

Darwin Initiative Annual Report

Darwin Project Information

Project Ref Number	14 - 033
Project Title	Darwin Training Programmes for Integrated Protected Area Management: Ghana
Country(ies)	Ghana
UK Contract Holder Institution	Living Earth Foundation
UK Partner Institution(s)	Living Earth Foundation Ghana
Host country Partner Institution(s)	Wildlife Division (Forestry Commission) Ghana
Darwin Grant Value	£180,542
Start/End dates of Project	October 2005 to March 2008
Reporting period (1 Apr 200x to 31 Mar 200y) and annual report number (1,2,3..)	1 April 2006 to 31 March 2007. Annual report 2
Project Leader Name	Javier Alvarez
Project website	http://www.livingearth.org.uk/africaprogrammes/ghana/darwintraining.html
Author(s), date	Javier Alvarez and Afia Asamoah Owusu. (Date: 20 April 2007)

1. Project Background

The project is being implemented in Ghana. The local Wildlife Division WD (Forestry Commission – Ghana Government) has developed a Collaborative Wildlife Management Policy, which gives a more practical meaning to the 1994 Forest and Wildlife Policy. One of the eight 'Objectives and Strategies' of the Wildlife Division is to 'foster closer collaboration with communities close to Protected Areas through the promotion of community resource management areas (CREMA)'. Because it transfers power over resources, the CREMA process is fraught with potential misunderstandings and tension on both sides and can only succeed if the implementing agency has well-trained and motivated staff at its disposal.

The project meets the pressing need to develop the community liaison function of the WD around protected areas so that mutual trust can be established. It will also promote closer collaboration between the WD's protection and community liaison functions. To date no external funding has been available to support this capacity development.

The project is being managed by the Living Earth Ghana Foundation in Accra.

QuickTime™ and a
TIFF (LZW) decompressor
are needed to see this picture.

Map: natural protected areas of Ghana.

2. Project Partnerships

Project partnerships:

Living Earth Foundation (LEF) UK helped to establish Living Earth Foundation Ghana (LEFG) in 1998. LEFG has an independent Board of Trustees and has been working in partnership with LEF UK in the Western Region supported by the EU PADP I and later in developing an environmental education programme at Ankasa Base funded by Conservation International

There was an important institutional change during this period with a change in LEFG senior management personnel; details can be found later in this section.

LEF UK and LEFG have been working in partnership with the WD on implementing the project; the project will positively impact the capacity of the WD (Government agency) to contribute to the delivery of the national objectives on the CBD. The improvement of the natural resource management on the buffer zones of natural protected areas will reduce the loss of biodiversity.

The delay of the first phase of project implementation postponed the development of contacts initially made with potential partners such as: Chamber of Mines (Ghana), The British Council Accra, British High Commission, Australia High Commission, UNDP Global Compact, The National Group on Forest Certification, Friends of the Earth Ghana, Conservation International Ghana, Wildlife Society Ghana, Critical Ecosystem Partnership Fund (CEPF), Newmont, Shell, Standard Chartered Bank, Birdlife West African Programme, Environmental Foundation for Africa, Global Conservation Fund and Centre for Intercultural Learning & Talent Development.

However, after the resolution of the differences between LEF UK and LEFG, and the addition of the new Training Manager – based in Accra - to the project team (last October 2006), many contacts have been re-established in order to re start the initial intention of establishing a network of local partnerships to enhance the project's impact. During the last two months the Training Manager has met managers of Conservation International, Ghana, the EU PADP II project and the Australia High Commission. As an example, discussions were held with CI to develop a network of institutional stakeholders working on CREMA initiatives to promote the exchange of experience and joint activity opportunities.

