

# Gender mainstreaming in climate change projects

The case of FORM GHANA LTD. in Ghana



AFRICAN DEVELOPMENT BANK GROUP



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**Commissioned by:**

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The photos in this report were taken in Akumadan and Berekum, Ghana. Courtesy of: African Development Bank, Climate Investment Funds, Sonia Borrini and Jackeline Siles

# List of abbreviations

AfDB	African Development Bank
BSA	Benefit Sharing Agreement
CIF	Climate Investment Funds
CSIR-SARI	Council for Scientific and Industrial Research of the Savannah Agricultural Research Institute
CSR	Corporate Social Responsibility
ESIA	Environmental and Social Impact Assessment
FC	Forestry Commission
FIP	Forest Investment Program
FSC	Forest Stewardship Council
GBV	Gender-Based Violence
GDP	Gross domestic product
GoG	Government of Ghana
IUCN	International Union for Conservation of Nature
NTFP	Non-timber Forest Products
PAP	People Affected by the Project
SEIMAP/RAP	Socio-environmental impact mitigation action plan
\$	US Dollars
STV	Standing Tree Value
TWU/TUC	Timber and Woodworkers Union of Ghana Trade Union Congress
VCS	Verified Carbon Standards



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# Project introduction

<sup>1</sup> The Intergovernmental Panel on Climate Change (IPCC) in its 5th Assessment Report (2013) states that climate change hazards 'increase or heighten existing gender inequalities, thereby contributing to the greater climate change vulnerability of many women'

<sup>2</sup> AfDB (2015)

<sup>3</sup> Timko, J. et al (2010)

<sup>4</sup> The Climate Investment Funds (CIF) are two trust funds –the Clean Technology Fund (CTF) and the Strategic Climate Fund (SCF)- designed to pilot transformational change towards low-carbon and climate resilient development through the scaling up of finance through the Multilateral Development Banks (MDBs)

<sup>5</sup> The SCF is sub-divided to address three targeted programs: the Forest Investment Program (FIP), the Pilot Program for Climate Resilience (PPCR) and Scaling Up Renewable Energy Program in Low Income Countries (SREP). A total of 72 developing and middle income countries worldwide, referred to as pilot countries, receive support via the CTF or the SCF.

Climate change—including both its causes and the initiatives designed to combat its drivers and impacts—is not gender neutral. Women are not only affected by climate change differently than men; they can contribute to climate change action in a different manner. Climate change will have a negative impact on women,<sup>1</sup> as a result of its effect among economic sectors. For example, noting that women constitute two-thirds of the agricultural labor force on the African continent, and that they are the ones producing the majority of African food, climatic impacts on the sector will hit women and their families the hardest.<sup>2</sup>

It is estimated that the majority of the sub-Saharan population relies on forest products for subsistence.<sup>3</sup> Forest degradation therefore has a direct impact on the lives of women and men, pushing them to travel longer distances to secure their sustenance. On the other hand, forest restoration and management can become an important source of income; with studies showing that women's involvement and leadership in community forest governance has improved forest health and restoration outcomes. Forests also play an important role both in terms of addressing climate change by providing adaptation means and acting as mitigation sources or carbon sinks.

Within this context, the African Development Bank) aims to be the leading financial institution in Africa addressing gender and climate change, as a strategy to both boost the social benefits of its portfolio investments on climate change and to strive towards ensuring gender equality in the continent. Toward this end, the Bank has been mobilising funding from the Climate Investment Funds (CIF)<sup>4</sup> to strengthen understanding of and capacities to address the interlinkages between gender and climate change of Bank staff and African CIF Pilot Countries.<sup>5</sup>

To support these efforts, the Bank's Department of Gender, Women and Civil Society in collaboration with the Climate Change and Green Growth Department CIF Coordination Unit, designed the **AfDB/CIF Inclusive Climate Action Initiative**, the purpose of which is to support concrete integration of gender into future CIF initiatives implemented under the supervision and support of the Bank, through — among other things— context-specific research, review of two case studies on good practices, and the production of a set of knowledge resources to support the work of the Bank and its staff. The project was publicly tendered in mid-2018, and the African Development Bank awarded the commission of this initiative to the International Union for Conservation of Nature (IUCN).

# About this report

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The Ghana Public Private Partnership for the Restoration of Degraded Forest Reserve project is implemented by FORM GHANA LTD. It has received funds from the African Development Bank and the CIF's Forest Investment Program (FIP). The objective of the project is the restoration of degraded forest reserves by establishing a large-scale sustainable commercial forest plantation in collaboration with the Government of Ghana (GoG) through its Forestry Commission (FC).

The project has been identified by the Bank as one of the cases for study under the AfDB/CIF Inclusive Climate Action Initiative. The current report introduces the methodology used for conducting the case study analysis, focusing on the different measures undertaken by the implementing organization FORM GHANA LTD. to address gender equality during the implementation of the restoration activities in the degraded forest reserves.

The report includes a section on a summary of the project and gender equality statistics from Ghana and from the project regions to provide context. It includes relevant gender considerations at play in the country and project sites, providing insights on the challenges faced by women when joining the labour market in the country, and particularly when they live in rural areas.

This contextualization is followed by the main findings identified from the analysis of available project documents and data collected during a field mission to Ghana's project sites (Berekum and Akumadan), to identify good practices and lessons learned from the project.

The report further includes a section on analysis, where attention is devoted to understanding the elements that shape an enabling environment for forestry companies to invest in gender equality in their corporate social responsibility (CSR) strategies as well as in their labor force. Another area of inquiry is to understand which of these elements could be used to support replication of actions or strengthening of interventions by other forestry project and companies.

Finally, building on the lessons extracted from the FORM GHANA LTD. project, the report presents a list of suggested gender indicators that can be used to further assess different elements related to gender equality actions (Annex 4). These sample indicators have been developed considering the three stages of the logical framework (impact, outcome and outputs), the objectives of this and similar projects, the contribution to the advance of gender equality and the reduction of gender gaps.<sup>6,7</sup> This exercise was conducted to address a specific request by the Bank under the current assignment to propose appropriate gender indicators for future African Development Bank (AfDB), FIP and, more broadly, forestry projects.

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<sup>6</sup> ADB. (2013).

<sup>7</sup> World Bank (2012)

# Methodology

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The methodology for developing this report included a literature review and interviews with key informants. To conduct the analysis, IUCN followed a gender mainstreaming approach to the project cycle when reviewing the pilot project, where key gender questions guided the analysis of decisions and actions undertaken in each step of the project cycle, including design, implementation, monitoring and evaluation. The general questions guiding this analysis can be found in Annex 2 of the report.

The literature review of the project involved the collection and analysis of key project documents. These included the identification of the project design documents, its logical framework and the environmental and social assessments conducted in the beginning of the process for Tain II, Asubim and Afrensu Brohuma Forest Reserves, which are the locations of the forest reserves benefiting from the African Development Bank and FIP funding. In addition, corporate documentation such as monitoring progress reports for the forest reserve and progress reports to the Bank and FIP, management plans for the forest reserves, Corporate Social Responsibility policy, and internal data on number of workers employed on full-permanent or seasonal jobs in the implementation of the project were either facilitated by the implementing company FORM GHANA LTD. or obtained on its public website. The full list of documents covered in this review can be found in the section on resources.

In collaboration with the Bank's team, and the Managing Director for FORM GHANA LTD, IUCN coordinated the visit to the project sites with a forestry expert from Form International, the human resources and development manager and the environmental and social officer. In collaboration with these key informants, a list of interviewees (workers and stakeholders) was developed. Questions for the interviews were designed to identify good practices, following the structure of the project cycle (see Annex 2).

