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Who Can Help the Peri-Urban Poor? (Boafo Ye Na Project)

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Who Can Help the Peri-Urban Poor? (Boafo Ye Na Project)

Revised Final Technical Report

DfID Natural Resource Systems Programme
Project No. R8090

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LIST OF ACCRONYMS

AfDB	Africa Development Bank
AP	Action Plan
AYA	African Youth Alliance
BYN	Boafo Ye Na
CEDEP	Centre for the Development of People
CLFs	Community Level Facilitators
DFID	Department for International Development
GOAN	Ghana Organic Agriculture Network
gNETPAD	Ghana Network of Participatory Development
GTZ	German Technical Cooperation
HTS	Hunting Technical Services System
IWMI	International Water Management Institute
KPUI	Kumasi Peri – Urban Interface
LA	Livelihood Activities
NaRMSIP	Natural Resource Management Strategies Implementation Plans
NGO	Non –governmental Organization
NR	Natural Resources
NRI	Natural Resource Institute
NRM	Natural Resource Management
NRSP	Natural Resources Systems Programme
OVI	Objectively Verifiable Indicators
PBPP	Participatory Business Plan Preparation
PSI	President Special Initiative
PUI	Peri-urban Interface
RCC	Regional Coordinating Council
REP	Rural Enterprise Project
UN	United Nations
UNDP	United Nations Development Programme
WVI	World Vision International

1 EXECUTIVE SUMMARY

The Bofo Ye Na (BYN) project facilitated the understanding of the relationship between poverty and livelihoods in the context of peri-urban Natural Resource Management (NRM) in the Kumasi Peri-Urban Interface (KPUI). The project contributed to the goal of the Natural Resource Systems Programme (NRSP) of the Department for International Development (DFID) in the ten-year programme (1995-2005), which focused on the generation of new knowledge in natural and social sciences for improving sustainable livelihoods of the poor.

Being amongst the last cluster of projects in the ten-year programme, the BYN combined knowledge already generated by earlier projects, with that generated through the creation and observation of livelihood experiments in twelve peri-urban communities in four of the five districts constituting the KPUI, to answer the question ‘who can help the peri-urban poor?’.

The main components of the BYN were as follows:

1. The implementation of livelihood experiments (beekeeping, mushroom cultivation, weaving & basketry, grasscutter and small ruminants rearing, snail farming and trading), which resulted from three action plans prepared through multiple interactions with principal stakeholders in the KPUI and
2. The research process that observed the natural and social science lessons arising from the implementation of Component 1 above.

The following themes guided the research process:

- A. Role of Community Level Facilitators (CLFs) and other stakeholders in the implementation of plans developed during R7995
- B. Participation of vulnerable groups (especially women, settlers, young adults and the poor in general) in peri-urban natural resource management
- C. Contribution of new entrants in the middle and upper income groups to building capital assets and influencing processes of peri-urban change
- D. Adoption and impact of livelihoods activities on PUI Inhabitants
- E. Monitoring, Sustainability and Risk Management in PUI Livelihoods

A collaborative team of researchers led by the Centre for the Development of People (CEDEP) made a purposive selection of communities based on involvement in previous peri-urban research. Baseline studies, case studies, assessments, and reviews were carried out using qualitative and quantitative methods to collect data from cross-sections of project beneficiaries and key informants. Data collected from such studies were analysed and presented in public briefings and reports.

Below are the findings of the research, which also throw light on key issues to be considered by those who can help the peri-urban poor:

- ◆ Local capacity exists as demonstrated by the CLFs and other group leaders, who are capable of breaking barriers and enabling the involvement of the poor in project implementation in a heterogeneous environment like the KPUI

- ◆ The KPUI has traditional and modern systems of NRM. Both are weakening and do not protect the livelihoods of the poor
- ◆ In addition to contributing to infrastructural development new entrants also contribute towards micro enterprise and micro finance development. Poorer indigenes like especially the participation of new entrants of lower wealth groups in communal activities
- ◆ Choices of livelihood activities respond to PUI opportunities rather than to address NR concerns. Exploitation of these opportunities is however inhibited by rural attitudes
- ◆ The poor participate more in livelihood activities with fewer risks and shorter gestation periods

However, many of these lessons are not necessarily new knowledge about the PUI but they deepen understanding of poverty, NRM and livelihoods.

The project in reaching many poor people in the 12 communities, made other significant contributions to the NRSP's purpose including sharing knowledge with research and development institutions, and engaging with government ministries, departments and agencies and thereby increasing the potential to influence national policy on peri-urban livelihoods. With the experience obtained, CEDEP and its collaborators are better positioned to make reasonable adaptations that reflect DFID objectives.

2 BACKGROUND

The Boafo Ye Na (BYN) project is a convergence of interests of two organizations: a research-oriented organization with a focus on generation of new knowledge and a development organization with a focus on capacity-building for human development. The project is, therefore, an action research aimed at contributing to the *goal of reducing poverty and hardship in the peri urban communities in a sustainable manner* by means of sustainable natural resource-based livelihood promotion. The need to reconcile interests of all parties, including the target communities and the development partner in a participatory action research resulted in Centre for the Development of People (CEDEP, the facilitating organization) operating at the interface of research and development.

The Peri-Urban Interface (PUI) is a new area of geographical interest. Located between urban and rural areas, the peri-urban is a zone of multi-faced conflicts: rural versus urban, agriculture versus built environment, traditional versus modern, subsistence versus commercial, informal versus formal (Mbiba, 2001). Its multifarious and complex nature makes it difficult for, a one-in-all solution to be attained especially so because traditionally, development practice has been structured around such dichotomies as urban-rural, modern-traditional, formal-informal etc with no middle grounds. Thus although the PUI witnesses the most dramatic physical, socio-cultural and ecological transformations, it has not been given the deserved attention by most developing economies. The corollary is that until recently, the dynamic and elusive peri-urban areas have been missing in development vocabulary. As well as being complex, it is also a zone where different opportunities and threats affect different members living within the zone in different ways. Whilst the wealthy are able to shed off rural attitudes in response to urban challenges, the poor in peri-urban areas are slow in doing so. Consequently, they become even more vulnerable.

In its bid to facilitate the creation of benefits for poor people by the generation and application of new knowledge to the NRM systems that characterise the PUI, the Natural Resources Systems Programme (NRSP) of the United Kingdom's Department for International Development (DFID) entered into partnership with CEDEP, a Ghanaian Non (NGO) in Ghana, to facilitate the development and promotion of strategies for management of NR in a manner that benefits the poor. This partnership was in consonance with the 1997 UK government's White Paper on eliminating poverty in developing countries, which emphasised genuine partnership for sustainable development (Burnell, 1998).

Preliminary research projects in two city regions: Kumasi in Ghana and Hubli-Dharwad in India, had gathered baseline data and investigated some aspects of land use, food production and waste re-use in relation to the two PUIs. These researches revealed that some grey areas, needing further research existed. In addition, the BYN took cognisance of the hypothesis that peri-urban poverty alleviation through NRM is limited by two important factors:

- (i) The inevitably temporary nature of the PUI in most developing countries of the NR-based production systems as a source of livelihoods for particular groups of poor people and
- (ii) Management of natural resource systems is no longer a means for reducing poverty when urban forces have changed land use and brought considerable reduction to NR-based production for poor people

In response to the above, work was initiated in the two city regions under the auspices of the NRSP, to begin to regularly involve key stakeholders (including at least two target institutions) in the formulation of plans of action and building on existing knowledge.

Findings of the previous work, which led to the above hypotheses, mentioned land tenure, declining fertility, planning deficiencies, improper waste disposal and utilisation, water pollution and poor sanitation as critical impediments to the livelihoods of poor people. Among interventions recommended at workshops, which galvanised knowledge generated by these research projects are soil fertility improvement strategies, water conservation and improved techniques for water harvesting, and development of a more participatory and holistic approach to spatial planning (NRI, 2000). Whilst knowledge was being generated over the years in the interest of researchers, communities involved were clearly showing signs of boredom and fatigue. Recognising the gap, NRSP in collaboration with CEDEP initiated an alliances-building with academia and other key stakeholders to bridge the gap between research, policy making and the communities, in favour of the poor in the Kumasi PUI (KPUI) who have lost and continue to lose their livelihoods due to urbanisation. This alliance was developed through the Natural Resource Strategies Implementation Plans for Kumasi Peri-Urban Interface (NaRMSIP for KPUI project; DFID R7995), which mobilised researchers, community members, district assemblies and other stakeholders in the KPUI for plan formulation.

With community enthusiasm reinvigorated, through the development of CLF concept, critical relationships were established with researchers from the Kwame Nkrumah University of Science and Technology, Kumasi and Royal Holloway, University of London, and consequently three action plans were prepared² as outputs from DFID R7995. These plans laid a foundation for the implementation of a follow-up project by CEDEP, collaborators and the twelve communities, with the goal of contributing towards poverty reduction in the KPUI through the improvement of the livelihoods of people who have been affected by peri-urbanisation. The following villages and districts were involved in the plan formulation and were also at the centre of the plan implementation: Abrepo, Atafoa, Apatrapa, Duase in Kumasi Metropolitan Assembly; Maase and Swedru in Kwabre District; Behenase, Ampabame II, Asaago, Adagya, and Esreso in Bosomtwe Atwima Kwanwoma District; and Okyerekrom in the Ejisu Juaben District.

As action research, the plan implementation at the community level was to provide a means of livelihood for the target communities, whilst the research aspects was designed to monitor the implementation of the livelihood activities in order to extract knowledge.

3 PURPOSE

Earlier peri-urban research has established that poverty reduction through NR management in the PUI is limited in at least two important ways: (i) the inevitably temporary nature of the KPUI, which is due to rapid and unpredicted nature of development in the area and (ii) the inability of poor people to take advantage of KPUI opportunities. As a result of this, the purpose stated in the logical framework of the BYN project proposal therefore is as follows:

“New knowledge about KPUI produced from experiences of creating/ improving livelihoods of the 12 selected communities whilst implementing plans developed under DFID R7995”

²(1) Non-farm natural resource based livelihood activities (2) Farm-based livelihood activities and (3) Processing of products from the first two action plans.

What constitute new knowledge has been dilated upon under the section on Output 3. The word ‘creating’ in this context simply means, introducing what is new and ‘improving’ means working on what already exist to make it better. Robert Chambers, Carney, Frank Ellis, Amartya Sen and others who have carried out extensive studies on livelihoods of the poor have pointed that these livelihoods comprise activities, capabilities, assets and entitlements available to the poor for making a living. The project rationalized that if the livelihood system is understood, it would be possible to add, or change components of the system and from that improve the living standards of the people (find detailed discussions in the five reports in **Annex Bi D and E**).

Eleven out of twelve communities selected for the study have been part of peri-urban studies since 1996 and much knowledge has been generated to help understand the livelihood of the poor in these communities. This knowledge informed the formulation of action plans for implementing natural resource management strategies that benefit the poor, the outputs of DFID R7995, whose implementation became part of the remit of DFID R8090. The other part of R8090 is the observation to extract new knowledge, the purpose of the project.

