

ガーナ共和国
移行帯地域参加型森林資源管理計画プロジェクト
終了時評価報告書

平成 21 年 2 月
(2009 年)

独立行政法人 国際協力機構
ガーナ事務所

ガーナ事
JR
09-004

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序 文

日本国政府はガーナ国政府からの技術協力要請に基づき、2004年3月から5年にわたる技術協力プロジェクト「移行帯参加型森林資源管理計画プロジェクト」を開始しました。

今般、独立行政法人国際協力機構はプロジェクトの終了時評価を行うことを目的として、2008年8月25日から9月10日まで JICA ガーナ事務所所長山内邦裕を団長として、ガーナ側と合同でプロジェクトの終了時評価を行いました。

調査団は、ガーナ政府関係者とプロジェクトの進捗の確認と今後の方向性に関する協議及びプロジェクトサイトでの現地調査を実施しました。

本報告書は、同調査団の調査・評価結果を取りまとめたものであり、今後のプロジェクトの展開、更には類似のプロジェクトにも活用されることを願うものです。

最後に、本調査にご協力とご支援を賜りました両国関係者の皆様に心から感謝の意を表しますとともに、引き続き一層のご支援をお願いする次第です。

2009年2月

独立行政法人国際協力機構
ガ ー ナ 事 務 所 所 長
所 長 山 内 邦 裕

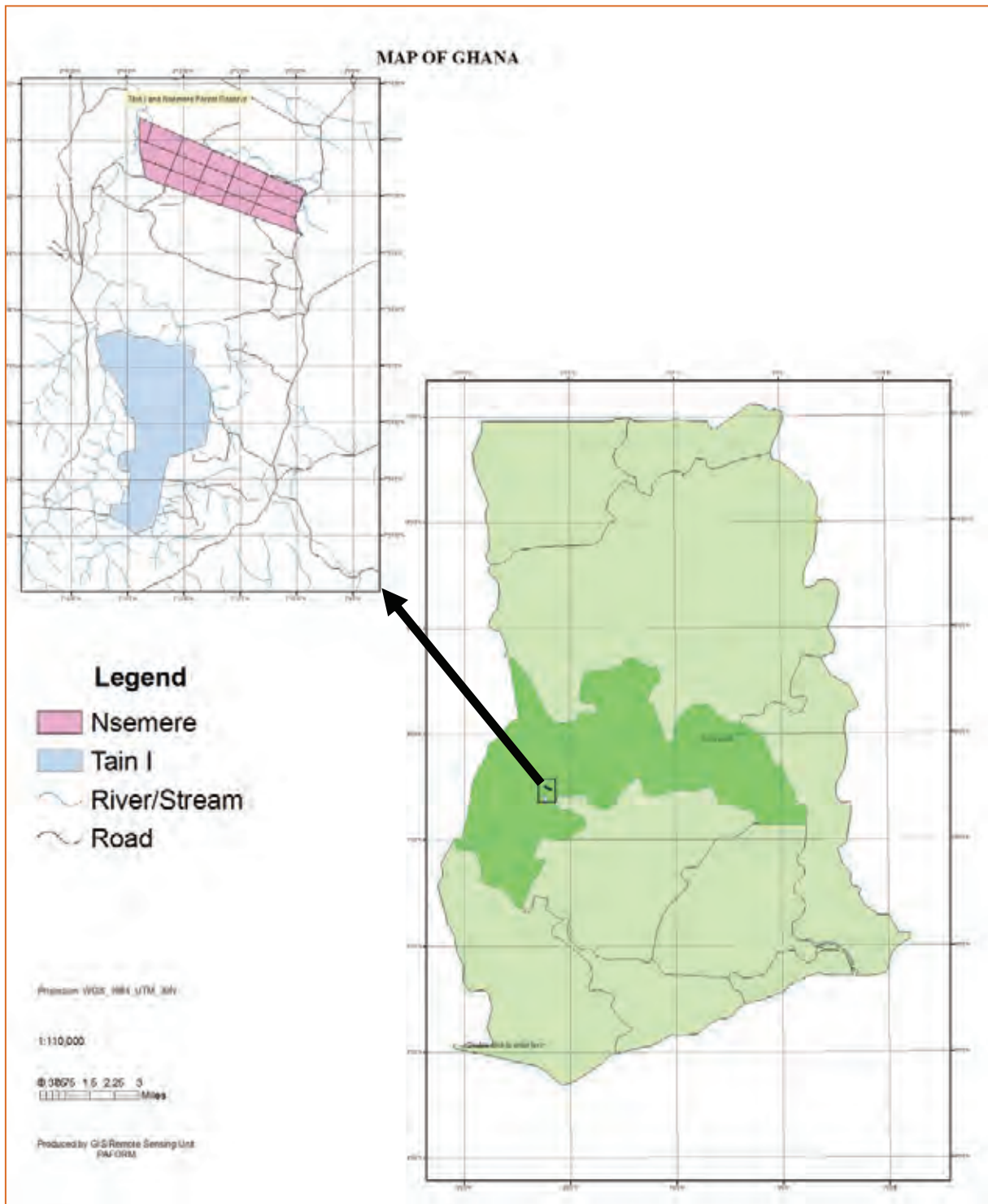
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プロジェクトサイト位置図



略語表

略語	正式名称	訳
AEA	Agriculture Extension Agent	農業普及員
CBWG	Community-Based Working Group	コミュニティ内ワーキンググループ
C/F	Community Facilitator	コミュニティファシリテーター
CFC	Community Forestry Committee	コミュニティ森林委員会
CP	Counterpart Personnel	カウンターパート
DA	District Assembly	郡議会
EPA	Environmental Protection Agency	環境保全庁
FC	Forestry Commission	林業委員会
FR	Forestry Reserve	森林保全区
FRMP	Forest Reserve Management Plan	森林保全区管理計画
FSD	Forestry Services Division	森林サービス局
GB	Green Belt	グリーンベルト
GPRS	Ghana Poverty Reduction Strategy	ガーナ貧困削減戦略
IGA	Income Generating Activities	生計向上活動
JCC	Joint Coordinating Committee	合同調整委員会
JICA	Japan International Cooperation Agency	国際協力機構
MOFA	Ministry of Food and Agriculture	食糧農業省
MLF	Ministry of Lands and Forestry	土地林業省
MoLFM	Ministry of Lands, Forestry and Mines	土地林業鉱業省
MoP	Manual of Procedure	手続きマニュアル
MTS	Modified Taungya System	改良タウンヤ・システム
NFPDP	National Forest Plantation Development Programme	国家植林開発計画
NREG	Natural Resources and Environmental Governance Program	天然資源・環境ガバナンスプログラム
NRMP	Natural Resources Management Programme	自然資源管理計画
OP	Operational Plan	管理活動計画
RMSC	Resource Management Support Center	資源管理支援センター
SP	Strategic Plan	戦略計画
WG	Working Group	ワーキンググループ

終了時評価調査結果要約表

1. 案件の概要	
国名：ガーナ	案件名：移行帯参加型森林資源管理計画（PAFORM）
分野：自然環境保全－持続的自然資源利用	援助形態：技術協力プロジェクト
所轄部署：ガーナ事務所	協力金額（評価時点）：4.6億円
協力期間	(R/D)：2004年3月30日～2009年3月30日
	先方関係機関：土地林業鉱業省、林業委員会森林サービス局
	日本側協力機関： 他の関連協力：
1-1 協力の背景と概要	
<p>ガーナ国全体の森林減少は1990年から2000年までの間、各年平均総森林面積の1.7%（120,000ha）にも及んでいる。プロジェクト対象地域の位置するブロン・アハフォ州は南部の湿潤気候に由来する高木帯と北部の乾性気候に由来するサバンナ帯との移行帯に位置している。移行帯地域の森林資源は土壌劣化の食い止めや木材生産等の貴重な外貨収入源、水源涵養の観点から貴重であるが、過剰な伐採や野火等により近年その劣化が著しく、森林の回復、保全は喫緊の課題となっている。</p> <p>森林保全は第二期ガーナ貧困削減戦略文書（GPRSII/2006年～2009年）において、重点開発課題「環境資源の保全と運用」に位置付けられている。森林セクター関連の政策としては、森林及び野生生物資源の保護と持続可能な開発を目指す「森林・野生動物政策」が1994年に策定され、1999年には、10カ年計画として自然資源管理計画（NRMP）が策定されている。更に、2001年には国家的な植林事業である国家植林開発計画（NFDP）が策定されている。これら一連の政策は共通して森林管理への住民の参加を重視しているが、現時点では概念はあるものの、現場での実践的な運用手法を見出せない状況にある。</p> <p>この様な状況下、我が国は開発調査「移行帯地域森林保全管理計画」（1997年－1999年）を実施し、ブロン・アハフォ州スニヤニ郡内の森林保全区の森林保全区管理計画案を作成した。また2001年4月から2003年4月まで個別専門家を派遣した。これらの成果を基に、ガーナ国は住民参加による持続可能な森林管理を実施するための新たなプロジェクトを我が国に要請した。これを受け、我が国政府は「ガーナ森林保全基礎調査」（2003年3月）及び事前評価調査（2003年10月）を実施し、要請内容の確認、協力枠組みの策定を行なった。本プロジェクトは同事前評価調査結果を踏まえ、2004年1月にガーナ国政府の土地森林省（Ministry of Lands and Forestry:MLF）及び森林サービス局（Forestry Services Division:FSD）と交換されたR/Dに基づき、2004年3月から「ブロン・アハフォ州の5パイロット森林保全区及びその周辺地域における参加型森林資源管理の実施」を目標に掲げて実施している。</p> <p>2005年12月には、中間評価を実施し、その結果を踏まえて、2006年3月にはPDMの改訂を実施した。PDMの下では、対応する課題の設定を従前の「荒廃する森林資源状況」から「実践的な参加型アプローチの不在」に移し、プロジェクト目標を「スニヤニ森林郡で移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される」と改定した。これにより、2009年3月のプロジェクト終了時まで、住民参加のもと、現場レベルで実践可能で持続可能な森林保全区管理計画を策定するとともに、パイロット活動を通して同管理計画の改善を行うことを目指している。</p> <p>前回の中間評価調査後、年度毎に人選するリスクを避け、事業運営の一貫性と効率性をより一層高めるため、2006年5月、運営方式を直営型から業務実施型に変更した。業務実施型に変更後、1年半を経過した2007年10月に運営指導調査を実施し、その結果を踏まえて2008年1月にPDMを再度改訂した。</p> <p>2009年3月にプロジェクトが終了するに当たり、プロジェクトの達成状況の確認・評価、及び今後の課題や終了後の方向性を確認することを目的に終了時評価を行った。</p>	
1-2 協力内容	
<p>パイロット対象地域であるティン1及びヌゼメレ森林保護区において、森林保全区管理計画を策定することを通して、森林サービス局及び住民が協働で森林保全区を持続的に管理するために必要な能力向上を図る。</p> <p>(1) 上位目標</p> <p>プロジェクトで改善された参加型アプローチがスニヤニ森林郡で運用される。</p>	

(2) プロジェクト目標

スンヤニ森林郡で、移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される。

(3) 成果

- 1) 森林サービス局 (FSD) 職員が参加型の森林保全区管理計画の作成及び実施に必要な技術と知識を身につける。
- 2) 戦略計画 (Strategic Plan: SP) 案の作成を踏まえ、手続きマニュアル (Manual of Procedure: MoP) の改善案が提示される。
- 3) FSD と選定された森林保全区周辺コミュニティとの間で、参加型の森林管理に必要な関係が形成される。
- 4) 森林保全区管理計画が住民参加の下で策定される。
- 5) 策定された森林保全区管理計画の下、森林保全区管理活動が住民参加の下で実施される。
- 6) プロジェクトで得られた参加型森林保全区管理のための教訓、提言が政府に提案される。

(4) 投入 (評価時点)

日本側：総投入額 4.6 億円

(直営)

長期専門家派遣	3 名	機材供与	0.38 億円
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短期専門家派遣	4 名	ローカルコスト負担	0.75 億円
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研修員受入	5 名		
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(民活)

日本人専門家派遣	6 名	その他	無し
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相手国側：

カウンターパート配置	22 名	機材購入	無し
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土地・施設提供	ブロン・アハフオ州 FSD 事務所、FSD 本局(アクラ)		
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ローカルコスト負担	0.12 億円	その他	無し
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2. 評価調査団の概要

調査者	山内 邦裕	団長	JICA ガーナ事務所 所長
	左近充 直人	評価管理	JICA 地球環境部 森林・自然環境グループ 森林・自然環境保全第二課
	Mr. Konlan Samson	評価計画	JICA ガーナ事務所 プログラムオフィサー
	田中 幸成	評価計画 2	JICA ガーナ事務所 所員
	Mr. Orstin	評価分析	ローカルコンサルタント

調査期間 2008 年 8 月 25 日～2008 年 9 月 10 日 評価種類：終了時評価

3. 評価結果の概要

3-1 実績の確認

プロジェクト目標：スンヤニ森林郡で、移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される。

指標 1	2 箇所の森林保全区管理計画が策定される。
指標 2	グリーンベルト活動および生計向上活動に参加している人の少なくとも 80% が活動内容に満足している。

プロジェクト目標の指標である森林保全区管理計画の策定は、2 つの森林保全区のうち、ヌゼメレ保全区の管理計画の策定が遅れているが、既にドラフトの作成は終了しており、2008 年内に認可のためのワークショップを開催予定である。管理計画の一部であるグリーンベルト・生計向上活動のコンセプトについては、高い満足度の下、積極的な参加を得ている。

アウトプット 1：森林サービス局職員が参加型の森林保全区管理計画の作成及び実施に必要な技術と知識を身につける。

指標 1	少なくとも 80 名の FSD スタッフが訓練される。
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指標 2	森林保全区管理計画策定に携わる FSD 管理職の少なくとも 6 名がプロジェクトの計画とコンセプトを理解している。
指標 3	参加者の 80%以上が向上したスキルと知識を活用する。
<p>アウトプットの指標である研修を受けた FSD スタッフの延べ人数、森林保全区管理計画策定に携わる FSD 管理部門スタッフの理解度、習得された技術の適用度については、既に目標値を達成しているか、プロジェクト期間内に目標値を達成する見込みである。</p> <p>アウトプット 2：戦略計画（Strategic Plan (SP)）案の作成を踏まえ、MoP(Manual of Procedure)の改善案が提示される。</p>	
指標 1	2箇所のパイロット森林資源にかかる戦略計画がドラフトされる。
指標 2	プロジェクトに関与する FSD スタッフの少なくとも 80%以上が改善された MoP を使用する。
<p>アウトプットの指標である策定された戦略計画の数については、既に戦略計画が含まれる 1つの森林保全区管理計画を策定済みであり、今後その経験を踏まえ 2つ目の管理計画をプロジェクト期間に策定予定である。MoP に対する提言の内容を理解している FSD スタッフの人数は、既に目標値を達成している。</p> <p>アウトプット 3：FSD と選定された森林保全区周辺コミュニティとの間で、参加型の森林管理に必要な関係が形成される。</p>	
指標 1	地域住民参加のもとで少なくとも 25 回の会合が開催される。
指標 2	6 人のコミュニティファシリテーター（Community Facilitator:C/F）が選定され、配置される。
指標 3	グリーンベルトおよび生計向上活動の参加者の 80%以上は森林資源管理強化のためには協働関係が重要であると認識している。
<p>アウトプットの指標である FSD と地域住民の会合の回数、採用された CF の人数、FSD とコミュニティの関係が強化されたと認識している参加者の数について、既に目標値を達成しているか、プロジェクト期間中に達成見込みである。</p> <p>アウトプット 4：森林保全区管理計画が住民参加の下で策定される。</p>	
指標 1	12 の実行計画及び 2つの森林保全区管理計画が策定される。
指標 2	12 のコミュニティにおいて、FSD とコミュニティの間でグリーンベルト活動にかかる MoU が署名される。
指標 3	プロジェクトに参加している FSD スタッフとコミュニティ住民の少なくとも 80%が森林保全区管理計画の存在を認識している。
<p>アウトプットの指標である戦略計画の数、FSD とコミュニティの間で取り交わされた MoUs (Minutes of Understanding) の数、コミュニティからの参加者の管理計画の認識度について、手続きとしてヌゼメレ保全区管理計画の策定、MoUs の土地林鉱業省大臣による署名が残っているが、プロジェクト期間内に達成見込みである。</p> <p>アウトプット 5：策定された森林保全区管理計画の下、森林保全区管理活動が住民参加の下で実施される。</p>	
指標 1	12 のコミュニティにおいて、実行計画が計画どおり実施される。
指標 2	コミュニティ住民の少なくとも 50%がグリーンベルト活動と生計向上活動のコンセプトを理解している。
<p>アウトプットの指標である運営計画の実施状況、グリーンベルト、生計向上活動についてのコミュニティの理解度について、ヌゼメレ保全区管理計画の策定の遅れから活動に若干の遅れが生じているが、コミュニティの高い理解の下に、テイン 1での経験を活かして実施可能な活動から開始しており、プロジェクト終了までにアウトプットを達成する見込みである。</p> <p>アウトプット 6：プロジェクトで得られた参加型森林保全区管理のための教訓、提言が政府に提案される。</p>	

指標 1	他ドナー、政府機関、民間企業およびコミュニティを対象として、提言の共有のために少なくとも3回のワークショップを開催する。
指標 2	ワークショップ参加者の少なくとも80%はプロジェクトの教訓について理解している

アウトプットの指標であるワークショップの回数、ワークショップ参加者の理解度については、まだワークショップは開催されておらず、目標値を達成していないが、教訓・提言は着実に取りまとめられている。

3-2 評価結果の要約

(1) 妥当性： 高い

本案件は、持続可能な森林資源管理の実施を目指すということからガーナ貧困削減戦略（GPRS）Ⅱに、当該国における農村地域の持続的な開発を行うということから日本の国別援助計画と整合性があり、妥当性は高いと考えられる。

本プロジェクトは当初、ブロン・アハフォ州の5つの森林保全区を対象としていたが、違法伐採、野火などの問題が発生している森林保全区の中から、政府とコミュニティ住民の双方参加による協議のための基盤を有している森林保全区を選定し、周辺の地域住民の参加による森林保全区管理を実施しており、対象地域のニーズと合致している。

(2) 有効性： やや高い

上述のように、プロジェクトの目標、アウトプットは現時点で完全には達成されていないが、プロジェクト期間内に概ね達成見込みであり、参加型アプローチの下に森林保全区管理計画を策定する中で、カウンターパート機関の能力強化は確実に進められており、プロジェクト目標である参加型アプローチの構築・改善に貢献している。また、プロジェクトで構築された参加型アプローチは、今後のFSDのメインストリームとするべく、プロジェクト関係者に限らず民間企業や他ドナーを含め広く広報を行う。

(3) 効率性： 中程度

量的、質的観点から不足のない投入によりアウトプットは概ねプロジェクト期間内に達成見込みであるものの、プロジェクトの進捗はスケジュールから遅れてきた。これには、プロジェクト開始当初のカウンターパート機関の予算措置が遅れたことや人選に時間を要したことからチーフアドバイザーの赴任が遅れたこと、2006年5月に直営型から業務実施型に変更後は、専門家派遣のタイミングは改善されたものの、活動の進捗のより日本人専門家派遣の計画を変更せざるを得ないことがあったこと等が影響していることが確認された。特に、ガーナ側からは、喫緊の意思決定に対応できる日本人専門家の常駐を期待する意見があげられた。また、プロジェクトによって能力強化され、参加型アプローチの中で重要な役割を担っているCFはFSDの正規職員ではないため、プロジェクトの投入を最大限発揮するためにも、今後もCFが活用されることが望まれる。

(4) インパクト： やや大きい

上位目標は現時点で達成されてはいないが、プロジェクトの中で、森林保全区管理計画策定のプロセスの確立、それに伴う参加型アプローチでの管理計画策定に必要なFSDの能力強化、コミュニティとの関係の構築等がなされ、1つの森林保全区管理計画が策定された。FSDによってこのノウハウが活かされ、必要な予算措置がなされ、且つ、他の森林保全区でのFRMP策定スケジュール、FSDによるCFの役割の引き継ぎ、生計向上活動の利益見通しについて整理されれば、プロジェクト終了後3年以内に、スンヤニ森林郡の他の森林保全区でも森林保全区管理計画の策定がなされる可能性は高い。

その他、以下の波及的なインパクトが認められている。

- ・グリーンベルト、生計向上活動において技術的なサポートを行う農業省との現場レベルでの協働関係の強化。今後、中央レベルで制度的な調整が図られることが望まれる。
- ・コミュニティの住民の環境保全の意識の芽生え。
- ・コミュニティと外界のアクセスの促進。グリーンベルト活動、生計向上活動による将来的な経済効果への期待。

(5) 自立発展性： 中程度

ガーナ国の「森林・野生動物政策」、「自然資源管理計画（NRMP）」、「国家植林開発計画（NFPDP）」等関連の政策では、共通して森林管理への住民の参加を重視しており、制度的には今後も参加型で森林管理

を進める高い持続性が認められる。また、技術的にも、FSDが地域住民ともに参加型アプローチの下に森林管理を進めるのに必要な技術が習得された一方、農業省等の関わりもプロジェクト終了後の技術的なサポート体制を強化しており、高い自立発展性が認められる。また、社会的側面でもFSDと地域住民の間の協働関係が構築されている。

しかしながら、組織的な観点から見ると、ワーキンググループの形成により、森林資源管理についてFSDスタッフの役割が明確になったが、今後どのようにスヤニ森林郡の他の森林保全区で森林保全区管理計画を策定していくかは明確にはなっていない。また、コミュニティファシリテーターの役割を引き継ぐ意思がFSDにありつつも、その詳細は明確になっていない。財政的にも、更なる森林保全区管理計画の策定をFSDの通常業務として進めるための予算の措置がNREG (Ghana Natural Resource and Environment Governance Program) から確保される見込みが強くなってきたものの、コミュニティレベルでは生計向上活動が十分な利益を生み出すかどうかの見込みは立っていない。

以上のことから、制度的、技術的、社会的には高い自立発展性が認められるものの、自立発展性を確実なものにするためには、組織的にFSDがコミュニティファシリテーターの役割を引き継ぎ、他の保全区で森林管理計画を策定していく具体的な行動計画を明確化するとともに、財政的に必要な予算の措置が確実になされ、コミュニティレベルでも生計向上活動の経済的な妥当性が確保される必要がある。生計向上活動については、プロジェクト終了までにその経済性を整理するとともに、青年海外協力隊(JOCV)等を活用した支援を行う。

3-3 効果発現に貢献した要因

(1) 計画内容に関すること

参加型森林管理という言葉は導入されていたものの、実際にどのように実施していくのかその方法は明確になっていなかった。そのため、参加型森林管理は誰が何をするのかということを繰り返し確認しながら実施することによって、関係者の役割を理解し、プロジェクト関係者の意識向上につながった。

(2) 実施プロセスに関すること

本プロジェクトは「参加型」を目指しているため、現場レベルで関係者が複雑になりがちであった。そのため、4つのワーキンググループ(1.戦略計画策定及び改定、2.グリーンベルトでの植栽活動、3.生計向上、4.モニタリング・評価)を作ってプロジェクト活動に取り組んだことによって、役割が明確になり、FSDスタッフと住民との良好な関係構築に寄与した。

3-4 問題点及び問題を惹起した要因

(1) 計画内容に関すること

森林資源管理センターによるインベントリー調査の結果及び情報の提出が遅れたことによって、森林資源管理計画の作成に遅れが生じたが、プロジェクト期間中には終了する予定であり、プロジェクト目標の達成には影響しない。

(2) 実施プロセスに関すること

プロジェクト開始当初、カウンターパート予算が予定通り措置されなかったため、適切な時期に現地活動を実施することができないという要因があったが、プロジェクト後半では、多少の遅れは見られたものの、その措置が改善された。

また、各地域では現地活動を行うにあたって十分に配慮すべき伝統や規範が存在しているため、コミュニティに立ち入る際に必要な手続きをプロジェクト開始時に明確にしておく必要があった。

3-5 結論

評価5項目による分析の結果、プロジェクトの進捗に遅れが見られるものの、1つの森林保全区管理計画の策定を通じて、カウンターパート及び関係者は、持続的に森林保全区を管理していくことが可能である。したがって、本プロジェクトは当初計画どおり終了することとする。

これは、1)カウンターパートがプロジェクトで改善された参加型アプローチを用いた森林保全区管理計画の策定を通じて知識と技術を修得した、2)カウンターパートと森林保全区の周辺コミュニティは、生計向上活動及びグリーンベルト活動の重要性を認識し、お互いの協働関係を構築したことから判断される。

3-6 提言（当該プロジェクトに関する具体的な措置、提案、助言）

3-6-1 プロジェクト終了までに取りられるべき措置

(1) ヌゼメレ保全区の森林保全区管理計画の策定

ヌゼメレ保全区の森林保全区管理計画は現在ドラフト段階にあり、2008 年内に認可のためのワークショップが予定されている。予定通り認可を得られるために、FSD は早急に必要なデータを収集し、ワークショップの日程を調整するべきである。

(2) コミュニティファシリテーターの役割の引継ぎ

FSD は、プロジェクト期間内にコミュニティファシリテーターの役割の引継ぎ、移行帯地域のその他の森林保全区での森林保全区管理計画の策定についての具体的な行動計画を作成すべきである。また、プロジェクトで育成した人材は今後の参加型アプローチによる森林保全区管理計画においても最大限活用されるべきである。

(3) 生計向上活動の経済分析

プロジェクトは生計向上活動の経済的な妥当性を分析し、見込まれる運営コストと収益を示すべきである。

(4) 出口戦略

林業委員会森林サービス局、日本人専門家が協力して 2008 年 12 月までに以下の内容を含む出口戦略を策定すべきである。

(a) 必要な予算の試算

自立発展性の観点から、プロジェクトは、参加型アプローチによる森林保全区管理計画策定にかかるコストを試算し、林業委員会 (Forestry Commission: FC) に示すべきである。FC は提示された必要コストを基に、必要な予算措置を講ずるべきである。

(b) PAFORM モデルの普及のための行動計画

ガーナ側はプロジェクトで開発された PAFORM モデルの重要性とプロセスを認識している。FSD にはこのプロジェクトで得られた経験・知識を移行帯地域の他の森林保全区へ活用し具体的なスケジュールを含む行動計画を作成するべきである。

※PAFORM モデルとは、1) 計画段階からの住民参加の導入、2) GB 活動の実施、3) 生計向上活動の実施、4) ファシリテーターの配置のコンポーネントからなる、本プロジェクトで改善された参加型アプローチである。

(c) 人的資源、設備の配置換え

スタッフや供与機材は、プロジェクトの成果を持続させ、強固にすることを考慮して適切に再配置されるべきである。

3-6-2 プロジェクトの終了後にとられるべき措置

(1) JOCV の派遣

2009 年 3 月から 2 名の JOCV がブロン・アハフォ州 FSD に着任予定であるが、JOCV は専門家として働くのではなく、コミュニティの人々と村落開発のために一緒に活動する。JOCV の活動については彼らの着任後に FSD と十分話し合われるべきである。

(2) 森林資源管理センターとの協働

森林資源管理センターは森林保全区管理計画の策定を支援する重要な機関のひとつであり、インベントリーや地図作成などに必要なデータを有している。FSD は森林資源管理センターとの関係を強化し、GIS の実施と能力強化のための適切なシステムを検討するべきである。プロジェクトによって強化された GIS の能力は今後も更新され、移行帯地域に活用されるべきである。

(3) 農業食料省の関わり

生計向上活動については、FSD は農業食料省と協働する必要がある。現状では FSD が農業食料省、特に農業普及員の参加を調整している。FSD は農業食料省に、生計向上活動に計画段階から実施段階まで

関わる計画を年間計画の一部として策定するよう提案すべきである。

(4) 供与機材

機材は適切に供与され、時期、質、量ともに適切にガーナ側に引き渡されている。供与機材の一部が引き渡された後は、ガーナ側によってそれら機材は適切に活用されている。今後すべての機材が、必要な予算措置の下、ガーナ側に適切に維持管理されることが期待される。

3-7 教訓

(1) 予算にかかる必要な情報の共有

双方の予算計画が早期に共有されなかったことが、特にガーナ側のその後の予算計画の作成、予算の配賦に影響した。適切な予算計画の作成、予算措置のために、プロジェクト予算などの情報が関係者に早期に共有されることが望ましい。

(2) ステイクホルダーの関係の明確化

プロジェクトは「参加」を目指しているため、PAFORMには多くのステイクホルダーが関与し、その関係は現場レベルで複雑になりがちであった。その場合、ステイクホルダーが責任とモチベーションを理解できるようにするために、プロジェクト実施におけるステイクホルダーの役割が明確にされるべきである。

(3) 各地域の伝統・規範への考慮

コミュニティの動員・参加を円滑にするために、プロジェクト予算はコミュニティに立ち入る際の手続き（飲み物やスナックの持参など）に対応できるよう柔軟であるべきである。プロジェクト開始時に、こうした問題をどのように処理するか、双方で明確にするべきである。

(4) 参加型アプローチにおける win-win の関係

参加型アプローチは参加者のコミットメントを要求するが、利益なしに活動に労力をさいてもらうことは見込めない。このプロジェクトはFSDがコミュニティに通う反面、コミュニティから森林管理への協力を得ている。またコミュニティはグリーンベルト活動で労力を提供する代わりに、生計向上活動、グリーンベルト活動においてFSDからサポートを得ている。この win-win の関係が参加型アプローチを推進している。

3-8 フォローアップ状況

特に無し

Summary

I. Outline of the Project	
Country : Ghana	Project title : Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana
Issue/Sector : Nature Conservation-Sustainable Use of Natural Resources	Cooperation scheme : Technical Cooperation
Division in charge : JICA Ghana office	Total cost : 460 million yen
Period of (R/D) : 30/03/04~30/03/09	Partner Country's Implementing Organization : Ministry of Lands, Forestry and Mines, Forestry Commission - Forest Services Division
<p>1-1. Background of the Project</p> <p>The Government of Ghana (hereinafter referred to as "GOG") describes its overall policy direction of the forest sector in the Forest and Wildfire Policy 1994, which aims at the conservation and sustainable development of the nation's forest and wildlife resources for the maintenance of environmental quality and perpetual flow of optimum benefits to all segments of society. Involvement of rural people in forestry and wildlife conservation is also emphasized as one of the main objectives. Although recognition of the importance of involving local communities in forest management has become an essential part of forestry policies and programs, the apathy of the forest fringe communities towards forest management still remains as a major issue in various aspects of forest management. There is a pressing need to implement comprehensive participatory forest resource management with maximum involvement of the fringe communities.</p> <p>In view of the importance of managing forest resources in Ghana, particularly, in the Transitional Zone, the Government of Japan (hereinafter referred to as "GOJ"), through JICA, has extended support to GOG since 2004, by conducting the Project called 'Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana', so-called PAFORM project for a period of five (5) years, till March, 2009. After the Project started, some constraints were identified in the mid-term evaluation in 2005. As a result of that, Project Design Matrix (PDM) was modified and since then the Project has been run following the new project objectives. Compared to the original PDM which aimed at mainly forest management, the new Project Purpose emphasized the participation of the local people in the forest management, while also focusing on community development. In 2007 a Joint Consultation Team carried out a terminal evaluation study of the performance of the Project. Based on the result, PDM was modified to show the newly introduced activities such as Income Generation Activities (IGA) and Green-Belt (GB) Activities and to clarify the indicators.</p> <p>The Project is due to end in March 2009 and in accordance with JICA's Project management practice, a terminal evaluation of the Project was conducted.</p> <p>1-2. Project Overview</p> <p>This project aims to develop the necessary capacity for FSD staff and community people to cooperate mutually and manage forest reserves through developing the Forest Reserve Management Plan in the pilot areas, namely Tain I and Nzemere Forest Reserve.</p> <p>(1) Overall Goal</p> <p>Improved participatory approaches for sustainable Forest Reserve Management are adopted in Sunyani Forest District</p> <p>(2) Project Purpose</p> <p>Participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District</p>	

(3) Outputs

1. FSD personnel are trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan (FRMP).
2. Manual of Procedure (MoP) is modified to reflect the draft Strategic Plan (SP).
3. Partnership between FSD and target communities for Forest Reserve Management is established.
4. Forest Reserve Management Plans are developed with active participation of local population.
5. Forest Reserve Management activities are implemented in collaboration with local population.

Recommendations on the basis of lessons learned from project are submitted to the government of Ghana.

(4) Inputs

Japanese side : (Total 460 million yen)

Equipment 38 million Yen Local cost 75 million Yen

(2004.3-2006.5)

Long-term Expert 3 Short-term Expert 4

Trainees received 5

(2006.5~)

Expert 6 Others N/A

Ghanaian Side :

Counterpart 22 Equipment N/A

Land and Facilities office space in Brong Afafo and FSD HQ

Local Cost 12 million Yen

Others N/A

II. Evaluation Team

Members of Evaluation Team	Mr. Kunihiro YAMAUCHI	Leader	Resident Representative, JICA Ghana
	Mr. Naoto SAKONJU	Evaluation Management	Forestry and Nature Conservation Division II, Forestry and Natural Conservation Group, Global Environmental Department, JICA HQ
	Mr. Konlan SAMSON	Evaluation Planning	Program Officer, JICA Ghana
	Mr. Yukinari TANAKA	Evaluation Planning II	Assistant Resident Representative, JICA Ghana
	Mr. George Ortsin	Evaluation Analysis	Consultant
Period of Evaluation	25/08/2008 ~ 10/09/2008		Type of Evaluation : Terminal

III. Results of Evaluation

3-1. Project Performance

Project Purpose: Participatory Approaches for sustainable management of the Forest Reserves in the Transitional Zone are improved through Pilot Activities in Sunyani Forest District

Indicator 1	Forest Reserve Management Plans of two pilot forest reserves are developed
Indicator 2	At least 80% of participants in Green Belt (GB) and Income Generating Activities (IGA) are satisfied with the activities

The project purpose is not fully achieved as of the terminal evaluation. However, the validation workshop of FRMP for Tain I had been held and we are waiting for the sign by the Minister. The FRMP for Nzemere had been drafted and the validation workshop of FRMP for Nzemere will be held within the end of 2008.

Both GB activities and IGA as a part of FRMP satisfied community people in the target area, they actively participate and cooperate into forest management.

(Output 1) FSD personnel are trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan.

Indicator 1	At least, eighty (80) FSD personnel are trained
Indicator 2	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
Indicator 3	The enhanced skills and knowledge are applied by at least 80% of participant

Achievement level of Output 1 is high.

The total number of trained FSD staff, the understanding of FSD management staff for the process of the planning and concept of the Project, the applied skill and knowledge by trained FSD staff already have been achieved or will be achieved indicators set up by the Project within the Project term.

(Output 2) MoP is modified to reflect the draft Strategic Plan

Indicator 1	Strategic Plans for two pilot Forest Reserves are drafted.
Indicator 2	At least 80% of FSD staff engaged in the project recognize that revised MoPs are adopted

Output 2 is to be achieved by the end of the Project.

FRMP consists of Strategic Plan and Action Plan. The FRMP for Tain I will be finalized soon based on discussion in the validation workshop. The FRMP for Nzemere is the draft stage as of the terminal evaluation and the validation workshop will be held within the end of 2008.

The number of FSD staff who understands proposed modifications to the MoP already has achieved the target indicator.

(Output 3) Partnership between FSD and target communities for participatory Forest Reserve Management is established

Indicator 1	At least, twenty-five (25) meetings are facilitated by the project with local populations.
Indicator 2	Six (6) Community Facilitators (CF) are selected and appointed.
Indicator 3	At least 80% of participant in GB and IGA recognize that the collaborative relationship for forest management is strengthened

Achievement level of Output 3 is mostly high.

The number of implemented meetings, assigned CF and participated community people who recognize that the collaborative relationship for forest management is strengthened has already achieved or will be achieved within the Project term.

(Output 4) Forest Reserve Management Plans are developed with active participation of local population

Indicator 1	Twelve (12) Operational Plan and two (2) Forest Reserve Management Plans are developed
Indicator 2	In twelve (12) target communities, MoUs for GB Activities are signed between FSD and communities
Indicator 3	At least, 80% of community participants and FSD staff in the Project recognize the existence of Forest Reserve Management Plans

The prospects for achieving output 4 are high.

