSD | District Manager (Working Group 1 Leader) | Dickson Sakyi Adjei | |
| Sunyani Dist., FSD | Assistant District Manager (Working Group 2 Leader) | Francis Baawuah | |
| Sunyani Dist., FSD | Customer Service Officer (Working Group 3 Leader) | Kow Quaison | |
| BA Region, FSD/PAFORM | Assistant District Manager | Eric Asare | |
| Sunyani Dist., FSD | Service Officer | Regina Adjei | |
| BA Zone, PDD, FSD | Zonal Manager | Joe Ackah | |
| Sunyani Area, PDD, FSD | Area Plantation Manager | Benni Kofi Micheal | |
| Wenchi Area, PDD, FSD | Area Plantation Manager | Justice Niyuo | |
| Sunyani Area | Plantation Supervisor (Pemu-Berekum) | Mohammed Isaka | |
| Sunyani Area | Plantation Supervisor (Tain I) | Ruth N. Gyapong | |
| Sunyani Area | Plantation Supervisor (Tain I) | John Mensah | |
| Sunyani Area | Range Supervisor (Tain I) | Solace Boahemah | |
| Wenchi Area | Plantation Supervisor (Nsemere) | Frederick Frimpong | |
| Wenchi Area | Plantation Supervisor (Nsemere) | Philip Asare | Replaces Frederick above |
| Wenchi Area | Range Supervisor (Nsemere) | Eric Agyapong | |
| Wenchi Area | Range Supervisor (Nsemere) | Franc Agyapong | Replaces Eric above |
| Sunyani Area | Plantation Supervisor (Yaya) | Paul Aturuh | |
| RMSC, FC | Ag. Director | Oheneba Amponsah Agyemang | |

Working Group 1 is in charge of formulation of Management Plan for Tain I FR and Nsemere FR.

Working Group 2 is in charge of Green Belt activity (planting of fruit seedlings in GB of FR and follow-up).

Working Group 3 is in charge of Income Generation Activity.

3.2.2 Budget allocated for the PAFORM project

US\$ 114,441 was allocated for the project as operational cost by Ghanaian side.

3.2.3 Other inputs

The land required for the project office was provided.

Part 4 Lessons on Project Management

The project had some characteristics as follows:

- Japanese experts stay in short time as “ Shuttle-type”.
- The project duration is 3 years, that is short for Forestry Project.
- Complex of counterpart organization such as newly established Plantation Development Division and independent of RMSC.

The Project had tried to mitigate the above circumstances to better manage the project activities with following measures:

1) Sharing the contents of PDM and Work-Plan

At the beginning of the Project, the advisory team and FSD major counterparts had series of workshops for sharing the contents of PDM and Plan of Operation to ensure the direction and sequential activities of the project. The members had read through each and every sentence of the PADM and PO carefully together to get common understanding of the project. It was very useful and effective for smooth management of the project.

2) The project organized the WG for each activities

At the second year of the Project, we established Working Groups (WG) for each primary activity of the Project. This establishment of WG aimed at clarifying the roles and responsibilities of each member of the Project in implementing the project activities, so that more efficient implementation was expected. Four WG were formed and the community facilitators (CF) belonged to all the working groups except for WG4, since they were the front staff. With this organizational arrangement, the activities were better implemented as expected. Following were the formed WG:

- W/G1: Formulation of Forest Reserve Management Plan (Leader: Sunyani District Manager)
- W/G2: Green Belt (GB) Establishment (Leader: Sunyani Assistant District Manager)
- W/G3: Implementation of Income Generation Activities (IGA) (Leader: Sunyani District Customer Service Officer)
- W/G4 : Monitoring & Evaluation (Leader: Regional Manager)

3) Holding JCC at SUNYANI

The project organized several Joint Coordination Committee (JCC) meeting at SUNYANI with field trip to the Project area. It was very useful and effective to make FSD/FC management staff in ACCRA realize the real situation of the project. Also visitors from the central offices had encouraged the community members as well as the project field staff to keep up with the activities.

4) Establishment of Core Meeting and Working Group for Exit Strategy

To discuss critical issues in detail, a core meeting was established with the FSD HQ and Sunyani and JICA Ghana Office. This meeting helped make decisions for critical issues to fulfill the project outputs and objectives. Especially, an exit strategy for the post-project period to mainstream the gain of PAFORM project into FSD was significant output of the core meeting. The core meeting members had organized a working group to develop the Exit Strategy and the WG had series of workshops to formulate the strategy by January 2009 and the strategy was finally approved by the core meeting in mid January 2009.

Part 5 Project Design Matrix (PDM)

In February 2006, the second modification of Project Design Matrix (PDM) for the PAFORM project was done and it was approved as PDM (Version 3). The Japanese Advisory Team, which is the successor of the Long-term experts, had worked on the PAFORM activities based on this PDM (Version 3) and Plan of Operation since May 2006. However, the mid-term evaluation that was implemented in September 2007 clarified that it is needed to modify PDM (Version 3). The reasons of necessity are as follows:

- Income Generation Activities (IGA), Green Belt (GB) activities and formulation of the Forest Reserve Management Plan (FRMP) by means of GIS are on going in the PAFORM project. However, since these activities were not designed when the PDM (Version 3) was approved, they are not mentioned in the PDM (Version 3). This situation brings about gap between actual activities and the PDM (Version 3).
- Quantitative indicators are not described clearly in the PDM (Version 3) and it is needed to quantify the Verifiable Indicators to assess the degrees of project achievement.

Based on the recommendations above, the modification of PDM was commenced in December 2007. The minutes of PDM modification as Version 4 was signed in January 2008 after the several meetings and discussions among the Japanese experts and FSD personnel. This new PDM shows quantitative indicators such as "At least 80% of participants in workshop understand the recommendations addressed in the workshop.". In addition, IGA, GB activities and FRMP formulation using GIS are included. PDM (Version 3) and PDM (Version 4) are shown in the following pages.

Project Design Matrix

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

Duration: March 2004 ~ March 2009 Version Three (Ver. 3) Date of preparation: 6th Feb 2006

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|--|--|---|
| <p>Super Goal Forest Reserves in the Transitional Zone are sustainably managed for the benefit of all segments of society.</p> | <p>(A) By year 2019 the income of the local population increases with respect to 2009. (B) By year 2019 the area under sustainable management in forest reserves increases with respect to 2009.</p> | <p>(a) Pre- and post-satisfaction survey reports (b) Statistics on illegal offences (c) Annual statistics on productions and inventory reports of forest reserves (by FSD) (d) Statistics on average annual income of each socio-economic class. Quarterly Report by Regional Office</p> | |
| <p>Overall Goal Improved participatory approaches* for sustainable Forest Reserve Management are adopted in Sunyani Forest District.</p> | <p>(A) Forest Reserve Management Plans of four forest reserves, which include two pilot reserves and two additional reserves in the Transitional Zone, are implemented and revised as planned.</p> | <p>(a) Prepared Forest Reserve Management Plans (by FSD) (b) Monthly Report by District Office</p> | <p>i) The government policy does not change within the period. ii) The government does not suspend assigning necessary inputs. iii) Monitoring and modification of management activities to accommodate the concerns of society are not suspended.</p> |
| <p>Project Purpose Participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District.</p> | <p>(A) Forest Reserve Management Plans of two forest reserves are developed and implemented. (B) (<u>number</u>) Community-Based Organizations are functioning effectively.</p> | <p>(a) Validated Forest Reserve Management Plans (Outcome of Activity 4-9) (b) Monitoring and evaluation reports (Outcome of Activity 0-4, 4-10, 5-6) (c) Documents showing relation between the recommendations and forest policies (issued by the government)</p> | <p>i) The government does not reject the recommendations from the project ii) The government does not suspend promoting and implementing participatory approaches in forestry development plans and programs. iii) The social structure does not change dramatically.</p> |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|--|--|--|--|
| <p>Outputs</p> <p>1. FSD personnel are trained in necessary skills and knowledge for participatory Forest Reserve Management.</p> | <p>(A) <i>(number)</i> FSD personnel are trained in identified skills and knowledge.</p> | <p>(a) Assessment report (Outcome of Activity 1-2)</p> <p>(b) Training programme (Outcome of Activity 1-3)</p> <p>(c) Training reports (Outcome of Activity 1-4)</p> <p>(d) Half-yearly monitoring and evaluation report (Outcome of Activity 1-5)</p> | <p>i) The trainees do not leave their position or are not transferred.</p> |
| <p>2. Draft framework* of Forest Reserve Management that emphasizes participation of local populations are prepared based on draft MoP* for the Transitional Zone.</p> | <p>(A) Two draft frameworks are prepared.</p> <p>(B) Cost effective revised MoP that incorporated institutional capacity of FSD and fringe communities is prepared.</p> | <p>(a) Draft frameworks (Outcome of Activity 2-3)</p> <p>(b) Existing Forest Reserve Management Plans</p> <p>(c) Minutes of meeting on agreement process (Outcome of Activity 2-2)</p> <p>(d) Monitoring and evaluation reports (Outcome of Activity 4-10)</p> <p>(e) Draft MoP improved (Outcome of Activity 2-1)</p> | |
| <p>3. Partnership between FSD and local populations for Forest Reserve Management is enhanced through capacity development of fringe communities.</p> | <p>(A) <i>(number)</i> meetings with local populations are facilitated by the Project.</p> <p>(B) <i>(number)</i> MOUs to secure participation of fringe communities are signed.</p> <p>(C) <i>(number)</i> community facilitators are selected and appointed.</p> <p>(D) More than 80% of the forest dependent residents of the target communities acquire information from facilitators.</p> <p>(E) At least 40% of community participants are female.</p> | <p>(a) Report on social structure and relations (Outcome of Activity 3-1)</p> <p>(b) Minutes of meetings on project introduction (Outcome of Activity 3-3)</p> <p>(c) Reports on socio-economic characteristics (Outcome of Activity 3-4)</p> <p>(d) MOUs for agreement on participation of fringe communities (Outcome of Activity 3-5)</p> <p>(e) Extension materials prepared (Outcome of Activity 3-6)</p> <p>(f) Activities Reports (Outcome of Activity 3-6)</p> <p>(g) Assessment reports on impacts on local populations (Outcome of Activity 6-1)</p> | |
| <p>4. Forest Reserve Management plans are developed with active participation of local populations.</p> | <p>(A) <i>(number)</i> MOUs to implement Operational Plan with fringe communities are signed.</p> <p>(B) Two Forest Reserve Management Plans are validated by all relevant authorities*.</p> <p>(C) Two financially and institutionally sustainable Participatory Forest Reserve Management Plans are developed.</p> | <p>(a) MOUs for agreement on implementation of Operational Plan with fringe communities (Outcome of Activity 4-8)</p> <p>(b) Proceedings of validation workshops (Outcome of Activity 4-9)</p> <p>(c) Validated Forest Reserve Management Plans (Outcome of Activity 4-9)</p> <p>(d) Activity Reports (Outcome of Activity 4-7)</p> <p>(e) Reports on dissemination of lessons learnt to public (Outcome of Activity 4-11)</p> | |

| | | | |
|---|--|---|---|
| 5. Forest Reserve Management plans are implemented in collaboration with local populations. | (A) Operational Plans for two forest reserves are implemented as scheduled. (B) Half-yearly monitoring of management activities is conducted. | (a) Operational Plans for each community (Outcome of Activity 4-4) (b) Reports on results of management activities (Outcome of Activity 5-4) (c) Monitoring and evaluation reports on management activities (Outcome of Activity 5-6) (d) Reports on dissemination of lessons learnt to public (Outcome of Activity 5-7) | |
| 6. Improved participatory approaches for sustainable Forest Reserve Management are recommended to the government*. | (A) Lessons learnt from the Project are documented and reflected in the recommendations. (B) (number) workshops are held for discuss and endorse recommendations. (C) Outcomes of workshop are submitted to sector Minister for policy review. | (a) Monitoring reports on the process of Forest Reserve Management Planning (Outcome of Activity 4-10) (b) Monitoring report on implementation of Forest Reserve Management Plan (Outcome of Activity 5-6) (c) A set of endorsed recommendations (Outcome of Activity 6-1) (d) Proceedings of workshops (Outcome of Activity 6-2) (e) Forwarding letter from FC to the sector Minister. (Outcome of Activity 6-4) | |
| Activities 1-1. Build common understandings on the project concept within project staff* 1-2. Assess and reassess skill levels and training needs of FSD personnel 1-3. Prepare training programme 1-4. Train FSD personnel on forestry techniques, and communication and facilitation skills 1-5. Monitor and evaluate trainings on FSD personnel 2-1. Develop MoP (draft) for the Transitional Zone 2-2. Agree on planning process of the Project among project staff and 'Planning Team' 2-3. Compile information on past and current situation of the forest reserves 2-4. Draw provisional zoning and management prescription of Forest Reserve Management Plans 2-5. Compare the estimated cost for FSD for each zoning option. 2-6. Consult with stools and District Assemblies about provisional zoning (including zoning of working areas) and management prescription 2-7. Compile the above results as draft framework* 3-1. Identify target communities in the fringe area of the forest reserves 3-2. Engage and train community facilitators 3-3. Introduce the Project to the target fringe communities 3-4. Know socio-economic characteristics of every target fringe community 3-5. Identify partners for Forest Reserve Management 3-6. Provide information on current laws and policies regarding Forest Reserve Management to every target community 4-1. Consult with target fringe communities on draft framework 4-2. Get agreement on the draft framework from stools 4-3. Decide working area* for each target fringe community | | Input <u>Ghanaian Side</u> 1. Counterpart personnel 2. Project offices 3. Administrative and operational costs <u>Japanese Side</u> 1. Japanese Experts 2. Equipment and machinery 3. Training of counterpart personnel in Japan and/or third country | i) No political obstructions to planning processes are created by interest groups or individuals. ii) Understanding of and supports to the Project activities from local government organizations, traditional administrations and community leaders do not cool down during project implementation. iii) No major socio- economic and natural events that hamper livelihoods of local populations occur. |

| | | |
|--|--|--|
| <p>4-4. Develop Operational Plans</p> <p>4-5. Evaluate sustainability and relevance of the developed Operational Plans</p> <p>4-6. Hold forest reserve-level meetings to finalize Forest Reserve Management Plans</p> <p>4-7. Exchange MOU with partners on management activities in the working area of each target community</p> <p>4-8. Validate Forest Reserve Management Plans at regional level</p> <p>4-9. Share lessons learnt from the process of Forest Resource Management Planning within FSD</p> <p>4-10. Disseminate lessons learnt from the process of Forest Reserve Management Planning to the public (District Assemblies, RCC, members of parliament, NGOs, donors, etc.)</p> <p>5-1. Train FSD personnel on additional skills necessary to carry out management duties</p> <p>5-2. Provide necessary trainings to the local population to carry out management activities</p> <p>5-3. Execute management activities together with the local populations according to MOU</p> <p>5-4. Monitor and evaluate sustainability and relevance of management activities</p> <p>5-5. Modify Forest Reserve Management Plan and management activities reflecting lessons arising from the monitoring and evaluation</p> <p>5-6. Share lessons learnt from the process of Forest Resource Management Planning within FSD</p> <p>5-7. Disseminate lessons learnt from the process of implementation of Forest Reserve Management Plan to the public (district assembly, RCC, member of parliaments, NGOs, donors, etc.)</p> <p>6-1. Formulate a set of recommendations for policy decision making on participatory approaches based on the project experiences</p> <p>6-2. Organize workshops to share the recommendations with stakeholders</p> <p>6-3. Submit the recommendations including MoP draft for transitional zone to FC</p> <p>6-4. Collect an official document from FC which evaluates the recommendations</p> | | <p>Preconditions</p> <p>i) Counterpart personnel are assigned along organizational structure of the Project.</p> <p>ii) No drastic changes that affect the Project activities in institutional setup take place in counterpart organization(s).</p> |
| <p>Remarks:</p> <ul style="list-style-type: none"> ➤ <i>‘Participatory approach’ of PAFORM is process to develop and implement the practical Operational Plan in with local population in line with Collaborative Forest Management Policy of the Republic of Ghana. And also the approach is to secure information sharing, resource sharing and learning process for the benefit of local populations.</i> ➤ <i>FSD has ‘Manual of Procedure (MoP)’ to guide the process for developing Forest Reserve Management Plans. According to MoP, Forest Reserve Management Plan is composed of two parts, i.e., ‘Strategic Plan’ and ‘Operational Plan’. While the former is a 20-year plan to regulate the principle and strategy of the management, the latter is a 3-year rolling plan for implementing the operations.</i> ➤ <i>Framework is a guideline that outlines the structure of participatory reserve management plan, which is regarded as rough draft of Strategic Plan.</i> ➤ <i>The operations for Forest Reserve Management in the Operational Plan are described as ‘management activities’.</i> ➤ <i>According to MoP, ‘Planning Team’ is formed for Forest Reserve Management Planning.</i> ➤ <i>‘Local populations’ includes residents in the fringe communities, relevant stools, local governments like District Assemblies, Community-Based Organizations etc.</i> ➤ <i>‘Fringe communities’ means the communities which exist within 5km from Forest Reserve and its Community-Based Organization.</i> ➤ <i>‘Project staff’ includes FSD personnel and Japanese experts.</i> ➤ <i>‘Working area’ is an area assigned for each community for the management activities.</i> ➤ <i>Relevant authorities are FC/FSD, MLFM, Traditional Council, and District Assembly.</i> | | |

Project Design Matrix

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

Target area: Tain 1 and Nsemere of Brong Ahafo Region in Ghana

Direct beneficiaries: Local People in the target area

Indirect beneficiaries: Local People in Sunyani Forest District

Duration: March 2004 – March 2009 Version Four (Ver. 4), 28th Jan 2008

| Narrative Summary | | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|--|---|---|--|
| Super Goal | | | | |
| Forest Reserves in the Transitional Zone are sustainably managed for the benefit of all segments of society. | | (A) At least 60% of Forest Reserve in Transitional Zone have Management Plans developed by year 2019. (B) By year 2019 illegal activities in the Forest Reserve with Management Plan decreased by 50% using year 2009 as base year. | (a) Pre- and post-project survey reports (b) Statistics on illegal offences (c) Annual statistics on productions and inventory reports of forest reserves (by FSD) (d) Statistics on average annual income of each socio-economic class. (e) FSD Quarterly Report | |
| Overall Goal | | | | |
| Improved participatory approaches* for sustainable Forest Reserve Management are adopted in Sunyani Forest District. | | (A) Forest Reserves in Transitional Zone in Sunyani Forest District have Management Plans. (B) At least 80% of participant in Forest Reserve Management activities in Sunyani Forest District understand the concept of Management Planning. | (a) Forest Reserve Management Plans (by FSD) (b) District Reports (c) Stakeholders Questionnaires and interview results | i) The government policy does not change within the period. ii) The government does not suspend assigning necessary inputs. iii) Monitoring and modification of management activities to accommodate the concerns of society are not suspended. |
| Project Purpose | | | | |
| Participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District. | | (A) Forest Reserve Management Plans of two pilot Forest Reserves are developed. (B) At least 80% of participant in Green Belt (GB) and Income Generating Activities (IGA) are satisfied with the activities. | (a) Forest Reserve Management Plans (b) Monitoring and evaluation reports (c) Documents showing relation between the recommendations and forest policies (d) Stakeholders Questionnaires and Interview results | i) The government does not reject the recommendations from the project ii) The government does not suspend promoting and implementing participatory approaches in forestry development plans and programs. iii) The social structure does not change dramatically. |
| Outputs | | | | |
| (1) | Forestry Services Division (FSD) personnel trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan. | (A) At least, eighty (80) FSD personnel are trained. (B) At least six (6) FSD management staff involved in planning Forest Reserve Management Plan understand the process of the planning and concept of the project. (C) The enhanced skills and knowledge are applied by at least 80% of participant. | (a) Assessment report (b) Training programme (c) Training report (d) Monitoring and evaluation report (e) Stakeholders Questionnaires and Interview results | i) The trainees do not leave their position or are not transferred. |
| (2) | MoP modified to reflect the draft Strategic Plan. | (A) Strategic Plans for two pilot Forest Reserves are drafted. (B) At least 80% of FSD staff engaged in the project recognize that revised MoPs are adopted. | (a) Draft Strategic Plans (b) Forest Reserve Management Plans developed by FSD in the past (they are already collected) (c) Minutes of meeting on agreement of process (d) Monitoring and evaluation report (e) District Report (f) Stakeholders Questionnaires and Interview results | |
| (3) | Partnership between FSD and target communities for participatory Forest Reserve Management established. | (A) In, at least, twenty-five(25) meetings are facilitated by the project with local populations. (B) Six(6) community facilitators are selected and appointed. (C) At least 80% of participant in GB and IGA recognize that the collaborative relationships for forest management is strengthened. | (a) Social-economic reports (b) Minutes of meeting on project introduction (c) MoU for agreement on participation (d) Stakeholders Questionnaires and Interview results | |
| (4) | Forest Reserve Management Plans developed with active participation of local population. | (A) Twelve(12) Operational Plan and two(2) Forest Reserve Management Plans are developed. (B) In twelve (12) target communities, MoUs for GB Activities are signed between FSD and communities. (C) At least, 80% of community participants and FSD staffs in the project recognize the existence of Forest Management Plans. | (a) Forest Reserve Management Plans (b) MoU for agreement on implementation of Operational Plan with fringe communities (c) Activities Report (d) Report on disseminate (e) Stakeholders Questionnaires and Interview results | |
| (5) | Forest Reserve Management activities implemented in collaboration with local population. | (A) In all twelve(12) target communities, Operational Plan are implemented as planned. (B) At least 50% of community participants understand the concept of GB and IGA. | (a) Report on results of management activities (b) Monitoring and evaluation report on management activities (c) Stakeholders Questionnaires and Interview results (d) Observation | |
| (6) | Recommendation on the basis of lessons learnt from the project submitted to the government of Ghana. | (A) At least, three(3) workshops are held to share recommendations with other DPs, public and private sector and community. (B) At least 80% of participants in workshop understand the recommendations addressed in the workshop. | (a) Evaluation report on the process of Forest Reserve Management Planning (b) Monitoring report on implementation of Forest Reserve Management Plan (c) A set of Recommendations on Forest Reserve Management Planning and Implementation (d) Report on dissemination of lessons learnt (e) Workshop Reports | |