4 OUTPUTS

Three main outputs were outlined for this project as per logical framework:

Output 1: Community members engaged in beekeeping, mushroom cultivation, weaving & basketry, grasscutter and small ruminants rearing, snail farming and marketing of outputs Identified

Output 2: Research process for observing, recording and analysing the implementation process instituted and operated

Output 3: New knowledge from instituting and operating research process from implementing R7995 plans produced

In the sections below is the description of the project results, comment on the extent to which the project outputs were achieved, explain the gaps between the expected and achieved outputs and suggest what could be done to take research findings forward. Achievements have been explained with recourse to the Objectively Verifiable Indicators (OVIs) for the various outputs. Notwithstanding some lapses in the original logical framework, it does not lose its usefulness as a tool for assessing the achievements of the project.

4.1 Output 1- Community members engaged in livelihood activities identified

Going through the logical framework, there seems to be no indicator for verifying Output 1, an attempt has therefore been made to assess output 1 by referring to the OVIs for the project activities and purpose. Output 1 is described below. Basketry & weaving was an activity listed in Output 1, which was not implemented because it was no more a priority in the communities during the inception of the project. The reason adduced to the elimination of this activity was that the raw material—raffia/rattan- for the production are depleted and more crucially people prefer the use of polythene carrier bags to baskets (See **Annex Bi B**).

4.1.1 Action Plan 1

Livelihood activities (LAs) under Action Plan 1 (AP1) were described as those activities which required very little land to undertake and thus could be carried out at the backyard. The name non-farm was thus given to these activities. These activities appealed to the communities, the project and other stakeholders because given the scarcity of land in the KPUI, activities requiring less land appeared to be the solution to the problem of landlessness bedeviling the poor and vulnerable. Actual project implementation, however, revealed that activities like snail rearing and mushroom cultivation required more land than originally anticipated and this became a hindrance to adoption of these LAs (see **Annex Bi D**).

AP 1 activities implemented by this project are beekeeping, mushroom cultivation, grasscutter rearing, rabbit rearing, and snail rearing. All these activities were listed as part of Output 1 and have a peculiar characteristic of being new to the communities. Thus communities had to be provided with the technical skills for implementing them.

It must be stated that the activities listed under Output 1 are only examples and thus do not exhaust the list of activities to be implemented in order to achieve the purpose of the project, which is to learn from implementing NaRMSIP for Kumasi PUI (R7995) plans. This brings into focus Action Plans 2 and 3, which were also covered by BYN budget.

4.1.2 Action Plan 2

The communities identified during the plan preparation that despite the threat posed by peri-urbanisation, there were still parcels of cultivable land for them to live on temporarily, practising peasant agriculture, which is their main source of livelihood. Action Plan 2 (AP 2), also referred to as the Farm-Based Livelihood Activities were therefore developed under NaRMSIP. It turned out to be the most popular Action Plan since most community members wanted loans for cassava, maize and vegetable farming. However, AP 2 was the least successful given low repayment rates, which was explained by the numerous risks associated with peasant farming such as temporary nature of access to farmland, erratic rainfall patterns, poor storage and market gluts (**Annex Bi E**).

4.1.3 Action Plan 3

Action Plan 3 (AP 3) was to assist the communities add value to and market the products of AP 1 and AP 2. This activity is more secondary in nature and fits very well in more urbanized communities. Activities undertaken under AP 3 included gari processing, alata soap production, petty trading, weaving & basketry etc. At the planning stage AP3 appeared to be the activity with good prospects in terms of success rate. As Table 1 shows, it actually turned out to be the most successful.

4.2 Achievements and Variances of Output 1

This section discusses what was actually achieved under Output 1, compares the achievements to the OVIs, points out, and explains the variances (gaps and excesses).

4.2.1.1 Beneficiaries and Physical Projects

Table 1 shows the community members who were involved in livelihood activities at the end of the project. The estimated number of 2400 individuals stated as OVI for the purpose was based on an initial bigger budget, which could not be raised by NRSP because as a research project there was a limit on the amount which could be invested as capital. All moneys thus given to

communities were for them to experiment their business ideas and the medium for communicating these ideas was the business plan. Despite the above limitation, the total number of 573 out of people who applied for support at the beginning of the project in Table 1 consists of people who were identified with the project during the final stages. In fact, given the high dropout rate reported in the research reports more people benefited from the project in one way or the other.

Table 1 below summarises output 1 and shows the districts, communities, APs promoted and the number of males and female beneficiaries from each community at the close of the project. It is obvious that all the four project districts and twelve project communities³ targeted by the project were reached within the project period.

Table 1 Summary of Beneficiaries in the three Action Plans

District	Community	Number of people in Action Plan 1		Number of people in Action Plan 2		Number of people in Action Plan 3		Total
		Male	Female	Male	Female	Male	Female	
Bsomtwe Atwima Kwanwoma	Behenase	10	9	4	6	1	9	36
	Ampabame II	13	4	11	11	0	5	44
	Asaago	13	5	3	1	5	31	58
	Esreso	14	4	0	0	0	16	34
	Adagya	9	6	4	5	4	18	46
Kumasi Metropolitan Assembly	Atafoa	4	11	1	0	0	34	50
	Abrepo	6	11	0	0	4	28	49
	Apatrapa	8	3	0	0	3	18	33
	Duase	11	3	4	0	2	36	58
Kwabre	Maase	9	7	0	7	10	19	52
	Swedru	9	6	10	10	1	3	39
Ejisu Juabeng	Okyerekrom	14	4	2	0	20	34	74
Total		120	73	39	40	50	251	573

Output 1 could not have been successful without putting in place the supporting institutions and processes; this became an important addition to the project. Output 1 as stated above and the supporting structures and institutions have been described below.

Efforts made to include the vulnerable and marginalised, especially women, in the project include assistance to illiterates to enable them to articulate their business ideas, phasing of activities to ensure that all monies taken were used as planned, the pegging of the initial capital at low thresholds and thus discouraging wealthier groups (especially men) and introducing the vetting process to ensure fairness in the selection of project beneficiaries. These measures taken by the project were successful because the initial male dominance was reversed to a final male/female ratio of 36.4%/ 63.6% (Annex Bi D and E). The low threshold of capital did not allow community members to expand their livelihood activities. The scale at which the activities were promoted was small. The project therefore appeared to be limited in scale (perpetuating peasantry) in a peri-urban environment where the high population and associated demand calls for competition, specialization, division of labour and large-scale production. An interesting characteristic of this

³ A community by the BYN project is a social group inhabiting a common territory and having one or more additional common ties (Kunfaa, 1996)

scale include the penchant for using the number of animals as a symbol of wealth, authority and recognition in the society, an attitude that is typical of rural subsistent farmers. The farmers were very much interested in their farms being used as contact points by would-be adopters and the number of the animals is valued in this regard much more than turning them round to enhance their economic well-being. In the case of snail, grasscutter and rabbit farmers, it was observed that though the project team advised against overcrowding and therefore supported sale of the animals at important times, this was not heeded to and many of the animals died because of overcrowding. Also the PU farmers have apparently not outlived the rural free-range animal keeping approach and have as a result lost many of their animals through improper care (see section 4.3 of Annex Bi E). While it can be concluded on the evidence that rural attitudes pose a challenge to adoption and long-term sustainability of the livelihood activities, a reasonable conclusion could not be made on whether the economic imperatives wield significant weight than the symbol of authority and recognition that the activities bestowed on the practitioners.

A random sample of seven individuals representing the various livelihood activities and in-depth key informant interviews of the loan beneficiaries indicated that people who had been helped by the project were mostly those in the low-income group. Using a number line to depict at one end, the very poor and at the other, the rich, the interviewees were asked to position themselves on the line. Generally, it came out that the poor are the under-employed/casual employees that earned annual incomes less than 2 million, five hundred thousand cedis. Subsistence farming and short-term unskilled labour work serve as the main source of income for the majority of the poor. In fact, if this amount is worked out in terms of daily income (i.e. 6,849 cedis) it will confirm the fact that the project beneficiaries are poor and that the majority of them in the KPUI are living on less than 1 dollar a day thereby qualifying them as poor as connoted by the World Bank standards (see **Annex Bi D**).

4.2.1.2 Project Processes

To receive assistance from the project, certain processes and procedures were laid down. The interested applicant approached the Community Level Facilitators (CLFs), who assisted him/her to prepare a business plan for what the applicant intended to do. The business plan prepared for several individuals were collated and vetted by a committee established by the community in which the applicant resides (a project community). The vetting process (see **Annex Di** for the vetting manual) ensures that the business idea is feasible and that the applicant deserves to be assisted on condition of being poor and vulnerable. A report of the findings of the vetting committee was brought to CEDEP by the CLFs and based on the report a cheque was written for the applicant if s/he was short-listed. The applicant collects the cash from the rural bank serving the community in question and starts the business. The CLFs monitor the project and presents verbal reports to the project from time to time. The project staffs also monitor to confirm the reports of CLFs. When the business starts yielding outputs, the CLFs mobilize the repayments and make payments into the community's accounts. The project monitors how the CLFs conduct their activities (**Annex Bi A and E**).

Where the applicant intends to undertake an activity for which s/he has no applicable experience, the CLFs report to the BYN and if the activity has demand from other communities, a resource person was identified by the project and the communities and the training was organized for groups of individuals selected by the communities to run a pilot project in the livelihood activity of interest. For such activities, a group business plan was prepared as part of the training.

4.2.1.3 Supporting Structures

The institutions, which supported the project implementation and were responsible for ensuring the sustainability of project effects, have been described in this section.

Community Level Facilitators (CLFs) as an innovation of the R7995 project were a group of community representatives selected to liaise between the project and the community (Annex Bi A). The innovativeness of the CLF concept lay in the distinctive role they played in facilitating multiple interactions among stakeholders and more crucially their ability to mobilize and downstream project concepts like the participatory business plan to the people in the communities. It is also an innovative concept in as much as they were democratically selected and consequently accepted by all sections of the communities to liaise between the community and the project (*ibid*); bearing in mind that people with different cultural backgrounds occupy these PU communities.

By design 36 CLFs were supposed to work with the project, however, two died, two left the project and one was suspended. Two new CLFs joined the project, thus 33 CLFs were at post at the end of the BYN project. They were always available to assist the project anytime they were called upon because on one hand, the CLFs were happy to be called upon to serve their communities, and on the other, they enjoyed the exposure to training programmes and stakeholder's consultations. Other social groups that emanated from the implementation process as well as their roles are presented in the Table 2 below.

Table 2: Supporting Institutions

Institution	Roles
CLFs	Liaise between the communities and the project Facilitate participatory business plan preparation Mobilise repayment of loans Mobilising community members for project activities
Vetting Committees	Assist CLFs in mobilising loans Ensure equitable and fair selection of project beneficiaries
Community-based Beneficiary groups	Manage the pilot projects as business on day to day basis Select representatives to serve on the vetting committee
Peri-urban Networks	Maintain a forum for discussion of best practice for each LA Lobby for market Assist in conflict resolution Advocate for the group Mobilize dues from members for their expenses
Chief and Queen mother	Mentor the CLFs Assist in conflict resolution Assist CLFs and vetting committees in managing project resources Represent community at district fora
Rural Banks	Disburse start-ups Animate communities on bank services Visit project Provide other financial services to deserving communities

4.3 Output 2-Research Process Instituted and Operated

Being an action research facilitated by an NGO, which is more used to technical project implementation, Output 2 was to be achieved to ensure that the project implementation was

observed scientifically. This was to be facilitated by CEDEP and research collaborators from Ghana and UK-based universities following recommendation by the NRSP to ensure that the project benefits from knowledge previously generated by earlier peri-urban research, especially those which belonged to the same 10-year programme managed by Natural Resource Institute (NRI) and Hunting Technical Services Systems (HTSPE Ltd).