The number of Strategic Plan and MoU exchanged between FSD and Communities is to be achieved within the Project term although the sign by the Minister is not yet as the final procedure. And community participants recognize the FRMP well through a series of consultations and meetings by the Project.

(Output 5) Forest Reserve Management activities are implemented in collaboration with local population

Indicator 1	In all twelve (12) target communities, Operational Plans are implemented as planned
Indicator 2	At least 50% of community participants understand the concept of GB and IGA

Actually action plans of each community have already been implemented, operational plans which consist of action plans are waiting for approval by FSD. Although the activities of Output 5 are not fully implemented, the achievement level at the moment is satisfactory and it is expected to be high by the termination of the Project.

(Output 6) Recommendations on the basis of lessons learned from project are submitted to the government of Ghana.

Indicator 1	At least, three (3) workshops are held to share recommendations with other DPs, public and private sector, and community
Indicator 2	At least 80% of participants in workshop understand the recommendations addressed in the workshop

The prospects of achieving Output 6 are moderate at the time of the terminal evaluation. The information sharing workshop is not held yet at this moment, but the Project is compiling the lessons learned and will submit the recommendations to the Ghana Government within the end of the Project.

3-2. Summary of Evaluation Results

(1) Relevance: High

The Project aims at sustainable forest management and rural development. This suits for both the GPRS II of Ghana and Country Assistance Program for Ghana of Japan. Originally the Project targeted five (5) forest reserves in Brong Afafo, however, the Project selected two forest reserves of Tain I and Nzemere which have the base FSD and fringe community people work together among other forest reserves which have wild fire and illegal cutting after mid-term evaluation. Therefore, the Project corresponds to the needs for targeted sites in terms of managing the forest reserves by involving surrounding community people.

(2) Effectiveness: Mostly High

The project purpose and outputs are not fully achieved at this moment but they are to be achieved within the Project term. The capacity of counterparts and related organizations has developed and strengthened through formulating FRMP by using PAFORM approach and it contributes the achievement. The developed participatory approach should be disseminated to not only the project participants but also private and other donors as to be a mainstream of FSD.

(3) Efficiency: Moderate

Although the project purpose and outputs are to achieve within the Project term by the appropriate inputs from the view points of quantity and quality, the progress of the Project has been behind schedule according to the project operational plan, because there are some reasons why the delay of both counterpart fund allocation and arrivals of Chief Advisor, and why we had to shift the dispatch of Japanese experts as to meet the delay of the Project activities, though the dispatch timing of experts were improved after May, 2006. Especially, Ghana side expected that Japanese expert who can timely decide essential issues should stay in Ghana as long as possible. Though trained CFs play a very important role in the participatory forest resource management, unfortunately, they are not permanent staff of FSD. It is expected for FSD to hire CFs as FSD staff in order to make the most of the Project inputs.

(4) Impact: Mostly High

Although overall goal is not achieved yet, the capacity of counterparts has been developed through the formulation process of FRMP and the good relationship between community people and FSD has been established. It seems that FRMPs for other forest reserves in the transitional zone will be developed within 3 years after the termination of the Project in case that FSD utilize developed skill and knowledge and necessary budget be allocated in addition FRMP formulation schedule is cleared, the role of CF is carried over to FSD, the economical relevance on IGA is clarified.

The following good impacts have been recognized:

- The cooperation system between community and MOFA which assists technical aspects concerning GB and IGA has established in a field.
- The consciousness toward environmental protection among community people grew up.
- Community people had a connection with the outside. Economical impact by GB and IGA will be obtained in Future.

(5) Sustainability: Moderate

The Government of Ghana emphasises the participation of community people into forest management based on their policies such as the Forest and Wildlife Policy, NRMP and NFPDP. The capacity of counterparts has been developed through the formulation process of FRMP and the good relationship between community people and FSD has been established. Therefore, sustainability of the project is politically, technically and socially high. Meanwhile, the following issues are required to make it sure from the view points of institutional and economical sustainability.

- FSD institutionally takes over the function of CF
- FSD clarifies concrete action plans to develop FRMPs for other forest reserves
- Necessary budget financially are allocated
- Economical relevance on IGA are clarified in community level

Concerning IGA, it should be considered to utilize other schemes such as JOCV in addition to clarify the economical relevance on IGA by the end of the Project.

3-3. Factors promoting better sustainability and impact

(1) Factors concerning to Planning

FSD has known only the word “Participatory Forest Resource Management” so far, but they actually do not know a way and method of its implementation. Therefore, the Project have repeatedly reminded the concept of PAFORM approach and the roles of people concerned to the Project at every opportunity, and this prompted related people to improve the consciousness toward environmental protection.

(2) Factors concerning to the Implementation Process

There were a lot of stakeholders in activities and participants were complicated because the Project aimed at ‘Participatory’. Therefore, four working groups, which were the group on formulation and improvement of Strategic Plan, the group on GB activities, the group on IGA activities and the group on monitoring and evaluation, were set up in the Project. These groups contributed to clarify the roles of people concerned and establish the good relationship between community and FSD by working together.

3-4. Factors inhibiting better sustainability and impact

(1) Factors concerning to Planning

Resource Management Support Centre conducted the inventory survey. The submission of the report had delayed because it took a lot of time to compile and summarize results of the survey. Therefore, the formulation of FRMP had been behind the schedule. However, two FRMPs will be finalized within the end of the Project and the Project purpose will be achieved.

(2) Factors concerning to the Implementation Process

At the beginning of the Project, the Project could not be started some of activities at appropriate timing because a counterpart fund did not disburse on schedule. Thereafter, the delay of budget disbursement was improved.

There were traditional events and standards which we must pay careful attention, when we work in the field. It should be clarified the necessary procedure at the beginning of the Project.

3-5. Conclusion

Based on the results of the evaluation, it is recognized that the Project suffered delays on schedule, especially on Output 5. However, capacity development has been done through developing the FRMP for Tain I, the purpose of the Project will be achieved within the Project period.

This has been judged from the following facts:

- (1) FSD staff have acquired knowledge and skills through experience of FRMP development by using improved participatory approach which is the PAFORM model.
- (2) FSD and the forest fringe communities have established mutual relationship and recognize the importance of GB and IGA.

The Project should finish necessary procedure for developing FRMP for Nzemere as soon as possible and should shape exit strategy clearly such as estimation of the necessary budget and action plan for expansion of FRMP to other FRs in Sunyani.

3-6. Recommendations

3-6-1 Measures to be implemented before the termination of the Project

(1) Development of FRMP for Nsemere

FRMP for Nsemere is being drafted and validation workshop on FRMP for Nsemere should be held by the end of 2008. FSD should get necessary data for developing the FRMP as soon as possible and finalize it. Then FSD should decide on the date for the Validation Workshop for Nsemere and start to prepare for it.

(2) Handing over of tasks from CF to FSD staff

FSD should develop an action plan to rollover the functions of CFs to front line staff and develop FRMP with participatory approach in other FRs in Transitional Zone before the Project ends. Human resources trained by the Project should be utilized in the future participatory FRMP as much as possible.

(3) Economic analysis of IGA activities

The Project should analyze the economic feasibility of IGA and show the running and operational costs and estimated benefit of the IGAs by the end of the Project.

(4) Exit strategy

A combined team of Japanese experts and FC/FSD should develop an exit strategy to guide the smooth transition of the PAFORM Project into the mainstream by December 2008 for implementation before Project closure. The strategy should include the followings:

(a) Budget Estimate

From the view point of sustainability, the running and operational cost for developing participatory FRMP should be estimated by the Project Secretariat (Japanese experts and FSD) and communicated to Forestry Commission (FC). Based on that, FC should allocate the necessary budget.

(b) Action plan for expansion of PAFORM model*

FSD recognizes the importance and process of PAFORM model developed in the Project. FSD should therefore utilize experiences and knowledge gained from the Project to other FRs in transitional zone and develop an action plan including the detail schedule.

*: PAFORM model consists of 1) community participation from the planning stage, 2) Implementation of GB activities, 3) Implementation of IGA, 4) Deployment of CFs.

(c) Redeployment of Human and Capital Resource

Staff and project equipment should be reassigned appropriately taking into consideration the sustainability and consolidation of Project gains.

Measures to be implemented after the termination of the Project

(1) Japan Oversea Cooperation Volunteer (JOCV)

Two JOCVs will be assigned to FSD Brong Ahafo from March 2009. They will not play the roles of experts, but will work together with community people and basically contribute to rural development. It is suggested that the detailed activities of JOCVs should be discussed sufficiently between JOCVs and FSD after their arrival.

(2) Collaboration with RMSC

RMSC is one of the important organizations that assists to develop FRMP and has necessary data such as inventory data and mapping. FSD should strengthen the relationship with cooperating organizations and consider

the appropriate system of implementation and training for GIS. GIS capacity developed by the Project should be up-graded in the near future to serve the transitional zone.

(3) Involvement of MOFA

In the case of IGA activities, FSD has to collaborate with MOFA. In the current situation, FSD arranges for the participation of MOFA, especially in the use of extension officer (AEA). The FC through MoLFM should negotiate with MOFA to plan their involvement in IGA activities from the planning to implementation stages as a part of the annual plan of operation.

(4) Provided equipments

The equipment are properly provided in accordance with project activities and handed over to FSD. After taking over some equipment, the Ghanaian side has properly utilized those equipment. It is expected that all equipment will be continuously maintained by the Ghanaian side with necessary budget allocation.

3-7. Lessons Learned

(1) Information sharing on budget

The delay of presentation of a budget plan both Ghanaian side and Japanese side affected to make out a next year's budget plan, allocate and disburse the budget. It is expected to share budget information at appropriate timing to make up the budget plan and allocate the budget.

(2) Clarification of roles of stakeholders

Since the Project aims at facilitating participation among various stakeholders, PAFORM has many different kinds of stakeholders and the relationships tend to be complex on the ground. In order to enable the stakeholders be aware of their responsibilities and be motivated, the roles of stakeholders in implementing the Project should be clarified through dialogue.

(3) Consideration of respective traditions and norms

The Project budget should be flexible enough to take care of community entry formalities (e.g. offering drinks, snacks, etc) to make community mobilization and participation smooth. At the beginning of the Project, both sides should clarify how they will deal with this issue.

(4) Win-win relationship in participatory approach

Participatory approach requires participants' commitment but no one labors on any activity without any benefit. In this project, FSD goes into the forest fringe communities and obtains their cooperation in forest management. On the other hand, those communities supply labor force in forest management as GB activities and get support from FSD in IGA and GB activities. This win-win relationship promotes participatory approach.

8. Follow-up Situation

N/A

第1章 終了時評価調査の概要

1.1 調査団派遣の経緯と目的

1990年から2000年までの間にガーナ国全体の森林減少は各年平均で総森林面積の1.7% (120,000ha)にも及んでいる。プロジェクト対象地域の位置するブロン・アハフォ州は南部の湿潤気候に由来する高木帯と北部の乾燥気候に由来するサバンナ帯との移行帯に位置している。移行帯地域の森林資源は土壌劣化の食い止めや木材生産等の貴重な外貨収入源、水源涵養の観点から貴重であるが、過剰な伐採や野火等により近年その劣化が著しく、森林の回復、保全是喫緊の課題となっている。

森林保全是第二期ガーナ貧困削減戦略文書 (GPRSII/2006年～2009年)において、重点開発課題「環境資源の保全と運用」に位置付けられている。森林セクター関連の政策としては、森林及び野生生物資源の保護と持続可能な開発を目指す「森林・野生動物政策」が1994年に策定され、1999年には、10カ年計画として自然資源管理計画 (NRMP) が策定されている。更に、2001年には国家的な植林事業である国家植林開発計画 (NFPDP) が策定されている。これら一連の政策は共通して森林管理への住民の参加を重視しているが、現時点では概念はあるものの、現場での実践的な運用手法を見出せない状況にある。

この様な状況の下、我が国は開発調査「移行帯地域森林保全管理計画」(1997年～1999年)を実施し、ブロン・アハフォ州スニヤニ郡内の森林保全区の森林保全区管理計画案を作成した。また2001年4月から2003年4月まで個別専門家を派遣した。これらの成果を基に、ガーナ国は住民参加による持続可能な森林管理を実施するための新たなプロジェクトを我が国に要請した。これを受け、我が国政府は「ガーナ森林保全基礎調査」(2003年3月)及び事前評価調査(2003年10月)を実施し、要請内容の確認、協力枠組みの策定を行なった。本プロジェクトは同事前評価調査結果を踏まえ、2004年1月にガーナ国政府のMLF及びFSDと交換されたR/Dに基づき、2004年3月から「ブロン・アハフォ州の5パイロット森林保全区及びその周辺地域における参加型森林資源管理の実施」を目標に掲げて実施している。

2005年12月には、中間評価を実施し、その結果を踏まえて、2006年3月にはPDMの改訂を実施した。PDMの下では、対応する課題の設定を従前の「荒廃する森林資源状況」から「実践的な参加型アプローチの不在」に移し、プロジェクト目標を「スニヤニ森林郡で移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される」と改定した。これにより、2009年3月のプロジェクト終了時まで、住民参加のもと、現場レベルで実践可能で持続可能な森林保全区管理計画を策定するとともに、パイロット活動を通して同管理計画の改善を行なうことを目指している。

前回の中間評価調査後、年度毎に人選するリスクを避け、事業運営の一貫性と効率性を一層高めるため、2006年5月、運営方式を直営型から業務実施型に変更した。業務実施型に変更後、1年半を経過した2007年10月に運営指導調査を実施し、その結果を踏まえて2008年1月にPDMを再度改訂した(添付2を参照)。

2009年3月にプロジェクトが終了するに当たり、プロジェクトの達成状況の確認・評価、及び今後の課題や終了後の方向性を確認することを目的に終了時評価を行った。

1.2 調査団の構成

	Name	Job title	Occupation	Period
ガーナ側				
1	M. O. Abebrese		Ag. Executive Director, 森林サービス局	
2	Yaw Kwakye		Project Manager, 森林サービス局	
3	Joseph Yaw Appiah-Gyapong		Corporate Monitoring & Evaluation, 森林委員会	
4	Kofi Darko		Extension Services Directorate, 農業食料省	
日本側				
1	山内 邦裕	団長	JICA ガーナ事務所 所長	Sep. 1–Sep. 10
2	左近充 直人	評価管理	JICA 地球環境部 森林・自然環境保全第二課	Sep. 1–Sep. 10
3	Konlan Samson	評価計画	JICA ガーナ事務所 プログラムオフィサー	Sep. 1–Sep. 10
4	田中 幸成	評価計画 2	JICA ガーナ事務所 所員	Sep. 1–Sep. 10
5	George Ortsin	評価分析	コンサルタント	Aug. 8–Sep. 12

1.3 調査日程

No.	DATE	Activity		
		Mr. Yamauchi, Mr. Samson, Mr. Tanaka	Mr. Sakonju	Mr. Orstin
1	8/25			Interview to GP
2	26			Move to Sunyani
3	27			-Collection field data -Preparation Document and Data Compilation
4	28			
5	29			
6	30		Narita Dep. 1130	
7	31		Accra Arr 1815 (KL862)	
8	9/1	0900 Meeting with JICA office 1400 Courtesy call for FSD		
9	2	Move to Sunyani 1430 2 nd Terminal Evaluation Meeting		
10	3	Field Survey (Nsemere; Kofitwumkrom)		
11	4	0900 Validation Workshop		
12	5	0900 Meeting with Joint Evaluation members		
13	6	Move to Accra		
14	7	Internal meeting		
15	8	0900 Internal Meeting 1500 Drafting of Minutes of Meeting and Joint Evaluation Report		
16	9	1000 Drafting of Minutes of Meeting and Joint Evaluation Report		
17	10	1000 Signing of Minutes of Meeting on Terminal Evaluation 1530 Report to EOJ Dep. 2120 (KL590)		

1.4 プロジェクトの概要

(1) 上位目標

プロジェクトで改善された参加型アプローチがスンヤニ森林郡で運用される。

(2) プロジェクト目標

スンヤニ森林郡で、移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される。

(3) 成果

- 1) 森林サービス局 (FSD) 職員が参加型の森林保全区管理計画の作成及び実施に必要な技術と知識を身につける。
- 2) 戦略計画 (Strategic Plan (SP)) 案の作成を踏まえ、MoP (Manual of Procedure) の改善案が提示される。
- 3) FSD と選定された森林保全区周辺コミュニティとの間で、参加型の森林管理に必要な関係が形成される。
- 4) 森林保全区管理計画が住民参加の下で策定される。
- 5) 策定された森林保全区管理計画の下、森林保全区管理活動が住民参加の下で実施される。
- 6) プロジェクトで得られた参加型森林保全区管理のための教訓、提言が政府に提案される。

第2章 終了時評価の方法

2.1 基本方針

- 1) プロジェクトの実施プロセスや達成状況を現状と実績の整理・確認を通じて把握する。
- 2) 「JICA 事業評価ガイドライン (改訂版)」に基づき、評価5項目 (妥当性、有効性、効率性、インパクト、自立発展性) の観点から評価を行う。
- 3) 上記作業に基づき、プロジェクト残り期間の課題やプロジェクト終了後の方向性を確認する。
- 4) 上記作業に基づき、ガーナ側と協同で合同評価レポート (英文) を作成し、署名する。

2.2 評価項目と評価方法

1) プロジェクトの実績 (プロジェクト目標、アウトプットの達成度、投入実績等) や実施プロセスを含むプロジェクト情報を整理し、実施状況の把握・分析を行う。

項目	視 点
実績の検証	<ul style="list-style-type: none">・投入は計画通り実施されているか・アウトプットに向けて活動は進んでいるか・プロジェクト目標は達成されそうか・上位目標の達成見込みはあるか

実施プロセスの検証	<ul style="list-style-type: none"> ・活動は計画通りに実施されているか ・技術移転の方法に問題はないか ・プロジェクトのマネジメント体制（モニタリング、プロジェクト内コミュニケーションなど） ・実施機関やCPのプロジェクトに対する認識は高いか ・ターゲットグループのプロジェクトへの参加度や認識は高いか ・実施過程で生じている問題や効果発現に影響を与えそうな要因は何か
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2) 評価調査に必要な評価設問の設定を行い、評価5項目ごとに具体的な評価設問を設定し、評価デザインとして「評価グリッド」を作成する。

項目	視 点
妥当性	「プロジェクト目標」及び「上位目標」は、プロジェクトの目標として意味があるか（受益者のニーズに合致しているか、問題・課題の解決策として適切か、相手国と日本側の政策との整合性はあるか、プロジェクトの戦略・アプローチは妥当など）検討する。
有効性	プロジェクトの「アウトプット」によって「プロジェクト目標」がどこまで達成されたか、あるいは達成される見込みであるかを検討する。
効率性	プロジェクトの「投入」と「アウトプット」の関係に着目し、資源が有効に活用されているか。投入された資源の質、量、手段、方法、時期の適切度を検討する。
インパクト	プロジェクトが実施されたことにより生ずる直接的・間接的な正負の影響をみる。計画当初に予想されなかった影響や効果も含む。
自立発展性	協力が終了した後も、プロジェクト実施による便益が持続されるかどうかを、プロジェクトの自立度を中心に検討する。

第3章 プロジェクトの実績

3.1 投入実績

3.1.1.日本側投入

本プロジェクトは2004年3月に開始し、2005年12月に中間評価を実施し、プロジェクト運営方式が直営から業務実施契約に変更となった。プロジェクト全期間を通じて派遣された専門家は以下のとおりである。

1) 長期専門家

	Name	Field	Months	Period
1	Mr. Akira Sato	Chief Advisor/Forest Resource Management Planning	21	21 May 2004 – 3 Mar. 2005 25 Apr. 2005 – 25 Mar. 2006
2	Mr. Kengo Yoshida	Project Coordinator/Participatory Forest Resource Management	24	10 Mar. 2004 – 9 Mar. 2006
3	Ms. Satoko Kato	Participatory Rural Development/ Extension	24	17 Mar. 2004 – 16 Mar 2006
Total			69	

2) 短期専門家

	Name	Field	Months	Period
1	Mr. Akinori Nishio	Forest Economy	2	10 Jan. – 10 Mar., 2005
2	Dr. Hisao Kawasaki	Seed Procurement	0.5	8 Mar. – 24 Mar., 2005
3	Mr. Tomohiro Shibayama	Rural Development/Extension	3.5	9 Apr. – 22 Jul., 2005
4	Mr. Hirofumi Ishizaka	Monitoring and Evaluation of Forest Management Plans	3	6 Aug. – 3 Nov., 2005
Total			9	

3) 業務実施型による専門家

	Name	Field	Months	Period
1	Mr. Koji Terakawa	Forest administration	6	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
2	Mr. Hideyo Shimazu	Participatory method	4	7 Oct. – 5 Dec., 2006 2 Jun. – 31 Jul., 2007
3	Ms. Rie Kitao	Social/Gender	16	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
4	Mr. Akihiko Hata	Agriculture/Income generation	3.1	2 Jun. – 31 Jul., 2007 2 Feb. – 5 Mar., 2008
5	Ms. Tomoko Nishigaki	Participatory method B	1.9	24 Apr. – 1 Jun., 2007 24 Sep. – 11 Oct., 2007
6	Mr. Nobumitsu Miyazaki	Participatory forest management	7.9	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
Total			38.9	

4) 供与機材

日本側からはこれまでに、車輛、オートバイ、ジェネレーター、パソコンなどの供与が実施された。これらの機材は総額で0.38億円が投入された。(添付1 合同評価レポート Annex4 参照。)

5) 研修員受入

本プロジェクトでは、5名の研修員を日本に受け入れた。

	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 Donyah	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

6) 総投入額

これまでに日本側は4.6億円を投入しており、このうちローカルコストは0.75億円となっている。

3.1.2. ガーナ国側

1) カウンターパート配置

本プロジェクトにおいては、総勢22名のカウンターパートが配置された。詳細は以下のとおり。

Title	Number
Project Director	1
Project Coordinator	1
Counterparts	
◆ Project Manager	1
◆ Assistant Project Manager	1
◆ PAFORM secretary	1
◆ Drivers	2
Operations	
District Forest manager	1
◆ Assistant District Manager	2

◆ Range Supervisors	2
◆ Service Officers	1
Plantations	
◆ Zonal Plantation Manager	1
◆ Area Plantation manager	2
◆ Plantation Supervisors	5
Customer Service	1

2) 敷地、建物、設備

スンヤニにある FSD ブロン・アハフォ州事務所にプロジェクト事務所が提供された。また、アクラの FSD 本部にも事務室を提供された。2007 年 11 月に FSD 本部が移転し、新しい FSD 本部には事務室の提供はなされていないが、FSD 本部での事務作業については、FSD 総裁の執務室が活用されたため、問題は生じていない。

3) ローカルコスト負担

2006 年以降ではローカルコストとして約 0.12 億円が投入されている。詳細は以下のとおり。

Amount Released by FSD HQ to the Project	
Date	Amount (GH¢)
May 2006	25,000.00
February 2007	24,800.00
August 2007	15,000.00
February 2008	50,000.00
TOTAL	114,800.00

3.2 実施プロセスおよび成果達成度

3.2.1. 実施プロセス

1) 成果 1

成果 1 の活動について、参加型森林資源管理を行うに当たって FSD 職員への研修、特にファシリテーション研修やマネジメント研修はプロジェクトの進捗に大きく寄与した。

2) 成果 2

成果 2 の活動については、MoP の作成プロセスにおいて予定よりも遅れが生じた。これは、MoP の作成にはより使いやすいものとするために、住民参加による参加型森林保全区管理計画の策定プロセスや植林エリアのゾーニングなどフィールドレベルでの経験等を十分に反映させる必要があったためである。

3) 成果 3

成果 3 の活動については、わずかな遅れが見られるものの進捗は顕著である。コミュニティフ

アシリテーターを中心として、プロジェクトのコンセプトや森林保全区管理計画をコミュニティに紹介している。また、森林資源管理にかかる住民の関与については、MoU を締結することによって公的な効力を有している。

4) 成果 4

成果 4 の活動については、テイン I 森林保全区の森林保全区管理計画は策定されたものの、ヌゼメレ森林保全区における森林保全区管理計画についてはドラフト段階であり、認可のためのワークショップなどが実施されていないため、最終化できていない。

5) 成果 5

成果 5 の活動については、部分的に実施されている。森林保全区管理計画が最終化されていないが、フィールドレベルではグリーンベルトや生計向上活動については、アクションプランに従ってすでに実施されている。

6) 成果 6

成果 6 の活動については現時点では実施されていないが、プロジェクト終了までに実施される計画である。

このようにプロジェクトの進捗は全体的に遅れがちであった。評価時においては、P0 からは遅れが生じているものの、遅れを取り戻しつつある。これらの原因として上記のほか、以下の点が指摘された。

- ・ プロジェクト開始当初、カウンターパート予算が予定どおり措置されなかったこと。
- ・ 森林サービス局内の植林部の設立以後、プロジェクトの活動の実施において運営部門と植林部門の間で明確な役割分担がなされていなかったこと。
- ・ 森林保護区のデータ収集と分析が森林サービス局によって定期的に実施されなかったこと。
- ・ 資源管理支援センターによるヌゼメレ保全区のインベントリーレポートの提出が遅れたこと。

3.2.2. 成果達成度

1) 成果 1 : 森林サービス局職員が参加型の森林保全区管理計画の作成及び実施に必要な技術と知識を身につける。

成果 1 の達成度は高いと判断される。理由は以下のとおり。

指標 1: 少なくとも 80 名の FSD スタッフが訓練される

評価時において、78 名が訓練を受けており、残りの期間までに 3 件以上の訓練が計画されている。そのため、目標値である 80 名以上については達成される見込みである。

指標 2: 森林保全区管理計画策定に携わる FSD 管理職の少なくとも 6 名がプロジェクトの計画とコンセプトを理解している

管理計画策定のためにワーキンググループ 1 を設立した。ワーキンググループ 1 は、6 名の FSD 管理職と 2 名のコミュニティファシリテーターから構成されており、訓練を受けた FSD 管理職は直接的に管理計画策定に携わっているため、プロジェクトのコンセプト及び計画についてはよく理解している。

指標 3:参加者の 80%以上が向上したスキルと知識を活用する

訓練に参加したすべての参加者が、訓練で習得したスキルや知識を用いてグリーンベルト活動や生計向上活動の実施、および森林保全区管理計画の策定に携わっている。

2) 成果 2:戦略計画 (Strategic Plan (SP)) 案の作成を踏まえ、MoP (Manual of Procedure) の改善案が提示される。

成果 2 については、プロジェクト終了までに達成することが見込まれる。

指標 1:2 箇所のパイロット森林資源にかかる戦略計画がドラフトされる

森林保全区管理計画は、戦略計画と実行計画から構成されている。戦略計画は、資源管理のための長期目標を掲げ、この目標を達成するためにとられるべき行動について述べられている。

ティン I の森林保全区管理計画は 2008 年 9 月に実施された認可ワークショップにおいて議論され、この議論結果を反映させて、大臣による署名がなされれば完成となる。このティン I 森林保全区管理計画の策定に当たっては、改善された MoP を使用している。

新しい戦略計画の主な変更点は以下の通り。

- ・森林資源、特にグリーンベルト緩衝地帯である森林保全区の辺縁における実質的な管理者としてのコミュニティグループの協力
- ・計画の中において、コミュニティの役割、権利、責任の明確化
- ・計画策定過程におけるコミュニティグループとの協議
- ・森林管理への関与と併せて家畜支援活動などの紹介

一方、ヌゼメレ森林保全区管理計画については、ドラフト版が策定された段階であり、2008 年末に認可のためのワークショップが開催予定となっている。

指標 2:プロジェクトに関与する FSD スタッフの少なくとも 80%以上が改善された MoP を使用する

全部で 21 名のスタッフが直接的にプロジェクト実施に関与しており、このうち 18 名がワーキンググループ 1 から 4 のいずれかに属している。このため、86%が改善された MoP を認識している。改善された MoP はまだ承認されていないが、プロジェクトにおいて変更点を提案している。この変更点はプロジェクト活動に基づいて、現実に即し、より使いやすいように作成されており、特にワーキンググループ 1 のメンバーはこの点をよく理解している。この変更点を反映させた MoP が FSD により承認されれば、FSD スタッフは、今後、他の地域の森林保全区管理計画を作成する際に活用することになる。

3) 成果 3: 森林サービス局と選定された森林保全区周辺コミュニティとの間で、参加型の森林管理に必要な関係が形成される。

成果 3 の達成度はやや高いと判断される。

指標 1: 地域住民参加のもとで少なくとも 25 回の会合が開催される

ワーキンググループ 2 と 3 が 12 コミュニティの中に形成され、森林資源管理に参加するための訓練を受けている。これまでに 24 回の公式の会議やワークショップが開催されている。これに加えて、森林保全区管理計画を策定するにあたり、多くの非公式会合が実施されている。

指標 2: 6 人のコミュニティファシリテーターが選定され、配置される

6 名のコミュニティファシリテーター（ティン I、ヌゼメレにそれぞれ 3 名ずつ）が任命され、12 コミュニティを担当している。

指標 3: グリーンベルトおよび生計向上活動の参加者の 80% 以上は森林資源管理強化のためには協働関係が重要であると認識している

グリーンベルト活動及び生計向上活動の参加者は、FSD 管理職、コミュニティグループ、コミュニティファシリテーター、農業省職員、レンジスーパーバイザーである。これらはワーキンググループ 2、3 に所属しており、インタビューの結果、すべての参加者において、森林資源管理を行うに当たり、FSD との協働が必要であることを認識している。

Participants in GB and IGA	Level Extent of Recognition of Collaborative relationships for forest management			
	Very well Recognized	Recognized	Indifferent	Not well recognized
FSD Management staffs (6)	6			
Community Groups (4)	1	3		
Community Facilitators (6)	6			
MOFA frontline staffs(4)	2	2		
Range Supervisors (3)	3			

Source: Field Data August 2008

4) 成果 4: 森林保全区管理計画が住民参加の下で策定される。

成果 4 の達成見込みは高いと判断される。

指標 1: 12 の実行計画及び 2 つの森林保全区管理計画が策定される

実行計画は戦略目標を達成するためにとられるべきワークプログラムと定義される。プロジェクトではティン I とヌゼメレのそれぞれ 6 コミュニティにおいてグリーンベルト活動と生計

向上活動にかかる実行計画の策定に取り組んでいる。そのため、実行計画は全部で 24 個策定される。テイン I については、2008 年 9 月 3 日に認可のためのワークショップを開催し、関係者からのコメントを取り付けた。ヌゼメレについては 2008 年末までに認可のためのワークショップが開催される予定である。

指標 2:12 のコミュニティにおいて、FSD とコミュニティの間でグリーンベルト活動にかかる MoU が署名される

公式にはまだ MoU は締結されていない。これまでプロジェクトでは、MoU のドラフトについて関係者と非公式に議論を行っている。この MoU ドラフトについてはプロジェクト期間中に、FSD の承認を得て、コミュニティと大臣との署名が交わされる予定である。

指標 3:プロジェクトに参加している FSD スタッフとコミュニティ住民の少なくとも 80%が森林保全区管理計画の存在を認識している

テイン I とヌゼメレのそれぞれ 4 つのコミュニティにおいて、120 名に確認したところ、森林保全区管理計画が策定中であることを認識していた。また、コミュニティ住民は森林保全区管理計画のもとで、生計向上活動やグリーンベルト活動を通じて FSD が住民を支援することを認識していた。

これに加え、FSD スタッフおよびコミュニティファシリテーターは、森林資源管理策定の過程に携わっており、その存在を認識している。

5) 成果 5:策定された森林保全区管理計画の下、森林保全区管理活動が住民参加の下で実施される。

各コミュニティのアクションプランはすでに実施されており、これらのアクションプランからなる実行計画については FSD の承認を待っている状況である。成果 5 の活動は完全に全部が開始されているわけではなく、現時点での達成度は一部であるが、プロジェクト終了までには達成することが見込まれる。

指標 1:12 のコミュニティにおいて、実行計画が計画どおり実施される

テイン I の 6 コミュニティでは、グリーンベルト活動と生計向上活動のアクションプランが実施中である。ヌゼメレについては、森林保全区管理計画が策定中ではあるものの、テイン I での経験を活かし、実施可能な活動から開始している。

指標 2:コミュニティ住民の少なくとも 50%がグリーンベルト活動と生計向上活動のコンセプトを理解している

プロジェクトに参加した 88%に当たる 133 名のコミュニティ住民は、グリーンベルト活動と生計向上活動の策定プロセスを通じて、グリーンベルト活動と生計向上活動のコンセプトを理解している。

6) 成果 6:プロジェクトで得られた参加型森林保全区管理のための教訓、提言が政府に提案さ

れる。

成果 6 の達成見込みについては、評価時点では中程度と判断される。プロジェクトではこれまでの教訓を取りまとめて、情報共有ワークショップ終了後にガーナ側に対して提言を提出予定である。

指標 1:他ドナー、政府機関、民間企業およびコミュニティを対象として、提言の共有のために少なくとも 3 回のワークショップを開催する

評価時点で情報共有のためのワークショップは開催されていない。2009 年 1 月末までに 2 つの情報共有ワークショップを開催する予定である。また、このワークショップはスンヤニとアクラでそれぞれ実施される。

指標 2:ワークショップ参加者の少なくとも 80%はプロジェクトの教訓について理解している
評価時点でワークショップは開催されていないが、上記のとおり今後開催される予定である。

3.3 プロジェクト目標の達成状況

プロジェクト目標：スンヤニ森林郡で、移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される。

プロジェクト目標は評価時点においては達成されていないものの、プロジェクト終了までに達成する見込みである。

指標 1:2 箇所の森林保全区管理計画が策定される

テイン I 保全区の森林保全区管理計画については 2008 年 9 月 3 日認可のためのワークショップが開催され、大臣による署名が得られれば完成となる。一方、ヌゼメレ保全区については、森林保全区管理計画のドラフトが策定されており、2008 年末までに認可のためのワークショップが開催される予定となっている。これにより、プロジェクト期間中に 2 箇所の森林保全区管理計画が策定される予定である。

指標 2:グリーンベルト活動および生計向上活動に参加している人の少なくとも 80%が活動内容に満足している

グリーンベルト活動および生計向上活動の参加者は、高い満足度の下、積極的に活動に取り組んでいる。

3.4 上位目標達成見込み

上位目標：プロジェクトで改善された参加型アプローチがスンヤニ森林郡で運用される。

現時点で上位目標は達成されていないが、プロジェクトによって森林保全管理計画の策定のために必要な技術移転はなされており、今後、「PAFORM モデル」が森林サービス局によって普及され、必要な予算措置がなされれば、今後スンヤニ森林郡内の残る 4 つの保全区でも管理計画が策定さ

れる見込みである。

※PAFORM モデルとは、1)計画段階からの住民参加の導入、2)GB 活動の実施、3)生計向上活動の実施、4)ファシリテーターの配置のコンポーネントからなる、本プロジェクトで改善された参加型アプローチである。

第4章 評価結果

4.1 評価5項目による評価結果

4.1.1 妥当性

妥当性は高いと判断される。

1) ガーナ国家戦略・政策及び我が国の国別援助計画に対する整合性

移行帯地域における森林は、ブロン・アハフォ州の多くの住民が従事している農業に必要な適度の降雨をもたらす適切な微気候を形成しており、大変重要な役割をなしている。この地域の森林は、農産物に対するハマターンの影響を抑えている。

本案件は、持続可能な森林資源管理の実施を目指すということからガーナ貧困削減戦略（GPRS）Ⅱに、当該国における農村地域の持続的な開発を行うということから日本の国別援助計画と整合性があり、妥当性は高いと考えられる。

2) 対象地域選定の妥当性

プロジェクト開始時はブロン・アハフォ州の5つの森林保全区を対象としていたが、対象となる範囲が非常に大きすぎるため、中間評価において目指すべきFRMPの定義や指標を見直し、対象とする活動地域の絞込みを行った。下記3)の観点からスンヤニ地区の2つの森林保全区（Tain I、Nsemere）がパイロットサイトとして選定された。また、スンヤニ地区にあるYaya保全区において、アフリカ開発銀行のファンドによるプロジェクトが実施されており、地域的な役割分担および相乗効果が見られた。