Some of the interviews with the company staff were conducted in Sunyani, where the company has one of its head offices. Interviews with FORM GHANA LTD. plantation and forests managers, workers from nurseries and plantation workers and local stakeholders took place at the forest reserves located in Berekum and Akumadan. Finally, representatives from the Ghana Forestry Commission were interviewed in Accra. A number of community informants was identified by the company, so as to provide a sample of the different groups of persons who represent the large population of the project areas. They included representatives from the Form Ghana Ladies Club, Chiefs, Queen Mothers<sup>8</sup> and FORM GHANA volunteers. The full list of persons interviewed in the different location can be found in Annex 3.

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<sup>8</sup> Queen Mothers in Ghana are traditional female leaders who wield social power and influence. They are drawn from relevant royal lineages and they are mostly responsible for women issues, providing wise counsel to the chief and his elders, they look after the whole community.





# Project summary

The Public Private Partnership for the Restoration of Degraded Forest Reserve Project aims to restore degraded forest reserves by establishing a large-scale sustainable commercial forest plantation (11,700 ha) composed of local tree species (10%) and teak (90%) in collaboration with the Government of Ghana (GoG) through its Forestry Commission (FC). The project operations are located about 280 km northwest of Accra, in Berekum (Tain II Forest Reserve) at the Brong Ahafo Region and Akumadan (Asubima & Afrensu Brohuma Forest Reserve) in the Ashanti Region. A 50-year renewable land lease agreement, accompanied by a tripartite Benefit Sharing Agreements (BSA), between the GoG, the local communities and FORM GHANA LTD. has been signed for a total area of 14,000 ha of degraded forest land (based on a 2006 legislation on the land lease concept for Forest Reserves).<sup>9</sup>

FORM GHANA LTD. Implements the project. It is the first Forest Stewardship Council (FSC) certified Forest Plantation Company in Ghana and West Africa. The company is already producing carbon credits as per Verified Carbon Standards (VCS) procedures. Traditionally, teak plantations are classified in two categories: short rotation (15 to 30 years) and long rotation (30 to 40 years). With a 20-year duration span, the project in Ghana is considered of short rotation. This project represents an innovative opportunity to catalyze private sector involvement in climate change mitigation and green growth

efforts by supporting a scalable concept with high potential for demonstration and replication.<sup>10</sup>

The project cost is estimated at \$46.4 million with the largest investment directed towards plantation development and maintenance. The project was financed through equity (42%), debt (52%) and cash flow from operations (6%). The total debt of \$ 24 million was provided by the African Development Bank (\$ 14 million) and the Forest Investment Program (FIP) (\$ 10 million). These loans have a tenor and grace period above the norm in the market.<sup>11</sup>

The project aligns with the Ghana Country Strategy Paper (2012-2016), which emphasizes mainstreaming environment and climate change adaptation by initiating transformational change towards low-carbon and climate resilient development, to enhance forest carbon stocks, securing integrity of forests/woodland resources and improving livelihoods of forest fringe communities. It is also aligned to the Ghana Forest and Wildlife Policy (2012) and the Forest Plantation Strategy (2015-2040), which details plans by the GoG and private sector to reforest degraded lands.<sup>12</sup>

The project mainly produces certified round logs for the local and international markets. VCS and Forest Stewardship Council (FSC) certificates will guarantee high forest management standards and enhance marketability in the international market. It provides social benefits to forest fringe communities, creating 860 jobs (320 permanent workers and 540 casual/contract workers) by 2020 (in Berekum and Akumadan plantation sites) and transferring knowledge and skills in sustainable forest management to local stakeholders. Moreover, the project contributes to a series of environmental benefits, including restoration of Ghanaian forests, carbon sequestration and ecosystem service resilience. The result-based logical framework of the project can be found in Annex 1.

<sup>9</sup> AfDB. (2016).

<sup>10</sup> Idem.

<sup>11</sup> Idem.

<sup>12</sup> Idem.



# Gender Mainstreaming in the Public Private Partnership for the Restoration of Degraded Forest Reserve Project

## Gender Context in Ghana, and in the Ashanti Bono and Ahafo Regions<sup>13</sup>

<sup>13</sup> The denomination of the regions has changed over time. The text of the report mentions the new regions as provided by the company; however, these denominations may not match the citations in the reference documents. The updated denominations are as follows: Sunyani region is now referred to as Bono Region, Techniman area is now referred to as Bono East and the Goaso area is called Ahafo Region.

<sup>14</sup> Ghana Statistic Service. (2019)

<sup>15</sup> World Economic Forum. (2018)

<sup>16</sup> Global Economic Forum. (2018)

<sup>17</sup> World Economic Forum. (2018)

Ghana is a tropical country with diverse geography and ecology ranging from coastal savannahs to tropical forests, which provide rich resources to the surrounding populations that contribute to their lives and livelihoods. It has a population of about 30.3 million, with women constituting nearly (50.83%). The population in the Ashanti region is 5.7 million, and 2.8 million live in the Bono and Ahafo region. In both regions, the percentage of women is (50.80%).<sup>14</sup>

In 2018, Ghana ranked 89th out of 149 countries in the World Economic Forum's Global Gender Gap Index with a score of .688—indicating that 68% of its gender gaps have been closed— ranking roughly midway in the comparison of Sub-Saharan African countries<sup>15</sup>. Even though Ghana

has demonstrated leadership addressing gender issues in political, legal and institutional frameworks across sectors, women and girls have less opportunities to access education, employment, natural resources and land as the data from the Gender Gap Index shows.<sup>16</sup>

Literacy rate in 2018 for women is 65.3% and for men 78.3%.<sup>17</sup> The newest available data from the Ghana Statistical Service in relation to literacy in Ghana by locality show literacy for women and men significantly varies from rural and urban areas. In rural areas, 53% of men are considered literate compared to 31% of women. In urban areas, about 81% of men are literate compared to 60% of women. In relation to illiteracy, amongst the population 15 years

and older in the rural forest locality, which includes Bono, Ahafo and Ashanti regions, 35.1% are women and 16.3% are men.<sup>18</sup>

Employment rates for population 15 years and older show 71.4% participation of men and 64.7% for women. According to the Ghana Labor Force Report for 2015, of the 9.3 million people formally employed, 3.3 million people, representing 36%, were employed in the agricultural sector. The Upper East (58.7%) and Ashanti (62.5%) regions have relatively low proportions of persons employed compared to the other regions. Northern (76.4%) and Bono Ahafo (72.6%) have more of their populations currently in employment. In both Ashanti, Bono and Ahafo regions, female employment is lower than male employment by 8.7% and 5.2% respectively.<sup>19</sup>

The data show that 90% of the currently employed population 15 years and older are in the informal sector. Men contribute 45.1% of labor in the informal sector, whereas women comprise 54.9%. However, in the rural areas, 96.2 % are in the informal sector compared to 84.1% in the urban areas. The proportion of women in informal employment in both rural and urban areas is higher than that of men. Besides, in rural areas, men take part five times more in wage-employment than women. On the contrary, rural women are more likely to be engaged in unpaid family work and in non-agricultural self-employment activities –such as food processing and selling, or as hair dressers-- than rural men.<sup>20</sup> Data collected during the Social and Environmental Assessment (SEIA) for the Tain II, Afrensu Brohuma and Asubima Forest Reserves show that people at the communities engage in informal work,

for example information of the communities at the Asubima Forest Reserve showed that 58% of people engage in economic activities (such as being tailors, hairdressers, drivers or weavers) do these in an informal manner.<sup>21 22 23</sup>

In Ghana, both men and women engage in a number of productive and domestic activities. However, there is an unbalanced distribution of domestic work between men and women. Studies have found that there is a wide gender gap in the time allocated to domestic activities (unpaid work)<sup>24 25</sup>. The average amount of time that women spend in domestic activities is greater than that of men, even if women spend as much as them in productive activities. While 65% of men spend from 0 to 10 hours per week on domestic activities, 89% of women spend 10 hours per week or more. The most time-engaging activities for women are cooking, fetching water, collecting firewood and taking care of household members.<sup>26</sup> Previous data on level of literacy, access to employment and distribution of domestic work shows the gender gaps face by women in the country as well as Ashanti and Bono and Ahafo Regions.