The design of this research started at the project inception and had to be strengthened at mid term. At mid term, not much had been achieved in terms of research reporting because the project needed more time to be able to complete the observation and reporting of findings.

4.3.1.1 Research Process

The following research themes became the hub around which the observation of the implementation of the BYN was done. The research process was to yield cross-cutting products in the form of reports, papers, journal articles, pamphlets, brochures, posters and pictures according to the needs of target groups and by the discretion of the research collaborators based on outcomes from data generated during the research. All the research topics were based on information systematically gathered from baseline studies (see **annex C** Baseline questionnaire and dataset), special studies, case studies and monitoring rounds to the project communities. Data gathered during the planning phase included household resource plans, which involved a participatory construction of flow maps, projected income and expenditure for the livelihood activities in which the people are engaged in. This provided some indication about the income levels of the PU inhabitants and again provided a baseline indicator of livelihood activities before the start of the project activities. (**Annex C** available in electronic form only).

4.3.1.2 Research Theme 1

Role of CLFs and other stakeholders in the implementation of plans developed during R7995

The main aim of this theme was to document the structure, operation and performance of Community Level Facilitators (CLFs) and evaluate their collaboration and linkages with other stakeholder institutions within the KPUI.

During R7995, the operation of CLFs was found to be an innovation (Annex Bi A) and important for participatory plan preparation. The CLF concept was found to be different from other projects which tried to develop and use indigenous capacity because, they were ordinary people, volunteers, are of different age cohort, with fair literacy background, without expertise in any identified discipline, selected by the community members to liaise between them and the project. It turned out that these CLFs had some latent skills and capabilities (as traditional authorities, religious leaders, unit committee members, retired teachers, farmers), which the communities must have considered in addition to the set criteria provided by the project. These strengths pulled together at fora presented a strong network with negotiation, arbitration, planning, and a repository of traditional knowledge, which the project needed. In the past, professionals who were outsiders to communities facilitated most community development initiatives. The use of CLFs is an alternative strategy, which ensured that local people were at the forefront of facilitation. Because they were groomed to operate as volunteers, their services continued to be available as contact persons even after the project (District Assembly staff, rural bank field officers, and researchers who carried out several assessments on the project found them useful) because they continued to operate as an interface between their communities and District Assemblies, Regional Co-coordinating Councils (RCC) and other stakeholders including the Rural Banks.

Although the CLFs were found to be important as facilitators, they have not been successful as repayment mobilisers. Although this role was not well assessed by any of the reports (just a little in annex Bi E), best practice in credit management requires that the group taking the credit should be responsible for making the repayment to the one offering the credit (Ellis, 1992), it should not be done through another party.

4.3.1.3 Research Theme 2

Participation of vulnerable groups (especially women, settlers, young adults and the poor in general) in peri-urban natural resource management

This theme identified vulnerable peri-urban groups implementing livelihood activities in the communities and established their levels of participation in natural resource management at the community level. It also investigated the role of natural resources in the livelihoods of peri-urban inhabitants. In investigating the linkages between PUI livelihoods and natural resources, particular attention was paid to vulnerability on such bases as age, gender, wealth etc.

4.3.1.4 Research Theme 3

Contribution of new entrants in the middle and upper income groups to building capital assets and influencing processes of peri-urban change

The main aim of this theme was to identify new entrants in peri-urban communities and examine their contributions to overall community development. New entrants in the upper and middle-income groups may not be vulnerable, but their presence in PUI communities was believed to have both positive and negative effects on the poor. These new entrants contribute to the development of infrastructure and services, which benefit the poor and also create new employment opportunities for PU poor. However, they may also out-compete the poor and vulnerable people for scarce resources and services and are thus perceived as the causers of peri-urban problems.

4.3.1.5 Research Theme 4

Adoption and impact of livelihoods activities on PUI Inhabitants

This theme investigated the ways in which livelihood activities implemented by the BYN project were adopted by the communities and the implications for their livelihood systems. It also examined the extent to which the adoption of livelihood activities had impacted on the livelihoods of the people. The level of adoption and basis for choice of specific livelihood activities, the role of livelihood activities in improving the overall welfare of members of PUI communities, the opportunities and constraints in the PUI which affect livelihood activities, and the relevance of credit provision for the livelihoods of peri-urban inhabitants were aspects of this theme.

4.3.1.6 Research Theme 5

Monitoring, Sustainability and Risk Management in PUI Livelihoods

The purpose of this theme was to monitor the profitability and sustainability of livelihood activities in the PUI. Sustainability and risk were investigated in two ways: first the project's strategies and, secondly, the individual activities and strategies. Profitability of livelihood activities were examined at the level of individual community members.

4.4 Achievements of Output 2

According to the OVIs in the logical framework, research findings were to be presented in three stakeholders workshops organised yearly. No presentations on research findings were made in year 1 because the project had not observed enough lessons of experience from the implementation of the activities to come out with any findings. Therefore the presentation of the first year was added to that of the second year in one big workshop organised in two days (instead of one) in Kumasi where presentations were made on the CLF concept, experiences of livelihood development in the KPUI and the Business Plan Concept. The final workshop was organised for policy-making bodies at Accra, the capital of Ghana. Government functionaries, development partners and NGOs were invited to participate (see **Annex Biii**).

Five project reports, one each for the key themes, brochures and posters on aspects of the project implementation (see **Annex Bii**), news coverage on local FM stations, TV and newspapers are the different forms in which the project outputs were presented to the Ghanaian public.

This section takes a look at the information shared at the various workshops regarding the observation of the implementation of livelihood activities. The information is similar to that for Output 3 but is different in the sense that it looks at the entire observations whilst Output 3 focuses only on new knowledge.

4.4.1 Adoption of livelihood activities

The factors observed to influence the adoption of livelihood activities are technical knowledge, time, space, start up and running capital, marketability and profitability.

4.4.1.1 Technical knowledge

The initial preference for LAs in which community members already had experience and were carrying out on subsistence basis was due to aversion to risk because they were poor and insecure. If by some intervention, this initial risk was taken away, either by providing the required technical knowledge and/or start up capital, communities would support by providing the labor. Again communities prefer easier livelihood activities. If the skill required appears difficult then communities would participate only if these difficulties are removed. Sustained technical backstopping, which continue to help them address difficulties that arise after training is an important determinant of successful adoption of LAs.

The technical skills provided by the BYN project communities assisted them to start the livelihood activities but the follow up in some cases was not enough due to the unavailability of technical personnel when needed and inadequate logistics. Thus a number technical problems including greening of bags in the case of mushroom, overcrowding for snails, delayed pregnancy for grasscutters etc. bedeviled the project, thereby frustrating the beneficiaries and reducing the level of success.

4.4.1.2 Time

The time dimension of adoption was two-fold; first, amount of daily time taken and secondly the time it took for the LA to start yielding benefits. The objective of the project was to improve the livelihood system of the peri-urban dwellers until such a time that the urban systems completely take over. The LAs selected were therefore not meant to replace their original LAs but to fit in to the livelihood system and be run side by side with the already existing LAs. All things being equal, snail and grasscutter rearing and beekeeping, at the scale at which they were promoted, fitted well into the livelihood systems of the people. Nonetheless, beneficiaries complained that

mushroom and alata soap production do not leave room for carrying out the other LAs. Secondly, most livelihood activities, especially the new ones promoted have long gestation period. The communities complained that they found it difficult to wait- asking about what they will live on until they start reaping the benefits of the livelihood activities.

4.4.1.3 Space

Space limitation is peculiar not only to crop farming under AP 2 but also with non-farm activities under AP 1 such as snail rearing, grasscutters and rabbit rearing and mushroom cultivation. Snail rearing, for instance, requires an expansion plan but has been found to be less poor-friendly. With limited market for small snails, there is need for at least 35 pits to contain and fatten the snaillets into mature ones for sale. This is because, every matured snail can lay and hatch about 350 snaillets, and which means that if one starts with say 5 mature, one will be handling about 1750 snaillets. This also means that if 50 snaillets were kept in one pit, it will require about 35 pits to contain them all. With a pit, costing about 300,000 cedis it needs no mentioning that the poor in the KPUI cannot afford this. Again, in the case of mushroom there is temporary access to space even in the backyards as there is constant demand on the little spaces by other family members and those who gave out the space.

4.4.1.4 Start up and running capital

One of the problems preventing communities from trying out new ideas for improving their livelihoods was identified as start up and running capital (Annex Bi D) . Financial services to communities are very poor so the project attempted to introduce a system that would leave behind a sustainable financial service, managed by the community. Consequently, the project adopted a business approach to poverty alleviation. However, the monitoring systems to ensure the above were met with some initial difficulties because of strict banking requirements, which resulted into physical cash being given to beneficiaries. Repayment from communities on the first initial capital offered was very poor. The project could therefore not insist on repayment because of obvious difficulties encountered during the administration of the first start up. Secondly, most of the livelihood activities were implemented on such a small scale that did not yield enough benefit. This, together with the long waiting period of reaping benefits for most of the LAs made it difficult for the project to be able to ask for repayment. Having corrected the initial flaws by operating through the rural banks, communities have proved through the AP3, and with specific regard to trading in some communities including, Okyerekrom, Apatrapa, Atafoa, Abrepo, Behenase and Duase that they can repay their loans and reinvest the proceeds in the LAs. More importantly, correcting the initial problems also meant the project encouraged livelihood activities with shorter gestation period. Such livelihood activities also had low capital requirements; consequently, more women than men applied for the credit (refer section 4.2.1.1 See also Table 3 below)

Table 3 Distribution of the livelihood activities by sex in the different communities and districts

Livelihood Activity/ Community	Grasscutter		Rabbit		Mushroom		Alata soap		Snail		Beekeeping		Farming		Trading		Total Male	Total Female	Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F					
<i>Bosomtwe Atwima Kwanwoma District</i>																			
Behenase	5	0	1	1	1	4	1	2	3	2	0	0	4	6	0	7	15	21	36
Ampabame II	4	2	1	0	3	2	0	5	5	0	0	0	11	11	0	0	24	20	44
Asaago	5	0	1	1	2	3	4	1	2	1	3	0	3	1	1	30	21	37	58
Esereso	6	0	1	1	4	2	0	4	3	1	0	0	0	0	0	12	14	20	34
Adagya	3	2	0	1	4	1	4	1	2	2	0	0	4	5	0	17	17	29	46
<i>Ejisu-Juabeng District</i>																			
Okyerekrom	4	1	1	0	3	1	2	2	6	2	0	0	2	0	18	32	36	38	74
<i>Kwabre District</i>																			
Maase	3	2	1	1	3	2	1	4	2	2	0	0	0	7	9	15	19	33	52
Swedru	3	0	1	1	3	2	1	3	2	3	0	0	10	10	0	0	20	19	39
<i>Kumasi Metropolitan Assembly</i>																			
Duase	5	0	0	0	3	2	2	3	1	0	2	1	4	0	0	33	17	39	58
Apatrapa	4	1	1	0	0	0	3	1	3	2	0	0	0	0	0	17	11	21	33
Atafoa	0	0	1	1	2	4	0	5	0	5	1	1	1	0	0	29	5	45	50
Abrepo	3	2	1	1	0	5	3	1	2	3	0	0	0	0	1	27	10	39	49
Total	45	10	10	8	28	28	21	32	31	23	6	2	39	40	29	219	209	361	573

