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Land Use DIALOGUE

CO-CHAIRS' SUMMARY REPORT

Ghana Land Use Dialogue (LUD)

Mole Ecological Landscape

MAY 14-16, 2018 – MOLE NATIONAL PARK, GHANA

Contents

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Executive Summary

The Challenge

The Mole Ecological landscape (MEL) encompasses Ghana's largest protected area (Mole National Park). The park has diverse flora and fauna dominated by Shea trees (*Vitellaria paradoxa*), and is known for its elephant population. The landscape forms part of the Volta basin – the largest river basin in Ghana – which contributes significantly to Ghana's economic development through provision of vital water resources.

Until 2012, the main challenges within the landscape were limited to unsustainable farming practices characterized by slash and burn, over grazing, perennial bush fires and poaching (both off-reserve and on-reserve). However, the significant improvement of roads in the landscape has tremendously increased the scale of these and other similar challenges. Most recently, desire of the valuable Rosewood (*Pterocarpus erinaceous*) has led to unprecedented illegal felling of this species. Charcoal production which was initially carried out at a small scale, also recorded a massive surge. Without a good monitoring system in place, tonnes of illegally felled trees and charcoal were transported out of the landscape. Reports show this is a continuing trend to date.

Competing land uses have put the landscape at risk. A participatory and integrated approach is a key tool to reconcile the different perceptions and interests, reduce deforestation, reduce conflict and increase land productivity in the region in the pursuit of a sustainable landscape and socio-economic growth.

Description and Objectives of the LUD

The landscape approach is a conceptual framework that seeks to develop an integrated and holistic view of the landscape, balancing multiple objectives through engaging private and public stakeholders. Efficient use and development of resources can be established through a dialogue platform where stakeholders collaborate to align their objectives, identify common risks and opportunities, and support shared decision making and collective action.

The objectives of the Ghana Land-Use Dialogue in MEL were to provide input into a Landscape Management Strategy (LMS) that:

➜ Engages the newly created Regional Coordinating Council and District Assemblies to fully integrate and provide support for community-based natural resource management (CBNRM)

➜ Improves cross-sectorial and institutional collaboration across political, traditional and community structures in order to improve landscape functioning

➜ Engages duty bearers and resource users to apply sustainable best practices in resource exploitation and utilization

➜ Explores roles and ways to engage the private sector in sustainable landscape management, particularly in Shea sector

➜ Supports creation of Community Resource Management Areas (CREMAs) to foster community participation and ownership of forest conservation and management

➜ Promotes gender responsive Natural Resources Management (NRM).

LUD Components and Phasing

The Dialogue was conducted over three days at the Mole National Park with three key sessions namely; field visits, plenary sessions and breakout group-work. 82 participants representing local farmers, CREMAs, Landscape Management Units (PAMAUs), Traditional authorities, Private Sector, regional and international Non-Governmental Organizations, and government institutions participated in the dialogue. The dialogue was divided into four phases:

1 **Understanding the baselines situation in each of the following themes:** Governance Systems and Frameworks, Inter Institutional and Cross-sectoral Collaboration, Existing Strategies, Policies and Regulations in (NRM), Gender, Stakeholder representation and inclusion on NRM, Livelihoods and Private sector role in NRM, and Financing.

2 **Identifying possible visions of a sustainable and thriving landscape in ten years**, according to the perspectives of different stakeholder groupings of Government, Traditional Authorities, Private Sector, Local Communities and Civil Society Organizations. Each group proposed a vision after reflecting on the baseline situation as discussed during the baseline session.

3 **Establishing a shared stakeholder vision for the landscape**, after careful consideration of proposals from each stakeholder group.

4 **Identifying actions and strategies** to achieve the envisioned landscape.

Co-chair Joyce Ocansey leading a breakout discussion on inter-institutional and cross-sectoral collaboration for jurisdictions within the MEL.

Facilitator Godwin Dzekoto at the MEL LUD

Key Outcomes

At the end of the three days, stakeholders were able to agree on an overarching shared strategy in which it was envisioned that:

➜ Traditional authorities are empowered to enhance management of the landscape guided by their world view and culture

➜ A well-coordinated natural resource management mechanism delivers desirable conservation and livelihood outcomes for current and future generations

➜ A prosperous private sector supports sustainable livelihoods by generating reliable and profitable markets for producers within a peaceful secured and enabling environment

➜ An Integrated and sustainably managed landscape enhances ecosystem services, and environmental and climate justice.

Facilitators and International Participants of the MEL LUD visit the oldest mosque in Ghana, situated in the MEL just outside MNP

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The specific outcomes of the LUD can be summarized as:

➔ **Increased recognition of the role of the private sector in supporting nature-based value chains** that can increase value and productivity in an environmentally friendly way.

➔ **Reviewed the setup of existing governance systems and frameworks to allow for a landscape-wide multifunctional framework** that allows inclusive representation and active participation of all stakeholders and gender.

➔ **Emphasized the need to harness and diversify livelihood options at the local level working closely with district authorities, Park Authorities and responsible ministries.** Opportunities for CREMAs to invest in ecotourism and other NRM activities exist and were emphasized.

➔ **Reflected on the level of compliance and enforcement of existing Laws, and other byelaws in support of NRM.** Concerns of non-compliance were noted particularly with harvesting of rosewood and poaching. Law enforcement agencies would be supported by Traditional Authorities (TAs) to improve effectiveness of new or existing laws against illegal activities.

➔ **Adopted an institutional structure to operationalize a Land Use Management Strategy with coordination responsibility vested in a Landscape Management Board (PAMAB or proposed LAMAB).** Stakeholders agreed that the LMS should be owned by all but implementation should be championed by the PAMAUs in partnership with District Authorities (DAs).

The Co-Chairs' Report: Introduction

The Mole Ecological landscape (MEL) is a unique and wealthy resource within the Guinea Savanna Ecological Zone which falls within three (3) political regions (Savannah, Upper West and North East Regions) of Ghana. Endowed with biodiversity and riparian ecosystems, it encompasses Ghana's largest protected area (Mole National Park). Key features within the landscape include the Mole National Park, Community Conservation Areas known as the Community Resource Management Areas (CREMAs), cultural, hospitality centers, diverse flora and fauna dominated by Shea trees (*Vitellaria paradoxa*), and is powered by an agrarian economy. Other tourist attractions include, the Larabanga Ancient Mosque, The mystic stone, Daboya Smock Weaving, Kparia Waterfalls and the Mognori Eco-village. The landscape also forms part of the Volta basin (the largest river basin in Ghana) which contributes significantly to Ghana's economic development through the provision of vital water resources.

