

**STAKEHOLDER MANAGEMENT PRACTICES OF THE FORESTRY
COMMISSION: A CASE STUDY OF THE YOUTH IN AFFORESTATION
PROGRAMME.**

KNUST

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DECLARATION

I hereby declare that this work is my independent work with the guidance of my supervisor hereby submitted for the first time to the Institute for Distant Learning KNUST as part fulfillment for the award of Masters in Project Management degree.

The work contains no previous published work by any person or Institution, nor material, which has been accepted for the award of any other degree of the University except where due acknowledgement has been made in the text.

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ABSTRACT

The Forest Commission in the Bono Region of Ghana face challenges from different people and groups by serving multiple stakeholders with potentially conflicting needs and interests.

The study examined the stakeholder management practices of the forestry commission: a case study of sustainable development in the youth in afforestation program.

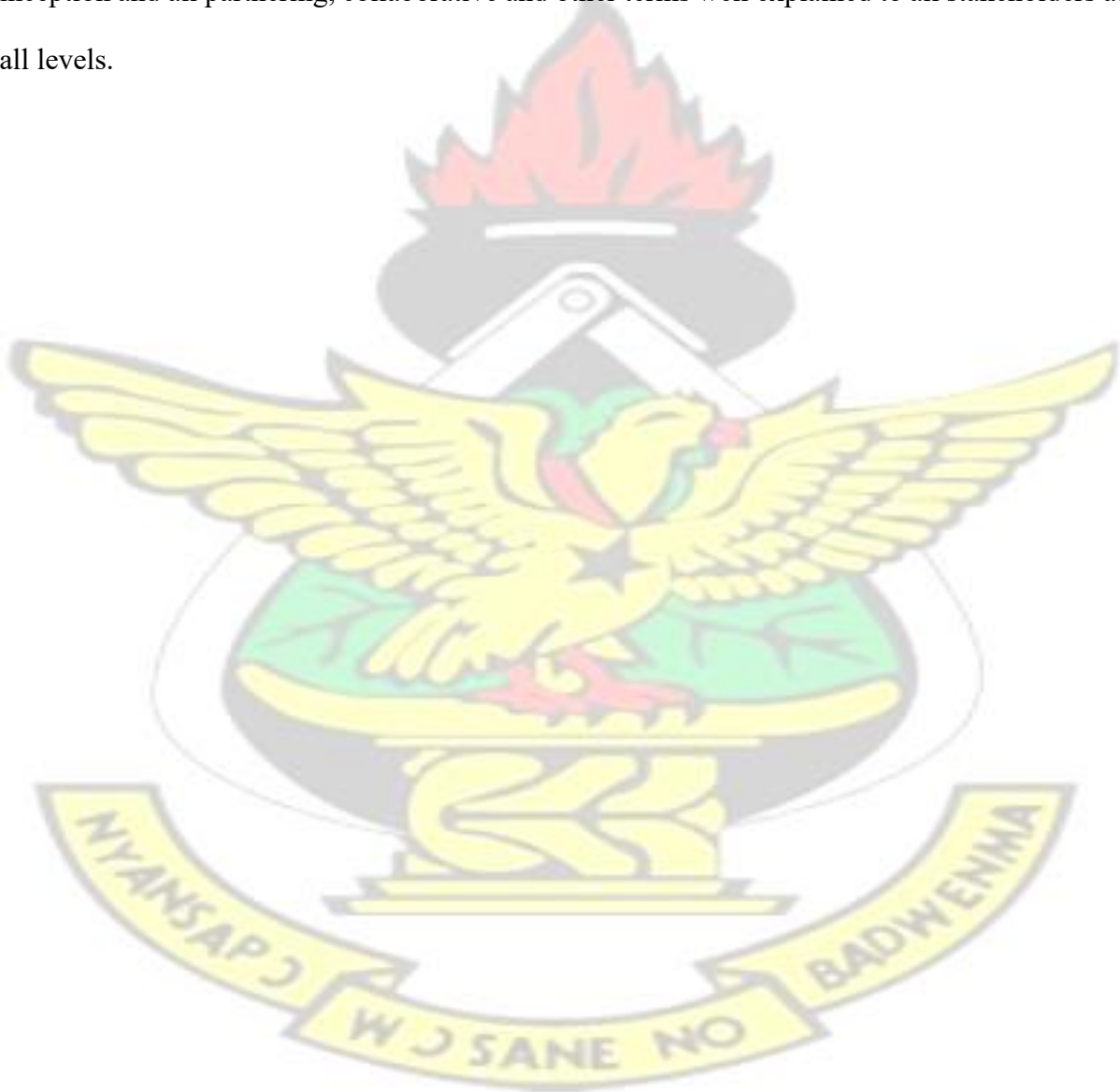
Purposive sampling was used to select the (10) stakeholder organizations comprising of 10 Project/Program managers from the various public authorities, ten (10) Heads of Organizations/other senior staff , fifteen (15) traditional rulers and ten (10) opinion leaders (Assembly members and Chiefs) representing the five communities.

Structured questionnaire was used to obtain information from the respondents while semistructured questionnaire was used to elicit information from traditional rulers and opinion leaders from the various community.

It was revealed that though there are common interests, stakes and responsibilities shared by the various stakeholders, there are many and conflicting interests indeed, enough to make a clearer understanding of any trade-offs equally complex and confusing to ordinary none professional actors of the sector. This was followed by an assessment of the various management practices implored or expected to be used by the Forestry Commission in managing their stakeholders, from which came out a number of revelations prominent among which were: one stop Stakeholder identification and analysis, no or less technical Stakeholder Categorization, planning and engagements and communication. And here again, the findings revealed that the Forest Industry is highly dependent on human numbers and for that matter collaboration and networking for its operations and success. The study concluded that many challenges encountered were due to youth allowance delays, conflict of interest, high cost management, lack of social drive and limited understanding and appreciation of the

KEY WORDS: Stakeholder Management Practices

kkafforestation project in sustainable development of the communities because it does not yield bread and butter to meet the immediate needs of beneficiaries but rather some intangible long yielding deliverables. The researcher recommend that stakeholder management practice should always look at the holistic development or the bigger picture of the communities and to avoid seeking individual or personal gains as the reasons for their participation in project implementation, additionally, all relevant stakeholders should always be identified from project inception and all partnering, collaborative and other terms well explained to all stakeholders at all levels.

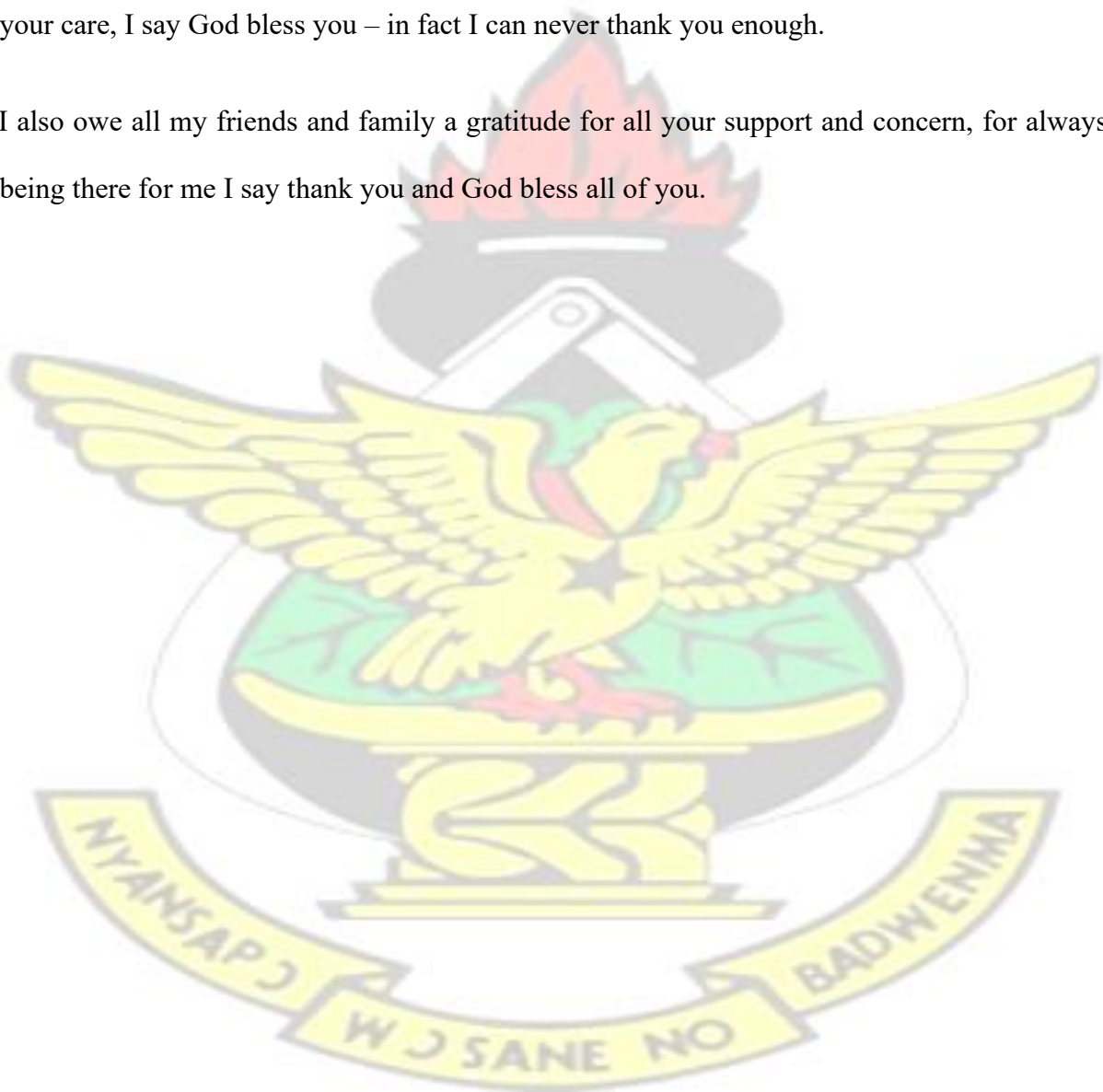


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DEDICATION

This work is dedicated first of all to the Almighty God for the gift of life and the opportunity of Education.

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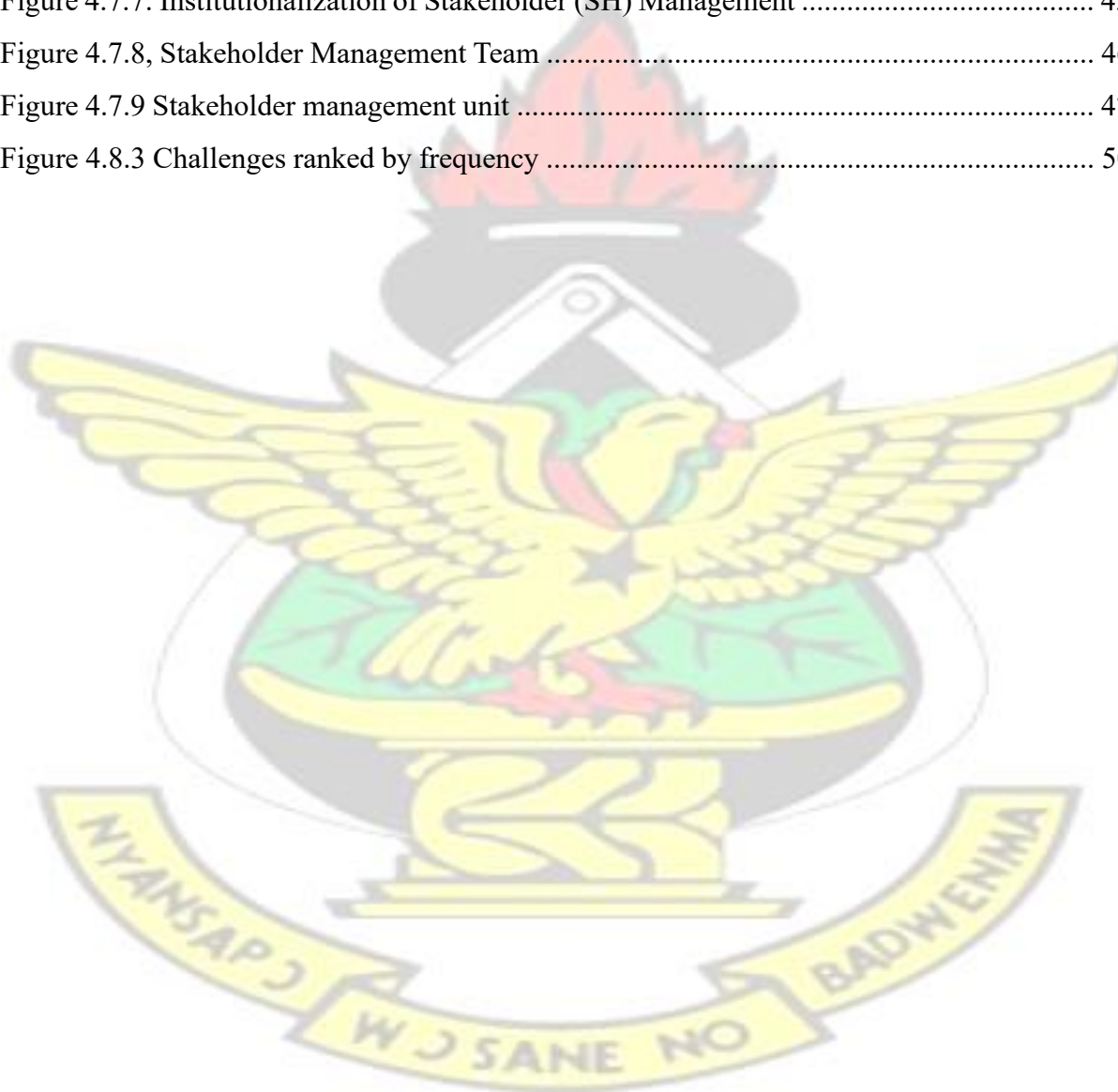
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Globally, forests hold a major value in the lives of both living and non-living things. One of the principal elements of forest is to take carbon dioxide from the atmosphere to generate oxygen for survival. Thus, a landscape without forest will seriously endanger human wellbeing. Forest is not only essential to human life, but also important for the survival of other non-human lives and species that depend on the forest environment for survival and flourishing. Forests should be well managed not simply for its functional value but for its intrinsic value (Anthwala, 2010).

Ghana is amongst one of the African countries endowed with natural reserve and these reserves holds a major contributor to the country's socio-economic development, a legislation was enacted by parliament to regulate the cutting of commercial trees to protect the forest from degradation. Over the past years, policymakers and governments have realized that it is impossible for the state alone to adequately manage and survey vast public forestlands because of budgetary constraints, inadequate institutional capacity and lack of incentives to regulate the large and growing number of forest users (Poffenberger, 1990; Banarjee et al., 1997). This concern made governments of developing countries to shift forest policy trend towards adoption of participatory management and benefit sharing with communities living within proximity of forests (Behera and Engel, 2005; White and Martin, 2002).

This legislation led to the formation of the Ghana forestry division, which main assignment is to curb the indiscriminate cutting of trees. Forest reserves are fully vested in the State through the Forest Ordinance of 1927, and all forest and timber resources are held in trust by the government on behalf of the stool landowners. Ghana is confronted with degradation in the use of its natural resources. According to IIED (2008), "marginalization of forest communities is

the central issue of forest governance in Ghana and illegal logging is a symptom of this problem". The decline in forests is alarming and may have potential devastating effects on biodiversity, humanity and the global environmental system as a whole. MES (2002) indicates that Ghana's permanent forest estate is estimated to be 10.9 11.8 % of the original forest cover. Presently, Ghana has an average annual deforestation rate of 22,000 ha/annum and less than 1 % of forest cover in off-forest reserves. This decline has been attributed mostly to failure of forest policies to explicitly deal with the low involvement of local stakeholders, lack of access and unequal benefit sharing of timber and non-timber resources in both on-reserve and off-reserve areas of Ghana (Kotey et al., 1998; Amanor, 1999; Boni, 2003; Marfo, 2009).

According to Asare (2000) ownership of forest is closely linked to the indigenous system of landownership. Landowners exert substantial control in deciding whether an area should be set aside for reservation. The forests of Ghana are classified as forest reserves, off-reserve forests, communal forests, community plantations, private/individual plantations and institutional plantations. Even though the laws of the country permit the state to set up a forest reserve on any land, the local stakeholders must be involved in the decision making.