Statutory law largely grants women land rights on par with those of men. However, despite these legal protections, women still face major barriers to accessing and owning land in many parts of the country. Women's control of land is limited by patriarchal practices, marital status, gendered division of labour and access to monetary capital.<sup>27</sup> Gender disparities in land holdings in Ghana show that men hold 3.2 times more of the total farms than women and 8.1 times more of the medium-large farms (of 5 acres and

<sup>18</sup> Ghana Statistical Service. (2014)

<sup>19</sup> Ghana Statistical Service. (2016).

<sup>20</sup> Idem.

<sup>21</sup> Form Ghana (2012).

<sup>22</sup> Form Ghana (2014).

<sup>23</sup> Form Ghana (2015).

<sup>24</sup> Ghana Living Standard Survey (2008).

<sup>25</sup> FAO (2012).

<sup>26</sup> Idem

<sup>27</sup> FAO. (n.d.).

<sup>28</sup> FAO. (2012).



more). In Ashanti, Bono and Ahafo the majority of female holders mostly manage small farms (less than 5 acres).<sup>28</sup>

Moreover, customary law governs 80% of Ghana's land and in many customary land tenure systems, community-level governance bodies are made of traditional leaders and family heads (mostly men).<sup>29 30</sup> , The country has patrilineal and matrilineal systems for land access and inheritance. Both systems consider land to belong in the lineage, although male heads of households typically retain permanent use rights to land and women access land through male relatives (fathers and husbands in patrilineal communities and fathers, uncles, or sometimes husbands in matrilineal communities).<sup>31</sup> Data collected in relation to ownership and access to the land in the communities in the forest reserves in the Ashanti and Brong Ahafo regions shows land tenure outside of the forest reserve is managed by the traditional council<sup>32</sup>. In addition, according to the socio-economic data collected in 18 villages located near Tain II forest reserve most farmers cultivate their own land, but they also do it in the forest reserve land. The farmers inside the reserve are mainly migrants from the northern part of the country, and the size of their farms located inside the reserve was on average twice as big as the farm located outside.<sup>33</sup>

Poverty trends show that between 1992 and 2013, Ghana's national level of poverty fell by more than half (from 56.5% to 24.2%). However, it is important to note that although the proportion of people living in poverty has declined by a quarter since 2006, the number of people living in poverty has only declined by 10% (from 7m to 6.4m), meaning that poverty reduction is not keeping pace with population growth. Urban poverty has dropped in recent years much faster than rural poverty. Rural poverty is now almost 4 times as high as urban poverty. At the regional level, the Northern, Upper East, and Upper West regions continue to have the highest poverty rates, with regions like Bono, Ahafo and Ashanti, where the project is located, seeing their poverty levels rise since 2006.<sup>34</sup>

Lack of financing is the major constraint for the agriculture sector in Ghana. Research done by the Council for Scientific and

Industrial Research of the Savannah Agricultural Research Institute (CSIR-SARI) in Northern Ghana found that women's lack of financial power was one of the key reasons for a difference in productivity between farms managed by women and those run by men.<sup>35</sup> Women and men smallholder farmers lack access to basic infrastructure and to extension services in rural areas. Moreover, gender roles permeate agricultural production, with women working mainly in sustenance activities, i.e., food production, while men work in cash crops. In addition, women are unable to provide collateral because they may not have legal ownership of the assets that are required most of the time for commercial loans.<sup>36</sup> Access to markets by women and men from remote villages like Dadease or Nfodworkrom is inaccessible in Berekum and Seikwa near Tain II Forest Reserve during the raining season due to the bad conditions of road.<sup>37</sup> Some of these conditions exacerbate gender gaps and make harder for both of them to obtain agricultural products, to sell them and generate income for their families.

Forestry is an important sector in Ghana's economy. The current contribution of forests to the national gross domestic product (GDP) is estimated at 4%, having fallen from a previous high of 8% a decade ago. Forest accounts for 9-12% of export earnings and support the livelihoods of nearly 3.6 million women and men.<sup>38</sup> There is a growing body of research showing gender differences between women and men in terms of how they rely on forest for livelihoods and the uses of the forest resources.<sup>39</sup> According to FAO, most of the rural population in the country—especially women—depend on the forests and non-timber forest products (NTFPs) for their survival, as forestry has played a significant role in the provision of food, clothing, shelter, furniture, potable water supply sources and bushmeat. The forests are also highly valued as sources of natural medicines, which are essential components of health treatments, commonly used in conjunction with mystical and ritual practices.<sup>40</sup> Forest degradation in the Ashanti and Bono Ahafo regions meant a reduction of forest resources and NTFPs, which in turn had a negative impact on the livelihoods of women and men living in the areas, as they relied on these resources for own consumption or economic activities.

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<sup>29</sup> USAID. (n.d.).

<sup>30</sup> Hughes, A.K. & Knox, A. (2011).

<sup>31</sup> FAO (n.d.).

<sup>32</sup> Form Ghana (2015b)

<sup>33</sup> Form Ghana (2016).

<sup>34</sup> Cooke, E. et al. (2016).

<sup>35</sup> ICRISAT Newsletter. (2018).

<sup>36</sup> Adams, I. (2018).

<sup>37</sup> Form Ghana. (2016).

<sup>38</sup> Forestry Commission. (2012).

<sup>39</sup> Beaujon, A and Kuriakose, A (2017)

<sup>40</sup> FAO (n.d.) a.

# Gender mainstreaming in the project cycle

Following the gender mainstreaming approach to the project cycle, based on the literature and project document review, and in combination with the responses of the key informants, it was possible to identify gender practices and actions implemented by FORM GHANA LTD. The main focus of these practices has been to contribute to the reduction of gender gaps and to strengthen the integration of gender considerations throughout the project. The sections below identify moments and elements when the company took action to strengthen the integration of gender considerations throughout the project.

## Design phase in the project cycle

FORM GHANA LTD. conducted an **Environmental and Social Impact Assessment (ESIA)** for the Afrensu Brohuma and Asubima forest reserve,<sup>41</sup> which were financed by the African Development Bank, from 2016 onward.<sup>42</sup> These studies have social assessments with relevant information about the living condition for people in the communities.

Although the ESIA does not present all the information in a sex-disaggregated manner, it contains relevant social information about the locality of the project, including levels of education, illiteracy, migration patterns, crops cultivated, and in some cases, aspects of cultural analysis.

A **socio-environmental impact mitigation action plan (SEIMAP/RAP)**<sup>43</sup> was then created in 2015. The SEIMAP presents data in a sex-disaggregated manner in relation to household characteristics and composition, population, age, occupation, health conditions, and female-headed households, and identifies that men are more involved in livestock activities than women in the region. The SEIMAP further identified a specific package for livelihood support and assistance to the people affected by the project (PAP), which was offered to female-headed households, cattle herder households, settler and farmer households.

FORM GHANA LTD. staff mentioned during the round of interviews that resettlement is an ongoing process. The company has reached an agreement with a traditional chief, who has allocated land in the community for families to be resettled.

A **Benefit-sharing Agreement (BSA)** between the GoG, the local communities, and FORM GHANA LTD. were established as part of the commitments to implement the project. The BSA is an integral part of the lease agreement and it is valid for 50 years.<sup>44</sup> This BSA is a mechanism to ensure all stakeholders in the communities can benefit fairly from the project; for example, according to the forest management planning documents, the Tain Tributaries Block II Forest Reserve's BSA guides the distribution of proceedings from the Standing Tree Value (STV) of commercial thinning and the final harvest obtained from the project. As per the BSA, the distribution of proceedings is as follows: 80% belongs to FORM GHANA LTD.; 12% goes to the FC; landowners receive 6%; and the local community receives 2% of the proceeds.<sup>45</sup>

<sup>41</sup> Social and Environmental Impact Assessments. Available at <http://www.formghana.com/downloads>

<sup>42</sup> As per the AfDB policies, conducting of a gender assessment is not compulsory.