International participants and facilitators

Thirty-three (33) communities who are predominantly farmers neighbor the Mole National Park. Traditionally, land ownership is communal under the custody of the *Tendana* (Earth-priest) under the "mandate" of the Overlord (*Yagbonwura*) who plays a key role in natural resource decision-making and utilization. The importance of natural resources is associated with direct consumptive use, like crop cultivation, human settlement, extraction of useful materials notably Non-Timber Forest Products (NTFPs), game hunting, shea nut collection, and wild honey

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harvesting. Nature within the landscape is viewed as part of cultural heritage, customs, and tradition and also as a resource that can be utilized to support community livelihoods and national economic development, while protecting biodiversity and riparian ecosystems for sustainability.

The Land Use Dialogue (LUD) is a global initiative coordinated by The Forests Dialogue secretariat and its steering committee members in collaboration with local and global partners. The landscape approach is a conceptual framework that seeks to develop an integrated and holistic view of the landscape, balancing multiple objectives through engaging private and public stakeholders. Efficient use and development of resources can be established through a dialogue process where stakeholders collaborate to align their objectives, identify common risks and opportunities, and support shared decision making and collective action. The LUD initiative is modeled on TFD's experience as a neutral multi-stakeholder platform adopted to meet local contexts and landscape needs. The LUD Ghana is supported by A Rocha, Ghana; Mole National Park Management; and the IUCN's Stabilizing Land Use Project (PLUS), which aims to improve landscape governance of forest ecosystems and in turn influencing decision making at the landscape and national level. The PLUS project champions the establishment of a governance working group (GWG) at a landscape level, made up of key stakeholders across important interest groups. The LUD synthesized goals of the GWG for integration at the national level.

The overall objective of the MEL LUD was to promote an effective governance framework through an agreed LMS that thoughtfully engaged with all stakeholders given the prevailing the baseline situation.

In general, the LUD aimed to:

➜ Engage the newly created Regional Coordinating Council and District Assemblies to fully integrate and provide support for community-based natural resource management

➜ Improve cross-sectoral and institutional collaboration across political, traditional and community structures in order to improve landscape NRM

➜ Engage duty bearers and resource users to apply sustainable best practices in resource exploitation and utilization

➜ Explore roles and ways to engage the private sector in sustainable landscape management, particularly along the shea value chain

➜ Support creation of Community Resource Management Areas (CREMAs) to foster community participation and ownership of forest conservation and management

➜ Promote gender responsive NRM strategies for the MEL.

The LUD provided input and data for the development of a Landscape Management Strategy (LMS) for the MEL which provides a broader vision for natural resources

Before the formal LUD, facilitators of the MEL LUD visit cultural site in the landscape

International Participant, James Omoding of IUCN Uganda joins the MEL LUD

Wassa Amenfi GWG Chai, GWG member, Nana Okufo Asafo Agyei II at the MEL LUD

Co-Chair Felix Basing leads participants of the MEL LUD in a discussion on strategies and action plans for incorporating sustainable livelihoods and private sector practices in the landscape

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management, and guides stakeholders' strategies towards achievement of the overarching vision. Once developed, the LMS will provide a framework for building synergies with other landscape and national policies such as the District Assembly Medium Term Development Plans, the 10-year Mole National Park Management Plan that is currently under review, and other community and national priorities.

82 participants representing local farmers, CREMAs, TAs, PAMAUs, Private Sector, regional and international NGOs and organizations, and government institutions participated in the dialogue (see Annex A for the full list of participants), which was conducted over three days with field visits, plenary sessions, and break out group work. The field trips included visits to two communities under the Murugu-Mognori CREMA adjacent to the Mole National Park, and a game drive. See Annex C for full description of the field sites.

This Co-Chair Summary is composed of an Executive Summary, the Co-Chair Report and the following Annexes: Annex A – Participant's List; Annex B – Baselines Guided by Breakout Learning Questions; Annex C – Field Visits Full Description and Reflections; Annex D – Stakeholder Visions for a Sustainable and Thriving Landscape in 10 Years: Breakout Session; Annex E – Strategies to Achieve Landscape Vision.

Outcomes of the Plenary Sessions and Field Visits

The plenary and breakout out sessions provided important overview of the baseline situation on multiple land uses in the MEL including successful and unsuccessful experiences, park authority initiatives and main challenges that need to be addressed.

The LUD process followed 4 phases, which are explained below:

1 **Establishing baselines on each of the following six themes:** Governance Systems and Frameworks, Inter Institutional and Cross-sectoral Collaboration, Existing Strategies, Policies, Regulations in Natural Resources Management, Gender, Stakeholder representation and inclusion on NRM, Livelihoods and Private sector role in NRM, and Financing.

2 **Identifying stakeholder visions of a sustainable and thriving landscape in ten years, according to the following stakeholder groups:** Government Institutions including Local Governments and Natural Resources Management Ministries and Agencies, Local Community (CREMAs), Civil Society, Private Sector and Traditional Authority. Each group discussed their perspective in view of the themes outlined in the baseline section and then reported back to the plenary.

3 **Establishing a shared stakeholder vision for the future landscape** to improve a governance system that achieves a resilient and sustainable Landscape.

4 **Identifying actions and strategies** to achieve the envisioned landscape

Baselines

To establish the landscape baselines, five themes were selected, and participants were organized into thematic groups to discuss prompted questions on each theme. Highlights of the discussion are detailed in the next paragraphs (See list of all learning questions in Annex B).

GOVERNANCE SYSTEMS AND FRAMEWORKS

Governance was recognized as a key bottleneck to successful landscape conservation and management. Stakeholders' discussions focused on the role of TAs and other local authorities in developing and implementing functional bye-laws that support landscape conservation. In the MEL, the main concerns hinged on land tenure, need to improve information sharing, need to institutionalize the legitimacy of TAs in developing and enforcing bye-laws, need to address capacity constraints of TAs, need to strengthen accountability mechanisms at local and regional level, need to strengthen enforcement by supporting law enforcement institutions and ensuring transparency at all levels. Stakeholders emphasized the need to ensure improved and functional governance systems for Environment and Natural Resources Management in MEL including forest reserves, the national park, on-farm shea trees, land, water resources and mining sites.