Sustainability identifies a concept and attitude in development that looks at sites, natural land, water and energy resources as integral aspect of the development, (Viera,1993). Sustainability incorporates natural systems with human patterns and celebrates continuity, uniqueness and place making. Sustainable forest management requires that land be set aside exclusively for forestry purposes. Traditionally, lands in Ghana are owned collectively, with common control, management and use. Absolute ownership of land is entrusted in the chief (called the "stool" for his throne) or community leaders in trust for the community as a whole. In order for this system to be effective, there are several imperative preconditions: one, that the populations of organisms in the forest are able to produce a reproductive surplus; two, that there be adequate relatively undisturbed habitat; three, that soil fertility be maintained; and fourth,

that erosion, runoff and road construction be kept to a minimum and sustainable management of forests reserves in Ghana, therefore the need for this study.

1.2 PROBLEM STATEMENT

For several years, forest management has been jointly managed by both the indigenous people and government institutions. These management practices are failing to sustain the quality of the forest and deforestation is rampant. Sustainable development of forestry is a function of natural, man-made, human and social capital and the concept of sustainability incorporates economic, social and environmental components. Thus, the absence of stakeholder management in the sustainable development of forest management and development process cannot be overlooked. In the past years of forest governance, stakeholder involvement has progressively shifted towards rhetoric, (Ryan, 2001; Amanor, 2002). Stakeholder involvement has progressively shifted towards rhetoric in the past years. According to (Sheffy, 2005), there is narrow initiation of stakeholders' participation through limited definitions of conservation and participation.

In the absence of local stakeholders in forest management, development processes, forest reserves and off-reserve forests are continuously subjected to encroachment by fringe communities (Glover, 2005). The institution of forest reserves has created enmity between local communities and Forestry Services Division (FSD) because of the community's loss of access to benefits and the perception that the reserves were created without prior consultation. Although the reservation policy has been successful in the reserves themselves, it has had a negative impact on tree and forest protection outside forest reserves.

The failure of most community forest interventions can be attributed to government failure to communicate the benefits of reservation, and the communities' idea that their land does not belong to them anymore. Communities are seldom informed of their usufruct rights, leaving

the government to assume a policing role in its forest management and protection work. There have been several government intervention and studies on forests reserves and on how it could influence national development. Some of these social interventions was the Forestry Commission aiding communities in planting trees for both recreational and aesthetic value. These have included providing financial resources, reforestation, enacting and enforcing appropriate bye laws to achieve sustainable forests reserve management. In spite of these interventions to sustained forests reserves in Ghana, there appears to be challenges with respect to stakeholder management practices that can be used to ensure efficient and sustainable development management of forests reserves in Ghana, therefore the need for this study. (Forestry Commission, 2008 Annual Report).

1.3 RESEARCH QUESTIONS

To address the objectives of the research, the following questions will be asked:

1. Who are the stakeholders in afforestation program in the forestry sector and what are their corresponding stakes and responsibilities in the Bono Region of Ghana?
2. What are the stakeholder management practices of the Forestry industry in sustainable development in the youth afforestation program in the Bono Region of Ghana?
3. What are the effects and challenges in stakeholder management practices in sustainable development in the youth afforestation program in the Bono Region of Ghana?

1.4 AIMS

The aim of this study is to assess the stakeholder management practice in afforestation program of the youth towards sustainable development in the Bono Region of Ghana.

1.5 OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To identify the various stakeholders, their needs/interests and responsibilities with respect to sustainable development in youth afforestation program in the Bono Region of Ghana.
2. To identify the stakeholder management practices of the Forestry Industry in the Bono Region of Ghana.
3. To identify the effects and challenges of stakeholder management in sustainable development in youth afforestation program in the Bono Region of Ghana.

1.6 JUSTIFICATION OF THE STUDY

Participatory forest management is based on the premise that if local people whose daily lives are affected by forest management activities are involved in decision-making, efforts can be made to maintain the integrity of ecosystems and improve livelihood of the local people (Ferraro, 2000; Lise, 2000; Sekher, 2001; Sreedharan, 2002 cited by Glover, 2005). Despite recent forestry policy reforms in Ghana for optimizing local development and sustainable development of forests their successes are modest in practice (Amanor, 1999; Wily 2002; Sheffy, 2005). It is uncertain whether these policy reforms have yielded the desired results after more than a decade of their implementation in Ghana (Amanor, 2003; TropenbosGhana, 2005).

Although a large number of studies exists which have documented stakeholder's participation towards sustainable development in forest resources management, further investigation is still needed in order to better understand and provide detail information on stakeholders' management practices in afforestation program of the youth.

1.7 SCOPE OF THE STUDY

This study covers ten (10) stakeholders in the Forestry Industry in the Bono Region of Ghana. Project and program managers as well as traditional leaders, senior managers, assembly members and chiefs of the communities, saw millers/timber contractors and timber/wood

buyers are the target respondents who provided information for this study. The decision to use the region was based on the fact that Bono Region appreciable number of forest communities and forest reserve and their contribution to the development of the area is very crucial and as such there is the need to understand the critical issues such as stakeholder management challenges that affect the sector. The choice of the region was also influenced by the researcher's familiarity with the region.

1.8 ORGANIZATION OF THE STUDY

The study is structured into five chapters. The first chapter includes the introduction of the study background, problem statement, research objectives and questions. Also included in this chapter are the significance, scope and justification of the study. The following chapter, (two), deals with review of some relevant literature on the topic; the chapter is basically a review of books, journals, published and unpublished related works, articles, magazines, reviews and conference papers. The third chapter contains the methodology and design, the research population sample and sampling methodology of the research. This chapter goes further to look at the variables of the methods of data analysis. Chapter four, consists of the results and discussions of the research presented in narratives, tables and charts. The last chapter (five) is made up of the summary of the findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter presents works carried out by other researchers in the field of stakeholder management as it relates to the objectives of the study. The next section is subdivided into various sub-sections and presented along the research core objectives as they relate to stakeholder management and sustainable development in afforestation program in Ghana.

2.1 THE STATE OF GHANA'S FOREST

Ghana is located on the West Coast of Africa, located between latitudes 4° and 11.5° north of the equator. It has a total land area of 23.85 million ha and is surrounded by neighboring Countries like Togo on the east, La Côte D'Ivoire on the west, Burkina Faso on the north and the Atlantic Ocean on the south. According to (FAO.org), one of the main supports of the Ghanaian economy is Agriculture, which consist of forestry. This sector caters for 43% of the Gross Domestic Product (GDP), 50% of export earnings and 70% of total employment. Forestry as a sub-sector accounts for 6% of the GDP, 11% of export earnings and employs a labor force of 100,000 people (FAO.org)

Forest reservation started in 1927 by the colonial administration and ensured the reservation of 11 percent of the countrys total land area. In all, 282 forest reserves and 15 wildlife protected areas, occupying more than 38,000 km² or about 16 percent of the total land area, were established and gazetted in Ghana. There was an additional 4000 km² of forest outside this gazetted area. The primary objective of the reservation program was to safeguard the protection of considerable forest areas but the customary ownership structure process of forestland reservation was snubbed, and this trailed to an undesirable attitude among the population, especially those in forest border communities. This condition worsened by a failure to inform forest communities of their usufruct rights and by the focusing of forest management on forest protection by the central Government.

In Ghana, forest ownership is originated from the system of land inheritance where there are two strong traditional customary inheritance, namely patrilineal and matrilineal and both have different historical background and beliefs. These two systems have different ideologies with respect to land possession and ownership. According to (Agyeman ,1991), the patrilineal society believes that family inheritance should be passed on to the male descendants whereas; the matrilineal society observes that practice that a man's wife and children are barred from

the family heritage when sharing property. Thus, the property is inherited by family members of the man's maternal side hence the matrilineal inheritance. (Agyeman, 1991)

2.2 FOREST RESERVES

Through the 1927 Forest Ordinance, forest reserves are totally conferred in the State, and all forest and timber resources are in the custody of the government on behalf of the traditional landowners. Although landownership did not change at the time of reservation, traditional owners are denied rights of access to trees or land in the reserves unless they have a permit view that reserves were created without consultation. According to Asare (2000), ownership of forest is closely linked to the indigenous system of landownership and through this is communally held in faith on behalf of the people through the stools and skins. In deciding whether a particular area should be set aside for forest reservation is at the sole discretion of the Landowners. Even though national law permits the government to establish a forest reserve on any land it deems appropriate, government must also take into consideration the views of the landowners through a process of negotiation, which is under the authority of a forest reserve settlement commissioner. The government must consider the concerns of these landowners during the negotiation process. (Asare, 2000)

2.2.1 TYPES OF FOREST RESERVE

2.2.2 COMMUNAL FORESTS

Communal forests are woodlands outside forest reserves; most of them are in northern Ghana. Distinct from the off- reserve forests of the south, which have economically exploitable timber trees, the trees in communal forests can be used only by households as sources of fruits, other foods, medicines etc. Communal forests are either natural or established by communities with support from Forest Service Division (FSD) and NonGovernment Organization (NGO). Trees in these forests cannot be owned or inherited by individuals, but usufruct rights – such as collection of herbs, fuel and food can be, according to the relevant rules and regulations. In Upper West region for instance, some communities have reserved areas of land for fuel wood production. NFPDP Annual Report, (2005).

2.2.3 SACRED GROVES

Forest grove are forest that the local people in the community have set aside on communal land, Ghana Environmental Protection Agency (2005). They occur throughout Ghana and are usually very small. No individual has the right to plant, use or inherit trees and other tree products in most of the traditional forest groves, which are of great socio-cultural and religious important. The rich histories of these natural enclaves are diverse, but most are interconnected to the beliefs and values of local people. Traditional authorities employ indigenous strategies to exclude human activities from sacred groves, retaining them in or near their original natural state. The most common of these strategies are taboos that restrict people's entry altogether or on particular days. Sacred groves therefore present a mosaic of undisturbed habitats for flora and fauna within degraded ecosystems.

2.2.4 OFF-RESERVE FORESTS

Ownership rights to economic timber trees in off-reserve forests also rest with the government, but access to other forest and tree resources depends on the current landownership and

inheritance system. Usually, tree resources are assigned to satisfy the rising domestic and fuel wood demands. The greater tree's economic value, the greater the restrictions placed on its use by landowners, especially for tenants and immigrants. It is difficult for immigrants to own trees through planting on the land they rent. Such tenure restrictions reduce tenant farmers attachment to their farmlands and are major disincentives to Sustainable Forest Management and poverty reduction. Land tenure rights and land administration have to be fully assessed so that their contributions to both local and national economies can be increased through Sustainable Forest Management and poverty eradication. According to Opoku (2005), the 2002 revision of off-reserve royalty rates had very poor results. He states that the formula for distributing royalties from stool land was set out in the constitution, so by seeking to determine royalty rates administratively, the government is violating the constitution. He also comments that the Forestry Commissions collection of stumpages has been so poor that the benefits of the policy have been nullified.

2.2.5 TRADITIONAL, COMMUNITY AND PRIVATE FORESTS

The rising population, coupled with increased demand for agricultural land and infrastructure have also led to serious encroachment of some sacred groves. Although some groves are well-preserved with few or no signs of degradation, others have been seriously affected by farming activities, unauthorized logging, bushfires, building projects, road construction mine extracting etc. Some groves have been degraded beyond recovery as a result of encroachment. Local communities and Non-Governmental Organizations have initiated restoration programs in some groves, but a major disadvantage to the management and monitoring of sacred groves is the lack of data with which to elicit support from interested groups.

2.2.6 THE TAUNGYA SYSTEM

Taungya is an agroforestry system that entails inter planting trees with crops on the same piece of land (FAO, 1984). The Taungya System was introduced in the 1920's as part of corrective

actions to restore the degraded forest lands and provide opportunities for forest fringe communities with scarce land the chance to obtain land for farming (Nsiah, 2009). Portions of degraded forest reserves which was poorly stocked in terms of commercial timber species were demarcated and allotted to farmers for farming. The farmers cultivated their food crops and inter planted them with a number of timber species comprising *Tectona grandis* (teak), *Cedrela odorata* (cedrela) and *Gmelina arborea* (gmelina). Crops cultivated included maize, plantain, and vegetables. Under the arrangement, farmers are expected to cultivate the land for three years after which they were made to terminate the cultivation of any food crops on the allocated plot. They were however, allowed to harvest from the crops they planted earlier for about two more years after, which the farmers completely abandoned the plots (Nsiah, 2009). The tree-crop interaction is designed in such a way that it will produce complementary effects instead of competing with each other (Vieira et al., 2009).

2.2.7 THE MODIFIED TAUNGYA SYSTEM

The Modified Taungya System (MTS) differs from the traditional Taungya System as it includes legally-binding land lease and benefit sharing agreements (Nsiah, 2009). Unlike the Taungya System, farmers under the MTS are allowed to co-own the plantations together with the Forestry Commission. This new system allows the farmer to cultivate his crops while nurturing the seedlings until canopy closure, which is quite different from the traditional taungya system where they were driven away after three years. Apart from that, farmers also stand to benefit from plantations they nurture being eligible to 40% share of the plantation and 100% share of proceeds from the agricultural crops they plant (Nsiah, 2009). The rest of the benefits are shared as follows; the FC (government representative) receives 40%, whilst the landowners (traditional authorities) and the forest fringe communities are entitled to 15% and 5% respectively (Agyeman et al., 2003). According to Nsiah (2009), the major planted species is teak (60.0%). Other species planted include *C. odorata*, *G. arborea*, *Terminalia* (superba and

ivorensis), *Triplochiton scleroxylon* and *Khaya* spp. Teak has come to be the most attractive species for afforestation in Ghana owing to the high demand on both domestic and international markets.

2.3 THE “STAKEHOLDER” CONCEPT

The word 'stakeholder' has assumed a prominent place in public, nonprofit management and private theory and practice in the last 25 years, and especially in the last decade. The term refers to persons, groups or organizations that must somehow be taken into account by leaders, managers and front-line staff (Bryson et al., 2002). According to Freeman (1984), a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives „ In a similar line, Peter (2008) also defined stakeholder as anyone whose interest can be negatively or positively affected by the project and who may be able to affect the success or failure of the project. Any person or organization that is actively involved in a project, or whose interests may be positively or negatively affected by execution or completion of the project.

As described by Kotey et al ,1998), stakeholder theory is implemented in this study. In this work, Stakeholders are defined as “a group of persons and institutions who have a statutory, customary or moral right to use or benefit from the forest, and the power (legal, traditional or moral) to control or regulate conduct and behaviour, which has an effect on the forest, and others whose livelihood or well-being is affected by the forest. Any party who has an interest in the forest by it government, Non-Governmental Organizations, institutions and the local community are all considered as stakeholders.

Kalsern (2002) of the Norwegian School of Management BI, also gave a broader view of the concept stakeholders when he included clients, end users, contractors, consultants, labor

unions, line organizations, public authorities, financial institutions, insurance companies, controlling organizations, media, third parties, and competitors as stakeholders.

2.3.1 TYPES OF STAKEHOLDERS:

- Primary stakeholders: are those ultimately affected, either positively or negatively by an organization's actions.
- Secondary stakeholders: are the intermediaries, that is, persons or organizations who are indirectly affected by an organization's actions.
- Key stakeholders: (who can also belong to the first two groups) have significant influence upon or importance within an organization. (Wikipedia, 2011).

In the context of this study, primary stakeholders are referred to as the dependent communities living close to the forests, and are directly affected by forest management decisions and its activities.

2.3.2 STAKEHOLDER ANALYSIS

Stakeholder analysis is a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project (IFC, 2007). It is a critical process that feeds into stakeholder engagement and organizational change process in general; according to the International Finance Corporation, It is not practical, and usually not necessary, to engage with all stakeholder groups with the same level of intensity all of the time.

Being strategic and clear as to whom you are engaging with and why, before jumping in, can help save both time and money. This requires prioritizing your stakeholders and, depending on who they are and what interests they might have, figuring out the most appropriate ways to engage. Stakeholder analysis should assist in this prioritization by assessing the significance of the project to each stakeholder group from their perspective, and vice versa. The IFC (2007)

added that whilst doing this, it is important to keep in mind that the situation is dynamic and that both stakeholders and their interests might change over time, in terms of level of relevance to the project and the need to actively engage at various stages. It is frequently used during the preparation phase of a project to assess the attitudes of the stakeholders regarding the potential changes.