3) 受益者ニーズとの妥当性

本プロジェクトは以下の理由により、対象地域のニーズと合致する。

- ・森林管理において、政府と地方住民の双方参加による協議のための基盤を形成している
- ・FSDスタッフとコミュニティ住民の双方によって参加型の森林保全区管理を実施するものであり、これは対象地域周辺で問題となっている違法伐採、野火などの防止に寄与する
- ・参加型森林管理、コミュニティモービライゼーションに対するFSDスタッフのスキルを向上し、コミュニティ住民の雇用につながる
- ・多目的グリーンベルト活動のコンセプトは、森林管理に住民を参加させることにより貧困削減に寄与する

4.1.2 有効性

有効性はやや高いと判断される。

上述のように、プロジェクトの目標、アウトプットは現時点で完全には達成されておらず、以下のように問題点も認められたものの、プロジェクト期間内に概ね達成見込みであり、参加型アプローチの下に森林保全区管理計画を策定する中で、カウンターパート機関の能力強化は確実に進められており、プロジェクト目標である参加型アプローチの構築・改善に貢献している。また、アウトプット6に関連し、プロジェクトで構築された参加型アプローチは、今後のFSDのメイン

ストリームとするべく、プロジェクト関係者に限らず民間企業や他ドナーを含め広く広報を行う。

1) 効果発現に貢献した要因

1-1 計画内容に関すること

参加型森林管理という言葉は導入されていたものの、実際にどのように実施していくのかその方法は明確になっていなかった。そのため、参加型森林管理は誰が何をするのかということを繰り返し確認しながら実施することによって、関係者の役割を理解し、プロジェクト関係者の意識向上につながった。

1-2 実施プロセスに関すること

本プロジェクトは「参加型」を目指しているため、現場レベルで関係者が複雑になりがちであった。そのため、4つのワーキンググループ（1. 戦略計画策定及び改定、2. グリーンベルトでの植栽活動、3. 生計向上、4. モニタリング・評価）を作ってプロジェクト活動に取り組んだことによって、役割が明確になり、FSDスタッフと住民との良好な関係構築に寄与した。

2) 問題点及び問題を惹起した要因

2-1 計画内容に関すること

森林資源管理センターによるインベントリー調査の結果及び情報の提出が遅れたことによって、森林保全区管理計画の作成に遅れが生じたが、プロジェクト期間中には終了する予定であり、プロジェクト目標の達成には影響しない。

2-2 実施プロセスに関すること

プロジェクト開始当初、カウンターパート予算が予定通り措置されなかったため、適切な時期に現地活動を実施することができないという要因があったが、プロジェクト後半では、多少の遅れは見られたものの、その措置が改善された。

また、各地域では現地活動を行うにあたって十分に配慮すべき伝統や規範が存在しているため、コミュニティに立ち入る際に必要な手続きをプロジェクト開始時に明確にしておく必要があった。

4.1.3 効率性

効率性は中程度と判断される。

プロジェクト目標、アウトプットは概ねプロジェクト期間内に達成見込みであり、日本側およびガーナ側からの投入が質的にも量的にも概ね適切であったと考えられるものの（添付1 合同評価レポート Annex3 を参照）、プロジェクトの進捗は若干スケジュールから遅れも生じており、以下の問題点が指摘された。

1) 日本人専門家

プロジェクト当初、早期に派遣可能な適切な人材が見つからずチーフアドバイザーの赴任が遅れたこと、また、当初の専門家の派遣スケジュールは決められているため、プロジェクト活動の進捗によって、スケジュールの変更を余儀なくされたこと（2006年5月より運営方式を直

営型から業務実施型に変更後は、専門家派遣のタイミングは改善された)等が確認された。特に、ガーナ側からは、喫緊の意思決定に対応できる日本人専門家の常駐を期待する意見が挙げられた。

2) カウンターパート予算

カウンターパート予算配賦が遅れがちであり、6ヶ月遅れて配賦されることもあった。日本側から中間評価時および運営指導調査時の申し入れに加え、随時会議の場において督促したものの、その問題は解決されず、現地活動のスケジュールも遅れがちになり、プロジェクト活動の円滑な進捗に影響を及ぼした。

3) コミュニティファシリテーターの存在

コミュニティファシリテーターはコミュニティとFSDを結ぶ橋渡し役として大変重要な役割を果たした。しかしながら、この参加型アプローチの中で重要な役割を担っているコミュニティファシリテーターはFSDの正規職員ではないため、今後はFSDがこの役割を果たす必要がある。プロジェクトの投入を最大限発揮するためには、今後もコミュニティファシリテーターを活用していくことが望まれる。

4.1.4 インパクト

インパクトはやや大きいと判断される。

1) 上位目標達成の見込み

現時点で上位目標達成に言及することは難しいが、プロジェクトの中でテインI森林保全区管理計画の策定を通じて、計画策定のプロセスの確立、参加型アプローチでの計画策定に必要なFSDの能力強化、コミュニティとの関係構築などがなされている。このため、プロジェクト期間中にヌゼメレについても森林保全区管理計画の策定が見込まれており、FSDがこれらの経験を活かし、また必要な予算措置がなされ、且つ、他の森林保全区でのFRMP策定スケジュール、FSDによるC/Fの役割の引き継ぎ、IGAの利益見通しについて整理されれば、スンヤニ地区にあるその他の森林保全区における管理計画の策定をFSDが行っていくことは十分に可能であると判断される。

2) 他機関との協力体制

グリーンベルト活動および生計向上活動において技術的なサポートを行う農業省との現場レベルでの協働関係の強化がなされた。しかしながら、この関係を更に持続的なものにしていくためには今後は中央レベルで組織的な調整が図られる必要がある。プロジェクト活動を通じてフィールドレベルではFSDとコミュニティとの関係は改善されており、両者が協同して森林管理を行うことに自信を持っている。

3) 環境に対する意識の変化

プロジェクトでは、グリーンベルト活動および生計向上活動を通じて再三にわたり、ワークショップやミーティングにおいて環境教育を行ってきたため、コミュニティ住民は環境保全に対する意識が芽生えている。このことは対象保全区の維持管理を行っていくうえで、プラスの効果となりうる。

4) 社会経済的側面

社会的側面としては、プロジェクトではコミュニティファシリテーターの協力により、コミュニティ内のネットワーク及び人間関係構築の機会を提供した。経済的には、総計 760 名の住民が生計向上活動によって訓練を受けており、そのうち 10 名は自己資金によって生計向上活動への投資を行っている。グリーンベルト活動では 360 名の住民が森林管理に参加している。プロジェクトが実施したこれらの活動から得られた技術や知識は農民間普及によって広がりを見せている。

4.1.5 自立発展性

自立発展性は中程度と判断される。

1) 制度的側面

ガーナ政府は国家政策により参加型森林管理を進めており、移行帯地域にあるすべての森林保全区については、森林保全区管理計画を作成する際には参加型で実施する必要がある。このため、今回プロジェクトで構築した PAFORM アプローチは、ガーナ国の制度に合致しており、高い持続性が認められる。

2) 技術的側面

カウンターパートの技術的能力を鑑みるに、FSD スタッフは、プロジェクト活動を通じてコミュニティ住民ともに参加型アプローチを用いて森林管理を進めるのに必要な技術が習得された。一方、コミュニティ住民は、生計向上活動やグリーンベルト活動に非常に積極的であり、技術の習得に熱心である。これらの活動に関しては、農業省傘下の農業普及員がトレーナーとしてコミュニティ住民の技術的なサポートが必要であるが、プロジェクトにおいて良好な関係が構築された。プロジェクト終了後については、この技術的なサポート体制を強化してすることにより高い自立発展性が期待される。

3) 社会的側面

プロジェクトが実施される前までは、コミュニティ住民と FSD スタッフとは敵対関係にあったが、プロジェクトの活動を通じて森林保全区管理計画のコンセプトを住民はよく理解しており、FSD スタッフとコミュニティ住民との間に協働関係が構築された。

4) 組織的側面

組織的な観点から見ると、ワーキンググループの形成により、森林資源管理について FSD スタッフの役割が明確になった。参加型アプローチを進めていくに当たっては、コミュニティファシリテーターが重要な役割を果たすことが認められたため、今後は FSD スタッフがいかにこの役割を引き継いでいくかが鍵となるが、その詳細は明確になっていない。

複数のドナーからの自然環境保全分野への財政支援である NREG プログラム(2008 年から 2012 年まで 5 年間の支援)の下、5 年以内に森林保全区管理計画を策定することが予定されていることは望ましいが、今後どのようにスンヤニ森林郡の他の森林保全区で森林保全区管理計画を策定していくかそのプロセスが明確にはなっていない。

5) 財政的側面

財政的には、更なる森林保全区管理計画の策定を FSD の通常業務として進めようとしている。このためには予算の措置が必要であるが、これは NREG から確保される見込みが強くなっている。しかし、現時点では NREG の予算が FSD 州事務所及び FSD 郡事務所に確実に配賦されるかどうか分からないため、今後確実に予算が確保されるように働きかけが必要である。

また、コミュニティレベルにおいては、生計向上活動が十分な利益を生み出し、持続的な取組みが可能かどうかについての十分な検証までは実施されていない。そのため、引き続き、FSD がコミュニティ支援を行っていく必要がある。

NREG プログラムの予算は表 4-1 のとおり。

表 4-1 NREG プログラム予算

DPs	2008 年度	2009 年度
Embassy of Kingdom of Netherland	9.4	9.4
WB	20.0	20.0
AFD	1.5	1.5
EC	-	3.0
DFID	2.0	4.0
Total	32.9	37.9

(M\$)

6) 総論

以上のことから、制度的、技術的、社会的には高い自立発展性が認められるものの、自立発展性を確実なものにするためには、組織的に FSD がコミュニティファシリテーターの役割を引き継ぎ、他の保全区で森林管理計画を策定していく具体的な行動計画を明確化するとともに、財政的に必要な予算の措置が確実になされることが重要である。加えて、コミュニティレベルでも生計向上活動の経済的な妥当性が確保される必要がある。

4.2 結論

評価 5 項目による分析の結果、プロジェクトの進捗に遅れが見られるものの、1つの森林保全区管理計画の策定を通じて、カウンターパート及び関係者は、持続的に森林保全区を管理していくことが可能である。したがって、本プロジェクトは当初計画どおり終了することとする。

これは、以下の点から判断される。

- 1) カウンターパートがプロジェクトで改善された参加型アプローチを用いた森林保全区管理計画の策定を通じて知識と技術を修得した。
- 2) カウンターパートと森林保全区の周辺コミュニティは、生計向上活動及びグリーンベルト活動の重要性を認識し、お互いの協働関係を構築した。

第5章 提言・教訓

5.1 提言

5.1.1. プロジェクト終了までに取りられるべき措置

(1) ヌゼメレ保全区の森林保全区管理計画の策定

ヌゼメレ保全区の森林保全区管理計画は現在ドラフト段階にあり、2008 年内に有効化ワークショップが予定されている。予定通り有効化を終えるために、FSD は早急に必要なデータを収集し、ワークショップの日程を調整するべきである。

(2) コミュニティファシリテーターの役割の引継ぎ

FSD は、プロジェクト期間内にコミュニティファシリテーターの役割の引継ぎ、移行帯地域のその他の森林保全区での森林保全区管理計画の策定についての具体的な行動計画を作成すべきである。また、プロジェクトで育成した人材は今後の参加型アプローチによる森林保全区管理計画においても最大限活用されるべきである。

(3) 生計向上活動の経済分析

プロジェクトは生計向上活動の経済的な妥当性を分析し、見込まれる運営コストと収益を示すべきである。

(4) 出口戦略

FC、FSD、日本人専門家が協力して 2008 年 12 月までに以下の内容を含む出口戦略を策定すべきである。

1) 必要な予算の試算

自立発展性の観点から、プロジェクトは、参加型アプローチによる森林保全区管理計画策定にかかるコストを試算し、FC に示すべきである。FC は提示された必要コストを基に、必要な予算措置を講ずるべきである。

2) PAFORM モデルの普及のための行動計画

ガーナ側はプロジェクトで開発された PAFORM モデルの重要性とプロセスを認識している。FSD にはこのプロジェクトで得られた経験・知識を移行帯地域の他の森林保全区へ活用し具体的なスケジュールを含む行動計画を作成するべきである。

3) 人的資源、設備の配置換え

スタッフや供与機材は、プロジェクトの成果を持続させ、強固にすることを考慮して適切に再配置されるべきである。

5.1.2. プロジェクトの終了後にとられるべき措置

(1) JOCV の派遣

2009年3月から2名のJOCVがブロン・アハフォ州FSDに着任予定であるが、JOCVは専門家として働くのではなく、コミュニティの人々と村落開発のために一緒に活動する。JOCVの活動については彼らの着任後にFSDと十分話し合われるべきである。

(2) RMSCとの協働

RMSCは森林保全区管理計画の策定を支援する重要な機関のひとつであり、インベントリーや地図作成などに必要なデータを有している。FSDはRMSCとの関係を強化し、GISの実施と能力強化のための適切なシステムを検討するべきである。プロジェクトによって強化されたGISの能力は今後も更新され、移行帯地域に活用されるべきである。

(3) MOFAの関わり

生計向上活動については、FSDはMOFAと協働する必要がある。現状ではFSDがMOFA、特にAEAの参加を調整している。FSDはMOFAに、彼らの年間計画の一部として、生計向上活動に計画段階から実施段階まで関わる計画を策定するよう提案すべきである。

(4) 供与機材

機材は適切に供与され、時期、質、量ともに適切にガーナ側に引き渡されている。供与機材の一部が引き渡された後は、ガーナ側によってそれら機材は適切に活用されている。今後すべての機材が、必要な予算措置の下、ガーナ側に適切に維持管理されることが期待される。

5.2 教訓

(1) 情報共有

双方の予算計画が早期に共有されなかったことが、特にガーナ側のその後の予算計画の作成、予算の配賦に影響した。適切な予算計画の作成、予算措置のために、プロジェクト予算などの情報が関係者に早期に共有されることが望ましい。

(2) ステイクホルダーの関係の明確化

プロジェクトは「参加」を目指しているため、PAFORMには多くのステイクホルダーが関与し、その関係は現場レベルで複雑になりがちであった。その場合、ステイクホルダーが責任とモチベーションを理解できるようにするために、プロジェクト実施におけるステイクホルダーの役割が明確にされるべきである。

(3) 各地域の伝統・規範への考慮

コミュニティの動員・参加を円滑にするために、プロジェクト予算はコミュニティに立ち入る際の手続き（飲み物やスナックの持参など）に対応できるよう柔軟であるべきである。プロジェクト開始時に、こうした問題をどのように処理するか、双方で明確にするべきである。

(4) 参加型アプローチにおけるwin-winの関係

参加型アプローチは参加者のコミットメントを要求するが、利益なしに活動に労力をさいても

らうことは見込めない。このプロジェクトは FSD がコミュニティに通う反面、コミュニティから森林管理への協力を得ている。またコミュニティはグリーンベルト活動で労力を提供する代わりに、IGA、グリーンベルト活動において FSD からサポートを得ている。この win-win の関係が参加型アプローチを推進している。

5.3 総括

本プロジェクト開始時の目標は、「ブロン・アハフォ州の 5 パイロット森林保全区及びその周辺地域において参加型森林保全管理が実施される」であったが、中間評価実施後、目指すべき参加型森林保全管理計画の定義が明確ではないことが指摘され、「参加型アプローチの改善」が重要な課題であるとし、プロジェクト目標を「スンヤニ森林郡で、移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される」に変更した。これにより、取り組むべき課題とプロジェクト活動が明確化され、プロジェクトの進捗に改善が見られた。

本プロジェクトにおける終了時評価時点での各アウトプットの指標を見る限りでは、達成度自体は高いとはいえない。しかし、プロジェクト目標を達成する上で重要な指標となっている「2 つの保全区（テイン I、ヌゼメレ）において森林保全管理計画を作成すること」については、終了時評価時点で一つの保全区（テイン I）において認可のためのワークショップ（Validation Workshop）が終了し、もう一つのヌゼメレ保全区についても第二ドラフト作成段階にあり、行動計画に基づく各活動については森林保全管理計画の策定過程を通じてすでに実施されている。

現場レベルに目を向けると、本プロジェクト実施以前はお互いに敬遠していたコミュニティと森林サービス局が、プロジェクト実施後は、お互いに協力しあう関係が構築され、お互いに歩み寄る意識が定着しつつある。対象コミュニティでは、森林保全管理計画におけるグリーンベルト活動、生計向上活動が実施されており、参加している農民の意識は高く、コミュニティ内で農民間での技術移転も見られ始めているため、徐々に拡大していくことが期待される。

本プロジェクトで開発された参加型アプローチについてはガーナ側に高く評価されており、ガーナ側の高いオーナーシップが感じられた。プロジェクト終了後の予算確保の状況については、NREG（Natural Resources and Governance Programme）の資金（年間約 US\$ 30Million、2008 年～2012 年）が確保された。しかし、具体的な計画、すなわち、残り 7 つのスンヤニ森林保護区における森林保全管理計画をどのような順番で、いつまでに作成するのか、またそれに必要な予算と人員が確保されるのかについては、現段階では決まっていない。調査団は提言として、これらの詳細計画について、プロジェクト期間内に協議し、自立発展性を高めることとした。

残りのプロジェクト期間内において、これら上記課題が整理され、計画通りに実行されることによって、プロジェクト目標は達成することが見込まれる。

プロジェクト終了後については、JOCV の派遣、森林サービス局は資源管理支援センター及び農業食料省と協働して、森林保全管理計画の策定及び GB、IGA 活動の支援を行う。これに加え、供与機材については、ガーナ側で適切に管理されることを提言し、その使用状況については NREG による資金確保状況及び森林保全管理計画の詳細進捗と併せ、JICA ガーナ事務所を通じてモニタリングする必要がある。

添 付 資 料

1. 合同評価レポート
2. PDM の変遷
3. 運営指導調査報告書

MINUTES OF MEETING
BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
THE GHANAIAN TERNAL EVALUATION TEAM
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PARTICIPATORY FOREST RESOURCE MANAGEMENT (PAFORM) PROJECT IN THE
TRANSITIONAL ZONE OF THE REPUBLIC OF GHANA

The Japanese Terminal Evaluation Team, organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Kunihiro YAMAUCHI, visited the Republic of Ghana from September 1- 10, 2008, for the purpose of conducting the Joint Evaluation Study on the Participatory Forest Resource Management (PAFORM) Project in the Transitional Zone of the Republic of Ghana (hereinafter referred to as "the Project") on the basis of the Record of Discussions signed on January 28, 2004.

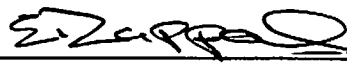
During its stay in the Republic of Ghana, the Japanese Terminal Evaluation Team had a series of discussions and exchanged views with the Ghanaian Terminal Evaluation Team headed by Mr. M. Owusu ABEBRESE.

As a result of the discussions, the joint evaluation team agreed upon the matters referred to in the documents attached hereto.


Accra, Ghana, September 10, 2008



Mr. Kunihiro YAMAUCHI
Resident Representative
Japan International Cooperation Agency
Japan



Hon. Esther Obeng Dappah
Minister,
Ministry of Land, Forestry and Mines
The Republic of Ghana

for 



Mr. M. Owusu ABEBRESE
Acting Executive Director
Forestry Services Division,
Forestry Commission
The Republic of Ghana

Forest Services Division, Forestry Commission, Ministry of Lands, Forestry and Mines
Republic of Ghana
Japan International Cooperation Agency

PARTICIPATORY FOREST RESOURCE MANAGEMENT
PROJECT IN THE TRANSITIONAL ZONE OF THE
REPUBLIC OF GHANA

Joint Terminal Evaluation Report

September, 2008



ABBREVIATIONS

AEA	Agriculture Extension Agent
CBWG	Community-Based Working Groups
CF	Community Facilitator
CP	Counterpart Personnel
EPA	Environmental Protection Agency
FC	Forestry Commission
FR	Forest Reserve
FRMP	Forest Reserve Management Plan
FSD	Forest Services Division
GB	Green Belt
HQ	Headquarters
IGA	Income Generation Activity
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
MOFA	Ministry of Food and Agriculture
MoLFM	Ministry of Lands, Forestry and Mines
MoP	Manual of Procedure
MoU	Memorandum of Understanding
PAFORM	Participatory Forest Resource Management Project
PO	Plan of Operation
PDM	Project Design Matrix
RMSC	Resource Management Support Centre
TOR	Terms of Reference

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Annexes

1. Schedule of the Joint Evaluation
2. Project Design Matrix (ver. 4)
3. Evaluation Grid
4. List of Equipment

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1 Outline of the Terminal Evaluation Study

1-1 Objectives of the Terminal Evaluation

The terminal evaluation study of the Participatory Forest Resource Management (PAFORM) Project in the Transitional Zone of the Republic of Ghana Project (the Project) is conducted to review the inputs, progress of activities and achievements and to evaluate from the view point of 'five evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability)', based on the Project Design Matrix (PDM) and the Plan of Operation (PO), the Project will be terminated on March 31, 2009. The results of the evaluation study will lead to recommendations for the Project and lessons learned applied for other related projects.

1-2 Joint Evaluation Team

Ghanaian Side

Name	Position
Mr. M. O. Abebrese	Ag. Executive Director, FSD
Mr. Yaw Kwakye	Project Manager, FSD
Mr. Joseph Yaw Appiah-Gyapong	Corporate Monitoring & Evaluation, FC
Mr. Kofi Darko	Extension Services Directorate, MOFA

Japanese Side

Name	Position
Mr. Kunihiro YAMAUCHI	Resident Representative, JICA Ghana
Mr. Naoto SAKONJU	Forestry and Nature Conservation Division II, Forestry and Natural Conservation Group, Global Environmental Department, JICA HQ
Mr. Yukinari TANAKA	Assistant Resident Representative, JICA Ghana
Mr. Konlan SAMSON	Program Officer, JICA Ghana
Mr. George Ortsin	Consultant

1-3 Period of Evaluation Study

The detailed schedule of the terminal evaluation study is attached as Annex 1.

1-4 Outline of the Project

1-4-1 Background of the Project

The Government of Ghana (hereinafter referred to as "GOG") describes its overall policy direction of the forest sector in the Forest and Wildfire Policy 1994, which aims at the conservation and sustainable development of the nation's forest and wildlife resources for the maintenance of environmental quality and perpetual flow of optimum benefits to all segments of society. Involvement of rural people in forestry and wildlife conservation is also emphasized as one of the main objectives. Although recognition of the importance of involving local communities in forest

management has become an essential part of forestry policies and programs, the apathy of the forest fringe communities towards forest management still remains as a major issue in various aspects of forest management. There is a pressing need to implement comprehensive participatory forest resource management with maximum involvement of the fringe communities.

In view of the importance of managing forest resources in Ghana, particularly, in the Transitional Zone, the Government of Japan (hereinafter referred to as "GOJ"), through JICA, has extended support to GOG since 2004, by conducting the Project called 'Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana', so-called PAFORM project for a period of five (5) years, till March, 2009. After the Project started, some constraints were identified in the mid-term evaluation in 2005. As a result of that, Project Design Matrix (PDM) was modified and since then the Project has been run following the new project objectives. Compared to the original PDM which aimed at mainly forest management, the new Project Purpose emphasized the participation of the local people in the forest management, while also focusing on community development. In 2007 a Joint Consultation Team carried out evaluation study of the performance of the Project. Based on the result, PDM was modified to show the newly introduced activities such as IGA and GB and to clarify the indicators.

The Project is due to end in March 2009 and in accordance with JICA's Project management practice, a terminal evaluation of the Project was conducted.

1-4-2 Narrative Summary of the Project

Project Title

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

Super Goal

Forest Reserves in the Transitional Zone are sustainably managed for the benefit of all segments of society

Overall Goal

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

Project Purpose

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

Outputs

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

2. MoP is modified to reflect the draft Strategic Plan.
3. Partnership between FSD and target communities for Forest Reserve Management is established.
4. Forest Reserve Management Plans are developed with active participation of local population.
5. Forest Reserve Management activities are implemented in collaboration with local population.
6. Recommendations on the basis of lessons learned from project are submitted to the government of Ghana.

2 Methodology of Terminal Evaluation Study

2-1 Direction

The evaluation study was conducted based on the revised PDM (Version 4). The study comprised analysis of the progress and process of the Project and evaluation from the “five evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability)”, which are described in the next section.

2-2 Criteria of Evaluation

The contents of the evaluation study are as follows: The study was done by review of relevant documents, interviews with the staff of FSD HQ, FSD Sunyani, Community Facilitators, Target Community members, JICA experts on the Project and other relevant persons.

2-2-1 Performance and Process of the Project

Actual performance and process of the Project are analyzed based on the PDM and the PO. The important assumptions (several external factors that can affect the Project) are examined.

2-2-2 Five Evaluation Criteria

(1) Relevance

Relevance of the Project is considered by compatibility of the Project with the Government of Ghana’s policies and programs on Forest and Wild Life resources, the appropriateness of the approach of the Project and the policy and the program of Japan to Ghana.

(2) Effectiveness

Effectiveness of the Project is evaluated through the analysis of the progress of the activities and the prospects of achievement of the Project Purpose.

(3) Efficiency

Efficiency of the Project is analyzed based on the appropriateness of the inputs for the Project in terms of quantity, quality and timing.

(4) Impact

Impact of the Project is assessed based on the longer-term effects of the Project: the prospects of achievement of the Overall Goal, and other unintended impacts regardless of positive or negative, direct or indirect.

(5) Sustainability

Sustainability of the Project is examined on the extent to which the achievements of the Project can be sustained and expanded even after the end of the Project, in terms of political, technical, social, organizational and financial aspects.

3 Project performance and implementation process

3-1 Inputs

3-1-1 Japanese Side

(1) Dispatch of Experts

Totally 13 experts were dispatched to the Project for technology transfer. The detail of the dispatched experts is shown in Annex 3.

(2) Provision of Equipment

Machinery and equipment in total valued at approximately 346,963 US dollars were provided. The detail of provided equipment is shown in Annex 4.

(3) Local activity costs for the Project

A total amount of 682,274 US dollars was provided as the local expenditure. The detail of the local cost is shown in Annex 3.

(4) Counterpart Training

Five (5) Ghanaians were dispatched to Japan. The detail of the CP training is shown in Annex 3.

3-1-2 Ghanaian Side

(1) Assignment of Counterparts

All staff of relevant field of the Project have been assigned. The list of CP is shown in Annex 3.

(2) Budget Allocated for the Project

A total amount of 114,441 US dollars was allocated to the project as operational cost.

(3) Other inputs

The needed land for the Project office has been provided and utilized.

3-2 Process and Achievements of the Activities

The team confirmed that the Project has fulfilled the following output in line with the PDM. The reasons of the statement are shown under each output.

3-2-1 FSD personnel are trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan. (Output 1)

Achievement level of Output 1 is high.

Indicator A: At least, eighty (80) FSD personnel are trained

At the time of terminal evaluation, 78 personnel have been trained up to now. Three more trainings are planned to be organized by the end of the Project. More than 80 personnel will be trained by the end of the Project.

Indicator 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

The project has established Working Group 1 to be responsible for Management Plan making. The WG1 is made up of six (6) FSD management staff and two (2) CFs. All the trained personnel of FSD directly involved in the planning of FRMP understand the concept of the Project in the formulation of participatory FRMP and the District Manager has been the main scribe.

Indicator C: The enhanced skills and knowledge are applied by at least 80% of participant

All participants (100%) who have been trained by the Project applied their enhanced skills and knowledge in the formulation of FRMP and implementation of IGA and GB.

3-2-2 MoP is modified to reflect the draft Strategic Plan (Output 2)

Output 2 is to be achieved by the end of the Project.

Indicator A: Strategic Plans for two pilot Forest Reserves are drafted.

FRMP which consists of Strategic Plan and Operational Plan for Tain I had been discussed in a Validation Workshop held on 3rd September 2008. FRMP for Tain I will be finalized soon. FRMP for Nsemere is being drafted and validation workshop on FRMP for Nsemere will be held by the end of 2008.

Indicator B: At least 80% of FSD staff engaged in the project recognize that revised MoPs are adopted.

Although revised MoP has not been adopted, the proposed modifications to the MoP by the project are appropriate. This is because at the time of consultation study it was recognized that the modifications will reflect the Project activities. All the members of the WG1 are aware of the

proposed modifications to the MoP. After the proposed modifications to the MoP are approved by FSD, this will be attached to the MoP and utilized to develop FRMP in other FRs by FSD staff. Japanese side and Ghanaian side agreed that approval of the proposed modifications to the MoP would be considered after the termination of the Project.

3-2-3 Partnership between FSD and target communities for participatory Forest Reserve Management is established (Output 3)

Achievement level of Output 3 is mostly high.

Indicator A: At least, twenty-five (25) meetings are facilitated by the project with local populations.

Working Group 2 and 3 have been formed and have given training in twelve (12) communities to participate in forest reserve management. So far, twenty four (24) formal community meetings/workshops were held in twelve (12) communities around Tain I and Nsemere FR to solicit the full agreement of the communities to participate in forest management. Apart from the formal meetings, the project management held a lot of informal meetings on the drafting of the FRMP.

Indicator B: Six (6) community facilitators are selected and appointed.

Six (6) community facilitators (3 CFs each for Tain I and Nsemere FR) were assigned to 12 fringe communities and trained in the Project.

Indicator C: At least 80% of participant in GB and IGA recognize that the collaborative relationship for forest management is strengthened.

All pilot communities recognize the need for collaboration with FSD in the management of Forest Reserves.

3-2-4 Forest Reserve Management Plans are developed with active participation of local population (Output 4)

The prospects for achieving output 4 are high.

Indicator A: Twelve (12) Operational Plan and two (2) Forest Reserve Management Plans are developed.

One FRMP for Tain I has been discussed in Validation Workshop held on 3rd September 2008. Two

operational plans consisting of 24 community action plans on GB and IGAs have been prepared and is being implemented. The remaining plans will be completed when Nsemere FRMP is validated by the end of the year (2008).

At the time of the consultation study conducted in October 2007, it was thought that each community should have one operational plan including IGA and GB action plan. But, at the time of the terminal evaluation, it was recognized that one FR which includes 6 communities has two operational plans of IGA and GB. These operational plans consist of each community's action plan.

Indicator B: In twelve (12) target communities, MoUs for GB Activities are signed between FSD and communities.

The MoU was drafted by the Project based on informal discussions with the beneficiary communities. Draft MoU format for GB was approved by FSD. Minister of MoLFM will sign the MoU with each participating community within the Project period.

Indicator C: At least, 80% of community participants and FSD staff in the Project recognize the existence of Forest Reserve Management Plans.

Although FRMP is under formulation, experts and FSD staff have continuously explained the FRMP to members of GB and IGA through consultation workshops to implement IGA and GB activities. After it has been formulated, FRMP will be successfully implemented by FSD and communities.

3-2-5 Forest Reserve Management activities are implemented in collaboration with local population
(Output 5)

Actually action plans of each community have already been implemented, operational plans which consist of action plans are waiting for approval by FSD. Although the activities of Output 5 are not fully implemented, the achievement level at the moment is satisfactory and it is expected to be high in the future.

Indicator A: In all twelve (12) target communities, Operational Plans are implemented as planned.

Two operational plans for Tain I in 6 communities are being implemented. Although Nsemere FRMP has not been completed, the 6 communities are implementing actions plans on IGA and GB based on the experience of Tain I.

Indicator B: At least 50% of community participants understand the concept of GB and IGA.

All the community participants interviewed understood the concept of GB and IGA through the process of formulation of GB and IGA action plans.

3-2-6 Recommendations on the basis of lessons learned from project are submitted to the government of Ghana (Output 6).

The prospects of achieving Output 6 are moderate at the time of the terminal evaluation. The Project is compiling the lessons learned and will submit the recommendations to the Ghana Government after the information sharing workshop.

Indicator A: At least, three (3) workshops are held to share recommendations with other DPs, public and private sector, and community.

At the time of terminal evaluation, information sharing workshop have not been implemented. Two stakeholder workshops for sharing experiences and knowledge will be held by the end of January 2009. It is recognized that two workshops can cover other DPs, public and private sectors, and communities in Accra and Sunyani.

Indicator B: At least 80% of participants in workshop understand the recommendations addressed in the workshop.

No data is available at this moment.

3-3 Project Purpose

Participatory Approaches for Sustainable Management of the Forest Reserves in the Transitional Zone are Improved through Pilot Activities in Sunyani Forest District

At the time of terminal evaluation, the project purpose is not fully achieved, but is to be achieved within the project period.

Indicator A: Forest Reserve Management Plans of two pilot forest reserves are developed.

Validation Workshop of FRMP for Tain I was held on 3rd Sep. 2008, FRMP for Tain I will be completed soon. FRMP for Nsemere is at the 2nd draft stage. Validation Workshop of FRMP for Nsemere will be held within 2008. Two FRMPs will be developed within the Project period.

Indicator B: At least 80% of participants in Green Belt (GB) and Income Generating Activities

(IGA) are satisfied with the activities.

All participants are satisfied with the concept of IGA and GB.

3-4 Overall goal

Improved Participatory Approaches for Sustainable Forest Reserve Management are adopted in Sunyani Forest District

Necessary knowledge and skills for developing FRMP has been transferred and capacity development of the CPs has been done by the Project. It is recognized that FSD can obtain knowledge and skills to develop FRMP of the rest of FR in Sunyani District by utilizing knowledge and experience acquired from the Project. It is estimated, at the time of terminal evaluation, that overall goal will be achieved if the expansion of “PAFORM model”* is continuously promoted and necessary budget is allocated by the Ghanaian government.

*“PAFORM model” embodies the concept of improved participatory approach, consisting the following components: 1) introduction of consultation process, 2) implementation of GB, 3) implementation of IGA, and 4) Deployment of C/F’s functions who are liaison officers between the communities and FSD.

3-5 Implementation Process

Although the project management is catching up on its activities, the implementation of project activities has been behind schedule according to the project operational plan. The followings are the major points to be mentioned.

- (1) At the beginning of the Project, counterpart fund was not timely allocated.
- (2) After the establishment of Plantation Department within FSD, there were no clearly defined roles for the District Forest Operations and Plantation Department in the implementation of project activities.
- (3) Data collection and analysis of forest reserves had not been maintained by FSD regularly.
- (4) Delays in compilation of baseline data for forest management planning partially due to the delay of release of the inventory reports for Nsemere Forest Reserve by RMSC.

4 Results of Evaluation

4-1 Evaluation from Five Criteria

4-1-1 Relevance: High

- (1) Relevance to National Policies of Ghana and Japan

The forests in the Transitional Zone have essential role in creating a suitable microclimate with adequate rainfall for agriculture, on which most of the population of Brong Ahafo Region depend.

It provides protection to agricultural produce against the effects of Harmattan. Forest conservation is placed in the Growth and Poverty Reduction Strategy (GPRS) II; and rural development is suitable to the Japan's Country Assistant Plan to Ghana (2006~2008). The Project can be considered high in relevance.

(2) Relevance to Needs of Target Area

The project is relevant to the needs of target area for the following reasons;

- Creating the platform for facilitating the involvement of the local communities and government in forest management.
- Addressing issues relating to forest abuses in the transitional ecosystem including uncontrolled wildfires, illegal felling of timber, encroachment and hostility between FSD staff and the forest fringe communities.
- Developing the skills of FSD staff in participatory forest management, community mobilization, and working with rural communities in forest management.
- Piloting multi-purpose livelihood GB development concept as a way of getting local community involvement in forest management to create wealth and reduce poverty.

(3) Project Strategy

The Project strategy is implied in the PDM. An assessment of the PDM showed that the outputs are linked to the purpose and the identified sets of activities are also linked to the outputs and the inputs required. The following additional strategies have been developed to assist in the implementation of project: formation of Working Groups, development of Multi-purpose GB, Implementation of IGA.

4-1-2 Effectiveness; Mostly high

As mentioned already, although the project purpose and outputs have not yet been fully achieved, the project purpose will be achieved within the project period. All the outputs have been promoting participatory approach in developing FRMP and contributing to achievement of the project purpose. Through the development of FRMP, FSD staff have obtained basic capacity for making FRMP with participation of the forest fringe communities.