During the middle of 2006 a major challenge arose in the partnership between LEF UK and LEFG. This originated in the poor performance of the local manager in project implementation, and in important differences in interpretation of the project objectives between the LEF UK and LEFG. This resulted in the revision of the institutional relationship of both institutions and LEF UK proposed a new partnership agreement and project protocol that was extensively discussed and approved by the two organizations in September 2006. The new agreements were signed by the Chairman of the Board of Trustees of LEF UK and the Chair Person of the Board of Trustees of LEFG. Among the practical implications to the Darwin Project was the appointment to the LEFG project team of a Training Manager to coordinate the implementation of the Darwin Project. The TM took up her post last October and went through an induction process – including institutional introductions to WD – until December 2006. Thereafter the TM commenced her substantive role in January 2007. Meanwhile, the LEFG Country Programme Coordinator – who previously led project implementation – performed increasingly poorly which delayed project implementation. In March 2007, the Chairperson of LEFG dismissed the CPC. Fortunately, the TM is performing very efficiently and we are confident that the project will remain on course per the agreed timeline.

LEF UK has been supporting the internal decisions of LEFG and providing technical advice to the TM who is now implementing the project and leading the institutional relationship with the key local partner: WD.

Other Collaborations:

Last year LEF UK contacted Rainforest Alliance – Smartwood to analyse potential interactions with the Darwin Project; they were interested in the idea of promoting discussions on certification issues in neighbouring areas of nature reserves in Ghana. Additionally LEF UK was in contact with Teach a Man to Fish to analyse potential interactions on social initiatives in Ghana. These two contacts have potential to link their activities to CREMAs.

3. Project progress

3.1 Progress in carrying out project activities

A major delay was as a result of the internal crisis of LEFG and the redesign of the partnership agreement between LEF UK and LEFG. This situation was reported to the Darwin Secretariat and a new timeline was presented. As a consequence the MoU between the local implementer LEFG and the major partner WD was not reached until January 2007 (when was finally agreed and signed). The MoU represents a clear and formal umbrella for ensuring the internal impact of the project in the wildlife agency of Ghana.

Regarding the *Structured Training Programme* output, a Technical Team was established at the beginning of 2007 with the objective of coordinating the interaction of the WD and LEFG for implementing the Darwin project. Its members are: Afia Asamoah Owusu (Training Manager of LEFG and local project leader), Ed Craven (LEF UK) Andrew Agyare (WD), Sam Moses (WD), Cletus Nateg (WD), Nana Adu Nisah (Forestry Commission) and Asare (Forestry Commission).

The modules for the structured training have been under review since the signature of the MoU in January. During late March 2007 there was a 3-day Technical Team workshop in Accra where the Training Consultant Ed Craven provided technical advice to the WD and LEFG for

designing of the modules' content. The final version of the modules (that will provide the basic content for the printed materials) will be completed by the end of April 2007.

Implementation of the activities under the output *Training Courses delivered to WD field staff*, has also been delayed. The new timeline for the implementation of these actions is planned between March 2007 and July 2008. The activities for the Output *Community Training Programme delivered* have been rescheduled for implementation between August 2007 and January 2008. The preparation of the contents for the printed materials within the Output *Training Course Book published* have been prepared and discussed over the last two months and the final draft will be ready for printing in May 2007. Regarding the print for the Output *Community liaison WD staff handbook published*, the print is expected to be completed by July 2007.

3.2 Progress towards Project Outputs

Project progress so far is concentrated on the MoU between the LEFG and the establishment of the Technical Team integrated by the LEFG, WD and LEF UK. Additionally the indicator *modules content* have been discussed and agreed by the Technical Team and represent the fundamental starting point for realigning the implementation of the project after the delays experienced to date. The remaining indicators will be part of the next six month implementation according to the revised timeline submitted to the Darwin Secretariat.

The implicit assumption of a common understanding and interpretation between LEFG and LEF UK on the project outcomes and the needed actions to achieve them proved flawed and there was need for much re-discussion of the project's aims and institutional roles in order to ensure the continuity of the project. The discussion of a new project protocol between both institutions and the changes at the local implementer team have been a significant factor in ensuring future project effectiveness.