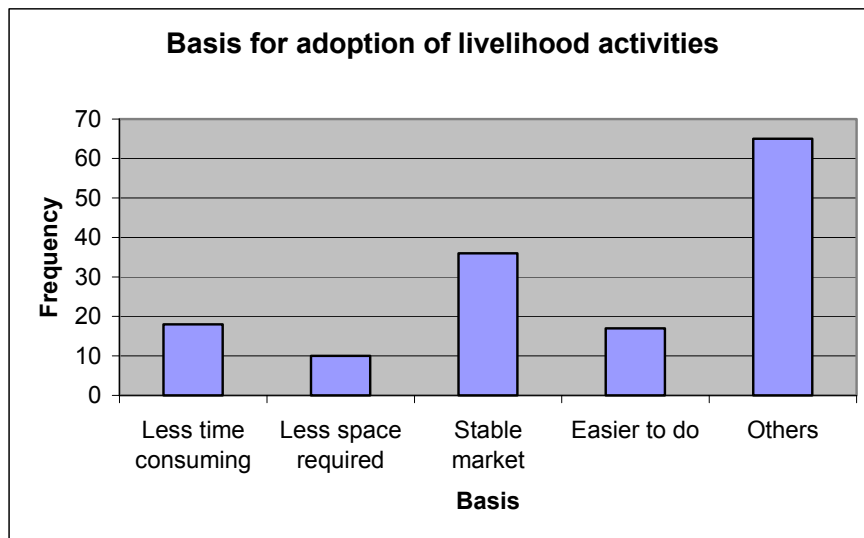
4.4.1.5 Marketability and Profitability

For all the livelihood activities promoted, marketability was initially assumed not to be a problem. An assessment of marketability of all the LAs afterwards showed that it could be problematic. Figure 1 below is the result of an assessment conducted for a cross-section of beneficiaries on the basis for choosing the various LAs. Even though there were several other reasons provided which are not mentioned above but captured under 'others', marketability of products ranked highest. The initial assessment of the market by the beneficiaries was misleading.

A year old snail costs ₵1000. Assuming a group/individual starts the LA with 50 snails and 200 out of the young ones hatched survived per snail, one would expect about 10 million cedis per project. With this, they could pay the initial capital of at most ₵ 300 000, and still have the parent stock and the hutches to continue another cycle. It turned out that it was more difficult to achieve the survival rate they estimated and even more difficult to find market as people who have just started this enterprise. The story was not different for grasscutter and rabbit rearers. In the case of grasscutters, a group estimated to start with a parent stock of 10 animals (i.e. 8 females and 2 males). They assumed that none of the parent stock will die. Getting ready market for the products was not to be taken for granted. Expecting that each animal will produce 5 at the first instance (after six months) and that four each will survive, they could fatten and sell 32 animals at a total cost of ₵3,200,000 (i.e. at a modest price of ₵100,000 per animal a year after commencement of the project). They will use part of the money to buy a pen and pay for the first pen estimated at ₵1,100,000. At the time of selling, there should have been 2 litters. They will sell again, 32 animals at second birth and get ₵3,200,000. From this they will pay for the parent stock, the interest and other costs, and still make a profit. The figures used for planning were modest figures as the resource person had sold a mature grasscutter at ₵200,000-₵250,000 (on a lucky day). The group was expecting that if they had that luck, their profit could double or triple. The story turned out to be different during the actual implementation given the disappointing rate of fertility and lower price of animals from ₵60,000-₵80,000. Being starters, they have to identify their own clients.

The story for rabbits was worse when it comes to marketing. Rabbits littered more frequently but Ghanaians are not used to rabbit meat. Those who rear them normally sold them to students for experiments (i.e. Biology practicals) and that is highly seasonal. The networks therefore have much work to do to find market for their products.

Figure 1: Basis for Choice and Adoption of Livelihood Activities



Survey data, 2004

4.4.1.6 Start-up capital

Small start-up capital is attractive to women than men. The project has shown that women were more reliable when it comes to repayment. They were more determined to see results and thus were more resilient to ensuring the success of what they started, unlike the men. This explains why there are more women beneficiaries than men (Refer to Table 3 for women beneficiaries). The size of capital has been found to be an appropriate strategy for reaching out to the poor; but many cannot wait on the slow build-up of capital, especially those activities that take long time to mature (**Annex Bi D**).

4.4.1.7 Other reasons provided for adoption

When the score for other reasons for adopting particular livelihood activity in Figure 7 below was analyzed, 'for additional income' was the most recurring reason (see Annex Bi D). This response means that the community members already have some sources of income and wanted to carry out the livelihood activities under reference to supplement their incomes. This is also in agreement with the concept of improving the livelihood system. Other reasons such as for home consumption; to meet their household protein and other food requirements were also given. The extent to which these other reasons have been met has not been assessed.

4.5 Output 3: New knowledge produced from instituting and operating research process for implementing R7995 plans

R7549, R7330, and R7995 were some of the peri-urban research projects, which immediately preceded the BYN project in Ghana. Any knowledge already generated by these and earlier projects could therefore no longer be new. In addition, knowledge generated needs to be corroborated with the peri-urban projects in Hubli-Dharwad to be able to establish what new knowledge is. Having stated this, new knowledge had earlier been qualified with cognizance of previous and on-going projects in Ghana and Hubli-Dharwad include the following:

- (1) Improving the uptake of technical knowledge for using the natural resources of the peri-urban interface until such time as their use is fully claimed by urban systems. This includes taking advantage of opportunities presented by urban development.

- (2) Making the poor major beneficiaries of this improvement in the uptake of technical knowledge about utilisation of PUI natural resource systems. This will include not only ways of improving the uptake of knowledge by the poor, but also protecting and/or increasing the strength of their rights to enjoy the benefits of the land used.
- (3) Increasing the asset value, which accrues to poor people when land is converted to urban uses, such as by improving their land tenure and knowledge of market operations and access to the credit and technology to build.
- (4) Transferring to additional households affected by the PUI as it moves outward from an urban area the new knowledge of natural resource utilisation and of land market operations which benefit the poor.
- (5) Integrating such management of PUI natural resource production systems with the management of urban systems in ways that can benefit the poor (NRSP, 2000).

The intervention of the Centre for the Development of People (CEDEP) was inspired by the above strategies, which were very close to its policy of supporting, facilitating and building the capacity of marginalised and vulnerable groups and influencing policy in pursuit of sustainable development. The two projects, DFID R7995 and DFID R8090 were designed in line with the above and they provide new lessons from new processes and actions taken on the project from the following standpoints:

1. The introduction and popularization of five non-traditional livelihoods to complement existing ones in the Kumasi peri-urban interface was an attempt to improve the uptake of technical knowledge for using the natural resources on which the poor depend until such time as their use is fully claimed by urban systems (Annex Bi B and E);
2. The process of making the poor, especially women (Table 3) part and parcel of such interventions and how it enabled them to take advantage of opportunities presented by urbanization, regarding what works and what did not work (Annex Bi A and B);
3. Attempts made to integrate the management structure of the project into the PUI system through the involvement of traditional authorities, local government and rural banks (Annex Bi A and E);
4. The positive and negative implications of the presence of new entrants who are the major players in the conversion of NR to urban uses and their roles in facilitating access to other opportunities such as micro-enterprise development, markets, financial services and technology (Annex Bi C) and;
5. The leadership of the project, a local development oriented NGO collaborating with researchers from universities in Ghana and the UK in their personal capacities, and pulling together different expertise related to the project.

4.6 Achievements of Output 3

New knowledge was generated about the PUI and is reported in the five research reports (Annex Bi A-E). The essential findings of the five research reports have been discussed in this section. In the discussion, an attempt has been made to relate the findings and since the findings cover the entire research, elements of outputs 1 and 2 were also discussed. Where this has been done, the source(s) of the information has/have been added using the respective report numbers, Annex Bi A-E. The findings have been grouped under broad headings for the purpose of categorizing the new knowledge. Find the full reports in annex Bi.

4.6.1 Making the poor major beneficiaries of improvement in the uptake of technical knowledge about utilisation of PUI natural resource systems

The Community Level Facilitators (CLFs) evolved from DFID R7995 and was used extensively by BYN. The concept was designed by the project to respond to the peculiar nature of the PUI inhabitants and the institutions that work with the people (difficult to mobilise-see sections 5.5 and 6.2 of Annex Bi A). With training, the CLFs are able to manage, minimize or completely break barriers between the community members and their traditional institutions. This is necessary if ordinary community members and community leaders are to work together in development projects in a non-political, non-tribal grounds and peaceful environment (Annex Bi A).

Secondly, CLFs are able to enhance community participation in project implementation and monitoring in the PUI where urban opportunities distract community mobilisation. This is evident from the fact that communities where CLFs are more effective, a common vision develops among the community members, which sets the stage for the implementation of any development project, be it on sustainable livelihoods, health, education etc.

Right from the inception of DFID R7995, the communities, which dropped out of the project, did so because the community gatekeepers could not mobilize their communities for the community entry forum. Within the BYN, communities with effective CLFs acting as front-liners were also able to adopt the project processes and have shown signs of sustaining the project effects (Annex Bi D and E). Through the CLFs, the poor majority became beneficiaries of the introduction and popularization of five non-traditional livelihood activities to complement existing ones in the Kumasi peri-urban interface (Annex Bi Band C).

4.6.2 The poor and NRM in the KPUI

Two forms of NRM have coexisted in the KPUI (Annex Bi B); the first driven by local rules, beliefs, norms, and meanings; and the other by urban and state institutions (*ibid*). The former is slowly giving way to the latter in all aspects except land transactions where the traditional authorities still maintain a strong influence. The continued influence of traditional authorities is explained by the benefits they derived from the natural resources. In the peri-urban interface, these benefits are prominent with land hence the stake of traditional authorities' involvement in natural resources management has also been reduced to land. As explained in Section 4.4.1.2, it comes out clearly that with temporary access; the poor practitioner of a NR-based livelihood activity faces the risk of losing land holdings and the produce on it at any time in the year (Annex Bi B). This does not augur well for sustainable land improvement strategies and hence poverty reduction through peri-urban agriculture. Strategies, which improve poor people's right of access to land and other natural resources, are necessary to increase the asset value that accrues to the poor when land is converted to urban uses. However, neither the traditional NRM nor the formal NRM practice provides this security of tenure. If this gap is not addressed, it is going to be extremely difficult for the poor to move out of poverty by pursuing NR-based livelihood activities such as those promoted by the project. This role of improving security of tenure of poor people to land holdings would have to be facilitated by independent advocates whose actions are not driven by benefits as it has already been established that benefits remain the driving force for participation in NRM (Annex Bi B). Additionally, it was noted that the knowledge base of the poor land 'owners', which is low does not allow them to leverage for higher asset value for their lands taken over for urban uses.

4.6.3 New entrants and indigenes in the PUI

Although new entrant activities affect the livelihoods of poor people in many ways including intensifying competition for land resources, competition for jobs and competition for market, the poorer wealth groups of indigenes in KPUI communities appreciate their presence and participation in community programmes (Annex Bi C). Despite this, previous experiences in other parts of the urban centre where concentration of new entrants from the same tribes have led to slums and other related problems, indigenous communities are concerned about the concentration of new entrants and have used land allocation system to disperse new entrants with strong cultural backgrounds. This move to disperse new entrants is driven by the quest to maintain clean environment, among others, to attract customers to their produce, as it came out in stakeholders' workshops that if the environment were not clean their produce would not be bought. People at the workshop could not imagine buying mushrooms from the slums even if they were sure that the water used in watering was from a clean source.