(1) Factors facilitating the achievement of Project Purpose

- Capacity building and training of FSD personnel in necessary skills and knowledge for Participatory Forest Reserve Management
- Commitment of counterparts such as the District Managers, CF and Range Supervisors
- Dynamic leadership being offered by the Regional Manager
- Commitment of the Community Groups to participate in the management of forest reserves especially towards the establishments of multi-purpose greenbelts
- Good governance in forest management being promoted by the Project

(2) Factors negatively affecting the achievement of the Project purpose

- Some range/plantation supervisors did not respond to their duties as expected.(e.g. Irregular visits to communities by range/plantation supervisors)
- Delay of timing and financing of operational activities (e.g. seeds dying because of late planting)
- Delay of release of the inventory reports for the formulation of the Part 1 & 2 of the Nsemere FRMP by RMSC

4-1-3 Efficiency; Moderate

As mentioned above, although large extents of the outputs have been achieved, achievement levels of the outputs have been behind schedule. The Inputs from both Japanese and Ghanaian sides have been more or less appropriate in terms of quality and quantity. However, some of the issues that have affected the efficiency of the Project are highlighted below.

(1) Japanese experts

At the beginning of the project, the first dispatch of the Chief Advisor was delayed and the Project was forced to start reviewing the PO despite his absence. In the middle stage of the project, the experts were dispatched on schedule, however, due to delays in the implementation of some of the project activities and the seasonal nature of some of the activities, there was the need to re-schedule their dispatch. FSD expected technical experts who could stay longer to take emergency decision on technical issues.

(2) Counterpart Budgets

Budgets for operations are hardly released on time. The timing of the release of operational expenses is not appropriate because the release comes at least six months after the year has started. Therefore affecting a whole lot of activities especially when it comes to that needed to take care of personnel from the operations.

(3) Temporary assignment of CFs

There is no doubt that CFs have played important roles in promoting participation of the forest fringe communities. However, they are not permanent staff of FSD and FSD staff like range supervisors have to take over their roles. For making the most use of their capacity, further utilization of skills of CFs as resource people for participatory approach is expected.

4-1-4 Impact; Mostly high

(1) Prospect of the achievement of overall goal

While it is early to comprehend much impact at the Overall Goal level, there is certain prospect to achieving overall goal. Through developing FRMP of Tain I, the procedure for developing FRMP with participation of the forest fringe communities is established. In that process,

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consultation and workshops for participants to understand the concept of management plan will necessarily take place. Therefore, if FSD uses the know-how and expands the outcomes of the Project to other forest reserves in Sunyani forest district with appropriate function and coordination with communities and necessary budget, the prospect of the achievement of overall goal within three (3) years is mostly high.

Other impacts of the Project on the FSD and beneficiaries are indicated below:

(2) Partnership

The Project has newly developed other lines of collaboration with Ministry of Food and Agriculture (MOFA) through IGA and GB activities. However, institutional collaboration between MOFA and FSD should be formalized at Ministerial level, because MOFA expects field allowance to be paid by FSD. At the field level, partnership of FSD with the forest fringe communities has increased and confidence has been established for joint forest management by the various activities in the Project.

(3) Environmental awareness (Community Level)

The Project has generated the sense of responsibility toward protection of the forest among the community people by the series of workshops and consultation meetings for the activities of GB and IGA. It is contributing to the rehabilitation of the Tain I FR and will very soon help in the restoration of Nsemere FR.

(4) Socio-Economic impact (Community Level)

Socially, the Project has created the opportunities for social contact and relationships in the communities with the assistance of CFs. Economically, people do not have visible benefit from the Project yet. However, the Project has brought the hope in the future benefit to the communities and it has resulted in creating the motivation of people to participate in the activities of the Project. In addition, some of the skills and techniques introduced by the Project are being transferred from farmer to farmer.

4-1-5 Sustainability; Moderate

(1) Political Aspect

The FSD through the national policies, such as GPRS II and The Forest and Wildlife Policy 1994 has adopted participatory approaches to forest management. This policy will continue to support the project implementation and ensure the institutionalization of introducing participatory forest management in all FRs in the transitional zone. Experiences gained under this project could be used to develop a model for participatory forest management for the country.

(2) Technical Aspect

In respect of technical capacity of the CPs, trained FSD staff have gradually acquired skills and understanding to undertake project activities. In that sense, counterpart staff will be, to some extent, able to cope with needs on the field and will be able to respond to emerging issues. On the other hands, the forest fringe communities have been active in the implementation of IGA and GB activities and have gained some techniques. As for IGA and GB activities, AEA of MOFA have been considered as the trainer of community people. The extension service provided by stakeholders seems to assure and strengthen the institutional framework after the project ends.

(3) Social Aspect

Partnership between communities and FSD has been established through IGA and GB activity. Community members understand the concept of FRMP behind those activities.

(4) Organizational Aspect

In terms of organizational aspect, the formulation of WG has clarified and strengthened the roles of staff within FSD in forest management. FSD intends to rollover the function of CF to front line staff, however, this has not yet been clarified in detail such as how FSD will do that. FSD intend to develop FRMP under the Natural Resources and Governance (NREG)* Program within the next five (5) years.

*NREG: A Donor assisted environment program to support FC, EPA and Minerals

Commission funded by World Bank, DFID, EU AfD, KNE/RNE to be implemented for a five year period from 2009-2012.

(5) Financial Aspect

In terms of financial aspect, FSD has been trying to make the project activities the mainstream of the traditional functions of FSD activities. The future budget for further extension of developing FRMP has been secured through NREG Program. At the community level, the activities of IGA have not produced benefits enough to become self-sustaining. The financial feasibility of IGA activities should be examined.

(6) Overall Sustainability

High levels of sustainability in political, technical and social aspects are expected. However, there are issues remaining to secure the sustainability in organizational and financial aspect. In organizational aspect, FSD should develop an action plan to rollover the functions of CFs to front line staff and develop FRMP with participatory approach in other FRs in Transitional Zone before the Project ends. In financial aspect, it is necessary to estimate the cost for collecting data and developing FRMP with participatory approach and consider possible budget allocation realistically. Additionally, it is also necessary to estimate cost and benefit of IGA activities for

ensuring the financial sustainability.

4-2 Conclusion

4-2-1 Achievement of the Project

Based on the results of the evaluation, it is recognized that the Project suffered delays on schedule, especially on Output 5. However, capacity development has been done through developing the FRMP for Tain I, the purpose of the Project will be achieved within the Project period.

This has been judged from the following facts:

- (1) FSD staff have acquired knowledge and skills through experience of FRMP development by using improved participatory approach which is the PAFORM model.
- (2) FSD and the forest fringe communities have established mutual relationship and recognize the importance of GB and IGA.

The Project should finish necessary procedure for developing FRMP for Nzemere as soon as possible and should shape exit strategy clearly such as estimation of the necessary budget and action plan for expansion of FRMP to other FRs in Sunyani.

4-2-2 Summary of five criteria evaluation

The relevance of the Project is high. The effectiveness and the impact of the Project are mostly high. The efficiency is moderate, because timing of dispatch of Japanese Experts and counterpart funding was inadequate especially at the beginning of the Project. The sustainability of the Project is moderate.

5 Recommendations and Lessons Learned

5-1 Recommendations

5-1-1 Measures to be implemented before the termination of the Project

(1) Development of FRMP for Nsemere

FRMP for Nsemere is being drafted and validation workshop on FRMP for Nsemere should be held by the end of 2008. FSD should get necessary data for developing the FRMP as soon as possible and finalize it. Then FSD should decide on the date for the Validation Workshop for Nsemere and start to prepare for it.

(2) Handing over of tasks from CF to FSD staff

FSD should develop an action plan to rollover the functions of CFs to front line staff and develop FRMP with participatory approach in other FRs in Transitional Zone before the Project ends. Human resources trained by the Project should be utilized in the future participatory FRMP as much as possible.

(3) Economic analysis of IGA activities

The Project should analyze the economic feasibility of IGA and show the running and

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operational costs and estimated benefit of the IGAs by the end of the Project.

(4) Exit strategy

A combined team of Japanese experts and FC/FSD should develop an exit strategy to guide the smooth transition of the PAFORM Project into the mainstream by December 2008 for implementation before Project closure. The strategy should include the followings:

(a) Budget Estimate

From the view point of sustainability, the running and operational cost for developing participatory FRMP should be estimated by the Project Secretariat (Japanese experts and FSD) and communicated to FC. Based on that, FC should allocate the necessary budget.

(b) Action plan for expansion of PAFORM model

FSD recognizes the importance and process of PAFORM model developed in the Project. FSD should therefore utilize experiences and knowledge gained from the Project to other FRs in transitional zone and develop an action plan including the detail schedule.

(c) Redeployment of Human and Capital Resource

Staff and project equipment should be reassigned appropriately taking into consideration the sustainability and consolidation of Project gains.

5-1-2 Measures to be implemented after the termination of the Project

(1) Japan Oversea Cooperation Volunteer (JOCV)

Two JOCVs will be assigned to FSD Brong Ahafo from March 2009. They will not play the roles of experts, but will work together with community people and basically contribute to rural development. It is suggested that the detailed activities of JOCVs should be discussed sufficiently between JOCVs and FSD after their arrival.

(2) Collaboration with RMSC

RMSC is one of the important organizations that assists to develop FRMP and has necessary data such as inventory data and mapping. FSD should strengthen the relationship with cooperating organizations and consider the appropriate system of implementation and training for GIS. GIS capacity developed by the Project should be up-graded in the near future to serve the transitional zone.

(3) Involvement of MOFA

In the case of IGA activities, FSD has to collaborate with MOFA. In the current situation, FSD arranges for the participation of MOFA, especially in the use of extension officer (AEA). The FC through MoLFM should negotiate with MOFA to plan their involvement in IGA activities from

the planning to implementation stages as part of the annual plan of operation.

(4) Provided equipments

The equipment are properly provided in accordance with project activities and handed over to FSD. After taking over some equipment, the Ghanaian side has properly utilized those equipments. It is expected that all equipments will be continuously maintained by the Ghanaian side with necessary budget allocation.

5-2 Lessons Learned

(1) Timely disclosure of budget

To ensure timely allocation of counterpart funding, the budget for the Project should be disclosed in time. The delay of presentation of the Project budget affected the schedule of the implementation.

(2) Clarification of roles of stakeholders

Since the Project aims at facilitating participation among various stakeholders, PAFORM has many different kinds of stakeholders and the relationships tend to be complex on the ground. In order to enable the stakeholders be aware of their responsibilities and be motivated, the roles of stakeholders in implementing the Project should be clarified through dialogue.

(3) Consideration of respective traditions and norms

The Project budget should be flexible enough to take care of community entry formalities (e.g. offering drinks, snacks, etc) to make community mobilization and participation smooth. At the beginning of the Project, both sides should clarify how they will deal with this issue.

(4) Win-win relationship in participatory approach

Participatory approach requires participants' commitment but no one labors on any activity without any benefit. In this project, FSD goes into the forest fringe communities and obtains their cooperation in forest management. On the other hand, those communities supply labor force in forest management as GB activities and get support from FSD in IGA and GB activities. This win-win relationship promotes participatory approach.

Schedule on Terminal evaluation study of PAFORM

No	DATE		Activities		
			Leader. Evaluation Planning 1.2	Evaluation Management	Evaluation analysis
1	Aug. 25	Mon			Interview to CP
2	26	Tue			Move to Sunyani
3	27	Wed			- Collection field data - Preparation Document and data Compilation
4	28	Thu			
5	29	Fri			
6	30	Sat		Narita Dep.1130	
7	31	Sun		Accra Arr. 1815 (KL862)	
8	Sep. 1	Mon	0900 Meeting with JICA office 1500 MoLMF		
9	2	Tue	0700- Move to Sunyani 1500 Pre-evaluation making with Project Management		
10	3	Wed	0900 Validation Workshop		
11	4	Thu	Site Survey (Nsemere;Kofitwumkrom)		
12	5	Fri	0900- 2nd Evaluation Meeting@FSD office		
13	6	Sat	(Move to Accra)		
14	7	Sun	Internal meeting		
15	8	Mon	0900 Internal Meeting 1400 Drafting of Minutes of Meeting and Joint Evaluation Report		
16	9	Tue	1000 Drafting of Minutes of Meeting and Joint Evaluation Report		
17	10	Wed	1000 Signing of Minutes of Meeting on Terminal Evaluation 1530 Report to EOJ		
				Accra Dep. 2120 (KL590)	

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Project Design Matrix

Project title: Participatory Forest Resource Management Project in the Transitional Zone of the Republic of Ghana Target area: Tain I 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), 28 th Jan 2008	
Narrative Summary		Objectively Verifiable Indicators	Means of Verification
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 are trained in necessary skills and knowledge for planning and implementing participatory Forest Reserve Management Plan. (2) MoP is modified to reflect the draft Strategic 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) 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) Assessment report (b) Training programme (c) Training report (d) Monitoring and evaluation report (e) Stakeholders Questionnaires and Interview results (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	i) The trainees do not leave their position or are not transferred.

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<p>(3) Partnership between FSD and target communities for participatory Forest Reserve Management is established.</p>	<p>(A) 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>(a) Social-economic reports (b) Minutes of meeting on project introduction (c) MoU for agreement on participation (d) Stakeholders Questionnaires and Interview results</p>	
<p>(4) Forest Reserve Management Plans are 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>(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</p>	
<p>(5) Forest Reserve Management activities are 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>(a) Report on results of management activities (b) Monitoring and evaluation report on management activities (c) Stakeholders Questionnaires and Interview results (d) Observation</p>	
<p>(6) Recommendations on the basis of lessons learned from the project are 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>(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</p>	

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Activities		Input	
		Ghanaian Side	Japanese Side
1-1	Build common understanding on the project concept within project staff*	1. Counterpart personnel 2. Project offices 3. Administrative and operational costs	1. Japanese Experts 2. Equipment and machinery 3. Training of counterpart personnel in Japan and/or third country
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		
1-4	Train FSD personnel according to the project's training programme		
1-5	Monitor and evaluate trainings of FSD personnel		
2-1	Agree on planning process of the Project among project staff and 'Working Group (Planning Team)'	<p>Important Assumption</p> <p>i) No political obstructions to planning processes are created by interest groups or individuals.</p> <p>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.</p> <p>iii) No major socio- economic and natural events that hamper livelihoods of local populations occur.</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>	
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		

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Remarks	<ul style="list-style-type: none"> • '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. • 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'. • 'Local populations' includes residents in the fringe communities, relevant stools, local governments like District Assemblies, Community-Based Organizations etc. • 'Fringe communities' means the communities which exist within 5km from Forest Reserve and its Community-Based Organization. • 'Project staff' includes FSD personnel and Japanese experts. • Relevant authorities are FC/FSD, MLFM, Traditional Council, and District Assembly.
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TERMINAL EVALUATION STUDY OF PAFORM PROJECT EVALUATION GRID (I) ON PROJECT ACCOMPLISHMENT -

The purpose of this grid is to capture the level/degree and prospects of project achievement of the various components of the project. The main basis of comparison is the project indicator as stated in the project design matrix.

R/M - Regional Forest Manager J/E - Japanese Experts C/S - Counterpart Staff C/F - Community Facilitator FRMP - Forest Reserve Management Plan

PDM Code	Indicator as per PDM	Results as at mid-August 2008
Super Goal Forest Reserves in the Transitional Zone are sustainably managed for the benefit of all segments of society.	At least 60% of Forest Reserves in Transitional zone have Management Plans by year 2019.	
	By year 2019 illegal activities in the Forest Reserves with Management Plans decreased by 50% using 2009 as base year.	
Overall Goal Improved participatory approaches for sustainable forest reserve management are adopted in Sunyani Forest District.	Forest Reserves in transitional zone in Sunyani Forest District have Management Plans	<p>Overall Goal: Improved participatory approaches for sustainable forest reserve management are adopted in Sunyani Forest District.</p> <p><i>Indicator 1: Forest Reserve in transitional zone in Sunyani have Management Plans</i></p> <p><u>Achievements</u></p> <p>Out of the seven (7) forest reserves in the Sunyani Forest District, 2 of them Tain 1 and Yaya have recently developed forest management plans whilst another one for Nsemere, is about 40% completed. The rest of the reserves have mini-plans.</p>

PDM Code	Indicator as per PDM	Results as at mid-August 2008
	At least 80% of participants in Forest Reserve Management activities in Sunyani Forest District understand the concept of Management Planning.	<p><i>Indicator 2: At least 80% of participants in Forest Reserve Management activities in Sunyani Forest District understand the concept of Management Planning.</i></p> <p><u>Achievement</u></p> <p>The major participants in FRMP activities are</p> <p>a) 18 staffs of FSD constituted into four Working Groups - Working Group 1: Strategic Plan Draft. District manager (1); Area Plantation Manager (2); Assistant District Manager (1); Assistant Project manager (1); Regional manager (1). Group 2 - Green belt Making: Assistant District managers (2); Range Supervisor (1); Plantation Supervisor(3); Customer Service officer(1); Assistant Project manager (1). Group 3: Income Generating Promotion- Assistant District Manager (1); Service Officer (1); Regional manager (1); Project manager (1). Group 4 Monitoring and Evaluation - Zonal Plantation Manager (1); Assistant Regional Manager(1); Assistant District Manager (1) Project manager (1);</p> <p>b) Six PAFORM staffs (Community Facilitators) involved in the formulation of forest management planning;</p> <p>c) 360 families involved in the establishment of GB and</p> <p>d) 470 people trained in various IGA activities.</p> <p>The project developed a basic participatory model for drafting and implementing participatory forest management. The steps in these participatory approaches are: Early discussions to inform the intention of preparing the plan → Consultation with forest user groups as a part of field reconnaissance → Distribution of the draft management plan to community leaders → Reserve Planning Workshop → Revision of the plan on the basis of suggestions received → Endorsement by representative of land owners and District Assemblies.</p> <p>These processes are embodied in the PAFORM model which involved:</p> <ol style="list-style-type: none"> 1) Planning Stage: Introduction of Information Sharing Workshop in the Consultation Process of Forest Reserve Management Planning to implant the moment of two different approaches (At the same time, community participation in the planning process is enhanced) 2) Implementation Stage: Green Belt (GB) Activity to promote "Participation of Community" 3) Implementation Stage: Income Generation Activities (IGA) to promote "Participation of Administration"

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PDM Code	Indicator as per PDM	Results as at mid-August 2008																																		
		<p>4) Deployment of Community Facilitators (C/F) to enable close communication with community</p> <p>Interviews conducted by the terminal evaluation team covered all the Working Group members, 6 Community Facilitators; 120 community group members and 4 collaborating institution (MOFA).</p> <p>All (100%) the participants in forest reserve management activities understood the concept of management planning as summarized in table 1:</p> <p>Participants were asked to indicate how well they understood the concept of participatory forest management planning. [The key to measure understanding were: Very well understood (2), Understand(1); Indifferent (0); Do not understand (-1)]</p> <p>Table 1: Level of Understanding of the Concept of Management Planning</p> <table border="1" data-bbox="660 499 1342 842"> <thead> <tr> <th rowspan="2">Participants</th> <th rowspan="2">No of Participants interviewed</th> <th colspan="4">Level of Understanding of the Concept of forest Management Planning</th> </tr> <tr> <th>Planning Stage</th> <th>Implementation stage (GB)</th> <th>Implementation stage (GA)</th> <th>Deployment of CF</th> </tr> </thead> <tbody> <tr> <td>Participating Communities</td> <td>120</td> <td>120 participants interviewed understood the concept(1)</td> <td>All interviewed 40 members involved in GB understood the concept very well (2)</td> <td>GA group members understood the concept(1)</td> <td>None of the interviewees were aware of CF deployment</td> </tr> <tr> <td>FSD staff (Range supervisors)</td> <td>4</td> <td>All four understood the concept very well (2)</td> <td>All four understood the concept very well (2)</td> <td>All four understood the concept very well (2)</td> <td>All four understood the concept very well (2)</td> </tr> <tr> <td>Community Facilitators</td> <td>6</td> <td>All six CF understood the concept (1)</td> <td>All six CF understood the concept very well (2)</td> <td>All six CF understood the concept very well (2)</td> <td>All six CF understood the concept (1)</td> </tr> <tr> <td>MOFA AEA</td> <td>3</td> <td>1</td> <td>1</td> <td>2</td> <td>0</td> </tr> </tbody> </table> <p>Source: Field Data August 2008.</p> <p>As indicated in the table 1, all the participants in forest management activities understood the concept of forest management planning</p>	Participants	No of Participants interviewed	Level of Understanding of the Concept of forest Management Planning				Planning Stage	Implementation stage (GB)	Implementation stage (GA)	Deployment of CF	Participating Communities	120	120 participants interviewed understood the concept(1)	All interviewed 40 members involved in GB understood the concept very well (2)	GA group members understood the concept(1)	None of the interviewees were aware of CF deployment	FSD staff (Range supervisors)	4	All four understood the concept very well (2)	All four understood the concept very well (2)	All four understood the concept very well (2)	All four understood the concept very well (2)	Community Facilitators	6	All six CF understood the concept (1)	All six CF understood the concept very well (2)	All six CF understood the concept very well (2)	All six CF understood the concept (1)	MOFA AEA	3	1	1	2	0
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PDM Code	Indicator as per PDM	Results as at mid-August 2008
<p>Project Purpose</p> <p>Participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District.</p>	<p>1. Forest Reserve Management Plans of two forest reserves are developed.</p>	<p>2. 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><i>Indicator 2.1: Forest Reserve Management Plans of two forest reserves are developed.</i></p> <p>Accomplishment</p> <p>The project has completed the formulation of one Forest Management Plan for Tain I Forest Reserve. The plan seeks to promote teak plantation focusing on the modified Taungya system based on existing data and FSD's management plan. The plan has been validated at a regional stakeholder workshop. The formulation of second management plan for Nsemere forest reserve is behind schedule because forest inventory data being analyzed from the Resource Management Support Centre in Kumasi delayed unduly. The data has been received and part 1 & 2 of the plan has been completed meaning 40% of the plan formation process has been completed. Currently, the GIS team is about to take GPS readings of all the current landuse practices in the reserve as basis for zonation. It is expected that the final validation workshop for the Nsemere Forest Reserve management Plan would be completed by mid-December 2008</p> <p><i>Indicator 2: At least 80% of participants in Green Belt (GB) and Income Generating Activities</i></p>

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PDM Code	Indicator as per PDM	Results as at mid-August 2008																																								
	2 At least 80% of participants in Green Belt (GB) and Income Generating Activities (IGA) are satisfied with activities	<p><i>(IGA) are satisfied with activities</i></p> <p>Accomplishment</p> <p>Through participatory focus group discussions and survey conducted in four pilot communities all the participants (100%) are satisfied with the GB and IGA concept. All the fringe communities are involved in the establishment of green belts and have commenced IGA. About 360 families are involved in the establishment of GB whilst about 470 people have been trained in various IGA activities including soap making, snail farming, and cultivation of mushroom, bee keeping and small ruminant rearing.</p> <p>However, level of satisfaction of implementation is shown below. Due to the low inputs policy in the IGA, 54% of them were not satisfied with the inability of the project to provide kick-start capital to start business.</p> <table border="1"> <thead> <tr> <th rowspan="2">Stakeholders</th> <th rowspan="2">Number interviewed</th> <th colspan="4">Level of satisfaction with implementation of GB and IGA (%)</th> </tr> <tr> <th>Very satisfied</th> <th>Satisfied</th> <th>Indifferent</th> <th>Not satisfied</th> </tr> </thead> <tbody> <tr> <td>Participating Communities</td> <td>120</td> <td>12 (10%)</td> <td>24 (20%)</td> <td>0</td> <td>64 (70%)</td> </tr> <tr> <td>FSD staff (Range supervisors)</td> <td>4</td> <td>1(25%)</td> <td>1 (25%)</td> <td>0</td> <td>2 (50%)</td> </tr> <tr> <td>Community Facilitators</td> <td>6</td> <td>1 (17%)</td> <td>2(33%)</td> <td>0</td> <td>3(50%)</td> </tr> <tr> <td>MOFA AEA</td> <td>3</td> <td>1(33%)</td> <td>1(33%)</td> <td>0</td> <td>1 (33%)</td> </tr> <tr> <td>Assistant project manager</td> <td>1</td> <td>1</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Source: Field Data August 2008</p>	Stakeholders	Number interviewed	Level of satisfaction with implementation of GB and IGA (%)				Very satisfied	Satisfied	Indifferent	Not satisfied	Participating Communities	120	12 (10%)	24 (20%)	0	64 (70%)	FSD staff (Range supervisors)	4	1(25%)	1 (25%)	0	2 (50%)	Community Facilitators	6	1 (17%)	2(33%)	0	3(50%)	MOFA AEA	3	1(33%)	1(33%)	0	1 (33%)	Assistant project manager	1	1			
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PDM Code	Indicator as per PDM	Results as at mid-August 2008																														
Outputs 1 FSD personnel are trained in necessary skills and knowledge for Participatory Forest Reserve Management Plans	1.1 At least 80 FSD personnel are trained.	<p>Output 1 FSD personnel are trained in necessary skills and knowledge for Participatory Forest Reserve Management Plans</p> <p><i>Indicator 1.1 At least 80 FSD personnel are trained</i></p> <p>Accomplishment</p> <p>Under the project 78 FSD personnel have been trained in various professional programmes to equip the staff of FSD in Effective Communication and Good facilitation, Participatory approaches in collaborative forest management, Forest Resource Conflict Management and Negotiations. Training in Project Cycle Management and Operational Planning and GIS.</p> <p>The training schedule has been executed as planned and the following has been achieved:</p> <table border="1"> <thead> <tr> <th>Training Topics</th> <th>Period</th> <th>Participants' number</th> </tr> </thead> <tbody> <tr> <td>Participatory Approaches</td> <td>January 2005</td> <td>9 FSD staff in Sunyani Forest District</td> </tr> <tr> <td>Facilitation Training (1)</td> <td>2006, June</td> <td>9 persons (One District Manager, two Plantation Managers and six Range/Plantation Supervisors) (In addition to that, a technical assistant of PAFORM and a JOCV member joined)</td> </tr> <tr> <td>Mapping & Inventory Training</td> <td>2006, August</td> <td>12 persons</td> </tr> <tr> <td>The Third Country Training in Kenya, KEFRI (Kenya Forestry Institute) (Social Forestry)</td> <td>2006, September</td> <td>10 persons (Assistant Project Manager, two Area Plantation Managers, one Service Officer and seven Range/ Plantation Supervisors)</td> </tr> <tr> <td>GIS (geological information system) Training (Done by consultants)</td> <td>2006, November</td> <td>5 persons (the Assistant Project Manager, a technical assistant of PAFORM, two Range/ Plantation Supervisors and one Cartographer)</td> </tr> <tr> <td>GIS Training (GJT done by a JP expert)</td> <td>2007, January to March</td> <td>5 Assistant District Manager, a technical assistant of PAFORM, two National service staff and one attachment</td> </tr> <tr> <td>Management Training</td> <td>2007, June</td> <td>20 manager class personnel such as District Managers</td> </tr> <tr> <td>Facilitation Training (2)</td> <td>2008, January</td> <td>6 Community Facilitators, 6 Range/Plantation Supervisors and a technical assistant of PAFORM</td> </tr> <tr> <td>The 23rd IODA Annual Conference [IODA '2008] "Growing Together in Partnership"</td> <td>2008, July</td> <td>Project Manager only</td> </tr> </tbody> </table> <p>The project has planned three training programmes to cover 19 FSD personnel as follows: Facilitation (6) Overseas training train (4) and Participatory approaches (9 Range Supervisors). If these training programmes are carried out it is likely that more than 80 personnel would be trained.</p>	Training Topics	Period	Participants' number	Participatory Approaches	January 2005	9 FSD staff in Sunyani Forest District	Facilitation Training (1)	2006, June	9 persons (One District Manager, two Plantation Managers and six Range/Plantation Supervisors) (In addition to that, a technical assistant of PAFORM and a JOCV member joined)	Mapping & Inventory Training	2006, August	12 persons	The Third Country Training in Kenya, KEFRI (Kenya Forestry Institute) (Social Forestry)	2006, September	10 persons (Assistant Project Manager, two Area Plantation Managers, one Service Officer and seven Range/ Plantation Supervisors)	GIS (geological information system) Training (Done by consultants)	2006, November	5 persons (the Assistant Project Manager, a technical assistant of PAFORM, two Range/ Plantation Supervisors and one Cartographer)	GIS Training (GJT done by a JP expert)	2007, January to March	5 Assistant District Manager, a technical assistant of PAFORM, two National service staff and one attachment	Management Training	2007, June	20 manager class personnel such as District Managers	Facilitation Training (2)	2008, January	6 Community Facilitators, 6 Range/Plantation Supervisors and a technical assistant of PAFORM	The 23rd IODA Annual Conference [IODA '2008] "Growing Together in Partnership"	2008, July	Project Manager only
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PDM Code	Indicator as per PDM	Results as at mid-August 2008																																								
	<p>1.2 At least six FSD management staff involved in planning Forest Reserve Management Plans understand the process of planning and concept of the project</p>	<p><i>Indicator 1.2: At least six FSD management staff involved in planning Forest Reserve Management Plans, understands the process of planning and concept of the project</i></p> <p>Accomplishment</p> <p>The project has established Working Group 1 (WG1) responsible for drafting of the participatory Forest Reserve Management Plans for the two forest reserves. The WG1 is made up of six FSD management staffs made up of District Forest Manager (1) (Leader), Area Plantation Managers (2), Assistant District Manager (1); Assistant Project Manager (1); and Regional FSD Manager (1) and two CFs. All the six FSD management staffs have been trained under the project in various aspects of participatory forest management planning and implementation skills.</p> <p>All the trained personnel of FSD directly involved in the planning of FRMP understand the PAFORM model in the formulation of participatory and the District Manager has been the main scribe</p> <p>Table 1.2 Level of understanding of the process of planning FRMP and concept of the project.</p> <table border="1" data-bbox="699 555 1353 857"> <thead> <tr> <th rowspan="2">FSD Management Staff</th> <th rowspan="2">No.</th> <th colspan="4">Level of understanding of the process of planning FRMP and concept of the project.</th> </tr> <tr> <th>Very well understood</th> <th>Understood</th> <th>Indifferent</th> <th>Not well understood</th> </tr> </thead> <tbody> <tr> <td>District Forest Manager</td> <td>1</td> <td>X</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Area Plantation Managers</td> <td>2</td> <td>XX</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Assistant District Managers</td> <td>1</td> <td>X</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Regional FSD Manager</td> <td>1</td> <td>X</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Assistant Project Manager</td> <td>1</td> <td>X</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	FSD Management Staff	No.	Level of understanding of the process of planning FRMP and concept of the project.				Very well understood	Understood	Indifferent	Not well understood	District Forest Manager	1	X				Area Plantation Managers	2	XX				Assistant District Managers	1	X				Regional FSD Manager	1	X				Assistant Project Manager	1	X			
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	<p>1.3 The enhanced skills and knowledge are applied by at least 80% of participants</p>	<p><i>Indicator 1.3 The enhanced skills and knowledge are applied by at least 80% of participants</i></p> <p>Accomplishment</p>																																								

PDM Code	Indicator as per PDM	Results as at mid-August 2008
		<p>The skills and knowledge required in participatory forest management planning are:</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>In the process of formulating and implementing Tain 1 FR, all the needed skills and knowledge were provided by the trained FSD personnel who are working through WG1, 2 & 3. No external consultant was hired during the drafting of the plans. Thus, 100% of the skills and knowledge used in the formulation of the management plans were applied by the trained staff in the Working Group 1.</p> <p>Skills and Knowledge Application</p> <p>Data Collection The training enabled the trainees to understand the participatory forest concept very well; created the needed awareness in participatory forest management and acquired the needed skills in participatory approaches especially the application of participatory rural appraisal tools, community entry techniques and conflict management.</p> <p>Drafting of FRMP Apart from the Project Manager and Assistant Project Manager, three other trained staffs are directly involved in the preparation of the FRMP. The DM was specially trained in Japan to understand the processes</p> <p>GIS Applications And Mapping One FSD Manager has mastered skills in GIS and can develop accurate maps from GPS reading. According to the Regional Manager, all the trained FSD staff have exhibited high professionalism in the formulation of the management plans and in the implementation of GB and IGA.</p>

PDM Code	Indicator as per PDM	Results as at mid-August 2008
Outputs 2 MoP is modified to reflect the draft strategic plan	2.1 Strategic Plans for two pilot Forest Reserves are drafted	<p>Outputs 2 MoP is modified to reflect the draft strategic plan</p> <p><i>Indicator 2.1: Strategic Plans for two pilot Forest Reserves are drafted</i></p> <p>A Strategic plan sets the long term goals for the management of a resource and describes the sort of changes to be enacted in order to achieve the goals. Under the project the Strategic Plan for Tain I has been completed by the District Forest Office based on the proposed modifications to the MoP. The main differences in the new participatory strategic plan are:</p> <ul style="list-style-type: none"> the incorporation of community groups as active managers of the FRs especially the maintenance of forest reserve boundaries through the creation of Green fire belts clear definition of community roles, rights and responsibilities under the plan consultation of the community groups at every stage of the formulation process introduction of livelihood support activities under forest management <p>The Strategic Plan for Nsemere FR is still under draft and may be completed by the end of October 2008. The plan is being formulated using the modified MoP.</p>
	2.2 At least 80% of FSD staff engaged in the project recognizes that the revised MoPs are adopted.	<p><i>Indicator 2.2 At least 80% of FSD staff engaged in the project recognizes that the revised MoPs are adopted</i></p> <p>There are 21 FSD staffs directly engaged in the project. 18 of them working as members of Working Groups 1, 2,3 & 4 (86%) are aware that modifications to the MoP have been proposed.</p> <p>The summary of proposed modifications to the MoP are:</p> <ul style="list-style-type: none"> Fix the reserved boundary on a digital Map to re-identify boundary pillars by using GPS (Global Positioning System) Location and fixing the authorized farms that were located in the FR before the gazette. Make Digital map of the FRs Forest type classification standards for transition zone. Forest Inventory Book formulation. Plantation area location should be re-surveyed and mapped by GPS. Manuals on GPS survey and mapping. Preparation of the Teak yielding table in the Transitional Zone.

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PDM Code	Indicator as per PDM	Results as at mid-August 2008
		<ul style="list-style-type: none"> Projection measures for Goal of the forest management. Documentation of MTS contract. Add fire hazardous map as a supplement data on FRMP. Fixing the locations for Plantation plan map. Procedures for zoning objective are stipulated properly in the MoP. <p>The WG1 discussed and reviewed the drafting of the strategic plan for Tain 1 Forest Management Plan and identified the gaps in the MoP. Based on the assessment they discussed how to bridge the gaps and made a number recommendations culminating in the proposed revision of the MoP. In addition a JP expert presented some recommendations to improve some parts of FRMP. The recommendations temporarily titled as "Proposals for solving the difficulties for formulating Forest Management Plan" were discussed and all members of the WG1 are aware of the final recommendations.</p> <p>However, the MoP cannot be revised under this project. The current MoP was revised in 1998 as a new guide to reflect the new image of the Forest Services Division. Procedures documented in the Manual represent the best practice at the time of writing. It is important that individual Instruction Sheets are kept up to date and new Instruction Sheets added as knowledge improves and techniques are refined. It requires a scrutiny committee to be set up by the FSD through the RMSC. The implementation of only one pilot project is not sufficient to revise the MoP. However, the proposed modification is a platform for discussing possible revision.</p>

PDM Code	Indicator as per PDM	Results as at mid-August 2008
<p>Output 3 Partnership between FSD and Target Communities for participatory forest reserve management is established</p>	<p>At least 25 meetings are facilitated by the project with local populations.</p>	<p>Output 3 Partnership between FSD and Target Communities for participatory forest reserve management is established</p> <p><i>Indicator 3.1 At least 25 meetings are facilitated by the project with local population</i></p> <p>Accomplishment</p> <p>Twenty four formal community meetings/workshops and several informal meetings were held in all the pilot communities around Tain 1 and Nsemere FR to solicit the full agreement of communities to participate in forest management. The main objectives of the meetings were to provide information on current laws and policies regarding forest reserve management, share the information of the communities to understand the situation of the community's partnership with FSD to manage the forest reserve; and share ideas on the direction of development of each community.</p> <p>Participation to the meetings was by open invitation to the entire community through the village chief. All interested people are invited to meeting through the beating of the local gong gong. All the participants feel satisfied with the consultation process. The FSD finds the meetings satisfactory since it had created a new image of the FSD in the communities. The communities indicated that as a result of the consultation processes they feel part of the forest management process in the following ways:</p> <ul style="list-style-type: none"> - intervene during illegal encroachers and prevent fire outbreaks through erection of fire belts. - help FSD to manage and protect the forest. - developed good relationship with the FSD and the community members and interact with them on many issues.