INTER INSTITUTIONAL AND CROSS-SECTORAL COLLABORATION

To improve inter institutional and stakeholder collaboration, participants listed existing platforms that can support collaboration at the landscape level in order to determine the best possible platform for inter-institutional collaboration. These included District Assemblies, Regional Authorities, PAMAB and PAMAUs. The stakeholders identified PAMAUs as an ideal platform that brings together different interests and aspirations across different stakeholders and sectors. A critical analysis on current status of PAMAUs was done during breakout sessions, and findings point to the need to increase awareness about them amongst stakeholders. The main perception is that there is need to improve engagement across various sectors, particularly shea actors, timber extraction companies, the forestry commission, shea processing companies, ecotourism operators, the District Assemblies, TAs, CREMAs, PAMABs, charcoal producers and hunters. Opportunities to promote stakeholder collaboration exist and could be enhanced through regular meetings, though funding may be a challenge. Stakeholders are cognizant of the fact that such meetings would need a sustainable source of funding and sources such as district budgets, Protected Area Authority allocations and CREMA Trust Funds may be a good option.

EXISTING STRATEGIES, POLICIES, REGULATIONS IN NATURAL RESOURCES MANAGEMENT

While there are many strategies, policies and laws to support Environment and Natural Resources Management (ENRM), stakeholders noted apparent gaps in their implementation. There is poor coordination of responsible authorities at national and local levels, and disjointed responsibility between TAs and government authorities. Centralized Governance subsystem seems to be marred with corruption and external interference. Stakeholders also expressed concerns about top down approaches to policy implementation, and limited enforcement of tree felling regulations particularly for the rosewood tree. Therefore, participants emphasized the importance of: increasing education on existing policies, strategies, laws and regulations at all levels; educating CREMA members on their roles and responsibilities; strengthening participation and appropriate linkages across different sectors; ensuring

Participants in the MEL LUD discuss baseline themes in a carousel-style breakout session

Participants in the MEL LUD review breakout session notes

MNP park ranger briefs LUD participants on Park species and management efforts
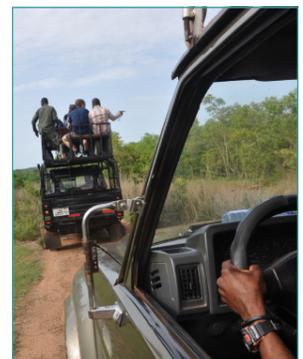
Participants of the MEL LUD drive to the field site visit in MNP

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justice and fairness during law enforcement; avoiding political interference; ensuring regular monitoring and evaluation of bye-laws; and empowering law enforcement officers to perform their responsibilities effectively. Participants also noted that the existing policy environment needs to promote integration across different actions plans. While approaches like advocacy, networking and joint planning are being practiced, stakeholders noted that these are still at a limited level and will need to be strengthened across MEL.

GENDER, STAKEHOLDER REPRESENTATION AND INCLUSION

Co-chair Janet Ameseya leads a break out session on the challenges and opportunities of gender inclusion in the MEL
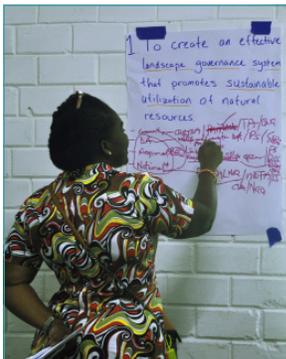
In order to improve ENRM, involvement and representation of gender is needed. Lack of ownership rights relating to land, trees and all-natural resources were considered a key obstacle to effective ENRM. Gender equality, equity and inclusion is an important component of successful landscape management. In MEL, stakeholders felt that there needs to be improvement in gender responsive ENRM at all levels with a specific focus on Women and Youth.

However, others emphasized the need to broaden the focus to include all genders. An example is the existing customary practices/laws preventing women and youth from owning land. While it was noted that some TAs have improved their sensitivity to equitable distribution of resources, more needs to be done. Of particular interest is the need to; encourage landowners/custodians to afford landownership rights to women and youth; empower women and youth to become economically independent; encourage women and youth to take up leadership positions; promote enforcement of gender responsive policies and encourage men to share property equitably among all gender including women, men and youth. Stakeholders also perceived women to be more connected with nature given their customary roles at the household level. It was proposed that they should be a key target in order to drive meaningful change. Women support men in planting crops, collecting shea nuts, fetching firewood and collecting water. Men are more involved in cultivation, extraction of forestry products and other business ventures. At the household level, women provide additional income to households by engaging in supplementary livelihoods such as shea butter processing.

Co-chair Joyce Ocansey guides discussion on challenges and opportunities within governance in the MEL

During the plenary session, stakeholders emphasized the need to focus on women and youth to improve ENRM by addressing barriers that limit their active involvement such as lack of skills and capacity to implement activities for self-reliance, lack of access to resources, negative norms, and practices that limit their participation. In the end, stakeholders recognized that rights-based approaches that include both male and female, and other disadvantaged groups such as the disabled will be desirable.

LIVELIHOODS AND PRIVATE SECTOR ENGAGEMENT

Stakeholders recognize the ecological and economic potential of the MEL. Of particular interest is shea production and processing, honey production and ecotourism. The LUD determined that the private sector could become an important actor in Landscape management and livelihood improvement, if existing bottlenecks that limit their participation are addressed. These include exploitation by middle men/intermediaries, lack of adequate integration of technology to improve processing, substandard quality of some products such as shea nuts, limited scale of products that can be commercialized, poor sustainability

practices by some farmers and private sector actors, inefficient means of producing and utilizing energy and inefficient ways of utilizing water.

Participants emphasized the need to develop alternative strategies that engage local communities to improve production, government benefits, and private companies' profits and sustainability. The focus could be on alternatives that improve quality, provide alternatives and green business strategies through PPP frameworks. There are some emerging opportunities such as organic shea processing, honey production, ecotourism ventures, CREMA income generating activities and potential for a revenue sharing scheme with park authorities. However, stakeholders mentioned lack of strong measures that could; support provision of investment financing; promotion of smart agriculture; curb political interference; and incentivize private sector through tax friendly policies. Focusing on this baseline situation could help alleviate the current insufficient private sector participation.