| Activities | | Input | |
|------------|--|---|--|
| 1-1 | Build common understanding on the project concept within project staff* | Ghanaian Side | Japanese Side |
| 1-2 | Assess and reassess skill levels and training needs of FSD personnel | | |
| 1-3 | Prepare the training programme for developing and implementing Forest Reserve Management Plan | 1. Counterpart personnel | 1. Japanese Experts |
| 1-4 | Train FSD personnel according to the project's training programme | | 2. Equipment and machinery |
| 1-5 | Monitor and evaluate trainings of FSD personnel | 2. Project offices | |
| 2-1 | Agree on planning process of the Project among project staff and 'Working Group1(Planning Team)' | 3. Administrative and operational costs | 3. Training of counterpart personnel in Japan and/or third country |
| 2-2 | Review information on past and current situation of the forest reserves | | |
| 2-3 | Draw provisional and protection zones of forest reserves by means of GIS | | |
| 2-4 | Review the current law and national policy on the Forest Reserve Management and develop the management prescriptions | | |
| 2-5 | Draft Strategic Plans on the basis of the result of activities on Output.2.1-2.4 | | |
| 2-6 | Draft new MoP reflecting lessons learnt from the process of drafting Strategic Plan | | |
| 3-1 | Identify target communities in the fringe area of the forest reserves | | |
| 3-2 | Engage community facilitators to liaise between the Project and target communities | | |
| 3-3 | Train community facilitators on the skills of facilitation, communication and dissemination | | |
| 3-4 | Sensitize target communities on the Project objectives to obtain consensus | | |
| 3-5 | Provide information on current laws and policies regarding forest reserve management to every target community | | |
| 3-6 | Conduct socio-economic survey of every target community | | |
| 3-7 | Obtain agreement with target communities on draft Strategic Plans | | |
| 3-8 | Obtain agreement with stool-land owners on the draft Strategic Plan | | |
| 4-1 | Develop the Operational Plan in each target community in collaboration with the target communities | | |
| 4-1-1 | Develop the plantation plan in the GB in collaboration with target communities | | |
| 4-1-2 | Develop the plan of IGA in collaboration with target communities | | |
| 4-2 | Evaluate sustainability and relevance of the developed Operational Plans and revise it if necessary | | |
| 4-3 | Hold forest reserve-level meetings to finalize Forest Reserve Management Plans | | |
| 4-4 | Validate Forest Reserve Management Plans at regional level | | |
| 5-1 | Sign MoU between FSD and users groups within target communities on GB activities | | |
| 5-2 | Conduct technical training on Forest Reserve Management activities with user groups in collaboration with MoFA and Line Agencies | | |
| 5-3 | Execute management activities together with the local population according to Operational Plan | | |
| 5-3-1 | Implement GB activities to be implemented by FSD and users groups | | |
| 5-3-2 | Facilitate IGA to be implemented by FSD and users groups | | |
| 5-4 | Monitor and evaluate sustainability and relevance of Operational Plan | | |
| 5-5 | Modify the Operational Plan reflecting lessons arising from the monitoring and evaluation | | |
| 6-1 | Formulate recommendations on Forest Reserve Management based on Output1-5 | | |
| 6-2 | Organize workshops to share lessons learnt from the process of planning and implementing the Forest Reserve Management Plan within FSD | | |
| 6-3 | Organize workshops to disseminate lessons learnt from the process of the Forest Reserve Management Plan to the public (district assembly, RCC, member of parliaments, NGOs, donors, etc.) | | |
| 6-4 | Submit the recommendations on Forest Reserve Management including modified MoP to FC | | |
| 6-5 | Modify the recommendations on the basis of the evaluation from FC if necessary | | |
| Remarks | <p>• 'Participatory approach' of PAFORM is the process to develop and implement the practical and sustainable Forest Reserve Management Plans with the participation of local population in line with Collaborative Forest Management Policy of the Republic of Ghana. And also the approach is to secure information sharing, resource sharing and learning process for the benefit of local populations.</p> <p>• FSD has 'Manual of Procedure (MoP)' to guide the process for developing Forest Reserve Management Plans. According to MoP, Forest Reserve Management Plan is composed of two parts, i.e., 'Strategic Plan' and 'Operational Plan'. While the former is a 20-year plan to regulate the principle and strategy of the management, the latter is a 3-year rolling plan for implementing the operations. In the Output2 and Activities concerning with Output2, 'MoP' indicates MoP on 'Strategic Plan'.</p> <p>• 'Local populations' includes residents in the fringe communities, relevant stools, local governments like District Assemblies, Community-Based Organizations etc.</p> <p>• 'Fringe communities' means the communities which exist within 5km from Forest Reserve and its Community-Based Organization.</p> <p>• 'Project staff' includes FSD personnel and Japanese experts.</p> <p>• Relevant authorities are FC/FSD, MLFM, Traditional Council, and District Assembly.</p> | | |

Important Assumption
 i) No political obstructions to planning processes are created by interest groups or individuals.
 ii) Understanding of and supports to the Project activities from local government organizations, traditional administrations and community leaders do not cool down during project implementation.
 iii) No major socio- economic and natural events that hamper livelihoods of local populations occur.

Preconditions
 i) Counterpart personnel are assigned along organizational structure of the Project.
 ii) No drastic changes that affect the Project activities in institutional setup take place in counterpart organization(s).

PART 6 Minutes of JCC Meetings

6 series of JCC meetings (JCCM) were held from June 2006 to February 2009. Since 8th JCCM was held as part of mid-term evaluation, it was held at Sunyani. Field visit to pilot communities (photo right) and presentation by C/F were also included as JCC agenda. Participants from Accra were satisfied with getting the chance to know the real situation in the field and request PAFORM to conduct next JCCM in Sunyani again, therefore, 9th JCCM also was held in Sunyani.



Former Executive Director of FSD (Left) and Director of RMSC (right) are giving advice on fire management in dry season to GB

| Time | Date | Remarks |
|------------------|-------------------|-------------------------------|
| 5 th | June 6, 2006 | Inception Report Presentation |
| 6 th | November 30, 2006 | - |
| 7 th | May 29, 2007 | - |
| 8 th | 25 October, 2007 | in Sunyani |
| 9 th | June 20, 2008 | -ditto- |
| 10 th | February 12, 2009 | Final JCC |

Minutes of JCC meeting are attached as Attachment B.

APPENDIX

Attachment 1-A

Extension Material

ROLES AND RESPONSIBILITIES

1. Forestry Commission.
 - Regulatory functions, reserve protection and management
2. Land and community mobilisation.
 - Farmers
 - Labour
1. Landowners
 - Land
1. Local communities
 - Fire protection

BENEFIT SHARING

1. Forestry Commission – 40%
2. Farmers – 40%
3. Land Owners
 - a. Stool Landowners – 8%
 - b. Traditional Authority – 7%
 - c. Local Communities – 5%



2004 – MODIFIED TUANGYA SYSTEM

1. recognises degraded lands
 2. gives framework for equitable access to land
 3. allows distribution of benefits to all participants
 4. benefit sharing agreement
 - a. farmers be owners of product
 - b. landowner
 - c. forest fringe communities shareholders
- forestry commission

PURPOSE, DURATION ETC

1. Purpose
 - a. for development of forest plantation within reserves
 - b. Duration
 - c. 25 yrs or until planted trees harvested (Renewable)
 - d. Obligations
 - e. FC - land and monitor
- Investor - development & implementation of plantation Plan, labour technical supervision, training, equipment, transport, running costs

ESSENTIAL FEATURES OF THE MODIFIED TAUNGYA

FC, landowners and forest fringe communities will be share-holders

Farmers will essentially be owners of the products

Farmers to remain on the land till maturity

Farmers will carry out most of the functions including pruning, maintenance and tending

FC will be responsible for training the farmers, inventory/stock surveys and Auctioning or marketing of products.

Land Lease agreement will be signed (Taungya group, FC Chief Executive and Landowner)



Forestry laws simplified

For the purpose of education



Timber Resource Management Regulations 1198(LI 1649) As amended by Timber Resource Management Amended Regulations, 2003 (LI 1721)

Timber Resource Management Regulation (LI 1649)

Conveyance certificate:

- No timber shall be transferred or moved from any forest area unless there is carried with it a timber conveyance certificate.
- No conveyance certificate shall be issued for any lumber produced by chainsaw.

REGISTRATION AND USE OF CHAINSAWS

- Every person who owns a chainsaw shall apply to the District Assembly by the area where he lives for the registration by the District Assembly of the chainsaw
- After the registration of a chainsaw at the District Assembly a timber registration number must also be given to it by the District Forestry Office upon an application submitted to the office by the owner of the chainsaw.

Registration of chainsaw at District Forest Office

A chainsaw registered with the District Assembly shall also be registered with the District Forest Office of the district concerned where it is intended to be used to fell trees.

Prohibition of use of chainsaw to convert timber into

Lumber for sale:

- No person shall use a chainsaw whether registered or unregistered, to convert timber into lumber or other forest products for sale, exchange or any commercial purpose.
- No person shall **sell or buy** timber products obtained in the manner described in sub-regulation (1) above.

L.I 1649 Sec 41.

The Timber Resource Management ACT, 1997 (ACT547) As Amended by The Timber Resource Management Amended

Prohibition from harvesting timber without utilization contract-

- No person shall harvest timber from any land to which section 4 of this Act applies unless he holds timber rights in the form of a timber utilization contract entered into under this Act in respect of the area of land concerned.

Laws supporting SRA

Sec 3(e) Act 547 application for TUC to be accompanied social obligation proposal

Sec 11(d) LI 1649 TUC applicants are required to provide specific social amenities for the benefit of local people

Sec. 14(1)(l) substituted confirms this position

Sec 13(12)(b) LI 1729 before TUC given to a contractor must fulfil an undertaking to provide facilities and amenities for the local people

Sec 13(12)(d) states the value of the social facilities and amendment to be 5% of value of the stumpage fees of timber to be harvested

- Any person charged with the management or protection of a resource by virtue of his employment in any institution of government who-
(a) by any act or omission in the performance of his duties facilitates the breach of any provision of this Act; or

- S. 35 LI 1649 – District Assembly, Town committee, Rural community group or NGO to apply for Timber Utilization Permit (TUP) to harvest a number of trees in an area for social and community purpose.
- Can be given in area not TUC
- Not to harvest restricted timber special S.40 LI 1649
- No use of unregistered chainsaw S.31 LI 1649
- Marking of stumps S.33 LI 1649
- Social / Community/domestic use and not for
- Issue of Salvage Timber Permits under S. 38 L1. 1649. Under same conditions (such as TUC, Chainsaw, regulation)
- S. 39 L1 1649 obliges the holder of a TUC all his operations in his operational area to

Miscellaneous

The issue of informants not covered by any forest laws as far as benefits or protection is concerned Could be considered under an arrest by a private person under the Criminal Code
Administratively FC rewarding informants with a percentage of proceeds from sale of illegal products

How we will deal with your complaint

- We will try to ensure that the original service provider or the person who accepted your complaint resolves your problem
- If the complaint needs to be taken further a special complaints officer will investigate. He will be senior to the officer with whom the complaint is lodged.
- Ultimately, if your concern is not resolved you can consult the Board of Commissioners or the Minister of Lands and Forestry, by writing to them

Feedback

In all circumstances, the outcome of an investigation will be reported to the complainant. Where it is not possible to meet the target for resolving an inquiry, interim letters will keep the customer informed of progress.



THE SERVICE CHARTER OF FOREST COMMISSION

The Regional Manager,
Forestry Commission ,
P. O. Box 31,
Sunyani.

THE SERVICE CHARTER OF FOREST COMMISSION



How can we help you?

Meeting the need of Non Governmental organization.



Tel: 061 27221

WHAT IS THE IMPORTANCE OF THE FOREST SECTOR TO GHANA?

Ghana's forests and wildlife are a vital source of income for the country and livelihood for most people. Everyone, from farmers to different companies, relies on sustainable, healthy and well-managed forests. Because these natural resources are fundamental to Ghana's social and economic development they must be protected and sustainably managed. In line with the 1992 Constitution and in order to achieve the policy objectives of the 1994 Forest and Wildlife Policy the government has reformed the Forestry Commission. The change addresses concerns that our forest and wildlife resources are declining and makes sure we take responsibility for their welfare.

WHY A NEW FORESTRY COMMISSION

Although Ghana's policies for sustainable forest and wildlife management were sound, putting them into practice was difficult due to limited financial resources. The institutional arrangements in the sector had different departments operating independently in the management of forest and wildlife resources and the regulation of industry without any coordination leading to overlaps and inefficiencies. An existing Forestry Commission then only played an advisory role and had no mandate to coordinate the activities of these institutions.

In addition, most of the departments being part of the Civil Service, did not receive the required budget or personnel resources to cope with the increasing pressures of forest and wildlife management.

By bringing the main public bodies and agencies under one body, and modernizing and restructuring along business lines, we will deliver a forest and wildlife management and utilization service that is environmentally sound, commercially minded and customer focused.

RESPONSIBILITY

We are ultimately responsible for,

- the regulation of the utilization of forest and wildlife resources

- the conservation and management of the nation's forest reserves and protected areas
 - assisting private sectors and other bodies with the implementation of forest and wildlife policies
 - promotion of public awareness on forest and wildlife management issues
 - advising and providing technical services with regards to matters of resource protection
 - management and development of market intelligence pertaining to wildlife and forest industries
 - the development of forest plantation for the restoration of degraded forest areas
 - the development of wild animal breeding facilities for restocking depleted areas and generally
 - improving wild animal availability to the general public
- the coordination of policies related to the conservation, management and development of forest and wildlife resources

OUR CORE FUNCTION

Our main role is to:

- Create, protect and manage the permanent forest estates and protected areas in the various ecological zones of the country to conserve Ghana's biophysical heritage -
- Prepare and implement integrated {collaborative} forest and wildlife management plans which maintain the "quality of our environment and take into account the needs of all our stakeholders
- Regulate the harvesting of timber, wildlife and other non-timber forest products
- Vet and register contracts and issue permits for export of forest and wildlife products
- Track the movement of timber, wood and wildlife products
- Monitor the harvesting and marketing of forest and wildlife products

- Develop and enforce appropriate industrial standards and trade guidelines for timber and wildlife products
- Promote the optimization of utilization and benefits of Ghana's forest and wildlife products through value addition and promotion of lesser known species
- Provide market intelligence to inform both Government and industry on pricing, trade and product trends
- Provide technical services

HOW WILL WE DEAL WITH YOUR FEEDBACK?

The Forestry Commission is keen to receive your feedback. It helps to ensure that the Commission works as effectively and efficiently as possible. We strive to communicate openly with our customers and our staff.

We will also:

- Put communications into languages other than English when necessary.
- Design forms to be as user friendly as possible and provide help in filling them in

Offer a complaints system that is easy to use

HOW TO MAKE A COMPLAINT

Who can complain?

The public at large may make a complaint about the service delivery of the Commission in particular, anyone receiving or seeking a service from us, including anyone acting for someone unable to complain personally can make a complaint.

How can complaints be made?

We can take complaints over the telephone, in person, or in writing. It would help us if serious complaints could be made in writing so that they can be signed.

Attachment 1-B

Minutes of JCC Meetings

Minutes of 5th Joint Coordinating Committee Meeting

DATE: June 6, 2006 10 AM to 12:30 PM

VENUE: Conference Room, FSD ACCRA

PARTICIPANTS:

| NAME | POSITION |
|------------------------------|---|
| Mr. M. Owusu Abrebese | Ag. Executive Director FSD |
| Mr. Oheneba Amponsah Agyeman | Director RMSC |
| Mr. E.G.K Dogbe | Regional Manager, Sunyani |
| Mr. Paul Sowah | Project Manager, PAFORM |
| Mr. Jasper Yao Dunyah | Assistant Project Manager, PAFORM |
| Mr. Dickson Adjei Sakyi | District Manager, Sunyani |
| Mr.Theophilus Osei Owusu | Desk Officer, MOFA/DAES, Accra |
| Mr. Shinji Obuchi | JICA Deputy Resident Representative |
| Dr. Kaisuya Kuge | JICA Assistant Resident Representative |
| Ms. Reiko Kozono | JICA Ghana, Overseas Survey Research Specialist |
| Mr. Koji Terakawa | Chief Advisor PAFORM, Sunyani |
| Ms. Rie Kitao | Social Gender, PAFORM, Sunyani |
| Ms. Tomoko Nishigaki | Participatory Approach (B), PAFORM, Sunyani |
| Ms. Keiko Hamaguchi | JICA Volunteer (Observer), FPDC |
| Ms Takako Wakiyama | JICA Volunteer (Observer), FPDC |

AGENDA:

- ❖ Introduction of New Japanese PAFORM experts
- ❖ Project Update (presented by Mr. Paul Sowah)
- ❖ Presentation of revised plan of operation (presented by Mr. Koji Terakawa)
- ❖ Any Other Business (remarked by Mr. Shinji Obuchi)

The meeting started at 10:25 am with an opening prayer by Mr. Jasper Yao Dunyah the Assistant Project Manager, PAFORM. After the prayers self introduction was done and the Acting Executive Director Mr. M. Owusu Abrebese, the chairman of the meeting welcomed all the members present for honouring his invitation. He briefly describes the history of the PAFORM project and also welcomed the incoming team of the JICA counterparts of the PAFORM project especially "Nana" Terakawa, the Chief Advisor who initiated the project and he is happy that Terakawa is back to Ghana to implement the project.

The Chief Advisor in turn thanked the chairman and further introduced his team members to the house. He said he is also in charge of a similar project in Nepal and he would be traveling to Nepal just after the meeting and would be back on the 21st July, 2006.

PRESENTATION AND ISSUES DISCUSSED:

| Issues | Discussions | Line of Action | Action By |
|---|---|---|-----------------------------|
| <p>Project Update by Project Manager, FSD PAFORM</p> <p>a) Description</p> | <p>The presentation on the project update covered the planning and monitoring of the project, Forest Services Division Personnel training in output 1, strategic plans writing of Yaya and Tain 1 forest reserves in output 2, PAFORM Approach and partnership for forest reserve management in output 3.</p> <p>The activities covered from January to May, 2006 were outputs 0, 1, 2 and 3 as mentioned above.</p> <p>The project has gone through modification processes and a new Project Design Matrix (PDM) and Plan of Operation (PO) have been developed with a 2006 budget based on Annual Plan of Operation (APO) for output 0.</p> <p>In output 1, development of training subjects and programme for Community Facilitators and FSD staff on the project were done based on previous training need assessment and training reports. The following subjects were finally selected and taught by various resource personnel throughout the period :</p> <ul style="list-style-type: none"> ❖ Forest Policy and Legislation by Rapheal Yaboah a legal expert of Forestry Commission (FC), Accra. ❖ Collaborative Forest Management Concepts and Practices by Eric Nutakor of FORIG, Kumasi. ❖ Understanding of Constitutional governance structure of Ghana with emphasis on local government systems and community participation by staff of | <p>The budget is to be released for smooth running and implementation of the project.</p> | <p>The Project Director</p> |

| | | | |
|--------------------|--|---|--|
| <p>b) Comments</p> | <p>National Commission on Civic Education (NCCE), Sunyani.</p> <ul style="list-style-type: none"> ❖ Facilitation and participatory approaches in forest resource management by Madam Marian Tadeffa-Kubabom of Development Research, Planning and Management Consultants, Accra. ❖ Computer Training by Abudullah Mustapha Aziz of Mustaellak Computer Enterprise, Sunyani. <p>Meanwhile training on GIS has been postponed till July or August, 2006.</p> <p>The major activities done in output 2 include:</p> <ul style="list-style-type: none"> ❖ The draft of Strategic Plan of Yaya which is in progress ❖ Agreement on planning process-the PAFORM Approach <p>To operationalise the partnership for sustainable forest management in output 3 there is the need to involve local populations hence the need to require Community Facilitators. There are Six Community Facilitators selected out of 82 applicants for Community Facilitation training to exhibit altitudes appropriate for facilitation and three (3) out of the six (6) were finally selected and are yet to be engaged by the project.</p> <p>The house was informed that Mr. Osei-Owusu the then Customers Service Officer (CSO) who is to supervise the yet to be employed Community Facilitators has left the district and his roles on the project are very crucial and there is the need to replace him. In</p> | <p>GIS training to be conducted</p> <p>Final draft of Strategic Plan of Yaya</p> <p>Engagement of Community Facilitators</p> <p>Assistant District Manager to be given some training to play the roles of CSO on the project.</p> | <p>The Chief Advisor and Project Manager</p> <p>The interim Plan Team leader (APM) and the Project Manager</p> <p>Project Manager and Ms. Kitao</p> <p>Chief Advisor and Project Manager</p> |
|--------------------|--|---|--|

| | | | |
|--|--|--|---------------|
| | <p>response the Assistant Project Manager said the Bechem district CSO is already acting and the Sunyani district Manager acknowledged that but both the Project Director and the Regional Manager were not aware and the District Manager was asked to produce a copy of the transfer letter to that effect. However, the Regional Manager and the Project Director have agreed that the role of the CSO on the project should be assigned to the Assistant District Manager, Sunyani who is to be given some training to do the job. In support to this agreement, the house was briefed about the financial difficulties facing FC/FSD in regards to engagement of CSOs and other complications about their roles in the service so far.</p> | | |
| <p>Presentation of Revised Plan of Operation by Chief Advisor, PAFORM/JICA</p> | <p>The Chief Advisor first of all informed the house that 250 Million cedis has been partly released by FC per FSD to the Regional Manager as Ghanaian Counterpart funding to the project. He is with the hope that the remaining balance of the 2006 counterpart budget will be released very soon for a smooth running of the project. He then explained the final PO which was planned, agreed on by his Advisory Team and the Ghanaian Counterpart on the project. He suggested the following possibilities for the project:</p> <ul style="list-style-type: none"> ❖ Extending farming period in the forest reserve. ❖ Expanding Livelihood zone. ❖ Assisting for restoration of soil fertility on existing farmland by collaboration with MOFA and other line agencies. ❖ FSD to promote as the facilitator to coordinate among local functional group and | <p>Release of remaining balance of 2006 counterpart budget</p> | <p>FC/FSD</p> |

| | | | |
|--------------------|---|--|---|
| <p>a) Comments</p> | <p>other agencies. ❖ Long term management plan of 25 years</p> <p>He displayed some pictures about the project's achievement (the new office building), the state of Yaya forest reserve as of 2001 and 2006 and that of his enstoolment as "Nkosoohe" (Development Chief) of Ayigbe in 2003.</p> <p>Meanwhile he also mentioned the necessity of resurvey and mapping of the reserves to develop better maps for plan future activities.</p> <p>There was no role of MOFA in the project PO presented. There is a call for a clear role or involvement of MOFA staff on the PAFORM project. This should be well defined since the project ultimate goal is participatory. Their roles are very important especially in extension activities on the project and even on the Modified Taungya system if possible. The Desk Officer, MOFA/DAES, Accra emphasized that his officers have the skill to help and their roles should also be well defined in the project PO in the future.</p> <p>The RMSC Director also complained that there is no official role of his sector in the project's Plan of Operation (PO). However, the Project Director explained that there is the need for recognition of the roles of his sector to the project but because their roles cut across all activities they are not specified in the project PO, meanwhile his concerns and that of</p> | <p>Consider practical measure of survey and mapping issue. Re-survey and mapping of the part of Tain I as OJT training</p> <p>Clearly defined roles of MOFA and RMSC on the project.</p> | <p>Chief Advisor, Mr. Miyazaki And Assistant Project Manager</p> <p>Chief Advisor and the Project Manager</p> |
|--------------------|---|--|---|

| | | | |
|---------------------------------|---|---|-------------------------|
| <p>Any Other Business (AOB)</p> | <p>Desk Officer, MOFA/DAES are well noted.</p> <p>There was a short remark by the Deputy Resident Representative of JICA on the project and its achievement so far and the way forward. He thanked the members present for their concerns.</p> <p>The Chairman of the meeting finally thanked all members present for their time and contributions during the meeting. He was however quick to remark that it is rather unfortunate that not many collaborators of the project were present in the house. It is his hope that the next time advance notices will be sent to all members to solicit their full representation. He assured all members that all concerns raised would be put across to the project secretariat to build common consensus for a smooth running and implementation of the project.</p> <p>The meeting came to a close at 12:23pm with a closing prayer by Ms. Reiko Kozono.</p> | <p>Next Meeting will be in November, 2006 and all members are to be informed early enough to prepare adequately for a full representation in the house.</p> | <p>Project Director</p> |
|---------------------------------|---|---|-------------------------|

Minutes of 6th Joint Coordinating Committee Meeting

DATE : November 30 , 2006 (10 AM to 12: 30 PM)

VENUE : Conference Room , FSD ACCRA .