This move to disperse new entrants shows that people become aware of their environment and take action by themselves. If this is so, then the question to ask is 'do the poor themselves not change or support their children to change their livelihood activities in response to the challenges posed by the changing PUI?' There is evidence that the richest people on the peri-urban were once poor peasant farmers who supported their children by the help of relatives and friends to travel to Europe and America (*ibid*). The research revealed that when the well being of a household improves, they acquire property and relocate closer to the urban center, reflecting a gradual sieving of people by well being, whereby the poorest are pushed to the peripheries whilst the wealthiest move closer to Kumasi. No wonder the peri-urban communities have also become the place of abode (the communities are alive in the early hours of the day and in the holidays but 'dead' in the afternoons when the new entrants have gone to work, leaving the poorer indigenes) for poorer new entrants because that is where the cheapest accommodation (mud houses) could be found. In contrast with Ernest Burges' Concentric Zone Model of urbanization, where the commuters or the very rich live in the very outskirts of the city, the poor seem to be moving with the peri-urban preferring to commute rather than pay higher rent advances whilst the rich move to occupy high-class areas like Ahodwo, Danyame, Nhyiaeso which are residential areas within the urban centre.

This deliberate dispersal of new entrants, whilst achieving one objective, breaks the stronger solidarity of ethnic groupings and possibly the solidarity of the indigenes themselves. This makes it difficult to raise coherent groups of the caliber for promoting group-based adoption of livelihood activities in the communities. This could explain in part the reasons why group-based livelihood activities did not work as did individual ones (Annex Bi D and E).

4.6.4 Gestation period of livelihood activities

Whilst observing the adoption of livelihood activities promoted, the gestation period emerged as an important factor that determines whether the poor would be able to adopt the livelihood activity or not. The shorter the gestation period, the better for the poor because it enables them to meet their daily demands, which cannot be postponed (Annex Bi D). Consequently, the poor preferred to start from the retailing link of the production-distribution chain in the KPUI, which also explains why trading became the most prominent among the activities adopted by the poor.

Yet, for the activities promoted, the beneficiaries preferred to go through all the production cycle instead of sticking to one aspect of the production process. This and other rural/traditional attitudes, which were a limitation to the adoption of the livelihood activities, were discussed

extensively in Annex Bi D. With space limitations and expansion constraints, the PUI is clearly not conducive for popularizing alternative livelihood activities that require long gestation period. It prevented division of labour, and for that matter specialization, and large-scale production and led to reduced profitability (Annex Bi D).

4.6.5 People's perceptions, attitudes and behaviours permeate all aspects of their lives and take time to change

Strict enforcement of risk -reducing strategies impinges on the involvement of the poor (Annex Bi E). The risk reducing strategies have been found worrisome by the poor yet these strategies were necessary if they should win the interest of peri-urban institutions such as rural banks. The perceptions, attitudes and behaviours of the beneficiaries permeate all aspects of their lives including decisions they took in relation to livelihood decisions (Annex Bi D and E). For instance, preference for large numbers of animals (Annex Bi D) was found not to be applicable in the peri-urban setting and for the types of livelihood activities promoted. This is so because space is limited and there is a higher risk of loosing the animals through death. Enclosed animals are not as hardy as free range ones. Again, the type of animals promoted required care; these animals could not be left for one day on their own. Used to free range, little did the beneficiaries, think that the animals could not be left to litter and wean by themselves (Annex Bi D). This attitude has resulted to preventable deaths of the animals. For instance, a woman rabbit rearer had, using broom, beaten to death the day-old rabbits, which she thought were mice even though she knew the animal was preparing to deliver a day before (refer to Section 4.2.1.1). Therefore, it is learnt that introducing something new to them should be done gradually over a long period of time. It was observed from the study that three years was a short period for the new livelihood activities that were introduced to the poor in the KPUI (Annex Bi E) for them to acquire and master the new skills and therefore be in a position to appreciate them.

5 RESEARCH ACTIVITIES

The activities of the Boafo Ye Na (BYN) Project can be classified into three categories aimed at achieving the three outputs of the project stated in the logical framework. As an action research, the first set of activities addressed the technical implementation, the second and most important set handled the design and operation of the research process for observing the technical implementation and the final set of activities dealt with the development and communication of project findings. This section has thus been divided into three subsections under which the activities have been explained.

5.1 Direct Project Implementation Activities

This group of activities, numbered 1, 5, 6, 7, 9, 10, 11, 12, 13, 14 and 15 in the logical framework, also constitute the bulk of project activities. They have been referred to as ‘direct project implementation activities’ because they led to the development of physical livelihood activities, and the strengthening of capacity at community level for managing these physical activities sometimes referred to as projects or businesses.

5.1.1 Assess needs and capacity of interested beneficiaries

Activities 1 and 5 fall under the above heading and part of the inception activities carried out in 2002, during the first quarter of the project. In all about 29 groups with average membership of 28 in each group were identified. If it is assumed that every individual group member was coming from a different household, then the average number of 20 households stated in the OVI was exceeded. As part of these activities, communities were re-entered (Inception Report). With the help of the junior researchers and CLFs, lists of groups and individuals were compiled in an attempt to verify whether the people still go by their prioritized activities as in the NaRMSIP for KPUI plans (Annex Bi A-D). The project team then visited the identified groups and individuals to assess their strengths and weaknesses.

The needs assessment exercise revealed that (i) most interested community members were illiterate (ii) they could not say specifically, how much money they wanted, in what installments and how they were going to repay the money and (iii) they gave the impression that they can take money for one thing and use it for the other (these findings were reported in a Needs Assessment Report and in the Project Inception Report). The project saw the need to assist the people to express themselves. Activities 6, 7 and 9 were therefore postponed to make room for this to be done.

5.1.2 Organise Business planning and management workshop for participants

Informed by the findings of the needs assessment, the project team mobilized junior researchers and project staff and organised training for them on conventional business plan preparation. Essential portions of the conventional business plan were then identified and used as a basis for developing what the project later called Participatory Business Plan Preparation (PBPP). This business plan, which used symbols and materials was pilot tested and found appropriate. Other workshops were therefore organised for the CLFs to build their capacity for the facilitation of the PBPP by the communities themselves (See **Annex Dii**).

After the CLFs were trained, the project organised fora in all the communities to create awareness on the PBPP process. This made it possible for each community to become conversant with the

importance of a business plan, the implication for the poor, the content and its friendliness to the poor and illiterate.

5.1.3 Organise a training workshop on each of the livelihoods activities

The training on livelihood activities was also informed by the need assessment. Those livelihood activities, which had high demand from the communities, were given priority. Communities did not prioritize some activities like weaving and basketry and beekeeping again. The highest demand was for the traditional subsistence farming activities such as cassava, maize and vegetable production, which fell under Action Plan 2 (NaRMSIP Project). The communities already had applicable experience in these activities and so no training was organised before the PBPP was facilitated.

The communities made high demand for non-traditional livelihood activities such as grasscutter rearing, snail rearing, mushroom production, *alata* soap production. Resource persons were mobilized from Kumasi and surrounding communities who were already practising some of these activities as part of their livelihood portfolios. These resource persons were assisted to prepare adult friendly training materials and facilitate discussions with adults.

Besides these, the communities demanded batik, tie and dye production but they were not encouraged because the project team, assessing the environment, sensed that the market for these products was already choked. So many people were involved in tie and dye production in the urban centre and second hand clothing has found wider usage in the project area because of their durability and low prices.

The estimated time for some of the livelihood activities was too short, as the participants could not fully grasp the skills as quickly as was assumed and had to be retrained. For instance, the estimated three-day training for *alata* soap was not sufficient, the participants had to be taken through another 21 days of training, which was seven times the original plan. It was not possible to stop half-way because the materials and equipment for the start-up had already been bought before noticing that the beneficiaries needed more training. This had extra budgetary implications and affected the implementation time of the entire project. Additionally, instead of organising seven workshops for each respective activity as stated in the OVI, the project rather supported more follow-up visits by the resource persons.

5.1.4 Organise a collaborative workshop with community leaders, CLFs and respective District Planning Officers

Three collaborative workshops were organised for stakeholders. The first brought together all selected beneficiaries, CLFs and community leaders and the project team to review the PBPP, the vetting and monitoring of the activities at the community level. The next collaborative workshop was brought together the CLFs and group leaders where they were taken through group dynamics to help prevent the disintegration of groups at the community level and the third to decide on the management of the project's assets at the end of the project. District chief executives and planning officers participated in the workshops for communicating research findings. Special briefing programmes were also organised for project beneficiaries and facilitators to interact with district assemblies.

5.1.5 Inspect and select suitable sites for activities in respective communities

Activity 9 in the project logical framework was carried out by the project beneficiaries with assistance of the CLFs and the resource persons. The sites were in all cases provided by the beneficiaries, as part of their contribution to the project. Project staff often visited communities that had problem with project sites and assisted beneficiaries to solve these problems. At Atafoa, the visit to the site was combined with the demonstration of the erection of the snail hut. At Abrepo, a quarrel over the site for mushroom, which was a family plot attracted several visits until the project was moved to another site. At Duase a woman who showed interest in mushroom production had to be assisted to move to a different site, when the owner of the old site wanted his plot back. These are but a few examples of aspects of this activity. By the fifth month, this activity started as stated in the OVI.

5.1.6 Prepare, harmonize, assess business and offer start-up for implementation of livelihood activities

This falls under activities 11, 12 and 13 in the logical framework. After the PBPP had been developed, the CLFs were tasked to facilitate the business plan preparation, collate and facilitate the vetting of these business plans. The plans are prepared in duplicate. One copy is kept with the beneficiary to help him/her implement project according to the business plan and another copy is brought to CEDEP for monitoring. The business plan preparation was quite a challenging task to some CLFs and several training programmes had to be organised for that. Because of the difficulties the CLFs faced in facilitating the PBPP, they sought help from the junior researchers and the experienced CLFs from other communities (Annex B i A).

At the of the project, the vetting of business plans was done by CEDEP and collaborators but in order to improve transparency at the community level, beneficiaries from each community were asked to form committees made up of the 3 CLFs, 5 representatives of beneficiaries and one independent community member, who in most cases chaired the vetting meetings. During the vetting, plans were displayed and presented to the committees by CLFs who awarded marks by set of pre-determined criteria (Annex Bi A). At the end of the vetting process the group decided on beneficiaries who should be supported. A simple report on the vetting outcome was prepared by a project staff who witnessed the vetting (see vetting manual in Appendix C and communities' reaction to vetting in Annex Bi e). The involvement of community members in vetting started after the mid term of the project.

5.1.7 Mobilize and offer the start up capital for the livelihood activities

The main source of start up is the money earmarked for experiments. At first, payments were made direct to beneficiaries, but due to the inconveniences this method created, accounts were later opened for all the communities in the various rural banks of their choices through which payments were made. Cheques were written for beneficiaries based on reports from the vetting committees. The beneficiaries were assisted to cash these cheques for the implementation of the business for which they prepared the business plan. Start-up capital was given to participants but not all 1200 beneficiaries estimated had access because the project could not mobilize extra capital and could not get the original budget for which that estimate was made.

Attempts made to mobilize start-up locally have not fully matured. The rural banks are the most reliable source of credit to the communities. The Bosomtwe Rural Bank has started offering loans to project communities in its catchment. Other rural banks have also initiated processes for giving credit to the communities and a few communities are at the final stage of the process.