Stakeholder analysis can be done once or on a regular basis to track changes in stakeholder attitudes over time; stakeholder analysis has the goal of developing cooperation between the stakeholder and the project team and, ultimately, assuring successful outcomes for the project. Stakeholder analysis is performed when there is a need to clarify the consequences of envisaged changes or at the start of new projects and in connection with organizational changes generally. It is important to identify all stakeholders for the purpose of identifying their success criteria and turning these into quality goals thus stakeholder identification is a process that feeds into stakeholder analysis. (Freeman, R. E, 1984)

In stakeholder analysis, one possible consideration is to evaluate the stakeholder in relation to selected issues, e.g., his or her area of interests in the project, desired contribution to the project, expected rewards, domains, attitudes, possible moves, etc. Another technique is to assess the stakeholder along two dimensions the potential for threatening or affecting the project, and the potential for collaboration with the project. This assessment permits the project manager to classify the stakeholders into four categories; supportive, marginal, nonsupportive, and mixed blessing (Savage et al., 1991).

Stakeholder analysis is a key part of stakeholder management. Stakeholder analysis is a term that refers to the action of analyzing the attitudes of stakeholders towards something (most frequently a project). Because attention to stakeholders is so important, stakeholder analyses become important. If they can help public organizations better fulfill their purposes, then there

is much to commend them. Specifically, stakeholder analyses should be undertaken because they can make important contributions to creating value through their impact on the functions or activities of strategic management. Said differently, strategic management processes that employ a reasonable number of competently done stakeholder analyses are more likely to be successful that is, meet mandates, fulfill missions and create public value than those that do not. At a minimum, stakeholder analyses should help public managers figure out who the key stakeholders are and what would satisfy them. Ideally, the analyses will help reveal how ways of satisfying those key stakeholders will also create public value and advance the common good.

2.3.3 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Today, the term stakeholder engagement is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project (IFC, 2007) This definition encompasses the entire process of stakeholder management in any project management. However, stakeholder engagement as a process according to (Wikipedia, 2009) is the process by which a firm's stakeholders engage in dialogue to improve a firm's decision-making and accountability toward corporate social responsibility (CSR) and achieving the triple bottom line. Stakeholder engagement works to take into account the concerns and objectives of a firm's stakeholders in its decisions. Stakeholder engagement takes into account the varying perspectives, priorities, and limitations of different stakeholders.

2.3.4 STAKEHOLDER PARTICIPATION

Barnejee et al. (1997), describe forest resources management as the active involvement of different stakeholders in describing forest preservation, objectives, defining beneficiaries, settling dispute over forest use, monitoring and evaluating the performance of afforestation project or programs. However, this study defines participation as: “the process in which

interested parties” impact and share control over development plans and proposals, decisions and resources which affect them as proposed by the World Bank (World Bank, 1996).

2.3.5 STAKEHOLDER MANAGEMENT CHALLENGES AND IMPACT

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, monitoring, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Whilst traditional Project managers focuses on tools and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focus on human dynamics; managing relationships and communications (Peter, 2007) Stakeholder Management is a process and control that must be planned and guided by underlying Principles. Stakeholder Management, within business or projects, prepares a strategy utilizing information (or intelligence) gathered during the following common processes: Stakeholder Identification, Stakeholder Analysis, Stakeholder Engagement, Stakeholder Matrix, and Stakeholder Communication.

Additional problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project (Kalsen, 2002). Results from earlier research have identified that in many projects, management of stakeholders lacks strategies, plans, and methods (Karsen, 1998). Stakeholder management is often characterized by spontaneity and causal actions, which in some situations are not coordinated and discussed within the project team. The result of this practice is often an unpredictable outcome. To address this, Peter (2008) said, Project Managers are also Project

Stakeholders, and therefore have a responsibility to improve themselves; you must be self-directed under changing and unclear conditions. You cannot hope to stabilize the world around you, but you must stabilize

2.4 SUSTAINABILITY

Claims of sustainability are virtually impossible to prove but enough is known about tropical forest ecology and culture to protect ecosystem functions and maintain biodiversity while still deriving financial profits from logging. Rapid improvements in long-term forest production will derive from better planning of harvesting operations and stand improvement treatments. Lack of good management plans generally results in logging practices that destroy natural regeneration and increase forest susceptibility to soil loss, wildfires, and weed infestations. Participation of forest managers, timber importers, researchers, and environmentalists in the development of methods for assessing the social and ecological impacts of tropical forestry operations inspires hope for sustainability.

2.4.1 SUSTAINABILITY OF FORESTS

Ghana has 266 forest reserves, 216 of which occupy 1,634,100 hectares in the high forest zone Hawthorne and Abu-Juam (1995). The forest reserves were originally established to promote ecological stability, watershed protection and windbreaks, while seeking to guarantee the flow of goods and services for socio-economic development. In 1993, it was estimated that in areas outside permanently reserved forests, there was extreme deforestation pressure, leaving an estimated 400,000 hectares of forest cover ("off-reserves") from which comes most timber supply. FD (1993). Within forest reserves, there are some 15,000 hectares of timber plantations (mainly *Tectona grandis*, *Cedrela odorata* and *Gmelina arborea*) that provide the key source of transmission poles for rural electrification. Forestry Department, (1993). Recognizing the economic and environmental benefits from such plantations, private interests and communities have planted trees on an increasing scale around the country. Based on the forest inventory,

which started in 1986, forest reserves in the high forest zone are in classes according to the condition of the estate (Ghartey,1989, Wong, 1989).

2.4.2 SUSTAINABLE FOREST MANAGEMENT

Sustainable forest management (SFM) implies various degrees of deliberate human intervention, ranging from actions aimed at safeguarding and maintaining the forest ecosystem and its functions, to favouring specific socially or economically valuable species or groups of species for the improved production of goods and services. (FAO,1999). Sustainable Forest Management (SFM) ensures that the values derived from the forest meet present-day needs while at the same time ensuring their continued availability and contribution to long-term development needs. (FAO,2008). It has a tremendous potential to serve as a tool in combating climate change, protecting people and livelihoods, and creating a foundation for more sustainable economic and social development. To minimize the impacts of climate change on forest ecosystems and forest-dependent people, countries will require flexible and equitable decision-making processes at local and national levels that allow for rapid and adaptable forest management practices. There is growing awareness that SFM should include measures for the effective conservation and management of forest resources in order to meet the actual and future needs of local people. (Peters,1996).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter introduces and discusses the research outline and the methodology adopted for the study following the literature review. It also covers the location and description of the study area in the Bono Region of Ghana, criteria for the selection of community sections as well as the research design for data collection and analysis

3.1 STUDY AREA

Bono Region is the central point of the landmass of Ghana and it's bordered in the North by the Savannah Region, in the South by Ahafo Region and in the East by Bono East Region. It covers a land size of about 10,256km². Bono is a relatively new region that was created this year 2019. The region is one of the newly created regions as part of the divisions that was implemented by this current administration through a referendum. This particular region is known as providing the country with foodstuffs like plantain, cassava, beans, tomatoes, onion etc. and cash crops like cotton, coffee, cocoa, cashew etc.

The inhabitants and indigenes of this region are very warm and welcoming with different ethnic backgrounds. Predominant amongst this group are the Bonos" who come from the large Akan tribe. Sunyani being the capital town of the Bono Region is known and mostly prides itself as the cleanest city in the whole country. Some common species of timber found in this area are; Denya, Mahogany, Sapele, Wawa, Kusia, Dahoma, Niangon, Ceiba, Makore, Kako, Wawabima, Otie amongst others. In addition, some of the common plantation species found in this zone are; Teak, Cedrela and Gmelina.

The region can boast of a regional hospital, which is situated in the heart of Sunyani. It also serves as a referral hospital for the surrounding communities within the Sunyani environs.

Several district hospitals and health centers can be located at vantage points within communities in the region.

The Bono Region is a very tranquil and peaceful place. Crime rates in the region are very low as compared to other regions. The region is also a home to lots of tourist attractions such as Duasidan Money Sanctuary located southwest of Dormaa Ahenkro. The region has a tropical climate with very high temperatures. This explains why it has large high forest zones in the country. The region has nine (9) communities namely Sunyani, Odumase, Nksawkaw, Sampa,

Nkrankwanta, Berekum, Dormaa Ahenkro, Badu and Chiraa with Sunyani being the regional capital. Some of the domestic fruit trees and food from the Bono Region are yam, maize, cassava, plantain, cocoyam, cashew, cocoa, coffee, rubber, cotton, oil palm, mango, pineapple, watermelon, tomatoes, garden eggs, beans etc. the people are predominantly farmers due to the large arable lands available in the community. Bono Region can boast of virgin forest that are homes of various species of timber and other important medicinal and food plants. Due to the growing nature of the region, it is now a major town for agriculture, commercial and industrial activities.

3.1.1 LOCATION AND SIZE

Bono Region is located in the middle part of Ghana and is bordered in the North by the Savannah Region, in the South by Ahafo Region and in the East by Bono East Region. It covers a land size of about 10,256km². Bono is a relatively new region that was created this year 2019.

3.2 STUDY POPULATION

The target population for this study was the stakeholders in the Forestry sector in the Bono Region of Ghana. There are about ten (10) stakeholder organizations in the Forestry Industry in the Bono Region. The sampled organizations comprised all ten (10) stakeholder organizations and communities operations cut across wide and holistic sustainable forest developments. Stakeholders operating in all these areas were considered for the study so as to obtain a broader view of the research topic. Thus, the study is conducted in ten (10) stakeholder organizations namely;

1. Forestry Commission comprising of the Forest Services Division (FSD), Timber Industry Development Division (TIDD) and Wildlife Division.
2. Sunyani Municipal Assembly
3. Lands Commission

4. Environmental Protection Agency
5. Media
6. Ministry of Lands and Natural Resources
7. Indigenes of the Community
8. Saw millers/Timber Contractors
9. Traditional Rulers
10. Timer/Wood Buyers

3.3 THE RESEARCH DESIGN

The research design includes a background of what the study is about; this study is mainly a survey one that combined secondary data sources with primary data, which were collected from the field using structured and semi-structured questionnaire as well as focus group discussion and key resource persons discussion. Thus, quantitative and qualitative data, which are most appropriate for this kind of study, were collected from these sources. To ensure corroboration or otherwise of facts and issues that were gathered, there was data sources and methods at all levels of this study.

3.4 THE RESEARCH SAMPLE SIZE AND SAMPLING TECHNIQUE

Two sampling techniques were used in this study. Quota and census sampling method were used to select the sample for this study. The Quota Sampling technique helped in the selection of respondents who provided relevant factual information for discussion (Leedy and Ormrod, 2005). This was preferred because purposive sampling allows the researcher to select respondents who have good knowledge about the subject in question. Besides, looking at the nature of the research, the study sought to solicit information from a section of the population of stakeholder institutions and communities in the Bono region of Ghana who by virtue of their position of works have the capacity to represent their various institutions as stakeholders in sustainable development in the youth afforestation program. This was important because the

study wanted to elicit views of respondents who have specific expertise and hence may require specific knowledge in stakeholder management practices. It targeted project and program managers, senior managers, chiefs, assembly members, traditional rulers, saw millers/timber contractors, timber/wood buyers in stakeholder organizations in the Bono region, Ghana. This was due to the fact that any developmental project that goes on in the community actively involves these people.

In addition to the purposive, census sampling was also used in the study. This is a sampling technique where the entire population is used for the study. It is usually attractive for small populations e.g., 200 or less. According to Kothari (1990), census sampling has the advantage of having a high accuracy since there is no element of chance. A census sampling method also eradicates sampling error and makes available data on all individuals in the population. The same purposive technique was used to select respondents from the five (5) out of the nine (9) research communities for the survey. They include opinion leaders such as chiefs, assembly members, elders, timber/wood buyers; saw millers/timber contractors in the subject area.

A sample size of forty-five (45) was selected for the study using a standard deviation formula. This comprised of 10 Project/ Program managers from the various public authorities, ten (10) Heads of Organizations/other senior staff, fifteen (15) traditional rulers and ten (10) opinion leaders (Assembly members and Chiefs) representing the five communities. Quota Sampling was used as a means of choosing out a specific sub group of people with a clearly defined knowledge area.

Table 3.1: Sample size breakdown

Sample category	Number of sampled members	Percentage
Program or Project Managers/	10	22
Heads of Organizations/other senior staff	10	22

Traditional leaders	15	34
Indigenes communities	10	22
Total	45	100

3.5 DATA COLLECTION

This work relied mainly on primary and secondary sources of data but more heavily on primary data as the research was purely a survey type, which utilized structured questionnaire, semi-structured guide and interview. The structured questionnaire was made up of close and open-ended questions administered directly the respondents. The semistructured guide and interview was used for focused group and key resource personnel discussion. The process adopted for the study comprised of reconnaissance survey to the study area, design of questionnaires; pre-test of questionnaires and main field survey (data collection). This particular method of gathering information from people with in depth knowledge related to my field and also indigenes who were direct beneficiaries of the program his specific way of gathering my data was due to the fact that my target was made up of both technical

3.5.1 RECONNAISSANCE SURVEY

Reconnaissance survey was conducted at the initial stage of the research at the study area, which offered the opportunity to have fore knowledge about the precise location of the various the communities and also contact with the stakeholders in the community. The survey was also done to gather information on the following: population and number of stakeholders involved in afforestation programs in the community.

During the survey, there was a familiarization visit to introduce the essence of the research on the stakeholder management practices in afforestation program for sustainable development to establish trust with the local people. Visits were also made to the institutions involved in the

research in the study area to solicit information regarding their respective roles in afforestation program in the protection of the forest reserve. These institutions were the Forestry Commission, Environmental Protection Agency (EPA), Sunyani Municipal Assembly, Lands Commission, Ghana Revenue Authority, Ministry of Lands and Natural resources and Saw Millers & Timber Contractors.

3.5.2 QUESTIONNAIRE ADMINISTRATION

Questionnaires were administered to a total of 45 respondents comprising of two (2) opinion leaders from each of the five (5) selected communities, three (3) traditional rulers from each of the five (5) communities, two (2) each from Timber/Wood buyers and Saw millers/Timber contractors. Two (2) officials each from Forestry Services Division (FSD), Timber Industry Development Division (TIDD) and Wildlife Division, Environmental Protection Agency (EPA) Ministry of Lands and Natural Resources, The Media, Lands Commission, and the Sunyani Municipal Assembly.

3.6 DATA ANALYSIS

To transform the raw data into information for useful and meaningful purposes, there was the need to put the data into manageable form, thus creating summaries and categories and applying Statistical inferences. From here, the following was done to finally analyze the data in order of the research objectives and questions. First and foremost, the data were edited to ensure consistency and as well identify and purge them of all forms of errors and omissions which could come up in the course of the data collection. The data were then coded thus classifying and categorizing the data into manageable and analyzable form. The quantitative aspect of the data was analyzed using statistical software known as, Microsoft Excel while the qualitative aspect was analyzed and interpreted by way of transcription as well as logical and deductive narratives mainly with the aid of tables, graphs and charts.

3.7 RESEARCH CHALLENGES/LIMITATIONS

Given the category of respondents this study dealt with, the data collection was time consuming and quite slow as some organizations had to be revisited and phone called severally before getting the scheduled officers to grant the interview. In some cases, it was not possible to have a face to face interviewing opportunity with scheduled officers so the questionnaire had to be given to them so that at their own convenient time they respond; in such cases there was limited avenue for some of them who needed clarification on some aspects of the questionnaire. Another major challenge to this work was time; there was virtually no time to do respondent feedback and discussion of interpretations and conclusions of the research with the participants for the purpose of verification and insight.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents the findings of the study in line with the following research questions the researcher sought to find answers to: Who are the stakeholders in afforestation program in the forestry sector and what are their corresponding stakes and responsibilities?, What are the stakeholder management processes of the Forestry industry in sustainable development in the youth afforestation program?, and What are the effects and challenges in stakeholder management practices in sustainable development in the youth afforestation program in the Bono Region of Ghana?.

4.2 SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

With the forty-five (45) questionnaires, which were administered to all ten (10) stakeholder's in the Forestry Industry, a total number of forty-five (45) were returned constituting 100% of the total response rate. Table 4.1 below shows the breakdown of the number of responses

received from the selected stakeholders. From the survey results from Table 4.1, two (2) questionnaires were received from Forestry Division (FSD), two (2) from Timber Industry Development Division of the Forestry Commission (TIDD), two (2) from Wildlife Division of the Forestry Commission, two (2) from the Sunyani Municipal Assembly, two (2) from the Lands Commission, two (2) from the Environmental Protection Agency (EPA) two (2) from the Media, two (2) from the Ministry of Lands and Natural Resources, two (2) each from five (5) communities, two (2) Saw millers/Timer Contractors, three (3) each from traditional rulers for five (5), and two (2) from Timber/Wood buyers.

