Format Approved by Ops. Com. on 03/04/09

PROJECT COMPLETION REPORT (PCR)

A. PROJECT DATA AND KEY DATES

I. BASIC INFORMATION

Project Number: 2100150006926	Project Name: COMMUNITY FORESTRY MANAGEMENT PROJECT	Country (ies): GHANA	
Lending Instrument(s):PUBLIC SECTOR LOAN (ADF)		Sector: Agriculture, Rural Development and Cash Crops	Environmental Classification: CATEGORY II
Original Commitment Amount :UA 7,000,000.00	Amount Cancelled	Amount Disbursed: UA6,863,776.28	Percent Disbursed: 98.05%
Borrower : MINISTRY OF FINANCE AND ECONOMIC PLANNING			
Executing Agency(ies) [List the main Ministries, Project Implementation Units, Agencies and civil society organizations responsible for implementing project activities.] MINISTRY OF LANDS AND NATURAL RESOURCES; FOREST PLANTATION DEVELOPMENT CENTRE; FOREST SERVICES DIVISION OF THE FORESTRY COMMISSION;MINISTRY OF FOOD AND AGRICULTURE; RESOURCES MANAGEMENT SUPPORT CENTRE OF THE FORESTRY COMMISSION, FORIG, FACULTY OF RENEWABLE NATURAL RESOURCES OF KNUST, ENVIRONMENTAL PROTECTION AGENCY AND GHANA AIDS COMMISSION,			
Co-financers and other External Partners [List all other sources and amounts of financing, technical assistance or other resources used in this project] Government of Ghana (UA 1.69 million), Beneficiaries (UA 0.43 million) Global EnvIronment Facility - Small Grants Programme (GEF-SGP) (USD 80,000)			

II. KEY DATES

Project Concept Note Cleared by Ops. Com.: 11 FEBRUARY 2000	Appraisal Report Cleared: 1 DECEMBER 2001	Board Approval: 3 JULY 2002
Restructuring(s)		

	Original Date	Actual Date	Difference in months [Actual-Original]
EFFECTIVENESS	September, 2002	October, 2003	13
MID-TERM REVIEW	June, 2005	September, 2006	15
CLOSING	December, 2008	December, 2010	24

III. RATINGS SUMMARY

All summary ratings are auto-generated by the computer from the relevant section in the PCR.

CRITERIA	SUB-CRITERIA	RATING
PROJECT OUTCOME	Achievement of Outputs	4
	Achievement of Outcomes	3
	Timeliness	3
	OVERALL PROJECT OUTCOME	3
BANK PERFORMANCE	Design and Readiness	3
	Supervision	3
	OVERALL BANK PERFORMANCE	3
BORROWER PERFORMANCE	Design and Readiness	3
	Implementation	3
	OVERALL BORROWER PERFORMANCE	3

IV. RESPONSIBLE BANK STAFF

POSITIONS	AT APPROVAL	AT COMPLETION
Regional Director	Mr. O. OGUNGOBI	MR. J. LITSE
Sector Director	Mr. C. D. SPENCER	MR. A. ABOU-SABAA
Task Manager	MR. A. G. KHUMBANYIWA	MR. A. MWANGI
PCR Team Leader		MR. A. MWANGI
PCR Team Members		MR. P. BOAHEN; MS. EDITH KWAWU (MOFEP)

B. PROJECT CONTEXT

Summarize the rationale for Bank assistance. State:

-what development challenge the project addresses,
-the Borrower's overall strategy for addressing it,
-Bank activities in this country (ies) and sector over the past year and how they performed, and
-ongoing Bank and other externally financed activities that complement, overlap with or relate to this project.

Please cite relevant sources. Comment on the strength and coherence of the rationale.

[250 words maximum. Any additional narrative about the project's origins and history, if needed, must be placed in Annex 6: Project Narrative]

The sector goal of the Ministry of Lands and Natural Resources is to contribute to poverty reduction through the sustainable development of forest resources for the maintenance of environmental quality. A 20-year Forestry Development Master Plan was developed to establish 200,000 hectares of forest plantations based on the considerations of the1994 Forest and Wildlife Policy. The Government of Ghana prepared the Natural Resources Management Programme (NRMP) in 1999. The objective was to protect, rehabilitate and manage national land and forest to increase the income of rural communities who own these resources. The Community Forestry Management Project (CFMP) was developed to focus on small-scale plantation investors and involve communities living near degraded forests in the management and establishment of plantations through the Modified Taungya System (MTS). The CFMP was line with the Bank's Vision and Strategy which was also consistent with the Ghana poverty reduction strategy (GPRS). The project gave special focus on participatory approaches and enhanced ownership of the project by the communities. It was expected to benefit 6,000 farm families when fully implemented. Increased availability of land to the farming communities would lead to increased employment and income generation opportunities.

C. PROJECT OBJECTIVES AND LOGICAL FRAMEWORK

1. State the Project Development Objective(s) (as set out in the appraisal report)

The sector goal is to contribute to poverty reduction through inter alia, the conservation and sustainable development of forest resources for maintenance of environmental quality and the perpetual flow of optimum benefits to all segments of the Ghanaian society. The project objective is the rehabilitation of degraded forest reserves while increasing production of agricultural, wood and non-wood forestry products and strengthening the capacity of relevant institutions.

2. Describe the major project components and indicate how each will contribute to achieving the Project Development Objective(s).

