Assessment of the Effectiveness of Multi-Stakeholder Dialogue

Elizabeth Asantewaa Obeng
Emmanuel Marfo
Nelson Owusu-Ansah
Gertrude Boateng Nantwi

Assessment of the Effectiveness of Multi-Stakeholder Dialogue

Elizabeth Asantewaa Obeng
Emmanuel Marfo
Nelson Owusu-Ansah
Gertrude Boateng Nantwi

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ACRONYMS

BNI   Bureau of National Investigation

CFC   Community Forestry Committee

CFW   Community Forest Worker

CHRAJ   Commission of Human Rights and Administrative Justice

CRMC   Community Resource Management Committee

DFF   District Forest Forum

DMSD   District Level Multi – stakeholder Dialogue

DOLTA   Domestic Lumber Trade Association

FC   Forestry Commission

FSD   Forest Service Division

GIS   Ghana Immigration Service

GPS   Ghana Police Service

IUCN   International Union for Conservation of Nature

MOFA   Ministry of Food and Agriculture

MP   Member of Parliament

MSD   Multi-stakeholder dialogue

NADMO   National Disaster Management Organization

NFF   National Forest Forum

NMSD   National level Multi – Stakeholder Dialogue

PMT   Project Management Team

SC   Steering Committee

EXECUTIVE SUMMARY

In an attempt to develop alternatives for illegal chainsaw milling in Ghana, a multi-stakeholder dialogue (MSD) process was established in September 2008 to create a platform for shared perspective among different actors on issues and solutions for chainsaw milling activities in Ghana. It was expected to provide an effective pathway for information generation and sharing, while strengthening stakeholder groups for efficient representations. This study covers key findings of research conducted to assess the effectiveness of the MSD platform as a participatory process. The aim is to provide an input to stimulate further reflection on how multi-stakeholder dialogue can be adopted as an effective participatory mechanism in deliberating issues among different actors in specific sectors in Ghana.

Relevant literature on multi-stakeholder dialogue process was reviewed along with documented minutes of the organized district and national level MSD to gather enough background information. Based on existing principles of multi-stakeholder dialogue, effectiveness of participatory process was assessed in the context of three key measurable concept, namely i) democratic representation, ii) adaptive learning and iii) participation and engagement. Democratic representation assessed how responsive and accountable representatives are to the larger stakeholder group they represent. Adaptive learning assesses the extent to which the MSD has been a learning process for all stakeholder groups as well as its capacity to create space for knowledge sharing. Participation and engagement evaluated stakeholder group's capacity to dialogue and engage in discussions on the MSD platform. Data collection was conducted at four different levels (District, National, Stakeholder Group, Steering committee) using structured questionnaire and informal interviews on respondents' experiences from eight MSD platform sessions.

The MSD was characterized by as many relevant stakeholder groups with multiplicity of objectives. To a large extent, representations on the MSD were facilitated by an all inclusive democratic selection process and a functioning feedback mechanism. Overall, the MSD process built trust and created a shared understanding among different actors on one platform ensuring engagement and consensus building among group representatives. The dialogue have helped calm fears and created networks that can be deepened and widened to help resolve issue of illegal chainsaw milling in Ghana.

Moreover, the MSD has offered an opportunity for all stakeholder groups to acquire an in-depth knowledge on chainsaw milling activities in Ghana. The MSD created a sense of a change in attitudes and reconsideration of earlier positions based on other opinions. Overtime, the processes learnt from its proceedings and organizers subsequently addressed major issues raised by participants. The constitution of a management team at the community level to assist in the organization of dialogue meetings created an opportunity for stakeholders to own and manage the process, a key requirement of participatory process. Stakeholder groups eventually built confidence in the capacity of the MSD process to influence national policy options on chainsaw milling in Ghana. This has resulted in a sense of commitment in the process as stakeholders feel their voices and opinions are contributing to resolve a national issue.

The study recommended a number of key issues to be considered for the MSD to be an effective participatory process.

Representation
- representation was characterized by absenteeism of stakeholder group representatives on the MSD which tend to create gaps in information on issues discussed and hinders feedback process, while the larger group members are kept in the unknown;
- the lack of uniformity in stakeholder composition especially among public sector institutions at the district levels promoted inconsistency in representation structure and information sharing among the different MSDs;
- feedback mechanisms needed to be improved at the stakeholder group membership level while options for application of sanctions should be explored to ensure effective accountability.

Adaptive learning
- the effectiveness of the adaptive learning aspect was hindered by the lack of continuous attendance and inconsistency in group representation which impeded learning and information sharing on the MSD process;
- feedback to the broader stakeholder groups by representatives should be complemented by intermittent capacity building programs

to promote the broader contextual understanding of the MSD process at the community and stakeholder group membership level.

Participation and engagement

- participation and engagement can be improved through occasional capacity building initiatives to enhance negotiation and advocacy skills of representatives of the MSD to ensure effective continuous participation and sustenance of interest in the MSD;

- space should be created for the MSD steering committee to engage more fully to ensure effective steering process;

- timely communication of MSD materials (notices of meetings, minutes and agenda) should be adopted to allow adequate time for preparation prior to MSD meetings in order to enhance effective engagement.

1. INTRODUCTION

1.1   Background

The 'developing alternatives for illegal chainsaw lumbering through multi-stakeholder dialogue in Ghana and Guyana' project, dubbed *The chainsaw milling project* focuses on a broad theme of forest policy and governance. In Ghana, a multi-stakeholder dialogue (MSD) platform was established in September 2008 for stakeholders seeking to develop alternatives for illegal chainsaw milling. The MSD process is expected to provide an effective pathway for information generation and sharing to contribute to the formation of shared perspective on issues and solutions for chainsaw milling in Ghana. The dialogue process is expected to facilitate and strengthen multi-stakeholder groups at the community, district and national levels for effective representation at the dialogue platform (Paker et al. 2013).

According to Dodds and Benson (2001), multi-stakeholder dialogue is based on recognition of the importance of achieving democratic principles of transparency and participation. In principle, it emphasizes on equity and accountability in communication between stakeholders. MSDs are therefore designed to enhance levels of trust, discussion and collective problem solving amongst different stakeholder groups or individuals. Although multi-stakeholder dialogues are increasingly becoming an accepted tool for engaging both state and non-state actors in deliberations, they risk being inefficient and uncoordinated if not well-run due to the broad represented opinions and objectives in achieving a common goal. This report presents key findings of a study designed to assess the MSD platform established by the chainsaw milling project as an effective participatory process.

1.2 Study objective and terms of reference

The objective of this study is to provide an input to stimulate further reflection on how multi- stakeholder dialogue can be adopted as an effective participatory mechanism in deliberating issues among different actors in specific sectors in Ghana. In particular, the study focuses on developing indicators that measure effective participation in the multi-stakeholder dialogue (MSD) platform.

The tasks of the study include the following:

1. Develop an analytical framework for evaluating the multi-stakeholder dialogue (MSD) as an effective participatory process

2. Review existing national and district MSD documentation

3. Develop questionnaire for evaluation and participation in the MSD process

4. Participate in selected district MSD and national MSDs as a way of triangulating the assessment with participant observation

5. Produce an assessment report and revise it based on comments from the Project management Team (PMT).

The report is organized into five sections. Following this introductory section, the study approach or methodology is presented in section 2. Section 3 presents the context of the study and develops the indicator framework for analysing effectiveness of the participatory process in the MSD. In section 4, the results of the assessment of the effectiveness of the MSD as a participatory process are presented. The final section provides recommendations based on the findings from the study and initiates further reflections on the MSD focusing on i) democratic representation, ii) adaptive learning process and iii) participation and engagement as indicators for effective participatory MSD process.

2 METHODOLOGY

2.1 Data collection and analysis

Desk study of relevant literature including the project proposal and existing national and district level MSD minutes were reviewed to gather information on the MSD process. Data was also collected using structured questionnaire and informal interviews from MSD sessions. The respondents were selected from four groups, National MSD, District MSD, MSD Steering Committee and selected Stakeholder Groups. Data collection was conducted at four different levels (district, national, stakeholder group and steering committee). From a reconnaissance survey carried out, the following sample sizes were accordingly chosen for the different categories of data collection. At the national level MSD, 58 respondents from 17 different stakeholder groups were interviewed (Table1).