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PDM Code	Indicator as per PDM	Results as at mid-August 2008																			
	<p>3.2 Six (6) community facilitators are selected and appointed.</p> <p>3.3 At least 80% of participants in GB and IGA recognize that the collaborative relationships for forest management is strengthened</p>	<p><i>Indicator 3.2: Six (6) community facilitators are selected and appointed</i></p> <p>Accomplishment</p> <p>The Project recruited and trained 6 Community Facilitators (3 each for Tain 1 Forestry Reserve (FR) and Nsemere FR,) and assigned them to 12 fringe communities of 2 FR. Each C/F is in charge of 2 communities. Each C/F has signed a contract with the Project for three years starting 2006 and ending 2009. The C/Fs have been trained in facilitation skills, communication, conflict management, negotiations and workshop planning. They have been equipped with mobile phones, motor bikes and Wellington boots to assist in their operations.</p> <p>The facilitators serve as an intermediary between PAFORM and the communities. They play the role as change agents and act as main facilitator in the participatory workshops. They assist in conflict management, and assist the communities to grasp the project concepts utilizing PRA tools. They help the communities to plan and execute field activities. They help FSD to mobilize the communities for planting in the forest reserves whilst assisting the communities to negotiate for the Social Responsibility Agreement</p> <p><i>Indicator 3.3 At least 80% of participants in GB and IGA recognize that the collaborative relationships for forest management is strengthened</i></p> <p>The participants in the GB and IGA are FSD management staffs, community groups, CF, MoFA frontline staff, and Range Supervisors. These people have been constituted into working groups 2 & 3. The evaluation team interviewed members of WG 2 & 3 on their recognition of the collaborative relationships for forest management strengthened. The outcome is shown in table</p> <p>Table 2.1 Extent of Recognition of Collaborative relationships for forest management strengthened</p> <table border="1" data-bbox="664 1854 1348 2047"> <thead> <tr> <th rowspan="2">Participants in GB and IGA</th> <th colspan="4">Level Extent of Recognition of Collaborative relationships for forest management</th> </tr> <tr> <th>Very well Recognized</th> <th>Recognized</th> <th>Indifferent</th> <th>Not well recognized</th> </tr> </thead> <tbody> <tr> <td>FSD Management staffs (6)</td> <td>6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Community Groups (4)</td> <td>1</td> <td>3</td> <td></td> <td></td> </tr> </tbody> </table>	Participants in GB and IGA	Level Extent of Recognition of Collaborative relationships for forest management				Very well Recognized	Recognized	Indifferent	Not well recognized	FSD Management staffs (6)	6				Community Groups (4)	1	3		
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PDM Code	Indicator as per PDM	Results as at mid-August 2008			
		Community Facilitators (6)	6		
MOFA frontline staffs(4)	2	2			
Range Supervisors (3)	3				

Source: Field Data August 2008

All the beneficiaries of GB and IGA (100%) are aware that the GB activity is implemented within the FR, hence FSD is able to get community members to participate in the management of FR (request their participation). Similarly, the IGA is implemented with FSD going to participate in the activities of the communities (participation of administration). This is expected to ensure a two way system of collaboration.

All the IGA participants interviewed also observed that the Forest Reserve cannot be isolated from the surrounding area but needs to be managed as a part of the area development. Therefore, the partnership between FSD and the fringe communities are to be established as a way of making FSD get closer to the people in the IGA of the communities. It is expected from this activity that good relationship between FSD and the fringe communities will be established so that the communities will conceive better understanding on FSD in the FR management, and income increase of the community members will divert them from engaging in illegal logging.

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PDM Code	Indicator as per PDM	Results as at mid-August 2008
4. Forest Reserve Management Plans are developed with active participation of local population.	4.1 12 operational plans and two FRMP are developed.	<p>Output 4 Forest Reserve Management Plans are developed with active participation of local population</p> <p>Indicator 4.1: 12 Operational plans and two FRMP are developed</p> <p>Operational plans defines work programmes to be undertaken in order to achieve the strategic objectives, especially ensuring that the resource requirements in terms of labour, transport, materials and funds are available at the right time. To date, PAFORM has prepared two sets of operational plans covering the implementation of the Green Belts and Income Generating activities for 12 communities fringing Tain 1 and Nsemere</p> <p>The District Forest and Plantation Office are also preparing five year operational plans for natural forest management and plantation development for Tain 1 FR, three year rolling plans and annual programmes as part of the finalization of the FRMP.</p> <p>Given the current work rate, it is likely that all the two management plans and its associated operational plans would be completed before December 2008.</p>
	4.2 In 12 target communities MOUs for GB activities are signed between FSD and Communities	<p>Indicator 4.2: In 12 target communities MOUs for GB activities are signed between FSD and Communities</p> <p>Officially, the project has not signed any MoU with the pilot communities regarding any of the project activities. Community participation in the project activities has been on grant based on mutual trust and respect. Nevertheless, a draft MoU to allow communities to participate in the establishment of GB was approved in May 2008 by PAFORM and submitted to the FC for ratification and possible signature by the Minister of MLFM.</p> <p>The MoU was drafted by the Project Management based on informal discussions with the beneficiary communities. The contents, roles and responsibilities of the stakeholders in the implementation of the MoU are not immediately known by the communities; the MOU gives an assurances to local communities that the collaboration with FSD was legal. This strengthens their partnerships and also assures them of future benefits.</p> <p>The project has not expanded beyond the 12 pilot communities. Therefore the absence of the MoU has not directly affected participation of communities. However it has affected the number of people participating in the GB. In all communities the response to communal work at the GB has decline by at least 15 per cent. The enthusiasm to work further is gradually weaning as members are not sure of the future benefits. Communities are not satisfied that the MOU has not been signed. All the beneficiary communities are expecting that the project will sign the MOU before the end of the year.</p>

PDM Code	Indicator as per PDM	Results as at mid-August 2008
	4.2 At least 80% of community participants and FSD staff in project recognize the existence of FRMP	<p>Indicator 4.3: At least 80% of community participants and FSD staffs in project recognize the existence for FRMP</p> <p>There are 780 community participants, 21 FSD staff and 6 CF, involved in the formulation and implementation of forest management Plans.</p> <p><u>Participating Communities</u> All the representatives of four participating Communities around Tain 1 FR and Nsemere interviewed (120) were aware that a management plan was being developed. Some of them had copies of the draft FRMP and have participated in the consultation workshop. However the communities (around Nsemere do not have the full appreciation of the FRMP because they have participated in first stage consultation process. This notwithstanding, all fringe community beneficiaries understand that the FRMP will enable them to develop and own Green Fire belts around the Tain 1 and Nsemere FR and that the FSD will assist them to invest in income generating activities</p> <p><u>FSD Staff and CF</u> All the FSD staffs and CF interviewed were aware that a FRMP was being developed for Tain 1 and Nsemere. Copies of the draft plan had been made available for during the consultation workshops. The FSD staffs understand the contents of the FRMPs and the roles expected of them to mobilize fringe communities to participate in the creation of the GB. All of them have draft copies of the FRMP and participated in the Validation workshop.</p>
5. Forest Reserve Management activities are implemented in collaboration with local populations.	5.1 All 12 target communities Operational Plans are implemented as planned.	<p>Output 5: Forest Reserve Management activities are implemented in collaboration with local populations</p> <p>Indicator 5.1 All 12 target communities Operational Plans are implemented as planned</p> <p>Two Operational plans for the establishment of GB and initiation of IGA has been prepared and implemented in all the 6 communities around Tain 1. The Operational Plans identified main activities to be implemented, the duration expected inputs and costs and the implementer The remaining Operational plans have not been completed</p>
	5.2 At least 50% of the community participants understand the concept of GB and IGA	<p>Indicator 5.2 At least 50% of the community participants understand the concept of GB and IGA</p> <p>The community participants of the GB and IGA are men, women youth groups formed under the project, CF, MOFA Staff and Range Supervisors. Of the 133 people interviewed only 12 % of them indicated that they did not understand the concepts of GB and IGA very well. Thus, 88% understood the concept of GB and IGA.</p> <p>Table5.1 Participants understanding of GB and IGA Concepts</p>

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PDM Code	Indicator as per PDM	Results as at mid-August 2008																																		
		<table border="1"> <thead> <tr> <th rowspan="2">Participants in GB and IGA</th> <th colspan="4">Level understanding of GB and IGA Concepts</th> </tr> <tr> <th>Very well Understood</th> <th>Understood</th> <th>Indifferent</th> <th>Not well Understood</th> </tr> </thead> <tbody> <tr> <td>GB Groups (40)</td> <td>24(60%)</td> <td>16(40%)</td> <td></td> <td></td> </tr> <tr> <td>IGA groups (80)</td> <td>24 (30%)</td> <td>48 (60%)</td> <td></td> <td>8 (10%)</td> </tr> <tr> <td>Community Facilitators (6)</td> <td>5 (83%)</td> <td>1 (17%)</td> <td></td> <td></td> </tr> <tr> <td>MOFA frontline staffs(4)</td> <td>1 (25%)</td> <td>3(75%)</td> <td></td> <td></td> </tr> <tr> <td>Range Supervisors (3)</td> <td>1(33%)</td> <td>1(33%)</td> <td></td> <td>1(33%)</td> </tr> </tbody> </table> <p>Field Data August 2008</p> <p>All the beneficiaries of GB and IGA understand that by their participation in the establishment of the GB, the people in the target communities will ensure to prevent the reserves from fire outbreak and/or illegal logging through regular patrolling and they can also enjoy the fruits from the tree harvest in the near future. The FSD will assist the communities in IGA as compensation for the time lost will. This so-called "Give and Take" relation has been established between FSD and the fringe communities.</p>	Participants in GB and IGA	Level understanding of GB and IGA Concepts				Very well Understood	Understood	Indifferent	Not well Understood	GB Groups (40)	24(60%)	16(40%)			IGA groups (80)	24 (30%)	48 (60%)		8 (10%)	Community Facilitators (6)	5 (83%)	1 (17%)			MOFA frontline staffs(4)	1 (25%)	3(75%)			Range Supervisors (3)	1(33%)	1(33%)		1(33%)
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6. Recommendations on the basis of lessons learnt from the project are submitted to the Government of Ghana	6.1 At least 3 workshops are held to share recommendation with the other DPs, public and private sector and community.	<p>Output 6. Recommendations on the basis of lessons learnt from the project are submitted to the Government of Ghana</p> <p>Indicator 6.1 At least 3 workshops are held to share recommendation with the other DPs, public and private sector and community</p> <p>No recommendations have been made by the project and no special workshops have been held to share recommendations. Two stakeholder workshops for sharing experiences and knowledge will be held by the end of January 2009. It is recognized that two workshops can cover other DPs, public and private sectors, and communities in Accra and Sunyani.</p>																																		
	6.2 At least 80% of participants in workshop understands the recommendations addressed in the workshop	<p>Indicators 6.2 At least 80% of participants in workshop understand the recommendations addressed in the workshop</p> <p>The project is yet to conduction regional/national workshop to share knowledge and experience in participatory forest management.</p>																																		

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Input	Planned as Per R/D	RESULTS (Mid-August 2008)																																				
		<p>3. INPUTS</p> <p>2.1 Ghana Government Side</p> <p><u>Counterpart personnel</u></p> <p>Twenty two (22) FSD staffs are directly involved in the implementation of the project. Two senior officers and a secretary have been seconded on full time to the project as Project Manager and Assistant. They are counterparts to the Japanese who are directly involved in the day to day planning and management of the project. The number of the counterpart staff assigned to the project as follows:</p> <p>Table 6 Counterpart staff on the project</p> <table border="1"> <thead> <tr> <th>Title</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Project Director</td> <td>1</td> </tr> <tr> <td>Project Coordinator</td> <td>1</td> </tr> <tr> <td>Counterparts</td> <td></td> </tr> <tr> <td>◆ Project Manager</td> <td>1</td> </tr> <tr> <td>◆ Assistant Project Manager</td> <td>1</td> </tr> <tr> <td>◆ PAFORM secretary</td> <td>1</td> </tr> <tr> <td>◆ Drivers</td> <td>2</td> </tr> <tr> <td>Operations</td> <td></td> </tr> <tr> <td>District Forest manager</td> <td>1</td> </tr> <tr> <td>◆ Assistant District Manager</td> <td>2</td> </tr> <tr> <td>◆ Range Supervisors</td> <td>2</td> </tr> <tr> <td>◆ Service Officers</td> <td>1</td> </tr> <tr> <td>Plantations</td> <td></td> </tr> <tr> <td>◆ Zonal Plantation Manager</td> <td>1</td> </tr> <tr> <td>◆ Area Plantation manager</td> <td>2</td> </tr> <tr> <td>◆ Plantation Supervisors</td> <td>5</td> </tr> <tr> <td>Customer Service</td> <td>1</td> </tr> </tbody> </table>	Title	Number	Project Director	1	Project Coordinator	1	Counterparts		◆ Project Manager	1	◆ Assistant Project Manager	1	◆ PAFORM secretary	1	◆ Drivers	2	Operations		District Forest manager	1	◆ Assistant District Manager	2	◆ Range Supervisors	2	◆ Service Officers	1	Plantations		◆ Zonal Plantation Manager	1	◆ Area Plantation manager	2	◆ Plantation Supervisors	5	Customer Service	1
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Input	Planned as Per R/D	RESULTS (Mid-August 2008)																		
		<p><u>Project Offices</u></p> <p>The FSD office in Sunyani which was constructed under the previous JICA cooperation was used as the project office.</p> <p><u>Administrative and operational cost</u></p> <p>The total counterpart fund that has been released is GH¢ 114,800. The breakdown is as follows:</p> <table border="1"> <thead> <tr> <th colspan="2">Amount Released by FSD HQ to the Project</th> </tr> <tr> <th>Date</th> <th>Amount (GH¢)</th> </tr> </thead> <tbody> <tr> <td>May 2006</td> <td>25,000.00</td> </tr> <tr> <td>February 2007</td> <td>24,800.00</td> </tr> <tr> <td>August 2007</td> <td>15,000.00</td> </tr> <tr> <td>February 2008</td> <td>50,000.00</td> </tr> <tr> <td>TOTAL</td> <td>114,800.00</td> </tr> </tbody> </table>	Amount Released by FSD HQ to the Project		Date	Amount (GH¢)	May 2006	25,000.00	February 2007	24,800.00	August 2007	15,000.00	February 2008	50,000.00	TOTAL	114,800.00				
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Input	Planned as Per R/D	RESULTS (Mid-August 2008)						
		3	Ms. Satoko Kato	Participatory Development/ Extension	Rural	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 Expert						
			Name	Field	Months	Period	Activity in Charge (PO No.)	
		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) Dispatched Experts						
			Name	Field	Months	Period	Activity in Charge (PO No.)	
		1	Mr. Koji Terakawa	Forest administration	6	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	Activity 0-1~0-4, 1-1, 2-1~2, 2-7, 3-1, 5-1, 6-5	
		2	Mr. Hideyo Shimazu	Participatory method	4	7 Oct. - 5 Dec., 2006 2 Jun. - 31 Jul., 2007	Activity 2-5, 3-2, 3-6,	
		3	Ms. Rie Kitao	Social/Gender	14	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	Activity 1-5, 2-3, 3-3~4, 4-4~7, 6-2	

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Input	Planned as Per R/D	RESULTS (Mid-August 2008)						
						7 Jan. - 6 Mar., 2008		
		4	Mr. Akihiko Hata	Agriculture/income generation	3.1	2 Jun. - 31 Jul., 2007 2 Feb. - 5 Mar., 2008	Activity 5-2~3	
		5	Ms. Tomoko Nishigaki	Participatory method B	1.9	24 Apr. - 1 Jun., 2007 24 Sep. - 11 Oct., 2007	Activity 3-5, 4-8~10, 5-5~7	
		6	Mr. Nobumitsu Miyazaki	Participatory forest management	7.9	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	Activity 1-2~4, 2-4, 4-1~3, 5-5, 6-1, 6-3~4	
		Total				36.9		
		Machinery and equipment						
		The list of equipment purchased under the project is shown in appendix 2						
		Training Counterpart Staff by Japanese Experts						
		The Japanese Experts have directly trained 5 FSD staff – Assistant project manager, technical Assistant of PAFORM, two National Service staff and one attachment in GIS application in mapping. The Japanese have directly trained 20 counterpart staff in GIS, management. Sunyani District Forest Manager was trained in Japan						
	8	JICA EXPENDITURE 2003 JFY = US\$90,450.00 2004 JFY = US\$117,763.00 2005 JFY = US\$80,556.00 2006 JFY = US\$124,584.00 2007 JFY = US\$133,231.00 2008 JFY = US\$135,690.00 TOTAL = US\$682,274.00						

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EVALUATION GRID (2) ON IMPLEMENTATION PROCESS

The purpose of this grid is to determine the extent to which the project activities have been implemented

Key

Implementation Status	
A	Activity not started (delayed)
B	Activity not started (not yet planned to start)
C	Activity abandoned (decided not to be a relevant activity)
D	Activity abandoned (replaced by other activity)
E	Ongoing but delayed
F	Ongoing and on track
G	Completed

Planned Activity	Progress made at mid-August 2008	status
Project Planning and Monitoring		
Assess current activities by GoG and other initiatives	The project has already reviewed activities	G
Review PDM and Plan of Operations (PO)	The PDM was reviewed to incorporate the IGA and GB as forest management activities	F
Develop Annual Plan of Operations of the Project	New activity plan has been developed in every May of the project year.	F
Monitor and evaluate project activities	The project prepares progress reports, biannual and implements daily monitoring through WG and share them weekly.	F
FSD Personnel trained in necessary skills and knowledge for planning and implementing participatory forest management plans		
1.1. Build common understandings on the project concept within project staff	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.	F
1.2 Assess and reassess skill levels and training needs of FSD personnel	The project discussed and assessed the training programme previously developed by the Japanese Experts. Additionally, a questionnaire was administered on the staff to assess training needs. Based on the outcome, it was agreed during the last fiscal year, that some FSD managers will be dispatched to outside training based on their own application and interview to assess the applicant's qualification. The purpose of this attempt is to increase initiative of FSD personnel to	F

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Planned Activity	Progress made at mid-August 2008	status
	reflect their learning's to their works	
1.3 Prepare the training programme for developing and implementing Forest Reserve Management Plan	Based on the discussion, the Project prepared a new training programme for implementation.	F
1.4 Train FSD personnel according to the project's training programme	With the new training programme, 6 Community Facilitators, 6 Range/Plantation Supervisors and a technical assistant of PAFORM have been trained in facilitation.	E
1.5 Monitor and evaluate trainings on FSD personnel	The Project has been monitoring the effectiveness of the training on FSD personnel through the daily activities such as weekly meeting. In addition, the Project Manager prepares questionnaire to grasp how a series of training is effective for the participants. As a good model, the participants of KEFRI training summarize their lesson learned to disseminate it to other district FSD personnel.	E
2. MoP Modified to reflect on strategic Plan		
2.1 Agree on planning process of the Project among project staff and 'Working Group1(Planning Team)'	The WG1 discussed and agreed on the planning process for the formulation of the Strategic Plan in October 2006 and in May 2007.	
2.2 Review information on past and current situation of the forest reserves	The Project has completed compiling information on past and current situation of the forest reserves for Strategic Plan formulation of Tain I FR. The information sharing on Nsemere FR, in the progress.	C
2.3 Draw provisional and protection zones of forest reserves by means of GIS	The Project drafted zoning of Tain I FR. Check survey to acquire the latest planted area in FR is almost finished in Tain I FR. As for Nsemere FR, in the progress.	F
2.4 Review the current law and national policy on the Forest Reserve Management and develop the management prescriptions	The Project developed management prescription of Strategic plan of Tain I & Nsemere FR	F
2.5 Draft Strategic Plans on the basis of the result of activities on Output.2.1-2.4	The reorganized Planning team (WG 1) formulated the 2nd draft of Strategic plan based on the consultation with stools and District Assemblies about provisional zoning and management prescription for Tain I. However, since quantitative description is not enough in the plan, the check survey in Tain I FR is going on. Concerning Nsemere FR, Strategic Plan drafting is in the progress.	E
2.6 Draft new MoP reflecting lessons learnt from the process of drafting Strategic Plan	Based on lessons learnt from the process of drafting strategic plan, the first draft of a set of recommendations was prepared and distributed for feedback in early August 2008	E
3. Partnership between FSD and target communities for participatory Forest Reserve Management Established.		
3.1 Identify target communities in the fringe area of the forest reserves	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)	F
3.2 Engage community facilitators to liaise between	6 CF have been recruited (3 C/Fs for each 2 FR respectively) for 12 target communities (each	F

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Planned Activity	Progress made at mid -August 2008	status
the Project and target communities	C/F is in charge of 2 communities)	
3.3 Sensitize target communities on the Project objectives to obtain consensus	Introduction workshop has been organized for each target community fringing the two Forest Reserve.	
3.4 Provide information on current laws and policies regarding forest reserve management to every target community	Information on current laws and policies regarding forest reserve management, has been compiled into leaflets and distributed to every target community.	
3.5 Conduct socio-economic survey of every target community	A local consultant was contracted to conduct socio-economic surveys to grasp target communities' conditions in both FR. The survey report has since been reviewed and socio-economic characteristics of the communities have been compiled.	
3.6 Obtain agreement with target communities on draft Strategic Plans	Consultation workshop on the draft Strategic Plan in the all target communities in Tain I and Nsemere has been conducted. 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 have understood the concepts.	E
3.7 Obtain agreement with stool-land owners on the draft Strategic Plan	The Project organized 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 understand and support the concept proposed by the project.	E
4. Forest Management Plans developed with active participation of local population		
4.1 Develop the Operational Plan in each target community in collaboration with the target communities	Project management has drafted two Operational plan for each community on GB and IGA.	E
4.2 Develop the plantation plan in the GB in collaboration with target communities	Operational plans were developed based on Action plan and inner rules of GB. The first group in Tain I have been completed in the all target communities and the second GB group in Tain I and 1st GB group in Nsemere are prepared the action plans and inner rules.	E
4.3 Develop the plan of IGA in collaboration with target communities	Project management developed IGA plan based on information collected by the CF	
4.4 Evaluate sustainability and relevance of the developed Operational Plans and revise it if necessary	Operational Plans on GB and IGA were examined among Project staff, based on the feedbacks, original Operational plans were modified	E
4.5 Hold forest reserve-level meetings to finalize Forest Reserve Management Plans	Not yet implemented	
4.6 Validate Forest Reserve Management Plans at regional level	Not implement yet. Validation workshop is scheduled for November 3, 2008	E
5. Forest Reserve Management activities are implemented in collaboration with local populations		
5.1 Sign MoU between FSD and users groups within target communities on GB activities	Draft MoU format for GB was approved at the Core Meeting in May 2008. Minister of MLFM will make signature to approve the format	E
5.2 Conduct technical training on Forest Reserve	Not conducted	

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Planned Activity	Progress made at mid -August 2008	status
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	Not conducted	
5.4 Implement GB activities to be implemented by FSD and users groups	FSD prepared the fruit seedlings and pineapple suckers, and joined the plantation at GB. The GB members work on GB activities based on the action plan. Further, the Project organized series of fruit tree cultivation trainings by MOFA staff. Planting works of citrus, mango seedlings and pineapple have been completed.	E
5.5 Facilitate IGA to be implemented by FSD and users groups	FSD organize trainings for IGA in collaboration with MOFA and shoulder trainer's allowance. Communities participated in the IGA training and continued the activities by themselves based on the acquired knowledge by means of the trainings.	E
5.6 Monitor and evaluate sustainability and relevance of Operational Plan	FSD and CFs have been monitoring the performance of the IGA and GB. The JCC has also visited the project sites to assess the IGA. So far, reports from the CF and FSD indicate that the satisfactory level in the implementation of the IGA has been very low. Trained beneficiaries are expecting kick-start capital from the project management.	E
5.7 Modify the Operational Plan reflecting lessons arising from the monitoring and evaluation	Operational Plan of IGA is yet to be modified.	
6. Recommendation on the basis of lessons learnt from the project submitted to the Government of Ghana		
6.1 Formulate recommendations on Forest Reserve Management based on Output 1-5	Not yet done.	
6.2 Organize workshops to share lessons learnt from the process of planning and implementing the Forest Reserve Management Plan within FSD	Not yet done.	
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.)	Not yet done.	
6.4 Submit the recommendations on Forest Reserve Management including modified MoP to FC	Not yet done.	
6.5 Modify the recommendations on the basis of the evaluation from FC if necessary	Not yet done.	

PROJECT MANAGEMENT

<p>2. PROJECT MANAGEMENT</p>	<p>Evaluation as at August 20, 2008</p>
<p>2.1 Decision-Making and Monitoring Process</p>	<p>Decision-Making and Monitoring Process</p> <p>The highest decision-making body of the PAFORM project is the Joint Coordinating Committee which is made up of representative from Ministry of Land, Forest and Mines, Forest Services Division Head Quarters, Ministry of Finance and JICA. They meet twice every year to take important decisions that borders on the project.</p> <p>The Project Directorate is located within the Regional Forest Office manages the day-to day affairs of the project. The Project Coordinator is the Regional Forest Manager who chairs project meetings, provides quality assurance and ensures timely delivery of project activities. The project secretariat is headed by Project Manager and Assistant supported by a Secretarial. In the same secretariat are Japanese Experts led by Japanese Chief Technical Advisor, supported by Social Gender Specialists and Participatory Approach Specialist. The Japanese Experts are supported by a Secretary and a Technical Assistant.</p> <p>The Project Directorate plans and funds project activities, coordinate field activities and feedback and provide technical backstopping to field operations. Operational Plans are developed at the project secretariat and distributed to the implementing institutions that incorporate them into their weekly/monthly schedules. The District Forest Office and the Area Plantation Division are the main implementing agencies who plan and execute project activities through the Range Supervisors at the community levels.</p> <p>At the community levels are Community-based organizations involved in the implementation of the project activities. The Community Facilitators assist the communities to operationalize the project activities into their work schedule. The Community participate in the project as a Group - Greenbelt Mango Development Group.</p> <p>The management structure does not pose any problem per se as there is a very good working relationship among all the implementing staff. The Regional Manager has been very responsible in ensuring that activities are complete on schedule.</p> <p>This notwithstanding, the project activities have not been properly mainstreamed into the core activities of the District Forest Operations and Area Plantation activities. Although the officers in charge are participating in the implementation of project activities, they do so on demand by the project. The annual performance targets set by FSD to the officers do not include the project targets. They have to execute their traditional functions, and this they attach more priorities than the project activities. The often compels the Project Management to get directly involved in the field.</p> <p>The Project does not seem to enjoy adequate partnership with RMSC as technical corporate wing of the Forestry Commission. The staffs of RMSC have to be paid professional allowances before they can participate in the project activities. For example they delayed to submit the forest inventory report of Nsemere because FSD had failed to pay for their services. Although, this might have been institutional decision, there should have been some flexibility since this project is time bound.</p>

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<p>2. PROJECT MANAGEMENT</p>	<p>Evaluation as at August 20, 2008</p>
<p>2.2 Communication</p>	<p>The Community Facilitators operate under the Customer Officer of the FC located in the Regional Office. This has brought their operations closer to the project. However, the roles and responsibilities of the Range Supervisors and C/F in community mobilization need to be carefully defined. The C/F must be seen as building images for the FSD and not just as project staff whose activities will soon end. Monitoring of field activities by the C/F and Range Supervisors ought to be harmonised.</p> <p>Project Monitoring</p> <p>The PDM is the main tool for monitoring the project performance. The working Group 4 is responsible for the overall monitoring and management of the project. The monitoring schedules do not follow a formalized Monitoring Framework which seeks to measure the performance of each project indicator. However, the project organizes weekly meeting to discuss the progress of work. The Community Facilitators submits weekly reports on field activities which form the basis for the meetings. Range/Plantation Supervisors report monthly on the progress of planting. The Japanese Experts prepare comprehensive bi-annual reports. Training reports are also submitted by various training officers to the Regional Manager.</p> <p>The District Forest Operations and Area Plantation Division have their own routine monitoring system directly related to their field activities and not specifically on the project.</p> <p>There is the need for the project to develop a comprehensive framework for monitoring and tracking project progress.</p> <p>COMMUNICATION</p> <p>The project does not have specific strategies for communication; it uses a combination of systems. In July 2008, the project started producing monthly Newsletters which highlights on the activities from the project office to the community filed activities.</p> <p>The communication within the project is very effective. There are daily interactions between the Ghanaian Counterparts and their Japanese Experts giving place to mutual trust and respect. All project activities are jointly planned before execution. However, the Ghanaian counterparts do not know exactly what funds are available for the execution of each activity. The project communicates to the beneficiaries through the Community Facilitators who act as intermediaries or liaison officers. Two way communications exists with a very effective feedback system on regular basis (based on the weekly meetings). There is also an active attempt to integrate the Range Supervisors into the system so that they will take over the roles of the community facilitators when the project folds up.</p>

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2. PROJECT MANAGEMENT	Evaluation as at August 20, 2008
2.3 Knowledge Management and Information Sharing	<p><u>Knowledge Management and Information Sharing</u></p> <p>The project does not have any formal mechanism for documenting emerging technologies and lessons learnt. However emerging are captured in half yearly reports. Knowledge gained at the project level is shared during Wednesday meetings. At present no steps have been taken to share knowledge being generated under the project. According to the project Secretariat, knowledge gained especially in the formulation of the Management Plans using the current MoP, the Greenbelt Concept etc would be packaged and sent to the corporate headquarters for consideration. The project has had initial discussions with communication consultants on the development of audio visual materials for knowledge sharing.</p> <p>Two workshops for monitoring and sharing knowledge on FSD capacity development and effectiveness of participatory approaches of PAFORM was held in March 2007 and February 2008 respectively.</p>
	<p><u>Factors hampering project Performance</u></p> <ul style="list-style-type: none"> • Inability to mainstream project activities into the forest operations and plantation development at the district levels • Inadequate and piecemeal release of counterpart funding is a limiting factor to the implementation of most activities. • Lack of incentives for FSD staffs who have additional responsibilities make the project activities a secondary priority. • The counterpart training which has been discontinued this year without any explanation is also discouraging some staff especially those who are billed to be trained. • Lack of kick start capital for trained beneficiaries to invest into IGA <p><u>Factors Enhancing Project Performance</u></p> <ul style="list-style-type: none"> • Capacity building and training programmes. • Availability vehicles and other resources for action.
2.4 Factors enhancing or hampering project	<p><u>Involvement of stakeholders</u></p> <p>The project has instituted Wednesday meetings where issues relating to the projects are discussed. The meetings are attended by the Regional Manager, Project Management including all Japanese Experts, District Forest Manager and Assistant, Zonal and Area Plantation Managers and Community Facilitators. Key stakeholders outside FSD like MOFA and Ghana national Fires Service are often invited to attend meetings.</p>
	<p><u>Problems Relating to Stakeholder's Involvement</u></p> <p>Not all implementing staff are well motivated enough to participate in the project. The compiled reports are as follows:</p> <p><u>District FSD Staff</u></p> <ul style="list-style-type: none"> - Staffs continue to work on the project and also do their normal work without any additional remuneration. The only hope was the capacity building programmes which has been suspended. There is no more incentive to work on the project - Working on the project is not part on the yearly staff appraisal; therefore less time is devoted to doing project work
2.5 Involvement of stakeholders	

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2. PROJECT MANAGEMENT	Evaluation as at August 20, 2008
3. Relationship with target group	<p><u>Community Facilitators</u></p> <ul style="list-style-type: none"> - In the past they felt intimidated before the rest of the permanent FSD staff especially in the use of project facilities. Now the situation has improved and they have been able to use the computer to complete their reports - Fear of the unknown especially when the contract expires <p><u>Ministry of Agriculture Staff</u></p> <ul style="list-style-type: none"> - Lack of sitting allowance for attending meetings. Therefore they prefer to attend other meetings which pay sitting allowances. - There are no budgets for the Directors to supervise what the frontline staffs are doing on the project.





2. PROJECT MANAGEMENT	Evaluation as at August 20, 2008
3.1 Needs of the target group	<p>3. Relationship with target group</p> <p>3.1 Needs of the target group</p> <p>The project fit into the community needs in the following ways:</p> <ul style="list-style-type: none"> • According to the fringe communities, their desire was to get new fertile lands for agricultural expansion and the project was just doing that. More than 65% of the members of the Green Belt Groups farm in the forest reserve under the Taungya system. • Uncontrolled wildfires sometimes emanating from the Forest Reserves have contributed to the destruction of farm produce, wildlife and human life and property. This contributes to the increasing poverty in the fringe communities. Controlling wildfire under the project through the green belt construction will therefore help reduce bushfires and save life and properties. • Sustainable income is the bane of many rural communities in Ghana. The forest fringe farmers in Brong Ahafo have seasonal incomes, thereby making them poorer during the greater part of the year. Through training, partnership and technical inputs, the communities are on the verge of improving on their livelihood security with investment in fruit farming other income generating activities. <p>All the Multi-purpose Green Fire groups interviewed felt that the project is and will be beneficial. The following were some of the benefits they are deriving from the project:</p> <ul style="list-style-type: none"> - Formation of the Multi-purpose Green Fire groups has brought social cohesion and unity in the villages. Hitherto, the community operated as individuals, but now they operate as a group helping one another in times of needs - The project has offered training to the communities in fire management, fruit crop farming, and conflict management - Investing in the multi-purpose green belt will provide future income to the farmers to supplement the off-farming activities. - for participation in the construction and maintenance of Green Fire the community voice in decision-making and resource management has been improved - Through the project the communities have been made aware of their rights and responsibilities. They have been given <i>a voice and space</i> for participation in resource management and improved access to, and transparency of, information on natural resource management in the country.
3.2 The degree of the involvement (participation) of target group	<p>The degree of the involvement (participation) of target group</p> <p>The IGA has started with 720 people trained in various activities in 12 communities. The greenbelt has with about 360 members. So far with the drafting and validation of the Tain I forest management plan has engaged about 1,000 people have directly in the process. These people include, forest and wildlife practitioners, civil servants, Parliamentarians, Policy makers, Traditional Authorities, local farmers and traders.</p>

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2. PROJECT MANAGEMENT	Evaluation as at August 20, 2008
3.3 The degree of satisfaction of target group with the project	<p>The degree of satisfaction of target group with the project</p> <p>At the validation workshop for Tain I, participants were satisfied with the contents. However, the Forest Management Plan for Nsemere is not completed and most community members do not know the detailed contents of the plan. It is difficult to assess how satisfied they are with the plans.</p> <p>The Local people understand very much the multi-purpose Green belt concept.</p>
3.4 Sensitization of target group	<p>Sensitization of target group</p> <p>There has been a marked change in the attitude of the people towards the project. According to the Community Facilitators, at the inception of the project, it was difficult to mobilize people to do any project work. With the formation of the groups and capacity building programme, the community groups have made their own internal byelaws that guide their commitment to the project work. Various fines are imposed on those who refuse to participate in the project activities.</p> <p>The establishment of the multi-purpose GB and the IGA has changed the perception of the communities towards the project. They can now perceive tangible immediate benefits from the project by investing in the fruit orchards and pineapples.</p>

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EVALUATING THE PROJECT BY THE FIVE CRITERIA

I. RELEVANCE OF THE PROJECT

The project relevance is high as indicated below:

Results as at August 20, 2008	
Item	
1.1 Necessity	<p>Relevance of the Project to the needs of target areas</p> <p>The project has high relevance to the needs of the people. PAFORM is a key project that is helping to operationalize participatory forest management in the Sunyani forest district and also assisting vulnerable forest fringe communities to improve their wellbeing. The model has:</p> <ul style="list-style-type: none"> Created the platform for facilitating the direct involvement of the local communities in forest management especially the implementation of the modified taungya system under the plantation development programme and multi-purpose greenbelt development to safeguard the Forest reserves from fire. Minimized the rate of forest abuses in the transitional ecosystem. These abuses include uncontrolled wildfires, illegal felling timber, encroachment and hostility between FSD staff and forest fringe communities. Developed the capacity of FSD staff in Sunyani Forest District in participatory sustainable forest management through training in community mobilization, facilitation and working with rural communities in the management of forests resources. Piloted the Greenbelt development concept and the Income Generating Activity Concept which is way of getting local community involvement in forest management to create wealth and alleviate poverty. <p>According to the local communities, the project has addressed their felt needs by:</p> <ul style="list-style-type: none"> Creating assets in the forest reserves through the establishment of tree in the fire belts. Mainstreaming them in sustainable forest management decision-making process especially fire management and illegal forest operations. Creating access to virgin land to cultivate food crops in the forest reserves Promoting community groups and cohesion for rural development. <p>Environmental Needs</p> <ul style="list-style-type: none"> Assisting the communities to create carbon sink through the planting of trees. Degraded watersheds and banks of streams are being restored. Being in a transitional ecosystem, the people of Brong Ahafo have been experiencing incessant bushfires which destroys not only farm produce but also wildlife and human life. The project is assisting the communities to address wildfire problems through awareness creation on wildfire management through the Green Belt concept. <p>Social Needs</p> <ul style="list-style-type: none"> The formation of the project of the Community-Based Working Group (CBWG) for participation in the construction and maintenance of Green Fire has improved community voice in decision-making and resource management. Through the project the communities have been made aware of their rights and responsibilities. They have been given a voice and space for participation in resource management and improved access to, and transparency of, information on natural resource management in the country. <p>Economic Needs</p> <ul style="list-style-type: none"> The project has assisted the communities to embark on sustainable income activities. Most farmers income were agro-based and seasonal little diversification. Through the IGA training the communities have been opened to invest in non-farm income generating activities which will improve on their livelihood security.