The CFMP has four components,
a) Integrated Forest Management: specific activities included the conduct of beneficiary awareness campaigns; organising project beneficiaries and field staff; supporting tree plantation development; conservation of bio-diversity, watershed catchment and ensuring sustainable forest production and rehabilitation; providing support to consultations on cost/benefit sharing agreements; supporting tree seedlings nurseries establishment; and supporting village fire control volunteer teams;
b) Sustainable Livelihood Support: implementation of a forest based sustainable livelihood scheme seeking to raise the household incomes of project beneficiaries.As grant resources are available from other donors (GEF and EU for instance), beneficiaries will be assisted to undertake income-generating activities supported by these grant resources. ADF was to finance the rehabilitation of 75 km of feeder roads linking project sites to the all season roads leading to the nearest market centres, and 30 km of in-field/in-reserve tracks and paths as well as provide for their annual maintenance;
c) Capacity Building and Institutional Strengthening: The project was to train staff of the Forest Services Department and MOFA to equip them with requisite knowledge and skills on integrated forest management including best practice plantation development and agro-forestry. Issues related to HIV/AIDS and gender equity were to be incorporated;
d) Project Management Support :The Forest Plantation Development Centre (FPDC) was to be responsible for the co-ordination on a daily basis, of project activities as well as to provide managerial support for other Government and donor-supported plantation development initiatives.

The PCU was to monitor and ensure timely submission progress reports , organise steering committee and project implementation team meetings and ensure timely mid term review and PCR.

3. Provide a brief assessment (up to two sentences) of the project objectives along the following 3 dimensions. Insert a working score, using the scoring scale provided in Appendix 1.

PROJECT OBJECTIVES DIMENSIONS		ASSESSMENT	WORKING SCORE
RELEVANT	a) Relevant to the country's development priorities	The project was conceived within the context of the country's Natural Resources Management Program (NRMP) of 1999, which was prepared by the Government to serve as a vehicle for implementing the Forestry Development Master Plan, supported by eight donors. The project was also in line with the Government's poverty-reduction programme using community-based forest plantation development strategies and alternative livelihood support schemes.	4
ACHIEVABLE	b) Objectives could in principle be achieved with the project inputs and in the expected timeframe	Given the fact that NRMP already existed with clear direction, the activities and output of the project were found to be adequate in achieving the set objectives within the stated time frame. However, some of the benefits from key activities such as livelihoods support schemes and forest plantations were to be realised after the project closure.	3
CONSISTENT	c) Consistent with the Bank's country or regional strategy	The project was consistent with the CSP for 2002-2004 which was based on the GPRS and had three pillars – agriculture, infrastructure development, and social sector. Natural resources management was a sub-component of agriculture.	3
	d) Consistent with the Bank's corporate priorities	The project was in line with the Bank's corporate priorities of enhancing economic growth and development in Africa through livelihood support for food security, natural resource management, and rural infrastructure improvement.	4

4. Summarize the log. frame. If a log. frame does not exist, complete the table below, indicating the overall project development objective, the major components of the project, the major activities of each component and their expected outputs, outcomes, and indicators for measuring the achievement of outcomes. Add aditional rows for components, activities, outputs or outcomes if needed.

COMPONENTS	ACTIVITIES	OUTPUTS	EXPECTED OUTCOMES	INDICATORS TO BE MEASURED
A. Integrated Forest Management	Establish 7,500 hectares (ha) of plantations	Output 1: 6,000 of tree plantations established on-reserve and 1,500 ha on agro forestry plots developed off-reserve	Outcome 1: 6,000 hectares on-reserve planted and 1,500 hectares off-reserve	Vegetation cover increased by 7,500 hectares
	Prepare management plans for off-reserve and on-reserve forests	Output 2: 60 community forestry plantation plans prepared	Outcome 2: 60 community forestry plantation plans prepared	5 forest reserves management plans available to communities

B. Sustainable Livelihood Support Scheme	Participating farmers supported to undertake agricultural production activities	Output 1: Provide support to 4,800 beneficiary farmers to undertake activities to increase agricultural productivity	Outcome 1: 4,800 beneficiaries supported to undertake activities to increase agricultural productivity by PY6	4,800 farmers trained and involved in sustainable livelihood initiatives; increase in yield per unit area of crops; increase in livestock productivity; increase in non-wood forest products
	Feeder roads and field tracks rehabilitated to promote easy transportation of seedlings and food crops 75km of feeder roads and 30km of field tracks rehabilitated and maintained annually	Output 2: 75 km of feeder roads and 30 km of field tracks rehabilitated and maintained	Outcome 2: 50.40 km of feeder roads and 119.89 km of field tracks and paths rehabilitated and maintained	Beneficiary farmers able to transport food crops from farms to market centers; km of roads rehabilitated
C. Capacity Building and Institutional Strengthening	Forest sector specialists trained at post graduate level	Output 1: 2 FPDC staff and 1 MLFM staff receive 12 month postgraduate courses; and 1 FPDC staff receive training for 6 months	Outcome 1: 3 FPDC staff and 1 MLFM staff receive 12 month postgraduate courses	Number of FPDC and MLFM staff receiving post graduate training;
	National Tree Seed Centre constructed equipped and operational	Output 2: NTSC Constructed and Equipped	Outcome 2: NTSC made operational	Equipment and materials to be procured and installed; percentage completion of works
D. Project Management and Coordination	Technical assistance and equipment support to project implementation	Output: FPDC staff and technical capacity of PCU strengthened	Outcome: FPDC provided with logistical support; 2 staff members received post-graduate training	Provision of office equipment and vehicles; number of staff trained

5. For each dimension of the log. frame, provide a brief assessment (up to two sentences) of the extent to which the log. frame achieved the following. Insert a working score, using the scoring scale provided in Appendix 1. If no log. frame exists, score this section as a 1 (one).