Table 1: *Distribution of stakeholder group respondents for National Multi-stakeholder Dialogue (NMSD)*

Group Category	Stakeholder group	Frequency of respondents	Percent (%)
National and Community Forest Forums	National Forest Forum-NFF	13	22.4
	Community Forest Worker-CFW		
	Community Forestry Committee-CFC		
	District Forest Forum-DFF		
	Community Resource Management Committee		
Chainsaw Operators and Associated workers	Chainsaw Operator	13	22.4
	Car Owner		
	Machine Owner		

Table 1(cont.): *Distribution of stakeholder group respondents for National Multi-stakeholder Dialogue (NMSD)*

Group Category	Stakeholder group	Frequency of respondents	Percent (%)
State Institutions and Security Services	Forest Service Division-FSD	5	8.6
	Immigration Service		
Land Owners and Local Authority	District Assembly	8	13.8
	Traditional Authority		
	Farmer		
Lumber Traders and Carpenters	DOLTA	12	20.6
	Lumber Seller		
	Carpenter		
Research and Academia	Research/Academia	2	3.4
No Specific group indicated	No Specific group indicated	5	8.6
Total		**58**	**100**

A total of 60 respondents belonging to 18 different stakeholder groups were interviewed at the district level MSD platforms (Table 2). Akim Oda in the Eastern region, Assin Fosu in the Central region and Juaso in the Ashanti region were selected as case studies for the district level MSD. These communities were selected based on willingness of stakeholder group members to participate in the survey process. At the stakeholder group level, data collection focused on two categories of stakeholder groups namely, chainsaw operators and lumber sellers across different selling centres. These categories of stakeholders were selected because their operations prior to the MSD were seen mainly to be informal and relatively not well organized. The project however made commitment to help in organizing them into recognized groups and associations. Hence, these stakeholder groups became an interesting case to see the extent to which their participation can be studied in some more detail. In order to interrogate the different parameters among different lumber sellers, respondents of two identifiable

groups (i) Domestic Lumber Trade Association (DOLTA) at Ashiaman, and ii) Wood Sellers Association of Juaso, Sokoban and Sunyani selling centres were selected (Table 3). At the steering committee level, data was collected to enable the study team obtain an overall assessment of the MSD process in the perspective of the national steering committee.

Table 2: *Distribution of stakeholder group participants interviewed at different District Multi-stakeholder Dialogue (DMSD)*

Stakeholder group	Name of Community/frequency			Total
	Akim Oda	Assin Fosu	Juaso	
Lumber seller	4	3	1	8
Traditional authority	1	1	0	2
MOFA	1	0	0	1
Forest Services Division	2	0	0	2
NADMO	1	1	0	2
District Assembly	1	0	0	1
Chainsaw operator	2	6	5	13
Carpenter	1	1	0	2
Fire service	1	0	0	1
Ghana Immigration Service	2	1	0	3
Carriers association	0	2	3	5
Farmer	1	3	6	10
Environmental health	0	2	1	3
Community forestry worker	0	2	0	2
Community development	0	0	2	2
Assemblyman	0	0	1	1
Stool lands	0	0	1	1
District forest forum-DFF	1	0	0	1
Total	**18**	**22**	**20**	**60**

Table 3: *Distribution of stakeholder groups selected from different communities and sales point*

Stakeholder group		Communities					Total
		Atronie	Sunyani	Ashaiman	Sokoban	Juaso	
Chainsaw operators		10	–	–	–	2	12
Lumber sellers	Wood Sellers Association	–	5	–	10	8	23
	Domestic Lumber Trade Association (DOLTA)	–	–	6	–	–	6
Total		10	5	6	10	10	41

The study team also participated in ten different district level Multi-stakeholder Dialogue (DMSD) and three national level Multi-stakeholder Dialogue (NMSD) platforms as a way of triangulating our assessment by participant observations.

3 THE CONTEXT AND INDICATOR FRAMEWORK FOR ASSESSING EFFECTIVE PARTICIPATION IN THE MSD PROCESS

3.1 Multi-stakeholder dialogue process: A contemporary approach

Dodds and Benson (2001), describes a Multi-Stakeholder Dialogue (MSD) as a process which aims to bring relevant stakeholders[1] or those who have a 'stake' in a given issue or decision, into contact with one another. The process focuses primarily on enhancing levels of trust between the different actors, share information and institutional knowledge, and generate solutions and relevant good practices. MSD processes acknowledge the fact that, all stakeholders have relevant experience, knowledge and information that eventually will inform discussions and advance the quality of all decision-making and policy directions that will emerge from the process.

From the perspective of IUCN (2012), Multi-stakeholder dialogue process is classified as a collaborative approach that brings state and non-state actors together in a collective decision making forum to engage in consensus building. The MSD process can therefore be described as an important tool that promotes better decisions from a wider input by bringing together principal actors with diverse viewpoints. The process can be used at the local, national, regional, and international level for a number of different situations and often involve small groups representing different experiences and areas of expertise. For instance, in a Uganda water dialogue process, the platform was seen as an independent and innovative process, which sought to resolve conflicts, attempt to get different perceptions together to influence policy and ensure that it is responsive to the needs of the community (Pangare, 2007).

An effective approach of an MSD process therefore recognizes diversity of expertise, talents, interests, variegated experiences, cultures and viewpoints among stakeholders and individuals in as much as they contribute to a creative process of finding innovative solutions. MSD tends to be an open-ended or

---

1   Stakeholders are those people who have an interest in a particular decision, either as individuals or representatives of a group. This includes people who can influence decisions, as well as those who become affected by the decisions (Hemmati *et al.*, 2001)

bound process where discussions are linked to decisions and actions and does not exist simply to inform, advice or recommend but also possesses some degree of formal decision-making power (Faysse, 2006; Tyler, 2009). Among the many advantages that can be derived are stakeholder empowerment, networking, conflict resolution and distribution of responsibilities for resource management. Dialogues are therefore viewed as a means to work together as an organized group and to "achieve something" as a group.

3.2 The contextual framework

Dodds and Benson (2001) outlines several principles[2] that characterize effectiveness of a multi- stakeholder dialogue processes. Based on these principles, effectiveness of participatory process was assessed in the context of three key measurable concepts, namely i) democratic representation, ii) adaptive learning and iii) participation and engagement (Figure 1).
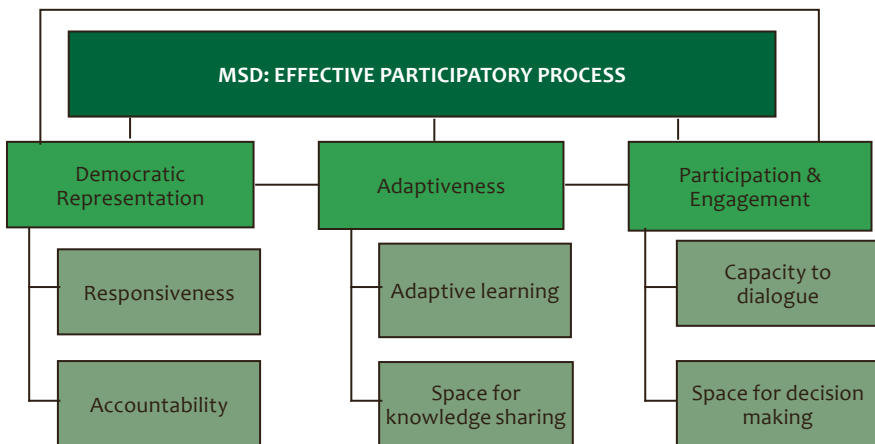
Figure 1: *Conceptual Framework for Effective Multi-stakeholder Dialogue (MSD) Process*

Democratic representation assessed how responsive and accountable representatives are to the larger stakeholder group they represent. Under this indicator the following questions were addressed:

- Who participated in the MSD process and what do they represent?

---

2   Accountability, Effectiveness, Equity, Flexibility, Good governance, Inclusiveness, Learning, Legitimacy, Ownership, Participation & Engagement Partnership, Cooperative Management, Societal Gains, Strengthening of (inter)governmental Institutions, Transparency, Voices, not votes.

- To what extent are the representative's opinions reflective of the groups they represent?

- What feedback mechanisms exist in the MSD process?

- What mechanisms exist for stakeholder groups to hold their representative accountable?

- To what extent are group leaders responsive to the needs of all other members within a stakeholder group

Adaptive learning measures the extent to which the MSD has been a learning process for all stakeholder groups as well as its capacity to create space for knowledge sharing. Questions addressed under this indicator are:

- To what extent has the MSD generated a learning process from its own activities?

- To what extent has the MSD process built consensus on issues among major groups

- To what extent has the MSD process made a concrete difference in terms of knowledge sharing and dissemination?

Participation and engagement evaluate stakeholder groups capacity to dialogue and engage in discussions on the MSD platform. Questions addressed here are:

- To what extent is the process transparent allowing for free flow of information?

- To what extent has the MSD process provided space for engagement and decision making (frankness and open exchange)?

- To what extent are groups involved in discussions during the MSD process?

- What are the levels of engagement for each stakeholder group during the MSD process?

- Group capacity to dialogue; were there any stakeholder group capacity building process to ensure effective participation?