FINANCING

To sustain collaboration across the landscape, stakeholders sought to understand the current status of financing for Environment and Natural Resources sector (ENR), and how existing structures such as PAMAUs can navigate the challenging funding landscape. Currently, most of the funding for ENR projects is from NGOs and other CSO groups. No resources are allocated from Park Authorities to support community projects Limited resources are available for CREMAs and PAMAUs. PAMAB structures are also yet to be established. With this baseline situation in-mind, stakeholders considered available opportunities that can be leveraged to attract needed financing for MEL. Some of the opportunities were listed as District Assembly budgets, CREMA Trust Fund and Social Responsibility Agreements. Participants in the financing breakout group proposed that there is need to analyze the composition of PAMAUs and give the possibility to access a cost sharing mechanism in which members can contribute resources to implement agreed activities. At the district level, stakeholders such as Members of Parliament and District Chief Executives may need to be engaged more proactively in order to support allocation of resources within district budgets and plans. While some of the contributions can be cash, others like office space for PAMAUs can be in-kind since the districts may have some space to allocate for this purpose. However, co-chairs noted with concern that no mention was made about the potential support from CSO and donors. While such sources may not be sustainable in the long-term, they will be important to support initial processes before Landscape Structures are fully operational and sustainable on their own.

Future Vision for a Sustainable and Thriving Landscape in 10 Years

STAKEHOLDER VISION

From the baseline discussion, the dialogue moved to identify different stakeholder visions for a sustainable and thriving landscape in a 10-year timeframe. The 10-year timeframe was chosen to coincide with the Mole National Park's Management Plan
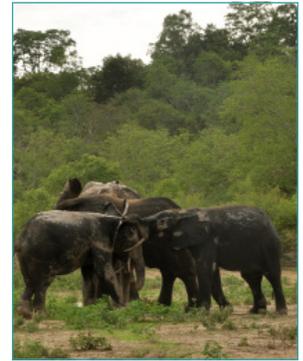
Elephants sighted on field visit in Mole National Park

MNP Warden presents and answers questions on Park Management with LUD participants

Jantongwura, a local chief taking part in proceedings of the LUD

James Saaka, a local participant reports back discussions from a breakout session

timeline. In addition, district assemblies plan on a four-year cycle and implementation of the MEL vision could be reviewed at such intervals.

Participants then formed six groups: Government, Traditional Authorities, Civil Society, Local Communities, Private Sector, and CSOs. Each group discussed their vision for ten years reflecting on the six themes outlined in the baseline section (see above section) and reported back to the plenary.

It was clear that stakeholders have different values and approaches to the landscape but agree on the need to promote awareness and education, enforcement of laws and regulations, ensuring corruption is addressed to ensure transparent and equal distribution of resources, promotion of equal opportunities for men and women, improved collaboration across the landscape and diversified livelihood activities through improved private sector engagement. (See Annex D for an account of each stakeholder group's perspectives.)

SHARED VISION

The consultant hired by IUCN helped to collate different stakeholder's visions in order to identify common themes that could be discussed during the plenary session.

Participants formed and agreed to the following landscape vision:

➔ **A resilient landscape supporting sustainable livelihoods and biodiversity**

This shared vision was reached after careful consideration of the natural resource base and the need to have an inspirational and concise statement that encompasses key elements of stakeholders' aspirations. After the agreed to and shared vision, participants discussed key objectives to guide achievement of the shared vision. Each objective would have a set of actions which if implemented will help to achieve them, and subsequently the landscape vision. Totally aligning objectives and actions among different stakeholders is not an expected outcome; however, identifying common ground among several approaches to the landscape can be a powerful tool for stakeholders working together in innovative ways and creating new forms of collaboration. The seven specific objectives agreed to are:

1. Create an effective landscape governance system that promotes sustainable utilization of Natural Resources

2. Promote ecosystem services-based value chains that ensure reliable and profitable markets

3. Empower stakeholders for effective and inclusive participation in decision making

4. Protect and maintain integrity of natural resources

5. Mainstream gender in all activities

6. Enhance inter institutional coordination and cross sectoral collaboration

7. Establish a self-sustaining financing mechanism.

Participants visit Murugu CREMA, a community site for shea production

Way Forward: Key Strategies for the MEL Landscape Vision

Annex A – Participants List

NAME OF PARTICIPANT	DESIGNATION
Madam Joyce Caitlyn Ocansey	Co-Chair
Dr. Seth Appiah-Kubi	Co-Chair
Mr. Felix Basing	Co-Chair
Madam Janet Asemeya	Co-Chair
Kapori Abutu	Co-Chair
Bethany Linton	TFD Team
Ben Williamson	TFD Team
Saadia B. Owusu-Amofah	Facilitator, IUCN Ghana
Tolodompewura Abdallah Ahmed	Facilitator
Anthony M. Mba	IUCN- Ghana
Chetan Kumar	IUCN International-al/Global Office
Nana Okofu Asafo Agyei II	GWG Co-Chair (Wassa-Amenfi) and National Steering Committee
Paul Hatanga	TFD Team
James Omoding	IUCN - UG
Gerald Mwakipesile	IUCN - TZ
David Mwankyala	IUCN - TZ
Darmian Akoto	Codesult
Dorothy Ewusi	Codesult
Bismark Duker	Codesult
Daniel Amofa	Ghana PLUS Steering Committing
Dr. Andrew Kyei Agyare	National Forestry Commission
Betty Cynthia Baidoo	A Rocha Ghana
Issaka Balma Yakubu	Consultant
Rafiu Sumaila	Forestry Commission – Bole District Office
Alhaji Amadu Abdul-Karim	Resource Management Support Centre (RMSC)
Featus Agya-Yao	Head of Collaborative Resource Management Unit, MNP
Ali Mahama	Law Enforcement and Ground Coverage - MNP
Joana Saaka	CRMU – Mole National Park
D. K. Pettison	Forest Services Division (FSD)
Abakeh Kaba	Water Resources Commission
Omanhene, Kwaku Boateng	Environmental Protection Agency
Chief Superintendent Charles Ampem Koosono	Ghana Police Service (District Police Commander)
Mariama Yahaya	Ghana Fire Service
Francis Oppong	Department of Agriculture
Mabel Agba	Noe / Man & Nature

Facilitators, Chief Monoor and Saadia B. Owusu-Amofah, welcome participants to the MEL LUD