PARTICIPANTS PRESENT :

| NAME | POSITION |
|------------------------------|---|
| Mr. M. Owusu Abebrese | Ag. Executive Director FSD |
| Mr. A. A. Boadu | Ag. Director of Operations |
| Mr. F. S. Amoah | Director of Plantations |
| Mr. Oheneba Amponsah Agyeman | Director, FC – RMSC –Kumasi |
| Mr. Ben Gyamfi | The Manager, Donor Liaison, FC-Accra |
| Mr. Yaw Kwakye | The Desk Officer,PAFORM Project,Accra |
| Mr. Mike Assan | FSD HQ, Accra |
| Mr. Paul Sowah | Project Manager PAFORM , Sunyani |
| Mr. Jasper Yao Dunyah | Assistant Project Manager, PAFORM |
| Mr. Dickson Adjei Sakyi | District Manager FSD , Sunyani |
| Mr. Kow K. Quaison | Customer Services Officer – FC, Sunyani |
| Mr. E. Osei Prempeh | MOFEP , Accra. |
| Mr. Joe Ocansah | MLFM , Accra. |
| Mr. G. Ohene Gyan | CFMP , Kumasi |
| Mr. Emmanuel A. Odame | MOFA/ DAES , Accra |
| Mr. Hideyo Shimazu | Participatory Approach PAFORM/JICA |
| Mr. Koji Terakawa | Chief Advisor PAFORM/JICA,Sunyani |
| Ms. Rie Kitao | Social Gender PAFORM/JICA, Sunyani |
| Mr. Masahatsu Okumoto | JICA , Accra |
| Mr. Masato Kumagai | JICA , Accra |

AGENDA :

- * Presentation of progress reports of the project
 - >Project Update
 - >Review of Project Activities and the way forward/Long Term Management Plan of Tain 1 and its planning process a PAFORM Approach
 - >Participatory Approach Workshops
 - >Report on 3rd Country Training in Kenya
- * Deliberate on issues raised from presentations
- * Any Other Business

The meeting started at 10:00 am with an opening prayer by Mr. Oheneba Amponsah Agyeman the Director RMSC, Kumasi. After the prayer self introduction was done and the Acting Executive Director Mr. M. Owusu Abebrese , the Chairman of the meeting welcomed all the members present for honouring the invitation.

He also welcomed the JICA members who are attending the meeting for the first time. The Chairman, then gave the floor to the Project Manager (Mr. Paul Sowah) to brief the house about the project progress report from June – November,2006 .

PRESENTATION AND ISSUES DISCUSSED :

| Issues | Discussions | Line of action | Action By |
|--|---|----------------|-----------|
| <p>Project Update by Project Manager, FSD PAFORM</p> <p>a) Description</p> | <p>The presentation on the project update covered the following in output 1 to 4 :</p> <ul style="list-style-type: none"> > Planning and Monitoring of the project > Forest Service Division Personnel Training in Output 1 > Strategic Plan writing of Tain 1 Forest Reserve in output 2 > partnership for Forest Reserve Management with Fringe communities in output 3 > and the development of Forest Reserve Plan with the participation of local population in output 4 <p>The activities covered from June to November, 2006 were output 1,2,3 and 4 as mentioned above.</p> <p>These activities is based on the new Modified Project Design Matrix (PDM) and plan of operation (PO) .</p> <p>The implementation was carried out by the Ghanaian Counterparts and the new Japanese Advisory Team.</p> <p>In output 1, training programme was organised for FSD personnel on the project based on previous training needs and assessment and training reports .</p> | | |

| | | | |
|--|---|--|---|
| | <p>The following subjects were taught by various resource personnel throughout the period:</p> <ul style="list-style-type: none"> • Survey mapping and inventory skills training by RMSC • Facilitation and participatory skills training in forest resource management by a consultant • Training of 10 FSD personnel on social and participatory forestry techniques at Kenya Forestry Research Institute (KEFRI) , Kenya. • Geographical Information Systems (GIS) skills training by a consultant • Training in Japan : The District Manager (FSD) Sunyani benefited. <p>The major activities in output 2 include :</p> <ul style="list-style-type: none"> • Agreement of the planning process of the project among project staff and planning team. • Compilation of information on past and current situation of the Tain 1 forest reserve. • Draw provisional zoning and management | | <p>By Mr. Affum Baffoe and Mr. Agrugo Francis RMSC-Kumasi</p> <p>By Development Initiative Consultants (DIC) based in Accra</p> <p>KEFRI –Kenya</p> <p>By SAMBUS a GIS Company based in Accra</p> |
|--|---|--|---|

| | | | |
|--|--|--|--|
| | <p>prescription of Tain 1 forest reserve.</p> <ul style="list-style-type: none"> • Comparison of the estimated cost for FSD for each zoning option. • Consultation of Stools and District Assemblies on provisional zoning option. • Compilation of strategic plan. <p>In output 3 ,the following strategies were adopted to establish partnership with the fringe communities in order to operationalise the forest reserve management plan :</p> <ul style="list-style-type: none"> • Identification of target communities in the fringe areas of Nsemere forest reserve. • Engaging community facilitators for the Nsemere forest reserve's target communities. • Introduction of the project to target communities in Tain 1 forest reserve. • Understanding of the socio-economic condition of the Tain 1 and Nsemere forest reserve. • Provision of information on current laws and policies regarding forest reserve management to all target communities. <p>In output 4, forest reserve management plans are developed with the participation of local populations. These include :</p> | | |
|--|--|--|--|

| | | | |
|-------------------|--|---|--|
| <p>b)Comments</p> | <ul style="list-style-type: none"> • Consultation with fringe communities on draft strategic plan / management strategy on Tain 1. <p>The level of participation (in terms of commitment) by some of the project staff (operations and plantations)was mentioned by the project manager (PM). According to the PM , their participation is not encouraging . However, the PM was not able to tell exactly what was causing their low level of participation. The Plantation Director's attention was drawn to the comment, and he promise to seek further clarification on the issue .</p> <p>The project secretariat in Sunyani was asked to involve key members of the project in setting targets, etc. The project staff were made aware that notices of meeting(s) is very important , as it helps to remind participants of any impending meeting .</p> <p>The Project Directorate at FSD Headquarters , Accra informed the house of their readiness to visit the PAFORM secretariat in Sunyani to meet the project staff and some of the communities involved in the project to address the concerns raised.</p> <p>In the area of partnership building for forest reserve management with fringe communities , the</p> | <p>The need to do a follow up to the Plantation Unit in Sunyani office to address this issue as soon as possible</p> <p>All key members must be informed to get on board</p> <p>Follow up visit to the Project Secretariat and fringe communities</p> <p>Sign memorandum of</p> | <p>By Plantation Director</p> <p>Project Secretariat</p> <p>Ag. Executive Director and Director of Operations</p> <p>Project Secretariat</p> |
|-------------------|--|---|--|

| | | | |
|---|--|--|--|
| <p>Review of Project Activities and the way forward/ Long Term Management Plan of Tain 1 and its planning process. ' A PAFORM Approach ' by Chief Advisor , PAFORM/JICA / Assistant Project Manager PAFORM</p> | <p>secretariat was asked to sign a memorandum of understanding with the partners/ stakeholders to deepen the relationship towards the sustainability of the project.</p> <p>The Chief Advisor , informed the house about the review of the project activities and the need to move the project forward. After the Chief Advisor's presentation, the Assistant Project Manager briefed the house about the long term management plan of Tain 1 and its planning process .The scope of presentation include :</p> <ul style="list-style-type: none"> ➤ The long term forest reserve management plan; <ul style="list-style-type: none"> - objectives - multi-purpose management plan - long term management plan ' Development mechanism ' - short term operation mechanism - how to achieve the multi-purpose management plan ➤ Forest reserve management planning process: PAFORM APPROACH ; <ul style="list-style-type: none"> - draft plan of the planning process for transitional zone - forest reserve planning team | <p>understanding (MOU) with partners/ stakeholders</p> | |
|---|--|--|--|

| | | | |
|--------------------|--|---|---|
| <p>a) Comments</p> | <ul style="list-style-type: none"> - develop forest reserve management plans with active participation of local population - the participation process <p>The Director of Plantation wanted to know from the Chief Advisor the relationship between stool land and the odikros/caretakers in the target communities .He said it is very important to know whether these odikros /caretakers are recognised by the traditional council, so as to help create a harmonious relationship between the project and the traditional council(s)</p> <p>.On the issue of livelihood green belts in the reserve , the Project / Plantation Director(s) asked the Assistant Project Manager to take a second look at the design , especially where farmers will be made to plant their tree/fruit crops inside the reserve.The Ag. Executive Director and the Director of Plantation were of the view that in establishing the livelihood green belt effective monitoring mechanisms must be put in place to prevent the farmers from encroachment and any other abuse. According to the Plantations Director species like teak, cashew generate a lot of biomass on the ground which will in turn serve as fuel and can lead to fire outbreak.</p> <p>The Assistant Project Manager then asked the members present to take a look at other viable</p> | <p>To take a second look at the design of creation of livelihood greenbelt in the reserve</p> <p>Research into food/tree crops as green</p> | <p>Assistant Project Manager and his Reserve Planning Team</p> <p>FSD to collaborate with MOFA,</p> |
|--------------------|--|---|---|

| | | | |
|----|---|---|--|
| | <p>food/tree crops in the locality based on their marketing strategies like the planting of <i>thamnatococcus danielli</i>, mango intercropped with pineapple , to encourage more farmers to participate in order to promote and improve on their livelihoods. The Director of Plantation asked the project secretariat to encourage farmers to plant <i>Jatropha</i> as a livelihood , along the boundaries of the forest reserve to protect production areas . This will promote and improve their livelihood.</p> | <p>firebelts instead of cassia</p> | <p>FORIG, RMSC and other related agencies.</p> |
| b) | <p>The role of MOFA in the project plan of operation(PO) was also mentioned. The linkage between FSD/PAFORM and MOFA is not very clear in the project document. The MOFA/DAES representative , stressed that his outfit can assist in the area of extension activities like the training of farmers in alternative livelihood programmes, handling of soil fertility problems , etc .But when it came to the issue who takes care of the budget for MOFAs contribution on the project , the house was not able to agree on anything definite .</p> <p>Meanwhile , the Chief Advisor promised to give some local assistance to the MOFA staff anytime they are invited to assist on the project.</p> <p>The project secretariat has been asked to continue with the local level discussion on partnership strategies to move the project forward.</p> | <p>The role of MOFA and their budget and other related issues about the project call for a review of project document at the Ministerial level</p> <p>Need to support MOFA staffs</p> | <p>Ag. Director to consult the Sector Minister and JICA Headoffice, Accra</p> <p>Chief Advisor</p> |

| | | | |
|---|--|--|--|
| <p>Participatory Approach Workshops by Shimazu / Gender Issues by Rie Kitao</p> | <p>The presentation on the participatory approach workshop in Afrasu 1 and Forkuokrom communities was done under the supervision of Mr. Shimazu , a participatory approach expert. He used the following tools to understand the community's concerns :</p> <ul style="list-style-type: none"> ➤ community mapping ➤ rich-poor profile ➤ trend analysis ➤ success stories ➤ problem tree/ analysis approach <p>In the area of Gender Issues , Ms. Rie Kitao , a Social Gender Specialist presented issues on the vulnerable (women and children).</p> | | |
| <p>Comments</p> | <p>The house was of the view that the concept of land ownership in the area of modified taungya farming system must be looked at, to help create a harmonious relationship between the project and the stool. This can be done through community workshops / community meetings .</p> | | |
| <p>Report on 3rd County Training in Kenya by Assistant Project Manager</p> | <p>The scope of presentation is based on the training report in Kenya at KEFRI on the 10th to 21st September,2006. This include :</p> <ul style="list-style-type: none"> ➤ Introduction ➤ Observation(similarities/ differences) between Ghana | | |

| | | | |
|-----------------|---|--|---|
| <p>Comments</p> | <p>and Kenya in natural resource management</p> <ul style="list-style-type: none"> ➤ Lessons learnt ➤ Challenges / Constraints ➤ Way forward /Action Activities ➤ Recommendations <p>The Ag. Executive Director impressed on the project secretariat that in future , some community members must be included in the team to help them to learn from other country(s) experience. The Assistant Project Manager , further discussed some of the experiences impacted into Kenya tree farmers regarding the treatment of termites attack on trees. These include some of the local strategies used in controlling termite infestation on trees.</p> <ul style="list-style-type: none"> - mixing of cow dung with salt and either smearing / sprinkling it on the tree. - soaking of neem tree leaves in water overnight and sprinkling it on the affected tree. <p>The Assistant Project Manager in his recommendation comments said he has started lobbying for 3rd Country Counterpart Training Programme in KEFRI – Kenya. There is therefore the need to officially write to KEFRI Director and JICA Kenya office to consider Ghana in September, 2007 training Programme.</p> | <p>Official application to KEFRI and JICA- Kenya office to consider Ghana in their 3rd Country Counterpart Training Programme</p> | <p>Ag. Executive Director and Training Manager FSD in consultation with Jasper the Assistant Project Manager PAFORM</p> |
|-----------------|---|--|---|

| | | | |
|---------------------------------|---|--|--|
| <p>Any Other Business(AOB)</p> | <p>The Ag. Executive Director FSD informed the house that , there are plans to revive the forestry week celebration to award deserving workers as a way of boosting their moral to give off their best and also as a way of encouraging others to work harder to generate more revenue for the forestry commission.</p> <p>The RMSC Director , Kumasi made a short presentation on behalf of the Ag. Executive Director , by thanking the Japan Government for their support in the implementation of the PAFORM project .He traced the genesis of the project to the aftermath of the 1983 bushfires, when the forest reserves in the Sunyani area like Tain 1, Tain 2 , Sawsaw, Nsemere and Yaya got degraded. It was as a result of the degradation, that FC initiated the project proposal , to the Government of Japan for the restoration of the degraded forest. According to the RMSC Director, between 1997/99 a team was sent to Ghana to conduct a study into the reserves and the team through their report came out with ten (10) recommendations.</p> <p>sssss He said it is on record that Ghana has implemented about 65 – 70% of the recommendations (Refer to project document ,1999).He once again, thanked the Japan Government / JICA for the assistance made so far.</p> <p>There was a short remark by the Deputy Resident Representative of JICA at the J.C.C meeting . He</p> | | |
|---------------------------------|---|--|--|

| | | | |
|--|--|--|--|
| | <p>informed the house that it was his first J.C.C meeting and commended the participants on the discussions and ideas generated and finally said he was very much impressed .He said he was of the conviction that, more will be done to move the project forward.</p> <p>The Chairman before his closing remarks stressed on the ' concept of self-ownership ' of the project by all the staff , as a way of moving the project forward. He finally thanked all members present for their time and contributions during the meeting. He assured all the members that all the concerns raised would be put across to the project secretariat to build a common consensus for the smooth implementation of the project.</p> <p>The meeting came to a close at 12:30 pm with a closing prayer by Mr. Oheneba Amponsah Agyeman.</p> | | |
|--|--|--|--|

MINUTES OF THE 7TH JOINT COORDINATING COMMITTEE MEETING

DATE: 29th May, 2007 (10.00am to 1.00 pm)

VENUE: FSD Conference Room, Accra.

PARTICIPANTS PRESENT:

| NAME | POSITION |
|------------------------------|--|
| Mr. M. Owusu Abebrese | Ag. Executive Director, FSD |
| Mr. A.A. Boadu | Ag. Director of Operations |
| Mr. F.S. Amoah | Director of Plantation |
| Mr. Oheneba Amponsah Agyeman | Director, FC –RMSC, Kumasi |
| Mr. Oppong Sasu | The Manager, Donor Liaison FC |
| Mr. Yaw Kwakye | The Desk Officer, PAFORM Project |
| Mr. J. C.K. Amuzu | The Training Manager, FSD |
| Mr. Ababio | CFMP, Kumasi |
| Mr. William Baah | Regional Manager, FSD, Sunyani |
| Mr. Paul Sowah | Project Manager, PAFORM, Sunyani |
| Mr. Jasper Yao Donyah | Assistant Project Manager, PAFORM |
| Mr. Dickson Adjei Sakyi | District Manager, FSD, Sunyani |
| Mr. Kow K. Quaison | Customer Service Officer, FC, Sunyani |
| Mr. Joe Ackah | Zonal Plantation Manager, FSD, Sunyani |
| Mr. E. Osei Prempeh | MOFEP, Accra |
| Mr. Emmanuel A. Odame | MOFA/DAES, Accra |
| Mr. Koji Terakawa | Chief Advisor, PAFORM/JICA, Sunyani |
| Ms Junko Kikuchi | Overseas Survey Specialist, JICA |
| Mr. Masahatsu Okumoto | JICA, Accra |
| Mr. Masato Kumagi | JICA, Accra |

AGENDA:

- Reading of 6th J.C.C. Meeting Minutes.
- Presentation of progress report of the project
- Activity flow of Year 2007/ Establishment of working Group (WG)
- Any other Business (AOB)

The meeting started at 10.30 am, with the self Introduction of members and the Ag. Executive Director, Mr. M.O. Abebrese welcomed all members present for honouring the invitation. He also welcomed the JICA members who are attending the meeting for the first time.

The Chairman, through the support of the Assistant Project Manager (APM), Mr. Jasper Yao Dunyah set the meeting open with the reading of the minutes.

And the floor was finally given to the Project Manager (Mr. Paul Sowah) after the acceptance of the minutes to brief the house about the progress report from December, 2006 to May, 2007.