4.2.1 OCCUPATION OF RESPONDENTS

Figure 4.2.1 illustrates that of the 45 respondents, 24% respondents were senior managers and 18% were Traditional leaders. These are the predominant occupation of the respondent's stakeholders in the region. In addition, 16% of the respondents were engaged in farming, 9% were wood/saw miller traders whiles 11% represent middle managers, assembly members and chiefs respectively.

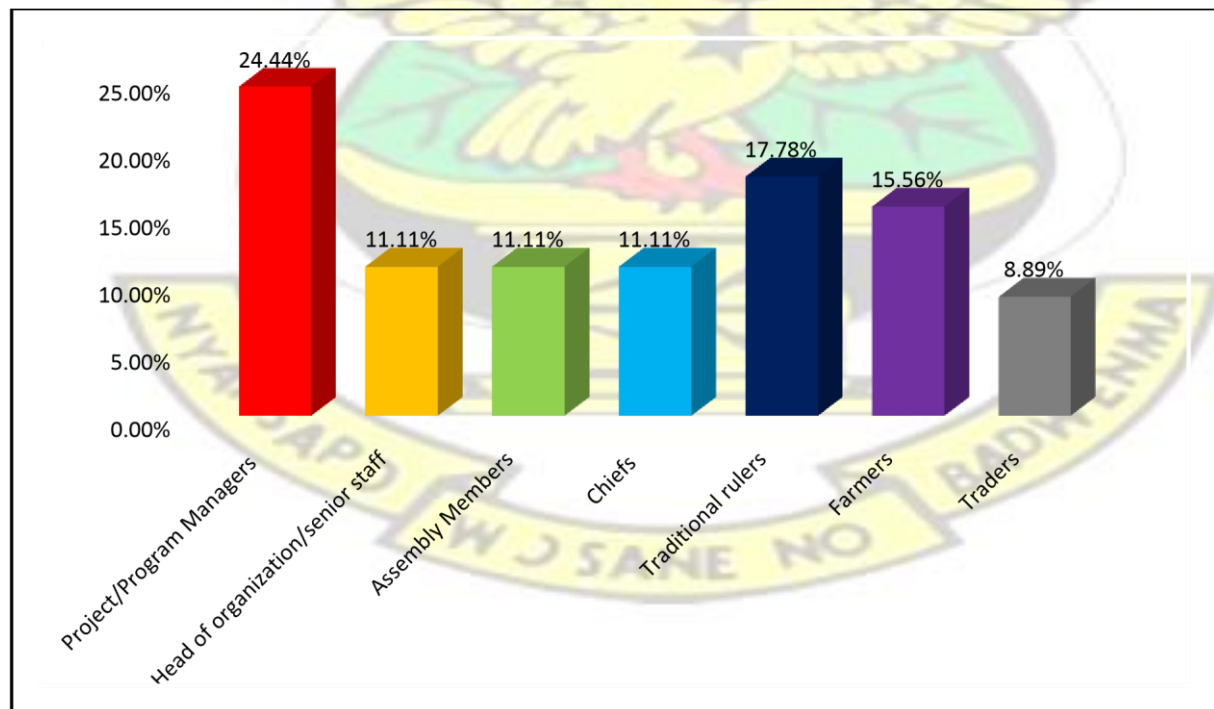


Figure 4.2.1: Respondents

4.2.2 EDUCATIONAL STATUS OF RESPONDENTS

Figure 4.2.2 illustrates the educational status of respondents in the study area. Of the 45 respondents interviewed, 11% have no formal education whilst 27% had formal education (elementary/JHS/Middle School/SHS/Tech. /Voc.). The figure shows that all the five (5) sections of the community have majority of respondents with formal education. However, 38% respondents have MSc./MPhil/MBA education whilst the rest of 23% have BSc. education. **Figure 4.2.2: Respondents' Educational Status**

4.3 SCOPE OF STAKEHOLDERS IN THE FORESTRY SECTOR

Table 4.2.3 contain and represent a whole range of groups and institutions constituting stakeholders for the sampled organizations. However, the table also contains some basic definitions of why they are stakeholders.

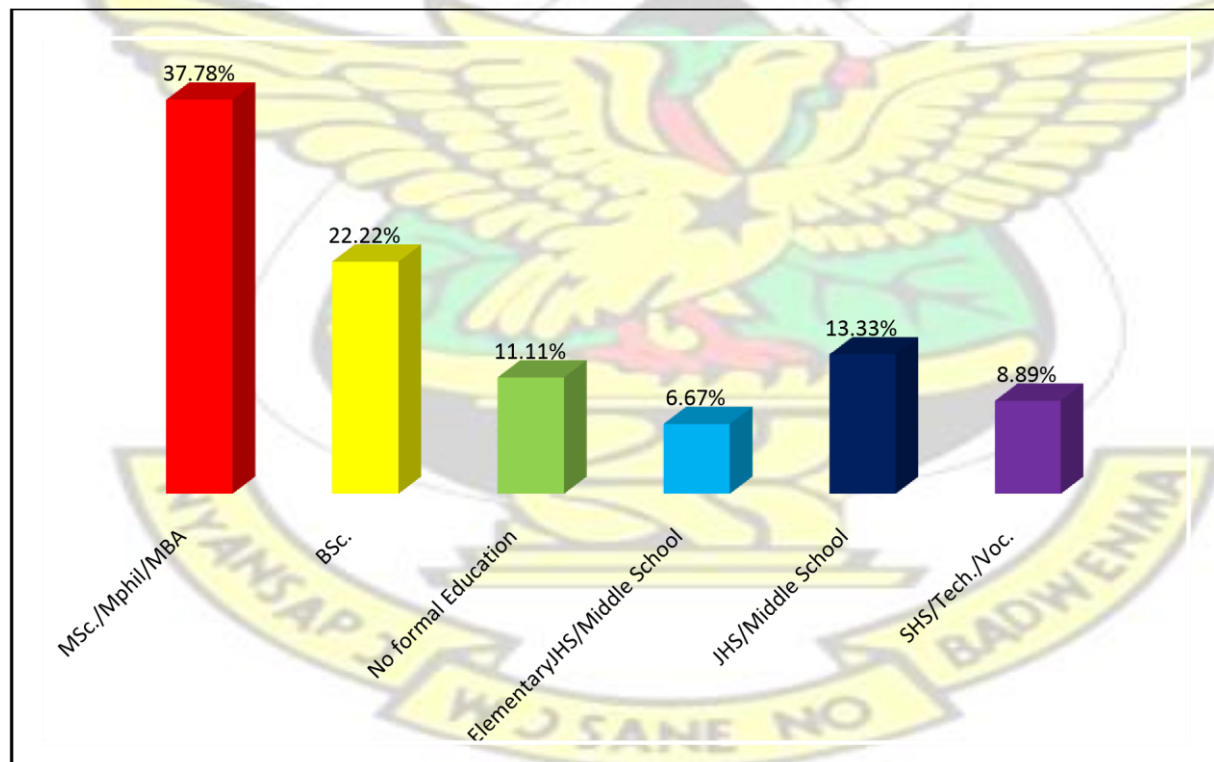


Figure 4.2.2: Respondents

Table 4.3: Range of Stakeholders in the forestry sector

STAKEHOLDERS	NO. OF RESPONDENTS	WHY THEY ARE STAKEHOLDER
Forestry Commission	6	Power to cause change, Policy controlle have interest, implementation mobilization, collaborators, hosts of activities, technical service providers., monitoring and evaluation
Sunyani Municipal Assembly	2	Have common interest, collaborators, expertise, support in implementation.
Lands Commission	2	
Environmental Protection Agency (EPA)	2	
Ministry Of Lands And Natural Resource	2	
Media	2	Impactful , Publicity and put pressure to facilitate work, does education/sensitization
Saw Millers/Timber Contractors	2	Beneficiaries/center of work, main target owners of project results, process and outcome/service owners, their needs, justifies the action/project. Also owners project results.
Timber/Wood Buyers	2	
Communities (Opinion Leaders)		
1. Nsawkaw	2	
2. Berekum	2	
3. Dormah Ahenkro	2	
4. Nkrankwanta	2	
5. Badu	2	
Traditional Authorities		Power to cause change, community custodians, Information/consent, have a critical role to play, Community mobilization.
1. Nsawkaw	3	
2. Berekum	3	
3. Dormah Ahenkro	3	
4. Nkrankwanta	3	
5. Badu	3	

TOTAL	45	
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4.4 STAKES AND RESPONSIBILITIES OF IDENTIFIED STAKEHOLDERS

As represented in the table 4.2.4 below, who becomes a stakeholder in the Forestry industry does not happen in a vacuum, it comes with: who has a stake or interest in a given project or activity? as well as who has a responsibility towards the project or activity? As varied as the stakeholders are, so too are the stakes and interests; they range widely from sustainable development for the forestry reserves for the entire communities to personal and institutional economic rewards (see column 2 of table 4.2.4). Some of the stakeholders „stakes such as forestry management or change or community development cut across a number of the stakeholders“ groups. For stakeholder responsibilities they also came in variedly representing the potential wealth of resources at the disposal of the sector and its players but which can be effectively harnessed through effective stakeholder management.

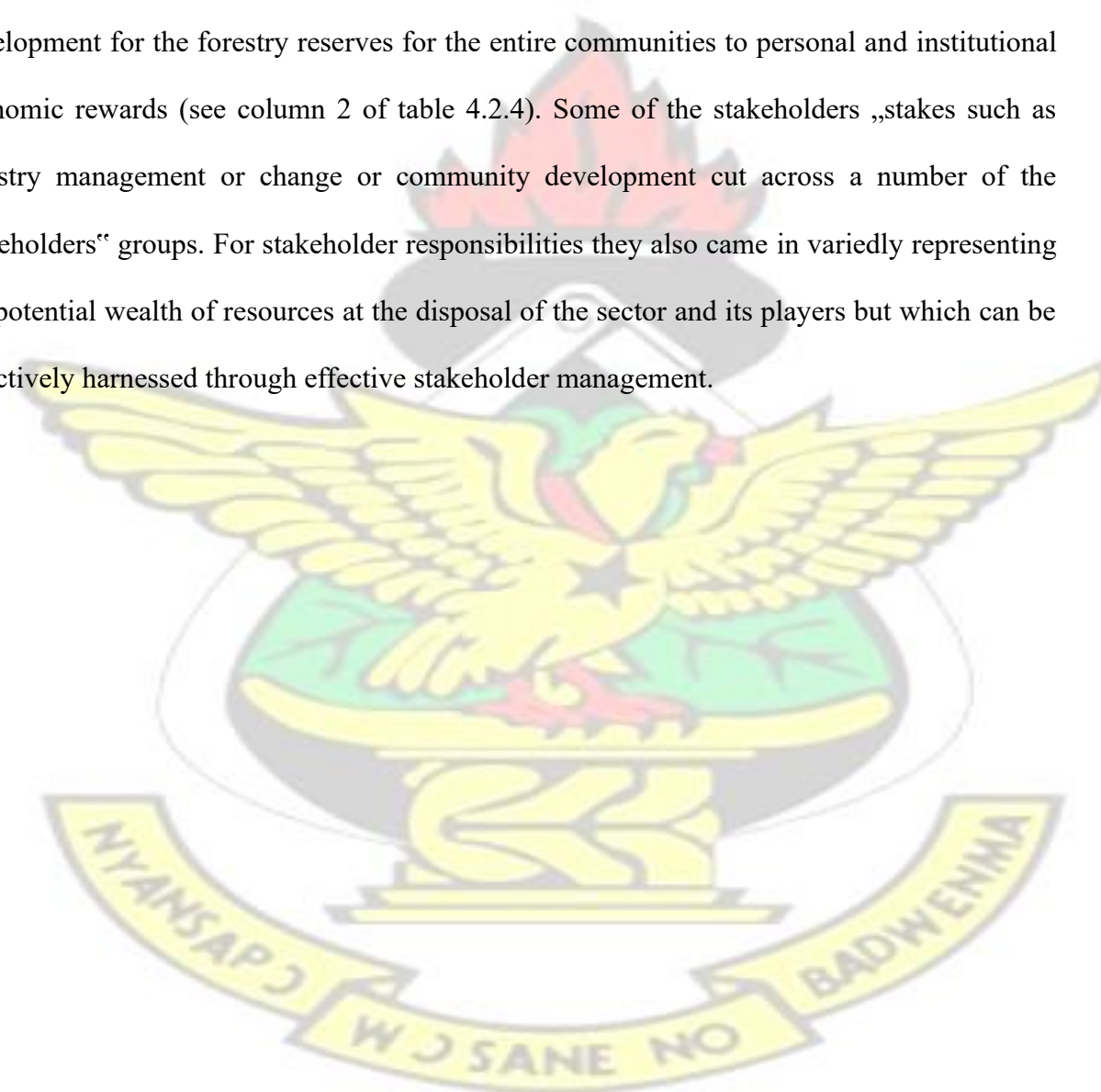


Table 4.2.4: Stakes/Interest Areas of Stakeholders

STAKEHOLDERS	STAKES/INTERESTS	RESPONSIBILITIES	RELEVANCE OF RESPONSIBILITIES
Forestry Commission	Forest management/sustainable development and Empowerment for the people	Policy and information support Implementation Legal backing/consent Expertise	100%
Sunyani Municipal Assembly	Knowledge sharing Empowerment Sustainable development Forest management	Knowledge/ideas/information/Expertise Monitoring/implementation.	90% very critical 10% critical
Lands Commission			
Environmental Protection Agency (EPA)			
Ministry Of Lands And Natural Resources			
Media	Accountability Economic rewards Public Education	Publicity Education/Information	59% very critical 11% critical 30% not critical
Saw Millers/Timber Contractors	Project deliverables Empowerment	Implementation Monitoring Information Taking ownership	91% very critical 9% critical
Timber/Wood Buyers			
Communities (Opinion Leaders) 1. Nsawkaw 2. Berekum 3. Dormah Ahenkro 4. Nkrankwanta 5. Badu	Development Project benefits Empowerment	Implementation Monitoring, project ownership Information	93% Very critical 7% critical
Traditional rulers 1. Nsawkaw 2. Berekum 3. Dormah Ahenkro 4. Nkrankwanta 5. Badu	Forestry management/sustainable development/welfare of their people	Influence /consent Mobilization Mentoring Monitoring	93% very critical 7% critical

Source: Field survey, 2019

As portrayed by the data, the role of stakeholders in forest management, afforestation program and success for that matter is important and as shown in the last column of table 4.2 above, the level of relevance of their contributions come in levels ranging from very critical to not critical. It can be seen here that the level of relevance of most of the groups and institutions to the sector varied from organization to organization; hence, who is relevant to organization/project. Almost all the stakeholders have a very high critical value. Beside these, one organization did not see the roles or responsibilities of some Stakeholders to be critical, and this is the media.

4.3 STAKEHOLDER IDENTIFICATION PROCESSES

The processes and criteria used by the target organizations include government regulatory requirement, stakeholder forums or a combination of all. During the stakeholder forum the project problem/background and objectives are discussed, roles identified, resources are assessed and more duty bearers are identified and tentative action plans made; the participants of these forums include the Forestry Commission, forest communities, Timber / wood buyers, Saw millers/Timber Contractor or beneficiaries, and other Public Organizations including or excluding the “Action targets” or main duty bearers,, (i.e. those who are expected to cause the expected change or objectives to be realized) depending on the issue at stake; and either during, or after or even before the forum.

4.3.1: STAKEHOLDER IDENTIFICATION CRITERIA

Even with these processes at hand, the study found out that, the identification has to be done in a guided manner with the aid of a criteria comprising the following factors, which may jointly or otherwise be satisfied to determine the inclusion of a group or institution as a Stakeholder; as portrayed in the Figure 4.3.1 below, every organization and how it goes about its stakeholder identification; as 13% of the respondent organizations combine all the factors in the criteria depicted in figure 4.3.1 the rest resort to one or two factors in the criteria.