LOG. FRAME DIMENSIONS		ASSESSMENT	WORKING SCORE
LOGICAL	a) Presents a logical causal chain for achieving the project development objectives	The framework provided a clear input-output relationship for achieving the different levels of objectives with the stated assumptions	4
MEASURABLE	b) Expresses objectives and outcomes in a way that is measurable and quantifiable	Generally the framework provides objectives in a measurable and quantifiable manner however with respect to income, specific targets were not provided	3
THOROUGH	c) States the risks and key assumptions	The framework clearly stated the risks and key assumptions. However risks associated with co-financing were not anticipated.	3

D. OUTPUTS AND OUTCOMES

I. ACHIEVEMENT OF OUTPUTS

In the table below, assess the achievement of actual vs. expected outputs for each major activity. Import the expected outputs from the log. frame in Section C. Score the extent to which the expected outputs were achieved. Weight the scores by the activities' approximate share of project costs. Weighted scores are auto-calculated by the computer. The overall output score will be auto-calculated as the sum of the weighted scores. Override the auto-calculated score, if desired, and provide justification.

MAJOR ACTIVITIES		Working Score	Share of Project Costs in percentage (as stated in Appraisal Report)	Weighted Score (auto-calculated)
Expected Outputs	Actual Outputs			
1. 7,500 hectares of plantation established in five selected forest reserves	A total of 14,814 ha (13,388 ha. On reserve, 1,554 ha for off-reserve) *representing 197.5% of appraisal target*	4	44,2	1,768
2. 4,800 farmers supported to undertake agricultural activities and livelihood investments; 75km of feeder roads rehabilitated and 30km of in field footpaths and tracks developed	A total of 6,800 farmers *(142% of appraisal target)* have been supported in agricultural activities; 184 livelihood investments established; 50.40km feeder roads rehabilitated *(67% of appraisal target)* and 119.89km in-field/in-reserve constructed *(400% of appraisal target)*	3	29,51	0,8853
3. Build capacity of PMU staff, collaborative agencies and beneficiary communities	4 Post-graduate courses supported (appraisal target was 3), 7 short courses (4 external, and 3 in-country) provided (appraisal target was 6), refresher courses for 100 supporting staff (appraisal target was 40); and 6,800 beneficiary farmers trained (appraisal target was 4,800).	4	19,85	0,5955
4. Project Management of 5 forest reserve sites	Project management of 10 forest reserve sites *(200% of appraisal target)*	4	6,41	0,2564
OVERAL OUTPUT SCORE [Score is calculated as the sum of weighted scores]				4

Check here to override the auto-calculated score

Provide justification for over-riding the auto-calculated score	
Insert the new score or re-enter the autocalculated score	4

II. ACHIEVEMENT OF OUTCOMES

1. Using available monitoring data, assess the achievement of expected outcomes. Import the expected outcomes from the log. frame in Section C. Score the extent to which the expected outcomes were achieved. The overall outcome score will be auto-calculated as an average of the working scores. Override the auto-calculated score, if desired, and provide justification.		
OUTCOMES		Working Score
Expected	Actual	
Component A - Outcome 1: 6,000 hectares on-reserve planted and 1,500 hectares planted off-reserve; 60 community forestry plantation plans prepared	13,388ha planted on-reserve *(223% of appraisal target)* and 1,554 ha planted off-reserve *(104% of appraisal target)*; 5 Integrated Forest Management Plans and 20 Community Forestry Plantation Plans Prepared. The expanded planting has contributed to the rehabilitation of degraded lands, carbon sequestration and sustainable land management.	3
Component B - Outcome 1: 4,800 supported to undertake activities aimed at increasing agricultural productivity by PY6 Component B - Outcome 2: 75km of feeder roads and 30km of field tracks rehabilitated and maintained	A total of 6,800 farmers (142% of appraisal target) have been supported in agricultural activities - including 2,802 women; 184 livelihood investments established; participation of women in livestock rearing has also increased from 4% to 75%; Access to land by female headed households increased from 1 hectare to 2.5 hectares on average 50.40km of feeder roads and 119.89 km of field tracks and paths rehabilitated and maintained	3
Component C - Outcome 1: 3 FPDC staff and 1 MLFM staff receive 12 month postgraduate courses Component C - Outcome 2: NTSC made operational	4 Post-graduate courses undertaken (including 2 males and 2 females); 7 short courses (4 external, and 3 in-country); refresher courses for 100 supporting staff; and 6,800 beneficiary farmers trained (half of them women). 80% of the centre is completed. All specialized seed equipment supplied; 3 ha plot established at Pra Anum FR for progeny testing. All specialized seed equipment supplied.	3
Component D - Outcome: FPDC provided with logistical support; 2 staff members received post-graduate training	FPDC provided with 3 pick-ups, 1 station wagon, 30 motorbikes and 40 bicycles; 11 computers, printers, fax machine provided; 4 Post-graduate courses, 7 short courses (4 external, and 3 in-country) for project staff; regular reporting and audits	4
OVERALL OUTCOME SCORE [Score is calculated as an average of the working scores]		3

Check here to override the auto-calculated score

Provide justification for over-riding the auto-calculated score	
Insert the new score or re-enter the autocalculated score	3

2. Additional outcomes. Comment on the project's additional outcomes not captured in the log. frame, including cross-cutting issues (e.g., gender).
Introduction of improved livestock breeds led to an improvement in the genetic stock within communities. As a result, other communities have largely relied on this gene pool to improve the local stock.
3. Risks to sustained achievement of outcomes. State the factors that affect, or could affect, the long-run or sustained achievement of project outcomes. Indicate if any new activity or institutional change is recommended to help sustain outcomes. The analysis should draw upon the sensitivity analysis in Annex 3, where appropriate.
The Department of Feeder Roads (DFR) may not undertake maintenance works on the rehabilitated roads as required. Farmers may divert part of profits from livelihood activities and may not re-invest for expansion as expected. Mainstreaming of follow-up activities into the programs of key stakeholders may not receive the desired attention.