4 ASSESSING EFFECTIVENESS OF THE MSD AS A PARTICIPATORY PROCESS

This section summarizes the results of the study and presents the key findings. It uses the indicators developed under the conceptual framework to assess the effectiveness of the MSD as a participatory process.

4.1 Democratic representation

4.1.1 Responsiveness

Selecting group representatives

At all levels of the MSD process, the most basic test for democratic representation lies in how participants are selected to represent respective stakeholder group and what interest they actually represent on the MSD platforms. Eight different categories of interest groups were identified among respondents: civil society and advocacy, forest resource management, regulatory and law enforcement, land owners and traditional authority, chainsaw operators and associated workers, lumber sellers, and lumber users (mainly carpenters). The study identified four different ways of selecting representatives among the stakeholder groups for the MSD platforms (Figure 2 A and B).

A   B
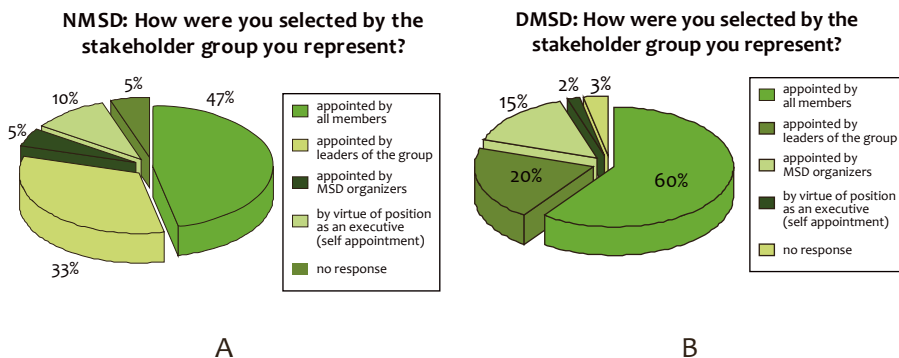
Figure 2a and b: *Selection of Stakeholder Group Representative on the (A) National and (B) District Level MSD*

The dominant selection process for representation was selection based on a consensus from all members of the group they represent. At the national level,

almost half (47 percent) of respondents indicated their representatives were selected by all members in a meeting. This selection process was also indicated by majority (60 percent) of respondents at the district level. This gives a positive attribute to democratic representation on the MSD platform. However, it is also important to note that at the national level MSD the influence by group leaders and self appointment were considerable. At the district level MSD group leaders and MSD organizers were also influential in selecting representatives.

At the stakeholder group level, a 100 percent positive rating was obtained for the chainsaw operator group where all respondents indicated their participation in the selection process for group representatives (Figure 3). For the lumber sellers category (wood sellers, DOLTA) ratings for the selection process of representatives varied among members. The wood sellers association group had a positive rating of over 60 percent whiles the DOLTA group had only 17 percent positive rating for representatives selection (Figure 3).
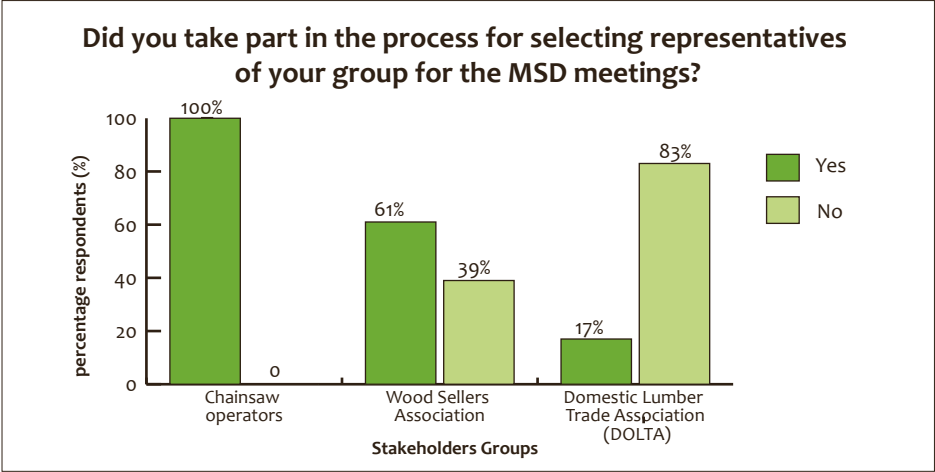
Figure 3: *Stakeholder group participation in selecting group representatives.*

Adequacy of representation on MSD platform

Majority of national level respondents (66 percent) were satisfied with the number of stakeholders representation (Figure 4A). At the district level, 73 percent of respondents indicated a high level of satisfaction (Figure 4B) which indicates a slightly higher preference compared to the national level. In both cases, very few respondents 3 percent for NMSD rated their level of satisfaction with the representation as "not satisfactory" and 3 percent

for DMSD as "not sure" without any specific reasons. While this assessment could be a good reflection of the MSD, it adds to the diversity in opinions and affirms positive dimensions to democratic representation.
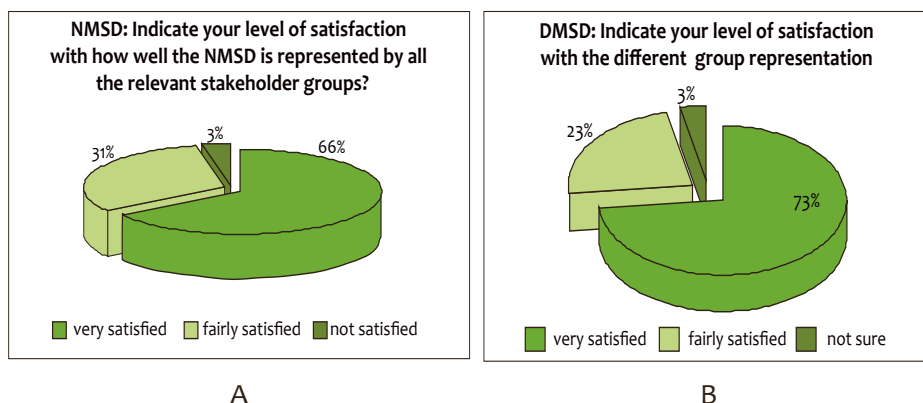
Figure 4a and b: *Level of satisfaction about stakeholder representation on MSD*

Despite the fact that, the MSD platform is well represented by all relevant stakeholder groups, respondents' level of satisfaction on the number of representatives selected per stakeholder group on the MSD platform varied across the broader stakeholder group level (Table 4). Although a general outlook presents a picture of fairly high level of satisfaction with regard to satisfactory number of representation, as much as 83 percent of respondent within the chainsaw operator group believed the number of representatives selected from a stakeholder group was inadequate. The situation is however different for Wood Sellers Association, with more than half of the respondents judging the numbers as "fairly adequate".

Table 4: *Perceptions on adequacy of selected representatives among stakeholder Groups*

Stakeholder groups	Percentage of respondents (%)			
	very adequate	fairly adequate	Not adequate	Not sure
Chainsaw Operator Group	17.0	0.0	83.0	0.0
DOLTA	0.0	0.0	0.0	100.0
Wood Sellers Association	65.0	17.0	9.0	9.0
Total	41.0	10.0	29.0	20.0

Consistency in participation

In order to achieve the sort of frank discussions and problem-solving approach that characterizes a multi- stakeholder dialogue process, regular attendance can be considered as a key to representation on the platform. It ensures effective dialogue process, and tends to have a positive influence on feed back mechanisms while reducing information gaps among group members. Assessment of attendance for the first 8 organized national level MSD shows a high level of irregular attendance by representatives of various stakeholder groups. An attendance matrix developed for the national level MSD shows several irregular attendances among group representatives. In some instances, representatives had only attended the first 3 MSDs and not the 4th, 5th and 6th only to resume participation at the 7th and 8th MSDs. (See Appendix 3 for the detailed Attendance Matrix).