<sup>43</sup> Form Ghana (2015b).

<sup>44</sup> AfDB (2016).

<sup>45</sup> Form Ghana (2016).



## Elaboration of the Project Appraisal Report

In accordance with the procedures of the lending banks, a **participatory consultation process** was conducted with the communities to explain the project idea, possible activities and identify differentiated needs of women and men before the elaboration of the project appraisal report. During the field visit conducted under this assignment, interviews confirmed that the Chiefs, Queen Mothers, elders, women and men of the Akroforo and Joe Nkwanta communities were present and participated during the consultation process for the project document elaboration. The traditional authorities emphasized that during the consultation, some of the needs identified by women and men in the communities were: access to jobs, clean water and sanitation, development of skills, and improvement of schools. This information was corroborated by the FC and FORM GHANA LTD. representatives.

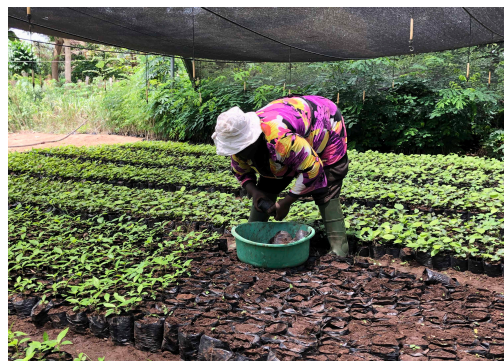
Based on the findings from the ESAI, the SEIMAP/RAP and the public consultation processes, FORM GHANA LTD. identified a series of **gender considerations in the project document** to guide its implementation. For example, some of the specific **project activities** to mainstream gender include:

- Encouraging women to apply for jobs;
- Establishing affirmative actions in recruitment processes;
- Providing training and capacity building opportunities to female employees with potential talent for leadership;
- Supporting the women association at the company;
- Hosting regular meetings with women and men in the communities; and
- Developing a gender policy for the company with principles and procedures addressing equal rights, responsibilities, and opportunities for both women and men.

The project document also identifies **gender results and indicators**. As such, Outcome 3 of the results-based logical framework (see annex 1), which addresses community development, includes targets and indicators for reaching out to women as beneficiaries and members of the labor force, i.e., 40% of jobs created to be filled by women and 25% of the available areas for intercropping to be allocated to female farmers.

The logical framework also identifies the development of **gender sensitive progress reports** as an indicator and the establishment of **gender-disaggregated data** as a target in the progress report. In addition, Output 3 related to mitigation of social and environmental impacts and enhanced community development includes a performance **indicator on gender-specific grievance/concerns that have been identified and addressed**. These gender-specific grievances are to be included in the gender progress report mentioned above. The above information shows the efforts to include the gender perspective in the activities and logical framework by focusing on aspects like creating jobs, providing social benefits and skills transfer and mainly focusing on Outcome and Output 3. However, it could be also good to include since the beginning a sex-disaggregated target like in the case of the target 2.2 related to inter-cropping land allocated to farmers.

FORM GHANA LTD. acknowledges the need to earmark **budget** to support the project's gender mainstreaming actions. The **SEIMAP/RAP** document mentions that budgeted costs of implementing this plan were included in the FORM GHANA LTD. budget for 2015.<sup>46</sup>



<sup>46</sup> Form Ghana (2015b)

## Implementation phase in the project cycle

During the implementation of the project, FORM GHANA LTD. has further expanded its actions to contribute to reducing gender gaps in the projects sites. These actions can be largely brought together as part of the company's institutional work, as well as part of its Corporate Social Responsibility (CSR) policy activities, targeting benefits for the neighboring communities.

### *Institutional level*

FORM GHANA LTD. has been implementing its 2013 **Corporate Social Responsibility Policy**.<sup>47</sup> The policy was developed in order to meet the FSC social sustainability standards. This policy discourages discrimination based on race, sex, sexual preference, age or religion, as well as child labor. It also aligns with FORM GHANA LTD.'s sustainability concept that envisions its activities being carried out in a social, ecologically, and economically responsible way.

As per the CSR policy, local people should be hired for employment and receive at least the national minimum wage. Workers' rights to organize and hold collective negotiations and to have health and safety conditions during work are recognized by the policy. Additionally, local farmers can have permission to intercrop and access training on preventing and combating bush fires. These actions can contribute to reduce gender gaps in relation to access to resources like land for intercropping and education.

FORM GHANA LTD. developed a **Gender Policy** in 2015, with the objective of providing equal opportunities to women and men joining their labor force.<sup>48</sup> The development of a Gender Policy is considered a good practice, as such policies support the inclusion of gender considerations into the company's institutional culture. For example, the gender policy guides the recruitment process, where women and men are provided equal opportunities when

applying for a job at the company. Actions taken to ensure equal access to employment opportunities include stating clearly in the recruitment announcements that women and men can apply to all job openings and undertaking affirmative actions to recruit women. Additionally, the company provides equal payment for equal work.

Women and men at the company have **the opportunity to do the same job**. The only activities where women do not usually participate are the first cleaning of the land, harvesting with chainsaws or as truck drivers. Women do the majority of the nursery work. FORM GHANA LTD. also provides women with the opportunity to learn and develop non-traditional skills, for example, teaching them how to drive a car or to work with a chainsaw. This, however, has proven difficult, with members of the communities putting pressure on women or their families to refrain from engaging in non-traditional activities.

FORM GHANA LTD. gives women and men workers **the same possibility to access training activities and equipment** related to their different working activities in the company and the plantations.<sup>49</sup> The trainings seek to reduce the gender gap in accessing to resources and education. It also helps to develop the knowledge and skills of these women and men about silvicultural practices, i.e., tending to tree nurseries, stumps planting, thinning, pruning, maintenance and fire control.<sup>50</sup> Other trainings allow women and men to acquire skills needed for monitoring activities, becoming team leaders or engaging in computer literacy trainings. Monitoring trainings include geographic information systems mapping and FSC.

The demands of caring for family members, particularly young children, is a strong barrier for women to join the labour force. FORM GHANA LTD has established two **day-care facilities** (or baby-care, as stated in documents,) at the company, one at each of the project sites, to bring services to women with children under the age of three years. The cost of this service is covered both by the company (60% of the amount) and the women who use the facilities (40%).

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<sup>47</sup> Form Ghana (2013).

<sup>48</sup> According to Mariam Awuni (HR manager) "The objective of the policy is to provide equal opportunities to women and men in the company".

<sup>49</sup> Alicia, at the tree nursery said "I am very happy working at the nursery. I earn money and use it to send my kids to school, to buy food for my family and I help my husband. I gave him money to take some people to help him with the work in the farm. My husband respects me now and other women here think I am a leader".

<sup>50</sup> Form Ghana (2016), Form Ghana (2017) and Form Ghana (2017a)

The company has also implemented **activities to increase the health and safety of women and men** by providing lectures on HIV/AIDS awareness, good personal hygiene, waste management and chemical weeding. The women and men spraying herbicides have been provided with the equipment necessary for their protection and safety information.<sup>51</sup> Women and men can visit the clinic in the company where workers are attended and trained on first aid. Workers have also access to medical care at the clinic.

<sup>51</sup> Jessy, a worker: "I have been working for ten years at the company. I am happy to be working here. I have learned about how to do the work and also do it in a safe way, so the workers doing the land cleaning do not get hurt".

<sup>52</sup> Selection criteria for women and men to quality for leadership positions is the same for women and men.

<sup>53</sup> Gloria at the nursery said "Now, I am a nursery supervisor and I know how to grow trees and I work with 25 women. I feel fine, everything is good with me here working"

<sup>54</sup> Participants of a Ladies Club in relation to doing a non-traditional work for women said: "... at the beginning it was very difficult for us. Men were laughing and making jokes about us doing the work. But now it is different, we are understanding each other. We need to talk to men and learn from each other" or "... In the ladies club, we support each other and learn new things so we can start our own activities after leaving the work here. We do not feel alone."