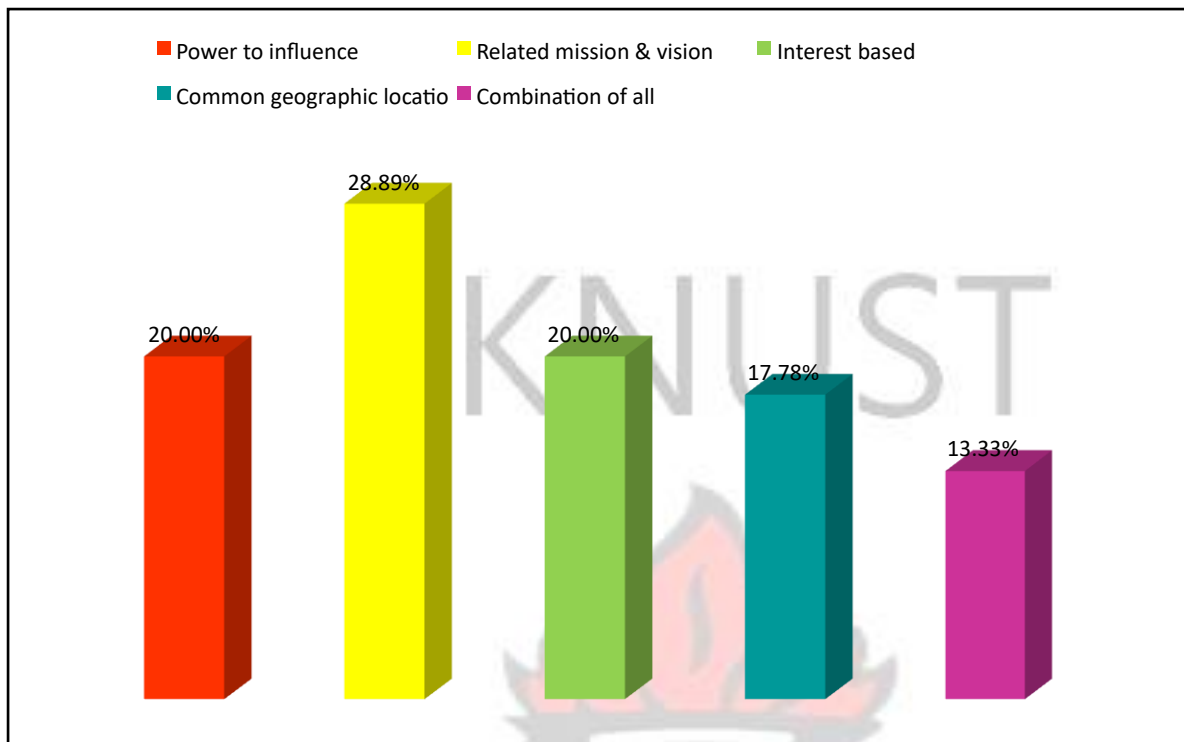


Figure 4.3.1: Stakeholder identification process

4.3.2 STAKEHOLDER MANAGEMENT PRACTICES

Beside the responsibilities and stakes that guide and determine the identification process, the timing of it with reference to the stages of the afforestation program is of equal if not greater importance in ensuring that the contribution of stakeholders are taken care of when they are required most; from Figure 4.5 below, it shows clearly that a greater number (58%) of stakeholders are quite aware of this and would not risk the consequence of one-time kind of identification but made it an on-going process that spans from pre-feasibility to completion stages of their projects. Contrary to the above, a significant portion (accumulated 27%) of some stakeholders organizations practice one-stop type of stakeholder identification.

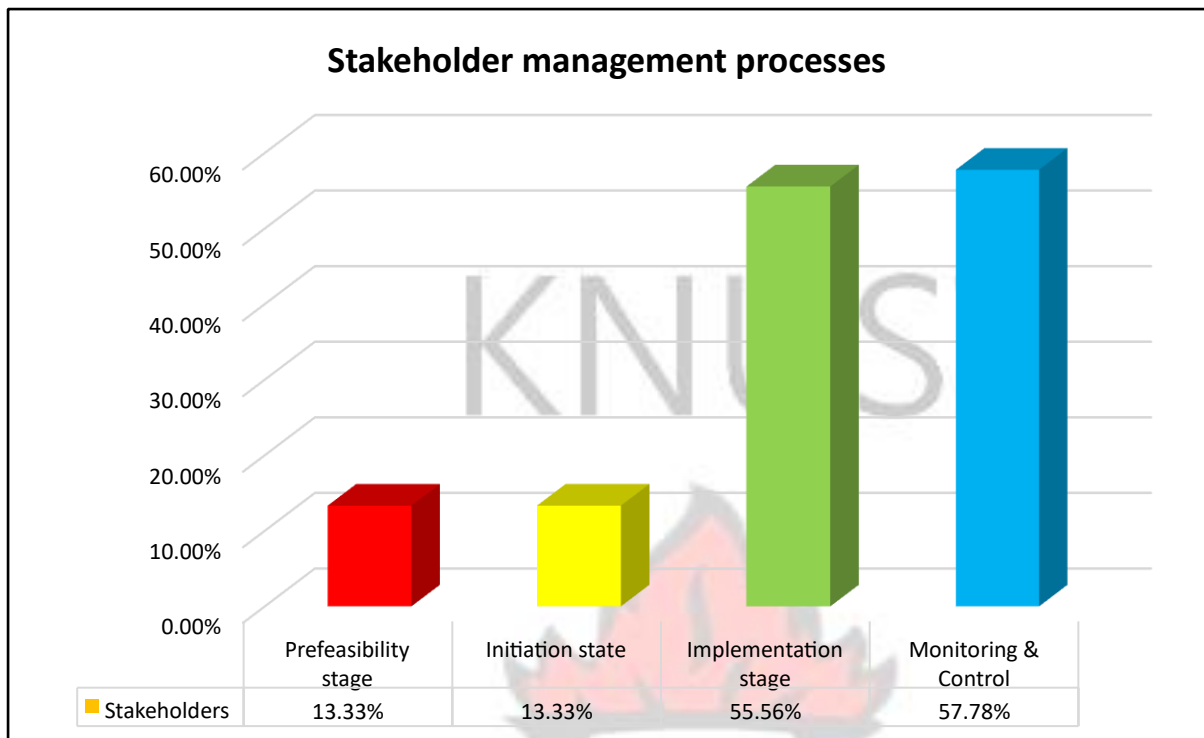


Figure 3.3.2: Respondents view on stakeholder management processes

4.3.3: TYPES OF STAKEHOLDER CATEGORIZATIONS AND CRITERIA FOR CATEGORIZATION

To ascertain how Forestry Commission deal with their stakeholders after they have been identified, there was the need to find out whether there are any forms of categorizing them to facilitate planning and further engagements. As shown in Figure 4.3.3, two basic ways were involved; namely three-way and two-way categorization. Under the three-way categorization, as shown in table 4.3.3 below, there are three sub different categories - Primary, Secondary and Key Stakeholders; the critical determinants of a stakeholder as key or not according to the respondents are shown in Figure 4.3.3 below. Under each of these categories, different organizations have their unique ways of classifying which stakeholder comes under which sub category. However, some organizations have common or similar classification as can be seen through the frequencies in Tables 4.3.3 and 4.3.3.1.

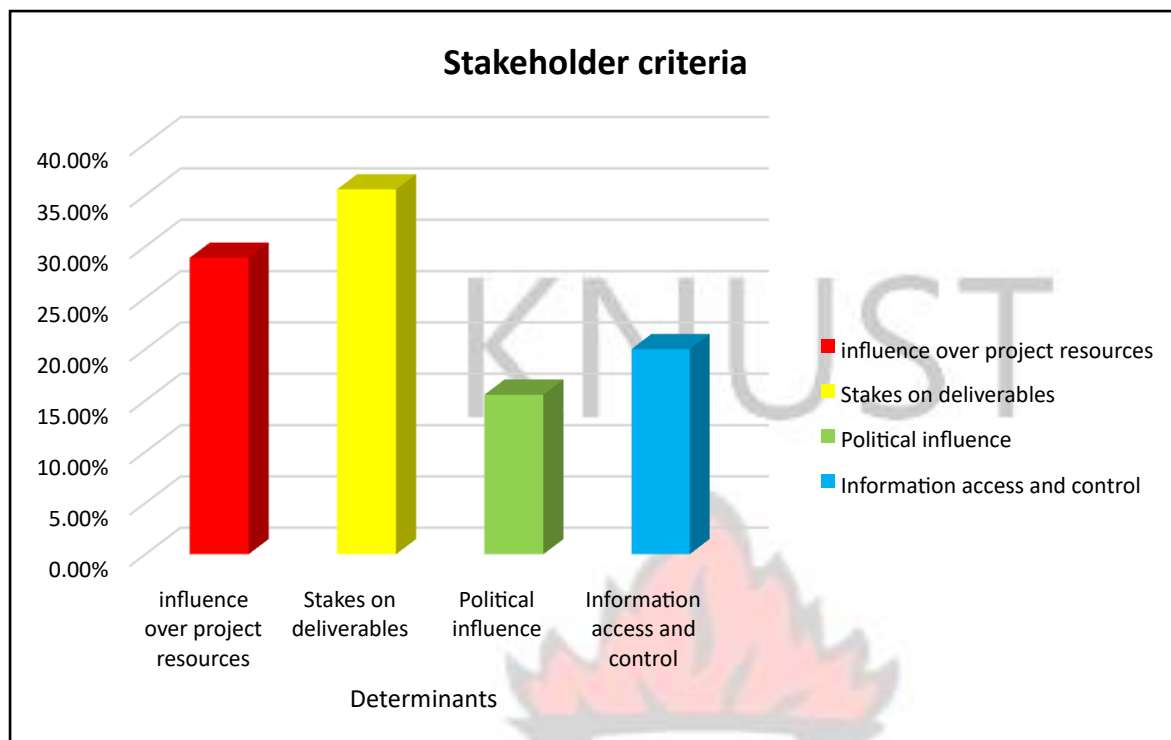


Figure 4.3.3: Critical determinants of Stakeholder Status

Under the two - way categorization, there are additional different ways under which stakeholders are classified, these are; internal, and external stakeholders (category 1) as well as direct and indirect stakeholders (category 2). Stakeholder Management is a process and control that must be planned and guided by underlying Principles (Wikipedia, 2010); For the same reason, (Mitchell, et al., 1997) proposed a classification of stakeholders based on power to influence, the legitimacy of each stakeholder,,s relationship with the organization, and the urgency of the stakeholder,,s claim on the organization. The results of this classification may assess the fundamental question of which groups are stakeholders deserves Forestry Commission’s attention, and which are not?

Table 4.4: Three-way categorization of Stakeholders

PRIMARY STAKEHOLDERS	FREQ.	SECONDARY STAKEHOLDERS	FREQ	KEY STAKEHOLDERS	FREQ.
Forestry Commission	4	Media	2	Forestry Commission	3

Sunyani Municipal Assembly	3	Sunyani Municipal Assembly	3	Sunyani Municipal Assembly	3
Lands Commission	3	Lands Commission	3	Lands Commission	3
Environmental Protectio Agency (EPA)	3	Environmental Protection Agency (EPA)	3	Environmental Protection Agency (EPA)	3
Ministry Of Lands and Natural Resources	3	Ministry Of Lands And Natural Resources	3	Ministry Of Lands And Natural Resources	3
Traditional Authority	4	Forest Communities	2	Traditional Authority	3
Saw Millers/Timber Contractors	4			Saw Millers/Timber Contractors	3
Timber/Wood Buyers	4			Timber/Wood Buyers	3

Source: Field survey, 2019

Table 4.5: Two-way stakeholder categorization

INTERNAL	FREQ.	EXTERNAL	FREQ.	DIRECT	FREQ.	DIRECT	FREQ.
Forestry Commission	3	Media	2	Sunyani Municipal Assembly	2	Forestry Commission	2
Sunyani Municipal Assembly	1	Sunyani Municipal Assembly	2	Lands Commission	2	Media	2
Lands Commission	1	Lands Commission	2	Environmental Protection Agency (EPA)	2	Lands Commission	3
Environmental Protection Agency (EPA)	1	Environmental Protection Agency (EPA)	2	Ministry of Lands and Natural Resources	2	Saw Millers/ Timber Contractors	1

Ministry Of Lands and Natural Resources	1	Ministry Of Lands and Natural Resources	2	Media	2	Timber/Wood Buyers	1
Traditional Authorities	1	Traditional Authorities	1	Traditional Authority	1		
Saw Millers/Timber Contractors	2	Saw Millers/Timber Contractors	1				
Timber/Wood Buyers	1						
Media	1	Timber/Wood Buyers	1				

4.6. OPERATIONAL MEANING OF STAKEHOLDER ANALYSIS AMONG FORESTRY INDUSTRY

Even though the term Stakeholder analysis in practice may have a cross cutting meaning, the understanding of some project managers from the Forestry Commission and other government organizations of the term stakeholder analysis according to the working definitions of their respective organizations varied widely as shown in the table 4.4.below.

Table 4.6.1: Working definitions of Stakeholder Analysis by respondents

INDUCTIVE CATEGORIES	PARTICIPANTS' RESPONSES	PERCENTAGE OF RESPONDENTS
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Identification	<ul style="list-style-type: none"> • Identification of interests and groups. • Identification of key stakeholder of afforestation project and assessment of their interrelationship with the aim of achieving project goals with respect to sustainable development. • Role identification, sharing and definition of terms of engagement. • Identification of stakeholders,,role, impacts, interests, and categorizing them to determine the mode of involvement. • Looking at the principles, values, strengths, expertise, presence in operational areas, level of influence and recognition. • Identification of organizations or groups who have influence on your afforestation projects and sustainable development. 	45%
Analyses	<ul style="list-style-type: none"> • Systematic analysis of the various stakeholders of in the forestry industry in order that all they are mobilized towards achieving project objectives, which is sustainable development. • Enumeration of roles, sharing responsibilities, identification of needs and planning 	15%
Others	<ul style="list-style-type: none"> <input type="checkbox"/> The various Stakeholders an organization works with. <input type="checkbox"/> A framework for addressing stakeholder needs in a tailored manner. <input type="checkbox"/> A set of institutions or persons whose actions and inactions can affect a project. <input type="checkbox"/> The relevance of targeted concerned individuals or institutions. <input type="checkbox"/> Determining the level of interests, influence and power of various stakeholders. 	25%

No Idea of it	<input type="checkbox"/> Do not have known working definition as an organization	15%
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Source: Field Survey 2019

As shown in table 4.6.1. above, 45% of the stakeholder organizations operationalize Stakeholder Analysis basically as an identification and decision making process regarding those who have some form of link with their projects, 25% of them however consider it in different ways as: set of institutions and persons, a framework, list of stakeholders of an organization and a way of determining levels of interests, influence and power of various stakeholders. 15% also see it as a systematic analysis of various stakeholders of a project and a way of enumerating roles, sharing responsibilities, identification of needs and strategizing. Another 15% of the respondent organizational representatives said they do not have working definition for the term Stakeholder Analysis. However, some of these carry out some of the basic Stakeholder Analysis tasks during Project Review Meetings, Conferences and Annual General Meetings. Considering this group of organizations, it was revealed that Stakeholder Analysis is not an institutionalized activity they undertake as a core component of Stakeholder Management practices.

4.7 THE RELEVANCE AND TIMING OF STAKEHOLDER ANALYSIS

Concerning the necessity or relevance of stakeholder analysis, all respondents were unanimous in their positions that it is necessary and that it is performed in their respective organizations as stakeholders with the Forestry Commission.

However regarding what stages of the project life Stakeholder Analysis is done, 62% of the respondent organizations (see figure 4.41 below) treat it is an ongoing process covering the whole life cycle of projects; at a focus group discussion, it was added that Stakeholder Analysis is a contingent project management tool that should be used to shape and direct projects as they roll on. The remaining 38% consider it only at the project initiation stage and this seems to be

in contradiction with what Bryson (2002) said, that, typically, stakeholder analyses are undertaken as part of policy, plan or strategy change exercises; or organizational development efforts.