Co-chair Felix Basing with Savannah Fruits Company discusses the shea value chain with participant, Mabel Agba

Co-chair Joyce Ocansey guides discussion on challenges and opportunities within governance in the MEL

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Cletus Zume Zeus	NorthCode
John Sumbo	NorthCode
Jeremiah Abubakari Seidu	Jaksally Development Organization
Alidu Abubakar	Jaksally Development Organization
Clifford Amoah Adangera	ORGIIS
Issahaku Zakaria	Eco Restore
Frank Akowuge	Center for Conflict Transformation and Peace Studies (CECOTAPS)
James Saaka	Katchito Community Development Center (KCODEC)
Dr. Conrad Webong	(UDS) Faculty of Environment and Renewable Natural Resource
Jantongwura Peter Yakubu	Wasipe Traditional Area
Seidu Aziz	Bulenge Traditional Area - Resgistrar
Makwa Mahamadu	Moagduri Wuntaluri Kuwosasi (MWK) CREMA
Gabasiwura Jakpa Iddrisu	North Gonja PAMAU
Nabiekye Cynthia Ngmenang	Wa East PAMAU
Amadu Salifu	Mamprugu Moagduri PAMAU
Mahama Hawa	West Gonja PAMAU
Sarah Kunyangna	Sawla-Tuna-Kalba PAMAU
Mark M. Bani	Murugu CRMC
Abubakari Mahama	Mognori CRMC
Sofia Abdulai	Yazori CRMC
Issah Yakubu	Kpulumbo CRMC
Hassan Mumuni	Bawena CRMC
Salifu Ibrahim	Wawato CRMC
Yussif Mohammed	Gurubagu CRMC
Yidana Latif	North Gonja District Gender Desk Officer
Fridaus Yakubu Mu-sah	Sawla-Tuna-Kalba Gender Desk Officer
Chalisung Joseph Ziemah	West Gonja District Planning Officer
Musah Shaibu	North Gonja District Planning Officer
John Dakora	Sawla-Tuna-Kalba District Planning Officer
Nuhu Ahmed Tijani	Wa East District Planning Officer
Hon. Saeed Muhazu Jibril	West Gonja District Chief Executive
Kpangriwura Abdul Karim	Gonja Traditional Council
Sandapewriche Mery	Queen mother
Faustina Buobu	Charcoal Producers / Buyers Association
Abdina Alhassan	Cattle owners and Herders Association
Madam Adriana Bille	Shea Processing Group
Rev. Fr. Paul Kuunuba	Catholic Diocese of Damongo
Chief Yakubu Jarga	Gonjaland Youth Association
Ashraf Zakaria	Rapporteur
Godwin Evenyo Dzekoto	A Rocha Ghana
Emmanuella Kyeremaa	A Rocha Ghana
Seidu Pasor	A Rocha Ghana
Isaac Kofi Ntori	A Rocha Ghana
Grace Kuule	Media (Radio for Peace and Development)
Hafiz Sumaila	Media (Radio for Peace and Development)
Adam Salifu	Multimedia Group
Isaac N. Isaac	Multimedia Group

Annex B – Baselines: Breakout Learning Questions

The following learning questions were developed by IUCN, ARG, TFD and the co-chairs to stimulate thought around the landscape baseline situation and main current challenges throughout the dialogue. The answers to the learning questions arose from discussion during breakout sessions and plenary sessions.

GROUP 1: Governance Systems and Frameworks

QUESTIONS

➡ In what specific ways can traditional authority (chiefs and Tendana's) contribute to effective enforcement of byelaws?

➡ In what ways can we ensure transparency and accountability in natural resource management in MEL?

Traditional authority contributions to enforcement and byelaws should:

1. Sharing of information from traditional authorities

2. Before byelaws can be effectively implemented, traditional leaders need to understand their roles, and be adequately engaged

3. Go back to what traditional laws are and give them legitimacy and legal recognition to enable them to work effectively. TAs seem to be losing influence, power and legitimacy Two possibilities for legal backing: 1). Embedded in existing DA byelaws e.g. CREMAs and 2). Gazetting the Traditional Laws as separate byelaws

4. Increase capacity of TAs to understand their roles in implementing of state laws and traditional laws. Examples, from Uganda-Traditional laws take precedence in some circumstances

5. Increase regard for Taboos/ Promote traditional beliefs that have influence on local community actions and attitudes

6. Encouraging chiefs to support CREMAs

7. Support enforcement institutions eg police, forestry commission, etc.

8. Need for education and sensitization for local authorities and traditional authorities on their roles and responsibilities.

Transparency and accountability should be achieved through:

1. Periodic accountability at local level. Traditional leaders should give feedback to local communities

2. Ensuring transparency through documentation e.g. receipting

3. Set up structures for monitoring especially harvesting of resources at the local level.

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Group 2: Inter-Institutional and Cross Sectoral Collaboration

QUESTIONS

➡ How can the PAMAU foster a stronger inter-institutional collaboration?

➡ Who finances inter-institutional collaboration?

There should be:

1. Education about the role of PAMAU to all stakeholders including PAMAU members

2. Enhance communication between traditional authorities and local community

3. Create awareness about joint ownership and responsibility of resources between local community and government. Awareness should be geared towards attitude change

4. Provide financial resources to support collaboration among institutions

5. Self-sustaining financial mechanisms.

Financing meetings:

1. NGOs can support funding of NRM but government funding should be enhanced

2. Retain percentage of funds from PAs to support PAMAU

3. CREMA finance fund.

Group 3: Existing Regulations, Strategies and Policies

QUESTIONS:

➡ How can we ensure that implementation of CREMA bye-laws is more effective?

➡ How can we ensure long-term planning and NRM by district assemblies?

To achieve CREMA byelaw implementation and effectiveness:

1. Educate people about CREMA byelaws, and what constitutes membership of CREMAs to understand their membership rights

2. Identify partners and stakeholders of CREMA and enhance their participation through appropriate linkages

3. Ensure fairness and justice in punishing byelaw breakers

4. Avoiding political and traditional interference, and all forms of state influence

5. Regularly monitor and evaluate byelaw implementation

6. Law enforcers, should be empowered to enforce their responsibilities effectively (e.g. Community Resource Management Committee, Community resource monitoring units).