3.3 Standard Output Measures

Table 1 Project Standard Output Measures

Code No.	Description	Year 1 Total	Year 2 Total	Year 3 Total	Year 4 Total	TOTAL
Established codes						
6A	Workshop of the Technical Team with the advice of the Training Adviser Ed Craven. Accra, April 2007		8			8
7	Draft of the training modules prepared with inputs from the Technical team		1			1
8	Technical visits of the project leader and the Training Consultant	4	4			8
23		£9,050	£28,090			£37,140

Table 2 Publications

Type *	Detail	Publishers	Available from	Cost £
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(eg journals, manual, CDs)	(title, author, year)	(name, city)	(eg contact address, website)	

3.4 Progress towards the project purpose and outcomes

The progress toward the outcomes has been slow due to delays in implementing the training sessions, and LEF UK and LEFG expect to achieve significant progress over the next 6 months (according to the revised project timeline).

3.5 Progress towards impact on biodiversity, sustainable use or equitable sharing of biodiversity benefits

The CREMA approach is aimed at involving local people and stakeholders from the surrounding areas of the natural protected areas in sustainable management of those areas. The implementation of new CREMAs and the management of the current registered areas requires the involvement of the WD and Government support. The Government still needs to establish a critical mass of CREMAs in order to ensure the sustainability of this approach, and this involves the devolution of control of natural resource to local communities (therefore implying complex negotiations and consensus building practices). This project is intended to support this process which will have, as a long term outcome, more local people (and their institutions) committed to biodiversity conservation and sustainable use.

At this moment is too early to predict the real impact of the project actions– due to the implementation delay. However, we consider that actual training and generation of an internal critical mass involved with CREMAs at the Ghanaian Government will have a concrete impact on an equitable sharing of the biodiversity benefits.

4. Monitoring, evaluation and lessons

The main lesson from this year’s work is the need for comprehensive planning for the institutional relationship between the UK partner and the local partner (considering different assumptions and potential scenarios) and the need of an initial process for common understanding of the key concept related to the project’s objectives and implementation. In this case, differences in project interpretation had serious consequential effects on the understanding and expectations of the Wildlife Division which required substantial efforts to resolve and re-align and which effectively halted progress for several months.

5. Actions taken in response to previous reviews (if applicable)

Our original assumptions on relations between LEFG and LEF UK, on reflection, did not fully appreciate the potential risk to the project. While we had planned to reassess our assumptions, as suggested by the review of the last Annual Report, in the event we ended up investing most of the energies on the institutional relationship between partners and on a fundamental discussion on how to implement the project.

Currently, the project implementation atmosphere is definitely better

The assumptions originally identified for the achievement of the outputs were: Logistical arrangements (staff, vehicles, etc.) available for use in line with project timetable and Peer-reviewed journal accepts paper as significant contribution to the field.

After reassessment suggested by the Annual Report Review we considered these new assumptions: working relationship between LEF UK And LEFG ensures an acceptable working atmosphere for project implementation; the WD is flexible and accepts the interaction with

NGOs for implementing its CREMAs initiatives and Other Key institutions linked to initiatives on CREMAs are interested to cooperate and participate in the project.

6. Other comments on progress not covered elsewhere

There were many problems in project implementation stemming from the differences in project interpretation between partners, as described above.

Currently the project faces two main risks linked to the reassessed assumptions: further differences on the project implementation (these could be generated, for instance, from a new unexpected change at the team of LEFG) and a potential internal change at WD that may herald a change of policy on CREMAs.

7. Sustainability

Due the delay in implementing the training activities, it is not possible to measure the impact of the project in terms of profile and promotion of interest among external parties. The Training Manager of LEFG is currently having meetings with the institutions and NGOs initially contacted in order to re-establish links with potential partners and collaborators.

Following the institutional setbacks described above, and taking into account the inputs from consultations with Darwin Secretariat, LEF UK decided to go ahead with the project implementation and to continue the support to capacity building needs of the local partners LEFG. Additionally, as an exit strategy, LEF UK requested the Darwin Secretariat to reassign some items of the budget in order to set up funds for meetings and networking workshops aimed to bring together stakeholders linked to CREMAs, during the rest of this year, in order to identify ways to ensure the project's legacy.

8. Dissemination

Dissemination activities are expected to be implemented after the first training actions are implemented.