The number of times respondents had attended the NMSD meeting (figure 5) corroborated with these irregular attendance observed in the matrix. Slightly more than a quarter of respondents (26 percent) had attended all 8 NMSDs and as many as 15 percent of respondents had attended only 1 or 2 of the MSD with new representatives still emerging as at the 9th MSD.
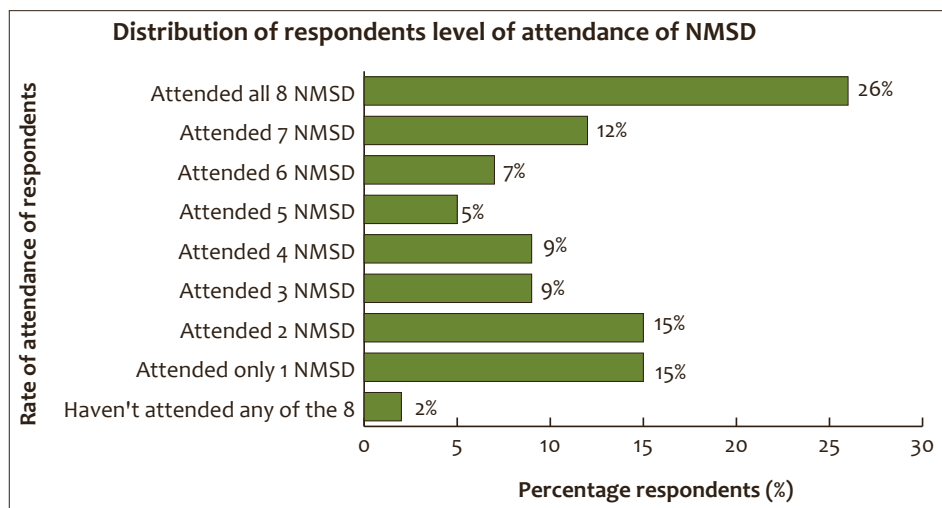
Figure 5: *Distribution of respondent's rate of attendance of National Multi-stakeholder Dialogue*

Similar irregularities in attendance were also observed in documented minutes from the district level MSDs. Using Begoro district MSD as an example, only fourteen (14) stakeholder group representatives were documented for

having attended DMSD 5 compared to a high turnout of 32 representatives in a previous DMSD 4 held in the same district. This represent more than half of the group representatives being absent from one MSD to another. The necessitated question is the extent to which this level of participation by representatives can be on the MSD with such trends of irregular attendance. Tied to this point, is the termination of some existing stakeholders representation on the dialogue platform. An observation made on firewood collectors association at Sunyani attended only the DMSD1 in that district and was not captured again as having attended the subsequent DMSDs although the minutes failed to state reasons behind such phenomenon.

Composition of stakeholder groups of DMSD

Diversity of stakeholder group representation on the MSD ensures enriched discussions by contributing specialized knowledge from different perspectives. Though not all institutions and stakeholder groups could be found in all selected districts, composition of stakeholder groups on the district platforms varied greatly in numbers and in structure. This created a dominant atmosphere in group representation and a gap in information sharing from varied views of some equally important public regulatory institutions across districts. Overall, about eight public institutional stakeholder groups were identified as being represented in one district and not in another district. These included; Bureau of National Investigation (BNI), National Disaster Management Organization (NADMO), Commission Of Human Rights and Administrative Justice (CHRAJ), Ghana Immigration Service (GIS), Judicial Services Department, Ghana Police Service (GPS), Information Service, District Assembly Members and Community Health Services.

Moreover, in some districts only few stakeholder groups constituted the members on the MSD platform. These were mainly chainsaw operators and machine owners. For instance, at Assin Fosu the DMSD5 recorded more than half (63 percent) of the participants belonging to only two stakeholder groups (machine owners and chainsaw operators). In another instance, DMSD5 at Begoro had 64 percent of participants representing only two stakeholder groups (machine owners, and chainsaw operators). In both instances, public forest sector regulatory institutions at the district level (forestry commission, Ghana police service, immigration service, judicial services) can be considered to be less represented and in some instances not represented at all.

4.1.2 Accountability

Negotiated opinions and feedback

It is important for representatives of stakeholder groups to present opinions of the broader group they represent and not be seen as seeking to leverage on their individual ideas on the MSD platform. Figure 6 below shows findings of how respondents solicit opinions from group members before MSD meetings.

DMSD: How do you solicit for opinions of group members before attending DLMSD?

- 11.7%
- 13.3%
- 75%

consult members in a meeting | consult only few colleagues | don't consult

A

NMSD: How do you solicit for opinions of group members before attending NLMSD?

- 3%
- 2%
- 17%
- 78%

consult members in a meeting | dont consult any member
consult only few members | no response

B
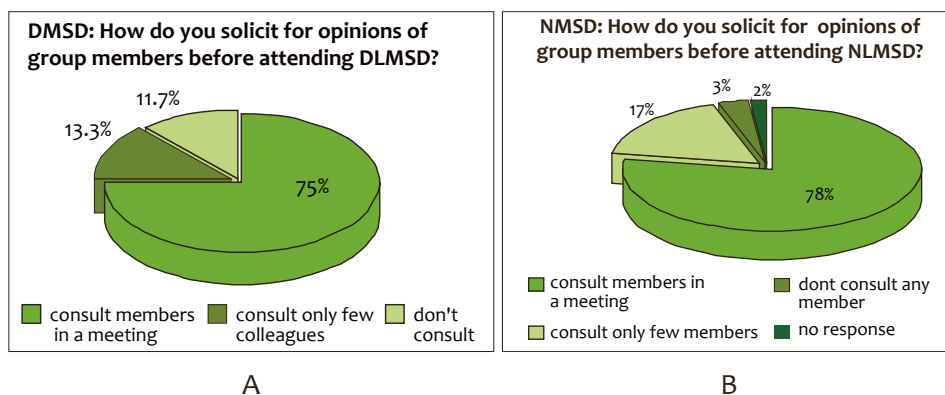
Figure 6a and b: *Ways of soliciting for opinions among stakeholder group members*

Majority of respondents at both the district (75 percent) and national (78 percent) levels indicated group members are usually consulted in a meeting to solicit for opinions before attending MSD meetings. It is therefore assumed that negotiated opinions on the MSD are largely the opinions of the larger stakeholder group. Responses from three stakeholder groups, namely chainsaw operator, DOLTA and wood workers association tend to confirm results obtained from respondents at the district and national MSDs (Figure 7A).

In general, the groups also showed a high level of satisfaction with the feedback usually obtained from their representatives (Figure 7B). As noted in earlier context, majority of respondents of the DOLTA group indicated they had no mechanism in place for soliciting opinions with majority of them not satisfied with the way information was relayed to members as far as the MSD discussions were concerned. Almost all respondents of the wood sellers association confirmed having a mechanism in place for soliciting opinions. With regards to the level of satisfaction with existing feedback

from representatives, more than half (57 percent) of respondents of wood sellers association were very satisfied with about 40 percent opting for moderate satisfaction with feedbacks. For the chainsaw operator group, 83 percent of respondents were very satisfied with only 17 percent indicating a fair satisfaction with feedbacks.

A   B
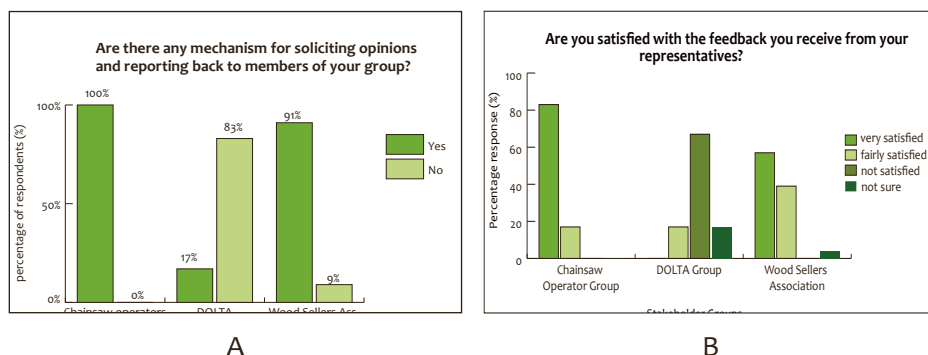
Figure 7a and b: *Level of satisfaction on feedback among stakeholder groups*

For many respondents at both the national and district level MSDs, the means of interaction either by way of providing feedback or soliciting for opinions was mainly done through organized meetings. This was indicated by 75 percent of respondents at the district level and 64 percent at the national level (Figure 8A and B). This feedback process ensures accountability, keeps the larger segment of group members informed and eliminate or drastically reduce individual sentiments on the platform while enhancing diverse view points during discussions. Although group accountability had been displayed by majority of respondents at both levels, some 21 percent of representatives at the national level, only reported back to members during district level MSDs while 9 percent resorted to occasional information sharing. This means that the feedback mechanism of about 30 percent of representatives needs to be improved to ensure proper accountability. Interestingly, the district level which is expected to serve as a platform for decentralized interaction with a higher expectation in feedback processes, had about 25 percent of respondents either not reporting back to the groups they represent or only occasionally reporting to their group.

DMSD: How do you report back to the group you represent?

- Occasionally report to group
- I mostly don't report back
- Organize group meetings after MSD forum

6.7%
18.3%
75%

NMSD: How do you report back to the group you represent?