<sup>55</sup> FORM Ghana (2017)

**FORM GHANA LTD. promotes women's and men's leadership.** The company has developed criteria<sup>52</sup> for initial selection of women and men with potential for leadership positions;<sup>53</sup> those with the needed qualifications are provided with training on teamwork and management topics. These women and men have the opportunity to advance their careers in the company and are sometimes assigned to managers or officers with more experience so they can be mentored. During the interviews, all women and men workers in positions of leadership mentioned that they were satisfied to have knowledge about safety. All interviewees have developed their leadership skills, and women mentioned that with their income they can buy food, pay school fees and support their husband's agriculture work when they need it.

**FORM GHANA LTD. encourages women's participation in all committees and organizations** to improve their equitable participation in governance. For instance, they made efforts to facilitate the inclusion of women in the local Timber

and Woodworkers Union of Ghana Trade Union Congress (TWU/TUC). All women permanent staff of the company (who make up 25% of permanent staff) are part of the Union now, with one of the Union executives being a woman. Women's participation is also supported by the Union workers' rules and regulations, which promote gender equality.

Additionally, a **women's support group**, the Ladies Club, was established in 2015 to gather women who are also participants of the workers Union. The women in this group have been training in different topics related to health, food processing and soap-making with the objective of allowing them to develop future entrepreneurship activities. The participation in the club has given women the opportunity to have a support group to discuss their interests and solve their problems. The women of this group now also want access to funds so they can diversify their economic activities based on the training they receive.

The club also helps develop women's leadership skills. It is worth mentioning that some of the women in this club are those involved in non-traditional activities. These women described how hard it was at the start of their non-traditional roles, as their men colleagues bullied them – laughing and making jokes about women filling "men's role". However, they were able to persist and overcome these conditions with the support of the company and the women's club leadership training, as well as the economic empowerment received through a vocational salary.<sup>54</sup> The women in this group have strong knowledge on the different activities in the plantation, like the importance and benefits of planting teak trees. They expressed their desire to also plant fruit trees, like mango and cashew, as an additional livelihood activity to undertake in their home farm in the future.

A **grievance and redress mechanism** has been developed and is in place to gather any complaints from workers. Information found in the 2017 annual monitoring report mentioned the type and numbers of cases but not if a woman or a man presented the complaint.<sup>55</sup> However, during the interviews FORM GHANA LTD. staff informed that 7 to 10 complaints are received each year and these have been addressed or resolved.





## ***Outreach to and relationship with the community members***

The company provides opportunities for **women and men from the communities to benefit from the project**. For example, farmers have the opportunity to do intercropping for two years, depending on the site and according to the specific conditions for production. The company includes in its annual monitoring reports information on the number of beneficiaries of this mechanism; with internal documentation showing that in 2019, 42 female farmers have access to 77.1904 ha dedicated to intercropping while 257 male farmers have access to 888.4 ha.

People from the community have access to small quantities of biomass waste material (tree tips and branches) produced during the thinning process, which can be used as firewood and therefore reduces women's and children's burden to collect firewood. If they require larger quantities of firewood, women and men need to request a permit from the FC. This activity not only allows them to access firewood which but also to reduce the amount of flammable material, hence preventing fires in the plantation.

The company has also implemented actions to **contribute to community development**. For example, in the village of Arkokrom, the company helped ensure access to water by providing an electric pump, which saves women and girls time and labour (e.g., fetching drinking water) while providing the community with a water provision point for fire suppression. Additionally, they installed sanitary infrastructure in Kotaa village, establishing ablution facilities and boreholes for drinking water. Moreover, the company has regular meetings with community stakeholders where they discuss the activities the company is developing. These meetings allow the company to have a close and better understanding of the needs and concerns of the women and men in the communities.

Fire prevention trainings have been implemented by the company, which has increased awareness and training of women and men in the communities. These initiatives are identified by traditional community leaders, Chiefs and Queen Mothers, as social benefits for the whole community, as their crops and houses are now better protected through knowledge and preparation.

According to the BSA, the **funds for the local communities** are available from payments for the harvesting of logs through the FC, which transfers the funds to the district council. This entity oversees that the funds are invested in community development projects like road rehabilitation, community water wells or schools. Recently, benefit sharing from thinning in the Akumandan plantation has provided a sum of 11,681.04 GHC, which has been paid to the FC. One of the aspects the FC wants to improve in relation to the BSA is the equitable distribution of funds amongst the different communities in each forest reserve. To advance this aspect, the FC representatives interviewed mentioned that they will develop some criteria to ensure not just the strongest ones are benefitting (as is reportedly occurring), but all communities are benefitting in an equitable manner. This will allow all the women and men from all the communities to benefit of projects like access to water or schools which will contribute to reduce the gender gaps.



# Monitoring and evaluation

FORM GHANA LTD. has a functioning monitoring system in place as it is requested for the African Development Bank monitoring and evaluation of a project. The monitoring reports for the different project sites are available on the company website.<sup>56</sup> The monitoring reports of the forest reserve available at the company website provide information about social benefits, information shared with the public, training and capacity building activities, and participation, numbers of workers and data on workers' health and accidents. These reports have sex-disaggregated data related to the work force. The semi-annual results report that FORM GHANA LTD. submits to AfDB does include **sex-disaggregated data for employment**, further disaggregated by permanent vs. casual (e.g., short-term) staff.

During the interviews, FORM GHANA LTD. staff provided the following sex-disaggregated data for all of Form Ghana's enterprise workers during the last three years:

2016	Female (143 – or 28%)
	Male (373 – or 72%)
2017	Female (208 – or 28%)
	Male (524 – or 72%)
2018	Female (294 – or 29%)
	Male (716 – or 71%)

It is worth noting that data provided by FORM GHANA LTD. staff also shows that women are underrepresented in both permanent staff (25%) and seasonal positions (31%), together with the data above. Tracking women's participation in the labor force allows the company to gauge progress toward meeting the project's target goal of women filling 40% of jobs positions.

FORM GHANA LTD. has developed a **social survey for evaluation**. The idea of the evaluation is to get better acquainted with the people in the community and to get a better idea on how the company is perceived by the population. The information of the survey also provides inputs reported as the expectations, concerns and impacts of the project on the community.

<sup>56</sup> For direct access, please visit: <https://www.formghana.com/downloadshhtml.html>



# Lessons learned

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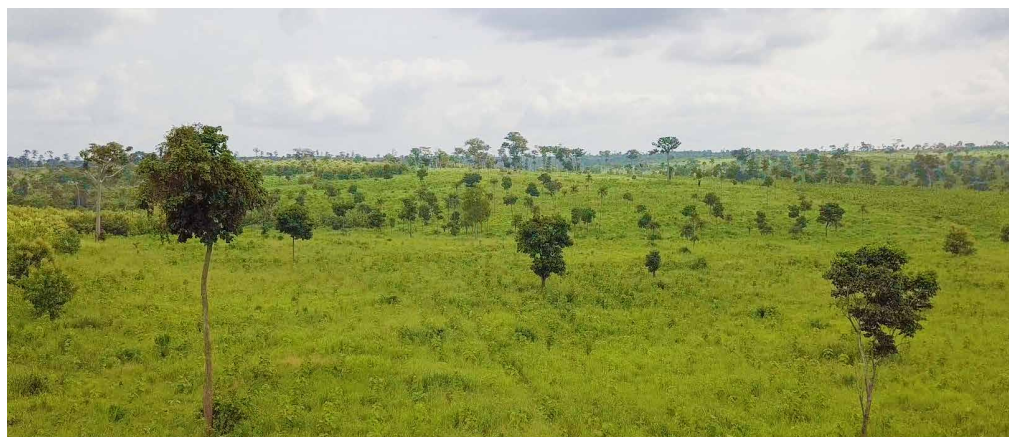
The following lessons learned in relation to the gender mainstreaming process through the design and implementation of the project have been compiled by the consultant, taking into account the reflections of FORM GHANA LTD. staff and the FC representatives, during the field work interviews. These lessons have been further expanded with a note on the role that external institutions, such as lending banks and project certifiers, can play in supporting an enabling environment for mainstreaming gender in forestry projects.