9. Project Expenditure

Please expand and complete Table 3.

Table 3 Project expenditure during the reporting period (Defra Financial Year 01 April to 31 March)

10. **OPTIONAL: Outstanding achievements of your project during the reporting period (300-400 words maximum). This section may be used for publicity purposes**

[I agree for ECTF and the Darwin Secretariat to publish the content of this section](#) (please leave this line in to indicate your agreement to use any material you provide here)

Annex 1 Report of progress and achievements against Logical Framework for Financial Year: 2006/07

Project summary	Measurable Indicators	Progress and Achievements April 2006 - March 2007	Actions required/planned for next period
<p>Goal: <i>To draw on expertise relevant to biodiversity from within the United Kingdom to work with local partners in countries rich in biodiversity but constrained in resources to achieve</i></p> <p><i>The conservation of biological diversity,</i></p> <p><i>The sustainable use of its components, and</i></p> <p><i>The fair and equitable sharing of the benefits arising out of the utilisation of genetic resources</i></p>		<p><i>(report on any contribution towards positive impact on biodiversity or positive changes in the conditions of human communities associated with biodiversity eg steps towards sustainable use or equitable sharing of costs or benefits)</i></p>	<p><i>(do not fill not applicable)</i></p>
<p>Purpose</p> <p>To build the capacity of Wildlife Division, Ghana to deliver effective training programmes to improve community liaison and biodiversity protection through promoting the establishment of Community Resource Management Areas around Ghana's protected areas.</p>	<p>Community relations around 4 protected areas improved to the extent that WD Community Liaison staff can facilitate Community Resource Management Areas (CREMAs) with the full support and involvement of communities.</p>	<p>As we described in previous paragraph the project is running with a considerable delay.</p> <p>The Technical Team (integrated by experts of the WD, LEFG and LEF UK) agreed the content of the training modules and the region to be covered the project.</p>	<p>(Highlight key actions planning for next period)</p> <ul style="list-style-type: none"> - Meeting with the local managers and communities leaders of the selected areas for supporting CREMAs (ongoing activity) - Contact with Conservation International, GEF France and other institutions working on CREMAs for identifying opportunities for joint actions (ongoing activity) - The training sessions and publications planned to be implemented in the next year will deliver outputs for the purpose.

Output 1. Structured training programme consisting of three progressive one-week courses developed.	3 modules written up & submitted to WD senior management.	A Technical Team (integrated by experts of the WD, LEFG and LEF UK) was set up. The Team has discussed and agreed the modules contents and the draft has been sent formally to the WD.
Activity 1.1 Technical Team meetings and workshops		The Training Consultant has leaded a Workshop on training with the participation of the Technical Team for focussing and defining the modules contents and training sessions.
Activity 1.2 Presentation of the modules to the Government for formal approval.		The Training Manager facilitated the contacts between LEFG and the WD for this activity. Final version of the modules expected to be approved by the begging of May.
Activity 1.2 Final preparation for sending to the design phase for printing		Expected to be completed in May.
Output 2 and Output 3 - Training courses delivered to WD field staff in 4 protected areas. - Community training programme delivered.	- 60 training days delivered to 80 WD field staff. - 48 training days delivered to 320 community members	To be implemented during the next semester. The indicators are appropriate. The number of trained staff will be modified for: <u>between 60 to 80</u> (there are ongoing reforms at the WD and the final number of their staff will be defined in the next months. Additionally, staff from the umbrella agency: the Forestry Commission will be included on the training sessions)
Output 4 and Output 5 - Training course book published. - Community liaison WD staff handbook published.	- 1,000 WD training course books published & adopted by WD training unit. - 1,000 handbooks explaining & popularising CREMAS published and distributed through WD	To be completed during the next semester. The indicator remain appropriate.