Results as at August 20, 2008	
Item	<p>Community Development</p> <p>The implementation of the project activities are not fulfilling community development felt needs of the local people. According to the some of the target beneficiaries interviewed they expected the project to help solve some economic and social needs following way:</p> <ul style="list-style-type: none"> Cash assistance based on the 40% stake in the planted forest to enable them hire labour to prune and thin the teak and also invest in IGA. The beneficiaries expect the Project to facilitate loan acquisition for them so that they can expand and maintain tree farms and also enter into small businesses. Social amenities like potable water and health facilities. They expect the project to facilitate the provision of borehole/hand dug wells and clinics. Supply of farm inputs like Wellington boots, cutlasses and first aid to assist patrol of the forest reserves during the dry seasons Food-for-work during the dry seasons to enable them camp and manage wildfires in the forest reserves.
1.2 Priority	<p>Relevance to National Development and Environmental Priorities</p> <p>The PAFORM project responds directly to a number of national policies on natural resource management, as stipulated in the Ghana Forest and Wildlife Policy, National Environment Action Plan, the Growth and Poverty Reduction Strategy of Ghana (GPRS II) as well as the Millennium Development Goal (7). An analysis of the project objectives and component vis-à-vis the national policies revealed that, the project is very relevant to national policies in the following ways:</p> <ul style="list-style-type: none"> Reduction in environmental factors that lead to vulnerability and exclusion and created more environmental awareness and facilitated the incorporation biodiversity issues into national processes, including the current poverty reduction strategy (Growth and Poverty Reduction Strategy – GPRS II). Improved forest and wildlife resources through equitable sharing of management responsibilities and benefit flows to local stakeholders, especially the rural poor. (Forest and Wildlife Policy, 1994 & GPRS II) Improved governance in the public sector such as participation, transparency and accountability (Forest and Wildlife Policy, 1994 & GPRS II). Improved services delivery to rural stakeholders and mainstream collaborative resource management (CRM) by promoting the rights of farmers and other marginalized groups, building capacities and strengthening local organizations and institutions (Forest and Wildlife Policy, 1994 & GPRS II) Improving the community voice through the creation of forest based organizations and forestry fora networks to provide a space for interaction and give communities a voice: multi-stakeholder involvement in management planning; and the establishment of customer service centres in all the districts to improve service delivery. (Forest and Wildlife Policy, 1994 & GPRS II). Fire protection including green firebreaks in the dry forest ecosystem. The PAFORM project activities is piloting the introduction of Green Fire Belts by cultivating fire resistant and fire tolerant tree species as fire breaks. It has trained forest fringe communities on forest fire fighting techniques and taught how to plant fruit trees as buffer for the established green fire breaks in line with poverty reduction strategies for rural communities (Ghana Wildlife Policy, 2006) Fair and equitable sharing of benefits arising from sustainable management of the resources. Practically incorporating the communities, traditional Leaders and District Assemblies in natural resource management, monitoring and coordination of environmental protection and
	<p>1.2.1 Relevance to national plan and policies of Ghana</p>

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Item	Results as at August 20, 2008
	<p>improvement activities at district and community levels. (Forest and Wildlife Policy, 1994)</p> <ul style="list-style-type: none"> Promoting reconciliation between economic development and natural resource conservation within the rural economies through the livelihood support programme and making environmental quality a key element supporting rural economic and social development in the forest regions. (Forest and Wildlife Policy, 1994 & GPRS II) <p>The PAFORM project relates to one of JICA's third strategic approach to environmental conservation with Sustainable Use of Natural Resources. In cases where local people are trying to make a living by over-exploiting natural resources, JICA assistance is designed to help those people to manage the environment properly so that they can reconcile the improvement of their incomes and living standards with environmental conservation. JICA also helps developing countries to use their forests and other natural resources on a planned and sustainable basis through support in such areas as forest resource monitoring and the formulation of forest management plans.</p>
1.2.2 Relevance with ODA policies of Japan	
1.3 Adequacy as a means	<p>Project Design Matrix</p> <p>Since its inception, the PAFORM PDM has been revised four times. The third version which was fixed in February 2006 (Ver.3) was partly modified in January 2008 into the version 4 based on the suggestion by mid-term evaluation team. Although the GB establishment and IGA were not stipulated in the PDM version 3, they are added to the new PDM based on the emerging activities at the project level.</p> <p>The project strategy as implied in the project design matrix showed that the outputs are linked to the purpose and the identified sets of activities are to also link to the outputs and the inputs required. The emerging project strategy include the following:</p> <ul style="list-style-type: none"> Formation of Working Groups for the drafting of participatory forest management plans, implementation of the Income Generating Activities and the Greenbelt development. Development of Multi-purpose Green Belt concept to assist community groups to plant mango, citrus and pineapples within the forest reserve fire belts. Green fire belt groups have been formed as active collaborators in defining the roles of local communities in resource management. Implementation of Income Generating Activities (IGA) – The IGA is an aim for community to increase their income. FSD is to support such activities for the community to realize their aim and as a result expects that the illegal activities in the forest would be reduced and would generate trust and better relationship between the community and FSD. The basic principles in the formulation of IGA design are to. <ul style="list-style-type: none"> Try to minimize input provision Shift the initiative of activities from Project to Community Consider public equity <p>The project has also developed an operational plan with clearly defined time lines of action closely related to the attainment of project outputs. However, the operation plan does not give indications of responsibilities, milestone for monitoring and reporting.</p> <p>Japan has devised new technologies that builds a symbiotic relationship with the natural environment and create social systems and development methods based on the concept of environmental harmony. JICA's efforts to support environmental conservation are divided into the following three approaches:</p>
1.3.1 Project Strategy	
1.3.2 Technological advantage of Japan	

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Item	Results as at August 20, 2008
	<ol style="list-style-type: none"> Scientific and empirical understanding of the state of the natural environment (knowledge) Technology to halt environmental degradation, and systems for the application of that technology (protection) Methods for sustainable use (utilization) <p>Thus Japan has the technological advantage in the field of participatory forest management which is very relevant to the project. (Source: http://www.jica.go.jp/english/about/oda.htm)</p>

2. EFFECTIVENESS

The project effectiveness is mostly high as indicated below:

Item	Results
	<p>EFFECTIVENESS</p> <p>Achievement level of project purpose</p> <p>Although the project purpose is not fully achieved, the effectiveness of achieving the project purpose has been satisfactory. The project purpose is developing participatory approaches for sustainable management of the forest reserves in the Sunyani Forest District has been partially achieved through the formulation and implementation of the PAFORM model.</p> <p>Formulation of management plans both Tain I and Nsemere Forest Reserves are behind schedule. To date, none of the FRMP has been completed, endorsed and validated for implementation. It is therefore premature to indicate that participatory approaches for sustainable management of the forest reserves in the Transitional Zone are improved through pilot activities in Sunyani Forest District have been achieved.</p> <p>Factors facilitating the achievement of Project Purpose</p> <ul style="list-style-type: none"> Capacity building and training of FSD personnel in necessary skills and knowledge for Participatory Forest Reserve Management. Commitment of project staff including the District Managers, Community Facilitators and Range Supervisors. Dynamic leadership being offered by the Regional Manager. Commitment of the Community Groups to participate in the management of forest reserves especially towards the establishments of multi-purpose Greenbelts. Good governance in forest management being promoted by the project <p>Factors negatively affecting the achievement of the Project purpose</p> <ul style="list-style-type: none"> Some range/plantation supervisors did not respond to their duties as expected (e.g. Irregular visits to communities by range/plantation supervisors) Delay of timing and financing of operational activities (e.g. seeds dying because of late planting) Delay of release of the inventory reports for the formulation of the Part 1 & 2 of the Nsemere FRMP by RMSC <p>This notwithstanding, it is possible to complete the Nsemere FRMP and implement all plans before March 2008</p>
2.1 Achievement level of project purpose	

Item	Results
	<p>Contribution of the outputs to the project purpose</p> <p>The degree of the achievements of the output indicators are at satisfactory levels. The outputs that have been achieved so far has made the following innovative contributions to the achievement of the project purpose :</p> <ol style="list-style-type: none"> 1. Introduction of community facilitators to bridge the gap between forest managers and local communities. 2. Formation of Working Groups 3. Formation of Multi-purpose Green Belts Groups. 4. Promoted community investment in forest management thereby creating a perpetual flow of benefits to the poor and vulnerable forest fringe communities. (1994 Forest and Wildlife Policy) 5. Assisted in the implementation of national bushfire management activities around forest reserves. (2006 National Wildlife Strategy, National Action Plan) 6. Developed and equipped fire Volunteer Squads. (National Bushfire Act) 7. Got communities to evolve their own rules and regulations including bushfire rules and regulations (GPSR II).
2.2 Contribution of the outputs to the project purpose	

3. PROJECT EFFICIENCY

Project efficiency is moderate

Item	Results as at August 20, 2008
	<p>The efficiency of the project is rated moderate.</p> <p>APPROPRIATENESS OF LEVEL OF OUTPUT ACHIEVEMENTS</p> <ol style="list-style-type: none"> 1) The level of training given under the project to the FSD staff is Moderate. Management assessed the training needs of the FSD staff in Sumyami, identified the gaps in skills, prepared and implemented a training programme. The training assisted the staff to understand participatory forest management principles and introduced a lot of innovations into the project including GB and IGA. The staffs now have the skills in participatory forest management techniques, communication and community facilitation and the ability to draft participatory forest management plans. 2) The proposed modifications to the MoP by the project are Appropriate. It will introduce new element into the forest management planning and institutionalize community participation in FRMPs. 3) The levels of partnerships developed between FSD and the 12 target communities are Mostly Appropriate. In both cases, the project has identified target communities, engaged and trained Community Facilitators, introduced the people to the project conducted socio-economic survey of all the target fringe communities, identified partners for management and provided the needed information on current laws and policies regarding Forest Reserve Management. All the communities are engaged in the implementation of the GB and IGA. 4) The level of achievement in drafting participatory forest reserve management plans with active involvement of local population is less Appropriate. This is because the project has been able to consult with target fringe communities; got agreements from the stools and decided on the working areas for each target fringe community. Operational plans have been developed to guide the implementation of the GB and IGA. 5) The level of achievement in implementing Forest Reserve Management activities in collaboration with local population is Appropriate. The project is implementing the GB and IGA components of
3.1 Achievement level of outputs	

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Item	Results as at August 20, 2008
	<p>the plan. Already rehabilitation of degraded areas through the modified taungya system has been on the way.</p>
3.4 Inputs	
Japanese side	<p>JAPANESE INPUTS</p> <p>The Japanese inputs to the project have been Mostly Appropriate as they have been able to provide all the needed inputs for the project.</p> <p>Long /Short Term Experts</p> <p>Timing The timing of the Experts is Most Appropriate, however, the arrival of some of the Experts were restricted to certain specific period and are not flexible. Their absence affects the quality of discussion because often time the Experts who stay on longer are not very knowledgeable in the field and cannot contribute effectively and affects consolidation of decisions.</p> <p>Number The numbers of Japanese Experts are Appropriate There are six (6) experts on the project with a good mix of expertise and experience in the project management and participatory resource management projects.</p> <p>Quality Appropriate. Generally, the Working Group members found three of the Japanese Experts (in Participatory Forest Resource Management, Participatory Approach and Agriculture/Income Generating Activity), have demonstrate high competence in their field of operation. However, the expertise of the Social Gender Expert and Participatory Approach Experts has not been felt although they provide administrative backup to the project office. The project management did not have any guidelines on gender mainstreaming especially on the IGA. It was felt that too much premium was placed on financial administration than on the real work for which they were brought.</p> <p>Dispatch Mostly Appropriate. The Experts were dispatch as scheduled, however, due to delays in the implementation of some of the project activities and the seasonal nature of some of the activities, there was the need to re-schedule some of the dispatch.</p> <p>Duration Not Appropriate. The duration of some of the Experts were too short. They hardly get used to the environment (people and culture of doing things) before their stay is over. The counterpart personnel do not usually benefit from their experience and in most cases do not grasp the exact models they use very well so there is usually some level of misunderstanding. There is usually extra time spent trying to go over things a number of times before some understanding could be achieved.</p> <p>Specialities of Experts Mostly Appropriate. All the experts have contributed to the attainment of the project outputs. The short term consultancy on the Participatory Forest Resource Management, and Participatory Approach (A), and Income Generating Activities (IGA) has shown extra ordinary professionalism in their field operations. The IGA Expert developed guidelines for the implementation of the Agriculture and IGA activities under the programme. The participatory approach experts have been helping the Community Facilitators in their facilitation works and the Chief Advisor is compiling the framework for local community participation in forest management and MOU.</p>
Long/short term experts	

Item	<p>Results as of August 20, 2008 <u>Counterpart Training</u></p> <p><u>Timing</u> Mostly Appropriate. The project has organized training programmes for 72 FSD staff personnel in project Management, Facilitation, Mapping, Social forestry, GIS and Management. This was carried out to prepare the staff for field work. Most of the training were arranged considering project activity progress and was time appropriate. In addition, most of the training programmes were conducted as scheduled.</p> <p><u>Duration</u> Training duration was Mostly Appropriate. All the training modules were sufficiently treated by the Experts/Consultant within the stipulated time.</p> <p><u>Contents</u> Appropriate. Contents and duration were appropriate and were in line with the needs of the counterpart especially the Supervisors and the Area Managers.</p> <p><u>Numbers</u> Appropriate. The number of staff trained so far is appropriate for the Sunyani District Office.</p> <p><u>Quality</u> The quality of training has been Appropriate from the trainee and trainers point of view. Most of the Range Supervisors have been trained in the use of GPS. They are able to capture data and transfer it to the office for mapping. The training on GIS has been very good and the project is leaving a legacy of good GIS unit for the transitional zone.</p> <p><u>Field Utilization</u> Moderate. Generally few trainees are using the knowledge acquired in the training on the project work. What seems to be missing is the wider application in their functional work because the project has not designed a mechanism to monitor. There full potential of the trained staff has not been used to the advantage of the project.</p> <p><u>Administrative cost</u></p> <p><u>Timing:</u> Disbursement of the Japanese component of the project administrative cost has been very fast and Moderate. They have been very flexible to accommodate certain costs which technically ought to have been paid by the counterpart fund. This notwithstanding, the Ghanaian counterpart staff complained that sometimes they make certain requests from the Japanese on certain urgent activities for which counterpart contributions would be delaying. But decisions which could have been taken by the Experts in Ghana had to await second opinion and/or confirmation from Japan. These slow down the process and create bureaucracy.</p> <p><u>Quantity</u> Mostly Appropriate. From Japanese point of view the reduction in the level of budget is not in the best interest of the project.</p> <p><u>Utilization</u> Appropriate. According to the project management, the project budget is being utilized as planned.</p> <p><u>Management</u> Mostly Appropriate. The administrative cost is being managed appropriately. Most of the project achievement had been made largely with the Japanese administrative disbursement. However the reduction in budget may have some effects in future on the project performance.</p>
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Item	<p>Results as of August 20, 2008 <u>Counterpart Personnel</u></p> <p><u>Appropriate.</u> The FC has been able to provide all the physical and human resource inputs required for the implementation of project activities.</p> <p><u>GoG Inputs</u> GoG inputs are Mostly Appropriate for the attainment of project outputs. The GoG has been paying for the salaries of the staffs involved in the drafting of the management plans.</p> <p><u>Counter part Personnel</u></p> <p><u>Timing</u> Appropriate: All the counterpart staffs have been in place at the right time. The Customer Service Officer was posted to help the Community Facilitators in their field work.</p> <p><u>Quantity</u> The number of counterpart staff on the project is Mostly Appropriate. All the needed vacancies have been filled. The difficulty the project faces is when project activities demands runs into conflict with functional demands on the operations and plantation personnel, the tendencies have always been to satisfy functional work demands in preference to project demand. This has sometimes affected timing of project activities because we needed to reschedule.</p> <p><u>Technical Level</u> Mostly Appropriate. Generally the technical level of the staff is mostly good. Most are typical foresters and used to their traditional non-participatory ways of managing the resources.</p> <p><u>Specialties</u> Mostly Appropriate The counterpart staffs have been responsible for the formulation of the participatory management plans. The staffs have been involved in data collection, community mobilization and assisting the communities to create the Green Belts. Those at the secretariat are constantly engaged in discussions and providing important leads into issues on the project.</p> <p><u>Administrative Staff</u></p> <p><u>Timing of Assignment</u> Appropriate. All the administrative staffs were assigned on time.</p> <p><u>Quantity</u> Mostly Appropriate. The Ghanaian Project administrative staffs are made up of Project Manager, Assistant Project Manager, a Secretary and two Drivers. The Regional Accounts office is the project Accounts office. So far the project Administrative staffs have been very efficient, active and hardworking providing all the necessary operational planning and inputs for the implementation of the project.</p> <p><u>Duration</u> Appropriate. The administrative staffs spend 100 percent of their time on the project.</p> <p><u>Technical Level</u> Appropriate. They have the required technical knowledge for their duties. All the staffs have enough working experience in forestry and have gained a lot in project management.</p> <p>The project budget has been computerized under the FSD computerized financial regulations. There is financial monitoring from the FSD headquarters.</p>
Ghanaian Side	Land, building and other facilities
C/P Personnel	Land, building and other facilities
Administrative staff	Land, building and other facilities

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Item	<p>Results as at August 20, 2008</p> <p>PROMOTING/ HAMPERING FACTORS</p> <p>Promoting Factors</p> <ul style="list-style-type: none"> - The direct involvement of the Regional Manager in assigning roles and responsibilities with time lines and indicators is helping the quick delivery of the project outputs. - Wednesday project staff meetings are assisting in keeping track with project performance. - The decision to meet certain project expenses with the regional budget especially snack for meetings is also another factor promoting incentives for work. <p>Hampering Factors</p> <ul style="list-style-type: none"> - lack of full knowledge of the budget of the Japanese component of the project. This is making it difficult for the calculation of counterpart funding - absence of monitoring and evaluation framework to track progress on project indicators.
3.6 Other promoting/ hampering factors	

4. PROJECT IMPACT

Project impact is Mostly High

Item	<p>Results</p>
4.1 Impact at the Overall Goal Level	<p>PROJECT IMPACT ACHIEVEMENT LEVEL OF THE OVERALL GOAL</p> <p><i>Indicator: Forest Reserve in transitional zone in Sunyani have Management Plans</i></p> <p>There are 7 forest reserves in Sunyani Forest District. The project been able to develop one for Tain 1, is drafting Nsemere FRM and has contributed to the formulation of Yaya FRMP. With the experience gained so far, the other District Managers have recently developed mini plans for the remaining forest reserves.</p> <p>The Regional manager intends to use the experience gained to assist all District managers to develop FRMP</p> <p><i>Indicator: At least 80% of participants in Forest Reserve Management activities in Sunyani Forest District understand the concept of Management Planning.</i></p> <p>The project has put in place a participatory model for developing and implementing participatory forest management plan. The model involves the following:</p> <ul style="list-style-type: none"> • Planning Stage: Introduction of Information Sharing Workshop in the Consultation Process of Forest Reserve Management Planning to implant the moment of two different approaches (At the same time, community participation in the planning process is enhanced) • Implementation Stage: Green Belt (GB) Activity to promote "Participation of Community" • Implementation Stage: Income Generation Activities (IGA) to promote "Participation of Administration" • Deployment of Community Facilitators (C/F) to enable close communication with community <p>The model was used to develop the MP for Tain 1 and it is being used to develop the plan for Nsemere. The introduction of livelihood support activities under forest management have brought to hope to the rural people to address poverty through forest management and a new partnership between the communities and the FSD is evolving which is good for participatory forest management.</p>
4.1.1 Achievment level of the overall Goal	

Item and other facilities	<p>Results as at August 20, 2008</p> <p>Timing Mostly Appropriate. The building for the project was built under the previous project.</p> <p>Quality The land, building and other facilities being used under the project are Appropriate. There are enough office space for all project staff, a conference room for meeting and workshops.</p> <p>Other running expenses</p> <p>Timing Not Appropriate. Budgets for operation running are hardly released on time. The timing of the release of running expenses is not appropriate because the release comes at least six months after the year has started and therefore affecting a whole lot of activities especially when it comes to those that need to take care of personnel from the operations. In some situations the Ghanaian side was not able to finance their part of the total cost. This has most often caused low morale among the counterpart staff.</p> <p>Quantity Not Appropriate. The quantity of budget released is woefully inadequate. Never has the budget been met in quantity and timing</p> <p>Utilization Mostly Appropriate. It mostly used for the project components that fall within the responsibility of the Ghanaian side.</p> <p>Management Mostly Appropriate. The management of the running expenses is guided by the financial policy of the FSD</p> <p>Coordination with other Relevant Projects Functionally, PAFORM is not directly linked to any on-going project under the FC. It is a stand alone project but in terms of field operations, the project has indirect links to the following on-going donor funded projects:</p> <ul style="list-style-type: none"> • The Royal Netherlands Government funded Wildlife Management Project in the Transitional Zone. The total donor contribution is 4,000 Euros. The project is implementing wildfire management programme in the PAFORM pilot areas. • The project is linked to Ghana Government Funded HIPC Plantation Development Project. The Government has spent over US\$ 25.4 million. There is no technical Expatriate on the project. The project is helping pilot forest fringe communities to plant trees in the degraded areas of Tain 1 and Nsemere forest Reserves. • The project is also linked to Ghana Government Funded Taungya Plantation Development Project. The Government has spent over US\$ 4.78 million. There is no technical Expatriate staff on the project. The member of the Green Belt Groups have benefited from the project by participating in the modified taungya system. • The unfinished project activities would be off-loaded unto the natural Resource and Environment Governance Programme (NREG)
Other running expenses	
3.5 Coordination with other relevant projects	

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Item	Results
Other Impacts	<p>Positive Impacts: The project has made positive organizational, technical and economic impacts.</p>
Organizational	<p>The formation of Working Groups has facilitated the involvement of a number of technical and non-technical staff in the formulation of the management plans. It has also given recognition to the Community Facilitators in management planning which to a greater extent represent permanent community voice and views in the formulation of management plans. The Working Group concept also enables technical expertise in the forest district to operate as a single unit towards plan formulation. It has also harmonized the work the Forest Operations and Plantation division which was very unclear at the onset of the project.</p>
Technical	<p>PAFORM has introduced the following skills to the staffs of FSD in the management of forest reserves in the Brong Ahafo Region:</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
4.2 Other Impacts	<p>Most of the staffs have improved their capacity and FSD as an institution has also accepted participatory forest management concept proposed by PAFORM. It has developed other lines collaboration with MOFA. Partnership of FSD with forest fringe communities has increased and confidence has been established to joint forest management.</p> <p>Some of the staff have mastered skills in the GIS and can compose maps with GPS readings. This is helping the Project Unit to emerge a specialized unit in mapping which is a very important ingredient in forest resource management planning.</p> <p>The introduction of the GB activities and demonstration farms at the community levels has also imbued agricultural management skills to the forestry frontline staffs. On the job, they are learning agroforestry and rural enterprise development.</p> <p>The project has contributed immensely to the skill development of FSD.</p>
Environmental	<p>The project is contributing to the rehabilitation of the Tain I FR and Nsemere FR through protection from wildfires, replanting of degraded areas.</p>
Socio-economic	<p>The project has generated direct employment for 6 Community Facilitators, engage 360 community members to participate directly in forest management through participation in Greenbelt establishment. It has trained 760 rural people in the IGA activities. Out of these people about 10 people have started investing in rural enterprises with own sources of capita.</p>
Negative Impacts	<ul style="list-style-type: none"> - There is the tendency of depending on donors financial for the execution of certain core activities - The rights of the communities to enter the forest reserves with minimal permission are likely to be abused by some scrupulous people if not properly regulated.

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5. PROJECT SUSTAINABILITY

Project sustainability is moderate

Item	Results
5.1 Institutional Aspects	<p>PROJECT SUSTAINABILITY</p> <p>Institutional Aspects</p> <p>Policy Support</p> <p>The Ministry of Lands, Forest and Mines, is on the brink of revising the Forestry and Wildlife Policy 1994 and Forestry Development master Plan. The revision will seek to underpin participatory approaches to forest management using lessons learnt from all forest participatory projects. This policy will continue to support the project implementation and ensure the institutionalization of participatory forestry in all the reserves in the transitional zone. Experiences gained under this project could be used to develop a model for participatory forest management for the country.</p>
5.1.1 Policy Support	<p>The activities outlined under the project form part of the traditional functions of FSD. The District Forest officer is expected to develop and management plans with active involvement of the local people. Thus, the FSD will continue to support the project.</p>
5.1.2 Position of C/P	<p>Position of Counterpart Staff</p> <p>According to FSD headquarters, there are no immediate plans to transfer any of the trained FSD staffs from the region during the project life. However, this may depend on a number of human factors including the health and character of the personnel involved. Since the FSD staffing Policy also does not intend to keep staffs in a particular place perpetually, the Regional Forest Office is putting in place a mechanism for ensuring transfer and sharing of knowledge to ensure maintenance of institutional memories.</p> <p>The Regional Manager has reassigned the trained personnel to appropriate positions with the view to making transfer knowledge from trained staff to those who have not had the opportunity to be trained.</p>
5.1.3 management Capacity of FSD	<p>Management Capacity of FSD</p> <p>The project activities are being mainstreamed into the traditional functions of FSD. The RM is developing an integrated master plan for resource management in the region which will ensure harmony in the activities of the plantation development and natural forest management and also mainstream project activities into the district operations. Thus there exists enough capacity to continue the project.</p> <p>Coordination with other relevant organization</p> <p>The project is coordinating with Wildfire Project, African Development Community Forestry Project, the Government HIPC and Taungya Plantation Development project.</p> <p>The project is coordinating with the Brong Ahafo Regional Ministry of Food and Agriculture in the implementation of the Green fire belt and the IGA.</p>
5.1.4 Coordination with other relevant organization	<p>Coordination with other relevant organization</p> <p>The project is coordinating with Wildfire Project, African Development Community Forestry Project, the Government HIPC and Taungya Plantation Development project.</p> <p>The project is coordinating with the Brong Ahafo Regional Ministry of Food and Agriculture in the implementation of the Green fire belt and the IGA.</p>

Item	Results
5.2 Financial Aspect	As the project activities are mainstreamed into the traditional functional of the FSD, financial commitment to continue the project activities after termination is guaranteed. The implementation of the IGA and Green Belt cannot be sustained without a substantial initial investment. Although the IGA activities have been designed to ensure that after the initial investment, the activities would be self-sustaining, yet, the kick start capital is needed without which all the efforts would go waste.
5.3 Technological Aspect	Technological Aspect
5.3.1 Technical capacity of C/P	<ul style="list-style-type: none"> • Skills and innovative technologies that have been obtained under the project can be sustained with minimal supervision. However, if knowledge acquired are not properly applied the trainees would become stale and go waste. • To some extent the counterpart staff will be able to cope with needs on the field and will be able to respond to emergency issues. However, some of the Range Supervisor will need further training in community mobilization and management. • The technologies being implemented under the project are simple, easily adaptable and can be replicated.
5.3.2 Utilization and dissemination of transferred technologies	<ul style="list-style-type: none"> • The FSD already has a system of disseminating technology gained through projects for easy adaptation. This is usually done by documenting the new technologies to be discussed strategic managers meeting. FSD will make funds available for trails if the technology is adopted by the meeting. • Although it is too early to develop a specific technology strategy for this project, the existing modalities would be used. • The FC intends to mainstream the project activities into the traditional functions of the district operation and plantation development activities. Thus after the JICA withdrawal, the FSD would be able to continue the project activities. • The project has not provided any sophisticated machinery. The staffs have been trained well enough to continue to use the equipment especially in those related to forest inventory and GIS. • Already the project is being mainstreamed into the traditional functions of the FSD, so all the technological and technical capabilities are being developed to sustain the project after the planned period.
5.3.3 Utilization of the provided machinery and equipment	

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List of Major Equipment and Machinery of PAFORM Purchased by JICA

Annex4

	Procured Date	Budget Item	Item	Specification	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
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
16	Mar-04	Equip with Expert	Software (Japanese)	Powerpoint, Access, Front Page, Photoshap			153,560	1,396	OK
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	OK
19	May-04	Project General Budget	Attachment of Vehicle	Bumper Guard				439	OK
20	Jul-04	Project General Budget	Printer	HP Laserjet 1010				294	OK
21	Jul-04	Project General Budget	Office Desk (2)					333	OK
22	Jul-04	Project General Budget	Cabinet	Made of Steel				278	OK
23	Aug-04	Project General Budget	Binding Machine	Rexel CB305				500	OK
24	Sep-04	Project General Budget	Printer	HP Inkjet 1220C (A3)				467	OK
25	Oct-04	Project General Budget	Eight-man tent	Xanta				1,167	partly used OK,

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26	Oct-04	Project General Budget	Eight-man tent	Xanta				1,167	partly used OK,
27	Oct-04	Project General Budget	Four-man tent	Xanta				722	partly used OK,
28	Oct-04	Project General Budget	Four-man tent	Xanta				722	partly used OK,
29	Nov-04	Project General Budget	Air Conditioner	Fujitech 2.0 HP				657	OK
30	Nov-04	Project General Budget	Air Conditioner	Fujitech 2.0 HP				657	OK
31	Nov-04	Project General Budget	Air Conditioner	Fujitech 2.0 HP				657	OK
32	Nov-04	Project General Budget	Air Conditioner	Fujitech 2.5 HP				763	OK
33	Nov-04	Project General Budget	Air Conditioner	Fujitech 2.5 HP				763	OK
34	Nov-04	Project General Budget	Desktop Computer	15 inch TFT				1,222	broken since Oct. 2007
35	Nov-04	Project General Budget	Desktop Computer	15 inch TFT				1,222	OK
36	Nov-04	Project General Budget	Desktop Computer	15 inch TFT				1,222	broken
37	Nov-04	Project General Budget	Printer	Hp 1300				467	broken
38	Nov-04	Project General Budget	Printer	HP Inkjet 1220C (A3)				444	OK
39	Dec-04	Equip. with A4	Laptop Computer	Toshiba				2,111	OK
40	Dec-04	Equip. with A4	Laptop Computer	Toshiba				2,111	Under repair
41	Dec-04	Equip. with A4	Generator	CW44KVA Silenced		15556		15,556	broken
42	Dec-04	Project General Budget	Tel exchanger	Panasonic PA BX 616				844	broken
43	Dec-04	Project General Budget	Tel exchanger	Panasonic PA BX 308				539	OK
44	Jan-05	Project General Budget	GPS	Garmin E-trex				322	OK
45	Jan-05	Project General Budget	GPS	Garmin E-trex				322	OK
46	Jan-05	Project General Budget	GPS	Garmin E-trex				322	OK
47	Jan-05	Project General Budget	GPS	Garmin E-trex				322	OK
48	Jan-05	Project General Budget	GPS	Garmin E-trex				322	OK
49	Jan-05	Project General Budget	Digital Camera	Sony Cyber Shot DSC-P73				422	OK
50	Jan-05	Project General Budget	Digital Camera	Sony Cyber Shot DSC-P93				475	OK
51	Jan-05	Equip. with A4	Desktop Computer	15 inch TFT				1,474	OK
52	Jan-05	Equip. with A4	Desktop Computer	15 inch TFT				1,474	OK
53	Jan-05	Equip. with A4	Printer	HP5100				2,744	OK

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Handwritten marks: a large '0' on the left, and '512' in the center.