The CLs facilitated the repayment of loans by beneficiaries, deposited the money at the rural banks and brought the receipt to CEDEP. The project discovered through monitoring that some CLFs were keeping the repayments. To remedy this situation, a feedback was provided to the beneficiaries confirming that repayment had been lodged at the bank and reminding the beneficiary about the amount left to be repaid.

5.1.8 Start the operation of livelihood activities in the communities.

Once the start-up is offered, the beneficiary is obliged to start the implementation of his/her livelihood activity. Project staffs went weekly monitoring rounds to ensure that the beneficiaries were undertaking the planned activities. The monitoring process did not work as originally planned because writing of cheques was attached to different stages of the business. The preparation of a cheque for the subsequent stage could only be done after CLFs have testified that earlier stages have been carried out successfully. Due to the cumbersome nature of this monitoring system, it was discouraged and in place of it a one-off cheque was written for the beneficiary and CLFs tasked to monitor closely to ensure that the money was used as planned.

5.1.9 Embark upon a market expansion drive

As part of the above activity marked 17 in the logical framework, project beneficiaries organised themselves into networks, to help them collectively find market for their product. The mushroom project was instrumental in undertaking this activity. One producer identified a retailer and linked the other producers; marketing of mushrooms was thus never a problem. The snail network printed T-shirts for advertising their business. Alata soap members could not organise any of such activities. The rabbit rearers joined the grass cutter rearers and were selling their animals through their network. Thus the project did not by itself develop any marketing plan as stated in the OVI.

5.2 Design and Implement Research Process

Activities under this subsection include 2, 3, 4, 8 and 16 in the logical framework. A research team was constituted made up of CEDEP, collaborators and one junior researcher to assist each of the collaborators. The research team met to come out with the research matrix, which outlined the research goal, topics, objectives, outcomes and activities. Research roles were assigned as part of the research plan above. CEDEP and research collaborators were assigned a topic each of five research topics.

The research instruments designed consisted of checklists and questionnaires for a baseline survey. A group of enumerators were then selected from the communities and the universities and trained to carry out the interviews and the questionnaire administration. These enumerators were trained to administer the research instruments under the supervision of two of the collaborators, who were also later on to facilitate the data entry and lead in the analysis of the data (see Annex C for SPSS dataset). Whilst data was collected on schedule, there were some difficulties in the data analysis due to the movement of people in and out of the project.

After the baseline survey, the need to refocus the research arose and the team undertook a weeklong activity refocusing the research. After the mid term review, it became necessary to strengthen the research component

5.3 Preparation and communication of findings

These are activities 18 and 19 in the logical framework.

Five research reports on the five research themes were prepared as part of activity 18. In addition, journal articles have been prepared for publication in the Community Development Journal and the Journal of Science and Technology, KNUST. Brochures and posters were also designed and printed for sharing with stakeholders.

Series of Workshops for disseminating the research findings were held. The first and the largest of these workshops was held in Kumasi and was attended by 160 stakeholders. Government officials such as the Minister of Trade and Private Sector Development and President's Special Initiative (PSI), the Director of National Board for Small Scale Industries, government departments, NGOs and traditional authorities from the project communities, researchers and students from the KNUST took part in this workshop. A renowned Ghanaian entrepreneur, Mr. Appiah Minka who hails from the KPUI chaired the workshop and pledged further support for the project. This workshop was covered by Local FM stations and excerpts were published in the local newspapers.

Besides this workshop, which was targeted at stakeholders in Kumasi, the project location, another workshop was organised in Accra, the Capital of Ghana, to share the project's outcomes and experiences with policy makers, development partners and NGOs. The workshop was chaired by the Director of the Institute of Local Government and was reported by the two national television stations.

Several presentations were also made to NGO groups and projects. One presentation was made to the Forest Zone of the Ghana Network of Participatory Development (gNETPAD), which is a national body of NGOs and individuals involved in development work. Another presentation was made to the Rural Enterprise Project (REP), a collaborative project funded by International Fund for Agricultural Development, Government of Ghana and African Development Bank (AfDB). At this workshop, TECHNOSERVE and World Vision International (WVI) were there to also share their experiences. The outcome of this workshop was the formulation of a memorandum of understanding for further collaboration with (REP).

Another presentation was also made at a workshop organised by Care International which was launching a new livelihood programme in Kumasi called Urban Basic Social Services Programme (UBASS). The interaction with the project team (project staff and collaborators) influenced the methodology of this new programme (UBASS).

6 ENVIRONMENTAL ASSESSMENT

The project's impact on the environment as discussed in the memorandum (RD1 section 19d) has the following components:

- ◆ Reduction in pressure on marginal lands through provision of alternative livelihood activities that minimize people's engagements with the natural resources
- ◆ Consciousness to recycle waste to be strengthened from the use of saw dust as substrate
- ◆ Community action group that will provide environmental education and
- ◆ A speculation of an attractive PUI may lead to more influx of people and more pressure on the natural resources.

Below is an assessment of the environment of the KPUI at the end of the project against the above benchmarks.

6.1 Reduction of pressure on marginal lands

For the past three years of this project a positive impact realised by the project is the success in helping vulnerable women (who would have continued eking out a living from the scarce natural resources in the KPUI for lack of capital), to move into or expand trading, hence relieving the pressure on natural resources. The initial awareness creation about the state of natural resources in the KPUI, which started with the earlier projects contributed to this success. Communities have become conscious of the declining quality of the natural environment (section 3.2 and appendix 1 of **Annex Bi B**) and reduction in the access to natural resource-based livelihood activities (section 3.3 **Annex Bi E**). Sensitivity to this may be partly reflected in the demand for trading and non-land based livelihood activities like alata soap making. While these are somehow outside the main thrust of this project - natural resource-based livelihood activities- they have significant potential to relieve the pressure on the limited remaining natural resources. They do therefore have an important indirect impact that is highly relevant to the objectives and purpose of this project and the project team has accordingly pursued them with the approval of NRSP.

However, the finding that individuals and institutions in the KPUI manage aspects of NR, which bring them benefit (**Annex Bi B**) coupled with heavy dependence on non-NR related LAs gives cause for worry. This is because such people are likely to become apathetic towards NRM issues. This can have serious future implications if NRM is left in the hands of a few avaricious controllers who are likely to exploit them beyond sustainable levels. This emphasizes the need to continue NR discussions within the non-NR related livelihood activity groups and networks to which the people belong, to keep them alive on NRM issues.

6.2 Recycle waste to be strengthened from the use of saw dust as substrate

Another positive environmental impact is that of finding use for sawdust, which has the potential to reduce gaseous pollution resulting from the burning of sawdust in most industrial areas of Kumasi such as Kaase, Atonsu, Ahinsan and Agogo, by timber companies. This has been a big challenge to the city planners. Mushroom production in this project relies heavily on this sawdust as substrate and as fuel for sterilizing the substrate. With wider application of the new knowledge more sawdust would be used and less might be burnt or dumped into the streams⁴. Again, mushrooms, like grasscutter and snail hunting involves engagement with the natural resource so producing them in the backyard reduces the potential for bush burning.

Again in respect of mushroom cultivation and grasscutter/rabbit rearing, though this has not been adequately reported in any of the annexes, it has been found that most of the beneficiaries used waste products such as decomposed sawdust and animals droppings. In most of the communities where these livelihood activities are practised, backyard gardening is being enhanced by use of these waste products as a result of the raised awareness about the utility of these by-products. This is very significant because for most of the communities and for the Kumasi metropolis in general, the problem of waste management is getting out of hand. As a result, local actions to sort and use organic waste such as reported above is significant and has been variously promoted. Consequently, the CLFs have been assisting in promoting the preparation of compost from domestic waste in three communities.

⁴ DFID R 7330 found that many of the private companies in areas like Kaase, Atonsu, Ahinsan and Suame Magazine, dump industrial and domestic waste into streams and rivers without any treatment.

6.3 Community action group that will provide environmental education

The systems and structures left to continue the project processes have become such action groups, which can keep reminding community members and other project beneficiaries about NRM concerns. They need, however to be monitored because they can become preoccupied with revenues and forget their roles and responsibilities. The traditional authorities cherished the fora organised for them to discuss environmental issues alongside other project management issues and have called for the continued facilitation of such programmes.

The grasscutter and rabbit peri-urban network (section 4.6.3 of **Annex Bi E**) is the strongest of such community action groups. It is made up of groups of practitioners who come together from the project communities. Their part in disseminating new knowledge about the project in general and in particular creating awareness about bush burning to hunt for grasscutters is formidable despite the challenges they continue to face in the practice. With wider adoption, more people would be brought into the network and the awareness about bush burning and land degradation in the KPUI would be stronger.

6.4 An attractive PUI may lead to more influx of people

The speculation of an attractive PUI due to the project, which may lead to more influx of people, who may come to rely on natural resources and increase pressure on them, cannot be assessed. Although the KPUI has been attractive to the poor, as streetism, prostitution and related problems have escalated during the project period, this cannot be assigned to the project.

6.5 Possible negative impacts which could be associated with wider adoption

Little or no evidence of negative environmental impact has been recorded. Potential negative impact can be gleaned from wider adoption of some of the livelihood activities as reported in **Annex Bi B** sections 5.2.1 and **Annex Bi E** section 3.3. A number of these potential negative impacts have been discussed below.

Snail rearing depends very much, on how well one is able to provide good foliage that provide the right temperature and natural environment they need. This means that nearby cocoa farms and mango groves where the leaves are picked would be deprived of the manure that fertilizes the soil. It is estimated that about 2kg weight of cocoa or mango leaves is required for each 1x 4 m² of snail pit. The corollary could be that a lot more cocoa farms would be deprived of fallen cocoa leaves(as about 35 pits are required for about 1750 small snails hatched by 5 big snails - see Section 4.6.5 **Annex Bi D**) , which mulch the farms and later decompose to replenish the fertility of the soils. Others argue that even if the above problem arises, it could be partly solved by fetching the cocoa leaves judiciously and by returning the decomposed leaves and black soils back to the cocoa fields. These would even be richer in soil nutrient at this point than previously.

The Kumasi peri-urban area, by virtue of its location on a watershed, has high drainage density. Consequently, the number of water courses that have been affected by property development is appreciable. These water courses are the best places to find and obtain good natural feed for animals like grasscutters and rabbits. Presently, the search for animal feed is not confined only to the few functional water courses but also in all empty lands where different plants grow. With wider adoption coming from the implementation of some of the research findings about grasscutter and rabbit rearing (as discussed in section 4.6.3 of **Annex Bi D**), the implication is that more pressure would be put on the existing vegetation around the catchments area of the rivers and streams in the PUI.

7 CONTRIBUTION OF OUTPUT

7.1 NRSP Purpose of Generating Benefits for the Poor

The Goal of NRSP is to generate benefits for poor people by the application of new knowledge to natural resources systems. The main thrust of NRSP purpose at the OVI level is summed up as 1) new knowledge that can be used by various stakeholders including the poor, institutions supplying services to the poor and policy makers, and 2) products of NRSP projects used in international research and development programmes. How the BYN project has contributed to achieving these purposes has been discussed in this section. Knowledge generation in this project lies in changes in management of NR base that can enhance the livelihood assets of the poor over a relatively long time frame, thus providing livelihood opportunities and security for advancement of poor individuals and households (refer to Sections 4.5 and 4.6).