<p>Output 6</p> <ul style="list-style-type: none"> - The establishment of 4 CREMAs enhanced and facilitated by newly trained WD staff and aware communities. 	<p>4 CREMAs registered with Wildlife Division</p>	<p>To be implemented during the next semester.</p> <p>This indicator needs to be reviewed. This project will support the process for establishing 4 CREMAs but the complexity founded on the institutional arrangements required for the actual registration of the CREMAs plus the extra time required for every action of the project – stemming for local codes and pace of work – allow to predict that this project will provide training support for bolstering new CREMAs although wont have time, within the planned timeline, for ensuring the formal Registration of the new agreements between the communities and the Government. This process will require approximately 2 years after the completion of the training.</p> <p>A realistic indicator should indicate:</p> <p>Ongoing processes for registering 4 CREMAs with agreement letters from Local Communities, Local authorities, NGOs and the WD (Forestry Commission).</p>
<p>Output 7</p> <ul style="list-style-type: none"> - Evaluation report published 	<ul style="list-style-type: none"> - Report on experience written up and submitted for publication 	<p>To be completed at the end of the project.</p>

Annex 2 Project's full current logframe

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Goal:</p> <p>To draw on expertise relevant to biodiversity from within the United Kingdom to work with local partners in countries rich in biodiversity but poor in resources to achieve</p> <ul style="list-style-type: none"> • the conservation of biological diversity, • the sustainable use of its components, and • the fair and equitable sharing of benefits arising out of the utilisation of genetic resources 			
<p>Purpose</p> <p>To build the capacity of Wildlife Division, Ghana to deliver effective training programmes to improve community liaison and biodiversity protection through promoting the establishment of Community Resource Management Areas around Ghana's protected areas.</p>	<p>Community relations around 4 protected areas improved to the extent that WD Community Liaison staff can facilitate Community Resource Management Areas (CREMAs) with the full support and involvement of communities.</p>	<p>Registration of first 4 CREMAs around selected protected areas.</p>	<p>Current positive government rhetoric translates to investment of substantial human and financial resources in CREMA. (+)</p>
<p>Outputs</p> <p>Structured training programme consisting of three progressive one-week courses developed.</p> <p>Training courses delivered to WD field staff in 4 protected areas. (*)</p> <p>Community training programme delivered. (*)</p>	<p>3 modules written up & submitted to WD senior management.</p> <p>60 training days delivered to between 60 to 80 WD field staff and Forestry Commission staff.</p> <p>48 training days delivered to 320 community</p>	<p>Modules signed off by WD management</p> <p>Mobile Training Unit reports and project M&E reports</p> <p>Community Liaison Unit reports and M&E reports</p>	<p>Working relationship between LEF UK And LEFG ensures an acceptable working atmosphere for project implementation;</p> <p>The WD is flexible and accepts the interaction with NGOs for implementing its CREMAs initiatives</p> <p>Other Key institutions linked to initiatives on CREMAs are interested to cooperate and participate in the project</p>

<p>Training course book published. (*)</p> <p>Community liaison WD staff handbook published. (*)</p> <p>The establishment of 4 CREMAs enhanced and facilitated by newly trained WD staff and aware communities.</p> <p>Evaluation report published</p>	<p>members,</p> <p>1,000 WD training course books published & adopted by WD training unit.</p> <p>1,000 handbooks explaining & popularising CREMAs published and distributed through WD.</p> <p>4 CREMAs registered with Wildlife Division</p> <p>Report on experience written up and submitted for publication</p>	<p>Project reports and signed receipts from Park Mgmt.</p> <p>Report available in peer-reviewed publication</p>	<p>Logistical arrangements (staff, vehicles, etc.) available for use in line with project timetable.</p> <p>Peer-reviewed journal accepts paper as significant contribution to the field</p>
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Annex 3 onwards – supplementary material (optional)

Checklist for submission

	Check
Is the report less than 5MB? If so, please email to Darwin-Projects@ectf-ed.org.uk putting the project number in the Subject line.	
Is your report more than 5MB? If so, please advise Darwin-Projects@ectf-ed.org.uk that the report will be send by post on CD, putting the project number in the Subject line.	
Do you have hard copies of material you want to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number.	
Have you completed the Project Expenditure table?	
Do not include claim forms or communications for Defra with this report.	