54	Jan-05	Equip. with A4	Laptop Computer	Toshiba				2,132	OK
55	Jan-05	Equip. with A4	Laptop Computer	Toshiba				2,132	OK
56	Jan-05	Equip. with A4	Laptop Computer	Toshiba				2,132	OK
57	Jan-05	Equip. with A4	Laptop Computer	Toshiba				2,132	OK
58	Feb-05	Equip. with A4	Copier Machine	Canon				3,222	broken
59	Feb-05	Equip. with A4	Copier Machine	Canon				3,222	OK
60	Feb-05	Project General Budget	Air Conditioner	Fujitech 1.5 HP				698	OK
61	Feb-05	Project General Budget	Air Conditioner	Fujitech 1.5 HP				698	OK
62	Feb-05	Budget under JICA Ghana Office	Air Conditioner	Fujitech 1.5 HP				585	OK
63	Feb-05	Budget under JICA Ghana Office	Air Conditioner	Fujitech 2.0 HP				644	OK
64	Feb-05	Budget under JICA Ghana Office	Air Conditioner	Fujitech 2.0 HP				644	OK
65	Feb-05	Budget under JICA Ghana Office	Air Conditioner	Fujitech 2.0 HP				644	OK
66	Feb-05	Budget under JICA Ghana Office	Air Conditioner	Fujitech 2.5 HP				656	OK
67	Feb-05	Project General Budget	Pen Drive					222	broken
68	Feb-05	Project General Budget	Pen Drive					222	broken
69	Feb-05	Project General Budget	Pen Drive					222	broken
70	Feb-05	Project General Budget	Pen Drive					222	broken
71	Feb-05	Project General Budget	Pen Drive					222	broken
72	Feb-05	Project General Budget	Pen Drive					222	broken
73	Feb-05	Project General Budget	Pen Drive					222	broken
74	Feb-05	Project General Budget	Digital Camera					444	broken since July 2007
75	Feb-05	Project General Budget	Digital Camera					444	OK
76	Feb-05	Project General Budget	Digital Camera					444	OK
77	Feb-05	Intern budget (Aiko)	Printer	Canon laserjet 1120				422	OK
78	Mar-05	Project General Budget	Desktop Computer	HP Evo dx2000				1,275	OK
79	Mar-05	Project General Budget	MS OfficeXP	PRO.OEM				314	OK
80	Mar-05	Project General Budget	Laserjet Printer	HP 1320				401	OK
81	Mar-05	Project General Budget	Digital Camera	Hp photosmart 945				700	OK

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82	Mar-05	Project General Budget	Printer	Canon laserjet 1120				422	OK
83	Mar-05	Project General Budget	Printer	Canon laserjet 1120				422	OK
84	Mar-05	Project General Budget	Printer	Canon laserjet 1120				422	broken
85	Mar-05	Project General Budget	Printer	Canon laserjet 1120				422	OK
86	Mar-05	Project General Budget	Desktop Computer	15 Inch TFT				1,572	OK
87	Mar-05	Project General Budget	UPS	700 VA				179	broken since Nov. 2007**
88	Mar-05	Equip. with A4	Motorcycle	DT 125 (GV300W)	3,047			3,047	OK
89	Mar-05	Equip. with A4	Motorcycle	DT 125 (GV304W)	3,047			3,047	Under repair
90	Mar-05	Equip. with A4	Motorcycle	DT 125 (GV307W)	3,047			3,047	OK
91	Mar-05	Equip. with A4	Motorcycle	DT 125 (GV308W)	3,047			3,047	OK
92	Mar-05	Equip. with A4	Motorcycle	DT 125 (GV309W)	3,047			3,047	OK
93	Mar-05	Equip. with A4	Land Cruiser	GV 202 W	31,912			31,912	OK
94	Mar-05	Equip. with A4	Nissan Pickup	GV 301 W	19,495			19,495	OK
95	Mar-05	Equip. with A4	Nissan Pickup	GV 302 W	19,495			19,495	OK
96	Mar-05	Equip. with A4	Nissan Pickup	GV 303 W	19,495			19,495	OK
97	Mar-05	Equip. with A4	Nissan Pickup	GV 305 W	19,478			19,478	OK
98	Mar-05	Project General Budget	Nissan Pickup	GV 306 W	19,478			19,478	OK
99	Apr-05	Project General Budget	Binding Machine	Rexel CB305				489	OK
100	Apr-05	Project General Budget	Binding Machine	Rexel CB355				544	OK
101	May-05	Project General Budget	Steel cabinet	Gray				222	OK
102	May-05	Project General Budget	Steel cabinet	Gray				222	OK
103	May-05	Project General Budget	Steel cabinet	Gray				222	OK
104	May-05	Project General Budget	Steel cabinet	Gray				222	OK
105	May-05	Project General Budget	Steel cabinet	Gray				222	OK
106	May-05	Project General Budget	Steel cabinet	Gray				222	OK
107	May-05	Project General Budget	Steel cabinet	Gray				222	OK
108	May-05	Project General Budget	Steel cabinet	Gray				222	OK
109	May-05	Project General Budget	Steel cabinet	Gray				222	OK
110	May-05	Project General Budget	Steel cabinet	Gray				222	OK
111	Jun-05	Equip. with A4	Printer	laserjet 1010				333	OK
112	Jun-05	Equip. with A4	Printer	laserjet 1010				333	OK

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113	Jun-05	Project General Budget	Water dispenser					278	OK
114	Jun-05	Project General Budget	Water dispenser					278	OK
115	Sep-05	Equip. with A4	mother board					222	broken
116	Oct-05		Notice board						OK
117	Oct-05		Notice board						OK
118	Jan-06		Fax machine	Hp officejet all in one					broken
119	Aug-06		Brunton Compass				42,000	382	OK
120	Sep-06		GIS Software (4 sets)	GIS Arcview 9.2 single Use key		8,510		8,510	OK
121	Dec-06			LF125GY LHFAN(4)					OK
122	Dec-06		Motor Bike	JL70-3 Jialing(1)				7,139	OK
123	Mar-07		Laptop Computer	Gateway				1,500	OK
124	May-07		Scanner	HP 2400				200	OK
125	May-07		Printer	Laser 1320				444	OK
126	May-07		Laptop Computer	Sony				1,444	OK
127	May-07		Laptop Computer	Sony				1,444	OK
128	May-07		Desktop Computer	15 inch TFT (Dell)				1,489	OK
129	May-07		Desktop Computer	15 inch TFT (Dell)				1,489	OK
130	May-07		Desktop Computer	15 inch TFT (Dell)				1,489	OK
131	May-07		Desktop Computer	15 inch TFT (Dell)				1,489	OK
132	May-07		Desktop Computer	15 inch TFT (Dell)				1,489	OK
133	May-07		GPS (10)	Extrex Garmin			168,000	1,527	OK
134	May-07		Fax machine	Hp 5610				378	broken
135	May-07		GIS Software	GIS Arcview 9.2 single Use key				3,884	OK
136	Aug-07		Toner Cartridge	29X for HP 5100 Printer				444	OK
137	Sep-07		Drum Unit	Canon C-EXV 3				389	OK
138	Sep-07		GPS (3)				166,500	1,514	OK
139	Aug-08		Fax machine	Panasonic	266			279	OK

D. Y. W

PDM の変遷

2004年7月22日に開催された第1回JGCにおいて、R/Dで合意されたPDM(ver.0)に基づいて議論を行い、以下の点について確認が行われPDM(ver.1)が合意された。

- ・プロジェクトでは5つの森林保全区(678.16km²)を対象とする
- ・対象コミュニティは40コミュニティとする

2005年12月に実施された中間評価調査において、目指すべき参加型森林保全計画の定義や指標の設定が明確ではないためPDM(ver.1)変更の必要性が指摘され、以下の点に留意し調査団からPDM(ver.2)が提案された。

- ・参加型森林管理の実施をととして、Collaborative Forest Management(CFM)に基づく参加型アプローチが改善されることが期待される
- ・残りの期間で何を行うかを具体的に検討するためには、POの活動内容の要素や責任者、コストを考慮した詳細計画を策定することが必要
- ・対象保全区の数についても、同詳細計画に基づいて現実的な数値とすべきである
- ・改定案は2004年1月に締結されたR/Dのマスタープランに沿うものであり、今後3年ではなく、全5年間のものである必要がある

中間評価において提案されたPDM(ver.2)に基づき、以下の点について更なる協議を行い、2006年2月にPDM(ver.3)が合意された。

- ・森林保全と代替生計活動が相互効果を持つような活動となるよう整理し、成果との整合性を図る必要がある
- ・政策と計画の整合性を確認し、計画が政策に合致している必要がある

2007年9月に実施された運営指導調査の結果、PDM(Ver.3)の改訂が必要であることが以下の理由により提言された。

- ・参加型森林管理の改善内容の検討の結果、プロジェクトでは、IGA、GB活動、GISを活用した森林管理計画の策定が実施されることとなったが、PDM(Ver.3)が策定された段階では上記活動が想定されていなかったため、これらが反映されておらず、実際の活動とPDMとの間に齟齬が生じている。
- ・評価指数が明記されておらず、達成度を測るための具体的な数値を示す必要がある。

上記の提言を受けて、2007年12月からPDM改訂作業が始まり、数回にわたる議論を経て、2008年1月にPDM(Ver.4)としてM/Mが締結された。

以下にPDM ver.0からver.4を示す。

Annex 1: Tentative Project Design Matrix (PDM)

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

<p>Activities</p> <p>1-1. To organize workshop(s) for forest management planning for each of the five pilot forest reserves</p> <p>1-2. To support the planning process to ensure the community involvement</p> <p>1-3. To select the sample areas within the five pilot forest reserves for trial implementation of the plans</p> <p>1-4. To organize workshop(s) to formulate operational plans for the sample areas</p> <p>1-5. To carry out and monitor the implementation in the sample areas</p> <p>2-1. To provide training to the relevant FSD personnel on extension and participatory approaches</p> <p>2-2. To identify needs of the fringe communities on and possible means for off-reserve forest resource restoration</p> <p>2-3. To support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe communities</p> <p>3-1. To assess the needs for alternative livelihood activities in the fringe communities</p> <p>3-2. To examine potential markets for products of alternative livelihood activities</p> <p>3-3. To provide necessary technical and managerial training for the selected livelihood activities in collaboration with relevant institutions</p> <p>3-4. To support the implementation of the selected livelihood activities by the people in the fringe communities in collaboration with relevant institutions</p> <p>4-1. To develop the project action plan to enhance the wildfire prevention in line with existing programs</p> <p>4-2. To carry out the action plan in collaboration with the relevant institutions</p> <p>5-1. To provide opportunities to share and obtain feedback on the project experiences among the FSD personnel in BAR</p> <p>5-2. To organize workshops to analyze the outcomes of the project activities at the end of the project</p> <p>5-3. To formulate a set of recommendations on PFRM based on the project experiences</p>	<p>Inputs</p> <p>Ghanaian Side</p> <p>1. Counterpart personnel</p> <p>2. Project offices</p> <p>3. Administrative and operational costs</p> <p>Japanese Side</p> <p>1. Japanese Experts</p> <p>2. Equipment and machinery</p> <p>3. Training of counterpart personnel in Japan and/or the third country</p>	<p>* Understanding of and supports to project activities from local government institutions and traditional administrations are obtained during the project implementation</p>	<p>Preconditions</p> <p>* Sufficient number of personnel is allocated for the project activities</p> <p>* No drastic changes that affect the project activities in institutional setup take place in counterpart organization(s)</p>
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Project Design Matrix (PDM) (approved at JCCM on 22nd July 2004)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Status of forest resources in Brong Ahafo Region (BAR) is improved through participatory forest resource management.</p>	<ol style="list-style-type: none"> 1. Number of forest reserves managed with participatory forest management plans 2. Improvement in the quality of forest resources 	<p>Number of participatory management plans written Reports Survey data at regional office</p>	<p>* The government continues to promote and implement participatory forest resource management in the forestry development plans and programs</p>
<p>Project Purpose Participatory forest resource management is implemented in and around the five pilot forest reserves in Brong Ahafo Region.</p>	<ol style="list-style-type: none"> 1. Number of communities involved in the participatory forest resource management 2. Degree of involvement of the fringe communities in management activities 	<p>Data at district FSD offices Project records and documents</p>	<p>* Measures taken under the project are replicated in and around the other forest reserves in BAR * No natural disaster damages forest resource in BAR</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Participatory forest management plans are formulated for the five pilot forest reserves and implemented in the sample areas. 2. Off-reserve forest resource restoration activities by fringe communities around the sample areas are promoted through extension activities. 3. Alternative livelihood activities are promoted in the fringe communities around the sample areas. 	<ol style="list-style-type: none"> 1-1. Official endorsement of the management plans 1-2. Number of communities involved in the planning and implementation 2-1. Number and level of knowledge of personnel of forestry staff on extension and participatory approaches 2-2. Number of trees planted and grown under project activities 2-3. Perception of community people on tree planting activities 3-1. Number of livelihood projects initiated 3-2. Number of communities and persons undertaking livelihood activities 3-3. Skills and knowledge of the community people on the livelihood activities 3-4. Degree of dependence on forest resources by the communities 3-5. Income level of communities and persons undertaking livelihood activities 	<p>Project records and documents Project records and documents Pre & post activity evaluation Project records and documents Benchmark / impact analysis surveys Project records and documents Project records and documents Pre & post activity evaluation Pre & post activity evaluation Pre & post activity evaluation</p>	<p>* Appropriate measures are continuously taken to address illegal forest violation</p>

<p>4. Involvement of the fringe communities in the prevention of wildfire is enhanced.</p> <p>5. Policy and program recommendations based on the project experiences are presented to the government.</p>	<p>4-1. Community-based precautionary measures 4-2. Community-based fire protection measures 4-3. Knowledge of community people on fire fighting 4-4. Number of community members involved in fire prevention and protection 4-5. Involvement of traditional rulers 4-6. Degree of collaboration of stakeholders</p> <p>5-1. Report on the recommendations</p>	<p>Project records and data from relevant institutions (for all six indicators) Pre & post activity evaluation (for all six indicators)</p>	
<p>Activities</p> <p>1-1. To organize workshop(s) for forest management planning for each of the five pilot forest reserves 1-2. To support the planning process to ensure the community involvement 1-3. To select the sample areas within the five pilot forest reserves for trial implementation of the plans 1-4. To organize workshop(s) to formulate operational plans for the sample areas 1-5. To carry out and monitor the implementation in the sample areas 2-1. To provide training to the relevant FSD personnel on extension and participatory approaches 2-2. To identify needs of the fringe communities on and possible means for off-reserve forest resource restoration 2-3. To support the off-reserve forest resource restoration activities by small-scale farmers and/or public entities in the fringe communities 3-1. To assess the needs for alternative livelihood activities in the fringe communities 3-2. To examine potential markets for products of alternative livelihood activities 3-3. To provide necessary technical and managerial training for the selected livelihood activities in collaboration with relevant institutions 3-4. To support the implementation of the selected livelihood activities by the people in the fringe communities in collaboration with relevant institutions</p> <p>Inputs</p> <p>Ghanaian Side</p> <p>1. Counterpart personnel 2. Project offices 3. Administrative and operational costs</p> <p>Japanese Side</p> <p>1. Japanese Experts 2. Equipment and machinery 3. Training of counterpart personnel in Japan and/or the third country</p> <p>* Understanding of and supports to project activities from local government institutions and traditional administrations are obtained during the project implementation</p>			

<p>4-1. To develop the project action plan to enhance the wildfire prevention in line with existing programs</p> <p>4-2. To carry out the action plan in collaboration with the relevant institutions</p> <p>5-1. To provide opportunities to share and obtain feedback on the project experiences among the FSD personnel in BAR</p> <p>5-2. To organize workshops to analyze the outcomes of the project activities at the end of the project</p> <p>5-3. To formulate a set of recommendations on participatory forest resource management based on the project experiences</p>	<p>Preconditions</p> <ul style="list-style-type: none"> * Sufficient number of personnel is allocated for the project activities * No drastic changes that affect the project activities in institutional setup take place in counterpart organization(s)
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Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Forest Reserves in the Transition Zone of Brong Ahafo Region are sustainably managed for the benefit of all segments of society.</p>	<ol style="list-style-type: none"> 1. Number of management plans prepared and implemented with the approaches developed by the project 2. Satisfaction among various segments of society 3. Production in forest reserves 	<p>Prepared management plans and activity records</p> <p>Satisfaction survey and statistics on illegal offences.</p> <p>Statistics on productions in forest reserves.</p>	<p>Management activities are constantly monitored and modified to accommodate the concerns of society.</p>
<p>Project Purpose Participatory approaches to sustainably manage the forest reserves in the Transition Zone of Sunyani Forest District are developed.</p>	<ol style="list-style-type: none"> 1. Manual(s) developed and operationalised 2. Number of management plans prepared and implemented 3. Effectiveness and appropriateness of the approaches developed 	<p>Prepared manual(s) and interviews</p> <p>Prepared management plans, monitoring records, field visits, and interviews</p> <p>Evaluation section of the final report, the operational manual for participatory forest reserve management and interviews</p>	<p>The approaches developed by the project is continuously improved and applied to management of forest reserves.</p> <p>Recommendations by the project are reflected in policies.</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. FSD personnel are trained in necessary skills for drafting of management plan and principles for enhancing meaningful participation of local population. 2. 'Outline plan' is prepared for at least two forest reserves. 3. Platforms for local populations to deliberate and express views on current and future 	<ol style="list-style-type: none"> 1-1. Subjects and number of trainings 1-2. Number and skill levels of trained personnel 2-1. Number and content of 'outline plans' 2-2. Number and content of explanation (extension) materials 3-1. Number and content of meetings held and contacts made with each community 	<p>Project reports</p> <p>Project reports and monitoring records</p> <p>Prepared 'outline plans'</p> <p>Produced explanatory sheets</p> <p>Project reports and monitoring records</p>	<p>The government and traditional authorities are committed to supporting participatory approaches to forest reserve management.</p> <p style="text-align: right;">添付資料2</p>

<p>management of forest reserves are created.</p> <p>4. Management plan is prepared with local populations for at least two forest reserves.</p> <p>5. Management plan is implemented with local populations in at least two forest reserves.</p> <p>6. The approaches taken by the project are evaluated and disseminated.</p>	<p>3-2. Number and/or proportion of people participating in each meeting by gender and other social groupings</p> <p>3-3. Number and content of issues raised in meetings</p> <p>4-1. Number and content of management plans</p> <p>4-2. Number and content of meetings held</p> <p>4-3. Number and/or proportion of people participating in each meeting by gender and other social groupings</p> <p>4-4. Number and content of issues raised in meetings</p> <p>4-5. Number and content of issues raised by local populations considered in drafting of management plan</p> <p>5-1. Number and content of management activities executed</p> <p>5-2. Number and/or proportion of people participating in management activities by gender and other social groupings</p> <p>6-1. Number and content of recommendations made to the administration and government</p> <p>6-2. Means, number and content of dissemination activities</p> <p>6-3. Impact on FSD</p> <p>6-4. Impact on local populations</p> <p>6-5. Development of reference material</p>	<p>ibid</p> <p>ibid</p> <p>Prepared management plans</p> <p>Project reports and monitoring records</p> <p>ibid</p> <p>ibid</p> <p>ibid</p> <p>Project reports, monitoring records and field visits</p> <p>ibid</p> <p>Project reports</p> <p>ibid</p> <p>Project reports, monitoring records and surveys</p> <p>ibid</p> <p>Operational manual for participatory forest reserve management</p>	
<p>Activities</p>	<p><i>Input</i></p>		

<p>1-1. Decide on an appropriate organisational structure for drafting and implementing of management plans with indication of responsibilities for each position.</p> <p>1-2. Assess and reassess skill levels and training needs of FSD personnel.</p> <p>1-3. Prepare Training Plan</p> <p>1-4. Train FSD personnel on forestry techniques, and communication and facilitation skills.</p> <p>2-1. Gather existing information regarding the forest reserve.</p> <p>2-2. Review and list current ongoing and planned forest activities for the forest reserve.</p> <p>2-3. Develop an 'outline plan'.</p> <p>2-4. Develop extension materials (explanatory sheets).</p> <p>3-1. Identify the landowners and local forest reserve users, and collect information on social relations between and within communities.</p> <p>3-2. Introduce the project to community leaders and relevant organizations,</p> <p>3-3. Engage community facilitators.</p> <p>3-4. Train community facilitators.</p> <p>3-5. Provide information on current laws and policies regarding management of forest reserves to every community.</p> <p>3-6. Organise meetings in every community and facilitate discussions.</p> <p>4-1. Hold community level meetings for zoning of forest reserve in each community.</p> <p>4-2. Redraft 'outline plan' incorporating results from community level meetings.</p> <p>4-3. Hold forest reserve level meetings for zoning</p>	<p>Ghanaian Side</p> <p>1. Counterpart personnel</p> <p>2. Project offices</p> <p>3. Administrative and operational costs</p>	<p>Japanese Side</p> <p>1. Japanese Experts</p> <p>2. Equipment and machinery</p> <p>3. Training of counterpart personnel in Japan and/or third country</p>	<p>1. Understanding of and supports to project activities from local government organisations, traditional administrations and community leaders are gained during project implementation.</p> <p>2. No political obstructions to the deliberating and planning processes are created by interest groups or individuals.</p> <p>3. No major socio-economic and natural events that hamper livelihoods of local populations occur.</p>
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		<p>of forest reserve.</p> <p>4-4. Produce final zoning map with management objectives and prescriptions.</p> <p>4-5. Draft tentative operational plan.</p> <p>4-6. Hold community level meetings for operational plan in each community.</p> <p>4-7. Redraft operational plan drawing together results from community level meetings.</p> <p>4-8. Hold forest reserve level meetings to finalise the management plan.</p> <p>4-9. Validate the management plan.</p> <p>4-10. Feed lessons learnt from preparing of management plan into formal and informal institutions.</p> <p>5-1. Train FSD personnel on additional skills necessary to carry out management duties.</p> <p>5-2. Provide necessary trainings to local populations to carry out management activities.</p> <p>5-3. Execute management activities together with local population.</p> <p>5-4. Monitor and evaluate management activities.</p> <p>5-5. Modify management plan and management activities reflecting lessons arising from monitoring and evaluation.</p> <p>5-6. Feed lessons learnt from implementation of management plan into formal and informal institutions</p> <p>6-1. Monitor and evaluate impact on FSD personnel.</p> <p>6-2. Monitor and evaluate impact on local populations.</p> <p>6-3. Develop operational manual for planning and execution of sustainable forest reserve management.</p> <p>6-4. Provide recommendation to policy decision making.</p>
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		<p><u>Preconditions</u></p> <p>1. Positions identified in the organisational chart of the project are adequately staffed and maintained.</p> <p>2. Administrators of counterpart organisations commit to supporting the piloting and the development of participatory approach to forest management.</p>
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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) (<i>number</i>) 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) <u>(number)</u> FSD personnel are trained in identified skills and knowledge.</p>	<p>(a) Assessment report (Outcome of Activity 1-2) (b) Training programme (Outcome of Activity 1-3) (c) Training reports (Outcome of Activity 1-4) (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. (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) (b) Existing Forest Reserve Management Plans (c) Minutes of meeting on agreement process (Outcome of Activity 2-2) (d) Monitoring and evaluation reports (Outcome of Activity 4-10) (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) <u>(number)</u> meetings with local populations are facilitated by the Project. (B) <u>(number)</u> MOUs to secure participation of fringe communities are signed. (C) <u>(number)</u> community facilitators are selected and appointed. (D) More than 80% of the forest dependent residents of the target communities acquire information from facilitators. (E) At least 40% of community participants are female.</p>	<p>(a) Report on social structure and relations (Outcome of Activity 3-1) (b) Minutes of meetings on project introduction (Outcome of Activity 3-3) (c) Reports on socio-economic characteristics (Outcome of Activity 3-4) (d) MOUs for agreement on participation of fringe communities (Outcome of Activity 3-5) (e) Extension materials prepared (Outcome of Activity 3-6) (f) Activities Reports (Outcome of Activity 3-6) (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) <u>(number)</u> MOUs to implement Operational Plan with fringe communities are signed. (B) Two Forest Reserve Management Plans are validated by all relevant authorities*. (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) (b) Proceedings of validation workshops (Outcome of Activity 4-9) (c) Validated Forest Reserve Management Plans (Outcome of Activity 4-9) (d) Activity Reports (Outcome of Activity 4-7) (e) Reports on dissemination of lessons learnt to public (Outcome of Activity 4-11)</p>	
<p>5. Forest Reserve Management plans are implemented in collaboration with local populations.</p>	<p>(A) Operational Plans for two forest reserves are implemented as scheduled. (B) Half-yearly monitoring of management activities is conducted.</p>	<p>(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)</p>	

<p>6. Improved participatory approaches for sustainable Forest Reserve Management are recommended to the government*.</p>	<p>(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.</p>	<p>(d) Reports on dissemination of lessons learnt to public (Outcome of Activity 5-7)</p> <p>(a) Monitoring reports on the process of Forest Reserve Management Planning (Outcome of Activity 4-10)</p> <p>(b) Monitoring report on implementation of Forest Reserve Management Plan (Outcome of Activity 5-6)</p> <p>(c) A set of endorsed recommendations (Outcome of Activity 6-1)</p> <p>(d) Proceedings of workshops (Outcome of Activity 6-2)</p> <p>(e) Forwarding letter from FC to the sector Minister. (Outcome of Activity 6-4)</p>	<p>Activities</p> <p>1-1. Build common understandings on the project concept within project staff*</p> <p>1-2. Assess and reassess skill levels and training needs of FSD personnel</p> <p>1-3. Prepare training programme</p> <p>1-4. Train FSD personnel on forestry techniques, and communication and facilitation skills</p> <p>1-5. Monitor and evaluate trainings on FSD personnel</p> <p>2-1. Develop MoP (draft) for the Transitional Zone</p> <p>2-2. Agree on planning process of the Project among project staff and 'Planning Team'</p> <p>2-3. Compile information on past and current situation of the forest reserves</p> <p>2-4. Draw provisional zoning and management prescription of Forest Reserve Management Plans</p> <p>2-5. Compare the estimated cost for FSD for each zoning option.</p> <p>2-6. Consult with stools and District Assemblies about provisional zoning (including zoning of working areas) and management prescription</p> <p>2-7. Compile the above results as draft framework*</p> <p>3-1. Identify target communities in the fringe area of the forest reserves</p> <p>3-2. Engage and train community facilitators</p> <p>3-3. Introduce the Project to the target fringe communities</p> <p>3-4. Know socio-economic characteristics of every target fringe community</p> <p>3-5. Identify partners for Forest Reserve Management</p> <p>3-6. Provide information on current laws and policies regarding Forest Reserve Management to every target community</p> <p>4-1. Consult with target fringe communities on draft framework</p> <p>4-2. Get agreement on the draft framework from stools</p> <p>4-3. Decide working area* for each target fringe community</p> <p>4-4. Develop Operational Plans</p>
<p>Input</p> <p><u>Ghanaian Side</u></p> <p>1. Counterpart personnel</p> <p>2. Project offices</p> <p>3. Administrative and operational costs</p>		<p><u>Japanese Side</u></p> <p>1. Japanese Experts</p> <p>2. Equipment and machinery</p> <p>3. Training of counterpart personnel in Japan and/or third country</p>	<p>i) No political obstructions to planning processes are created by interest groups or individuals.</p> <p>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.</p> <p>iii) No major socio-economic and natural events that hamper livelihoods of local populations occur.</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"> ➤ 'Participatory approach' of PAFORM is process to develop and implement the practical Operational Plan 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. ➤ 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. ➤ Framework is a guideline that outlines the structure of participatory reserve management plan, which is regarded as rough draft of Strategic Plan. ➤ The operations for Forest Reserve Management in the Operational Plan are described as 'management activities'. ➤ According to MoP, 'Planning Team' is formed for Forest Reserve Management Planning. ➤ 'Local populations' includes residents in the fringe communities, relevant stools, local governments like District Assemblies, Community-Based Organizations etc. ➤ 'Fringe communities' means the communities which exist within 5km from Forest Reserve and its Community-Based Organization. ➤ 'Project staff' includes FSD personnel and Japanese experts. ➤ 'Working area' is an area assigned for each community for the management activities. ➤ Relevant authorities are FC/FSD, MLFM, Traditional Council, and District Assembly. 	

Project Design Matrix

Duration: March 2004 ~ March 2009 Version Four (Ver. 4), 28 th Jan 2008			
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Super Goal</p> <p>Forest Reserves in the Transitional Zone are sustainably managed for the benefit of all segments of society.</p>	<p>(A) At least 60% of Forest Reserve in Transitional Zone have Management Plans developed by year 2019.</p> <p>(B) By year 2019 illegal activities in the Forest Reserve with Management Plan decreased by 50% using year 2009 as base year.</p>	<p>(a) Pre- and post-project survey reports</p> <p>(b) Statistics on illegal offences</p> <p>(c) Annual statistics on productions and inventory reports of forest reserves (by FSD)</p> <p>(d) Statistics on average annual income of each socio-economic class.</p> <p>(e) FSD Quarterly Report</p>	
<p>Overall Goal</p> <p>Improved participatory approaches* for sustainable Forest Reserve Management are adopted in Sunyani Forest District.</p>	<p>(A) Forest Reserves in Transitional Zone in Sunyani Forest District have Management Plans.</p> <p>(B) At least 80% of participant in Forest Reserve Management activities in Sunyani Forest District understand the concept of Management Planning.</p>	<p>(a) Forest Reserve Management Plans (by FSD)</p> <p>(b) District Reports</p> <p>(c) Stakeholders Questionnaires and interview results</p>	<p>i) The government policy does not change within the period.</p> <p>ii) The government does not suspend assigning necessary inputs.</p> <p>iii) Monitoring and modification of management activities to accommodate the concerns of society are not suspended.</p>
<p>Project Purpose</p> <p>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 pilot Forest Reserves are developed.</p> <p>(B) At least 80% of participant in Green Belt (GB) and Income Generating Activities (IGA) are satisfied with the activities.</p>	<p>(a) Forest Reserve Management Plans</p> <p>(b) Monitoring and evaluation reports</p> <p>(c) Documents showing relation between the recommendations and forest policies</p> <p>(d) Stakeholders Questionnaires and Interview results</p>	<p>i) The government does not reject the recommendations from the project</p> <p>ii) The government does not suspend promoting and implementing participatory approaches in forestry development plans and programs.</p> <p>iii) The social structure does not change dramatically.</p>
<p>Outputs</p> <p>(1) Forestry Services Division (FSD) personnel are 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.</p> <p>(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.</p> <p>(C) The enhanced skills and knowledge are applied by at least 80% of participant.</p>	<p>(a) Assessment report</p> <p>(b) Training programme</p> <p>(c) Training report</p> <p>(d) Monitoring and evaluation report</p> <p>(e) Stakeholders Questionnaires and Interview results</p>	<p>i) The trainees do not leave their position or are not transferred.</p>
<p>(2) MoP is modified to reflect the draft Strategic Plan.</p>	<p>(A) Strategic Plans for two pilot Forest Reserves are drafted .</p> <p>(B) At least 80% of FSD staff engaged in the project recognize that revised MoPs are adopted.</p>	<p>(a) Draft Strategic Plans</p> <p>(b) Forest Reserve Management Plans developed by FSD in the past (they are already collected)</p> <p>(c) Minutes of meeting on agreement of process</p> <p>(d) Monitoring and evaluation report</p> <p>(e) District Report</p> <p>(f) Stakeholders Questionnaires and Interview results</p>	

(3)	Partnership between FSD and target communities for participatory Forest Reserve Management is established.	(A) 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 are 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 are 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)	Recommendations on the basis of lessons learned from the project are 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*	
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	
1-4	Train FSD personnel according to the project's training programme	
1-5	Monitor and evaluate trainings of FSD personnel	
2-1	Agree on planning process of the Project among project staff and 'Working Group1(Planning Team)'	
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	

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)

Remarks	<ul style="list-style-type: none"> • '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. • 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'. • 'Local populations' includes residents in the fringe communities, relevant stools, local governments like District Assemblies, Community-Based Organizations etc. • 'Fringe communities' means the communities which exist within 5km from Forest Reserve and its Community-Based Organization. • 'Project staff' includes FSD personnel and Japanese experts. • Relevant authorities are FC/FSD, MLFM, Traditional Council, and District Assembly.
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ガ－十国
移行帯参加型森林資源管理計画
運営指導調査報告書

2007年11月

独立行政法人 国際協力機構

ガ－十事務所

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 - 5.1 提言
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【 略 語 表 】

略語	正式名称	環訳
CBO	Community-Based Organization	コミュニティ市民組織
C/F	Community Facilitator	コミュニティーファシリテーター
CFC	Community Forestry Committee	コミュニティー森林委員会
DA	District Assembly	郡議会
FC	Forestry Commission	林業委員会
FR	Forest Reserve	森林保全区
FRMP	Forest Reserve Management Plan	森林保全区管理計画
FSD	Forestry Services Division	森林サービス局
GB	Green Belt	グリーンベルト
GPRS	Ghana Poverty Reduction Strategy	ガーナ貧困削減戦略
IGA	Income Generating Activities	生計向上活動
MoFA	Ministry of Food and Agriculture	食糧農業省
MoLFM	Ministry of Lands, Forestry and Mines	土地林業省
MTS	Modified Taungya System	改良タウンヤ・システム
OP	Operational Plan	管理活動計画
RMSC	Resource Management Support Center	資源管理支援センター
SP	Strategic Plan	戦略計画
WG	Working Group	ワーキンググループ

第1章 運営指導調査の概要

1.1 調査団派遣の経緯と目的

本プロジェクトは、2005年12月に中間評価を実施し、その結果を踏まえて、2006年3月にPDMの改訂を実施した。新PDMの下では、2009年3月のプロジェクト終了時まで、住民参加のもと、現場レベルで実践可能で持続可能な森林資源管理計画を策定するとともに、パイロット活動を通して同管理計画の改善を行なうことを目指している。

本調査は、運営指導調査を実施するものであり、評価5項目の観点からの本プロジェクトの評価を実施し、残り1年半のより効果的なプロジェクト実施に向けて、課題、提言を取りまとめること、また、必要に応じて、PDMの改訂（計画の修正、指標の見直し等）を目的として実施された。

1.2 調査団の構成と期間

1.2.1 調査団の構成

担当	氏名	所属
団長/総括	熊谷真人	JICA ガーナ事務所 次長
運営管理	下谷卓也	ICA 地球環境部 第1G 森林・自然環境保全第2T 職員
調査企画/評価管理	菊池淳子	JICA ガーナ事務所 在外専門調整員
評価分析	George Ortsin	Ortsin Associates

1.2.2 調査期間

2007年10月1日から同月26日まで（別添Annex1）

1.3 対象プロジェクトの概要

1.3.1 プロジェクトの背景

ガーナ国全体の森林減少は1990年から2000年までの間、各年平均総森林面積の1.7%（120,000ha）にも及んでいる。プロジェクト対象地域の位置するブロンアハフォ州は南部の湿潤気候に由来する高木帯と北部の乾性気候に由来するサバンナ帯との移行帯に位置している。移行帯地域の森林資源は土壌劣化の食い止めや木材生産等の貴重な外貨収入源、水源涵養の観点から貴重であるが、過剰な伐採や野火等により近年その劣化が著しく、森林の回復、保全は喫緊の課題となっている。

森林保全は第二期ガーナ貧困削減戦略文書（GPRSII/2006年～2009年）において、重点開発課題「環境資源の保全と運用」に位置付けられている。森林セクター関連の政策としては、森林及び野生生物資源の保護と持続可能な開発を目指す「森林・野生動物政策」が1994年に策定され、1999年には、10カ年計画として自然資源管理計画（NRMP）が策定されている。更に、2001年には国家的な植林事業である国家植林開発計画（NFPPD）が策定されている。これら一連の政策は共通して森林管理への住民の参加を重視しているが、現時点では概念はあるものの、現場での実践的な運用手法を見出せない状況にある。

この様な状況下、我が国は開発調査「移行帯地域森林保全管理計画」(1997年－1999年)を実施し、ブロンアハフォ州スニヤニ郡内の森林保全区の森林保全区管理計画案を作成した。また2001年4月から2003年4月まで個別専門家を派遣した。これらの成果を基に、ガーナ国は住民参加による持続可能な森林管理を実施するための新たなプロジェクトを我が国に要請した。これを受け、我が国政府は「ガーナ森林保全基礎調査」(2003年3月)及び事前評価調査(2003年10月)を実施し、要請内容の確認、協力枠組みの策定を行なった。本プロジェクトは同事前評価調査結果を踏まえ、2004年1月にガーナ国政府のMLF及びFSDと交換されたR/Dに基づき、2004年3月から「ブロンアハフォ州の5パイロット森林保全区及びその周辺地域における参加型森林資源管理の実施」を目標に掲げて実施している。

2005年12月には、中間評価を実施し、その結果を踏まえて、2006年3月にはPDMの改訂を実施した。新PDMの下では、対応する課題の設定を従前の「荒廃する森林資源状況」から「実践的な参加型アプローチの不在」に移し、プロジェクト目標を「スニヤニ森林郡で移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される」と改定した。これにより、2009年3月のプロジェクト終了時までには、住民参加のもと、現場レベルで実践可能で持続可能な森林資源管理計画を策定するとともに、パイロット活動を通して同管理計画の改善を行なうことを目指している。

前回の中間評価調査後、年度毎に人選するリスクを避け、事業運営の一貫性と効率性をより一層高めるため、2006年5月、運営方式を直営型から業務実施型に変更した。現在は、専門家6名(総括/森林管理計画、参加型森林管理、農業・生計向上、社会・ジェンダー、参加型手法、参加型手法(B))が派遣となり、現地で活動を行っている。

1.3.2 プロジェクト概要

(1) 上位計画

プロジェクトで改善された参加型アプローチがスニヤニ森林郡で運用される。

(2) プロジェクト目標

スニヤニ森林郡で、移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される。

(3) アウトプット

- 1) 森林サービス局職員が参加型の森林保全区管理計画の策定に必要な技術と知識を身につける。
- 2) 実施要綱(Manual of Procedure: 以下「MoP」という。)が必要性と持続性の観点から見直されるとともに、戦略計画案が作成される。
- 3) 周辺コミュニティの能力向上を通じ、参加型の森林管理に必要な関係が森林サービス局と住民の間で形成される。
- 4) 森林保全区管理計画がコミュニティで策定される。
- 5) 森林保全区管理計画が住民参加の下で実施される。
- 6) プロジェクトで改善された参加型アプローチが政府に提案される。