- no response
- report to individuals
- Occassionally report to group
- report only at DLMSD
- organised group meetings after MSD

2%
5%
9%
21%
64%

A   B
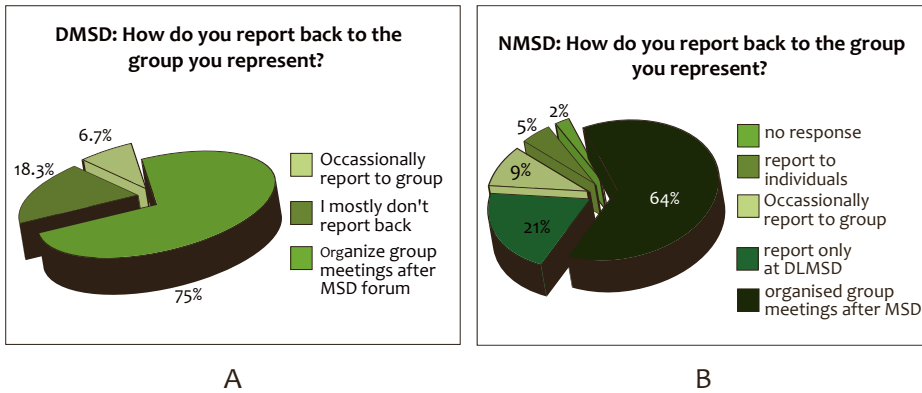
Figure 8a and b: *Representatives mechanisms for reporting back to stakeholder group members*

Although all the three selected stakeholder groups (Lumber sellers, chainsaw operators and DOLTA) acknowledged sanctions were part of their group constitutions and could be applied to their MSD representatives who failed in their duties, application of such sanctions had never been utilized at the group membership level.

The mere conducting of dialogues meeting do not bring consensus in resolving issues. Most importantly participants following through and understanding the content of discussions is rather a worthy objective in building expected trust and encouraging frank discussions to achieve a common goal. In the opinion of majority of respondents at both levels, group members have fair knowledge of issues discussed at the MSD platforms (Figure 9). About 37 percent and 45 percent of respondents at the district and national level MSD respectively indicated members of their groups were up-to-date with issues discussed. Arguably these sentiments present a situation of a functional feedback mechanism for relaying information to members.

To verify these opinions at the group membership level, respondents were asked to indicate how well, they had followed through and understood issues that had so far been discussed at the MSD platform. Figure 10 shows a generally high majority of respondents being up-to-date with issues discussed. More than half of respondents of these three groups indicated they were up-to-date with issues discussed and understood the content with only 12 percent not being sure of what is really at stake with the MSD process. Literally, members were also asked to state their preferences on whether

representatives of their groups needed to be changed or maintained on the MSD for better opinion negotiations and feedback (Figure 11).

NMSD: In your opinion, how well informed is your group members on issues discussed?

7%
48%
45%

Up-to-date with issues discussed
fairly know about issues discussed
not sure

DMSD: In your opinion, how well informed is your group members on issues discussed?

5% 3%
55%
37%

up to date with issues discussed
fairly know about issues
Have no idea of issues discussed
Not sure

a   b
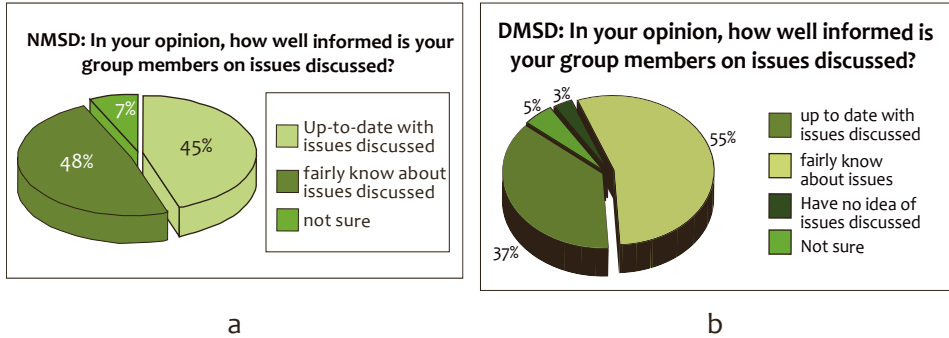
Figure 9 a and b: *Representatives perspectives on how well informed their group members are.*

Stakeholders Group Level: How well do you follow and understand issuess on the MSD platform?

80

66%

60

22%

12%

Percentage respondents (%)

40

20

0

up-to-date and have an ideal of issues discussed

fair knowledge about issues discussed

not sure

Understanding the dialogue content
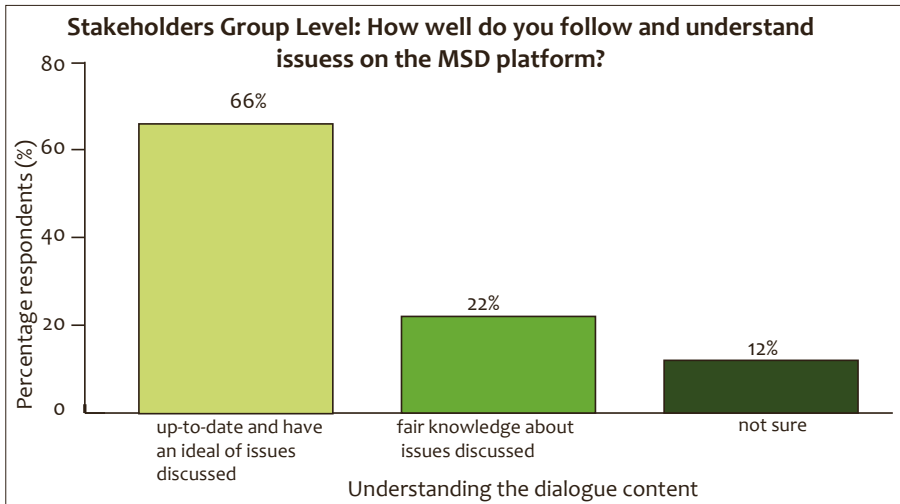
Figure 10: *Stakeholder knowledge on discussions*
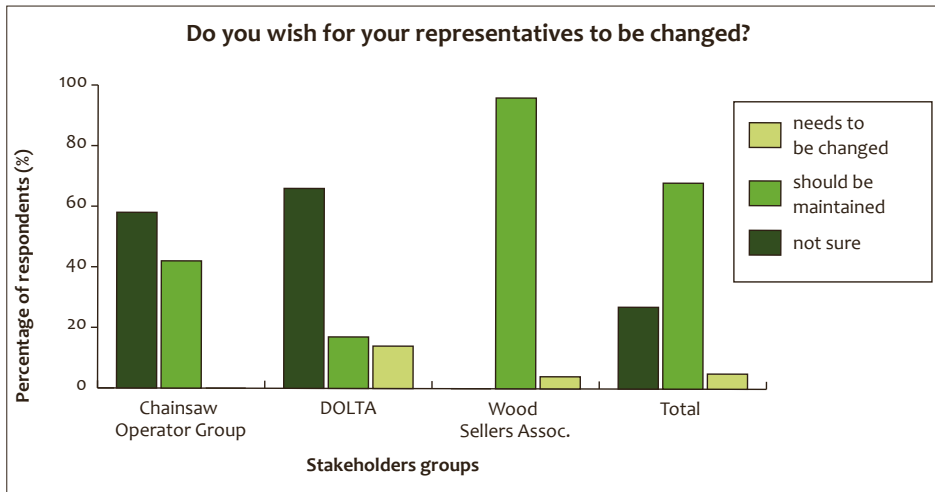
Figure 11: *Group choices on changing reps.*

To improve on opinion negotiations, feedbacks and the level of understanding of issues discussed among members at stakeholder group level, three suggestions were proposed by respondents of the three stakeholder groups (Figure 12). This included prompt implementation of programmes discussed at the MSD platforms, awareness creation through the media and improve education of issues of the MSD during group general meetings. Although these suggestions received mixed preferences among members, for respondents of DOLTA where engagement of members seems to be low, majority thought members should be well educated on the MSD during organized general meetings for effective contribution.