| Issues | Discussions | Line of Action | Action By |
|--|--|---|---|
| Reading of the 6 th J.C.C. Meeting minutes by Ag. Executive Director FSD and Assistant Project Manager (APM) FSD/PAFORM | <p>The members were given some few minutes to read through the minutes after which some corrections were made. Some line of action which was supposed to have been taken earlier by the Project Directorate was revisited.</p> <ul style="list-style-type: none"> ➤ The follow up visit to the Project Secretariat and fringe communities by the Project Directorate that could not come on, as planned. <p>This was explained by the Ag. Executive Director (ED) as due to circumstances beyond their control(issues that equally needed to be tackled in Accra, etc), hence their inability to honour the visit.</p> <ul style="list-style-type: none"> ➤ On the issue of participation in project activities by all staff working on the project. <p>The Chairman asked all staff working on the PAFORM project to show more commitment especially the Plantation staff.</p> <ul style="list-style-type: none"> ➤ The signing of MOU with the communities. <p>The Project Manager (PM) said, the workshops schedule for June will address the concern raised</p> <ul style="list-style-type: none"> ➤ On the livelihood greenbelt in the reserve, the Project Secretariat was asked whether a second look has been taken of the design | <p>Signing of MOU</p> <p>Redesigning of the livelihood greenbelt in the reserve</p> | <p>Project Secretariat</p> <p>APM and his reserve planning team</p> |

| | | | |
|--|---|---|--|
| | <p>The PM responded that, the livelihood greenbelt has undergone some review.</p> <p>The Director of Plantation (DOP) said the idea of Cassia should not be discarded outright, as it was to diversify and expand the community's income level, and also help to suppress fire. So the multipurpose fruit tree strategy should be looked at, again, as against the cassia spp.</p> <p>In his contribution to the discussion, the Director RMSC, said the species chosen for the greenbelt should be perennial and evergreen, and useful to the communities. It should also be targeted at fighting fire (Greenfire break). He also went further by saying, the growing of cassia alongside cassava, will make the cassava bitter, and when FC first started with cassia, they thought it was alright, but times have changed, and today other options like multipurpose fruit tree strategies are been considered.</p> <p>In summing up, he made it clear that the first generation of cassia trees are still standing in the communities and the rural folks are still not harvesting them.</p> <p>➤ The 3rd Country Training (KEFRI)</p> <p>The Assistant Project Manager (APM) said the Project Directorate must initiate the process, to help build the capacity of the project staff on extension education and other areas that will assist them in running the project.</p> <p>The Chairman, then asked the JICA Representatives, if it will be possible to have a training programme in Ghana instead of Kenya, or if JICA can, through its initiative get sponsorship from JICA Kenya for the training programme.</p> | <p>Official application to KEFRI and JICA –Kenya office to consider Ghana in their 3rd country counter-part training program</p> | <p>Ag. ED and Training Manager FSD in consultation with Assistant Project Manger, PAFORM</p> |
|--|---|---|--|

| | | | |
|---|--|--|--|
| <p>Half Year Progress Report by Project Manager (PM) FSD PAFORM</p> <p>a) Description</p> | <p>The Chief Advisor PAFORM/JICA was not able to say whether it will be possible or not, as it will need further consultation</p> <p>After the deliberations on the 6th J.C.C. minutes, the District manager FSD Sunyani, Mr. Dickson Adjei Sakyi moved for the acceptance of the minutes, and it was seconded by the Customer Service Officer FC Sunyani, Mr. Kow K. Quaison.</p> <p>The presentation on the activities from December, 2006 to May, 2007, covered the following in output 1 to 4:</p> <ul style="list-style-type: none"> ⇒ FSD personnel training in output 1. ⇒ Strategic plan writing of Tain 1 and Nsemere Forest Reserves in output 2 ⇒ Partnership for forest reserve management with fringe communities in output 3 ⇒ And the Development of Forest Reserve Plan with the Participation of local population in output 4 <p>The activities covered from December, 2006 to May, 2007 were output 1, 2, 3 and 4 as mentioned above:</p> <p>These activities are based on the New Modified Project Design Matrix (PDM) and Plan of Operation (PO). The implementation was carried out by the Ghanaian counterparts and the New Japanese Advisory Team.</p> <p>In output 1, training programme was organised for FSD personnel on the project, and the training focused on;</p> <ul style="list-style-type: none"> • Forestry techniques, communication and facilitation | | |
|---|--|--|--|

| | | | |
|--|---|--|---|
| | <p>skills</p> <ul style="list-style-type: none"> • G.I.S. Skill acquisition. The method of training is the 'on-the-job' training; OJT. • Satellite Data Acquisition • Conversion of satellite data into vegetation map • Development of the reserve/vegetation distribution. • Ground Validation of the imagery • Survey, demarcation and mapping with GPS. <p>The major Activities in output 2 include;</p> <ul style="list-style-type: none"> • Compilation of information on past and current condition of forest reserve (Tain 1) • Compilation of information on the Nsemere F/R • Techniques like ground inventory by RMSC and faunal Survey done by Wildlife. • Satellite imagery and vegetation mapping by the use of GPS points to verify imagery from Aster Satellite Imagery. • Files and Documents at the District office used to compile past condition and past forest management information. <p>In output 3, the following strategies were adopted to establish partnership with the fringe communities in order to operationalise the forest reserve management plan.</p> <ul style="list-style-type: none"> • Introduction of project to target Communities in Tain 1. • Introduction done also for Nsemere forest reserve. • Introduction of project to Wenchi Traditional Council • Identification of partners • Partnership for forest reserve management with fringe communities (Tain 1) | | <p>By Miyazaki, Japanese Expert</p> <p>Project Staff</p> <p>Project Staff</p> |
|--|---|--|---|

| | | | |
|--------------------|--|---|-------------------|
| <p>b) Comments</p> | <p>In output 4, Forest Reserve management plans are developed with participation of local population.</p> <ul style="list-style-type: none"> • Consultation with fringe communities on draft Strategic plan <p>According to the PM, currently only two project staff are on the G.I.S. training. One is an established staff of FSD with the Assistant District Manager's position and attached to the Regional FSD office.</p> <p>The other is a technical assistant to the Japanese experts on the project. In the estimation of the PM, the project need a least three permanent staff to man the GIS facilities and the field operations.</p> <p>The Manager Donor Liaison made it clear that, the issue of not finding the right personnel to be part of the GIS training should have been referred by the project Secretariat to the steering committee for action to be taken. He emphasized that, it is not good for Development Partners to put their money into projects, and FC as an institution fails to take advantage of the situation. It is also very important to build the capacity of staff, before they are used on projects.</p> <p>He finally appealed to the JICA representatives, if they can assist the FC to improve on its G.I.S usage and build the capacity of the staff in G.I.S. applications.</p> <p>The JICA representatives accepted that, JICA can assist the FC staff to upgrade the knowledge in G.I.S. applications.</p> <p>The Desk Officer, PAFORM project in his contribution to the subject,said, in</p> | <p>Need to train more permanent staff on GIS applications to help man the project</p> | <p>JICA,Ghana</p> |
|--------------------|--|---|-------------------|

| | | | |
|--------------------|--|--|--|
| <p>Description</p> | <p>this age of Human Resource Development in the area of ICT, if FC cannot get personnel to learn or study GIS tools, for the management of our forest resources then it is very disturbing. He asked the project Secretariat, to look at how best the staff in the region can be trained in GIS to help sustain the project activities.</p> <p>The Director RMSC, was surprised that the GIS training is been focused on only one permanent staff . He urged the project secretariat to encourage a lot more people, to benefit from the training. He informed the house that, there is a committee at FC, which has been mandated to come up with a strategy, to harmonize all computer related activities in FC headed by Mr. Chris Beeko.</p> <p>The Zonal Plantation Manager (ZPM) was emphatic that it is a fundamental problem that needs to be addressed. He revealed that, about 70% to 80% of the staff in the region cannot use the computer. Commenting further, he said there is the need to reorganize the personnel and train them at a minimum cost.</p> <p>In summing up, he said the drafting of effective management plans calls for the use of simple computer application, so the personnel in the region must be made to sit up and learn some of the applications to address some of the issues confronting the institution.</p> <p>The major activities in output 2 include:</p> <ul style="list-style-type: none"> • Compilation of information on past and current forest reserve using ground inventory (RMSC) and faunal survey techniques • Satellite imagery and vegetation mapping done by Japanese expert. | | |
|--------------------|--|--|--|

| | | | |
|--------------------|--|--|--|
| <p>b) Comments</p> | <ul style="list-style-type: none"> • Compilation of past condition and past forest management information • Drawing provisional zoning of Tain 1 • Draft strategic plan for forest reserve (Tain 1). <p>According to the PM, the RMSC has not submitted the inventory report and this has delayed the completion of the vegetation map for Nsemere forest reserve.</p> <p>Report on the faunal survey is also not available because the supporting team, has refused to submit it to the project secretariat, until they have been paid their fees.</p> <p>In the area of Satellite imagery and vegetation mapping, the GPS points were used to verify imagery from Aster Satellite imagery, and on the compilation of past condition and past forest management information, files and documents at the district FSD office were used.</p> <p>On the Provisional Zoning of Tain 1, the PM informed the house that consultation on Tain 1 management plan has been held with Dormaa Traditional Council and the Sunyani Municipal Assembly and fringe communities.</p> <p>The Zoning of Nsemere the PM said was to follow after the completion of the vegetation map, but this has been delayed because of the non – submission of the inventory report.</p> <p>The Director RMSC, informed the house that JICA sometime back contracted the RMSC to do a survey on the five (5) forest reserves so the project</p> | | |
|--------------------|--|--|--|

| | | | |
|--|---|--|--|
| | <p>secretariat, should look out for the report on Nsemere area.</p> <p>He made it clear that, these surveys are geared towards ways of understanding and improving on the living conditions of the people, so if we fail to utilize some of these reports, then how do we convince donors that, the project we have started is achieving its purpose. On the delay of the inventory report by RMSC, the Director said he will expedite action on it.</p> <p>The Acting Director of Operations, wanted to know, if there is a socio – economic survey report on Nsemere forest reserve, and if there is one, then the report should help inform the project secretariat on issues that need to be critically examined.</p> <p>In output 3, the following strategies were adopted to establish Partnership for forest reserve management with fringe communities, through the;</p> <ul style="list-style-type: none"> • Introduction of project to target communities in Tain 1 and Nsemere forest reserves. • Introduction of project to Wenchi Traditional Council • Identification of partners • Partnership for forest reserve management with fringe communities. <p>In output 4, Forest Reserve Management plans are developed with participation of local population.</p> <ul style="list-style-type: none"> • Consultation with fringe communities on draft Strategic plan. <p>The PM in summing up his presentation, gave some highlights on the Agricultural Stakeholder’s Forum, that has been initiated in the Brong</p> | | |
|--|---|--|--|

| | | | |
|-----------------|---|--|--|
| <p>Comments</p> | <p>Ahafo Region , which is aimed at linking all institutions and agencies working in agriculture and environment based areas to come out with common areas of concern, e.g., land, forest, environment, etc, issues to fashion out strategies to address some of the concerns that will come up from time to time.</p> <p>Issues like:</p> <ul style="list-style-type: none"> • Who is where • Who is doing what and • What are we doing with them, were seriously addressed, to encourage the agencies to develop some strategies for serious networking in the region. <p>The PM in his presentation of activities in output 3 made mention that there is the need to conduct a baseline survey on the small groups who are working on the project, to have additional information on them outside the socio-economic survey, for future monitoring of project impact.</p> <p>The DOP, wanted to find out from the PM how the Wenchi Consultation meeting was carried out, due to the conflict that arose when FSD was to sign the Benefit Sharing Agreement with the communities in Ayigbe.</p> <p>The PM explained that, Wenchi has two gates, and it is very dangerous to deal with any of the factions, so the project decided to work through the Traditional Council instead, which stands for the whole area.</p> <p>He said the objective of the introduction of the project to the Wenchi Traditional Council, was to explain the project objectives to them, and also seek their</p> | | |
|-----------------|---|--|--|

| | | | |
|--|--|--|--|
| | <p>support in the management of the conflict in the area.</p> <p>The DOP then asked about representation at the meeting based on gender, and the PM said there was no woman / Queenmother at the meeting. The PM was then impressed upon to take the issue of 'Gender' seriously when it comes to such consultations.</p> <p>On the identification of partners; the PM said the activity is still being pursued as relationship between the project and the community deepens. This involves group identification, group analysis and building of participation strategy. He informed the house that some groups have been identified in the six communities in the Tain 1, and explained further by saying, an initial number of thirty (30) persons per group have been concluded, for the greenbelt.</p> <p>In the area of Partnership for forest reserve management with fringe communities, the PM made it clear that the multipurpose greenbelt zone is used for the group work area.</p> <p>On the draft strategic plan consultation with the participation of the local population; the PM mentioned that, community workshops have been completed in six fringe communities in Tain 1. Stressing further, he said, two phases of workshops were run for learning purposes to find the most efficient strategy. Phase one ; covered activities geared towards facilitating the communities to analyze their own situations. The second phase ; focused on the draft strategic plan.</p> <p>The key challenges, confronting the</p> | | |
|--|--|--|--|

| | | | |
|--|--|--|--|
| | <p>project, the PM said are;</p> <p>One, how to organize the reserve to make data feed into the GIS more efficient.</p> <p>Two, the absence of clear strategy on the use of GIS in FC/FSD and,</p> <p>Three, merging reserve operational planning with operations of District and Plantation departments to ensure smooth exit of the project.</p> <p>It was agreed that, there is the need to have interventions on wildfire, with regards to the greenbelt.</p> <p>Such interventions must be sustainable, like the clearing of undergrowth, to create a new regeneration.</p> <p>It was also suggested that, there is the need to put in place 'checks' that will discourage persons or communities from setting fires in the catchment areas.</p> <p>The Desk Officer PAFORM project, in his contribution to the PMs presentation, said, if there are other institutions engaged in research in areas of livelihoods, then the issue of sustainability must be critically considered.</p> <p>The Zonal Plantation Manager (ZPM) pointed out that, in the area of networking, the PAFORM Project must create the necessary linkages with other agencies who are also doing similar things , that is if they exist, to strengthen the compact (network) .</p> <p>The PM, in his conclusion , said such agencies exist, but whether they are achieving their objectives is also another matter, that needs further research.</p> <p>He said that the project is mindful not to overstep its boundaries, but finally, it was agreed that, there is the need to</p> | | |
|--|--|--|--|

| | | | |
|---|---|--|--|
| <p>Activity flow for Year 2007/ Establishment of working Groups (WG) by Koji Terakawa, Chief Advisor PAFORM/ JICA</p> | <p>collaborate more with other agencies, to strengthen the partnership.</p> <p>The Chief Advisor presented the activity flow for the year 2007, from April, 2007 to March, 2008 to the house. (Refer to Activity Flow for 2007 in : Attachment 1)</p> <p>He went further to explain the establishment, roles, membership composition and procedure for (WG Two's activities) as;</p> <ul style="list-style-type: none"> ➤ Task for each group <ul style="list-style-type: none"> - WG 1: Strategic Plan Drafting - WG 2: Green belt establishment - WG 3: Income Generating Activity (IGA) - WG 4: General Monitoring and Evaluation ➤ Basic roles of Working Group (WG) Responsible for making implementation plan, estimate necessary budget, explanation and consultation to community peoples, and guide the community based working (CBWG) to implement the plan. ➤ Working Group (WG) Member Composition; (Refer to WG Member composition : Attachment 2) ➤ Procedure for WG 2 activities (GB establishment) <ul style="list-style-type: none"> Step 1: Set up a farmer's group for participation. All six communities. Step 2: Set up the target areas for greenbelt –two out of six communities completed. Step 3: Decide group inner rule for collaboration Step 4: Discuss the greenbelt design | | |
|---|---|--|--|

| | | | |
|--------------------|--|--|--|
| <p>b) Comments</p> | <p>Step 5: Prepare an action plan for 2007/right and duty for the Group /DFO /JICA Step 6: Exchange MOU between the Group and DFO Step 7: Plant fruit trees on Greenbelt Step 8: Maintenance for planted fruit trees.</p> <p>The Ag. Executive Director FSD, tasked the Working Groups (WGs) especially WG 2 & 3 to discuss with farmers and community people to get their input on the right type of strategy they will want to embark on, in terms of livelihood options. Stressing further, he said, we have to consider options that people will derive benefit from, and also create a link for the marketing of such produce. In summing up, he said we must link community people to organizations and agencies who will be prepared to purchase whatever they produce. Careful selection, he said, should be made as to the kind of activity they choose.</p> <p>The Ag. Director of Operations, in his contribution, made it clear that, some guidelines on how to proceed on the IGA is very crucial, as it will help the project/ WGs to look at what can be feasible.</p> <p>The District Manager FSD Sunyani made it clear that there is the need to find out from the communities about their preferences, and this will be done through workshops /consultations. Here ideas and preferences will be generated, to formulate the community's action plan.</p> <p>The MOFA/DAES representative said, his outfit is looking at ways and</p> | | |
|--------------------|--|--|--|

| | | | |
|---------------------------------|--|--|--|
| <p>Any other Business (AOB)</p> | <p>strategies to link farmers to agencies/organizations who can readily assist them in their livelihood activities. He added that in so doing the enabling environment needs to be created for the take off.</p> <p>The Desk Officer PAFORM project, pointed that, species like pineapple needs a lot of sunlight so in considering such options, fruits trees that will give too much shade to other species, must be looked at again as it may be a hindrance especially to the pineapple production.</p> <p>Finally, he said, with the plantation activity along side the livelihood green belt development, the strategy must be economically, socially and ecologically sound.</p> <p>The Ag. Executive Director, made the house aware that at the time they agreed on the livelihood issue, the budget has already been agreed on. So if MOFEP will be ready to come out with a supplementary budget on the counter –part funding, then the better it will be for the project.</p> <p>The MOFEP representative was asked to see if it will be possible, then the proposal must be fast-tracked to the Ministry to seek the funding.</p> <p>Finally, it was agreed that, with the IGA there is the need to carry out a ‘Demand Survey’ to generate the community’s interest and if possible a scientific survey to use as a basis for the choosing of the livelihood options.</p> <p>When the question was asked, whether there is an M&E mechanism in the PAFORM project, the Manager Donor Liaison said, this will be done in due course, as issues that will emerge will be used to set the indicators for the monitoring and evaluation of the project.</p> | | |
|---------------------------------|--|--|--|

| | | | |
|--|--|--|--|
| | <p>The Ag. ED pointed out that, there is the need to strengthen the consultation process with the Project Directorate and at the community level. The wildfire project at RMSC must also liaise more with the project secretariat to fashion out strategies, to address the issue of fire.</p> <p>There was a remark by the Deputy Resident Representative of JICA at the J.C.C. meeting. He said it is a great opportunity to participate for the second time in J.C.C. meeting. According to him, almost three years have passed with the project, and one remarkable change is that FSD personnel have been trained to help improve on the sustenance of the community members. He said the whole project is tenable with the economic situation in Japan, and by mid-September, J.C.C. team will come for the evaluation and that, they are very happy with progress made so far.</p> <p>Ms. Junko Kikuchi, the Overseas Survey Specialist of JICA thanked, everyone for the cooperation.</p> <p>The Chairman before his closing remarks, said, there is the need for the project team to interact with other Project Directorates and learn from their experiences. This will help enrich your knowledge and also help manage the project successfully.</p> <p>He said, issues like finance needs to be addressed ,and he is happy that, everybody is seriously involved in the project activities. Elaborating further, he said the overall goal is that, our people who are in the communities whom the forest belong to have some benefits accrued to them. At</p> | | |
|--|--|--|--|

| | | | |
|--|--|--|--|
| | <p>the end of the day, we will all be happy that we have made some progress. He thanked all the partners, JICA, MOFEP, MOFA and all others involved.</p> <p>He finally thanked all members present for their participation and assured the house that, the concerns raised will be addressed through the Directorate, the Secretariat and implementing Ministries.</p> <p>The meeting came to a close at 1.00 pm with a closing prayer by Mr. Amuzu.</p> | | |
|--|--|--|--|

MINUTES OF THE 8TH JOINT COORDINATING COMMITTEE MEETING

DATE: 25TH OCTOBER, 2007 (1.00 PM – 6.15 PM)

VENUE: AKOSA HOTEL, SUNYANI, B/A REGION

PARTICIPANTS PRESENT:

| NAME | POSITION |
|----------------------------|---|
| Mr. Owusu Abebrese | Ag. Executive Director, FSD |
| Mr. F. S. Amoah | Director, Plantation, FSD |
| Mr. Opong Sasu | Donor Coordinator/Project Director, FC |
| Mr. Yaw Kwakye | Desk Officer/Project Manager, FSD |
| Mr. Mike Asaan | Finance Manager, FSD |
| Mr. Fred Amponsah | Assistant District Manager, FSD |
| Mr. William Baah | Regional Manager, FSD, Sunyani |
| Mr. Paul Sowah | Project Manager, PAFORM/FSD |
| Mr. Jasper Y. Dunyah | Assistant Project Manager, PAFORM |
| Mr. Joe Ackah | Zonal Plantation Manager, Sunyani |
| Mr. Michael Benni | Area Manager, Plantation, Sunyani |
| Mr. Dickson Adjei Sakyi | District Manager, FSD., Sunyani |
| Mr. Francis Baawuah | Assistant District Manager, FSD, Sunyani |
| Mr. Kow K. Quaison | Customer Service Officer, FSD, Sunyani |
| Ms. Regina Adjei | Service Officer, FSD, Sunyani |
| Mr. Eric Asare | Assistant District Manager, Regional Office, Sunyani |
| Mr. Edward Ian Awuah | District Manager, RMSC |
| Mr. Issaka Mohammed | Plantation Supervisor, FSD. |
| Ms. Solace Boahemaa | Range Supervisor, FSD, Sunyani |
| Mr. John Kofi Mensah | Plantation Supervisor, FSD, Sunyani |
| Mr. Eric Agyepong | Range Supervisor, FSD, Sunyani |
| Mr. George Ortsin | Consultant, c/o JICA, Accra |
| Mr. Ben Antepim Appiah | Technical Assistant, PAFORM, Sunyani |
| Ms. Lydia Basiebon | Secretary, PAFORM/FSD, Sunyani |
| Mr. Joseph Kambunaba | Secretary, PAFORM/JICA, Sunyani |
| Mr. John Laar | Deputy Director., MOFA, Sunyani |
| Mr. Ebenezer Kumih | Community Facilitator, PAFORM, Sunyani |
| Mr. Prince Henneh | Community Facilitator, PAFORM, Sunyani |
| Mr. Salam Mohammed | Community Facilitator, PAFORM, Sunyani |
| Mr. Emmanuel Mensah-Abludo | Community Facilitator, PAFORM, Sunyani |
| Mr. Masato Kumagai | Editor, GBC, Sunyani |
| Nana Koji Terakawa | Deputy Resident Representative, JICA/HQ. |
| Mr. Takuya Shimotani | Chief Advisor, PAFORM/JICA |
| Mr. Nobumitsu Miyazaki | Program Officer, JICA, HQ. |
| Ms. Masayo Fukuoka | Expert of Forestry, PAFARM/JICA |
| Ms. Tomoko Nishizaki | Volunteer, JICA/Conservation Foundation |
| Ms. Rie Kitao | JICA Expert, PAFORM/JICA |
| Ms. Junko Kikuchi | JICA Expert, PAFORM/JICA Oversees Survey Specialist, JICA, HQ. |

AGENDA:

1. Reading and acceptance of the 7th J.C.C.M. Minutes
2. Briefing from Chief Advisor
3. Presentation of Project Update/progress report of activities
4. Summary of Evaluation Survey
5. Comments, questions and discussions on field visits and presentation
6. Any Other Business (AOB)

The meeting started at 1.00 pm, with an opening prayer by Mr. Awuah (RMSC, Kumasi), and the self-introduction of members, and the Ag. Executive Director, Mr. M.O. Abebrese welcomed all members present for honouring the invitation. He also welcomed the JICA members who are attending the meeting for the first time.

The Chairman remarked that, for the first time in the history of the J.C.C.M., it is taken place in Sunyani, which is outside Accra, making it very remarkable.

The Chairman then set the meeting open with the reading and correction of the minutes.