E. PROJECT DESIGN AND READINESS FOR IMPLEMENTATION

1. State the extent to which the Bank and the Borrower ensured the project was commensurate with the Borrower's capacity to implement by designing the project appropriately and by putting in place the necessary implementation arrangements. Consider all major design aspects, such as extent to which project design took into account lessons learned from previous PCRs in the sector or the country (please cite key PCRs); whether the project was informed by robust analytical work (please cite key documents); how well Bank and Borrower assessed the capacity of the implementing agencies and/or Project Implementation Unit; scope of consultations and partnerships; economic rationale of project; and provisions made for technical assistance. [200 words maximum. Any additional narrative about implementation should be included at Annex 6: Project Narrative]
The project design benefited from experiences in previous projects such as the Subri Project and a comprehensive analytical process was used. To ensure ownership of interventions, the project was designed to be implemented by a number of key government agencies and other stakeholders. This arrangement ensured dialogue, collaboration and coordination consistent with the provisions in the NRMP. Participatory approaches were promoted and used and this enabled effective participation of beneficiary communities. Arrangements for project staff training (including external training and in-country short courses), supervision, and coaching were incorporated. This enhanced procurement and disbursement performance under the project. The co-financing arrangement with GEF did not work as anticipated. Consultations between the Borrower and the Bank led to a revision of List of Good and Services (LOGS) to make adequate budgetary provisions for the livelihood support schemes. The economic rationale for the project was sound and the project was consistent with sector and national strategies. Adequate provisions for technical assistance were also made.

2. For each dimension of project design and readiness for implementation, provide a brief assessment (up to two sentences). Insert a working score, using the scoring scale provided in Appendix 1.

PROJECT DESIGN AND READINESS FOR IMPLEMENTATION DIMENSIONS		ASSESSMENT	WORKING SCORE
REALISM	a) Project complexity is matched with country capacity and political commitment.	Ghana has demonstrated a high sense of political commitment to the project. Release of counterpart funds have been regular. Ministerial support and participation has also been high. Some human and technical capacities however needed to be improved.	3
RISK ASSESSMENT AND MITIGATION	b) Project design includes adequate risk analysis.	The project design has a detailed section on risks based on a comprehensive risk assessment. Section 6.3 of the Appraisal Report and the Log frame outline assumptions and risks that needed to be considered in ensuring project success. Cofinancing risks were however not fully anticipated.	3

USE OF COUNTRY SYSTEMS	c) Project procurement, financial management, monitoring and/or other systems are based on hose already in use by government and/or other partners.	Country procurement, financial management and project monitoring systems were found to be weak and the project used the Bank's procurement and financial system as agreed upon at Appraisal.	2

For the following dimensions, provide separate working scores for Bank performance and Borrower performance:			WORKING SCORE	
			Bank	Borrower
CLARITY	d) Responsibilities for project implementation were clearly defined.	The Executing Agency for the Project was the Ministry of Lands and Natural Resources with the day to day management of the project ceded to the Forest Plantation Development Centre. The Bank organized project inception workshop and defined clear roles and responsibilities for all key stakeholders. Refresher training on Bank's rules was provided during supervision missions, as required.	3	3
PROCUREMENT READINESS	e) Necessary implementation documents (e.g. specifications, design, procurement documents) were ready at appraisal.	All neccesary procurement and disbursement documents, including Bank rules and procedures, Bank's disbursement handbook and standard bidding documents, were made available to the PCU. Bank's standard procurement template was also made available after approval from ORPF.	4	2
MONITORING READINESS	f) Monitoring indicators and monitoring plan were agreed upon before project launch.	Core indicators with relevant targets were agreed before project launch. This formed an integral part of project Monitoring & Evaluation system. With some PCU capacity building, Access-based databases were established to ensure the efficient analysis of data sets and reporting according to agreed indicators.	3	3
BASELINE DATA	h) Baseline data were available or were collected during project design.	Baseline values on social, economic and tenurial aspects of the project were collected during project design and appraisal. A comprehensive baseline survey on different aspects of the project was also carried out.	3	3

F. IMPLEMENTATION

1. State the major characteristics of project implementation with reference to: adherence to schedules, quality of construction or other work, performance of consultants, effectiveness of Bank supervision, and effectiveness of Borrower oversight. Assess how well the Bank and the Borrower ensured compliance with safeguards. [200 words maximum. [Any additional narrative about implementation should be included at Annex 6: Project Narrative.]
Generally, adherence to schedules has been a major challenge. This can be traced from the delay in project effectiveness (September 2002 to October 2003), the delay in the full implementation of the livelihood component (2007) and the two extensions of project disbursement deadlines from December 2008 to December 2010. Contract duration for all the five (5) feeder roads rehabilitation exceeded the planned implementation schedule with one being terminated for non performance. The National Tree Seed Centre which was awarded in 2007 for a period of 6 month has still not been completed with the contract terminated. All contracts for the procurements of goods and works exceeded their delivery dates by at least three months. However, the quality of the contracted goods and works were up to the quality specified in the various contracts. The Bank has been consistent in its supervision missions over the years and proactively addressed challenges encountered during project implementation. The Borrower has also been very particular in the scrutiny of the monthly returns submitted by the PCU to the MLNR. The provisions in the ESMP was implemented as required.