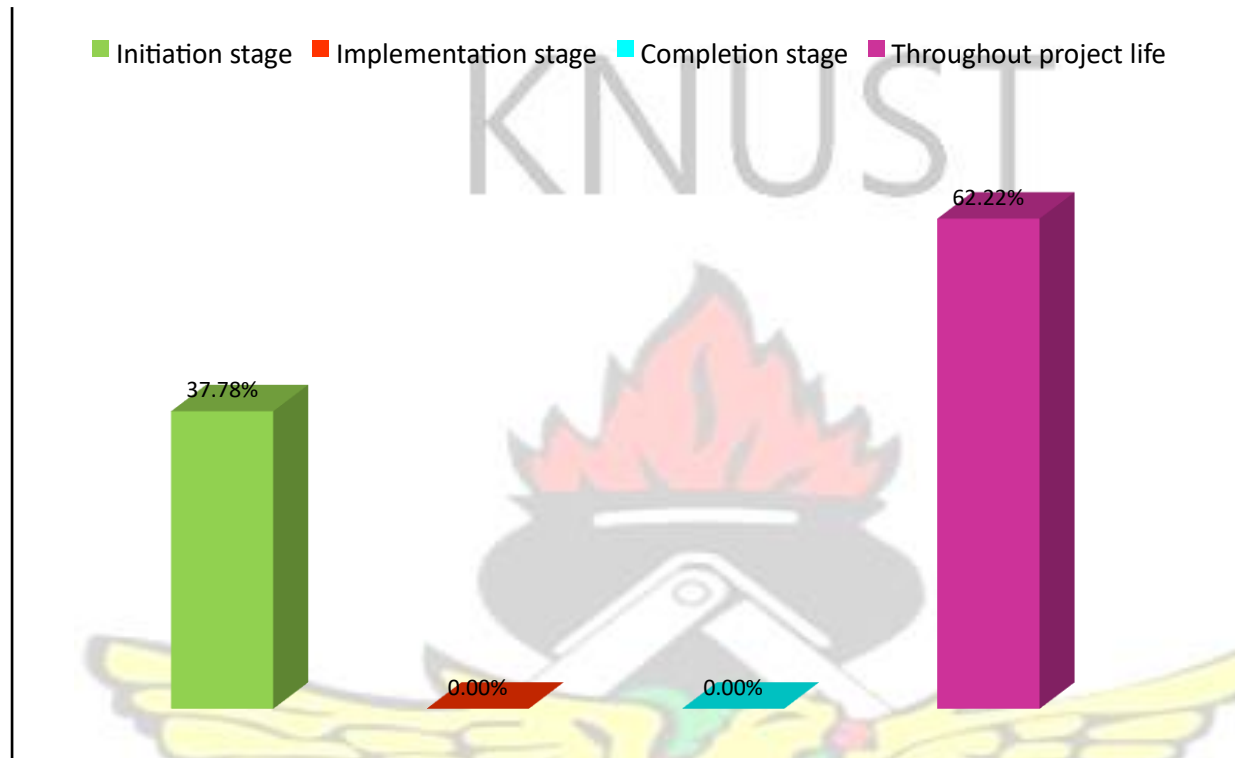


Figure 4.7.2: Stakeholder Analysis Undertaken

With respect to why the Forestry Commission do a one-stop, analysis of their stakeholders, the following reasons were given:

1. High project cost
2. It is not all that necessary
3. Project time may not permit more than one or a given number
4. Duplication of efforts.

From the reasons given, it is clear that it may not have been deliberate or out of ignorance on the part of Forestry Commission to carry out Stakeholder Analysis as a one-stop activity but because there are certain underlining factors. However, the question still remains that, if Stakeholder Analysis is that relevant and necessary as generally acclaimed why will it not be

made a distinct component of the Project plans? But there again, it was revealed that it is sometimes done during Project Reviews and Annual General Meetings and because of that some the Commission do not see the need to make separate budgetary allocation for that.

4.7.3 CONTRBUTION OR BENEFITS OF STAKEHOLDER ENGAGEMENT PRACTICES IN YOUTH AFFORESTATION PROGRAM

In response to the question, what contributions does stakeholder engagement offer to project management? The following responses were provided by the respondents and these justify why stakeholder engagement was generally found to be used by all respondent organizations.

- i. It serves as a platform for monitoring and evaluation of afforestation projects in order to determine what to do next.
- ii. It ensures transparency, accountability and responsiveness as well as efficiency in project delivery; it equally serves as a check on team members and as such makes them time conscious.
- iii. Ensures/enhances project success in the form of project effectiveness and sustainability.
- iv. Brings out clearer and better understanding of the roles each as to play in achieving project objectives.
- v. Clear definition and understanding of project objectives among stakeholders.
- vi. Ensures success through influence and participation of all stakeholders by how they are oriented.
- vii. It provides Forestry Commission with valuable information as well as serving as a platform for continued sharing of best practices with key stakeholders.

4.7.4 COMMUNICATION

From the survey, all respondents see communication as a very essential part of Stakeholder management processes and as such respondent organizations use it as part of their management

processes, but as to how they ensure that, it was discovered that it takes place in various and in some cases similar forms. The various forms and the numbers of organizations sharing similar or same ways of communicating with their Stakeholders are portrayed in figure 4.4.3 below. The methods of communication as used in the chart include: Meetings, Reporting, Phone calls, E-mails, Formal and Informal letters, durbars/social gatherings, media programs, workshops, Annual General Meetings, conferences and forums)

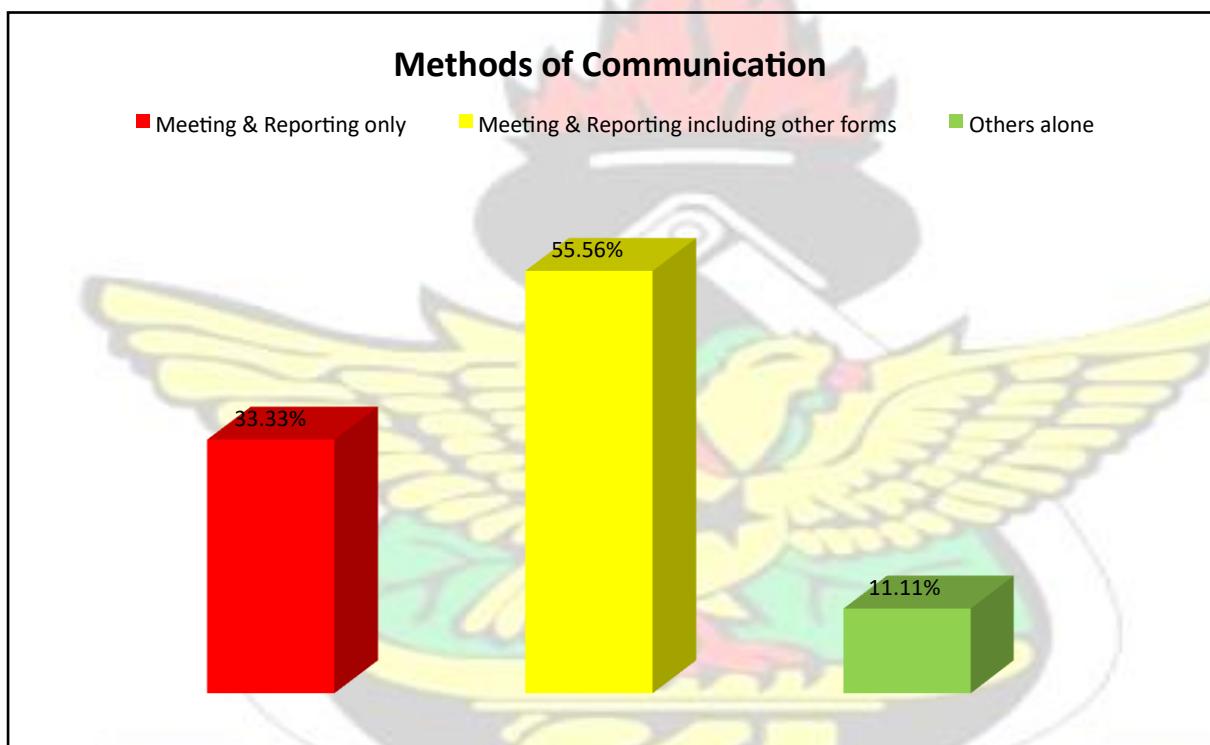


Figure: 4.7.5: Methods of communicating with Stakeholders

Source: Field survey, 2019

4.7.6: INSTITUTIONALISATION OF STAKEHOLDER MANAGEMENT

As shown in figure 4.4.4 below, the level of Stakeholder institutionalization in the sector is low even though there is general awareness and appreciation for the Stakeholder management function in the Forestry Industry and Community development work; 17.78% representing 3

out of the 10 organizations interviewed have separate units within their organization solely taking charge of the Stakeholder Management function with the following assigned tasks:

- i. Stakeholder analysis to determine their relevance and needs at every stage of the project, which is then fed into project intervention as well as project design or redesign.
- ii. Information management and dissemination
- iii. Stakeholder engagement and communication (internal and external affairs management)

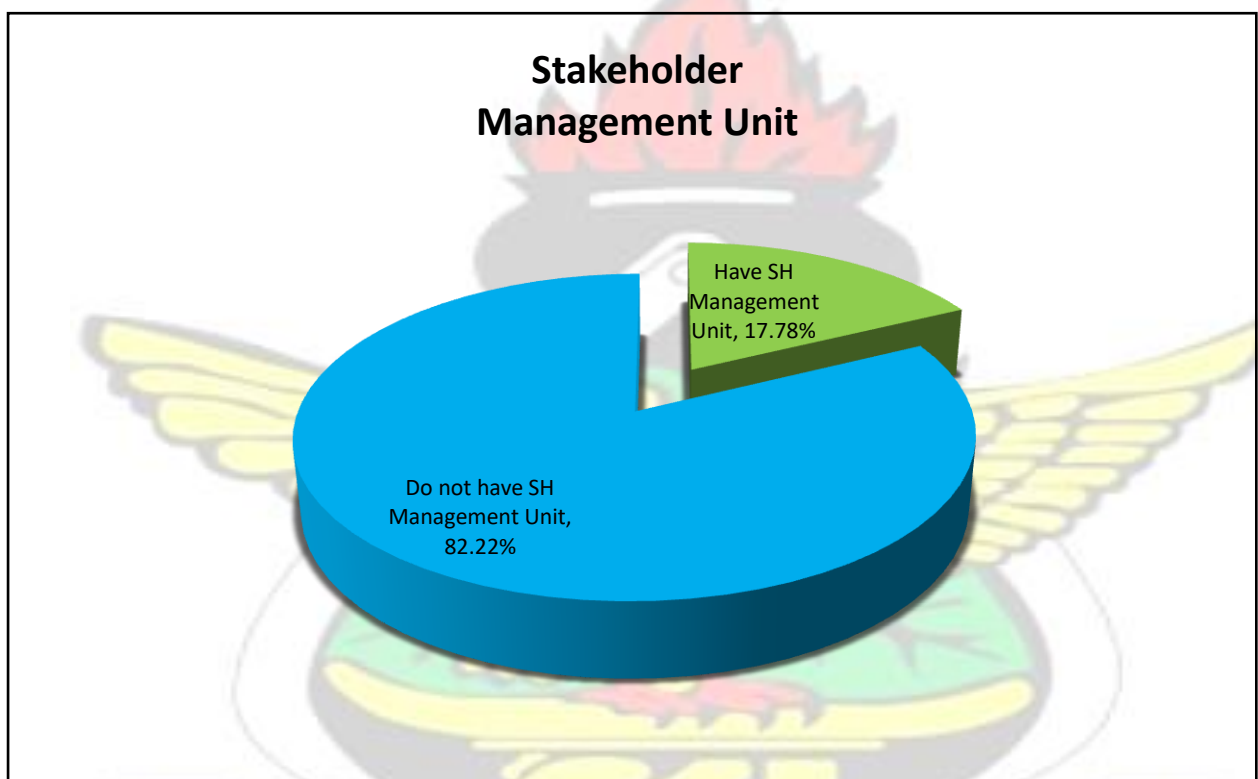


Figure 4.7.7: Institutionalization of Stakeholder (SH) Management

Source: Field survey, 2019

Despite the above chart, it is clear the stakeholders in the forestry industry are not ready to institutionalize Stakeholder Management as a distinct functional unit in their work. This was attested by 82.22% of respondent organizations without even a desk put in charge of the critical role of Managing Stakeholders thereby leaving that function to either the Project Manager (40%) or all team members (60%) as shown in Figure 4.7.8 below, but this is against best

practice requirements because, according to Peter (2007), whilst traditional Project managers focus on tools and templates that allow to complete the creation of the products or services being delivered, the discipline of Stakeholder management focuses on human dynamics; managing relationships and communications.

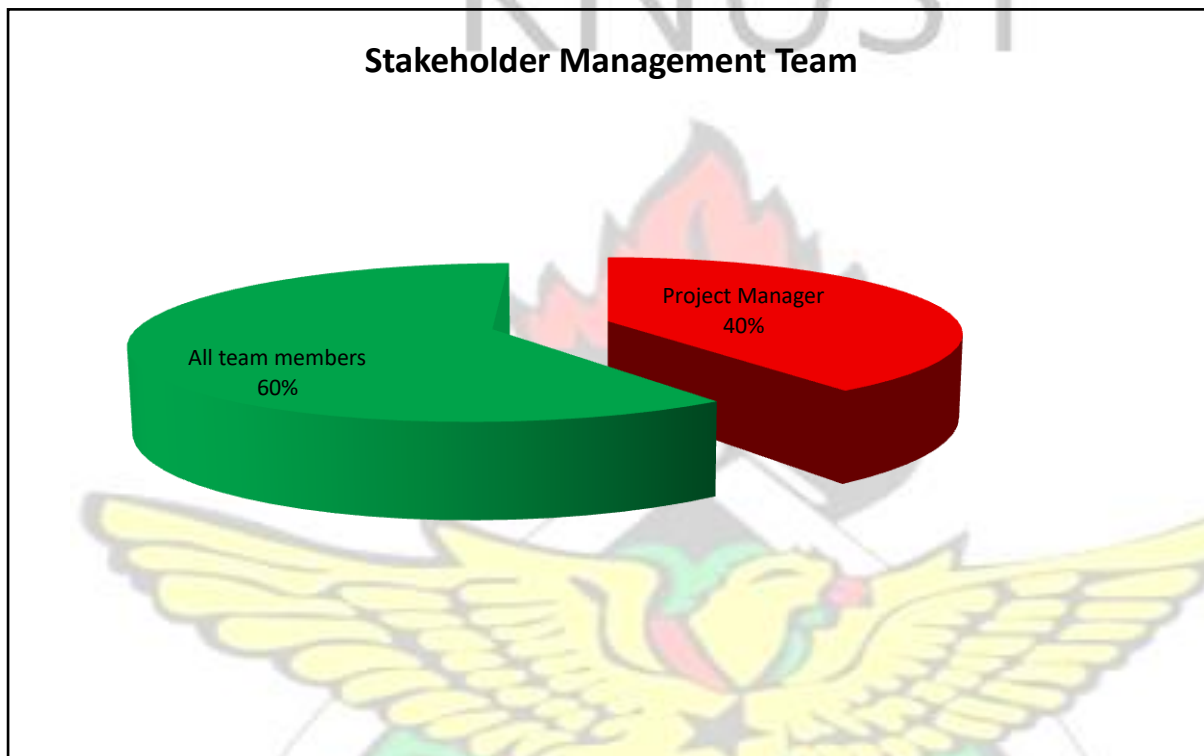


Figure 4.7.8: Stakeholder Management Team

Source: Field survey. 2019

For those who do not have Stakeholder Management units in their organizations, the main reasons were that, they either did/do not see the need or do not have the capacity. As depicted in Figure 4.7.8 below, 67% of the organizations without separate Stakeholder Management units will consider having because they have realized how imperative the unit is to successful Stakeholder and project management; however, 33% of them think they have no need changing the status quo.