And the floor was given to the Chief Advisor, PAFORM/JICA, Nana Koji Terakawa to briefly talk about the project, and finally the floor was given for the various presentations (Progress report, June-October, 2007 and Summary of Evaluation), after the acceptance of the minutes, for the house to be briefed.

| Issues | Discussions | Line of Action | Action by |
|--|---|--|-------------------|
| Reading , correction and acceptance of the 7 th J.C.C.M. Minutes by Ag. Executive Director, FSD | <p>The Ag. Executive Director (FSD), took the house through the reading of the minutes after which some corrections were made.</p> <p>Some issues that were discussed at the last J.C.C. Meeting came up for further deliberations.</p> <ul style="list-style-type: none"> ➤ The commitment of the plantation dept. staff in project activities <p>When the house was asked, about the level of commitment of the plantation staff in the project activities, the house was informed that, their level of participation, as well as, commitment has improved tremendously , as compared to the previous times.</p> <p>This prompted a reaction, from some of the department staff, as to their commitment and participation. They insisted the issue, is not exactly as it was been portrayed.</p> <p>However, the Director of Plantation clarified the issue on the role of the Plantation Staff and said the District Manager is suppose to head the management plan team. But, the Chairman said, the reserve planning team, is suppose to be headed by the Assistant Regional Manager.</p> | Active participation in project activities | All Project Staff |

| | | | |
|--|---|--|--|
| | | | |
| | <p>But the plantation staff, insisted that they have been playing a critical role in the administration of the project.</p> <p>The Chairman then said, he wants to see all the staff involved in the project, showing some high level of commitment. In summing up, the Regional Manager said everyone was participating fully in the project.</p> <p>➤ The Redesigning of the livelihood greenbelt.</p> <p>The Project Manager informed the house that, the initial decision centered on the rides within the reserve. But it has been redesign into a multi-purpose greenbelt.</p> <p>This the Donor Coordinator said, the project must revisit the design again, with the support of MOFA, to make it standardized. He said, some of the fruits are light undergrowth fruits ,etc.</p> <p>The Chairman, then asked the house if they hold contrary views or have different options, this the MOFA representative said, there is the need to reschedule/relook at the whole activity again, to see what went wrong, and if possible plan the process again, as time is not on our side.</p> <p>The Chairman, made it clear that, as an extensionist, he believes the design should be looked at again. He said the interest of the stakeholders must be paramount, when we are also selecting the fruits crops. This is because community members, normally want something, they can benefit from in the short term.</p> <p>Others were also of the view that, pineapple is good, as they really help to suppress fire, but the planting distance will have to be reconsidered. Some agreed that as the choices have already been made by community members, it is the design we have to revisit. But as planting has already been done, when we get to the next phase (next demarcation), we have to look at the design again.</p> | | |
| | <p>This also brought to the fore, the issue of funding, as the expansion and/or redesign will attract some extra money. And as the ultimate aim, is the protection of the forest reserve (F/R) from fire, and the rest been</p> | | |

| | | | |
|--|---|--|--|
| | <p>intermediaries, the issue of funding is very critical.</p> <p>The Donor Coordinator said, at the field level, a lot of issues came up, and this shows that the people are really interested in the intermediaries, apart from the protection of the F/R., and as such they cannot wait for so long, before they enjoy any benefit. Because at certain areas/communities, the people were even thinking of subsidy(s) from the project, if it will be possible.</p> <p>In summing up his contribution, he said, we must learn from this experience, and look at the interventions, and the spacing very well again, so as to make it more workable.</p> <p>This, the house agreed that, MOFA's expertise here, in terms of the spacing of the fruit crops, etc. is very much needed.</p> <p>But Mr. Miyazaki, a Japanese expert on the project, said, the general principle when it comes to farming, is intercropping, which is a very important consideration. So if the communities have made their own choices, as to what to plant, and issues are coming up, then as a project, we need to seriously discuss with the community people again, about the various intervention processes, before decisions are finally taken.</p> <p style="text-align: center;">➤ The KEFRI Training (3rd Country Training)</p> <p>The Assistant Project Manager (APM) said, JICA has made it clear that, they have not made any provision for the training.</p> <p>The Chairman asked the Chief Advisor, if there is any package for the training, this he said , further discussion needs to be done on the issue.</p> <p>The Overseas Survey Specialist, made it clear that, they will have to think of the training in the next fiscal year budget.</p> | | |
| | <p>The Donor Coordinator intervene by saying, the training was agreed in the previous Operational Plan (OP), and the whole process was planned and agreed on. He said the Project Directorate, must know how much money is available for training, so that FSD can plan for it.</p> <p>He made it clear that, if plans changes suddenly, then it affects all activities. So we must be committed to all</p> | | |

| | | | |
|--|---|--|--|
| | <p>the programmes, but if it is still not a priority, then, the project can set it aside and move on.</p> <p>But other members of the house, were of the view that, the training is a motivation, and it really helps to build the capacity of the project staff. And can really propel the effort of the project staff.</p> <p style="text-align: center;">➤ The GIS Training</p> <p>The house based on consensus agreed that, the GIS training should be spread to cover some of the District Managers and other staff. This the Project Secretariat, agreed that it is laudable, but the expert is not always with us, and most of the training is ‘On-the-Job Training (OJT).</p> <p>But currently, an Officer has been posted to the Regional Office, who have had some GIS training in Germany, and will be of benefit to the project and the region as a whole.</p> <p>On whether some staff members from the region has benefited from any of the GIS training programme at KNUST, the answer was, No.</p> <p>The house was briefed that, every training programme is based on a particular training concept, so it really depends on the project activity the GIS training is focusing on.</p> <p>So if the training is not related to any activity in a particular region, then only the staff from the related areas will have to be selected.</p> | | |
| | <p>However, the house was informed, plans are underway to develop a GIS Masterplan for the Forestry Commission (FC). So every effort must be made to harmonize all training programmes, related to GIS in the FC.</p> <p>Furthermore, the house was inform that, there has been several meetings to this effect, and the funding will be sourced from the Wildfire Project. But before its inception, some terms of reference (TOR) must be developed to help streamline the framework for the development of the masterplan.</p> <p>This will have to focus on the strategies, that will make the plan workable, and we must be committed to the cause, as this same issue was discussed at the last J.C.C. Meeting.</p> | | |

| | | | |
|--|---|--|--|
| | <p>➤ The Inventory Report (Faunal & Floral Survey Report)</p> <p>The Project Secretariat, made it very clear to the house that, still the inventory report on fauna and flora has not been received from the RMSC, after all the discussions made.</p> <p>The house was also informed that, the issue of refund, which was raised by the RMSC, in the last deliberations, have been sorted out by PAFORM.</p> <p>The RMSC Representative said, he is aware that the report is ready, but the unit is yet to organize an in-house meeting, on the report, before it is released to the Project. This prompted some reactions, like the need to work within time, as project have timelines.</p> <p>To buttress the point, the house was informed that, the project evaluation team, rated the Management Plan development around 40%, which is not encouraging at all. So the best thing for the Executive Director (FSD) to do, is to write to the RMSC, to express his disgust about the delay.</p> <p>The Chairman then, asked the Project Secretariat to draft a letter to that effect, for him, to be sent to RMSC immediately.</p> | | |
| <p>Briefing by Koji Terakawa, Chief Advisor,</p> | <p>The Regional Manager (FSD) then promised that, the management plan writing will be completed by the end of the next month.</p> <p>➤ The Monitoring and Evaluation mechanism for the Project.</p> <p>When the issue of whether, a monitoring and evaluation mechanism have been developed for the project, the house was informed that, the evaluation team is seriously looking at it.</p> <p>After the deliberations on the 7th J.C.C.M. Minutes, the Assistant Project Manager, Mr. Jasper Yao Donyah moved for the acceptance of the minutes, and it was seconded by the District Manager, Mr. Dickson Adjei-Sakyi.</p> <p>He briefed the house about the inception of the project to its current state;</p> | | |

| | | | |
|--|---|--------------------|-------------------|
| PAFORM/JICA | <ul style="list-style-type: none"> - How the project started in 2004. - The challenges it has undergone - The conduction of a mid-term evaluation, leading to recommendations for the PDM, to be modified. - The development and acceptance of the Modified PDM in 2006, and its own challenges. - The change in leadership at FSD, Sunyani (Regional and District) and its own challenges. - The new drive of the PAFORM/JICA Project process (Well Motivated Team). - The formation of Working Groups and its own dynamics. - But he is of the conviction that, at the end of the project, the goals and objectives set out, will be achieved, that he was very positive about it. | | |
| <p>Second Half Year Report for the period, Project Manager (PM), PAFORM/JICA</p> | <p>The presentation on the activities from June-October, 2007 covered the following in output 1 to 5:</p> <ul style="list-style-type: none"> ➤ FSD personnel training in necessary skills and knowledge for reserve management in output 1. ➤ Strategic plans which emphasizes participation of local people are drafted for two forest reserves in output 2. ➤ Partnership for forest reserve management is established with the fringe communities in output 3. ➤ Forest Reserve Management Plans are developed with participation of local population in output 4. ➤ Forest Reserve Management Plans are implemented with local population in two forest reserves in output 5. <p>The activities covered from June-October, 2007 were output 1,2,3 and 4 as mentioned above:</p> <p>These activities are based on the New Modified Project Design Matrix (PDM) and Plan of Operation (PO). The implementation was carried out by the Ghanaian Counterparts and the new Japanese Advisory Team.</p> <p>In Output 1, training program me was organized for FSD personnel on the project, and the training focused on;</p> <ul style="list-style-type: none"> - Developing leadership and teamwork skills for | <p>Training in</p> | <p>By organi-</p> |

| | | | |
|--|---|---|--|
| | <p>Managers on the project.</p> <ul style="list-style-type: none"> - Twenty Managers, accounts and support Services Officers in the region benefited from the training. - Topics covered a wide range of leadership and management issues including managerial Communication, team roles, conflict management and emotional intelligence. | <p>leadership and teamwork skills</p> | <p>zation capacity Improvement Consultants (OCIC), Accra</p> |
| | <ul style="list-style-type: none"> - On the job training (OJT) for the GIS team is still going on (to help improve on their capabilities). <p>Major Activities in Output 2 include:</p> <ul style="list-style-type: none"> - Compile information on past and current situation of the forest reserves. - Drawing of provisional zoning and management prescription of forest reserve management plans. - Consultation with stools and District Assemblies about provisional zoning and management prescription. - Compile the above results as draft strategic plan. <p>In Output 3, the following strategies were adopted to establish partnership with the fringe communities in order to operationalise the forest reserve management.</p> <ul style="list-style-type: none"> - Identify partners for forest reserve management. - Provide information on current laws and policies regarding forest reserve management to every target Community. <p>In Output 4, Forest Management Plans are developed with participation of local population.</p> <ul style="list-style-type: none"> - Consultation with target Communities on draft strategic plan. - Development of operational plans. | <p>Application of skills by team to assist in Surveying and mapping some plantation plots in the region using GIS/GPS equipment.</p> <p>Compile the results as draft strategic plan</p> | <p>By Miyazaki Japanese Expert</p> <p>Project Secretariat</p> <p>Project Secretariat</p> |

| | | | |
|---------------------|---|---|---|
| <p>(b) Comment</p> | <p>In Output 5, Forest Management plans implemented with local populations in two forest Reserves.</p> <ul style="list-style-type: none"> - Training of FSD personnel on additional skills necessary to carry out management duties. - Provision of necessary training to partners to carry out management activities. - Execution of management activities together with partners. <p>The objectives of the training of FSD personnel in necessary skills and knowledge for forest management were, to increase the ability of participants to management and head with self-confidence, and also help participants to effectively change and its effects.</p> <p>It is also to help them solve problem effectively and creatively manage conflict situations effectively and further help individuals to identify and manage their own strengths and weaknesses.</p> <p>Further training in teamwork skills could help reinforce the right attitudes of the personnel, gained at the workshop.</p> | <p>Leadership and Teamwork Training for Management Staff</p> | <p>By OCIC, Accra</p> |
| <p>(c) Comments</p> | <p>The compilation of information is completed for Nsemere Forest Reserve. But the GIS Team have finished composing the Vegetation Map. The ground inventory of the Forest Vegetation and the faunal survey has been completed by the RMSC, but the report is not yet received.</p> <p>Zoning has been concluded, but management prescriptions have not yet been completed, because the inventory data needed to give further information for the management prescription are not yet ready from the RMSC.</p> <p>The RMSC representative made the house aware that, the report from the RMSC is ready, but the Unit is yet to conduct an in-house meeting to finalize issues, before the report is release to the project.</p> | <p>A call to RMSC to release the inventory report as soon as possible</p> | <p>Project Directorate, Accra</p> <p>RMSC, Kumasi</p> |
| | <p>In reaction, the representative was made aware that, project have timelines, and the project evaluation team gave the management plan development, 40% in terms of grading/ratings .So it behoves on the Project Directorate to write officially to RMSC for the release of the report, for the implementation of the project activities.</p> | <p>Letter for the release of report to RMSC</p> | <p>Project Directorate</p> |

| | | | |
|------------|--|---|---|
| | <p>The Project Directorate, then, asked the Project Secretariat to draft a letter to that effect, to be forwarded to the RMSC, for the immediate release of the report.</p> <p>The Consultation process for Nsemere has not yet been achieved. This is because the inventory data needed to give further information, to help the Working Group 1, finish the draft management plan, that would be used for the consultation process is still with RMSC.</p> <p>The RMSC's role on the project, was called to question, as their participation according to the house was not encouraging. Sometimes, it even becomes very difficult when their services are needed (in PAFORM Project activities).</p> <p>The Draft Strategic Plan for Tain 1, is currently undergoing review after consultation workshops at the Stool level, Municipal Assembly and the participating Communities level, after the processes were completed in April, 2007.</p> <p>(d) Group Formation for Tain 1 Forest reserve have been completed in six (6) pilot communities.</p> <p>The multipurpose greenbelt groups are used as pilots to develop the partnership process. The house was informed that, the relationship between the groups and the project is high.</p> <p>The Nsemere activity can only be done, when the management plan has been completed. This has also delayed the partnership formation for Nsemere Communities.</p> <p>Notwithstanding the challenges, the Nsemere Communities, that is Pepewasi, Nyamponase, Asuofri, Ahwene, Amoakrom and Kofitwumkrom, have been taken through the current laws and policies regarding Forest Reserve management between the periods of June and July, 2007</p> | <p>Strengthening the groups in the Communities</p> <p>Education on current forest laws and policies</p> | <p>Project Secretariat</p> <p>Project Staff</p> |
| <p>(e)</p> | <p>The second round of reserve planning workshops for Tain 1, has been planned around the months of November 2007 and February 2008. This will commence as soon as the second draft management plan have been completed.</p> <p>The reserve planning workshops with all key stakeholders will commence after the first draft management plan is completed.</p> | <p>Reserve planning workshops</p> | <p>Project Secretariat</p> |

| | | | |
|--|--|---|---|
| <p>(f)</p> <p>Progress Report on Multi-Purpose Greenbelt Establishment By Assistant District Manager (ADM),FSD, Sunyani</p> | <p>The operational plans for Multi-purpose greenbelt and Income Generation Activities have been completed, with he six (6) pilot communities at the Tain I Forest reserve.</p> <p>Operational plans for other zones are yet to be dialogued in detail with the community(s). But the active involvement of the plantation department, to involve the project more on initiatives like taungya plantation in Tain 1 F/R, needs further discussion.</p> <p>This will help the project (Secretariat) to appreciate the level of participation of the local farmers and the necessary intervention to assist in making the system more efficient.</p> <p>The training of the groups participating in the multi-purpose greenbelt was done on the field as part of the establishment process. The Extension officers of MoFA led the training. It covered the site preparation, planting of the fruit trees and pineapple suckers. The post planting management of the crops were also discussed.</p> <p>On the training of groups participating in the Income Generation Activities (IGA), they are yet to receive full training in all options of activities they selected.</p> <p>On training for the modified taungya system (MTS), discussion with the plantation department, is a necessary first step, for future collaboration.</p> <p>All activities like the multi-purpose greenbelt and the modified taungya system for reforestation is on-going or operational, except the income generation activities which is just in the early stages.</p> <p>The presentation on the progress of Multi-purpose greenbelt establishment in Tain 1 forest Reserve.</p> <ul style="list-style-type: none"> ➤ The purpose of Greenbelt <ul style="list-style-type: none"> - To help generate income and reduce poverty in the pilot communities - To protect the forest reserve against annual bushfire, illegal logging, chainsaw activities. - To increase plant population in the forest reserve (F/R.) - To create a sense of belongingness by the communities involved, hence fostering greater participation in management. | <p>with key stakeholders</p> <p>The initiative to dialogue with plantation staff on approaches for implementation</p> <p>Training of groups partipation in the Multi-purpose Greenbelt.</p> | <p>Project Secretariat</p> <p>MOFA Staff, Sunyani</p> |
|--|--|---|---|

| | | | |
|--|---|--|--|
| | <ul style="list-style-type: none"> ➤ The Pilot Communities <ul style="list-style-type: none"> - Six (6) communities in Tain1, Afrasu 1&2, Kwatire, Adantia, Forkuokrom and Kobedi were selected to pilot the establishment of the multi-purpose greenbelt. - These communities were considered due to their strategic position on the fringes of the forest reserve by the project. ➤ The Community Entry Process <ul style="list-style-type: none"> - It was done by the PAFORM project staff and Community facilitators through interaction with community tribal leaders in the pilot areas. ➤ The Selection of Members/ Procedure <ul style="list-style-type: none"> - This was done on tribal lines. And it was to avert any tribal conflict and also foster communal spirit in undertaking the project. - The communities had between three(3) to five(5) tribes. And to avert any tribal crisis , they were made to select at most thirty (30) people to constitute the membership in each community. (Thus each tribe was given a quota). - The tribal heads finally met and screened the names submitted, before coming out with the final list. ➤ Site Selection <ul style="list-style-type: none"> - The project management allowed each community to select an area along the periphery of the reserve at their own choice. - It was done , after the GIS team headed by Mr. Miyazaki have demarcated an area of 1.2 ha.(300m x 40 m) along the boundary line using GPS. ➤ The Selection of Fruit Trees <ul style="list-style-type: none"> - The right to select fruits trees to plant was vested in the community groups/members (Refer to Annex : 1) ➤ Peg Cutting and Pegging <ul style="list-style-type: none"> - It was done by communities under the supervision of the Working Group (II) team from the project office. | | |
|--|---|--|--|

| | | | |
|--------------------|---|--|--|
| <p>b) Comments</p> | <ul style="list-style-type: none"> ➤ Planting <ul style="list-style-type: none"> - The process started in July,2007 by the community members with their respective spacing. (Refer to Annex : 2) ➤ Intercropping with Pineapples <ul style="list-style-type: none"> - To keep the communities on the land always and also to enhance early income generation before the fruits trees mature, the project decided to intercrop the fruit trees with pineapple. ➤ Memorandum of Understanding(MOU) <ul style="list-style-type: none"> - An MOU has been drafted and presented to the project secretariat for further discussion. ➤ The Inner Rules <ul style="list-style-type: none"> - Each community was tasked to develop her own rules. - It was done through the setting out of the dos and don'ts and the corresponding sanctions to be applied. ➤ The Sign Boards <ul style="list-style-type: none"> - This has been designed and erected at each entry point of every community's project site. It is to identify the communities with what they are doing. ➤ The Challenges <ul style="list-style-type: none"> - The casualty experienced at Forkuokrom and Kobedi has been high with respect to the planting of mangoes. - The planting stock should be prepared on time at each planting season to improve survival ratio. <p>There was cooperation among the working group members, hence the success in executing the activities carried out.</p> <p>The project team admired the effort of the community group members especially Kobedi and Forkuokrom who have experienced a lot of casualties of their working spirit.</p> | | |
|--------------------|---|--|--|

| | | | |
|--|---|--|---------------------------|
| <p>Progress of Income Generation Activities (IGA) in Tain 1 by Customer Service Officer, FC, Sunyani</p> | <p>The presentation on activities covered, centered on the following :</p> <ul style="list-style-type: none"> ➤ The purpose of IGA ➤ The participating communities ➤ The procedure of IGA Design ➤ Collaboration with MOFA and other groups ➤ IGA Components ➤ Time frame/Approach of IGA ➤ How IGA concept was explained to the communities ➤ The selection of IGA components ➤ On- farm Training and Demonstration farm(Afrasu II-soya bean production) | | |
| <p>a) Description</p> | <p>The activities , are based on the progress of IGA in Tain 1 pilot communities;</p> <ul style="list-style-type: none"> ➤ The purpose of IGA <ul style="list-style-type: none"> - Capacity building for the community members - Improving on the livelihood of the communities - Good partnership between FSD and communities - Wide range of measures in IGA <ul style="list-style-type: none"> (i) to reduce poverty and increase household income (ii) security of the F/R ,fire protection <p>All these are geared towards the sustainable management of the forest.</p> <ul style="list-style-type: none"> ➤ The participating / pilot communities of IGA n Tain 1 <ul style="list-style-type: none"> - Kobedi - Forkuokrom - Adantia - Kwatire - Afrasu I - Afrasu II ➤ The Procedure of IGA Design (Assessment of Community Needs) <ul style="list-style-type: none"> - Review of previous IGA under PAFORM (2005 -2006) - Socio – economic survey review (Tony et al ,2006) - Information sharing workshops (Problem | | <p>By Working Group 3</p> |

| | | | |
|--|--|--|--|
| | <p>Analysis/ Core Problem Analysis)</p> <ul style="list-style-type: none"> - Semi- structured interviews (Field interviews) - Discussion of IGA raw data from the interviews conducted in the communities. <p>➤ Collaboration with MOFA and other bodies /groups</p> <ul style="list-style-type: none"> - MOFA ,Sunyani (Collaboration) - Ghana Nuts Ltd,Techiman(Networking) - Market Oriented Agriculture Program (MOAP) – (Networking) - Community Forestry Management Project (CFMP) – (Collaboration) - Lead farmers and groups <ul style="list-style-type: none"> (i) Oyster Mushroom growers-Adantia (ii) Bee Keeping farmer – Buoko (iii) Livestock farmer(improved breed) <ul style="list-style-type: none"> - Forkuokrom <p>➤ IGA Components (Basic Principle)</p> <ul style="list-style-type: none"> - Improving Existing IGA - Newly Introduced IGA (Little capital) - Newly Introduced IGA (Large capital) <p>➤ Approach of IGA (step by step)</p> <p>A):</p> <ul style="list-style-type: none"> - On-farm training : open to everyone , but the project will not take the initiative to form groups. - Networking (Collective Marketing) - Field visits (site of lead farmers/groups) - Demonstration farm(s): Here the project will provide inputs(seeds ,equipment) - Further training / supporting activity (Input support depending on the level of commitment of the community ,etc) <p>B): (i) In case of Groundnut production (for oil extraction)</p> <p>Step 1: -On-farm training(sensitization) -Demonstration farm (where all interested persons / community members can participate.</p> <p>Step 2: - Collective Marketing (Networking)</p> <p style="text-align: center;">PAFORM</p> | | |
|--|--|--|--|

| | | | |
|--|---|--|---|
| | <p style="text-align: center;">❖ Communities.....Oil Extraction Company (GhanaNuts Ltd)</p> <p>(ii) In the case of Bee – Keeping</p> <p>Step 1 : - On- farm training</p> <p>Step 2 : - Field visit to an Advance farmer (to learn more about the activity).</p> <p>Step 3 : - Input provision (beehive, protective clothing ,etc).</p> <ul style="list-style-type: none"> ➤ How IGA concept was explained to the communities <ul style="list-style-type: none"> - Through community workshops (explanation ,discussion ,feedback ,etc) - Individual explanation by community facilitators, MoFA and project staff . ➤ Selection of IGA Components : <ul style="list-style-type: none"> - Groundnut production - Maize production - Soyabean production - Tigernut production - Mushroom production - Small ruminant rearing - Snail rearing - Poultry keeping - Bee keeping - Soap making <p>These components were selected based on the choice of the community members. (Refer to Annex 3)</p> <ul style="list-style-type: none"> ➤ On- Farm Training and Demonstration Farm (Afrasu II –soya bean production) <ul style="list-style-type: none"> - Training conducted on the 7th of September,2007. - Initiative was supported by PAFORM staff and community facilitators - Community members gained a lot of skills and knowledge from the training. ➤ Some Reaction from the Communities <ul style="list-style-type: none"> - The rain related IGA’s (farming) have been suspended due to the in-coming harmattan, based | | <p>Mr. Gyasi Duku (AEA) – MOFA, under the supervision of Mr. Joseph Kambunaba , Assistant Director,</p> |
|--|---|--|---|