How district assembly authorities can integrate NRM:

1. Integrate Ecosystem Services, PA management and CREMA management in district action plans and strategies, and MTDP

2. Ensure that DAs and CSOs sustain NRM advocacy at the landscape level

3. DAs committing resources to NRM

4. Build strong collaborations between all resource stakeholders especially law enforcement.

Group 4: Gender and Stakeholder Representation and Inclusion NRM

QUESTIONS

→ In what specific ways can community members participate more effectively in decision-making in NRM in their communities?

→ In what specific ways can we ensure effective participation of youth and women in decision-making on natural resource management?

Community effective participation in NRM:

1. Build capacity of community members to know the benefits they will get from NR

2. Provide equal access to NRs to all genders including the youth

3. Education and empowerment of women to enhance their confidence

4. Identify and understand norms that limit women participation and develop new strategies to address them

5. Enhance rights-based approaches.

Specific ways to ensure effective participation of women and youth in decision making:

1. Encourage women and youth to take leadership responsibilities/positions

2. Encourage land owners/custodians to give rights of ownership to women

3. Empower women and youth to be economically independent

4. Promote enforcement of existing gender responsive policies

5. Encourage men to share property equitably between both genders (women and men).

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Group 5: Livelihoods and Private Sector Role in Sustainable NRM

QUESTIONS

➡ In what specific ways can private sector contribute to NRM beyond CSO/NGO interventions?

➡ How can we enhance sustainable utilization of NR for livelihoods so that resources are conserved for the future?

Private sector contribution to NRM apart from NGOs:

1. Working directly with producer groups rather than intermediaries to ensure maximum benefit for the local communities

2. Investing in capacity building particularly technology and marketing

3. Certification of NR products for increased market value

4. Diversification of products through value addition e.g. in shea butter, cheaper to transport butter than nuts. Helps to reduce costs for transportation

5. Green business development around natural resource products

6. Support natural regeneration to promote sustainability

7. Reducing dependency on fuel wood e.g. conversion of waste to energy e.g. briquettes

8. Investing in efficient ways of using water resources eg irrigation and possible recycling.

How to get private sector to be engaged in sustainable utilization of NR for livelihood improvement and sustainability:

1. PPP eg for organic shea and bee keeping eg better ways of propagating shea butter

2. Provide investment options

3. Promote bee keeping as a green business that supports conservation

4. Promote smart agriculture

5. Education on laws and repercussions of non-compliance should be fair and consistent

6. Curb political interference during implementation

7. Tax incentive policies for private sector to encourage take up of activities

8. Incentive packages and rewards for communities.

Group 6: Financing

➔ In order to sustain collaboration, how can we financially empower PAMAUs?

➔ Beyond NGOs, what other funding sources can be leveraged to fund natural resources management?

How PAMAUs can be financially empowered:

1. Analyze the composition of PAMAUs and assess possibilities for cost sharing

2. Lobby MPs and DCESs (District Chief Executives) to financially support PAMAU activities

3. DAs allocate budgets to PAMAU activities during activity planning and budgeting/ District common fund

4. DAs provide office space/Secretariat for PAMAUs

5. Benefit sharing from the CREMA trust funds from green community value chain

6. Percentage of Social Responsibility Agreements from logging could fund PAMAU activities

7. Co-Chairs noted that there was no mention of NGOs, donors and FC role in financing NRM.

Participants in the MEL LUD pose in front of a bachelor herd of Savannah elephants during the field site into MNP

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Annex C – Field Visits Full Description and Reflections

In order to directly learn from the local community and park authorities, two field visits were organized 1) with park authorities through a game drive and 2) with CREMAs to get an insight into their activities and how they interact with the park. This was to enable the LUD participants to reflect and learn lessons to inform the landscape strategy development process. Guiding questions were structured around land use, vision setting and actions to achieve the vision. Below is a narrative of the guiding questions.

Key Lessons

➜ What do the site visits teach us for land and resource use and management challenges and concerns in the landscape?

➜ How do current land use practices benefit different stakeholders?

➜ What is the impact on livelihoods, the environment, and women?

Landscape Visions

➜ Do the field sites display opportunities of challenges to attaining your landscape vision?

➜ What lessons can be learned from the field sites to include in your landscape vision?

Actions to Achieve Vision

➜ What needs to change in the landscape to help you achieve your landscape vision?

➜ What kind of investments or actions are needed?

➜ What research or data is needed?

DESCRIPTION OF MURUGU MOGNORI CREMA

Within the Mole Ecological Landscape, the Murugu-Mognori Community Resource Management Area (CREMA) group manages over 22,000 ha bordering Mole National Park. The CREMA process started 2003 and was given devolution of authority from government in 2008.The CREMA byelaw was passed in 2017, making local management and enforcement legal. This CREMA participates in resource management which provides alternative livelihoods for community members. They patrol within the CREMA boundary to monitor wildlife and other activities, as well as manage a trust fund for additional income that is produced by eco-tourism, Shea production, honey, and other NTFPs. Challenges for the CREMA include enforcing laws effectively, developing steady financing mechanisms, capacity building, and natural resource loss from environmental degradation. Participants visited this CREMA to interact with members, majority women and youth.

GAME DRIVE

Guided by the Forestry Commission Staff, participants visited the wildlife tracking trails to observe the scenery and wildlife that attracts tourism to the Park. The authorities divided members into different groups in order to accord efficient use of available transport as well as good interaction with the rangers. Participants were able to observe wildlife and ask questions related to its management and interaction with the community, particularly elephants.

Annex D – Stakeholder Visions and Actions for a Sustainable and Thriving Landscape in 10 Years: Breakout Session

Participants agreed a process to set up stakeholder visions building from the baseline findings/discussions. Each stakeholder group was tasked to identify a vision come up with a vision statement reflecting their aspirations for the landscape after which a grand vision would be determined that integrates each stakeholders vision statement. Groups were assigned as; Government, Private Sector, Local Community, CSOs and Traditional Authorities.

Group 1: Government

Key concepts/issues considered in vision setting included-Sustainability, gender, climate smart, livelihoods, stakeholder participation, sustainable ecosystem, safe environment, effective coordination.

Different options were proposed as:

➡ **Option 1:** A well-coordinated NRM mechanism that delivers the desirable conservation and livelihood outcomes for current and future generations

➡ **Option 2:** To have a climate resilient landscape through sustainable utilization of NR gender inclusiveness, and effective coordination among stakeholders

➡ **Option 3:** To have a sustainable ecosystem that provides livelihoods to the people living around landscape.