2. Comment on the role of other partners (e.g. donors, NGOs, contractors, etc.). Assess the effectiveness of co-financing arrangements and of donor coordination, if applicable.
JICA, the EU and the GEF were the expected partners in project implementation. GEF was able to support the livelihood component for only one year with grants amounting to $80,000 for the farmers groups. The Bank after the Mid-Term Review Mission agreed to take up the responsibilities of the partners with respect to the Livelihood Component. Co-financing arrangements and donor coordination, in respect of these partners, did not appear to have been very effective in practice.
3. Harmonization. State whether the Bank made explicit efforts to harmonize instruments, systems and/or approaches with other partners.
The Bank supported the initiative to harmonise the project rates with the prevailing government rates for e.g. with respect to cost of materials, labour and seedlings. The Bank also agreed to use the Government's Benefit Sharing Agreement that was developed for the Modified Taungya System and the modalities for the implementation of the MTS in the CFMP plantations.
4. For each dimension of project implementation, assess the extent to which the project achieved the following. Provide a brief assessment (up to two sentences) and insert a working score, using the scoring scale provided in Appendix 1.

PROJECT IMPLEMENTATION DIMENSIONS		ASSESSMENT		WORKING SCORE
TIMELINESS	a) Extent of project adherence to the original closing date. If the number on the right is: below 12, score 4 between 12.1 to 24, score 3 between 24.1 to 36, score 2 beyond 36.1, score 1	Difference in months between original closing date and actual closing date or date of 98% disb. rate. 24	Project extensions were requested due to the late implementation of the livelihood component, the termination and re-award of one feeder road rehabilitation contract and the contract for the national tree seed centre	3

BANK PERFORMANCE	b) Bank complied with:		
	Environmental Safeguards	The project was given environmental categorization and the Bank ensured the preparation of Environmental and Social Impact Management Plans. Safeguards were regularly addressed during supervision missions.	4
	Fiduciary Requirements	Procurement, disbursement and financial management (audit of project accounts) were thoroughly reviewed and duly approved by the Bank	3
	Project Covenants	Bank complied with provisions in the loan agreement, project appraisal report and key changes agreed during mid-term review and supervision missions	3
	c) Bank provided quality supervision in the form of skills mix and practicality of solutions	Project was supervised as scheduled. The supervision mission had the requisite capacity and expertise to address key challenges and proferring solutions to implementation bottlenecks	3
	d) Bank provided quality management oversight	Bank task managers ensured project compliance with rules and procedures, and key action plans that were agreed upon	3

BORROWER PERFORMANCE	e) Borrower complied with:		
	Environmental Safeguards	The project in collaboration with the Environmental Protection Agency implemented the required Environmental and Social Management Plan	3
	Fiduciary Requirements	Procurement of Goods Works and the acquisition of Consultancy Services were based on Bank rules and procedures. The Project also prepared and submitted 6 annual audit reports for the Bank's review and approval. Key recommendations from external audit reports were complied with. Disbursement procedures also followed provisions in the Bank's Disbursement Handbook.	3
	Project Covenants	Annual project implementation plans were in accordance with provisions in the project's Appraisal Report and Loan Agreement. Project covenants were satisfactorily kept.	3
	f) Borrower was responsive to Bank supervision findings and recommendations	The project implemented recommendations in Bank supervison Aide Memoires and Action Plans that were developed. The project regularly updated the Bank on the status of implementation.	3
	g) Borrower collected and used monitoring information for decision making	In addition to the project Monitoring and Evaluation System, key databases were established and used to provide feedback to management on project progress. This largely formed the basis of the project's Management Information System.	4

G. COMPLETION

1. IS THE PCR DELIVERED ON A TIMELY BASIS, IN COMPLIANCE WITH BANK POLICY?			
Date project reached 98% disb. Rate (or closing date if applicable)	Date PCR was sent to pcr@afdb.org	Difference in months	WORKING SCORE (auto-calculated) if the difference is 6 months or less, a 4 is scored. If the difference is 6.1 or more, a 1 is scored
The project achieved 98% disbursement in May 2010	The PCR will be submitted on 30th June 2010	1	4

2. Briefly describe the PCR Process. Describe the Borrower's and co-financers' involvement in producing the document. Highlight any major differences of opinion concerning the assessments made in this PCR. Describe the team composition and confirm whether a site visit was undertaken. Mention any major collaboration from other development partners. State the extent of field office involvement in producing the report. Indicate whether comments from Peer Reviewers were received on time (provide names and positions of Peer Reviwers).

[100 words maximum]

The PCR was completed jointly by the Bank and the Borrower. The Bank's Mission comprised the Task Manager and the GHFO Agriculture Expert. An officer from the Ministry of Finance and Economic Planning also accompanied the team. Field visits were made to project sites in the Asubima Forest reserve at Techiman and the team consulted with around 50 beneficiaries. Key data and information were provided by the PMU. Consultations were held with officials of FORIG, FSD, MOFA, and MLNR. There were no major differences in opinion concerning the assessments. Beneficiary communities requested a second phase of the project.

H. LESSONS LEARNED

Summarize key lessons for the Bank and the Borrower suggested by the project's outcomes

[250 words maximum. Any additional narrative about lessons learned, if needed, must be placed in Annex 6: Project Narrative]

(a) Lessons for Bank:

1. Co-financing by other partners remains a challenge. The Bank should provide partnerships training for project staff.
2. The project had a high task managers turnover that sometimes affected continuity in implementing key decisions/agreements reached with previous task managers.
3. Support services of community based organizations and NGOs are key in the implementation of these types of projects.