| | | | |
|--|--|--|------------------|
| | <p>on agreement with community members.</p> <ul style="list-style-type: none"> - The embracement of the IGA concept by communities - According to the community members , some of the IGA’s drying process must not coincide with the rains (rainy season) but rather the dry season. So we had to postpone those activities to next year. <p>The IGA design was based on a grand concept; that is , “ Participation in the communities activity by PAFORM/FSD , to improve their livelihood ”.</p> <p>And the IGA components (Approach) are based on this basic principle ;</p> <ul style="list-style-type: none"> - We must try to minimize input provision (avoid much control by project) - We must shift the initiative of activities from project to community - We must consider public equity (give opportunity to everybody, so that they can choose from the variety of components) <p>In order to realize this concept ,the need for collaboration with other bodies was very paramount. MOFA under its development policy has been engaged in agriculture development, which is directly connected to IGA promotion in the rural areas. For PAFORM / FSD to keep the commitment to IGA with limited resources , collaboration with MOFA , should be strengthened.</p> <p>The IGA concept was designed based on this approach;</p> <p>(i) Improving Existing IGA (where community already has capital, knowledge and skills) :</p> <ul style="list-style-type: none"> • Groundnut Marketing (Networking groundnut farmers/growers and food processing company for marketing). • Farming technology improvement; for maize – soil fertility, weed control , storage . (Demonstration farm and On- farm training) • Small ruminant rearing ; disease control, animal husbandry , housing ss (on- farm training) • Poultry keeping ; (On- farm training and networking with large scale poultry farmers) <p>(ii) Introducing New IGA Components (where capital is little ,and farmers can invest within their capacity and knowledge and skills are simple)</p> | | MOFA, Sunyani |
|--|--|--|------------------|

| | | | |
|--|---|--|--|
| <p>Field Observation in Tain 1 by Community Facilitator , Afrasu I &II</p> | <ul style="list-style-type: none"> • Groundnut production (Demonstration farm , On-farm training and Networking for marketing) • Soyabean production (Demonstration farm, On-farm training and Networking for marketing) • Tigernut production (Demonstration farm and On- farm training) • Soap making (On- farm training and field visit) <p>(iii) Introducing New IGA Component (where capital is large, and farmers cannot easily invest and the knowledge and skills are completed)</p> <ul style="list-style-type: none"> • Snail rearing (On-farm training ,snail and pen construction and field visit) • Mushroom production (On-farm training and spawn bag and field visit) • Bee keeping (On- farm training , field visit and equipment provision: beehive ,protective clothing, honey extractor ,etc) <p>During the first on-farm training and demonstration farm on soya bean production at Afrasu II , a lot of issues came up. Although the training was welcomed by the community members , there was low germination rate , and seeds were arguably low in quality. Currently, the project has procure some quality seeds (Tigernut, Soya bean , maize ,etc) for the next IGA activities , and training on non- rain related activities would be carried out ,as and when conditions are favourable.</p> <p>Notwithstanding the challenges ,the community members gained some skills and knowledge through the training in;</p> <ul style="list-style-type: none"> - Planting distance skills - Number of seeds per hole - Laying of garden lines before planting - Sowing of seeds using garden lines. <p>The presentation on activities centered on field observation made in Tain 1 fringe communities ;</p> <ul style="list-style-type: none"> ➤ The Role of Community Facilitators <ul style="list-style-type: none"> ▪ Serve as a “ Bridge ” between communities and FSD/ PAFORM , to build partnership for collaborative management of the forest reserve. ➤ Complex Society in Pilot Communities <ul style="list-style-type: none"> - Various tribes, eg. Forkuokrom and kobedi | | |
|--|---|--|--|

| | | | |
|--|--|--|--|
| | <p>(Refer to Annex : 4)</p> <ul style="list-style-type: none"> ➤ Procedure of Greenbelt Member Selection in Forkuokrom <ul style="list-style-type: none"> - Agreed with Clan Heads on selection in Forkuokrom - Six (6) members each to be selected from four (4) clans.(24 members, female & male) - Five (5) members by other few tribal members in the name of kusasi clan (5 members , female & male) - Last member is female based on suggestion by Community Facilitator (1 member) ➤ The Inner Rules of GB Group <ul style="list-style-type: none"> - The inner rules was facilitated by community facilitators - Formulated rules were proposed by community members at consensus - Some of the rules included penalty(fines) and dismissal ,eg, if a member is absent for greenbelt activity without reasonable explanation, he/she is charge(GHC2.50p / C 25,000.00). ➤ Conflict Management <ul style="list-style-type: none"> - Disputes are settled based on inner rules - Amendment of some inner rules have been proposed for realistic operations - Sometimes meetings are facilitated by community facilitators. ➤ Community's and Gender difference in interest of IGA Components <ul style="list-style-type: none"> - No different tendency between male and female in some components - Women showed more eagerness in some IGA components (eg, soap making) - In some other components men showed more eagerness in terms of participation , eg, poultry keeping. (Refer to Annex 6 : (a) (b) and (c)) ➤ Taboo for Snail Rearing by Tribes <ul style="list-style-type: none"> - Dagarti , Frafra (settlers from the northern part of | | |
|--|--|--|--|

| | | | |
|--|---|--|--|
| <p>Summary of Evaluation by Mr. George Orsin (Consultant)</p> <p>a)</p> <p>Description</p> | <p>Ghana), do not touch/ eat snail</p> <ul style="list-style-type: none"> - Only few people showed eagerness to join the snail rearing components in Afrasu I and II , Forkuokrom . (Refer to Annex : 7) <p>The Mid- Term Evaluation of PAFORM project (Summary of Evaluation) findings were based on these criteria :</p> <ul style="list-style-type: none"> ➤ Relevance of project ➤ Effectiveness of project ➤ Efficiency of project (Inputs) ➤ Project Impact (Positive & Negative) ➤ Project Sustainability <p>The activities covered the performance of the project based on the five (5) criteria used by JICA for the evaluation:</p> <ul style="list-style-type: none"> ➤ The relevance of the project , are based on the relevance to the needs of target beneficiaries <ul style="list-style-type: none"> - Environmental Needs - Social Needs - Economic Needs ➤ Effectiveness <ul style="list-style-type: none"> (i) Achievement Purpose <ul style="list-style-type: none"> - Proactive involvement of local communities in the sustainable management of Tain 1 F/R. - Process for involving local communities in forest management planning defined but not documented. (ii) Factors limiting the achievement of project purpose <ul style="list-style-type: none"> - Delays in release of counterpart funds (> 36%) - Long absence of a substantive District Forest Manager to draft the management plan - Not clearly defined roles for the District Forest Operations and Plantation Development in the inventory reports for the formulation of the part 1 & 2 of the Nsemere F/R. | | |
|--|---|--|--|

| | | | |
|--|---|--|--|
| | <p>➤ Efficiency</p> <p>(i) Japanese Inputs</p> <ul style="list-style-type: none"> - Dispatch of Experts (Need to re-schedule) - Quality of training (Appropriate, but needs more on project management) - Field Utilization of trainees (monitoring) <p>(ii) Go G Input</p> <ul style="list-style-type: none"> - Physical and human resources inputs required for the implementation of project activities are appropriate - However, for budget only 36 % of the needed counter fund released and the delivery was four (4) months behind schedule. <p>➤ Project Impact</p> <p>(a) Positive Impacts:</p> <p>(i) Organizational</p> <ul style="list-style-type: none"> -The formation of Working Groups has facilitated the involvement of technical and non-technical staff in the formulation of the management plans. -Recognition of Community Facilitators in the organogram of the Regional FSD. <p>(ii) Technical</p> <ul style="list-style-type: none"> - Skills in GIS and Mapping - Workshop facilitation skills - Participatory forest management techniques - Conflict Management - Negotiation skills - Planning and Management skills <p>(b) Negative Impacts :</p> <ul style="list-style-type: none"> - There is the tendency of depending on donors financially for the execution of certain core activities | | |
|--|---|--|--|

| | | | |
|------------------------|--|--|--|
| <p>b) Comments</p> | <p>➤ Project Sustainability</p> <p>Some issues facing the project sustainability is still under discussion.</p> <ul style="list-style-type: none"> - Institutional arrangement - Financial assurance - Capacity <p>Some of the issues , that emerge after the evaluation survey are as follows ;</p> <ul style="list-style-type: none"> • Expediting actions on the formulation and implementation of Forest Management Plans • Mainstreaming project activities into District operations and Plantation development. • Official written agreement will be followed (for instance , MOP and MOUs) <p>On recommendations ,it was clearly spelt out that, there is the need to ;</p> <p>(i)Finalize the formulation and implementation of Forest Management plans , through these process ;</p> <ul style="list-style-type: none"> - The Regional Manager should lead the process of finalizing all the management plans - The project should organize a retreat for all Managers to finalize the Tain 1 F/R within the shortest possible time - Develop detailed operational plan for the implementation of Year 1 & 2 activities of the management plan of Tain 1 before year ending - Develop a roadmap for the formulation and implementation of Nsemere F/R - The FSD HQ should prevail on the RMSC to submit the inventory report within the shortest possible time <p>(ii) Finalize the adopting MOP for transitional zone participatory forest management planning ;</p> <ul style="list-style-type: none"> - The project management should document all processes that has been used in the formulation of the Tain 1 and use the experience to revise the MOP - MOP for the Transitional Zone should be drafted | | |
|------------------------|--|--|--|

| | | | |
|--|---|--|--|
| <p>Comments , questions and discussions on presentation and field visits</p> | <p>for discussions by the Regional Planning Team / Working Group</p> <ul style="list-style-type: none"> - The FSD HQ in collaboration with the RMSC should organize a national stakeholder workshop to deliberate and adopt the MOP for the transitional zone - Ensure timely delivery of counterpart funds - Fully implement the training programme especially the facilitation and management skills of officers - Redefine and detail the project operational plan with responsibilities and monitoring indicators to guide the implementation of each activity - Evolve a monitoring framework to track performance and ensure timely execution of activities - Confirm the sustainability of the project. <p>It was emphatically mentioned in the house that, some years back, things were not as it seems now, but we can say that the project has to a large extent chalked some success. This is a plus for the project.</p> <p>If the process should continue like that, then it means , we will achieve most of the project objectives.</p> <p>The Evaluator , was commended for being truthful with his findings , as it represent the situation on the ground.</p> <p>On the issue of “ project sustainability ” it was highlighted as been very important in project management . In view of that , it was recommended that institutional and financial issues , should be given the necessary consideration. And it must cut across all the project concepts (every aspect / components).</p> <p>Another issue , that was mentioned as a crucial strategy, that can be used to encourage a lot of people in the communities to actively participate in the project activities is , “ Gender Strategy ” .</p> <p>This will go a long way to help sustain the project. Here , Range and Plantation supervisors should be given extra training in facilitation and communication skills, with the support of the project (KEFRI trainees) , to help lead the process.</p> <p>It was also made mention that , the FORUM project has a lot of information on collaboration, and that the PAFORM project should critically look at some of the roles and benefits , to help motivate staff and non- staff involved in the project.</p> <p>The PAFORM project should also look out for some of the</p> | | |
|--|---|--|--|

MOUs , to help put in place measures that will help to sustain the interest of the stakeholders , to encourage / motivate them to partner FSD very well. Because at the end of the day, if things are structured very well , with regards to the Greenbelt and Income Generation Activities , the community people will have the opportunity to harvest and sell some of their produce , to make extra money and even set some aside to expand their activities.

Buttressing on the issue of sustainability , it was mentioned that , the communities can be encouraged to raise and own their seedlings and nurseries (citrus , mangoes ,etc). Here FSD in collaboration with MOFA can take them through simple skills and techniques like grafting , etc , so that they would be able to sell some of the seedlings , to increase their income sources.

The Multi-purpose greenbelt concept , generated some interesting discussions . It was clearly mentioned to the house that , the issue of ownership through the signing of MOUs , will help put in place some legal representation , to encourage community members to embrace the idea / concept as their own . At the same time , it will also serve as a guarantee to help protect the forest reserve .

This also brought to the fore , the issue of extending the greenbelt , to actually help to protect and sustain the F/R . Here, the project secretariat was asked to consider the design and implementation process again.

However, the Project Directorate wanted to know if all the seedlings/suckers (citrus , mangoes , pineapple) were bought by the project for the community people , and the answer was YES ! The secretariat was asked to be tactful , as community's expectation is always high when it comes to projects . So the concepts of the project must be well explained in order not to raise their expectations .

On the issue of low germination rate of the seedlings/suckers , several reasons were attributed to it , prominent among them was the need to do some soil analysis. The project secretariat was tasked to take up the issue seriously , to be able to know the causes .

In his contribution to the issue, the MOFA representative was of the view that, it could have resulted from the way the seedlings / suckers were handled from the site to the field. But others were also of the view that , the erratic rainfall pattern could have been the cause to the low germination rate. However, it was suggested that, because the project secretariat was not sure of the weather pattern ,

| | | | |
|--|---|--|--|
| | <p>it will be prudent to start the planting process with the available seeds.</p> <p>When the issue of IGA was raised by the house , it also generated a lot of interest. The prioritization of activities of IGA and the creating of linkages for marketing were some of the issues that were discussed.</p> <p>The project secretariat (Working Group 3) , was asked to consider the viability of the components, in terms of cost implication before they embark on some of the IGAs like mushroom , snail, beekeeping, etc , as they are quite involving. Also, the issue of creating linkages and networks , in terms of marketing to assist communities to sell their produce , was considered to be very crucial to the sustainability of the project.</p> <p>Buttressing on the issue of IGA , the house was of the view that , if the concept of collective marketing is overlooked, then the project will not be helping the communities. The Working Group 3 was tasked to also look at taboo related IGA components , in order not to play on the sensibilities of some of the communities.</p> <p>Furthermore, the Working Group 3 , was asked to make conscious effort to involve the women and the marginalized , to make them major players in the IGA programme , as the underlying motive is poverty reduction (sustainable income) .</p> <p>Further to the discussion , the house was briefed that , a lot of forest degradation (land degradation) is going on , and it is affecting a lot of planting experience. So the low germination that affected the soya bean at Afrasu II, and the other fruit trees must be due to some of these causes.</p> <p>The project secretariat was entreated to use the community's knowledge (local Knowledge), and also available data to get more insight into some of the issues that has come up. After extensive deliberation on the GB and IGA , the issues of groups related to the project and other community groups , came up seriously for discussion.</p> <p>The house, accepted that groups are good , and it must be encouraged, so that community members will have the option of belonging to any group of their choice. This will also help them to perform better. Others were of the view that ,some group studies can be conducted at the community level, to gain some socio- economic insight (common interest, conflict areas , challenges and the way forward). The groups can also be put into sets , and the project can look at where they overlap.</p> <p>Furthermore, the project secretariat was asked to find out how the multiplicity of groups is affecting the new groups formed , and how it is impacting on the project. Efforts</p> | | |
|--|---|--|--|

| | | | |
|--|---|--|--|
| | <p>must be made to find out why people in the community join groups , as it may be due to different reasons, which in the long run may benefit the project. The community members /groups should be educated on what the project actually stands for, as it is very critical.</p> <p>Whilst the house agreed that , there are existence of different groups , others were of the belief that there are no homogenous groups, even in areas where the same tribes exist, but at the individual level , there is a network. Having groups sometimes is an advantage , as the good things that they stand for, is always a learning point for other groups/new groups to learn from.</p> <p>Notwithstanding , the good attributes that groups posses , others are of the view that the groups are a challenge to the project , and as professionals we must look at the groups with “one eye” (integration). If the splinter groups , know that they belong to one body/institution (FSD/FC) , it will help the Project/FSD to achieve its objectives.</p> <p>We must look at how we can harmonize their activities , to support the same cause (Sustainable Forest Management). If it will be feasible ,we must come out with a model on how to manage the groups as one entity. Because as natural resource experts , it should not be a difficult task at all.</p> <p>In terms of the message we “propagate ” to the groups during our educational campaigns ,the focus is on one issue (sustainable forest management) , but still these groups see themselves as different entities (groups). We must try as much as possible to bring them under one umbrella (collaboration). And when new developments come up , we must use the same community facilitators to disseminate the message/ information to the communities.</p> <p>On the issue of whether some groups are supported or not , the house was informed that it all depends on the particular activity. If it is GB, the benefit goes to the GB group , and if it is MTS the benefit goes to them. At the end of the day , the focus is on “ poverty reduction ” and “sustainable forest management ” . This means we must make the effort to assist the groups see themselves as one natural resource group.</p> <p>Furthermore, we must be informed that the MTS groups are paid for their activities like raising of seedlings , peg cutting , etc and finally some of the benefit from the sale of the harvested tree (40 %) will go them. The HIPC developers are also paid for everything , but will not benefit form the sale of the tree that will be harvested in future. This means that , education is very key / crucial here, for the community people to understand the issues very well.</p> | | |
|--|---|--|--|

| | | | |
|---------------------------------|--|--|--|
| <p>Any Other Business (AOB)</p> | <p>Here , partnership between the FSD and the communities is very paramount , and this can be strengthened when there is deeper understanding between FSD(Range/ Plantation Supervisors) and the Community facilitators. It will also help to facilitate the concept of Sustainable Forest Management , within the communities.</p> <p>The RMSC’s role in terms of collaboration with PAFORM has not been clearly spelt out , so the project should go back and look at it again .</p> <p>In summing up , the house by consensus , attested to the fact that, the writing of the Management Plan is a difficult task. The District Office and the Project Secretariat must sacrifice and commit themselves to expedite action on it. There must be a change of attitude towards work, as this project is only a technical cooperation , and there are no special allowances for the staff working on it.</p> <p>The house was made aware that , the district/ project staff are really motivating themselves , and they are very much aware that, the management plan writing is their duty. Since the assumption of office the Regional Manager (FSD) has taken the lead role in the writing of the management plan and all the staff connected to the project are really determined to give off their best.</p> <p>However , it was mentioned that, the progress of the report (output) will determine , the next step of the project. Also, monitoring the relationship between the stakeholders in the project and other community people in terms of their understanding of the GB and IGA concept , will help us input into the management plan, developments/ issues that may come up from time to time. Finally, FSD must task itself , to do everything within its means to sustain the project . That is , to keep the project going , when the PAFORM / JICA project exit , into mainstream forestry activities , in order not to create gaps.</p> <p>The house was informed that , FC/FSD have plans of establishing a “ Gender Desk ” where people can be trained to be used as advocates , to educate stakeholders on issues of women and the vulnerable in the communities (Gender) , to help promote their cause/interest.</p> <p>The JICA Deputy Resident Representative , was asked if JICA will be able to support the implementation of the ‘ Gender Strategy ’ and his response was that , the Project Directorate should submit a proposal on the Gender Strategy for consideration.</p> <p>There was a remark by the Deputy Resident Representative at the J.C.C. meeting . He said , it was his outmost pleasure to participate in the J.C.C.M in Sunyani. He emphasize that , this is the first J.C.C.M. that</p> | | |
|---------------------------------|--|--|--|

| | | | |
|--|--|--|--|
| | <p>has been held in Sunyani , and it was an opportunity for everybody to have a first hand experience on the field. He was very happy to meet the main actors , and also highly impressed with activities of the community facilitators. Furthermore , he said the evaluation survey is still on-going , and in order to make the project a success , it will be good for the project to discuss all the activities in an ‘ open and frank manner ’. According to him, JICA will support all activities that they need to support , and will also make this project a model for others to emulate.</p> <p>The Chairman in his closing remarks , said all the people involved have contributed to the progress of the project. And we are all witnesses to the issues that came up during the discussions.</p> <p>He said , we must all focus on working hard to make the communities happy , as they are at the receiving end . If we put in many interventions and it does not benefit the people , then we have not achieve our goal/objectives.</p> <p>He entreated everyone connected to the project, to make it a point to work hard, for the project to chalk more success. The meeting came to a close at 6.15 pm with a closing prayer by Mr. Joe Ackah.</p> | | |
|--|--|--|--|

MINUTES OF 9TH JOINT COORDINATING COMMITTEE MEETING
DATE : 20TH JUNE ,2008
VENUE: EUSBETT HOTEL,SUNYANI, B/A REGION

PARTICIPANTS PRESENT:

| NAME | POSITION |
|---------------------------|--|
| Mr. Owusu Abebrese | Ag. Executive Director,FSD |
| Mr. A. A. Boadu | Ag. Director of Operations,FSD |
| Mr J.C. K. Amuzu | Training Manager, FSD |
| Mr. Oheneba A. Agyeman | Director, RMSC, FC |
| Mr. William Baah | Regional Manager , FSD,Syi |
| Mr. Joe R. Ackah | Zonal Plantation Manager,FSD,Syi |
| Mr. Yaw Kwakye | Project Manager,FSD |
| Mr. Mike Asaam | Finance Manager, FSD |
| Mr. Jasper Y. Dunyah | Assistant Project Manager,PAFORM |
| Mr. Dickson Adjei Sakyi | District Manager,FSD, Sunyani |
| Mr. Francis Baawuah | Assistant District Manager, FSD,Syi |
| Mr. Kow K. Quaison | Customer Service Officer,FC,Syi |
| Mr. justice V. Niyuo | Area Plantation Manager,Wenchi |
| Mr. Charles D. Azasoo | Zonal Manager Audit, Sunyani |
| Ms.Regina Adjei | Service Officer, FSD, Syi |
| Mr. Emmanuel A. Odame | Assistant Director,MOFA-DAES |
| Mr. Yaw Okyere –Nyarko | Director , MOFEP, ERM/B,Accra |
| Mr. Asamong Boateng | Representative, RCC , Sunyani |
| Mr. S.I. Kwarteng | M.D.A.,MOFA, Sunyani |
| Mr. Vincent Ahatsi | AEA, MOFA, Sunyani |
| Mr.Ebenzer Yiadom | RCC , Sunyani |
| Mr. Ben Antepim Appiah | Technical Assistant,PAFORM |
| Ms. Ruth Gyapong | Plantation Supervisor,FSD,Syi |
| Mr.Eric Asare | Assistant District Manager,FSD,Syi |
| Ms. Solace Boahemaa | Range Supervisor, FSD, Syi |
| Mr. Philip Asare | Plantation Supervisor,FSD, Syi |
| Mr. John Kofi Mensah | Plantation Supervisor,FSD, Syi |
| Mr. Ken Duobu | Media |
| Mr. Elias Z. Mane | Media |
| Mr. Prince Henneh | Community Facilitator |
| Mr. Ebenezer Kumih | Community Facilitator |
| Mr.Samuel Akurugu | Community Facilitator |
| Ms. Lydia Basiebon | PAFORM, Sunyani |
| Ms. Mabel Ahinakwah | PAFORM, Sunyani |
| Mr. Emmanuel Nyarko | National Service Personnel,FSD |
| Ms. Doke Theresa Enyonam | National Service Personnel, FSD |
| Ms. Jemima Barrida Mawiah | Attachment, PAFORM/FSD |
| Mr. Yuknari Tanaka | Asst. Resident Representative,JICA,Gh. |
| Mr. konlan K. Samon | Programme Officer, JICA |
| Mr. Nobumitsu Miyazaki | Expert of Forestry ,PAFORM/JICA |
| Ms. Rie Kitao | Social- Gender , JICA/PAFORM |
| Ms. Tomoko Nishigaki | Participatory Approach,JICA/PAFORM |

AGENDA :

1. Reading , correction and acceptance of the 8th J.C.C. Minutes
2. Progress Report (November 2007 to June, 2008)
3. Presentation of Draft Paform Model
4. Presentation o Project Exit Strategy
5. Comments, questions and discussions on field visit and presentation
6. Any Other Business (AOB)

The meeting started at 9.00 am with an opening prayer by Mr. Joe Ackah (Zonal Plantation Manager , Sunyani) , after which self- introduction of members were done.