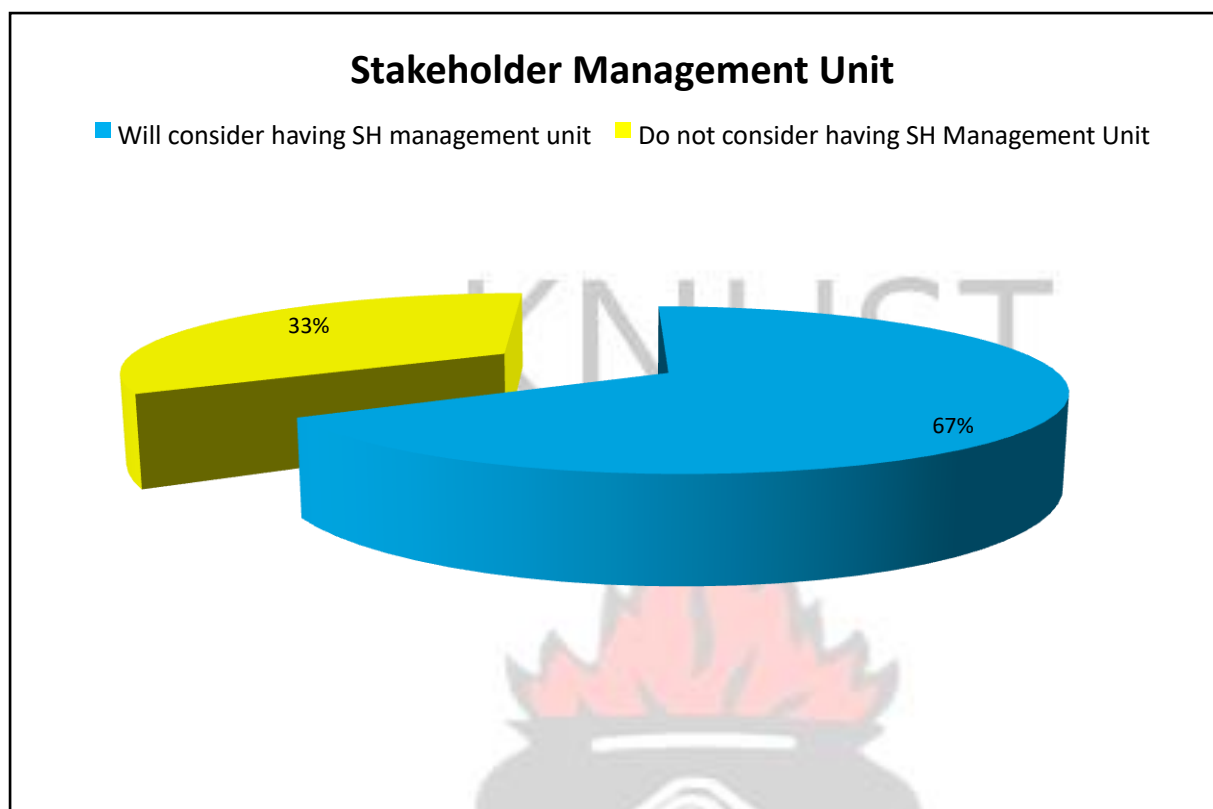


Figure 4.7.9: Stakeholder management unit

Source: Field data 2019

4.8 STAKEHOLDER MANAGEMENT CHALLENGES AND THEIR EFFECT ON YOUTH AFFORESTAION PROGRAM

Table 4.5 Stakeholder Management Challenges and their effects on Project Management

Challenges	Freq.	Source	Effect(s) of challenge	Extent of effects. (Rated from Mild to Severe, of which Lo is 1, Moderate is 2 and High is 3)		
				Low	Moderate	High
Communication difficulties/ineffective communication	7	All Stakeholders	Misinformation about activities, failed expectations, poor information flow			3

Political differences and conflict	8	Public Authorities Traditional rulers/Forestry Commission	Division amongst implementers			3
Unproductive criticism driven by competitive motives / witching (sabotage)	13	Public Rulers	Strains relations and lowers confidence in collaboration, unwillingness to fully to unhealthy competition			3
Undue delays / Time consuming/ poor time management	5	All Stakeholders	Unmet deadlines and failures. Limits participation, undue delays in producing results		2	
Limited capacity (resources, knowledge and skills)	8	Public rulers Forestry Commission Forest Communities	Success and sustainability not assured, unable to effectively play their role.			3
Entrenched positions, beliefs and practices	2	Forestry Commission Forest Communities	Delays impact			3
Anti-stakeholder Leadership problems, dictatorial attitudes	7	Forestry Commission	Limits full participation and contribution		2	
Ethnic differences Division / Value difference (religious & cultural)	4	Public rulers Traditional Authorities Forest Communities	Division among implementers. Delays impact, lowers commitment to full Contribution			3
High cost of management	7	Forest Commission	Eats into resources meant for other things			3

Personal gains seeking / Conflicting/varied interests and opinions, beliefs and orientations	12	All Stakeholders	Conflict, diversion of project resources. Affects timing & quality, limits cooperation, difficulty in building consensus, too much burden on project team			3
Wild/unrealistic expectations	7	Public rulers, Traditional Authorities Forest Commission	Conflict and poor participation/cooperation, kills intent, failure to give the best		2	
Lack of social drive	3	Forest Communities	Limits the youth involvement in the project		2	
Lack of capacity of stakeholders to deliver sustainable development projects	7	All stakeholders	Limits stakeholders contribution		2	
Youth Allowance in arrears	14	Forest Communities	Discourages the youth from partaking in government projects and breaks the trust between both stakeholders			3

Source: Field Data 2019

4.8.1 FREQUENCY RANKINGS OF THE IDENTIFIED CHALLENGES

The activity of stakeholder management practices in the Forestry Industry is indeed faced with many challenges as reflected in table 4.8 and Figure 4.8.1 below; for the most popular and common challenges. This is presented in ascending order from top to bottom using frequency values of the challenges.

4.8.2 CHALLENGE RANKINGS BY FREQUENCY

The commonest challenges here are the ones that are felt by more stakeholder organizations in the Forestry Commission, thus the higher the frequency, the more common the challenge in the sector and the first in that order is Youth allowance in Arrears, followed by

Unproductive criticism driven by competitive motives / witching (sabotage) followed by Personal gains seeking / Conflicting/varied interests and opinions, beliefs and orientations in that order with the less popular challenge Entrenched positions, beliefs and practices

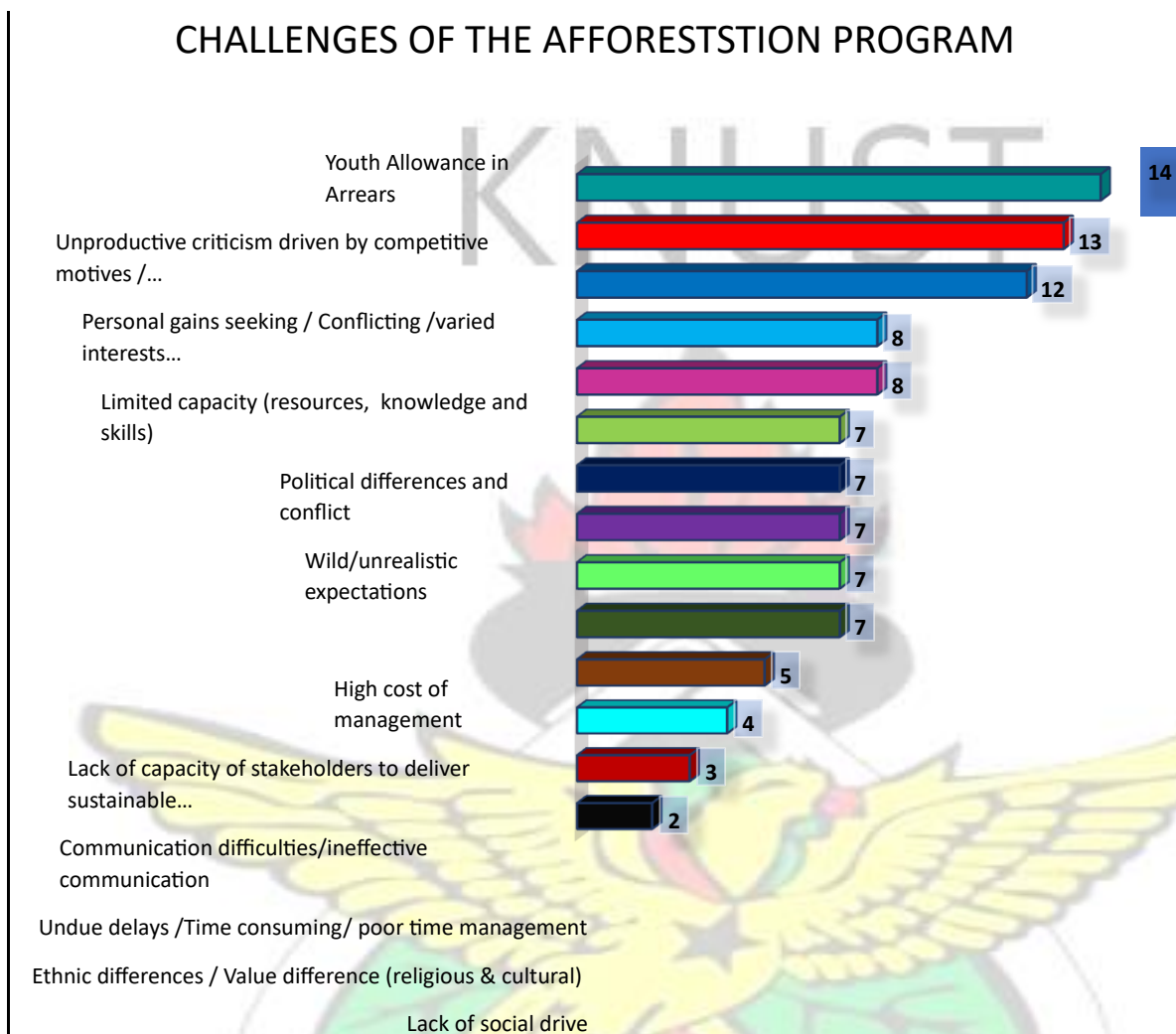


Figure 4.8.3 Challenges ranked by frequency

Table 4.8.4 presents, which stakeholders present the most challenges and for that matter what level of attention they require are shown by the frequency values and Attention Barometer. They are sorted in descending order from top to bottom of the table. It is shown here that those who pose the most challenges are those who require the highest attention of the Forestry Commission.

Table 4.8.5 Determines who poses the most challenges and what levels of attention they require from project teams

No.	Stakeholder	Frequencies	Level of attention required (Attention Barometer)
1.	Public Authorities	16	Require highest level of attention
2.	Forest Communities	14	Require highest level of attention
3.	Saw Millers /Timer Contractors	14	Require highest level of attention
4.	Timer / Wood buyers	12	Require highest level of attention
5.	Traditional Authorities	11	Require highest level of attention
6.	Forestry Commission	10	Require highest level of attention
7.	Media	8	Require some attention

Source: Field Survey 2019

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter presents the summary of the research findings, conclusions and recommendations based on the research results. The aim of this study is to examine the stakeholder management practices in youth afforestation program in the Bono Region of Ghana, with the following specific objectives: To identify the various categories of stakeholders, their involvement and responsibilities with reference youth afforestation program in the Bono Region, to explore the stakeholder management processes of youth afforestation program organizations in the Bono Region and to identify challenges of the stakeholder management practices in youth afforestation program in the Bono Region of Ghana. The following summaries are therefore based on the results presented in the preceding chapter.

5.1 TO IDENTIFY THE VARIOUS STAKEHOLDERS, THEIR NEEDS/INTERESTS AND RESPONSIBILITIES WITH RESPECT TO SUSTAINABLE DEVELOPMENT IN YOUTH AFFORESTATION PROGRAM IN THE BONO REGION OF GHANA (REVIEW OF THE OBJECTIVES)

It was found out that there are about ten (10) groups and institutions recognized as Stakeholders in the Forestry Industry. It was also revealed that Stakeholders come with some form of interests or stakes and responsibilities.

5.1.1 STAKEHOLDER IDENTIFICATION PROCESSES

In carrying out the identification, the forestry Commission goes either through one or more of the following processes: Stakeholder forums, government regulatory requirement. Beside these processes, is a set criterion of four factors or indicators that guide the Forestry Commission to determine who to include as Stakeholders. These include the power of the group or institution to influence, how related its mission and vision are to the Forestry Industry, organizational objectives, whether there is a shared interest or not and whether it has a common geographic presence with the Forestry Commission. The identification process either takes place as a one-stop or on-going activity at the various stages of the youth afforestation program.

5.2 TO EXPLORE THE STAKEHOLDER MANAGEMENT PROCESSES OF THE FORESTRY INDUSTRY IN THE BONO REGION OF GHANA

For the purposes of this research, Stakeholder management processes is done through the following processes: Stakeholder Identification and Stakeholder Engagement and Communication.

5.2.1 STAKEHOLDER CATEGORIZATIONS

For the purpose of planning, various forms of categorizations were found to be used by the Forestry Commission. From the survey it came out that two (2) broad forms of categorizations

were used namely the two-way and three-way categorizations. Under the twoway categorization, there are two sub categories: category one Internal and external Stakeholders and category two Direct and Indirect Stakeholders. Under the three-way type, the categories are Primary, Secondary and Key Stakeholders. The determinants of a stakeholder,,s category were found to include; influence over forest management resources, level of claim on afforestation deliverable, level of political influence and access and control over project information.

5.2.2 STAKEHOLDER ANALYSIS

The working definition of Stakeholder Analysis according to respondents came under three broad categories namely: as an identification process, analytical process and others; apart from these, less than a quarter of the respondents indicated their organizations do not have working definition for Stakeholder Analysis even though some of them undertake some of the basic tasks of Stakeholder Analysis at different forums such as forest management Project reviews and AGMs with the Forestry Commission. About its relevance however, it was unanimously acclaimed as very essential and 62% of respondents stated that Forestry Commission undertakes stakeholder Analysis periodically throughout the project life, 38% do so only at the Project initiation stage as a one-stop activity for a number of reasons including: cost, project duration and duplication of efforts.

5.2.3 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Stakeholder Engagement in the working terms of the respondents varied a little from one group to the other; however majority of them seem to be applying the term similarly as a twoway dialogue process between Forestry Commission and their stakeholders. Nonetheless, others interpret it as a way of working with stakeholders or an event to let Stakeholders know what is/should be expected from and by them. Its contribution to project success as enumerated by respondents among several others include: a platform for monitoring and evaluation, ensures

transparency, accountability and responsiveness among stakeholders. Regarding the time this activity is carried out, it was discovered that all the respondent organizations do it throughout the project life.

On communication, it came out that all respondent organizations consider it as important and have institutionalized it as part of Stakeholder management processes and the various ways it is carried out include: Meetings, Reporting, Telephone calls, Durbars, Conferences, E-mails, Formal and Informal letters, Workshops AGMs, Media programs and Stakeholder Forums.

5.2.4 INSTITUTIONALIZING STAKEHOLDER MANAGEMENT

The idea of Stakeholder management practices becoming a distinct functional unit within the Bono Region of the Forestry sector as per this study seem majority (82.%) of the stakeholders interviewed did not have units managing its stakeholder relationship with the Forestry Commission, instead it is the duty of all team members. The momentum has started though, somehow, some (18%) of the organizations surveyed and interviewed have units, some in the form of Internal and External Affairs outfits playing the Stakeholder management role across forestry projects.

5.3 TO IDENTIFY THE EFFECTS AND CHALLENGES OF STAKEHOLDER MANAGEMENT IN SUSTAINABLE DEVELOPMENT IN YOUTH AFFORESTATION PROGRAM IN THE BONO REGION OF GHANA.

Indeed the Forestry Commission and its stakeholders are faced with numerous Stakeholder management practices challenges and the impact of these challenges on afforestation program are numerous and overwhelming. The challenges range from conflicting interest, ineffective communication undue delays, that is poor time management, unpaid allowances of the youth who are engaged in afforestation programs, limited capacity of resources amongst other. These challenges can be seen in (chapter 4, table 4.5).

The effects of these challenges on afforestation programs are numerous and the extent of impact range from low, moderate to high; more of the effects have moderate and high effects, generally very few of the challenges have mild effects on afforestation projects success. The challenges with severe effects are those mainly from the forest communities, Traditional Authorities, and Forest Commission itself. Line/sister Organizations, public authorities, Project Teams, and Clients. Challenges posing high on afforestation projects are allowance delays for the youth, ineffective communication, High cost of management amongst others.

5.4 CONCLUSION

Stakeholder management practices of the forestry commission in sustainable development of the youth afforestation program has been the focus of this study, this was done against the backdrop that successful management of Forest Commission Stakeholders and eventual realization of project objectives hinge heavily on a better and clearer understanding by Project teams of the complex stakeholder trade-offs and related challenges as well as the necessary processes required to manage the challenges thereof. The study begun with the identification of categories of Stakeholders in the Forestry Industry.

Though the exact range of stakeholders in the industry is inexhaustible, a good number (10 groups and institutions) were identified in the sector as recognized Stakeholders; they include Forestry Commission, Sunyani Municipal Assembly, Lands Commission, Ministry of Lands and Natural Resources, Environmental Protection Agency, The Media, Saw millers/Timber Contractors, Timber/Wood Buyers, Traditional leaders from each of the five (5) forest communities and the Opinion Leaders from each of the five (5) forest communities.

Following this was an enumeration of the stakes or interests and corresponding responsibilities of the various Stakeholders, which bond the complex relationship between the stakeholders and the Forest Commission. It came out that, though there are common interests, stakes and

responsibilities shared by the various stakeholders, there are many and conflicting interests indeed, enough to make a clearer understanding of any trade-offs equally complex and confusing to ordinary non professional actors of the sector. This was followed by an assessment of the various management practices implored or expected to be used by the Forestry Commission in managing their stakeholders, from which came out a number of revelations prominent among which were: one stop Stakeholder identification and analysis, no or less technical Stakeholder Categorization, planning and engagements and communication.