(b) Lessons for the Borrower:

1. The Modified Taungya System is a cost effective in establishing forest plantations in degraded forest reserves using local forest fringe communities under appropriate benefit sharing frameworks. Such plantations contribute to the reduction of deforestation and degradation and to climate change mitigation.

2.With improved access to farming land and extension services from FSD and MOFA, incomes of forest fringe communities improved substantially through seedlings sales, farm produce, fuelwood and poles..

3. Fully empowered CBOs are useful in realizing project goals.

4.Co-financing failures can significantly delay project implementation. 5. Institutional and community capacity building are key building blocks towards sustainability. 6. .The opening of the Ghana Field Office tremendously improved implementation efficiency and reduced transaction costs with respect to communication with the Bank.

I. PROJECT RATINGS SUMMARY

All working scores and ratings are auto-generated by the computer from the relevant section in the PCR.

CRITERIA	SUB-CRITERIA	WORKING SCORE
PROJECT OUTCOME	Achievement of outputs	4
	Achievement of outcomes	3
	Timeliness	3
	OVERALL PROJECT OUTCOME SCORE	3
BANK PERFORMANCE	Design and Readiness	
	Project Objectives were relevant to country development priorities.	4
	Project Objectives could in principle be achieved with the project inputs and in the expected time frame.	3
	Project Objectives were consistent with the Bank's country or regional strategy	3
	Project Objectives were consistent with the Bank's corporate priorities	4
	The log frame presents a logical causal chain for achieving the project development objectives.	4
	The log frame expresses objectives and outcomes in a way that is measurable and quantifiable.	3
	The log frame states the risks and key assumptions.	3
	Project complexity was matched with country capacity and political commitment.	3
	Project design includes adequate risk analysis.	3
	Project procurement, financial management, monitoring and/or other systems were based on those already in use by government and/or other partners.	2
	Responsibilities for project implementation were clearly defined.	3
	Necessary implementation documents (e.g. specifications, design, procurement documents) were ready at appraisal.	4
	Monitoring indicators and monitoring plan were agreed upon during design.	3
	Baseline data wre available or were collected during design.	3
	PROJECT DESIGN AND READINESS SUB-SCORE	3
	Supervision:	
	Bank complied with:	
	Environmental Safeguards	4
	Fiduciary Requirements	3
	Project Covenants	3
	Bank provided quality supervision in the form of skills mix provided and practicality of solutions.	3
	Bank provided quality management oversight.	3
	PCR was delivered on a timely basis	4
	SUPERVISION SUB-SCORE	3
	OVERALL BANK PERFORMANCE SCORE	3

BORROWER PERFORMANCE	Design and Readiness	
	Responsibilities for project implementation are clearly defined.	3
	Necessary implementation documents (e.g. specifications, design, procurement documents) are ready at appraisal.	2
	Monitoring indicators and monitoring plan are agreed upon and baseline data are available or are being collected	3
	PROJECT DESIGN AND READINESS SCORE	3
	Implementation	
	Borrower complied with:	
	Environmental Safeguards	3
	Fiduciary Requirements	3
	Project Covenants	3
	Borrower was responsive to Bank supervision findings and recommendations.	3
	Borrower collected and used of monitoring information for decision-making.	4
	IMPLEMENTATION SUB-SCORE	3
	OVERALL BORROWER PERFORMANCE SCORE	3

J. PROCESSING

STEP	SIGNATURE AND COMMENTS	DATE
Sector Manager Clearance		
Regional Director Clearance		
Sector Director Approval		

ANNEX 1

Scale for Working Scores and Ratings

SCORE	EXPLANATION
4	Very Good- Fully achieved with no shortcomings
3	Good- Mostly achieved despite a few shortcomings
2	Fair- Partially achieved. Shortcomings and achievements are roughly balanced
1	Poor- Very limited achievement with extensive shortcomings
NA	Non Applicable

Note: The formulas round up or down for decimal points. Only whole numbers are computed.

Annex 1B - PROJECT PERFORMANCE RATINGS (CFMP)

INDICATORS	RATINGS				
	Preceding reports				This report 04.05.10
	24.03.08	09.12.08	30.03.09	28.11.09	
A. PROJECT IMPLEMENTATION					
Compliance with loan conditions precedent to entry into force	*2*	*2*	*2*	*2*	*2*
Compliance with General Conditions	*2*	*2*	*2*	*2*	*2*
Compliance with Other Conditions	*2*	*2*	*2*	*2*	*2*
B. PROCUREMENT PERFORMANCE					
Procurement of Consultancy Services	*2*	*2*	*2*	*2*	*2*
Procurement of Goods and Works	*3*	*2*	*2*	*2*	*2*
C. FINANCIAL PERFORMANCE					
Availability of Foreign Exchange	*2*	*3*	*3*	*3*	*3*
Availability of Local Currency	*3*	*3*	*3*	*3*	*3*
Disbursement Flows	*3*	*3*	*3*	*3*	*3*
Cost Management	*2*	*2*	*2*	*2*	*2*
Performance of Co-Financiers		*0*	*0*		
D. ACTIVITIES AND WORKS					
Adherence to implementation schedule	*3*	*3*	*3*	*3*	*3*
Performance of Consultants or Technical Assistance	*2*	*2*	*2*	*2*	*3*
Performance of Contractors	*2*	*2*	*2*	*3*	*2*
Performance of Project Management	*3*	*3*	*3*	*3*	*3*
E. IMPACT ON DEVELOPMENT					
Likelihood of achieving development Objectives	*3*	*2*	*3*	*3*	*3*
Likelihood that benefits will be realized and sustained beyond	*3*	*3*	*3*	*3*	*3*
Likely contribution of the project towards an increase in	*3*	*3*	*3*	*3*	*3*
Current Rate of Return		*3*	*3*	*3*	*3*
F. OVERALL PROJECT ASSESMENT					
Current Supervision Average	*2.50*	*2.33*	*2.39*	*2.59*	*2.59*
Current Trend over time					*2.48*