The Chairman then, welcomed all the members present for honouring the invitation. He as well as welcomed the JICA members who were attending the meeting for the first time .

The Chairman, then , took the house through the history of the project , and the challenges it has gone through. He commended some personalities for their effort in driving the project to its present state ,and also commended the entire project team, for a good work done .He entreated the house to reflect on all the experiences the project has gone through , and look at the achievements made , and focus on the way forward. The floor was then opened , for the various presentations (Progress reports , Draft Paform Model, Paform Exit Strategy) , after the acceptance of the minutes , for the house to be briefed .

| Issues | Discussions | Line of Action | Action by |
|--|---|--|---------------------|
| <p>Reading, correction and acceptance of the 8th J.C.C.M. Minutes</p> | <p>The Chairman took the house through the reading of the minutes after which some corrections were made.</p> <p>Some new issues , and other issues raised at the last J.C.C. Meeting were discussed.</p> <p>→ The Inventory Report (Faunal and Floral Survey) Report.</p> <p>The house was briefed that, the RMSC has submitted the report to the Paform secretariat after the Directorate sent a letter to that effect.</p> <p>→Monitoring and Evaluation Framework</p> <p>The house decided that a Monitoring and Evaluation framework must be initiated by the project secretariat. It was clearly stated that, there is an existing framework that the project can look at and adjust it to the current situation within the project. It was finally agreed that, FSD and Paform should initiate the process.</p> <p>The secretariat was also advised , to consult the Wildfire project at RMSC, as it has been working on a similar project and learn from their experience.</p> <p>A Japanese expert working on the project, explained to the house that , the secretariat has been doing daily monitoring and evaluation on the field with the assistance of the communities.</p> | <p>M&E Frame - work put in place</p> | <p>Project Team</p> |

| | | | |
|--|--|-----------------------------------|-------------------------------|
| <p>Progress Report on Tain 1 and Nsemere Forest Reserves Management plans formulation by District Manager, FSD, Sunyani.</p> | <p>But the house finally decided that a proper monitoring and evaluation framework must be put in place ,so that the project would be able to compare the indicators with the baseline studies , that has already been carried out. This will help the secretariat to have a proper basis to assess the project.</p> <p>After the deliberations on the matters arising and the 8th J.C.C.M minutes , Mr. Yaw Kwakye , Project Manager, FSD moved for the acceptance of the minutes , and it was seconded by Mr. Mike Asaam, the Finance Manager,FSD</p> <p>The presentation on the activities from November ,2007 to June, 2008;</p> <ul style="list-style-type: none"> - Tain 1 Forest Rererve - Nsemere Forest Reserve <p>The activities covered from November, 2007 to June ,2008 centered on the ;</p> <ul style="list-style-type: none"> → vegetation Map of Tain 1 → Zonation Map of Tain 1 → Zonation of the Resreve <ul style="list-style-type: none"> - The reserve has been zoned into five (5) zones based on the vegetation map and ground thruthing. <p>These are :</p> <ol style="list-style-type: none"> 1.Rivers /streams 2.Plantation Area 3.Convalescene Area 4.Conversion Area and 5.Multi-purpose Greenbelt Area <ul style="list-style-type: none"> → Milestone - Draft completed and circulated for corrections and suggestions. - Corrections and suggestions received have been effected. → Outstanding Issues - Waiting for the outcome of the check survey to effect the corrections on the plantation data. - Waiting for the update of Tain1 map to incorporate in the document after the check survey. → Vegetation Map of Nsemere → Zonation of the Reserve | <p>Circlation of Draft Report</p> | <p>By WG1</p> <p>GIS Team</p> |
|--|--|-----------------------------------|-------------------------------|

| | | | |
|---|---|---|------------|
| <p>Progress Report on Multi-purpose greenbelt establishment in Tain1 and Nsemere by Assistant District Manager, FSD, Sunyani.</p> | <p>The house intended to know how the rocky zones in the reserve was going to be used, based on the granite nature of the rocks. It was agreed that the zone should be put on protection , as rocky outcrops have some conservational value , where reptile faunal are normally found. The house later asked the Plantation department if there are any plantation activities going on in the area. The response was that between 2002 to 2005 some activities were carried out there. But currently they are just monitoring the growth rate of the trees there.</p> <p>On the zonation of the reserve , the house wanted to know if the periphery was part of it . The team leader used the map to demonstrate to the house the edges of the reserves . On the riverine areas , it was stated that it was 50 metres on both sides. The Plantation outfit , made it clear that all the areas will be planted with indigenous species. Finally, the house was informed that all the activities were done in consultation with all the collaborators.</p> <p>The presentation on the progress of multi-purpose greenbelt establishment in Tain1 and Nsemere forest reserves.</p> <ul style="list-style-type: none"> → The purpose of multi-purpose Greenbelt. <ul style="list-style-type: none"> - To help generate income and reduce poverty in the communities involved - To help protect the forest reserve against annual fires and illegal logging. - To increase the plant population in the forest reserves - To create a sense of belongingness by the communities involved , hence fostering greater participation in management. → Selection of Members <ul style="list-style-type: none"> - The selection of members in the communities were done by the community members under the facilitation of the community members → The Pilot Communities <ul style="list-style-type: none"> - Tain 1 Communities <ul style="list-style-type: none"> · Afrasu I & II · Kobedi · Forkuokrom · Adantia · Kwatire - Nsemere Communities <ul style="list-style-type: none"> · Pepewase · Asuofri · Ahwene · Kofitwumkrom | <p>Protection of rocky zones in nsemere</p> | <p>FSD</p> |
|---|---|---|------------|

| | | | |
|--|--|--|--------------------------|
| | <ul style="list-style-type: none"> · Amoakrom · Nyamponase <p>→ Site Selection</p> <ul style="list-style-type: none"> - The project management permitted each community to select an area along the periphery of each respective forest reserve. - Last year the size of the area was 300 m × 40 m (1.2 ha) for each community. This remained the same for the Nsemere communities. But the plan of the project to double the area of the Tain 1 communities to 2.4 ha was shattered due to the outbreak of fire. <p>→ Site Preparation</p> <ul style="list-style-type: none"> - The site preparation was done by the communities under the supervision of the community facilitators and the Range/ Plantation Supervisors. <p>→ Cutting of Pegs</p> <ul style="list-style-type: none"> - This was done by the group members <p>→ Pegging and Planting</p> <ul style="list-style-type: none"> - These activities were grouped into old and new establishments. The reason being that the 2007 planting among all the communities got burnt as follows: (Please refer to presentation document , pages 2 and 3). <p>→ Inner Rules</p> <ul style="list-style-type: none"> - Each community is supposed to develop her own inner rules setting out the dos and donts and their corresponding sanctions to be applied. <p>→ Memorandum of Understanding</p> <ul style="list-style-type: none"> - According to the memo of the core meeting on exit strategy after Paform held at the JICA Ghana Office on 22/05/08, the draft MOU has been approved by the FSD. <p>→ Challenges</p> <ul style="list-style-type: none"> - The major challenge was the rehabilitation of the old establishment in addition to the establishment of the new one. Through the participatory effort of the Working Group II , the Community facilitators and the participating communities, the task is almost executed. - The second challenge was with demarcation and planning especially at Nsemere forest reserve due to the rocky nature of the area coupled with site selection due to the presence of plantation materials along the boundary. | | <p>By FSD HQ</p> |
|--|--|--|--------------------------|

| | | | |
|--------------------|---|--|--|
| <p>b) Comments</p> | <p>→ Way Forward</p> <ul style="list-style-type: none"> - Dead trees in planting sites should also be removed. - Early burning along the boundary should be done to prevent fire outbreak into the planted area. - Boundary planting materials (teak) should be removed. <p>The house expressed some great concern on the burnt areas in the reserve with regards to the greenbelt establishment. It was clearly stated that measures must be put in place , to avoid future occurrence.</p> <p>It was suggested that, the communities must be advised to go into pepper production as an intermediary , but as to how the seeds are going to be procured , the house was not able to arrive at any definite answer.</p> <p>But others were also of the view that instead of planting the pepper as an intermediary, they should be rather encouraged to plant trees .</p> <p>On the issue of MOU , a participant wanted to know how it was going to work and whether it will be like the benefit sharing agreement by . But it was clearly spelt out that,communities have been made to understand that, whatever is harvested belongs to them.</p> <p>Later the house deliberated on the issue of trees along the boundaries. Some of the participants were of the view that the trees were generating a lot of fuel in the reserves and it must be addressed . Others thought the trees were there to prevent people from encroaching into the reserves as such they must not be removed.</p> <p>It was later suggested that, a buffer must be created in areas where there are a lot of trees. The house impressed on FSD HQ , to grant permission to the communities for the removal of trees , since that request has been pending for some time now . But it was objected by the Chairman. He sighted an example of a permit that was given for the removal of trees in the plantations at Bosomoa forest reserve , which was abused. He noted that, when permits are granted , and are not properly monitored , communities tend to remove more than what has been given creating more problems for FSD.</p> <p>In their contribution to the discussion , the Wenchi Plantation Office made it clear that , the teak trees in Nsemere are still juvenile type and as such are not matured for felling.</p> <p>It was decided that , in order to avoid gaps , a continuous belt must be created to fully protect the forest reserve .It was suggested that an Action Plan must be put in place to tackle the issue as a way forward . The Chairman then agreed that , he is prepared to assist with a chainsaw to fell the trees, for the communities to sell to generate some income. The Regional FSD Office , then agreed to look at the whole issue once again and</p> | | |
|--------------------|---|--|--|

| | | | |
|---|---|--|--|
| <p>Progress on Income Generation Activities by Customer Service Officer, FSD, Sunyani</p> | <p>advise accordingly.</p> <p>The presentation on activities are based on the progress of IGA in Tain 1 and Nsemere communities.</p> <p>→ Outline of IGA</p> <ol style="list-style-type: none"> 1. Approach: FSD to participate in community's development. 2. Guiding Principles to implement the approach. <ol style="list-style-type: none"> (a) Shift the initiative of activities from project to community, though the project may take initiative at the beginning. (b) Minimize input provision of inputs (minimize control of activities by the project, i.e., avoid creating dependency on the project). (c) Consider public equity of opportunity (try to create an environment that the community members can choose activities instead of the project choosing activities for the benefit of the communities). 3. Strategy : Step by Step <ol style="list-style-type: none"> Step 1 – On-farm Training and Networking (Monitor the Community) Step 2 - Field Visit (site of lead farmer) Demonstration (Demo-Farm) (Monitor the Community) Step 3 – Further Supporting Activity (intensive training ? Input provision?) <p>→ Tain 1 On-farm Training (Feb. to March,2008) (Refer to IGA Presentation)</p> <p>→ Tain 1 Field Visit / Demonstration(March,2008) - Do -</p> <p>→ Analysis of On-farm Training (Tain 1) / No. of Participants by community and sex. - Do -</p> <p>→ Nsemere IGA Designing - Do -</p> <p>→ Tain 1 and Nsemere Demo-farm Establishment - Do -</p> <p>→ Nsemere On-farm Training</p> | | |
|---|---|--|--|

| | | | |
|--|---|--|--|
| | <p style="text-align: center;">- Do -</p> <p style="text-align: center;">→ Outcome of the Activities as of Beginning of June ,2008.</p> <p style="text-align: center;">- Do -</p> <p style="text-align: center;">→ Lessons Learned</p> <ul style="list-style-type: none"> - Sharing Concept of IGA in Paform <ul style="list-style-type: none"> · It took time to get a common understanding of the concept , even among the Working Group. Trial and error process is important by action and learning rather than only discussing it in the room. Also consulting with collaborative agencies such as MOFA from early stage is important. - Updating of Information Changes in situation also caused some difficulty in implementation(e.g, procurement of seeds took time since the initial information was no longer valid when we tried to purchase the seeds). Even after the plan was made updating the information regularly was very necessary. - To facilitate an environment that will easily enable stakeholders to attend. <ul style="list-style-type: none"> · Consider time (early morning or afternoon.) · Consider Venue (center of Village ?, along main road ?) · Consider day (avoid market days so that women can join, etc, to create an environment where people can easily attend the on-farm training. <p style="text-align: center;">→ Collaboration between MOFA and FSD for IGA.</p> <ul style="list-style-type: none"> - That is collaborative field of work between FSD and MOFA in future. (Refer to IGA presentation) <p style="text-align: center;">→ Next Step for IGA</p> <p style="text-align: center;">- Do -</p> <p style="text-align: center;">→ Way Forward</p> <ul style="list-style-type: none"> - All the measures we are putting in place , should be aimed at enhancing impact (environmental sustainability), which is directed at wide range of observable changes to help achieve socio-economic development , which will directly benefit the less privilege in the community's . For e.g, the adoption of “ improved farming technology ” – which an is important intermediate impact. - Also , targeting the highest goal –level (achievement) in the project , such as “ improved food security ” and | | |
|--|---|--|--|

| | | | |
|--|--|--|--|
| <p>b) Comments</p> | <p>“ increased household income ” will be commendable.</p> <ul style="list-style-type: none"> - In the context of culture and development , which is a critical path to the reduction of poverty at every level , the role of IGA establishment in the management of our forest resources cannot be overlooked. <p>The presenter was commended for a good presentation done. But the house made it very clear that , IGAs like mushroom, beekeeping and snail in some of the communities , especially Kobedi were not impressive. It was suggested that input support interms of the beehives , snail pen, etc , should be increased. The house agreed that , if the project wants to reduce poverty , then , we must revisit the IGA design and come out with a way of managing the process for improved income generation and development of the communities.</p> <p>The team leader , briefed the house that , the communities have been linked to GhanaNut Company at Techiman , for the purchase of the groundnut and soyabean when they are ready. The house then , noted that the project must look at the resources available , so that it is used judiciously to make the right impact , instead of spreading it thinly across the communities.</p> <p>On the issue of collaboration with MoFA , the house suggested that , the Regional FSD Office should liaise with MoFA and see how best their AEAs can collaborate with the FSD field staff, so that things are streamlined for the success of the project. It was also suggested that , every effort must be made to encourage the plantation supervisors to also play a critical role , and their effort must be recognized.</p> <p>It was noted that, the inner rules of the community people should not only be sanctions , but sometimes incentive schemes must be initiated to reward hardworking people,like certificate,etc.</p> <p>The MOFA (DAES) stated that , some two (2) years ago in Accra , they initiated a platform for competition , and those who were able to prevent fire in their communities , were rewarded . The Chairman also noted that , the wildfire project did a similar thing , and the FORUM project in the Volta Region also had a similar initiative , so it can be replicated in sunyani .</p> | | |
| <p>Presentation on the Paform Model (Draft) by Rie kitao (co-chief/ Gender Social)</p> | <p>The presentation covered issues on the “Participatory Approaches for Forest Reserve Management ” – PAFORM MODEL (Draft).</p> <p>→ Concept → Model “ Participatory Approaches for Forest Reserve Management ” is a Concept .</p> | | |

| | | | |
|-------------|---|--|--|
| | <p>→ “ PAFORM Model ”</p> <ul style="list-style-type: none"> - is an embodiment of the concept <p>→ Close relationship between F/R and people. (Refer to PAFORM Model Presentation)</p> <p>→What is “ Participatory Approaches For Forest Reserve Management”</p> <ul style="list-style-type: none"> - It is not possible to isolate the forest reserve from the surrounding area for “Participatory Approaches for F/R Management ” <p style="text-align: center;">↓</p> <p>Mutual Participation is needed</p> <ol style="list-style-type: none"> a. Participation of communities in F/R Management b. Participation of FSD in the development activities of the communities <p>→ Mutual Participation for F/R Management. (Refer to Model Presentation)</p> <p>→ What is “ PAFORM Model ”</p> <ul style="list-style-type: none"> - Do - <p>→ PAFORM Model (Illustration)</p> <ul style="list-style-type: none"> - Do - <p>→ Information Sharing Workshop</p> <ul style="list-style-type: none"> - Do - <p>→ Information sharing Workshop (Processes)</p> <ul style="list-style-type: none"> - Do - <p>→ Greenbelt (GB) Activity</p> <ul style="list-style-type: none"> - Do - <p>→ Greenbelt Activity : Give and Take but participation</p> <ul style="list-style-type: none"> - Do - <p>→ Income Generation Activities</p> <ul style="list-style-type: none"> - Do - <p>→ IGA Guiding Principle: Shift Initiative to Community</p> <ul style="list-style-type: none"> - Do - <p>→ Deployment of Community Facilitators</p> <ul style="list-style-type: none"> - Do - | | |
| b) Comments | The house was made aware that , the Community Facilitator is to serve as a bridge between FSD and the communities , and their presence should help strengthen the already bond existing | | |

| | | | |
|---|--|--|--|
| | <p>between FSD and the communities. It was suggested that , instead of spreading the resources widely all over the place, the project can look at setting up of a model enterprise , farm , demonstration , etc, to serve as a learning centre for the people to come and learn from there. That is some minimum threshold must be met.</p> <p>It was stated that , the project must advise community people as to what is even required to go into some of the enterprises , and where to even source for funding to support their activities. It was agreed that the approach must be reviewed , other than that , instead of reducing poverty we may rather end up deepening or increasing poverty , like the mushroom project at Kobedi.</p> | | |
| <p>Presentation on Exit Strategy by Mr. Konlan K. Samon, JICA, Accra.</p> | <p>The presentation centered on the following :</p> <ol style="list-style-type: none"> 1. Consent on the target quality of FRMP 2. Format of Operation Plan 3. Succession of Community Facilitators after the Paform Project. 4. Task allocation of FSD staff to continue the Paform Model after the project. | | |
| | <p>(Please refer to the Exit Strategy of Paform Presentation Document on the 20/06/08 at the 9th J.C.C.M, Sunyani)</p> | | |
| <p>b)Comments</p> | <p>After the presentation , the house was asked if the approach was okay. It was noted that, it can be reviewed if the JICA side and FSD is prepared to look at the whole process again. It was suggested that as the project is left with some few months to go , it must look at how the available resources can be judiciously used to strengthen some of the livelihood components.</p> <p>It was also agreed that , the approach must be well understood by the staff, as FSD will be taking a lead role after the exit of JICA. Finally it was decided that the secretariat must consider the M& E framework as very pressing .</p> <p>With regards to the understanding of the whole Exit Strategy , the house decided to refer it to the Project Directorate and JICA Office for a detailed discussion instead of handling it at the J.C.C.M. level.</p> | | |
| <p>Comments, Questions and Discussions on the</p> | <p>On the issue of IGA , some participants wanted to know whether it was part of the project from the onset ? If it was , then the house must carefully look at how the necessary adjustments can be made , instead of criticizing the whole process. It was noted</p> | | |

| | | | |
|--------------------------------------|--|--|--|
| <p>presentations and field visit</p> | <p>that , instead of putting in a lot of resources , it is advisable to pilot the scheme and based on informed analysis and the financial position of the project, it is then be expanded.</p> <p>The house agreed that , the IGA is a good venture , but it must be done systematically before the roll-out is done across all the pilot communities.</p> <p>The MOFA Office , made the house aware that , the approach is a step by step one , that is sensitization , demonstration and out-scaling – so the idea is not bad at all , but the design can still be reviewed.</p> <p>It was suggested that , the project can still look at the approach and advise accordingly . That is whether to tackle all the communities or deal with some selected few.</p> <p>Others were of the view that,the project must look at the components that are working well in all the communities , and those not doing well , in order to put in the necessary counter – measures to avert any future problems.</p> <p>It was agreed that , the Community facilitators and Range Supervisors should monitor the progress and report back to the Secretariat, for the corrective measures to be taken.</p> <p>The house then decided that , the stakeholders must be encouraged to give off their best in the protection of the forest. It was also noted that , the sentiments expressed by the participants was based on what they witness on the field.</p> <p>It was suggested that , the project must look at some of the interventions Government is undertaking in the area of poverty reduction and link the communities to it.</p> <p>It was stated that , Paform and MoFA should revisit the IGA concept and look at two(2) or three (3) components based on their competitive advantage and give it the needed support.</p> <p>The house was made aware that sometimes critical success factors must be considered , when concepts like the IGA is been initiated . But the WG3 team responded that the issue of public equity was seriously considered before the approach was designed. The house then agreed that,the Project team and MoFA must look at the “Grey Areas ” and come out with measures that will work well.</p> <p>On the Exit Strategy , it was agreed that the project has gone through a lot of challenges, and as time is not on the side of the project , it will be difficult to change the approach. What is rather crucial is the issue of sustainability after the exit. It was</p> | | |
|--------------------------------------|--|--|--|

| | | | |
|---------------------------------|---|--|--|
| <p>Any Other Business (AOB)</p> | <p>noted that , for FSD to take up fully, the redeployment of human and material resources must be considered .</p> <p>It was agreed that a timetable to see when all the management plans will be completed must be developed.</p> <p>The Chairman noted that, although the GB and IGA are important , it is just a fragment of the whole project. He clearly spelt out that , the development of the two(2) management plans is the core plan of the project. So if the project is able to develop the Tain1 and Nsemere Management Plans, then the project has really achieve a huge success.</p> <p>He further noted that , the IGA and GB idea was to assist the communities to move on in life. The house agreed that , although communities request and demands are high, they must be made aware that, the little support the project is providing must be utilized , to improve their own lives.</p> <p>It was decided that , the project must strengthen the participating groups to fully participate in the project. How to understand and implement the approaches is very important , so FSD must take the lead role to initiate the process.</p> <p>It was noted that the produce from the IGA must be quality in order to attract the right market , and the project must assist in that direction. It was made clear that , marketing is a specialize area , that cannot just be handled by anybody.</p> <p>It was decided that , the project must encourage inter-agency coordination to help sustain the marketing aspect of the project. The house finally agreed that , if the M& E framework is put in place , then monitoring the process will not be that difficult.</p> <p>The FSD Regional Office , assured the house that, all the concerns raised would be taken care by the project, and where adjustments need to be made , it will be effected.</p> <p>The Deputy Country Representative of JICA , on behalf of JICA thanked all the participants for taken part in the meeting.</p> <p>He noted that, the last time he visited Sunyani and went to Afrasu I & II , the place was not the best due to the fire outbreak. But this time round , he was impressed with what he has witnessed on the field .He made it clear that , although the project is coming to an end he personally think there has been a lot of success even though there are still some challenges.</p> <p>FSD was entreated to promote the Paform Model , and also</p> | | |
|---------------------------------|---|--|--|

| | | | |
|--|---|--|--|
| | <p>develop the approach to suit their circumstances. The house was informed that, the final evaluation will come off in September, 2008 and that JICA will continue to support FSD's activities anytime there is the opportunity.</p> <p>The Chairman in his closing remarks , took the house through the genesis of the project to its present state . He stressed that , the project has undergone a lot of challenges and as a team we have been able to chalk some level of success.</p> <p>He noted that , time management must be taken very seriously and that people should take criticism in good faith, no matter how hard it is , as finally it will serve as a corrective measure. The Chairman concluded by saying he was impressed with the achievements made so far made..</p> <p>The meeting finally came to a close at 2.00pm with a closing prayer by Mr. Oheneba Amponsah Agyeman.</p> | | |
|--|---|--|--|