Earlier research in the KPUI recommended a number of strategies for improving the livelihood of poor people but none tried the implementation of these strategies extensively as did the BYN project. Given the weakening interest of communities for further research (see Simon *et al* 2003) before the plan formulation, the achievement of the NRSP purpose of generating benefits for the poor through ‘business as usual’ on research was impossible. With specific attention to LA implementation, observation and documentation of the outcomes, a significant contribution is made to the NRSP purpose, as about 573 households (64% of which are women in the KPUI) were reached for the project support (see Table 3). Indeed recent figures of credit applicants continue to skew in favour of women, which suggest that women will continue to be the major beneficiaries of the revolving fund left in the twelve communities. Lessons about the livelihood activities implemented under this project suggest that not all of the project purpose were achieved. Yet, relevant new knowledge have been documented which suggest that not all the natural resource-based livelihood activities promoted by the BYN project were friendly to the dynamic PUI and to the poor. A number of challenges have been noted, some of which indicates that they cannot be reasonably overcome under the present level of expansion of the frontiers of the PUI (see Section 4 of Annex Bi D).

The institutions involved in the management of peri-urban natural resources are powerful and exclude the poor. New knowledge about the PUI has come from what informs the choice and adoption of the alternative livelihood activities. Evidence from this research has shown that choices about the livelihood activities are made to respond to opportunities in the PUI rather than specifically to address NR concerns (Annex Bi B and D). The project has not been able to change the management systems of the NR in the KPUI. The emphasis, however, was on strengthening the capabilities of communities to enhance their abilities to tap benefits from the PUI NR until such a time that these NR are completely taken over by urban systems. This was found to be a good strategy because the poor, through their activities, were already in charge of the NR until the powerful controllers sell them out for more competitive uses (Annex Bi B). ‘Capabilities’ in this sense is synonymous with empowerment defined by Lyons *et al* (2001) to cover the extent to which people’s control (collective or individual) over their lives is increased. This can be looked at from BYN’s point of view in three ways; (i) the project improved communities negotiations with outsiders (district assemblies and rural banks through the liaising work of CLFs and network leaders (Annex Bi A, D and E); (ii) the project stimulated the realization of rights to enable control over livelihood resources. The research team however, could not reasonably do this within the project’s life and so recommends the experimentation of a combination of the ‘sustainable livelihoods framework’ and the ‘rights-based approach’, which are all credited to DFID and; (iii) the project developed human capital for participating in collective action by use of strategies like the involvement of communities in the design and implementation of the PBPP,

the CLF Concept (Annex Bi A), the vetting committees, livelihood activity groups and networks (Annex Bi D and E).

The fact that financial service providers excluded the poor (Kiiza, 2000; Ellis, 1992; Hulme and Mosley, 1996) and made it difficult for them to try out these strategies was another setback for the PUI poor (Annex Bi D and E). The Project addressed this by improving access to financial capital for tapping natural resources within the period of this temporary access (*ibid*). CLFs, community based-groups and peri-urban networks supported this intervention. (Annex A, D and E). Although slow, linkages established with rural banks grew stronger and stronger and at the close of the project some rural banks have already expressed interest in continuing the provision of better access to financial services. Two networks have already advanced proposals for assistance from other development partners to strengthen viable activities at the community level. This means internal capacity exists for the poor, thus they will continue aspects of the project after exit; hence their livelihood security has been extended beyond the project period.

The financial management culture introduced by the project to sustain the above result has, with improved assets, improved the security of the poor especially in the project communities by virtue of their ability to take advantage of urban opportunities, which in the past was very difficult. Barriers existing between women food processors and rural banks have been broken as illiterate traders in project communities testified (Annex Bi E). The money they got from the project was used to stock their business ventures to ensure regular supply of inputs and the repayment process put in place by the project ensured that they saved gradually with the banks through the project, for future purchases of inputs (*ibid*).

Follow up action required stems from the fact that the monitoring systems put in place and the linkages fostered between the communities and the rural banks need mentoring until the weak communities at the close of the project catch up and all the communities adhere to the systems. A lot more new knowledge is likely to be obtained by such observation on how the activities survive the period immediately after the project.

From the above project information, it can be gleaned that a lot more contributions have been made to the NRSP's purpose and the PUI production systems Outputs. In terms of NRSP purpose, the poor in twelve of the targeted fifteen PU communities have benefited from the new livelihood activities and their associated technologies and skills. Referrals received from research and development institutions (e.g. universities, development organizations such as Care International, gNETPAD, district assemblies etc) suggest that there is a potential for the systems, knowledge, skills and technology developed during the project life to be transferred to other communities within the districts, the region and to the national level. Similarly, the potential for knowledge obtained and documented to affect teaching and learning in research institutions has also been noted. It is anticipated that these would affect positively livelihoods and policy on livelihoods that support the poor in the PU and beyond. For instance, with the participation of Ministry of Trade and Industry, Ministry of President's Special Initiative, Ministry of Agriculture in the stakeholders workshops (see Annex Biii) and subsequent follow up that have resulted in exchange of project information, it is expected that in the next few years, lessons of the project would be disseminated and possibly influence policy formulation on behalf of the poor in the PUI. More importantly, it is noted that knowledge and experience obtained about research and development in the peri-urban interface as well as potential for CEDEP and its Collaborators to use them at various levels have been noted. With such wealth of knowledge and experience, it is quite easy in future to make reasonable adaptations to reflect DFID objectives.

With respect to the project's contribution to the production system Output, a few relevant contributions are discussed in this section. First, this project adopted participatory approaches in the plan formulation and implementation at the initial stages of the project and this ran through the three-year period. These participatory strategies resulted in the development of the CLFs, Network groupings, participatory business plan and stronger engagement with the local government. These structures and systems have maintained their vibrancy even as the project ends and it is anticipated that they will continue to rally the effort of the PU communities towards addressing a range of livelihood concerns including local social and economic infrastructure. This meets the first two OVIs in the PS logical framework. Experience sharing has been an integral part of the project in particular and CEDEP as an organisation in general. Consequently, in a recent Care International research in urban basic social services (UBASS) in Kumasi, an experience was shared which informed the development of research instruments and community mobilisation strategies. This and student research on the project continue to draw more attention to the BYN project and it is expected to transfer as well as improve on existing knowledge about the PUI.

7.2 Thinking of Research Partners and Uptake Promotion

Projects of this caliber led entirely from the developing countries are rare. The experiences of NRSP and for that matter DFID in providing the opportunity for a local NGO to lead this project is new knowledge. When this project was conceived, both the NRSP and CEDEP were worried about the capacity of CEDEP, though strong in community development work, to take an enormous research assignment as this. Besides this, the NRSP also wanted to avoid the setbacks associated with running compartmentalized projects in one programme. The strategy of using research collaborators from two universities, one in Ghana and another in the UK, to beef up the research component of the project, has now been tried and NRSP has strengthened the knowledge on what works and what does not work under such a relationship.

For CEDEP, as a local institution, it has been an empowering experience testifying to the implementation of the UK government's policy of working through genuine partnerships.

CEDEP as an organisation has undergone a strategic redirection within the project life that effectively accommodates the purpose of NRSP in a manner that also helps to achieve her organizational goals. As a development organisation, CEDEP has greater capability in grassroots development work and leading an action research project in the PUI added new perspectives and expertise to its operational ability.

Within the KNUST, research collaborators have rediscovered the potentials of other departments of the University, which they interacted with as part of this project. Hitherto the researchers have not had the chance to work with other departments, the experience gained from this project has changed their perception and they now support such collaborations. Research groups from KNUST, University of Ghana, University of South Wales, Royal Holloway University College of London, and other institutions found the CLFs reliable as entry points for community mobilisation. The Chemistry Department of KNUST supported two students to study aspects of the livelihood activities being promoted: These include the difficulties faced by soap producers and the possibility of *clincker* deposits mushrooms by virtue of the fact that cement paper was used in corking the sterilized compost bags. Another research activity is the community based waste management strategies and co-composting initiative of IWMI by a PhD candidate, who also used the CLFs. Students from Planning Department, IRNR, and the Social Sciences Departments of KNUST have been used as interns and also to execute short term contracts and

they have been found to be very useful on one hand in terms of using the project's information to effect learning and on the other, to deepen and disseminate knowledge about the PUI. At the same time, this work has served as a form of capacity building for the interns. The researchers who were doubling as collaborators also built the experiences they gained whilst working on the project into their lectures.

Training for the alternative livelihood activities that were promoted, the use of CLFs, the participatory business plan preparation, the vetting process at the community level as well as the research reports including brochures and leaflets developed are a few of the research products that have been used by target institutions and other stakeholders.

A number of calls have come from individuals, groups and institutions within and outside the PUI to be given training in the livelihood activities being promoted under this project. The project team with the support of resource persons has helped in the dissemination of some skills and technologies that are associated with the livelihood activities among such stakeholders as church groups and some individuals. There are a number of people within and even outside the project communities who have either received training or have received the skills through some of the beneficiaries. One can easily identify some of the diffused skills and technologies in several places. Specific examples can be seen with snail, rabbit and mushroom production in such places as Okyerekrom, Aboabogya and Bekwai, respectively. Some households are trying the snails in the PUI in Accra.

On the research findings, we have had time within the project life to engage like-minded organisations that could propagate the skills, technologies and findings associated with the research in learning and sharing meetings. These meetings were either specifically organized by the project team or by such organisations for which we took advantage to discuss some lessons about the project. Notable cases are with Rural Enterprise Project of the Ministry of Trade, Industry and President Special Initiatives, the DFID sponsored Post Harvest Livelihoods project, and Ghana Network of Participatory Development (gNETPAD). There are other occasions that other CEDEP programme units have either used knowledge about the project to implement certain aspects of their project and vice versa. Examples are the project staff training the Youth Programme groups in participatory business plan preparation and the Gender Unit taking advantage the training to educate the project beneficiaries on matters like the impending domestic violence bill about to be discussed in parliament, and family planning. During these meetings and others with the district assemblies, donors and other NGOs in Ghana, the project's research materials have been disseminated.

Feedback from these and other research partners and stakeholders have been positive in terms of the level of work done and knowledge generated and documented. The latter parts of the project witnessed large number of referrals that have come to know of the project from individuals, groups, the universities and state agencies. This produces demonstrable evidence about how well people have appreciated the challenges of the PUI in terms of livelihoods and vulnerability.

Substantial lessons have been learned about the PUI. Most importantly, the fact that the PUI is a zone of diminishing natural resources, increasing impoverishment of the poor, a zone of strong variability in ethnic and social groupings, as well as a zone of protracted chieftaincy disputes means that a three year project have perhaps left more questions than answers. For instance, why are the PUI inhabitants not well-informed about opportunities in the market place and in the state institutions? The fact remains in the communities that women continue to play a second fiddle role in leadership positions. Again, the attitudes and perceptions of the people about small credit are far from applying a business approach to poverty reduction. Rather, they see such support as

coming from the government to 'thank' them for the political support. These questions or facts affected the project results invariably.

Consolidating the few success stories is worth pursuing. More of the livelihood activities are expected to yield much more substantial results later on (i.e. after the end of this project) as their gestation periods have been found to be beyond the life of the project for any substantial positive change. The potential to break the cycle of production, for instance for mushroom, has been identified lately to be poor - friendly. At another level, the issue about people's knowledge about their rights and responsibilities continue to be a drag on the project. Indeed the courage to demand certain rights that could reduce the constraints or threats associated with the livelihood activities for the poor in the PUI brought up a question of whether it is not possible to combine the sustainable livelihood promotion with the rights based approach in poverty reduction in the PUI.