## Project level

### Project design phase

Participatory consultation processes in the communities, where women and men can mention their needs and interests, contribute to strengthening the inclusion of gender considerations in the elaboration of proposals. **Conducting a participatory and gender-sensitive process to inform the design of the project** allowed the FC and FORM GHANA LTD. staff to have a better understanding of the differentiated roles, needs and constraints faced by women and men in relation to access to information and work. In order for the project to respond to these conditions and reduce gender gaps the proposal included specific actions, indicators and targets to ensure high participation of women.

FORM GHANA LTD. has specific goals to increase women's roles in the company, economic entrepreneurship, leadership and decision-making, according to its **gender policy developed in 2016**. However, the information provided by the ESIA does not give enough knowledge in relation to specific gender aspects in the community, leaving social and cultural barriers to women's participation in the labor force, particularly in non-traditional jobs, unidentified. The ESIA would therefore have benefited from a more specific **gender analysis to uncover the social and cultural norms in the communities that drive gender inequalities**. This might have supported FORM GHANA LTD. to be better equipped to increase the percentage of women in the permanent staff positions at the company, while finding more strategies and actions to continue reducing gender gaps.



## Project implementation phase

FORM GHANA LTD. identified the **development and implementation of policies and strategies that promote gender equality and equity to enable the promotion of gender mainstreaming in the project implementation.** Gender-responsive policies act as a mandate for all company staff to work towards the promotion of the equality between women and men, making support from directors and management critical for effective implementation both within a company and at project sites. For instance, strategic lines of actions to enact changes toward gender equality within companies include recruitment practices that promote gender equality in access to work and the provision of day-care for young children. At project sites, other strategic lines of actions can provide both social and gender benefits, such as the example in which the company provided community water pumps that decrease water-fetching work for women and girls while providing a reliable source of water to put out fires.

FORM GHANA LTD. saw the importance of **building strategic alliances with organizations and institutions working in gender issues in the country.** These alliances can contribute to finding ways to overcome challenges faced during implementation to reduce the gender gaps. In the implementation of the project, company personnel, specifically the human

resources and development manager who wanted to increase women's participation, found it was important to consult a gender network located in Accra. The gender specialist of this network was able to support and provide ideas on how to strengthen women's participation in project activities.

Developing the **capacity and skills of women and men has been an important strategy that supports the integration of women in project activities.** FORM GHANA LTD. has found that it is important to give and support equal opportunities to women and men to learn and develop skills in relation to the different activities conducted on the plantation. Teaching women and men how to use a tool, and allowing them to practice until they develop competency is a best practice method to ensure forestry activities are completed in a safe way.

For FORM GHANA LTD., it is fundamental to have **a monitoring and reporting system of the project in which sex-disaggregated data is collected.** Having the system in place allows these actors to highlight, e.g., in reporting and communications, the advances made toward the project's gender equality indicators and targets. Sex-disaggregated data collection for monitoring has also given FORM GHANA LTD. data on how women and men perform as workers; finding out that women in the field perform better than their male counterparts, as they provide more attention to their chores and show more discipline in their tasks.

# Normative frameworks from lenders and certifiers

**The frameworks and requirements of lending institutions and of certifying entities are important tools for guiding the manner in which projects address gender considerations.** For example, in the case of the lending institutions, although their gender policies encourage projects to conduct gender analysis as part of their baseline or project design phase, this is not compulsory. On the other hand, ESAs are compulsory, but if their implementation is not gender-responsive, there is a risk that gender and social norms that affect women's and men's access to resources and benefits may be overlooked. The lack of information may then affect the type of mitigative or benefit-sharing activities designed and implemented, as they will be based on assumptions that are not fully anchored in the cultural and social context of the project.

In the case at hand, FORM GHANA LTD has shown an interest in overcoming the initial assumptions by requesting support from gender experts and adapting implementation activities to increase women's participation. This tells much about the institutional commitment of the company to achieve its gender equality goals.

On the other hand, it was possible to identify how becoming FSC-certified encouraged FORM GHANA LTD. to develop institutional mechanisms for addressing gender considerations, for example, through the development of an institutional gender policy that guides their HR policy and the development of a CSR policy for increasing benefits for the communities in the project area.



# Promising practices

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The potential for replication of good practices on gender mainstreaming in Public Private Partnership Forestry Projects in Ghana and elsewhere requires the existence of a set of enabling conditions. To create this enabling environment, the implementing companies or governmental institutions require an approach that strengthens institutional culture for promoting gender equity and equality. Having an institutional approach means that policies and strategies to promote gender equality in the organization are put in place and accompanied by implemented actions, such as building the skills of staff to address gender considerations in implementation, establishing payment procedures for equal pay for equal job, and ensuring equal labor benefits for women and men.

The other enabling condition is to ensure that when a project is developed, it is done including gender considerations related to policies, participation and inclusiveness, throughout the process as a whole. This means conducting a gender assessment, ensuring the identification of activities that contribute to reducing gender gaps, identifying and tracking gender indicators, and allocating sufficient funds for implementation.

During the design phase of the project of a public private partnership to restore degraded forest reserves, it is important to conduct a gender assessment in the communities located in the project site. The gender analysis is a systematic approach that helps to identify gender-related risks and opportunities, constraints, social norms and beliefs, and patterns of power and decision-making. The gender analysis should provide recommendations to enable having the appropriate mechanisms to carry out gender-responsive<sup>57</sup> project activities narrowing gender gaps and improving the lives of the women and men in the communities.

In project implementation, when implementers—both private sector and public institutions—are required to mainstream gender considerations to advance gender equality, the formation of strategic alliances and the capacity building of project teams to effectively and impactfully address gender issues is relevant. These strategic alliances can be formed with local non-governmental organizations working on gender issues or women's rights, but also with local representatives or national representatives of Ministry of Gender, Child and Social Protection, as well as gender experts from academia. The improvement of the team's capacity to address gender aspects can be done by recruiting a gender expert or by a capacity building process on gender mainstreaming with project specific training, peer exchange and lateral learning to ensure the staff have basic gender knowledge.

In the process of developing capacities for women and men in the communities, it is also important to develop community training about gender links in forestry – including the benefits of having both women and men working together for the well-being of the community, the environment and the household. These trainings could also help sensitize husbands about the importance of joint work, allowing wives to have access to more work opportunities and reducing the possibility to generate or exacerbate any expression of gender-based violence. At the community level, cultural and social activities can be used to heighten awareness on gender and forestry issues.

In order to shift social and cultural norms in the communities that underpin and drive gender inequalities, a strategy could be developed by working closely with male and female traditional authorities to get their support in sensitizing community men about the importance of giving opportunities to their wives to learn and do different types of

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<sup>57</sup> Gender-responsive means that particular needs, priorities, and realities of men and women are recognized and adequately addressed in all project phases so that both men and women can equally benefit.

jobs – including those traditionally held by men. In countries like Ghana where there is a traditional female authority, it is also necessary to work with the Queen Mothers who are mostly responsible for women's issues and provide wise counsel to the chief and his elders in the community. With the Queen Mothers, it is necessary to find ways to promote more women applying for jobs at project sites but also to explore manners to create indirect jobs for women in the community linked to project activities. It could be important, too, to include some gender sensitization topics during community trainings or meetings, not only to strengthen women's empowerment and leadership potential, but also to foster positive and inclusive ideas about masculinity for both men and women, toward the wellbeing of whole communities.