MINUTES OF 10TH JOINT COORDINATING COMMITTEE MEETING

DATE : 12TH FEBRUARY,2009

VENUE: FORESTRY COMMISSION CONFERENCE ROOM, ACCRA

PARTICIPANTS PRESENT :

| NAME | POSITION |
|-------------------------|--|
| Prof. Nii Ashie Kotey | Chief Executive, FC, Accra |
| Mr. Raphael Yeboah | Executive Director, FSD |
| Mr. Oppon Sasu | Donor Relations/ Project Manager, FC HQ |
| Mr. F.S. Amoah | Director, Plantations , FSD |
| Mr. A.A. Boadu | Ag. Director of Operations, FSD |
| Mr. Edward Obiaw | Director, RMSC , Kumasi |
| Mr. J.C.K. Amuzu | Training Manager, FSD |
| Mr. Yaw Kwakye | Project Manager, FSD |
| Mr. Andy Okrah | Human Resource Manager, FSD |
| Mr. Tabi Agarko | Monitoring & Evaluation Coordinator, MLFM |
| Dr. Mark Dadebo | BPM, FSD, Accra |
| Mr. Robert Bamfo | Head, Climate Change Unit, Accra |
| Mr. Mike Asaam | Finance Manager, FSD |
| Mr. Kwame Gyimah Akuoko | GSM, FSD, Accra |
| Mr. William Baah | Regional Manager, FSD, Sunyani |
| Mr. Paul Sowah | Project Manager, PAFORM, Sunyani |
| Mr. Jasper Y. Dunyah | Assistant Project Manager, PAFORM, Sunyani |
| Mr. Dickson Adjei Sakyi | District Manager, FSD, Sunyani |
| Mr. Kow K. Quaison | Customer Service Officer, FC, Sunyani |
| Mr. B. Antepim Appiah | Technical Assistant , PAFORM, Sunyani |
| Mr. M.T. Ababio | Director-PPME, Accra |
| Mr. E. Amanor Nartey | National Service Personnel, FSD, Accra |
| Mr. Masato Kumagai | Deputy Resident Representative, JICA Ghana Office |
| Mr. Yukinari Tanaka | Assistant Resident Representative, JICA Ghana Office |
| Mr. Satoshi Hamano | Representative, JICA Ghana Office |
| Mr. Konlan Samson | Programme Officer, JICA Ghana Office |
| Mr. Koji Terekawa | Chief Advisor, PAFORM JICA Advisory Team, Sunyani |
| Mr. Akihiko Hata | PAFORM JICA Advisory Team ,Sunyani |
| Ms.Tomoko Nishigaki | PAFORM JICA Advisory Team, Sunyani |

AGENDA:

1. Reading ,Correction and Acceptance of the 9th J.C.C.Minutes
2. Presentation of the PAFORM Approach
3. Presentation of Technical Recommendation
4. Presentation on the Exit Strategy
5. Presentation on Achievements of the Project (Based on PDM)
6. Comments, questions and discussions on presentation
7. Any Other Business (AOB)

The meeting started at 2.00 pm with an opening prayer by Mr. J.C.K. Amuzu (Training Manager, FSD), after which self-introduction of members was done.

The Chairman then, welcomed all the members present for honoring the invitation. He also welcomed the JICA members present.

The Chairman, then took the house through a briefing on the project from (2004-2009), that is the PAFORM Project. He commended all the players for a good work done, and entreated the house to use all the experiences and lessons learnt for the benefit of the project.

The floor was then opened, for the various presentations (PAFORM Approach, Technical Recommendations, Exit Strategy, Achievements of the Project), after the acceptance of the minutes, for the house to be briefed.

| Issues | Discussions | Line of Action/ Action by |
|---|---|------------------------------|
| Reading, correction and acceptance of the 9 th J.C.C.M. Minutes | The Chairman took the house through the reading of the minutes after which some corrections were made. After the reading and corrections of the 9 th JCCM Minutes, Mr. A.A. Boadu (Ag Director of Operations) moved for the acceptance of the minutes, and it was seconded by Mr. Yaw Kwakye, Project Manager, FSD. | |
| Presentation on the PAFORM Approach (Major Activities implemented in the PAFORM project) by Tomoko Nishigaki | <p>The presentation covered issues on the “Major Activities implemented in the PAFORM projectPAFORM APPROACH.</p> <ul style="list-style-type: none"> ➤ Building Partnership between community and FSD ➤ Formulation of Forest Reserve Management Plans (with participation of community members- Consultation + Technical Input. ➤ Implementation of Forest Reserve Management Activities (GB) ➤ Implementation of Forest Reserve Management Activities (IGA) <ul style="list-style-type: none"> - Monitoring with MOFA - Harvesting - Marketing | |

| | | |
|---|--|--|
| <p>Presentation on Participatory Approach for FRM (Technical Recommendation from PAFORM) by Akihiko Hata</p> | <ul style="list-style-type: none"> - Shipping (Transporting) ➤ Community Members Initiative <ul style="list-style-type: none"> -Snail pen -Soap making (Afra soap) -Livestock pen -Pineapple arrangement for fire prevention. <p>The presentation covered issues on the Participatory Approaches for Forest Reserve Management (Recommendations from PAFORM).</p> <ul style="list-style-type: none"> ➤ Concept of PAFORM Approach ➤ Recommendations for Extension <ul style="list-style-type: none"> (a) Extension of the PAFORM Approach (b) Collaboration with other agencies (c) GB Implementation (d) IGA Implementation ➤ Feedback from District Manager’s Meeting on the 21st of January, 2009 and the Information Sharing Workshop on the 4th of February, 2009. <p>The activities covered are :</p> <ul style="list-style-type: none"> ➤ Concept of PAFORM Approach <ul style="list-style-type: none"> - Project Purpose <ul style="list-style-type: none"> “ Participatory approaches for Sustainable Management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District” - Forest Reserve Management as a Part of Regional Development (please refer to presentation material) - PAFORM Approach <ul style="list-style-type: none"> (- Do -) - Two Pillars of PAFORM “ GB and IGA ” <ul style="list-style-type: none"> (- Do -) - Information Sharing Workshop <ul style="list-style-type: none"> (- Do -) - GB Members prevent wildfire <ul style="list-style-type: none"> (- Do -) ➤ Technical Recommendations for Extension <ul style="list-style-type: none"> (1) Extension of PAFORM Approach (Model) <ul style="list-style-type: none"> (i) Target of Extension (Number of Fringe Communities) <p><u>Definition of PAFORM</u> “Communities within 5 km from the boundary of</p> | |
|---|--|--|

| | | |
|--|---|--|
| | <p>forest reserve ”</p> <p>Tain 1 : 33 Communities Nsemere : 52 Communities</p> <p>PAFORM only dealt with six (6) communities from each forest reserve. There will be more communities to work with.</p> <p>(ii) Proposed basis of implementation: Schedule (Please refer to presentation)</p> <p>(2) Collaboration with other agencies (- Do -)</p> <p>(3) Greenbelt Implementation: Lessons and Recommendations from the project implementation:</p> <ul style="list-style-type: none"> - Appropriate Size: 1.2 ha (300 x40m) With 30 members and extend the GB area gradually. - Establish land marks to secure the land use rights of the members; MOU should be kept not only by FSD and Community’s but also by legal authority to be the evidence of right. - Technical Support (spacing, nursery, grafting) and FSD staff should acquire the skills from MOFA (shift the technical support fro MOFA to FSD staff) <p>(4) IGA Implementation</p> <ul style="list-style-type: none"> - Contents introduced in PAFORM can be profitable although there are risks of climate, fluctuating market price, etc. But the project activities indicate “ the acquiring the knowledge and skills encourage farmers to commit themselves ” (Please refer to table in the presentation paper) <p>(5) Feedback from the Meeting of District Manager’s in Sunyani on the 21st of January, 2009.</p> <p>(Please refer to presentation material)</p> <p>(6) Feedback from the Information Sharing Workshop on the 4th of February, 2009.</p> | |
|--|---|--|

| | | |
|--|---|--|
| <p>Presentation on the Exit Strategy (PAFORM) by Mr .Yaw Kwakye , Project Manager, FSD, Accra.</p> | <p>(i) MOU Status Community representatives showed their anxiety on the signing of MOU to secure their right in GB. MOU has been submitted to the Minister for approval. Meantime, Forest Reserve Management Plan (FRMP) will be the basis to secure the rights of the communities since the rights have been stated in the FRMP.</p> <p>(ii) Collaboration with MOFA The MOFA Sunyani Director has expressed his willingness for collaboration and suggested FSD, submits it work plan to them, so that both parties can draw an integrated work plan.</p> <p>(iii) Collaboration for Wildfire Prevention. Shared the understanding that FSD alone cannot control wildfire and therefore collaboration with communities, MMDAs, GNFS, etc is necessary.</p> <p>The presentation covered issues on the “Exit Strategy ” on PAFORM.</p> <ul style="list-style-type: none"> ➤ Rationale for the Exit Strategy “Develop a strategic document that would guide a smooth that would guide a smooth transition process that would lead to the mainstreaming of the project into the FSD, and to ensure the sustainability of the gains achieved under the project”. ➤ Terms of Reference <ul style="list-style-type: none"> - Develop an appropriate mechanism for the redeployment of human and capital resources acquired under the project to enhance the sustainability of project gains. - Identify and assess the effectiveness of structures within FSD that will ensure continuation of project outcomes. - Catalogue achievements, challenges and lessons learnt during the project implementation period. - Make recommendation for final performance and financial audit. - Ensure adequate documentation and publicity of outcomes. | |
|--|---|--|

| | | |
|---|--|--|
| <p>Presentation on Achievements of the Project (Based on PDM) by Mr. Paul Sowah, Project Manager, PAFORM,Syi.</p> <p>Comments, Questions and Discussions on presentation</p> | <p>➤ HIGHLIGHTS OF THE EXIT STRATEGY</p> <ol style="list-style-type: none"> (1) Identify structures for consolidating and sustaining project outcomes (2) Re-deploy human and capital resources (3) Potentially viable projects areas for future cooperation. (4) Document and share the achievements, challenges and lessons learned. (5) Final Performance and Financial Audit. (6) Key Recommendations (7) Conclusions. <p>(Please refer to presentation material for details on the “Highlights of Exit Strategy”</p> <p>The presentation covered activities or issues based on the Achievements of the Project (PDM).</p> <p>(Please find attached the Project Design Matrix: Project Purpose and Outputs – Achievements).</p> <p>On the issue of recommendation for the engagement of Community Facilitator’s(C/Fs) , some were of the view that the C/Fs concept should not be built around individuals but rather as a structure within the system that can always be used or applied. That is, it must be an approach that FSD can also fall on, so that pressure is not exerted on FSD to retain them, in strict terms.</p> <p>It was noted that, the idea was intended to use them as a resource, as they have been trained in consensus building and other approaches. And their retention was also based on their strength and experience they have acquired over time.</p> <p>The house agreed that the C/Fs concept is very paramount, and it forms part of the lessons learnt. So in future, the concept must be adopted, when projects are been initiated.</p> <p>On the issue of Forestry Extension, the house wanted to know to what extent the project has contributed to its application, in the area of skills building and development in the management of the forest resources.</p> | |
|---|--|--|

| | | |
|--|--|--|
| | <p>The house was informed that, there has been some improvement in forestry extension skills, in the range of about 50% - 60%, and that the frontline staff needs to practice over time to fully demonstrate their facilitation capabilities or skills in the area of extension activities. It was noted that, when it comes to the other Range / Plantation Supervisors in the other reserve areas , it will be very challenging.</p> <p>The house was informed about the Climate Change Project, and how the PAFORM project can take advantage, to raise a lot capital for the Forestry Commission. It was stated that this can be done through the generation and selling of Carbon Stocks from the forest reserves through the monitoring of Carbon Perspectives (Carbon Stocks). The idea was well taken by the house, and it was noted that the necessary infrastructure must be put in place to fully utilize the process.</p> <p>The empowerment of women to participate and contribute to the project activities, which the house was made aware, was very low initially, became a subject for discussion.</p> <p>Others were of the view that, the women’s attitude initially may not be that of marginalization as it is been portrayed, but rather due to apathy.</p> <p>The house was made aware that, the people in the pilot communities were mostly migrants, and of northern origin and women are not allowed to fully engaged in public activities. But through the intervention of the PAFORM project, they have been encouraged to fully participate in activities they were not previously doing.</p> <p>The initiative was done through dialogue and consensus building.</p> <p>On the issue of the Community’s preference for soap from outside the community and the local one been made by them.</p> <p>The house was made aware that, the community’s preference is mostly the one made by them, especially in Afrasu I&II, where the “AFRA SOAP” is preferred to the one from outside the community. This because it is seen as their own initiative.</p> <p>In the deliberation of the GIS component of the Project, it was suggested that the GIS Technician must be maintained and utilized, as the project has contributed a lot of</p> | |
|--|--|--|

| | | |
|--|---|--|
| | <p>resources in building his capacity over time...and it would not be advisable to dispense of his services.</p> <p>It was also noted that the GIS concept should not be designed around few personnel working on projects. But rather structures must be put in place to come out with a framework to contribute to the human capital development of the Forestry Commission.</p> <p>It was stated that the Project Recommendations must rather focus on the deployment and re-deployment of the GIS Technicians, instead of just stating that they must be maintained.</p> <p>The house was made aware that there are plans to set up a team, at the Regional Level, to utilize their expertise, in the area of GIS application.</p> <p>It was agreed that the personnel must be used effectively, and not just moved around.</p> <p>The FSD HR Section, sought the view of the Project, on the utilization of Range/ Plantation Supervisors and whether their activities, assignments – (Job description) are part of the Key Results Areas (KRAs).</p> <p>It was stated that it forms part of the KRAs and personnel working on projects must be properly appraised on project activities.</p> <p>Apart from the provision of funds and the facilitation of the IGA process, the house wanted to verify if the FSD staff really participated in the IGA activities.</p> <p>It was stated that the idea behind the IGA concept, is for the community members to learn the skills and build on it. Here, the emphasis is on the commitment of the Stakeholders (farmers) and the minimization of input provision.</p> <p>The house was briefed on the IGA strategy.</p> <p>On the issue of cost sharing, the house was made aware that initially all the funding was done by the Japanese counterpart , and it was adjusted for the Ghanaian counterpart to also make some input with regards to the funding . This was described to the house as, “ as Japanese funding reduces/decreases , Ghanaian funding increases” in terms of percentages , the Japanese funding decreased from 100% - 80% - 60% as the Ghanaian funding moved from 0 – 20% -40%.</p> <p>It was stated that, the mangoes and citrus purchased in</p> | |
|--|---|--|

| | | |
|--|--|--|
| | <p>2008 was funded by FSD.</p> <p>After the deliberations on the presentations, the floor was given to the JICA Deputy Country Representative to make some remarks.</p> <p>He expressed his deepest gratitude to all the project staff and FSD for their contribution to the success story.</p> <p>He said, the New Approach through PAFORM introduce the GB and IGA concept in the Sunyani Forest District, and he was of the view that the approach would be of benefit to Ghana.</p> <p>He stated that in 2008 after the “Technical Evaluation”, some recommendations on the accomplishment of the project outputs were made. Unfortunately. “Output 4” is still not completed but the Validation Workshop has been held (February, 2008).</p> <p>He noted that the Nsemere Management Plan will be finalized and that the Sector Minister will sign the MOU soon.</p> <p>He stated that hopefully the initiative will be extended to other areas, and that JICA will soon assign some Japanese Volunteers to work with FSD within the year and also, the project activities will be closely monitored.</p> <p>He finalized by saying, he was very confident that FSD will show more commitment for the sustainability of the project, and again thanked every one for the good work done.</p> <p>Later the Executive Director (FSD), on behalf of FC/FSD (Ghana) and Nana Koji Terekawa (Chief Advisor – JICA/PAFORM) on behalf of (Japan) signed the Joint Declaration Form for the formal closure of the project, and this was initiated by the Chief Executive (Forestry Commission).</p> <p>The Executive Director informed the house that the project will officially end on the 27th of February, 2009.</p> <p>The house was then made aware that “the exit strategy” has been finalized to mainstream the project into FSD’s activity(s).</p> <p>The Chairman thanked all the staff, especially the project staff for the wonderful contribution and made it very clear that the lessons learnt will be implemented.</p> <p>He noted that, the Last JCCM, will not be last meeting between FSD and JICA, and he was hopeful that there will be more collaboration in future.</p> <p>He thanked all the members present for their participation, and the meeting was formally closed at</p> | |
|--|--|--|

| | | |
|--|----------|--|
| | 4.00pm . | |
|--|----------|--|

Project Design Matrix (Project Purpose and Outputs): Achievement

Project title: Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana
 Target area: Tain 1 and Nsamen of Bono Ahafo Region in Ghana
 Direct beneficiaries: Local People in the target area
 Indirect beneficiaries: Local People in Nsamen Forest District

| Narrative Summary | Objectively Verifiable Indicators | At the Terminal Evaluation (Sep. 2008) | As of Feb. 2009 |
|---|--|--|---|
| <p>Project Purpose Participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Suayani Forest District.</p> | <p>(A) Forest Reserve Management Plans of two pilot Forest Reserves are developed. (B) At least 80% of participant in Green Belt (GB) and Income Generating Activities (IGA) are satisfied with the activities.</p> | <p>To be achieved within the Project period (A) Tain 1 validated (B) All the participants are satisfied</p> | <p>Achieved: (Remaining Nsamen FRMP has been developed)</p> |
| <p>Outputs (1) Forestry Services Division (FSD) personnel trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan.</p> | <p>(A) At least, eighty (80) FSD personnel are trained. (B) At least six (6) FSD management staff involved in planning Forest Reserve Management Plan understand the process of the planning and concept of the project. (C) The enhanced skills and knowledge are applied by at least 80% of participant.</p> | <p>Achievement level is high. (A) 78 trained (B) achieved with WG1 (C) 100% applied</p> | <p>Achieved: (With GIS training in Oct. 2008 and facilitation training in Jan. 2009, more than 80 staff have been trained)</p> |
| <p>(2) MoP modified to reflect the draft Strategic Plan.</p> | <p>(A) Strategic Plans for two pilot Forest Reserves are drafted. (B) At least 80% of FSD staff engaged in the project recognize that revised MoPs are adopted.</p> | <p>To be achieved by the end of the Project (A) FRMP Tain 1 validated (B) Proposed MoP modification is considered appropriate and WG1 are all aware of MoP modification.</p> | <p>Achieved: (Remaining Nsamen FRMP has been developed)</p> |
| <p>(3) Partnership between FSD and target communities for participatory Forest Reserve Management established.</p> | <p>(A) In, at least, twenty-five (25) meetings are facilitated by the project with local populations. (B) Six (6) community facilitators are selected and appointed. (C) At least 80% of participant in GB and IGA recognize that the collaborative relationships for forest management is strengthened.</p> | <p>Achievement level is mostly high. (A) 24 formal meetings/WS held (B) done (C) All the pilot communities recognized</p> | <p>Achieved: (By the end of Jan. 2009, more than 25 meetings were held)</p> |
| <p>(4) Forest Reserve Management Plans developed with active participation of local population.</p> | <p>(A) Twelve (12) Operational Plan and two (2) Forest Reserve Management Plans are developed. (B) In twelve (12) target communities, MoUs for GB Activities are signed between FSD and communities. (C) At least, 80% of community participants and FSD staffs in the project recognize the existence of Forest Management Plans.</p> | <p>Achievement level is high. (A) Tain 1 prepared (B) MoU drafted Minister will sign within the Project period (C) explained to communities</p> | <p>Nsamen FRMP has been developed. MoU has been drafted and submitted to the Minister's office for the approval. Meantime of waiting for the approval of the Minister, FRMP will be the basis to secure the right of the Green Belt members in the communities.</p> |
| <p>(5) Forest Reserve Management activities implemented in collaboration with local population.</p> | <p>(A) In all twelve (12) target communities, Operational Plan are implemented as planned. (B) At least 50% of community participants understand the concept of GB and IGA.</p> | <p>Achievement is satisfactory and expected to be high (A) implemented (B) All the community participants understood</p> | <p>Achieved:</p> |
| <p>(6) Recommendation on the basis of lessons learnt from the project submitted to the government of Ghana.</p> | <p>(A) At least three (3) workshops are held to share recommendations with other DPs, public and private sector and community. (B) At least 80% of participants in workshop understand the recommendations addressed in the workshop.</p> | <p>Achievement is moderate (A) not implemented yet (B) not available</p> | <p>Achieved: (Sharing W/S in Suayani and JCC in Accra as well as W/S with District offices in B/A have been held)</p> |