More than a quarter of respondents of both DOLTA and wood sellers association agreed awareness level and understanding of issues discussed at the MSD can be enhanced through local media talk programmes. The chainsaw operator group who seemed to be well informed and up- to-date with issues had almost all their respondents opting for prompt implementation of discussed programmes and decisions reached at the MSD platform as a way to enhance the awareness level of the larger group. This assertion perhaps contributes to a sense of frustration about a perceived lack of concrete outcomes that characterized many forestry related stakeholder discussion platforms in the country. Notwithstanding, the different stakeholder groups waits in anticipation for an overall outcome of the MSD to influence policy changes on chainsaw milling in Ghana.
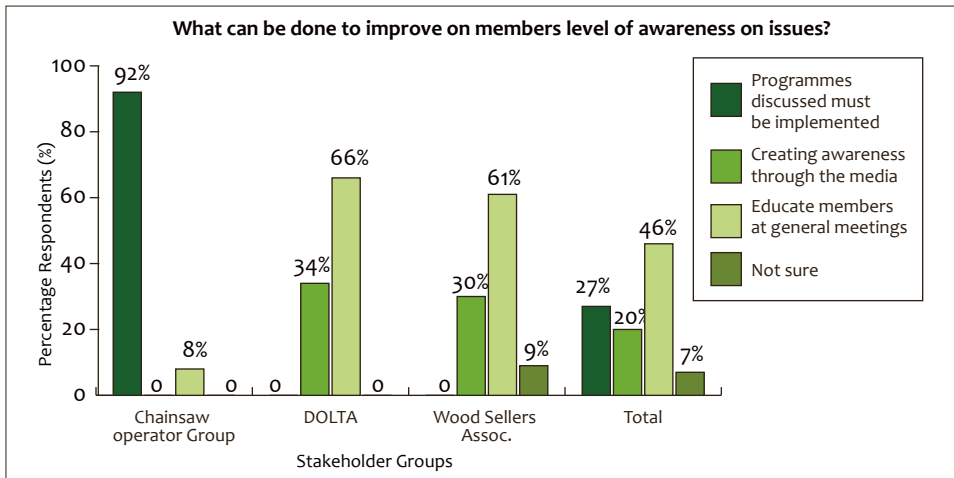
Figure 12: *Stakeholder groups suggestions on improving level of awareness on discussed issues.*

4.2 **Adaptiveness**

4.2.1 Adaptive learning process

An important question to consider is whether the MSD platforms have served an educative function in terms of knowledge sharing on chainsaw milling activities in Ghana to influence opinions and ideas to resolve issues. To evaluate this, the study team posed a series of questions regarding the adaptive learning process of the MSD in the context of perceptions, preferences and attitudinal changes.

Dialogue impact: Perceptions and learning experiences

The impact of the dialogue process on stakeholders can be a motivating factor that sustains interest and commitment over time. Irrespective of the most important motivating objective that influences a group's participation, the derived benefits of knowledge sharing and diversity in opinions from different perspectives often tend to create a learning platform for both organizers and participants. Figure 13 shows respondents overall dialogue experiences of the NMSD.

NMSD: Which of the following best describe your overall dialogue experiences?
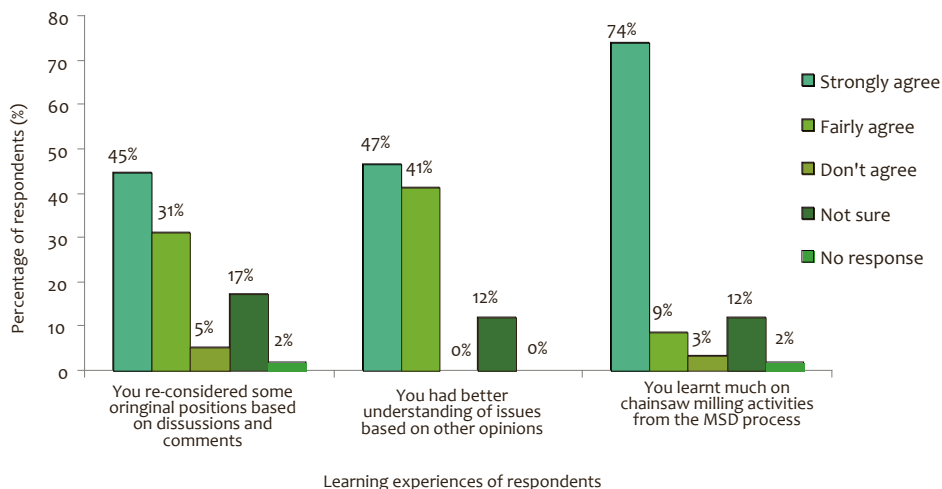
Figure 13: *Overall Dialogue experiences of NMSD representatives*

For most respondents, the dialogue experiences have been many factors but overall, majority of respondent agreed to the fact that the MSD has been a platform for three key learning experiences; an elaborated insight on chainsaw milling activities in Ghana, a change in attitude and reconsideration of earlier positions held, and a platform for better understanding of issues based on opinions held by other stakeholder groups. Majority of respondents (74 percent) of the NMSD agreed that much on chainsaw milling activities have been elaborated over time for a deeper contextual appreciation of the issues. About half of respondents strongly agreed that the MSD had provided an opportunity for better understanding of issues based on opinions shared by other groups on the platform. The process of learning from other stakeholder opinions by reconsidering initial positions based on discussions of the MSD received mixed ratings among respondents. Forty-five percent of respondents strongly agreed original thought were reconsidered based on elaborative discussions.

The district level survey revealed similar impact where majority of respondents strongly agreed the MSD has been a learning platform over time (Figure 14A). However, more than half of respondents' issues discussed have somehow been repetitive (Figure 14B).

DMSD: Do you agree MSD meetings have been a learning process over time?

don't agree 2%
fairly agree 13%
fairly agree 85%

DMSD: Do you agree issues were somehow repetitive over time?

not sure 10%
don't agree 33%
strongly agree 27%
fairly agree 30%
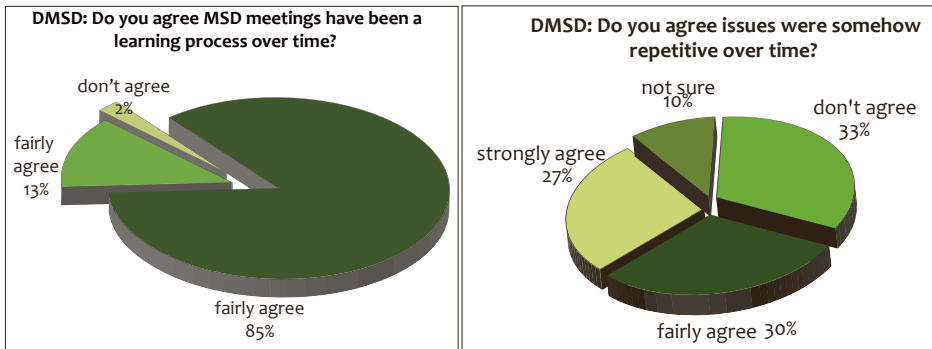
A   B

Figure 14a and b: *Opinions on adaptive learning process of the District Multi-stakeholder Dialogue*

The learning experiences at the stakeholder group level presented in the Figure 15 also shows similar responses as that of the national level. In their perspective, the feedback from representatives have provided an opportunity to learn much on chainsaw milling activities as a menace, understand other stakeholder group positions, built trust in the MSD as opinion advocacy platform and a means for reconsideration of thought. In each of these learning processes, quite a few of the respondents were not sure if it applied to their experiences. Twelve percent also did not think the MSD have granted them an opportunity to understand positions of other stakeholders.
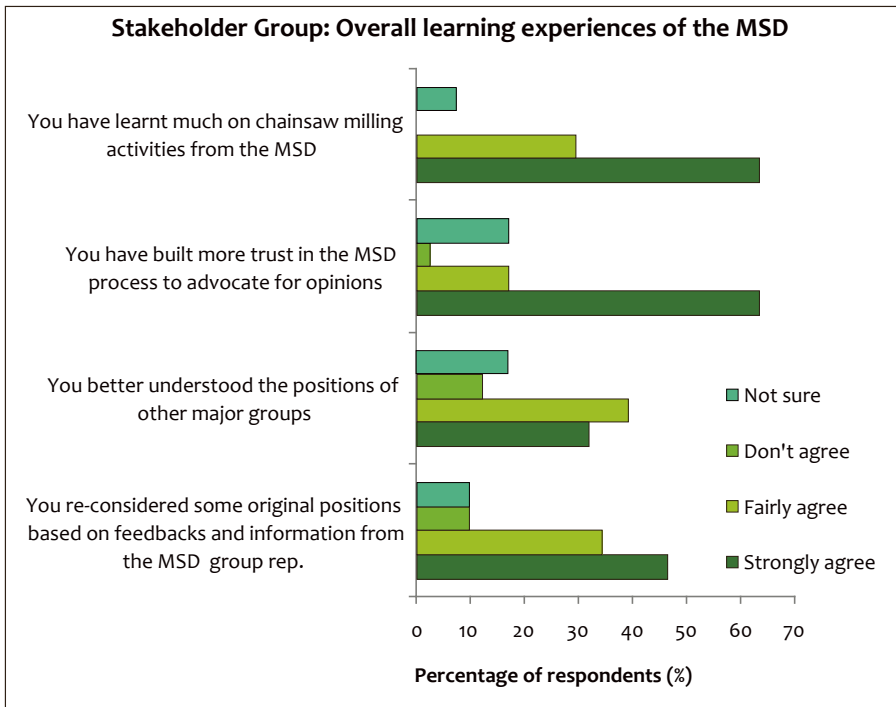
Figure 15: *Stakeholder Groups opinions on overall learning process of the Multi-stakeholder dialogue*

One aspect of adaptive learning of the dialogue process in itself is the ability to address concerns raised by stakeholders that consequently enhance effective participation and sustain interest. To assess this, the study tried to investigate whether concerns raised on the MSD by different stakeholder group representatives were addressed over time. For national and district level MSD representatives, issues of concern were adequately addressed by organizers in subsequent MSDs (Figure 16). Almost all respondents, 85 percent for NMSD and 83 percent for DMSD, agreed issues of concern raised were adequately addressed by organizers which give an indication that organizers over time learn from negotiations and opinions from different stakeholders to improve on the dialogue process. Fourteen percent and 7 percent of respondents at the national and district level respectively do not however agree issues were adequately addressed.