Companies implementing public private partnership projects on forest reserve restoration that want to increase the percentage of women staff in permanent and casual staff positions will require varied approaches. Some activities can include:

- Contacting women university students studying social, forestry and other fields related to the project, offering them the possibility to develop their thesis in the area of the project or the organization, which could include a job opportunity at the end of their studies;
- Advertising the child-care (baby-care) facilities during the promotion or recruitment of a new position, so women with small children are informed about this option;
- Pursuing affirmative actions that promote job opportunities for women; and
- Continuing to strengthen existing leadership opportunities, such as job shadowing, mentoring, scholarships, etc., so local young women can also be promoted or otherwise supported in career opportunities that can potentially result in formal, permanent job positions.

The implementation of the gender actions in projects will require funding. It is a good practice to allocate budget for the project to support activities promoting gender equality and equity. If the funds are not allocated or the implementing project company does not have funds to implement specific actions, the gender mainstreaming process will be adversely impacted and delayed. This may have an adverse impact on meeting the project's overall goals.

Finally, progress can only be understood if tracked in a sex-disaggregated manner, at a minimum. Inspired by the activities implemented by the FORM GHANA LTD. project, as well as building on literature reports and the experience of the consultants involved in this assignment, this report includes suggested, illustrative indicators in Annex 4, to show different results forest projects can have and how these can be tracked in a gender-responsive manner. These indicators can support the work of African Development Bank gender and Monitoring and Evaluation (M&E) specialists when reviewing and suggesting gender indicators to forest-related projects and may be useful to FORM GHANA LTD. going forward.



# Conclusions

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In the process of developing good practices and tools to mainstream gender into the project, **FORM GHANA LTD. has created an effective enabling environment** to strengthen its gender equality work through the institutionalization of gender considerations into the company's policies and actions. The institutionalization process of a gender mainstreaming approach was initiated by the FSC certification, as was the requirement to develop a CSR policy that also complied with gender equality goals. In addition, FORM GHANA LTD. has applied a sustainability concept that supports the carry-out of the activities in a social, ecologically, and economically responsive way.

This, together with the internal support from the company's management, has ensured there is a gender policy and implementation strategy set into place. The aim of this process has been the creation of a fair organizational culture that values and recognizes the roles and contributions of women and men while promoting gender equality and being responsive to the different needs and priorities of women and men.

The **inclusion of gender considerations in the project document and results-based logical framework contribute to gender mainstreaming throughout project implementation.** It also leads to the development of environmental, community and gender-based goals that necessitated the development of sex-disaggregated indicators and targets to inform and guide strategic implementation activities that strengthen forest restoration, community development and gender equality outcomes.

The identification of the above good practices and tools show how the company is contributing to reduce some of the gender gaps present in the project sites, which are barriers to meeting company and project goals. Forest work done in the areas where the project is implemented has been a mostly male-dominated activity.

Women's low participation in forestry work is one of the gender gaps faced and tackled by the project through the provision of equal opportunities for women and men to participate in the plantation activities.

Another gender gap found in the region and mentioned by the women during the interviews refers to women having less opportunities than men to generate income through access to paid jobs. Open, equal access to job opportunities for women and men, both for permanent and seasonal job opportunities, is an action that advances the reduction of this gender gap. The gender wage gap is another inequality the project has tackled by paying the same amount of money to women and men for doing the same kind of work.

Women in the project areas mentioned having less access to resources, equipment, training and capacity development than men. By providing women and men with equal access to training activities related to forestry plantation management, the company is actively contributing to reduce a gender gap. Similarly, knowing that women have less productive resources, actions such as having a target to allocate 25% of the available areas for intercropping to female farmers can contribute to the reduction of the resource gender gaps.

Women participate less than men in decision-making opportunities. Actions such as those geared to developing leadership skills, encouraging women's participation in the company's association, or using affirmative actions during recruitment can contribute to the reduction of this gender gap, again with an overall positive impact for the project.

Finally mainstreaming gender into the Ghana Public Private Partnership for the Restoration of Degraded Forest Reserve project has taken place by applying in the institutional approach which created an effective enabling environment to strengthen its gender equality work but also implementing actions to reduce gender gaps.





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# List of annexes

## Annex 1. AfDB's results based logical framework of the Public Private Partnership for the Restoration of Degraded Forest Reserve<sup>58</sup>

<sup>58</sup> AfDB (2016).

Country and Project Name: Ghana - Form Ghana Ltd.							
Purpose of the project: Establishment and Maintenance of 11,700 hectares of sustainable commercial forest plantation on degraded Forest reserves in Ghana							
RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS / MITIGATION MEASURES	
		Indicator (Including CSI <sup>7</sup> )	Baseline 2007	Target			
IMPACT	Climate change mitigation and Economic growth	Increased net GHG emissions reduction potential Contribution to GDP	0	Climate change potential of around 2.8 million tCO <sub>2</sub> over 40 years USD 1.7 million/year on average	Ghana Statistics		
	OUTCOMES	<b>Outcome 1</b> Reduced pressure on forest ecosystems	Number of ha of restored degraded forest land	0 ha	11,700 ha	Form Ghana planting Reports	<b>R:</b> Insufficient land <b>MM:</b> Land lease on over 14,000 ha been secured for 50 years. Ongoing negotiations to expand to 20,000 ha in future.
		<b>Outcome 2</b> Restoration of forest plantation with local species	Number of ha of assisted natural regeneration or local plantation	0	10% of plantation to be local tree species	Form Ghana reports	<b>R:</b> Spread of teak over 100% of the degraded forest land <b>MM:</b> Buffer strips and fire breaks to inhibit unintentional spread. New planting at 90/10 proportion for teak/local trees.
	<b>Outcome 3</b> Community Development	3.1. Number of employees 3.2. N° of jobs to women 3.3. Number of ha available for intercroppers 3.4. Community development activities Benefited from revenues (BSA) 3.5. Gender sensitive progress reports are developed	3.1. 0 3.2. 0 3.3. 0 3.4. 0 3.5. 0	3.1. 860 by 2020 3.2. 40% of jobs 3.3. 6,000 ha (of which at least 25% is allocated to female farmer) 3.4. 2% of revenues allocated to community development activities as per BSA 3.5. Gender disaggregated data is made available in progress reports	Form Ghana reports and AfDB project supervision/ monitoring reports  Local government progress reports on their community development programs	<b>R:</b> Insufficient local labour supply <b>MM:</b> Detailed pre-project evaluation of site and region by sponsors; extensions capacity building/on the job training	

	4. Increased carbon sequestration	Annual units of CERs or VCUs or \$/tCO <sub>2</sub> sequestered	0	2.3MtCO <sub>2</sub> e by 2035 based on (230 tCO <sub>2</sub> e per hectare)	VCS/FSC reports, Form Ghana reports and AfDB project supervision/ monitoring reports	<b>R:</b> Lack of validation of the plantation for carbon sequestration <b>MM:</b> Validation under VCS for existing and future plantation
OUTPUTS	<b>Output 1:</b> Reforestation of degraded	N° of ha planed Area 1.1. Asubima FR 1.2. Afrensu Brohuma FR 1.3. Tain II FR	1.1. 0 ha 1.2. 0 ha 1.3. 0 ha	1.1. 1,500 ha 1.2. 1,500 ha 1.3. 7,000 ha	Form Ghana reports and AfDB project supervision/ monitoring reports	<b>R:</b> Fire damage, drought, land disputes <b>MM:</b> implementation of best Silvicultural standards
	<b>Output 2:</b> Best practice is Forest Management and enhanced local forest management capacity	1. FSC - Forest Management Certification 2. Forest management trainings undertaken by FG	1. 0 2. No trainings	1. Maintain FSC certification throughout the project life - 2030 2. At least 100% of inter-cropper farmers and FG staff trained on fire prevention, and on health & safety	Forest Stewardship Council reports and FSC annual audits available at FG and FSC website	
	<b>Output 3:</b> Mitigation of social and environmental impacts and enhanced community development	2.1. Resettlement Action Plan and social and Environment Management Plans successfully implemented 2.2. Small crop farmers have legal access to land for farming in the Forest Reserve 2.3. Activites identified in the SEP/CEP implemented 2.4. Gender Specific grievances/concerns have been identified and addressed.	2.1. 0 2.2. 0 2.3. 0 2.4. 0	2.1. Complete implementation of RAP and ESMP with regular report to the Bank and final audit report 2.2. Number of inter-cropping agreements signed and number of ha intercropped by farmers 2.3. At least 80% of activities implemented/ achieved annually 2.4. Gender specific grievance are reported in progress reports	Form Ghana reports or and AfDB project supervision/monitoring reports	<b>R:</b> Lack of community buy-in <b>MM:</b> implementing SEP/CEP. Community sensitization and training and implementing the intercropping policy.
KEY ACTIVITIES	1. Forest plantation establishment of 11,700 ha of forest plantation				<b>INPUTS</b> <u>Equity:</u> USD 19.4 million <u>Cash Flow from operations:</u> USD 3 million <u>Debt:</u> USD 24 million (incl. USD 14 million from AfDB) <u>Total:</u> USD 46.4 million	