(4) 活動

- 1) -1. プロジェクト関係者で、プロジェクトの概念について共通の理解を構築する。

- 1) -2. 森林サービス局職員の能力レベルと研修ニーズを調査する。
 - 1) -3. 研修プログラムを策定する。
 - 1) -4. 森林技術、コミュニケーションやファシリテーション能力向上に係る研修を森林サービス局職員に対して実施する。
 - 1) -5. 森林サービス局職員に対して実施した研修のモニタリングと評価を実施する。
- 2) -1. プロジェクト関係者と計画策定チームの間で、プロジェクトの計画策定プロセスについて合意する。
 - 2) -2. 森林保全区の過去から現在までの変遷の状況を把握する。
 - 2) -3. 森林保全区管理計画のためのゾーニング案と管理規定案が策定される。
 - 2) -4. 活動地域のゾーニングを含む森林保全区管理計画のためのゾーニング案と管理規定案を伝統的酋長と州議会へ説明する。
 - 2) -5. 上記を踏まえ、戦略計画案が策定される。
- 3) -1. 森林保全区周辺のターゲットコミュニティを選定する。
 - 3) -2. コミュニティファシリテーターを雇用する。
 - 3) -3. 選定された周辺コミュニティへプロジェクトについて説明する。
 - 3) -4. 選定された周辺コミュニティの社会経済状況を調査する。
 - 3) -5. 森林保全区管理のためのパートナーを選定する。
 - 3) -6. 全ての選定されたコミュニティへ森林保全区管理に関する現在の法令、政策に係る情報を提供する。
- 4) -1. 選定された周辺コミュニティへ戦略計画案について説明する。
 - 4) -2. 伝統的酋長から戦略計画案に係る合意を取り付ける。
 - 4) -3. 選定された周辺コミュニティのワーキングエリアを決定する。
 - 4) -4. 事業実施計画を策定する。
 - 4) -5. 持続性と妥当性の観点から策定された事業実施計画を評価する。
 - 4) -6. 森林保全区管理計画の最終案の策定のため森林保全区レベルで会議を開催する。
 - 4) -7. 選定された各コミュニティのワーキングエリアでの管理活動について関係者で合意文書を取り交わす。
 - 4) -8. 地域レベルで森林保全区管理計画を承認する。
 - 4) -9. 森林保全区管理計画の策定プロセスからの教訓を森林サービス局を含めて共有する。
 - 4) -10. 森林保全区管理計画の策定プロセスからの教訓を広く共有する。(州議会、RCC、国会、NGO、他ドナーなど)
- 5) -1. 森林サービス局職員に管理任務に必要な技能研修を行なう。
 - 5) -2. 地域住民に対して管理活動に必要な必要な技能研修を行なう。
 - 5) -3. MoU に基づき地域住民と共に管理活動を実施する。
 - 5) -4. 持続性と妥当性の観点から管理活動をモニタリングと評価する。

- 5) -5. モニタリングと評価を通じて抽出された教訓を踏まえ、森林保全区管理計画と管理活動を見直す。
- 5) -6. 森林保全区管理計画の実施プロセスからの教訓を森林サービス局を含めて共有する。
- 5) -7. 森林保全区管理計画の実施プロセスからの教訓を広く共有する。(州議会、RCC、国会、NGO、他ドナーなど)

- 6) -1. プロジェクトの経験に基づいて参加型アプローチに係る政策提言書を作成する。
- 6) -2. 関係者間で提言の共有のためのワークショップを開催する。
- 6) -3. 移行帯地域のための簡略化された MoP 案を策定する。
- 6) -4. 簡略化された Mop を含む提言を林業委員会へ提出する。
- 6) -5. 提言を評価するための公式文書を林業委員会から収集する。

第2章 評価の方法

本調査は、評価の手法としてプロジェクト・サイクル・マネジメント（Project Cycle Management: 以下「PCM」）の評価手法を採用した。PCM 手法を用いた評価は、1）プロジェクト・デザイン・マトリックス（Project Design Matrix、以下「PDM」）に基づいた実績（投入、アウトプット、プロ目）と実施プロセス（活動の実施状況、モニタリング・意思決定プロセス）、2）「妥当性」「有効性」「効率性」「インパクト」「自立発展性」の5つの評価の観点に基づいた収集データの分析、3）分析結果からの教訓、提言のまとめの3点で構成されている。

2.1 評価設問と必要なデータ・評価指標

PDM、プログレスレポート、JCC会議議事録、その他プロジェクト関連文書のレビューを行い、中間評価の評価項目を設定し、評価グリッドの準備を行った。評価指標については、現行PDMに掲げられている指標を用いた。活動の達成状況をより正確に把握するために、PDM上の指標に加え、評価設問を新たに作成し、それに沿って補足的にデータ収集を行うことでプロジェクトの現状把握に努めた。（別添 Annex 2 の評価グリッド（1）～（3）を参照のこと。）

2.2 データ収集方法

データの収集は、評価グリッドに基づき、既存資料からの入手に加え、以下の方法により、補足、追加情報の収集を行った。また、現地調査期間中にはFSD郡事務所や対象サイトを視察し、施設や資機材の活用状況の確認も実施した。

- ・ 主な調査方法：文献レビュー、質問表調査（セミ・ストラクチャー）、聞き取り調査（個別、グループ、トライアングルインタビュー）、グループディスカッション、観察
- ・ 調査対象者：FSD（国、郡、ディストリクト）、プロジェクトチーム（日本人専門家、プロジェクトマネージャー（PA）、アシスタントPA、ガーナ人スタッフ）、プロジェクト対象地区住民、JICAガーナ事務所

2.3 データ分析方法

日本側で作成した評価グリッドを中心に評価方法についてガーナ側と協議を行い、PDM に掲げた指標、活動計画（PO）及び年間計画（APO）の進捗計画に比較し、進捗度合いを確認した。評価5項目に関する分析については、JICA 評価ガイドラインに述べられている5項目評価の視点から判断するとともに、プロジェクト専門家及びC/P、先方評価団と協議を行い、評価結果の分析を行った。

第3章 プロジェクトの実績

3.1 投入実績

前述のとおり、前回の中間評価時から、プロジェクト運営方式が直営から業務実施契約に変更となり、現在の投入実績は以下のとおりである。

日本側投入

(1) 長期専門家

専門家として6名が派遣されている。専門分野、氏名、派遣期間は下表のとおり。ほぼ計画通りの投入で推移している。

	名 前	分 野	派遣期間
1	寺川 幸士	総括 / 森林行政	1 April, 2006 - 31 March, 2009
2	宮崎 宣光	参加型森林管理	1 April, 2006 - 31 March, 2009
3	島津 英世	参加型手法	1 April, 2006 - 31 March, 2009
4	北尾 理恵	社会 / ジェンダー	1 April, 2006 - 31 March, 2009
5	西垣 智子	参加型手法 (B)	1 April, 2006 - 31 March, 2009
6	畑 明彦	農業 / 生計向上	1 April, 2006 - 31 March, 2009

(2) 機材供与

日本側からはこれまでに、車輛、オートバイ、ジェネレーター、パソコンなどの供与が実施された（詳細機材リストは、別添 Annex 3 を参照のこと）。2004年から2007年までの総額は、約4,000万円である。業務実施型に変更後は、約400万円となっている。

ガーナ側投入

(1) カウンターパートの配置実績

2005年12月時点までのガーナ側のカウンターパートの配置人数は21人である。カウンターパートの配置リストは、別添 Annex 4 を参照のこと。

(2) 敷地、建物、設備

スニヤニにある、FSD ブロン・アハフォ州事務所に、プロジェクト事務所が提供されており、また、FSD 本局(アクラ)の一室も事務室として提供されている。

3.2 プロジェクトの達成状況

(1) プロジェクト目標の達成状況

【プロジェクト目標】：スンヤニ森林郡で、移行帯地域の森林保全区を持続的に管理するための参加型アプローチが構築され、パイロット活動を通じて改善される。

プロジェクト目標の達成状況を評価するには時期尚早であるが、評価時点（2007年10月）の達成状況は以下のとおりである。

●森林保全管理計画の策定支援

既存の MoP では、森林保全管理計画策定のためのプランニングチームが定められているが、実態として機能しておらず作業が滞っていた。このため、プロジェクトでは独自で Working Group (WG) を設立して対処している。これにより、管理計画策定における FSD スタッフの責任の所在、役割が明確となるといった効果が見られている。管理計画策定は、現在 Working Group1 (WG1) において作業が進められており、WG1 のリーダー（FSD スンヤニ郡局長）のイニシアチブの下、2007年12月中にはティン I における管理計画が完成の見込みである。

●森林保全管理活動の実施支援

当プロジェクトは、住民参加型による森林保全管理活動として、住民の直接的森林管理を目指す GB 活動と間接的管理の IGA を二本柱に活動を展開している。この二つの活動のうち、IGA については、今年度、住民のニーズ調査やワークショップを開催し、住民の IGA におけるコンセプトの理解を図ってきた。本格的な活動は、来年度にスタートする予定である。一方、GB 活動については、プロジェクトをとおして、CB0（有志 30 名による GB 活動グループ）がコミュニティ内に構成されている。各コミュニティでは、GB グループが、活動における義務と権利を謳った内規を作るなど、地域住民のオーナーシップが見られるようになってきている。今後は、住民の森林保全区内での GB 活動への参加を制度的にバックアップしていくため、MoU を住民—FSD 間で署名出来るよう、プロジェクトで支援していく。

この GB グループとプロジェクト間の橋渡しの役割として、プロジェクトではコミュニティ・ファシリテーター（CF）を庸上し、各種研修を通して参加型アプローチのための能力強化を図っている。結果、CF は FSD—住民間の信頼関係の醸成にも大きく寄与している。

(2) アウトプットの達成状況及び課題

PDM に示されたアウトプットごとの達成状況は以下のとおりである。

【アウトプット 1】：森林サービス局職員が参加型の森林保全区管理計画の策定に必要な技術と知識を身につける。

計画策定に必要と思われる分野（ファシリテーション、マッピング、GIS、マネジメント等）において、各種研修が予定どおり実施されている。研修の効果については、プロジェクトでは、日

常業務や週例会議をとおして、研修後の研修参加者の動向を観察することで計っている。研修参加者の研修に対する満足度は高く、フォローアップ研修を希望する声も多い。FSD スンヤニ郡事務局長をはじめ FSD 幹部も、研修参加者の研修後の業務態度の変化など、研修の効果を認めている。

一方で、では具体的に研修内容が業務にフィードバックされているか、出来ているとすれば、その波及効果はどの程度か、もし出来ていないとすれば、原因は何か等の分析がなされておらず、研修の効果、効率、インパクト、妥当性などが十分に計られていない。研修後の業務へのフィードバックの弱さについては、本人の努力、モチベーションの問題のほか、参加者からは、フィードバックしたくてもする機会（場所）がないという声も挙がっており、研修の成果をいかに効果に繋げていくかは、今後の課題としてモニタリングシステムの強化を行い、プロジェクトでいかに研修のフォローアップしていくかを考えていく必要がある。

【アウトプット 2】：実施要綱（Manual of Procedure：以下「MoP」という。）が必要性と持続性の観点から見直されるとともに、戦略計画案が作成される

戦略計画案については、テイン・ワン保全区においてドラフトが作成中であり、現在住民からのフィードバックを取り入れて改訂作業中である。このフィードバックを受けて、戦略計画案の最終版が今年度内に完成する予定である。ヌゼメレ保全区については、予定どおり 1 月に着手される予定で、テイン I 同様に今年度内に完成される見込みである。一方、戦略計画策定に必要なデータを含む、インベントリー・レポートの提出が大幅に遅れており、戦略計画案の作成に支障をきたしている。緊急の課題として、提出元である RMSC には、早期の提出を促す必要がある。

MoP 改定案は、ファーストドラフトが作成済みであるが、現在、引き続き見直し作業を行っている。

【アウトプット 3】：周辺コミュニティの能力向上を通し、参加型の森林管理に必要な関係が森林サービス局と住民の間で形成される

FSD と住民間で、プロジェクトにかかる情報共有、意見交換を目的に、ミーティングが度々開催されている。関係者間におけるプロジェクトのコンセプトの共有については、度重なるミーティングにより、住民レベルまで浸透してきていることが調査によって確認された。

森林管理活動への住民の参加については、FSD—地域住民間で口上にて連携や協働体制の重要性について確認、理解がされている。現在、これを文書化し、FSD と取り交わすことで、住民の参加を権利として、制度的に保障出来るよう準備を進めている。

CF については、現在 6 人がプロジェクトで備上されており、各種研修を受けている。CF は、プロジェクトの活動において中心的な役割を果たしており、WG においても、森林管理計画策定、IGA、GB 活動と、全てのグループに所属し、FSD（プロジェクト）—コミュニティ間の良好な関係構築に寄与している。さらに、プロジェクト説明などの際、CF が間に入ることにより、住民が森林管理

活動及び、それに係る研修を壁無く受け入れるようになるなど、住民の能力強化にも貢献している。

【アウトプット 4】：森林保全区管理計画がコミュニティで策定される

森林保全管理計画については、2007年10月時点でまだ完成出来ておらず、現在2ndドラフトの作業中である。ヌゼメレについても、これから着手の予定である。この管理計画策定作業の阻害要因と解決策については、評価調査中、関係者間で協議がなされ、JCCミーティングでも共有された（詳細については、後述3-3-3）のとおり。

【アウトプット 5】：森林保全区管理計画が住民参加の下で実施される

既述のとおり、管理計画が策定にいたっていないため。実施状況無し。

【アウトプット 6】：プロジェクトで改善された参加型アプローチが政府に提案される。

プロジェクト終了時に作成されるため、現時点では実施状況無し。

3-3 実施プロセス及び達成状況における特記事項

1) プロジェクトの運営実施体制

① 関係機関の能力向上／意識向上の進捗状況

FSD職員などプロジェクト関係者を対象とした研修（①森林保全区管理計画策定に向けた森林技術研修（GIS、測量等の技術）、②森林保全政策・制度研修、③コミュニケーション・普及技術に係る研修）は、概ね計画通りに実施されていた。本研修を通じて、研修に参加したプロジェクト関係者の技術的な能力向上だけでなく、住民参加型の持続的な森林保全区管理への意欲、理解度といった意識の向上も見られ、非常に良い成果が出てきていることが調査の結果、確認された。

今後は、研修を受けたプロジェクト関係者が、研修で学んだ成果を事業実施レベルで活用／展開／普及出来るよう、プロジェクトで支援／フォローを行うことが課題である。

② 関係機関の連携体制の構築／責任の明確化の進捗状況

上記のとおり、プロジェクト関係者の意識向上は見られたものの、現時点では必ずしも関係機関の連携体制が構築され、各活動、アウトプットにおける責任が明確していない。これが原因となって、一部業務において進捗が遅れていたことが確認された。特にプロジェクト開始当初はFSDの下部組織であった資源管理支援センター（RMSC）が部署編成でFSDと同列の局に改編されるなど、プロジェクト実施中に先方実施体制の変更が行われており、プロジェクト内で混乱を招く原因となっていたと考えられる。

この状況の打開に向け、本調査実施中に開催された JCC では、MOFA、RMSC など多岐に渡る機関の役割の再整理(カウンターパートかまた協力機関か等)を行った。さらに、会議では、案件終了後の出口戦略を踏まえ、プロジェクト終了までに活動の継続に向けた実施体制を構築し、その体制の下、関係機関の連携強化を図ることが重要であるということが合意された。今後は、日本人専門家を含む関係者間でその役割、責任、連携体制が明確化されることとなった。

2) 投入実績

① 日本人専門家の投入時期

今年度、雨季の時期が例年と若干ずれたことなどにより、カウンターパートが日本人専門家に助言を仰ぎたい時に、専門家がガーナを離れており、連絡がうまく取れなかった、といった指摘があった。これに関連し、カウンターパート側からは、「日本人専門家に関しては、常に現場(オフィス)に誰かがいるようにして欲しい」旨の要望があった。このことから、自然を相手にしているため、雨季、乾季の時期を予測するのは難しい現状はあるにしても、今後の日本人専門家の投入時期/投入量に関しては、プロジェクト活動を踏まえ、適切な時期に適切な人員を派遣出来るようにさらに検討していく必要が確認された。

② 投入機材

本案件の投入機材(20千円以上の機材)は、2007年10月現在で総額約40,000千円である(別添資料参照)。本案件の投入機材については、カウンターパート機関である FSD 以外の関係組織へも投入されている実績があることから、今後全ての投入機材について、現状を把握/確認し、将来的な利用/活用方法について確認を行うこととした。

また FSD に投入した発電機が、現在故障中であり、カウンターパート資金から修理経費の支出が可能か検討を行っている段階であり、引き続きのフォローが必要である。

③ ガーナ国側の予算措置

調査時の10月の時点で、1年の4分の3が過ぎたにも拘わらず、ガーナ政府側の予算措置は要求額の36%に留まっている。結果、活動の一部停滞に繋がっていたことが今回の調査にて確認された。

この要因として、FSD からは2点について説明がされた。1点目は、今年度の予算執行が MoLFM 全体的に遅れていた。2点目は、ガーナ政府への予算申請の際は、同時に DP 予算についても提示する必要があるが、今までは日本側の予算が適時に公開されないため、政府への予算申請が遅れてしまい、結果、予算措置も遅れ気味であったとのことである。このことから、予算については、日本・ガーナ双方で協議をし、各種事業に係る日本側とガーナ国側のそれぞれの負担(予定)額を明らかにしていくことで合意に至った。

また、案件終了後の出口戦略に係る予算措置に関しては、カウンターパート側から、自立/発展に向け、「案件終了後にはガーナ国側だけで案件活動を実施/展開していくために、予算措置及び実施体制の検討が必要である」との発言もあり、意識の高さが伺えた。

一方で、プロジェクトにおいても、今後のプロジェクト活動への投入については、ガーナ側の予算規模、人員体制を充分考慮して行う必要がある。

3) 対象方針会議調査事項の結果について

対処方針会議では、今回の調査の中で、プロジェクトの進捗状況の確認と5項目評価に加え、評価事前調査にて特定された阻害要因の分析、及び、PDM変更の必要性について検討することが協議された。以下に、今回の調査で確認された結果について述べる。

①森林保全管理計画の進捗状況について

アウトプット2、4 & 5（森林保全区管理計画策定及び実施）の達成状況に遅れが見られており、主に以下の理由が挙げられた。

1. カウンターパートファンドの予算執行の遅れ
2. RMS Cから提出予定である、戦略計画の策定のためのベースラインデータとなるレポートの提出の遅れ
3. 管理計画策定は、スンヤニ郡植林事務所とスンヤニ郡 FSD 事務所（どちらも FSD の管轄下）の協働の下で実施される必要があるが、植林事務所はプロジェクトに係る職務を追加業務として捉えている傾向があり、コミットメントが低い。

これに対し、対応策として以下のことが関係者間で協議された。

- ⇒ 1. 今後は、カウンターパートに次年度の予算要求を適時に行ってもらうためにも、7～8月には日本側の予算案を活動毎に提示することとし、その時点で カウンターパートファンドの適正な予算確保を目指す
- ⇒ 2. この問題については、昨年度からの協議事項であり、評価調査中及び今回の JCC ミーティングにおいて、再度、問題意識を関係者間で新たにするとともに、RMSC の責任が問われた。レポートについては、12 月中に提出することが約束され、適正に提出がなされるようフォローしていく必要がある。
- ⇒ 3. FSD 本部（アクラ）、スンヤニ事務所における関係者を集め、プロジェクト活動への植林事務所スタッフの意識調査などを聞き取りした結果、通常業務の範囲外の業務ではあるが、スタッフはプロジェクト活動の重要性は理解しているようであった。今回の協議においては、植林事務所の中での管理計画策定作業に対する責任の所在を改めて明確にした。結果、管理計画は、Regional Manager の統括のもと、District Manager がリーダーとなって、植林事務所の協働の下、WG 1 が中心となって策定されることで合意が得られた。この協議結果については、JCC ミーティングにて、出席者間でも共有された。

②プロジェクトのコンセプト共有について

評価事前調査では、プロジェクトでは、関係者間（住民、プロジェクトチーム、FSD）のプロジェクトに対する理解、コンセプトの共有がなかなか思うように進まず、各活動の円滑な実施に

影響を及ぼしているとされていた。この点に関し、評価調査では以下のことが確認された。

⇒ 本プロジェクトでは、関係省庁－FSDアクラ本部－JICAガーナ事務所－プロジェクトチーム間の情報共有のために、半年に一度、JCCミーティングを定期的で開催している。ここでは、プロジェクトの進捗状況だけでなく、問題点の解決策についても協議されている。また、スンヤニでは、現場レベルでのFSD関係者全員（Regional, Districtレベル）、日本人専門家、プロジェクトスタッフで、週例会議を開催し、活動の進捗状況の報告と確認を行っている。専門家が新たに活動を導入する際は、内容についても全員で協議を行い、情報共有を図っている。

プロジェクトの立ち上げ時から、関係者間におけるコンセプトの共有には時間がかかったが、上記二つの内部会議に加え、度重なるワークショップ、情報共有会議などで現地の住民を巻き込み情報発信に努めてきた結果、プロジェクトのコンセプトは関係者間に浸透してきていることが今回の調査では認められた。一方で、コンセプトの共有は、当プロジェクトの進捗の阻害要因となっていたことは事実であり、今後も継続して、関係者間でのコミュニケーションの促進を図っていく必要がある。特に、PAFORMのように「参加型」を目標にするプロジェクトでは、関係者が多岐にわたる傾向があるため、関係者間の意見の調整、情報の共有には留意が必要である。

③関係者間の連携について

歴史的に続いてきた敵対関係が影響をし、コミュニティの住民は、FSD職員とFSDの活動に不信感を抱く傾向にあり、参加型森林管理の実施促進に向けて、両者の歩み寄り重要課題となっていた。この点に関しては、以下のことが確認された。

⇒ 今回の調査の中で、この点について住民とFSD両者への意識調査を行った結果、プロジェクト開始後、各種研修やワークショップなどを通して、FSD職員はコミュニティへの現状理解を深めている。また、今年度より本格的に稼働し始めたGB、IGAは、FSDと住民の協働の下で進められており、両者間の友好関係に良い影響を及ぼしていることが認められた。住民への聞き取り調査においては、住民はプロジェクトの意思決定段階に参加しているという意識を持っており、さらに森林を自分達で守っていくという姿勢、オーナーシップが見受けられ、プロジェクトの目標である参加型アプローチの構築、改善に向けて、効果が見られている。この関係改善には、CFの存在も大きいと言える。CFは、プロジェクトのコンセプトをコミュニティに浸透させるだけでなく、FSDと住民間の壁を無くし、双方の言葉を伝え合いといった重要な役割を担っている。その意味でも、CFの育成及びプロジェクト終了後の継続雇用については、FSDと協議を続けていく必要がある。

④PDMの修正について

本案件において、インプットの大きい活動には、GISを用いた森林保全区の戦略計画（SP）案の策定、GB活動、IGA等がある。しかしながら、これらの活動は現行のPDMの活動に反映されていないため、上記活動の成果を表しやすくし、且つ活動目標を設定しやすくするため、現PDMにおけるアウトプット／活動レベルの再整理を行うことで、関係者間で合意された。また、評価指標については、「XX%」など非常にあいまいな点が散見される。指標は、プロジェクトをモニタリ

ング、評価する際の基準であることから、プロジェクトのアウトプット及び目標の達成が読み取れるものへ見直しを行っていく必要がある。従って、調査後は、PDM のアウトプット／活動、及び指標の修正について、引き続き関係者間で協議していく必要性が確認された。

3-4 結 論

以上のとおり、アウトプット 1、3 が概ね順調に進んでいる一方で、アウトプット 2、4 (、5) の遅れが確認された。今回の調査では、その阻害要因が特定され、調査中に行われた各種会議をとおり関係者間で共有された。その後、引き続き具体的な対応策が協議され、その結果、遅れは十分に挽回可能な範囲であり、プロジェクト終了時まで、プロジェクトの全アウトプット及び目標は達成出来る見込みである。

第 4 章 評価結果

4-1 5 項目ごとの評価

評価 5 項目（妥当性、有効性、効率性、インパクト、自立発展性）に係る評価と結論を以下に示す。

<妥当性>

・ガーナ国家戦略・政策および我が国の国別援助計画に対する整合性：

森林保全はガーナの家戦略である Growth & Poverty Reduction Strategy (GPRSII2006～2009) に組み込まれており、且つ我が国の対ガーナ国別援助計画(2006～2008)の「地方農村部の活性化」にも資する。また、1994 年に策定された「森林・野生動物政策」や 1999 年の自然資源管理計画(NRMP)、2001 年の国家植林開発計画(NFPDP)は、一貫して森林管理への住民の参加を重視している。このように、プロジェクトの政策面に対しての妥当性は高いと言える。

また、ガーナにおいては、政策レベルでは参加型森林管理が謳われている一方で、具体的な実施に至るまでのプロセス作りが課題となっている。この点に関し、プロジェクトは、カウンターパートの FSD とコミュニティ住民の能力強化を通して、現場レベルで、いかに参加型森林管理を実践していくかを支援している。他ドナーによる類似案件が資金協力を主としており、コミュニティまで技術支援が届きにくくなっている中で、日本の技術協力型支援はユニークかつグッドプラクティスとして、ガーナ政府にも認識されている。

・受益者のニーズとの妥当性：

受益者（コミュニティ住民）のほとんどは、次の二つの理由により、森林保全に意識が行き届いていない現実があることが、評価事前調査にて明らかになった。

1. 経済的に生活が困難であるため、住民にとって保全区は、農作や林産物など生計維持のための場であり、保全する場として認識し難い。

2. 保全区を管理している FSD とは、敵対関係が長く続いた歴史があり、保全区へ出入りすることすら禁止されていたので、森林保全のための行為には到底いたらなかった。

この2つの大きな問題に対し、プロジェクトは以下の点で貢献している。

- ・ GB 活動と IGA をとおして、住民の生計向上を支援している。(両活動の森林管理との関連は、後述の「3) プロジェクト戦略」を参照のこと。)
- ・ 従来 FSD により行われていたトップダウン式の森林管理について、住民に参加の機会を与えた。
- ・ FSD の能力強化をおして、森林管理への住民参加の重要性と意義について情報発信をし、FSD の意識改善に努めている。

以上により、プロジェクトは、受益者のニーズについて妥当性が高いと言える。

・プロジェクト戦略：

住民の生計向上を支援しながら、森林管理に繋げていくというコンセプトのもと、本プロジェクトでは GB と IGA を導入している。GB 活動は、収入向上とともに、GB に頻繁に住民が出入りすることで、直接的に、保全区への違法侵入、違法伐採、野火防止に貢献していくというコンセプトになっている。一方、IGA は、FSD がコミュニティに出向いて活動することで住民との信頼関係が構築され、「森林管理」を保全区のみならず近接コミュニティも含めて健全な営みがなされるよう支援するといったコンセプトのもと始まっており、GB がメンバー30名を対象にしている一方で、IGA はコミュニティ全体を対象としている。

また、森林管理計画の策定については、当初、MoP にある管理計画グループが中心となって活動する予定であったがうまく機能しなかったため、プロジェクトにおいて Working Group (WG) 1～4 を新たに立ち上げ、各活動に対する責任の所在を明確にした。

このような一連の活動、戦略については、当初はプロジェクト活動の中では明確に謳っていなかった部分であった。プロジェクトが進む中でプロジェクト目標の達成のため、尚且つ現場のニーズを反映させた形で導入されたものである。これらの活動がプロジェクト目標達成のために寄与していると評価するには時期尚早であるが、各 WG は、WG4 (モニタリング・評価) を除いては機能しており、GB と IGA についても、先述したとおり関係者の関係構築 (改善)、森林 (保全区) に対する意識変化を生み出すなど、プロジェクト目標の達成に向けて戦略としては効果が見られており、妥当性は高い。

<有効性>

現在は森林保全区管理計画策定／実施に向け、コミュニティーを含めた関係者の参加／能力開発、森林保全区管理計画案の策定を行うなど、プロジェクト目標達成に向けて活動を適切に実施している段階であることから、現時点でプロジェクト目標の達成度について評価することは時期尚早である。

<効率性>

・アウトプットの達成度：アウトプット 1～3 までの事業は、概ねスケジュール通りに実施されており、徐々に成果が出始めてきている。ただしアウトプット 4、及び 5 に関しては、作業進捗が遅れており、今後の計画の見直しが必要である。

・日本側の投入：専門家の派遣分野・人数・派遣期間ともに概ね妥当であった。しかし派遣時期に関しては、①現地の季節（雨季／乾季）が関係する活動があること、②先方関係者から、日本人専門家の不在期間を作らないようにして欲しい旨の要望も考慮し、今後十分配慮して派遣計画を策定していく必要がある。

・ガーナ側の投入：ガーナ側の投入に関しては、カウンターパートの配置は適切に行われたものの、予算措置が十分になされず、活動の一部停滞に繋がっていたことが確認された。今後ガーナ側の予算年度、予算申請時期などを踏まえ、次年度に適切な予算措置がなされるようプロジェクトで対応／フォローしていく必要が確認された。

<インパクト>

現段階で上位目標の達成予測を行うことは時期尚早であるものの、活動レベルでは以下のインパクトが確認された。

・組織の構築・整備：森林保全区管理計画策定／実施に向けて WG が組織され、更に同計画の実施に向けて C/F が備上され、現在プロジェクト運営に重要な役割を果たしている。このことから、将来的には上記 WG 及び C/F が中心となり、同活動を普及・展開していくことが可能であると考えられる。

・技術的能力の向上：現在までに①森林保全区管理計画策定に向けた森林技術研修（GIS、測量等の技術）、②森林保全政策・制度研修、③コミュニケーション・普及技術に係る研修が適切に実施されており、FSD 職員などプロジェクト関係者の技術的、かつ意識的な能力強化が図られている。このことから、将来的に能力強化された関係者が、本案件の活動を展開・普及していくことが可能だと考えられる。

・他機関との連携：GB への植栽、コミュニティでの IGA 活動など一部の活動については、必要に応じて食糧農業省（MOFA）の協力を仰いでおり、関係機関の連携強化、知見の共有が図られている。

・コミュニティへの社会経済的影響：コミュニティにおける、住民の意識変化－森林に対するオーナーシップ、FSD に対する敵対心の軽減、森林保全に対する重要性などが見られている。

また、GB、IGA 活動を通じ、部族を超えた新たな人間関係が構築され、以前見られた部族間の争いなどが減少している。

<自立発展性>

・政策面：FSD の事業はガーナ国における GPRS II に記載されている住民参加型の森林管理の促進という国家政策に基づいて実施されている。さらに、森林管理計画の策定は、FSD の重点課題となっているため、本案件の成果は教訓も含め、持続的に、活用及び支援される見込みが高いと言える。

・技術的キャパシティ：プロジェクト内で実施される研修やワークショップの中で、参加型森林管理に必要なスキルが FSD 関係者、住民間に浸透してきている。但し、関係者の能力強化は、プロジェクト目標達成と持続性の確保のためには重要な課題であることから、さらなる支援が必要である。

・関係機関との連携：また、本案件での GB への植栽、コミュニティでの IGA 活動は持続的な森林保全区管理に寄与する重要な事業と位置づけられている。この両活動には MoFA のスタッフがコミュニティ住民の研修指導に当たることが期待されており、今後 MoFA と FSD との連携を体系付けることが、事業の持続性に寄与すると思われる。

・予算面：現時点までの FSD のプロジェクトに対する予算配分状況を見ると、財政的に持続性が高いとは言いがたい。プロジェクトに関する活動費のうち、特に、CF に係る人件費、IGA 及び GB 活動に係る経費の確保は必須である。IGA、GB に係る経費については、事業が軌道に乗り始めれば、活動自体は住民が自給自足で継続出来るようデザインされていることから、FSD が管理費を確保出来ればプロジェクトの持続性は十分に期待出来ると考えられる。

・実施体制：プロジェクトの体制づくりについては、WG の組織化、CF の育成、FSD 職員の能力強化などをおして、徐々に整備されてきており、プロジェクト終了後も、この体制が継続されれば、持続性は高いと言える。特に、CF の継続雇用はプロジェクトにとって重要であり、FSD 側に理解をしてもらえよう引き続き働きかけていく必要がある。以上の状況を踏まえ、プロジェクト終了後のプロジェクト活動の継続・展開・波及のための体制づくりに向け、残りの期間では、他機関（政府機関、郡・市役所、NGOs、他ドナー）の動向に注視し、協働の可能性を探っていく必要がある。

4-2 結論

●本プロジェクトは、ガーナ国政府の政策、裨益者のニーズに合致している。また、プロジェクトの活動レベルにおける戦略についても、プロジェクト目標達成に貢献をしており、プロジェクトの妥当性は高いと言える。

- 投入内容については、研修、人員配置、各活動などはタイミングよくかつ効率的に実施されている。一方、日本側においては専門家の投入時期、ガーナ側においては健全な予算措置が課題である。
- プロジェクト目標の達成を図るには時期尚早であるが、裨益者である FSD・コミュニティに対し、プロジェクトは、体制面、技術面、環境面及び社会経済面において正のインパクトをもたらしている。
- プロジェクトの持続性についてだが、政策、技術的能力、関係者との連携の意味では、確保される見込みが高い。一方、持続性を確実なものにするためには、残りのプロジェクト期間で、体制構築、予算の確保、関係者のさらなる能力強化に取り組む必要がある。

第5章 提言

5-1 提言

(1) 森林保全管理計画の策定と実施に向けて

上記管理計画策定作業の遅れに対し、以下の点に関し、緊急の対応が必要である。

- ・RMSC へ、早急にインベントリー・レポートを提出するよう促す。
- ・関係機関（MoFA、RMSC、FC Plantation and Operational Division）のプロジェクト内における責任、及び協力体制の明確化と、その意識化の徹底に努める。
- ・カウンターパートファンドの予算確保のため、ガーナ側に適時の予算要求を促す。

(2) MoU の文書化

現在は、FSD と住民間の口上での約束で活動を展開しているが、正式な覚書をかわし、活動を制度的にバックアップしていくことで、住民の森林管理活動への参加を保障する必要がある。これによって、活動の持続性の面でも効果が期待される。

(3) コミュニティにおける CBO s の役割の明確化

プロジェクトでは、森林資源管理活動を効率的に実施出来るよう、対象コミュニティ内に存在する CBO s（既存のもの含）の各々の役割を整理及び明確にし、調整していく必要がある。

(4) カウンターパート予算の確保について

ガーナ政府の適正な予算措置を目指す上でも、適正な時期に予算要求がなされるよう、日本側の予算案についてもカウンターパートへ開示していくこととし、申請に至るまで、フォローアップしていく必要がある。

(5) 研修の実施とフォローアップ

各種研修は今までも実施されてきており、効果を見せ始めているが、ファシリテーション、プロジェクト・プランニング及び財政管理 については、継続して実施していく必要がある。また、プロジェクトでは、研修後のフォローアップとして、研修成果に係るモニタリングや研修成果を

フィードバックする機会を設けるなどの対応を検討していく必要がある。

(6) プロジェクト実施活動計画 (P0) の見直しについて

森林管理計画策定（アウトプット4及び5）の進捗の遅れに対し、プロジェクトP0を見直し新たなタイムスケジュールを設定する必要性が確認された。計画を見直す際は、各活動におけるFSD側の責任者も明記し、進捗管理をより確実にやっていく。

また、住民における聞き取り調査、関係者の意識調査などから、女性におけるプロジェクト活動を制度的に保障するため、ジェンダー戦略の策定についても課題として残された。

(7) プロジェクト終了後の持続可能性の確保

FSDのOperational及びPlantational Divisionにおいて、プロジェクト活動がメインストリーム化されるよう、推進していく。さらに、プロジェクト終了後の予算面、体制面での持続的資源確保に向けてフォローアップをしていく必要がある。

(8) PDMの修正について

本案件の主要な活動は①GISを用いた森林保全区の戦略計画（SP）案の策定、②森林保全区管理活動計画（OP）案の策定、実施（GB活動と対象コミュニティでのIGAに係る研修の実施）である。しかしながら、これらの活動は現行のPDMの活動に反映されていないため、現PDMにおけるアウトプット／活動レベルの再整理を行い、現実に沿った形に修正をする。

また、現在のPDMについては、評価指標について非常にあいまいな点が散見される。そのためPDM改訂案について改善の必要がある。

5-2 教訓

(1) ステークホルダーの明確化

プロジェクト目標が「参加型」である場合、多彩な関係者の介入が予想されるため、関係者間の関係が複雑になる傾向がある。各関係者に、プロジェクトへ携わる責任と意欲を持たせるには、各活動の実施段階における従事者を明確にしておくべきである。

(2) 関係者間のコミュニケーション

関係者間（JICA（本部、在外事務所）、カウンターパート（国、現地）、日本人専門家、その他プロジェクト関係者）の十分なコミュニケーション、意思の疎通、プロジェクト活動のコンセプトの共有などは、効率良いプロジェクト実施と、効果の高いプロジェクト形成のために肝要である。

(3) 多機関との連携

受益国においては、人的・資金的リソースの面で、脆弱な場合が多いため、プロジェクト実施前のみならず実施中に多機関との連携の可能性を探り、プロジェクトが関係構築の架け橋となることは、事業の効果、持続性の意味で重要である。

(4) モニタリングシステムの構築及び強化

事業の進捗状況の確認と、貢献及び阻害要件を早い段階で見極めることは、問題の早期対応に繋がる。そのためにも、プロジェクト内でモニタリングシステムを構築することは、プロジェクトの妥当性、効果、効率、インパクト、持続性の全てを高める上で重要だと考えられる。