NMSD: Concerns raised were adequately addressed in subsequent MSDs

don't agree 14%
not sure 2%
strongly agree 44%
fairly agree 40%

DMSD: Concerns raised were adequately addressed in subsequent MSDs

not sure 10%
don't agree 7%
strongly agree 45%
fairly agree 38%

A   B
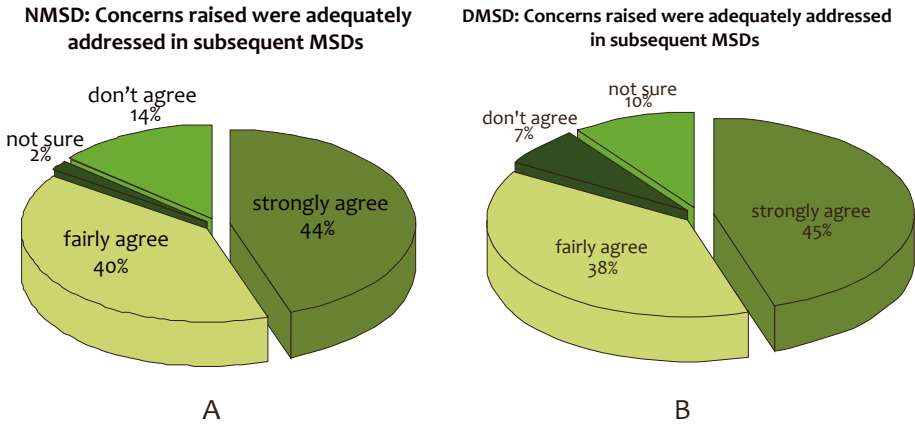
Figure 16: *Representatives views on whether issues of concerns raised are addressed on the Multi-stakeholder dialogue*

In spite of the positive responses from majority of representatives, the lack of continuous attendance and inconsistency in group representation among other factors can impede learning and information sharing in the MSD process. Although a member's opportunity to represent a group on the MSD can overtime promote experiences for group members other than selected representatives, this opportunity can somehow impede selected representatives' adaptive learning process and create gaps in knowledge acquisition. Assessment of some of the documented minutes revealed some aspects of this phenomenon.

In some instances, representatives of stakeholder groups kept changing and on one hand, their attendance were not regular (see NMSD attendance matrix in appendix 3). For instance, at Assin Fosu, five (5) participants represented Ministry of Food and Agriculture (MOFA) during DMSD2, but that was reduced to one (1) in the DMSD3 with a different person representing the same stakeholder group. Subsequently, in DMSD 4 two different representatives represented the same Ministry of Food and Agriculture (MOFA). Again, at Nkawie, Ghana Police Service had different representatives at each meeting. Moreover, not all stakeholders began with the process; some of them joined as the dialogue progressed. A case in point is at Goaso and Begoro. At Goaso, the Wildlife Society joined the platform at DMSD4 while at Begoro, Community Forest Committee (CFC) joined the platform at DMSD6. These situations raise questions on information gap and knowledge sharing capacity of the MSD process.

4.3 **Participation and engagement**

Multiplicity of objectives for participation

Effective engagement of stakeholders in discussions on a dialogue platform is one of the strongest principles of a multi-stakeholder dialogue process. Exclusion from discussions or the lack of capacity to dialogue is usually seen as undermining the effectiveness of their participatory process. Several parameters were interrogated to assess representatives engaging capacities on the MSD.

The most important objective motivating a group's representation tends to influence their level of engagement in discussions and activities on the MSD platform. The study identified the most important objective for representatives on the MSD (Figure 17).

What is the most important objective motivating your participation in the MSD process?
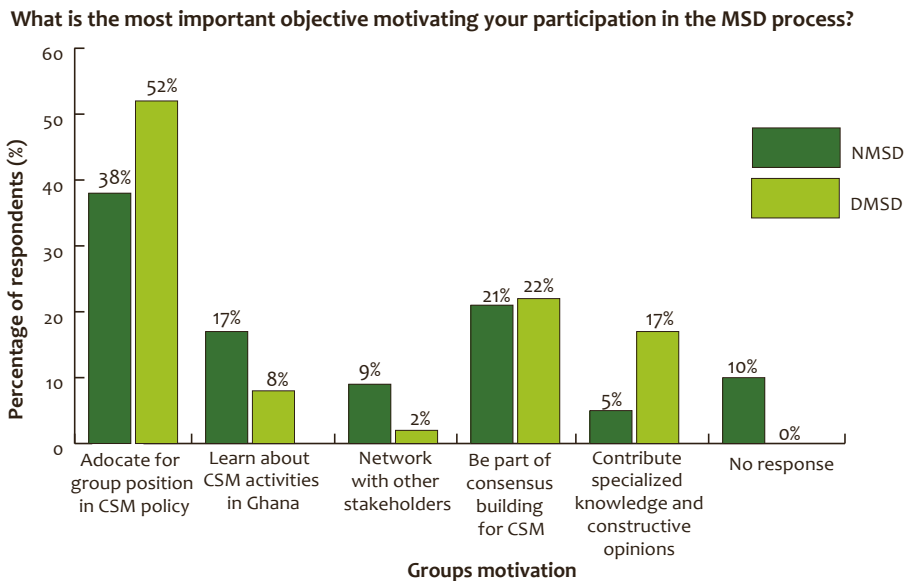
Figure 17: *Respondents rank of most important objective motivating participation*

Advocating for group position on the way forward for chainsaw milling activities in Ghana was ranked by majority of respondents at both the district and national level MSD, although respondents at the district level were comparatively more. To be part of a consensus building was the next most important motivating objective for representatives. At the national

MSD more respondents were enthused to learn about chainsaw activities in a broader context and take advantage of the platform to network compared to the district level MSD respondents. More group respondents at the district level were comparatively motivated by the fact that they can contribute specialized knowledge than respondents at the national level.

Table 5 below shows results of the most important motivating objective among respondents of the stakeholder groups. Generally, different stakeholder groups were motivated by different objectives to be part of discussions on the MSD. Interestingly, learning more about chainsaw activities was the option for majority of chainsaw operator group respondents. For the lumber sellers, majority of wood sellers association regard contributing specialized knowledge and constructive opinions as their most important motivating objective for their participation whereas 83 percent of DOLTA respondents were not sure of what their primary objective was.

Table 5: *Stakeholder Groups most important motivating objective of the Multi-stakeholder dialogue*

Most important objective motivating group participation	Chainsaw operator group	DOLTA	Wood sellers assoc.	Total
	Percentage of respondents (%)			
Advocate for group positions and opinions	16.7	17.0	30.4	21.9
Learn about chainsaw milling	58.0	0.0	13.0	24.3
Network with other stakeholder groups	0.0	0.0	4.4	2.4
Be part of consensus building on chainsaw milling	17.0	0.0	13.0	12.2
Contributing specialized knowledge & constructive opinions	8.3	0.0	39.1	24.4
Not sure	0.0	83.0	0.0	14.6
Total	100	100	100	100

The continuous engagement and active participation in a dialogue process can be influenced by sustained goals that motivate participation in a dialogue

process. In instances where motivations remain the same over time or ideas and opinions are reconsidered, participants are likely to be less inspired affecting their active engagement or vice versa. For majority of stakeholder group respondents, the primary objectives and expectations had remained the same overtime (Figure 18). Almost a quarter of respondents of the NMSD and combined stakeholder groups thought otherwise. In the case of the district MSD only 8 percent thought negatively. Some respondents of the different MSD and stakeholder group levels were also not sure of this.