After careful discussion and consensus among members of the breakout session, the interest group agreed on:

➡ **A well-coordinated climate resilient landscape that provides a balance between livelihoods and conservation**

To achieve the vision, both immediate and long-term actions were proposed as:

1. Sustainable landscape coordination
2. Ensuring effective stakeholder participation
3. Education, sensitization and awareness creation
4. Enforcement of laws
5. Strengthening interinstitutional linkages
6. Identifying and supporting NRM based livelihoods
7. Diversifying local economies
8. Formulation more bye-laws from learning of existing ones
9. M&E systems

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10. Integrating activities of PAMAU and CREMA into district assembly activities and plans

11. Gender sensitivity and inclusivity

12. Subsidy on alternative livelihoods e.g. agricultural foods.

Group 2: Traditional Authorities

For traditional authorities, the main concerns hinged on revitalizing their influence on traditional norms and practices that reinforce ENRM.

After careful discussion and debate, the interest group adopted the following vision:

➜ **Traditional authorities are empowered to enhance the management of landscape guided by their world view and culture**

They proposed key actions to focus on processes that review or promote:

1. Promote traditional practices that enhance management of trees

2. Promote traditional practices that enhance management of animals

3. Management of the environment (water, animals, and all surroundings)

4. Education of current generation through mass education on all revived practices

5. Collaboration with stakeholders in ENRM in the landscape

6. Policy implementation and support for implementation of different strategies.

Group 3: Private Sector

The private sector interest group considered a number of issues and challenges to propose their vision statement. These are: Sustainable exploitation of NR, clarity on taxation of environmental resources, Bush fire management, security and peace, access to markets, infrastructure limitations, lack of technical capacity and lack of funding at all levels.

They proposed the stakeholder vision as:

➜ **A prosperous private sector that supports sustainable livelihoods by generating reliable and profitable markets for producers within a peaceful secured and enabling environment**

Proposed actions to achieve their vision included:

1. Providing local and international markets

2. Engaging stakeholders on pertinent issues affecting NR and business e.g. bush fires, tree planting, security and funding, dialogue

3. Engaging government on infrastructure challenges, security and funding

4. Capacity building for producers on production and processing.

Group 4: Local Communities

The fourth stakeholder group, local communities, considered two central principles during the process of vision setting namely; effectiveness that enhances Sustainable NRM, and Effectiveness that enhances livelihoods. The interest group also reflected on existing challenges in the community that warrant focus for a better and sustainable future. The challenges named included; Bush fires, logging, charcoal burning, insecurity between herdsmen and farmers, conflict over tree tenure, corruption, farmer conflicts and shea fruits are sometimes eaten by cattle. On the other hand, they recognized that there are immense opportunities for other alternatives like honey production and ecotourism that need to be harnessed. Therefore, the interest group proposed to ensure that there is conservation that guarantees benefits for the present and future generations, improved avenues for revenue generation, reduced bush fires, planting and restoration of riparian areas, proper enforcement of laws, social inclusion and unity, effective collaboration and establishment of exchange programs among CREMAs.

The interest group came up with a proposed vision, namely:

➡ **Effective collaboration between CREMA, Traditional Authorities, District Authorities and all key stakeholders towards effective implementation of bye-laws for NRM**

Their proposed actions included:

1. Review of current byelaw to see what is working well and what's not working well. This was proposed to be periodic and not one-off

2. Enforcement of byelaws by responsible authorities- traditional authorities and district assemblies

3. Communities should be committed and empowered to act as watchdogs

4. Education of CREMA members on byelaws

5. Instituting a reward system at the district level for CREMAs or other stakeholders doing well to achieve set targets

6. CREMA communities should aim to raise resources to become self-financing in next ten years.

Group 5: CSO

The final stakeholder interest group was the CSOs. These considered the following aspects during vision setting; Environment sustainability, livelihoods, inclusiveness, governance, water security, climate justice, rights, participation and sustainable finance mechanisms.

After their internal discussions, the group agreed on the following vision:

➡ **An integrated and sustainably management Mole Landscape Natural Resources for enhanced ecosystem services, environmental and climate justice**

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The group proposed the following actions to active their strategy:

1. Adopt multi-stakeholder governance approach involving DA, PA management, TA, local community, etc.
2. Undertake holistic coordinated land use planning
3. Develop sustainable and equitable financial mechanisms
4. Address corridor management integrity for improved ecology
5. Develop alternatives and additional livelihood options
6. Improve agro-ecological practices.

Annex E – Strategies to Achieve Landscape Vision

OBJECTIVE 1:
To create an effective landscape governance system that promotes sustainable utilization of NRs

ACTION	HOW	RESPONSIBILITY	TIMELINE	FUNDING
Establish robust M&E system		PAMAB	1-3 years	CSOs, MPs fund, IGF (money from NR), PS
Creation of and strengthening CREMAs, PAMAUs and PAMAB		CSOs/ NGOs/FC/ Communities	1-2 years creation	DAs, CSOs & NGOs
Integrate PAMAUs and CREMA activities in DAs management & Dev't Plan		DAs/Mole Management/ PAMAU	1-10 years strengthening	DAs, CSOs and NGOs
Empower TAs to play a more effective role in Natural Resource Management		DAs/ CSOs/NCCE	1-4 years DAs	Percentage of royalties paid to chiefs/DAs through traditional councils
Undertake public sensitization and awareness creation		CSOs/Media/NCCE	1-10 years Mole	CSOs/NGOs/DA/Mp's CREMA Trust Fund & MNP
Review and enforcement of byelaws		TA/DAs/CREMAs/ PAMAB	1-10 years	DAs, CREMAs, Mole National Park

OBJECTIVE 2:
To promote ecosystem services-based value chains that ensure reliable and profitable markets