RATINGS: *3 = Highly Satisfactory, 2 = Satisfactory, 1 = Unsatisfactory, 0 = Highly Unsatisfactory, ' ' = Non applicable*

STATUS
Implementation Progress (IP) = 2.46 Development Objectives (DO) = 3.00 OVERALL STATUS : NON PROBLEMATIC PROJECT / NON POTENTIALY PROBLEMATIC PROJECT /
JUSTIFICATION OF RATINGS

Annex 2 – Economic Re-Evaluation of CFMP

Economic Analysis at Appraisal and Completion

	Internal Rate of Return %
1. Appraisal	20
2. Completion	34

At appraisal, the calculated Economic Internal Rate of Rate was 20% based on a 30 year rotation for teak plantations. When the sensitivity analysis was done based on projected revenue and cost fluctuations the IRR ranged between 15-19%. When the analysis incorporated the agricultural benefits from the Modified Taungya System by the completion date, the project had an EIRR of 34%.

The major beneficiaries of the project are the farmers in the short and medium term and the Forestry Commission in the longer term. Benefits sharing agreements for future income streams have been signed between the farmers and the Forestry Commission. If the Forestry Commission continues to expand plantation programmes and reforest harvested areas, the intervention could generate incomes in perpetuity.

ANNEX 3 – COMPLETION FINANCE

COMMUNITY FORESTRY MANAGEMENT PROJECT

MINISTRY OF LANDS AND NATURAL RESOURCES

Planned and Actual Financing by Sources of Funds (UA)

	2003		2004		2005		2006		2007	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
ADB	1 807 080	264 013,5	1 938 380	473 341,9	1 734 060	611 459,4	505 390	597 114,2	485 270	1 017 709,5
GoG	125 930	-	321 810	21 690	338 020	65 250	307 900	135 120	331 890	186 410
BENEFICIARY	23 700		62 430		70 820	69 010	80 140	137 540	90 660	175 370
Total	1 933 010	264 013,5	2 260 190	495 031,9	2 072 080	676 709,4	813 290	732 234,2	817 160	1 204 119,5

	2008		2009		2010 MAY		Total	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
ADB	530 300,00	1 844 805,6	-	1 637 500,85	-	644 357,42	7 000 480,00	6 826 288,84
GoG	260 230,00	217 630	-	98 070,16	-	199 487,03	1 685 780,00	923 657,19
BENEFICIARY	102 310,00	163 140					430 060,00	545 060,00
Total	790 530	2 062 435,6	-	1 735 571	-	843 844,5	9 116 320	8 295 006

	Costs (UA)			Benefits (UA)								
Project	Without Project	With Project	total incremental costs	Without Project	With Project							
Year					plantation revenue	agric. Revenue	alt. Livelihood revenue	total revenue	Total Incremental Benefits	Net Incremental Benefits	discount rate	Net Present Value
1	56 355	757 360	701 005	285 095,40				-	- 285 095,40	- 986 100,40	5%	50 416 486,53
2	56 355	739 670	683 315	285 095,40		749 760		749 760,00	464 664,60	- 218 650,40	10%	19 454 801,90
3	56 355	794 350	737 995	285 095,40		1 516 680		1 516 680,00	1 231 584,60	493 589,60	15%	8 201 921,08
4	56 355	1 424 680	1 368 325	285 095,40		1 802 460	35 979,54	1 838 439,54	1 553 344,14	185 019,14	20%	3 579 555,76
5	56 355	2 279 960	2 223 605	285 095,40		1 933 800	35 979,54	1 969 779,54	1 684 684,14	- 538 920,86	25%	1 470 948,54
6	56 355	1 870 690	1 814 335	285 095,40		2 833 380	35 979,54	2 869 359,54	2 584 264,14	769 929,14	30%	423 467,31
7	56 355	482 380	426 025	285 095,40			35 979,54	35 979,54	- 249 115,86	-675 140,86		
8	56 355		56 355	285 095,40			35 979,54	35 979,54	- 249 115,86	- 305 470,86	IRR	34%
9	56 355		56 355	285 095,40			35 979,54	35 979,54	- 249 115,86	- 305 470,86		
10	56 355		56 355	285 095,40			35 979,54	35 979,54	- 249 115,86	- 305 470,86		
11	56 355		56 355	285 095,40	2 388 227,20		35 979,54	2 424 206,74	2 139 111,34	2 082 756,34		
12	56 355		56 355	285 095,40	4 831 114,40		35 979,54	4 867 093,94	4 581 998,54	4 525 643,54		
13	56 355		56 355	285 095,40	5 741 415,60		35 979,54	5 777 395,14	5 492 299,74	5 435 944,74		
14	56 355		56 355	285 095,40	6 159 775,60		35 979,54	6 195 755,14	5 910 659,74	5 854 304,74		
15	56 355		56 355	285 095,40	9 025 227,60		35 979,54	9 061 207,14	8 776 111,74	8 719 756,74		
16	56 355		56 355	285 095,40	2 388 227,20		35 979,54	2 424 206,74	2 139 111,34	2 082 756,34		
17	56 355		56 355	285 095,40	4 831 114,40		35 979,54	4 867 093,94	4 581 998,54	4 525 643,54		
18	56 355		56 355	285 095,40	5 741 416		35 979,54	5 777 395,14	5 492 299,74	5 435 944,74		
19	56 355		56 355	285 095,40	6 159 775,60		35 979,54	6 195 755,14	5 910 659,74	5 854 304,74		
20	56 355		56 355	285 095,40	9 025 228		35 979,54	9 061 207,14	8 776 111,74	8 719 756,74		
21	56 355		56 355	285 095,40	1 273 721		35 979,54	1 309 700,64	1 024 605,24	968 250,24		
22	56 355		56 355	285 095,40	2 576 594,40		35 979,54	2 612 573,94	2 327 478,54	2 271 123,54		
23	56 355		56 355	285 095,40	3 062 088,40		35 979,54	3 098 067,94	2 812 972,54	2 756 617,54		
24	56 355		56 355	285 095,40	3 285 213,60		35 979,54	3 321 193,14	3 036 097,74	2 979 742,74		
25	56 355		56 355	285 095,40	4 813 454,80		35 979,54	4 849 434,34	4 564 338,94	4 507 983,94		
26	56 355		56 355	285 095,40	7 164 681,10		35 979,54	7 200 660,64	6 915 565,24	6 859 210,24		