7.3 Promotion Pathway

A key promotion pathway is through CEDEP with the support of research groups who have been with the Boafo Ye Na project for the past three years. Indeed knowledge generated and relationships developed hitherto are important resources that can take the project to a level where the impact can be consolidated. Beyond the direct engagements with local and national knowledge diffusion agents, more potential is seen in larger stakeholders both national and international to utilize the lessons about the BYN to inform development, research and policy discourses. Consequently, CEDEP will continue to disseminate most of the materials developed by the project to various stakeholders. Already a few project materials have been disseminated to such organisations as DFID Office in Ghana, CAFOD UK, Africa Youth Alliance (AYA), Care International Office in Ghana, UN Habitat Office in Ghana. It has also been found that liaising with such organizations as Ghana Organic Agriculture Network (GOAN), the Extension Unit of the Ministry of Agriculture and the University would be an important pathway through which some of the findings such as how to turn the used sawdust into compost could be tried.

Though weak in their commitment towards the project, the district assemblies are also critical actors in the promotion of the project. Their part in using the project results is crucial for policy formulation.

Of course, the community level facilitators who have been groomed to a point where a number of them are being used on both government and non-government funded projects are important groups who could still support this project to reach a second level. Their liaison role between the project and the community has empowered them to the point that in some of the communities when you talk about effective gatekeepers they come first.

Their part and the support of the various actors – chiefs, elders, unit committee members, pastors, and etc- are crucial for sustaining the project interest.

The use of the participatory business plan (PBP) as a tool to monitor micro-credit delivery has been found to be effective even among the non-literate groups. Linking the processes of credit delivery with the rural banks has provided good lessons to the project. It has improved the integrity of the credit delivery system and ensured the goodwill of rural banks as effective micro-credit administrators (see **Annex E**) to the community members. Indeed rural banks are prepared to support progressive groups who demonstrate good business sense. This direct linkage with

rural banks has enhanced community ownership. A notable achievement in the direction of sustainable credit provision is that presently all the rural banks are preparing the grounds to offer their own financial support to some of the groups. More significantly, Bosomtwi Rural bank has already supported three groups with an average membership size of about 25 people in each group (1 in Adagya 2 in Ampabame II). For these groups, the bank has provided 1,800,000 cedis for each single member, making a total of about 135,000,000 million cedis made available to the three communities.

8. PUBLICATIONS AND OTHER COMMUNICATION MATERIALS

Achieved

8.2 Journal Articles

8.2.3 Drafted

Awudza, J.A.M, King, R. S., Kunfaa, E., Quashie-Sam, S. J., Simon, D., Adjei, B.F. and Ashong, K. (2005) The development of the Community Level Facilitators (CLFs) and their role in facilitating implementation of community development plans in the Kumasi peri-urban interface

Kunfaa, E., Awudza, J.A.M., King, R. S., Quashie-Sam, S. J., Simon, D., Adjei, B.F. and Ashong, K. (2005) The vulnerable and management of natural resources in the PUI context: The case of the Kumasi peri-urban interface

Quashie-Sam, S. J., Awudza, J.A.M., King, R. S., Kunfaa, E., Simon, D., Adjei B.F. and Ashong, K. (2005) Impact of activities of new entrants on poverty, livelihoods, vulnerability and natural resource use in the KPUI

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8.3

8.4 Symposium, conference, workshop reports papers
Mid term Stakeholders Workshop Proceedings at Miklin Hotel

Final Dissemination Workshop at Accra

8.5

8.6

8.7 Extension leaflets, brochures, poster

Brochures

Ashong, K. Adjei, B. F., Owusu-Ansah, E., and Naaso, R. (2003) OVERVIEW OF DFID R8090: WHO CAN HELP THE PERI-URBAN POOR? BOAFO Yε NA PROJECT

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VETTING OF BUSINESS PLANS: DFID R8090: WHO CAN HELP THE PERI-URBAN POOR? BOAFO Yε NA PROJECT

Posters

Selection and development of community facilitators for grassroots development in the peri-urban interface

Managing natural resources in the peri-urban interface of Kumasi: whose responsibility?

Echoing the plight of the peri-urban poor

Vocabularies associated with vulnerability in the peri-urban interface

Dilemmas of peri-urban inhabitants on choice of water for domestic and farm use

8.8 Project Manuals

Vetting Manual

Participatory Business Plan Preparation

8.9

8.10

8.10.2 Project technical reports including project internal workshop papers and proceedings
Awudza, J.A.M., King, R. S., Kunfaa, E., Quashie-Sam, S. J, Simon, D., Adjei B.F. and Ashong, K. (2004) *Role of the CLF and other stakeholders in the implementation of plans developed during R 7995*

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Quashie-Sam, S.J., Kunfaa, E., Awudza, J.A.M., King R.S., Simon, D., Adjei, B.F and Ashong, K. (2004) *Contribution of new entrants in the middle and upper income groups in building capital assets and influencing processes of peri-urban change*

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Quashie-Sam, S.J., Kunfaa, E., Awudza, J.A.M., King R.S., E., Simon, D., Adjei, B.F and Ashong, K. (2004) *Monitoring, sustainability and risk management in PUI livelihoods*

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RD1 Project log frame (DFID R8080)

NRSP log frame

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10. PROJECT LOGFRAME

R8090 LOGICAL FRAMEWORK

SUMMARY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RELEVANT ASSUMPTIONS
<p>OVERALL GOAL:</p> <p>Poverty and hardship in Peri urban Communities in Kumasi is sustainably reduced</p>	<p>Number of households classified as poor reduced from 60% to at least the pertaining national average figure currently of 40%</p> <p>Policies of four institutions in Ghana reflect knowledge produced by the project</p>	<ul style="list-style-type: none"> ▪ Impact assessment of livelihoods activities on livelihoods and poverty ▪ Sustainability and risk management document 	<ul style="list-style-type: none"> • All activities undertaken as planned • National policies continue to remain favourable
<p>PROJECT PURPOSE:</p> <ul style="list-style-type: none"> ▪ New knowledge about KPUI produced form experiences of creating/ improving livelihoods of the 12 selected communities whilst implementing plans developed under DFID R7995 	<p>Number of poor households sustainable livelihood activities in the 12 selected communities increased from 2001/300, 2002/1200,2003/1800, 2004/2400</p> <p>By end of project publication of at least 6 research papers</p> <p>By end of project, 3 workshops organised for disseminating research outputs</p>	<ul style="list-style-type: none"> ▪ Records of Livelihood sources in the communities ▪ Reports of dissemination workshops and research publications 	<ul style="list-style-type: none"> ▪ Community members willing to undertake activities ▪ NRSP readily responds to requests for logistics

<p>OUTPUT:</p> <ol style="list-style-type: none"> 1. Identified community members engaged in: <ul style="list-style-type: none"> ▪ <u>Beekeeping</u> • Mushroom Planting • Weaving & Basketry • Grasscutter and small ruminants rearing • Snail farming • Marketing of Outputs 2. Research process for observing recording and analysing the implementation process instituted and operated 3. New knowledge produced from instituting and operating research process from implementing R7995 plans. 	<ul style="list-style-type: none"> ▪ Check the Matrix at Annex I One workshop organised yearly for paper presentations and discussions from the experience of the project ▪ At least 3 forms of research products for different target groups presented by the end of the project ▪ Evidence of institutions using products from the project 	<ul style="list-style-type: none"> • CLF reports • CEDEP project reports • Assessment of institutional uptake of project outputs 	<ul style="list-style-type: none"> • Activities remain relevant to targeted markets
<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Identify the number of people interested in each identified livelihood 2. Constitute Research team 3. Assign research 	<ul style="list-style-type: none"> • At least 20 households identified to participate in relevant livelihoods by end of 3rd Month of the project inception. • Lead researchers and CLFs mobilised by 31/05/2002 • Roles of lead researcher, Assistants and CLFs determined 	<ul style="list-style-type: none"> • Records on project progress by CEDEP • Report by CLFs • Livelihood expert report to be provided by CEDEP • List of researchers from project document • Inception report 	<ul style="list-style-type: none"> • District Administration continue to support • Adequate funds available

<p>functions</p> <p>4. Design research strategy</p> <p>5. Assess the needs and capacity of the interested participants</p> <p>6. Organise a training workshop on the livelihoods for the respective livelihoods</p> <p>7. Organise a collaborative workshop with community leaders, CLFs and respective District Planning Officers (DPO).</p> <p>8. Implement research strategy</p> <ul style="list-style-type: none"> • Prepare research instrument • Undertake the field work • Process Data • Analyse Data <p>9. Inspect and select suitable sites for activities in respective communities</p> <p>10. Organise Business planning and management workshop for participants</p>	<p>and assumed by 15/05/02</p> <ul style="list-style-type: none"> • Research strategy designed and confirmed by the end April • Needs and capacity of interested participants established by the April 2002 month. • Organise 7 training programmes, each for the selected livelihoods by the end of the 8th Month of project Workshop organised for at least 3 leaders from each community and the 5 concerned DPOs by 8th month of project. ▪ Quantitative and qualitative data being collected by by project team • Sites for all the livelihood activities selected by experts in the 5th month • 6 workshops on Plan. & Magt organised for all the participants by end of 7th month • At least 100 business plans prepared from each community by 8th month • All submitted business plans assessed by end of 9th month • Harmonise all business plans by end of 9th month • 1200 participants receive adequate start up capital for their • All 1200 participant 	<ul style="list-style-type: none"> • Project reports prepared by CEDEP and sent to NRSP ▪ Research strategy document • Livelihood expert report to be provided by CEDEP • Workshop Report by CEDEP <p>Interview of research partners</p> <ul style="list-style-type: none"> • Progress report form Project Co-ordinator • Progress report form Project Co-ordinator • Harmonised business report by the Project Manager • Progress report form Project Co-ordinator • Field-report by CLFs and District Planning Unit • Progress report 	
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<p>participants</p> <p>11. Request participants to prepare simple business plans for their respective activities</p> <p>12. Submit the business plans for evaluation and assessment</p> <p>13. Harmonise the business plans and approve</p> <p>14. Mobilise and offer the start up capital for the livelihood activities</p> <p>15. Start the operation of livelihood activities in the communities</p> <p>16. Analyse research finding</p> <p>17. Embark upon a market expansion</p> <p>18. Report research findings</p> <p>19. Disseminate research findings</p>	<p>start operating</p> <ul style="list-style-type: none"> • Lessons and experiences from implementing participatory business plans • Develop a market expansion plan by end of 12th month • Researchers to deliver research papers and related outputs • Workshop of findings of project by 31/08/2002 	<p>form Project Co-ordinator</p> <ul style="list-style-type: none"> • Progress report form Project Co-ordinator • Progress report form Project Co-ordinator <p>Research papers and related outputs</p> <p>Video documentaries</p> <ul style="list-style-type: none"> • Business plan preparation • Community Projects 	
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11. KEYWORDS

Adoption

Awareness creation

Community level facilitators

Kumasi Peri-urban interface

Monitoring

New entrants

New knowledge

NR-based livelihood activities

Participatory business plan preparation

Sustainability

Sustainable livelihood activities

Transferable technology

Vulnerable groups

Risk management

12. ANNEXES

- Bi Project Research Reports
- Bii Project Brochures
- Biii Project Stakeholders Workshop
- C Project SPSS Datasets⁵
- Di Project Vetting Manual
- Dii Participatory Business Plan Manual
- E Project Credit Delivery Guidance Notes

⁵ Available in electronic form