# Annex 2.

## General guiding questions for the gender analysis through the project cycle

The matrix below highlights the steps of the project cycle and includes illustrative questions for conducting a gender analysis. These questions have been used for identifying and compiling good practices on gender mainstreaming in the Public Private Partnership for the Restoration of Degraded Forest Reserve project.

PROJECT CYCLE	GUIDING QUESTIONS
<b>Design phase</b>	
1. Gender analysis and equal participation of women and men prior to proposal development	<p>Were the differential needs of women and men addressed in the design of the project?</p> <p>What are the major gender gaps that the project activities face and will contribute toward reducing?</p> <p>Was there equal participation of women and men in management arrangements and as beneficiaries, partners and key stakeholders?</p> <p>Was there equal participation of women and men in decision-making processes?</p>
2. Manner in which the analysis shapes the project proposal and implementation	<p>What is/are the explicit gender objective/s objectives as described in the project proposal?</p> <p>What type of tools, actions identified to address possible gender inequalities emerging from the project?</p> <p>Does the project proposal include gender indicators?</p>
3. Identification of budget lines that accompany gender-responsive activities	<p>Are the gender-responsive activities accompanied by budget to ensure their implementation?</p>
<b>Implementation phase</b>	
4. Gender-responsive actions implemented by the project	<p>Did women and men have equal access to resources, services and capacity development?</p> <p>Track if the following engagement –pre-requisite for designing a gender-responsive project– are continued during implementation:</p> <ul style="list-style-type: none"> <li>• Equal participation of women and men in management arrangements and as beneficiaries, partners and key stakeholders?</li> <li>• Equal participation of women and men in decision-making processes?</li> <li>• Type of tools and actions identified to address possible gender inequalities emerging from the project?</li> </ul>
5. Degree to which the projects have gender expertise to carry out activities	<p>Does the project staff include gender and/or social inclusion experts?</p> <p>Does the project develop the capacity of staff to address gender considerations and the use of gender-responsive and participatory tools in the context of the project and its implementation?</p> <p>Does the project liaise or coordinate with gender stakeholders and/or experts?</p>
<b>Monitoring and evaluation phase</b>	
6. Review of logical framework to identify gender indicators	<p>Does the project track sex-disaggregated data as part of its monitoring system to follow its indicators?</p> <p>Do the project indicators track changes in the situation of women and men, including their access to job creation and benefit-sharing by the project?</p>



# Annex 3.

## List of informants and key stakeholders interviewed

### PEOPLE INTERVIEWED DURING VISIT TO PROJECT SITES

#### Sunyani HQ

Rosa Diemont BSc, Forestry Expert Form International  
Mariam Awuni, HR manager Form Ghana  
Evelyn Affreh, Environmental and social officer Form Ghana

#### Berekum HQ

Affum Augustine Plantation Manager Form Ghana  
Willem Kotze Forest Manager Form Ghana  
6 women from the Form Ghana Ladies Club Berekum  
Gloria-nursery supervisor, Florence- herbicide sprayer and Jessie-plantation cleaning Form Ghana workers  
Chief and Queen mother, two voluntaries (woman and man) from the community of Akroforo

#### Akumadan

Matthew Essuman plantation Manager  
nursery forewoman Felicia Winnebo and forewoman assistant Hawa Seidu  
Interview with 7 ladies from Form Ghana Ladies Club Akumadan  
Interview Chief, elders, women and men from the community Joe Nkwanta

#### City of Accra

Mr. Yaw Frimpong Plantation Development Manager Forestry Commission Ghana  
Mr. Kwame Agyei Forestry Commission  
Mr. Tabi Agyarko project manager (FIP) REDD+

# Annex 4.

## List of suggested gender indicators for measuring results in a forest initiative

GENDER EQUALITY ASPECT	POSSIBLE INDICATIONS
<b>Sample of output indicator</b>	
Women and men have equitable access to training and development of skills	<ul style="list-style-type: none"> <li>Number of women and men trained on silviculture or forest management</li> <li>Number of women with developed skills on non-traditional areas for women's work such as using a chainsaw or driving a truck</li> <li>Number of women and men with access to use working and protection equipment</li> </ul>
Increase in women participation on local forest management	<ul style="list-style-type: none"> <li>Number of women and men engaged in planting trees in degraded forest reserves</li> <li>Number of women and men trained on fire prevention and health and safety</li> <li>Number of women participating in fire squads in the communities</li> <li>Number of women and men consulted in project design</li> <li>Number of women and men participating in project meetings and activities</li> </ul>
Increase women access to productive resources	<ul style="list-style-type: none"> <li>Number of women and men with access to inter-cropping areas of land</li> <li>Number of grievance reports done by women and men</li> <li>Number of female-headed household resettled to a new area</li> <li>Project budget includes (or % of) earmarked funds for gender mainstreaming activities</li> </ul>
<b>Sample of outcomes indicators</b>	
Increase women's access to technology to reduce pressure on forest ecosystem	<ul style="list-style-type: none"> <li>Number of women from communities using clean cookstove technologies</li> <li>Numbers of women and men who adopt an improved agroforestry technology to increase productivity</li> </ul>
Increase women's access to productive resources	<ul style="list-style-type: none"> <li>Number of women involve in tree nursery production and selling of commercial and native species</li> <li>Number of activities under the BSA that contribute to reduce women reproductive workload (example collecting fire wood or water)</li> </ul>
Women and men increase their use and ownership rights to land and forest resources	<ul style="list-style-type: none"> <li>Number of women and men with sign inter-cropping agreements</li> <li>Number of women and men receiving fruit or medicinal trees</li> <li>Number of total inter-cropping ha assigned to women in the communities</li> </ul>
Women and men increase their access to employment opportunities	<ul style="list-style-type: none"> <li>Number of women and men hired in permanent job positions</li> <li>Number of women and men hired in non-permanent job positions</li> <li>Number of women and men receiving the same pay for the same job</li> </ul>
<b>Sample of impact indicators</b>	
Women and men have improved living conditions and reduce vulnerability	<ul style="list-style-type: none"> <li>Increase in allocation of funds to satisfy education, food, health of family members, disaggregated by sex, and by type of/ head of household</li> <li>Changes in household nutrition, health and education, disaggregated by sex of head of household / type of household</li> <li>Women and girls reduce their time for collecting firewood and water in communities</li> <li>Number or percentage of women and men with improved livelihoods</li> </ul>
Increased women's empowerment	<ul style="list-style-type: none"> <li>Number of women with saving accounts in the communities</li> <li>Changes in household income disaggregated by sex and head of the household/ type of household</li> <li>Increase of men's participation in reproductive activities in the household</li> </ul>





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