27	56 355		56 355	285 095,40	14 493 342,8		35 979,54	14 529 322,3	14 244 226,94	14 187 871,9
28	56 355		56 355	285 095,40	17 224 246,8		35 979,54	17 260 226,3	16 975 130,94	16 918 775,9
29	56 355		56 355	285 095,40	18 479 327,2		35 979,54	18 515 306,7	18 230 211,34	18 173 856,3
30	56 355		56 355	285 095,40	27 075 683,2		35 979,54	27 111 662,7	26 826 567,34	26 770 212,3

1: Costs without project - Farmer activity on their own lands off-reserve: data obtained from the Project Appraisal Report, ANNEX 4

2: Costs with project - Project interventions in all four components

3: Benefits without project - Farmer benefits from farming on their own lands off reserve: data obtained from the Project Appraisal Report, ANNEX 4

4: Benefits with project

:

i. 40% of Plantation Revenue estimated for years 10, 15, 20 and 25. [yr 10: 300 telegraph poles/ha @$25 per pole; yr 15: 250 low tension poles/ha @$30 per pole; yr 20: 100 high tension poles/ha @$40 per pole; yr 25: 150 sawlogs/ha @$100 per sawlog]

ii. Agricultural Revenue estimated for av.price of maize per yield/ha for only first year of establishment. Total of 5 years.

Maize - 1.65MT/ha @ GHc 800

iii. Alternative Livelihood Revenue estimated from av. Of total 3 yr income estimated for 5 livelihood interventions (beekeeping, sheep, goat , pig and grasscutter production) for a group and projected for 181 livelihood groups.

Procurement Packages with Methods and Time Schedule

Description of Contract	Lot Number	Basic Data: Estimated Amount in UA (000)	Procurement Method	Pre-or Post Qualification	Dom/Reg. Preference (Y/N)	Prior or Post Review	Lumpsum or Bill of Quantities	Expected Date Issue of Bid Docs	Expected Bid closing Date
Construction of National Tree Seed Centre (NTSC)	1	60,000	NS	Post	Y	Post	BQ	20/04/10	20/05/10
Rehabilitation of Worobong south forest feeder roads	1	75,000	NS	Post	Y	Post	BQ	20/04/10	20/05/10

Procurement Packages with Methods and Time Schedule

Description of Contract	Lot Number	Plan vs. Actual	Bid Documents: Transmission Bid Docs Date	Bid Documents: No-objection Date	Bidding Period: Bid Invitation Date	Bidding Period: Bid Closing-Opening	Bid Evaluation: Bid Evaluation Report	Bid Evaluation: No-objection Date	Contract Award: Contract Amount in UA(000)	Contract Award: Contract Award Date	Contract Award: Contract Signature Date	Contract Implementation: Start Date	Contract Implementation: End Date
Construction of National Tree Seed Centre (NTSC)	1	Plan	01/04/10	15/04/10	20/04/10	20/05/10	31/05/10	14/06/10	60 000	17/06/10	24/06/10	01/07/10	31/08/10
		Actual											
Rehabilitation of Worobong south forest feeder roads	1	Plan	01/04/10	15/05/10	20/04/10	20/05/10	31/05/10	14/06/10	75 000	17/10	24/06/10	01/07/10	31/08/10
		Actual											

ANNEX 6 - LIST OF SUPPORTING DOCUMENTS

1. AfDB Appraisal Report for the Ghana Community Forestry Management Project, 2002
2. Ghana CSP 2002-2004, July 2002
3. Ghana CSP 2002-2004, Update 2004, June 2004
4. Mid term review report, 2006
5. Correspondence and submissions on file at OSAN4, Tunis
6. Disbursement Extracts from GHFO
7. Various Supervision reports, Implementation Progress reports, and briefs on file at the Bank
8. Environment and Social Assessment Reports for the Five Target Forest Reserves (Techiman, Asubima, Afram Headwaters, Yaya, and Esuboni), Prepared by EPA Ghana, May 2005
9. Forest Plantation Development Centre Annual Monitoring Reports on CFMP Activities
10. Ministry of Food and Agriculture Quarterly and Annual Reports
11. Forest Services Division Quarterly and Annual Reports
12. Project Monitoring and Control Reports
13. CFMP Gender Equity Monitoring Report
14. Kalamie F.B. (2009). The Modified Taungya System in Ghana's Transition Zone. Published in ERTN News.
15. Consultancy and NGO Services Reports