ACTION	HOW	RESPONSIBILITY	TIMELINE	FUNDING
Link producers to domestic and international markets	Value addition	▪ **PS:** Capital investment in form of technology, capacity building and training ▪ **CSOs:** Capital investment and capacity building ▪ **Govt:** Policies (taxes) infrastructure	2020-2023 (but continuous)	
Engage stakeholders and harness their support towards conservation and reduction of their negative impact on ENR base	SKH identification/analysis ▪ Promotion of additional alternative livelihoods ▪ Improved processing centers to make production more efficient and reduce waste	▪ **PS& CSOS:** Organization of stakeholders into groups e.g., producer groups/CREMAs ▪ Awareness ▪ **DA/Govt:** Integrated NRM strategies into DDPs, implementation and training ▪ **FC:** Monitoring and enforcement of laws	2019-2020	
Promote research to understand the resource base and how it can be managed for both . Revise and ID best practices that can be adopted	MNP management in consultation with other stakeholders e.g. PAMAU can coordinate an agreement with research institutions to promote research on key issues of interest for effective management of the landscape	▪ **Research Institutions:** Conduct demand driven research and give feedback ▪ **PS:** Provide market information related to resource base	1-10 years	

OBJECTIVE 3:
To empower stakeholders for effective and inclusive participation in decision making

ACTION	HOW	RESPONSIBILITY	TIMELINE	FUNDING
Strengthen institutional linkages	▪ Organize training workshops ▪ Consultative meetings ▪ Community sensitizations	Community, govt-DA TA, Parks, women's groups, NGOs, association members, touth groups, Arocha Ghana	1-10 years	Arocha Ghana, IUCN, GoG
Empower local communities	Education, sensitization, alternative livelihoods, organizing association platforms, exchange programs	Community, women and youth groups, Tas, CREMAs, Arocha Ghana, Park, FSD	1-10 years	Arocha Ghana, IUCN, GoG
Educate CREMA members on byelaws	▪ Translation of byelaws into local languages ▪ Trainings ▪ Pictorial byelaws ▪ Organization of radio programs	CREMA members, Arocha Ghana, Park, FSD	1-10 years	Arocha Ghana, PAD, FM

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OBJECTIVE 4:
To protect and maintain integrity of natural resources

ACTION	HOW	RESPONSIBILITY	TIMELINE	FUNDING
Educate and create awareness of values of NR and the need to conserve them	Carry out education campaigns to support educ NRM	PAMAU, DAs, communities, CSOs, Tas, FC & EPA	10 years	
To ensure strict enforcement and compliance of byelaws and regulations/laws	▪ Carry out education ▪ Ensure enforcement ▪ Ensure compliance	DAs, communities, CSOs, Tas, FC & EPA, law enforcement agencies	10 years	
To upscale and strengthen grassroot conservation structures	▪ Form new grassroot conservation structures (CREMAs) ▪ Strengthen existing structures (CREMAs)	DAs, CSOs, communities and TAs	5-10 years	
Building capacity of community members esp. women in implementing alternative livelihoods and sustainable farming practices	▪ Provide funds and support ▪ Provide technical support ▪ Apply skills and knowledge gained	CSOs, farmer groups, Forestry Comm, MOFA, private enterprises, DAs	10 years	

OBJECTIVE 5:
To enhance inter institutional coordination and cross sectoral collaboration

ACTION	HOW	RESPONSIBILITY	TIMELINE	FUNDING
Strengthen institutional linkages with District Authorities	Capacity building, dialogue, resource mobilization, advocacy, trainings, logistics, leadership	Local Govt, NGOs, RCCC GWG	10 years (but yearly reviews)	
Strengthen the institutional and operational capacities of the PAMAU	Capacity building, skills development, resource mobilization, sensitization, training, education, facilities, logistical support, planning and development	MNP, NGOs, EPA, MMDAs, Tas, WG	Quarterly	
Facilitate regular MS engagement and possibly institutionalize	Dialogue, information-sharing, resource mobilization, organize meetings, planning, facilitation, provide logistics	MNP, NGOs, EPA, MMDAs, Tas, WG	Bi-annually	
Ensure implementation of the affirmative action law	Advocacy, media engagement	CREMA, TA, FC, CSOs, DA, RCC, Mole NP Authorities	Quarterly	

OBJECTIVE 6:
To establish a self-sustaining financing mechanism

ACTION	HOW	RESPONSIBILITY	TIMELINE	FUNDING
Engage government for at least 10% of tourism revenue	• Media engagement • Quotas for participation for women • Dialogues, lobbying, advocacy	CREMA, TA, FC, CSOs, DA, RCC, Mole NP Authorities	2 years	
Source funding from Private Sector for commodity value chains	• Establish conservation fund • Direct financing of VC activities • NRP plantations • Transfer of technologies	Communities, CREMA, NRP groups, private sector, government	5 years	
Engage DAs for funding	• Incorporate strategy in DAs plans • Lobby MPs and assembly members	DAs, MPs, AM, communities, TAs, CSOs	5 years	
Raise internal funding from livelihood activities FRON nr EG Charcoal, livestock	Byelaws	DAs, communities	5 years	
Source funding from carbo credit and PES	Proposal	FC, DAs	2 years	
Donor support	Appeals and proposals	FC, DAs, TAs	1 year	
Re-investment of sourced funds	T-bills Hospitality	FC, DAs, Tas, financial institutions, CREMAs	7 years	

GENDER INTEGRATION

1. Advocate for women land rights

2. Dedicated slots for women on the PAMAUs and PAMAB (affirmative action)

3. Targeted capacity building for men, women and youth on financial management, basic business management skills, marketing skills and ownership of businesses

4. Engage men, women and youth to effectively understand and consider their interests during planning and implementation of byelaw implementation

5. Research teams and topics should be gender balanced so that interests of all gender are taken into consideration

6. Mainstream gender and social inclusive planning, training, and evidence gathering at all levels

7. Tourism has potential to open communities to external social vices so proactive mitigation actions are implemented to safeguard vulnerable groups.

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Annex F – Glossary of Terms

AM	Assembly Members
CSOs	Civil Society Organizations
CREMA	Community Resource Management Area
Das	District Assemblies
DDP	District Development Plans
ENRM	Environment Natural Resource Management
FC.	Forestry Commission
GWG	Governance Working Group
LAMAB	Landscape Area Management Advisory Board
MEL	Mole Ecological Landscape
MNP	Mole National Park
MP	Member of Parliament
NGOs	Non-Government Organization
NR	Natural Resource
NRM	Natural Resource Management
PAMAB	Protected Area Management Assembly Board
PAMAU	Protected Area Management Advisory Unit
RCCC	Regional Coordinating Council
TA	Traditional Authority
MMDA	Metropolitan, Municipal and District Assemblies
NCCE	National Commission for Civic Education
PAD FM	Radio for Peace and Development
GoG	Government of Ghana