Consequently, institutionalizing Stakeholder Management within the organizational set ups of the sector members was found to be very low principally owing to late or no realization of the import of it or sheer ignorance of the need to do so, instead, as critical and technical as the function of Stakeholder Management is, it is, in sector wise still over 50% left in the unprofessional hands of either Project Managers or all project team members. Beside these low sides however, some organizations were found to be conscious of the need and are up to touch with some of the processes and their applications. The final part of the work looked at the challenges posed by the various Stakeholder groups and their resultant impact on successful Stakeholder and Project management. And here again, the findings revealed that the Forest Industry is highly dependent on human numbers and for that matter collaboration and networking for its operations and success. The human numbers in the forms of groups and institutions were discovered as necessary evils because from these same human numbers captured under the broad term stakeholders, come challenges, numerous and damaging enough to undermine the very survival and sustainability of the work.

Among the numerous challenges are: youth allowance delays, conflict of interest, high cost management, lack of social drive and limited understanding and appreciation of the afforestation project in sustainable development of the communities because it does not yield

bread and butter to meet the immediate needs of beneficiaries but rather some intangible long yielding deliverables.

5.5 RECOMMENDATIONS FOR ENHANCED STAKEHOLDER MANAGEMENT PRACTICES OF THE FORESTRY COMMISSION

To ensure enhanced Stakeholder management practices, it was recommended that there is the need to educate all stakeholders on the project and clear communication from the beginning to ensure better understanding among all stakeholders. Effective stakeholder involvement and management should be given priority right from project initiation, and project designers (Forestry Commission) should make sure there is adequate budgetary provision for that.

There is the need to build stronger collaborative relationship through continuous engagement and information sharing as well as harmonization of stakeholder plans at all levels of National development; for instance composite budgeting by the District Assemblies. In addition, there is a need to have separate organizational units entrusted with the complex task of stakeholder management. Participatory planning with full commitment from all key actors especially from public authorities and forest communities, effective management of stakeholder expectations and formalization of expectations and other terms are necessary and should be done by putting them into Memorandum of Understanding (MOU), in other words there should be clear cut relationships and expectations. It should be a process that permits the entire project development through to implementation and evaluation and completion of the project.

Furthermore, public authorities should be true collaborators instead of the unproductive pseudo competition that is increasingly infesting the Forestry Industry because of individual organizational or personal gains seeking. All stakeholders should always look at the holistic development or the bigger picture of the projects are that are designed to bring and avoid

seeking individual or personal gains as the reasons for their participation in project implementation.

Last but not the least, all relevant stakeholders should always be identified from project inception and all partnering, collaborative and other terms well explained to all stakeholders at all levels.

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APPENDIX

To whom it may concern

Dear Sir/Madam,

Invitation to participate in a research into stakeholder management practices of the Forestry Commission: A case study of sustainable development in the youth afforestation program in the Bono Region of Ghana

I write to request your assistance as an experienced stakeholder with substantial knowledge in Stakeholder management practices to complete the attached questionnaire. Currently, I am undertaking a Master of Science (MSc.) degree in the Department of Building Technology of the Kwame Nkrumah University of Science and Technology under the supervision of Dr. Kofi Agyekum. This research is entitled “**Stakeholder management practices of the Forestry Commission: A case study of sustainable development in the youth afforestation program in Ghana**”.

This research aims to assess the role Stakeholders place in the promotion of afforestation program in Ghana. Hence, your expert knowledge and experience will be extremely useful for this research in determining how stakeholder practices can promote the afforestation program of the Forestry Commission. The questionnaire will take 10 to 15 minutes. All your responses will be treated with strict confidentiality and used only for academic purpose. Your views are valuable for the success of this research. After the research, we are willing to share a summary of the outcomes with practitioners in Ghana and anyone who shows interest. For any enquiries, please contact Mensimah Acquah, Adwoa (Tel.: **0249032820**; & email: maamebaby4rl@gmail.com).

Sincerely,

Mensimah Acquah, Adwoa, MSc. Student

Dr. Kofi Agyekum, Project Supervisor

Questionnaire for Stakeholder Organizations of the Forestry Commission, Ghana

Introduction

Stakeholder management practices is very key to the work of Forestry Commission in the sustainable development of the youth afforestation program. This is mainly because their work affects and is in turn affected by many stakeholders whose interests and needs are potentially conflicting thereby posing some challenges to successful forest management. This tool is therefore designed and used to collect data that brought out the real challenges of stakeholder management practices and how they impact sustainable development with regards to youth afforestation program in the Bono Region.

Section A: Stakeholder Identification, Classification and Relevance Q1.

Which of the following would you consider or otherwise as stakeholders of an empowerment project of your organization and why?

Range of stakeholders	Status with reference to sustainable development in the youth afforestation program (Yes/No)	Why a given group is not your stakeholder
Traditional rulers		
Public Authorities		
Forest communities		
Financial institutions		
Media		
Saw millers/Timber Contractors		
Timber/wood buyers		
Insurance Companies		

<i>Please mention any other stakeholder of forestry commission not included here</i>	
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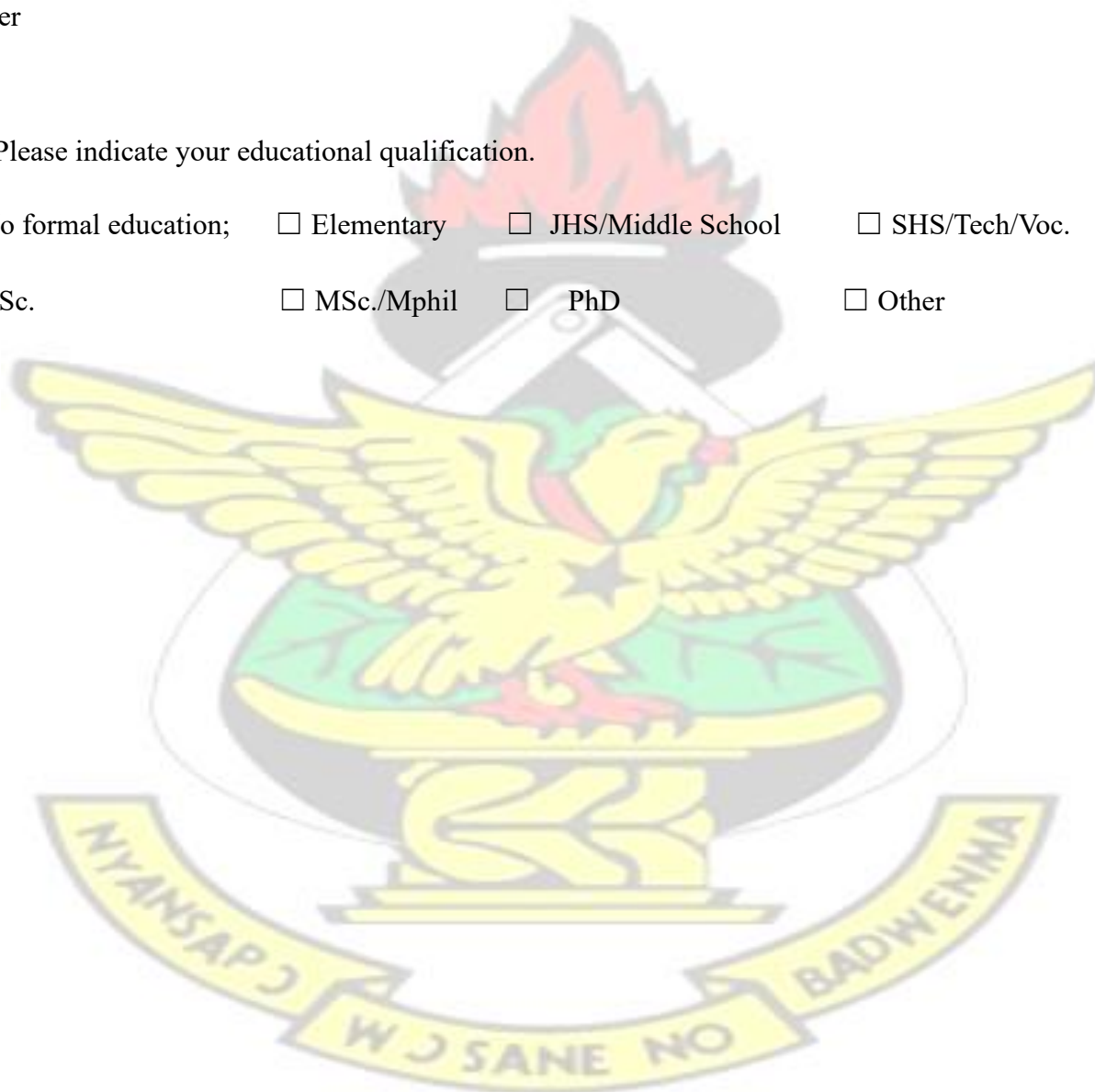
Q2. Please state your professional occupation

- ☐ Project/Program manager ☐ Head of organization/Senior Manager ☐ Assembly member
☐ Farmer ☐ Timber contractor ☐ Saw miller contractor ☐ Traditional rulers ☐

Trader

Q3. Please indicate your educational qualification.

- ☐ No formal education; ☐ Elementary ☐ JHS/Middle School ☐ SHS/Tech/Voc.
☐ BSc. ☐ MSc./Mphil ☐ PhD ☐ Other



Section B: Stakeholder Responsibilities/Stakes/Interests

Q4. What are the stakes and corresponding responsibilities/contributions of these stakeholders of an empowerment project of your organization, and how critical are the contributions to your project success? Filled the table below with responses in the order given.

Stakeholder group	Stake(s)/need/interest	Responsibility/contribution	Level of relevance of contribution to project success-(rate:1critical, 2-not critical, 3-uncertain)

Q5. How do you identify your Stakeholders?

- ☐ Project team brainstorming
 ☐ snowballing (through peers)
 ☐ Stakeholder forums
☐ Combination of all
 ☐ Other.....

Q6. What is/are the bases for your stakeholder identification?

- ☐ Influence
 ☐ Mission and vision based
 ☐ Interest based
 ☐ Geographic reasons
☐ Combination of

Q7. Which stage of the afforestation program are stakeholders identified?

- ☐ Prefeasibility stage
 ☐ Initiation stage
 ☐ Implementation stage
☐ Throughout Project life

Q8. How many categories does the forestry commission categorize their stakeholders?

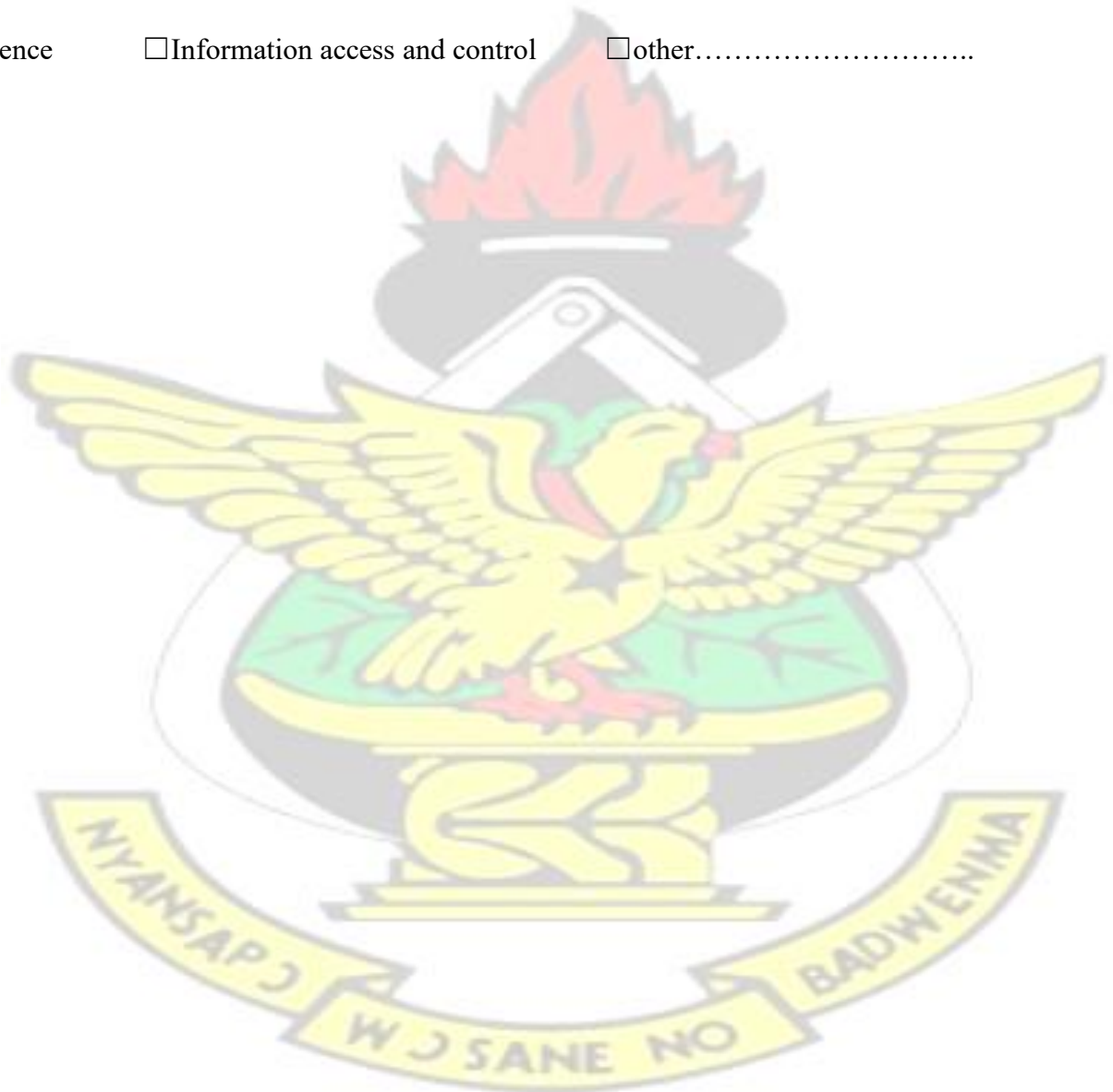
Name them.....

Q9. Out of the categories, which is/are the key Stakeholders? Name the category(s)

.....

Q10. What determines their status as key?

- ☐ Influence over project resources ☐ Stake on project deliverables ☐ Political
influence ☐ Information access and control ☐ other.....



Section C: Stakeholder Analysis

Q11. What is the operational definition of stakeholder analysis in your organization?

.....
.....

Q12. Is stakeholder analysis an activity you undertake as part of afforestation program in stakeholder management processes?

☐ Yes ☐ No

Q13. Do you find stakeholder analysis necessary in afforestation program?

☐ Yes ☐ No

Q14. If yes, which stage of project implementation is ideal for stakeholder analysis to be undertaken?

☐ Initiation stage ☐ Implementation stage ☐ Completion stake ☐ on-going activity

Q15. If no, why? Please explain

.....

Section D: Stakeholder Engagement and Communication

Q16. What is the operational meaning of the term stakeholder engagement in the context of stakeholder management practices in your organization?

- ☐ Process of working with stakeholders
- ☐ A two-way dialogue process between project management and stakeholders
- ☐ An event to let Stakeholders know what is/should be expected from and by them.
- ☐ Other (specify)

Q17. What does it contribute to sustainable development in the youth afforestation program?

.....

Q18. Which stage of the afforestation program life cycle do you carry out Stakeholder engagement?

- ☐ Prefeasibility stage ☐ Initiation stage ☐ Implementation stage
- ☐ Completion stage ☐ Throughout the project life

Q19. Is communication part of your Stakeholder management practices? ☐ Yes

☐ No

Q20. If yes, how do you ensure it?

- ☐ Meetings ☐ Reporting ☐ Both ☐ Other (please specify).....

Q21. If no why?

Q22. Mention any other stakeholder management practices tool not included in this questionnaire.....

Section D; Stakeholder Management Practices, Its Relevance and Challenges Q23.

Is there a unit in your organization that is responsible for stakeholder management (managing relationships and communications with the forestry Commission)? ☐ Yes

☐ No (Probe if there is any PR function)

Q24.If yes, what specific functions does it perform? Please name them.....

Q25. If no, who performs the stakeholder management function in your organization?

☐ Project Manager ☐ All team members ☐ Other (specify).....

Q26. If no, are you considering having one? ☐ Yes ☐ No

Q27. What challenges do the stakeholders present to the sustainable development in the youth afforestation program. Please list

Q28. What are the effects of the challenges of stakeholder management practice in the youth afforestation program?

Challenges	Source of the challenges	Effects of the challenges	Extent of effect.(rate 1- low, 2 moderate, and 3high see interruption below)

Low: Delayed project time – 1

Moderate: Affected quality of deliverables – 2,

High: Project collapse – 3

Q29. From your experience, what would you recommend to better enhance stakeholder management practices of sustainable development in the youth afforestation program? Please mention

KNUST



THANK YOU.