Do you think your motivations and expectations have remained the same over time?
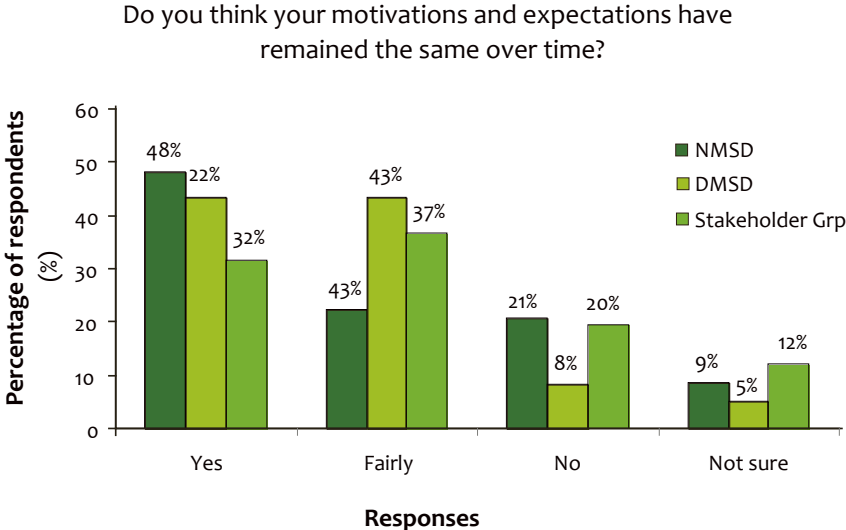
Figure 18: *Respondents perceptions on motivations and expectations of the MSD over time*

Capacity building for effective participation and engagement

In spite of the motivational goals that may keep representatives inspired and actively engaging, stakeholder groups capacity to dialogue effectively can be an important tool for active participation. At both levels of the MSD assessment of whether the capacity of representatives were built to enhance effective dialogue process prior to the MSD received mixed responses from respondents (Figure 19). As many as 42 percent and 28 percent of respondents at the district MSD and national MSD respectively indicated no training was offered prior to the dialogue process. A few however were not sure if a prior training was conducted.

Did you recieve prior training to facilitate your level of engagement in the MSD?
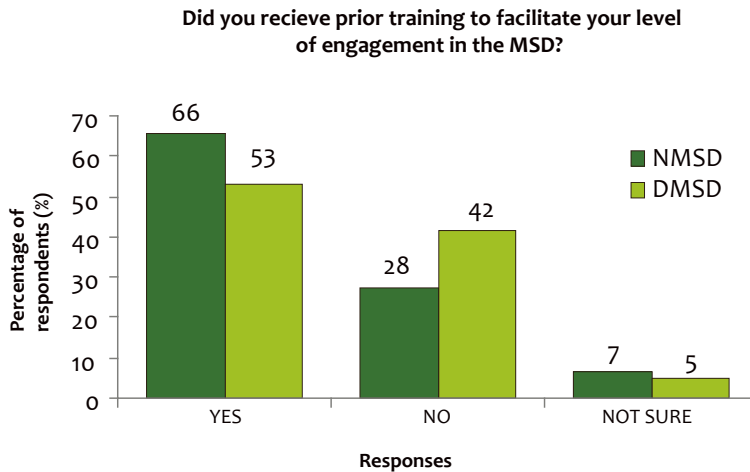
Figure 19: *Response on prior capacity building program to enhance effective participation*

While for members of the different stakeholder groups, formal training which may include attributes of advocacy, conflict resolution and negotiation skills may not be a pre-requisite, a broader sensitization on what is at stake on the entire dialogue process is needed at the membership level to ensure acceptability by all, build trust and enhance effective engagement among others. At the group membership level, almost all respondents of the chainsaw operator group attested to the organization of a prior sensitization and capacity building among group members (Figure 20). In the case of wood sellers, respondents were more or less split in their responses. Majority (52 percent) however recollected there was no prior sensitization of the dialogue process. For the subgroup of lumber sellers (DOLTA) almost all respondents were not sure if a prior sensitization was done (see appendix 4 for responses on prior training from the different group members interviewed from different selected locations).

Did your group recieve any prior training to facilitate your level of engagement on the MSD?
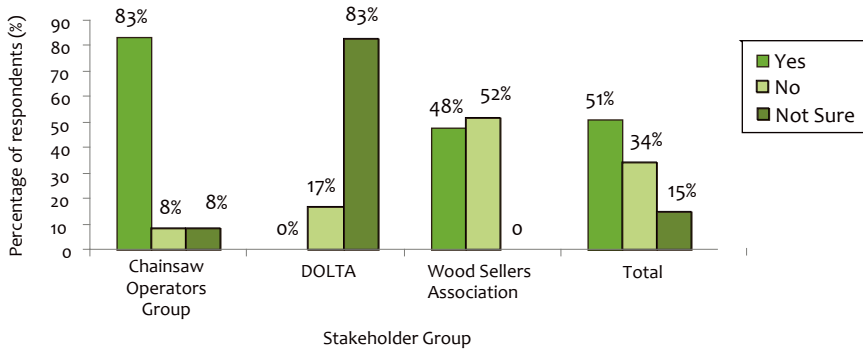
Figure 20: *Response on prior capacity building among group members*

The importance of these training programs in facilitating effective engagement on the MSD cannot be overemphasized. For the district level MSD, almost all respondent beneficiaries were positive on the helpfulness of the training to their overall engagement on the MSD.

DMSD: if you recieved prior training how has the training helped your participation and engagement on the MSD?
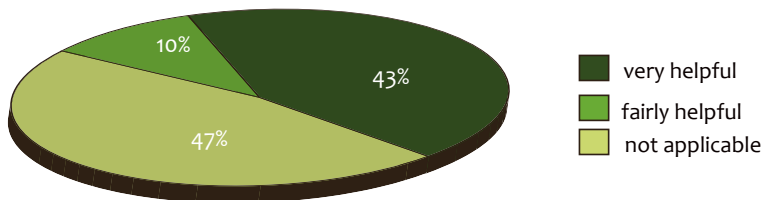
Figure 21: *Usefulness of prior capacity building from respondents' perspective*

Drivers for effective engagement

A review of the MSD document and observations made at the district level meetings also revealed a sense of commitment and ownership of the process which enhanced active participation and engagement. This development was as a result of a constitution of a local management team whose responsibility was to assist the national secretariat to organize and manage the MSD meetings at the district level. The team's selection

process was done democratically and composition was mainly members of stakeholders at the local level. The adoption of smaller group work during sessions made participation and engagement on the platform easier for all categories of participants to share ideas as people were more frank and open in smaller groups.

An overall assessment of respondents perceptions on some key drivers that is capable of enhancing effective engagement at the district level MSD is shown in Table 6. Generally, majority of respondents either strongly or fairly agreed to almost all the positive attributes that facilitate effective engagement of participants of the MSD. Nevertheless, 32 percent of respondents thought materials and information were not received in time to allow adequate preparation. Twenty percent did not also agree that incentives (transport, lodging, etc) for participation had always been adequate. Although more than half of respondents did not agree some stakeholder groups were seen as domineering during discussions, 35 percent of them agreed to this allegation. Presentations were described by all respondents as been clear and concise which encouraged active participation in discussions thereafter.

Table 6: *District Multi-stakeholder dialogues: Respondents rankings on drivers of effective engagement*

Drivers of effective engagement/ participation	Strongly agree	Fairly agree	Don't agree	Not sure
All stakeholder are well informed about issues and able to articulate them	50.0	35.0	10.0	5.0
All points of view got a respectful hearing, motivating others to talk	75.0	23.3	1.7	0.0
There is always adequate time allocated for discussions	66.7	30.0	3.3	0.0
Incentives (transport, lodging, etc) for participation has always been adequate	28.3	50.0	20.0	1.7
Presentations are always clear and I participate fully in all discussions	68.3	31.7	0.0	0.0
I receive materials in time to enable me prepare adequately before MSDs	37.0	27.0	32.0	5.0
I can read and understand information/ materials received before MSDs	65.0	32.0	3.0	0.0
Facilitators encouraged frank and open exchange all the time	83.3	13.3	1.7.0	1.7
Some stakeholder groups (actors) usually dominate the discussions	18.3	16.7	55.0	10.0

Similar responses were indicated by respondents of the national MSD (Table 7). Equally, more than a quarter (31 percent) of respondents did not agree materials and information were sent in time for adequate preparation for the MSD. At the national level however, majority of respondents comparatively agreed some stakeholder groups were more domineering in discussions than the district level. Overall, a lot more respondents at the national level were not sure of their positions on these drivers.

Table 7: *National Multi-stakeholders dialogue: Respondent's rankings on drivers of effective engagement*

	Strongly agree	Fairly agree	Don't agree	Not sure
All stakeholder are well informed about issues and able to articulate them	48.3	34.5	0.0	17.2
All points of view got a respectful hearing, motivating others to talk	56.9	29.3	0.0	13.8
There is always adequate time allocated for discussions	34.5	34.5	10.3	20.6
Incentives (transport, lodging, etc) for participation has always been adequate	24.1	37.9	17.2	20.7
Presentations are always clear and I participate fully in all discussions	63.8	20.7	3.4	12.1
I receive materials in time to enable me prepare adequately before MSDs	15.5	34.5	31.0	19.0
I can read and understand information/materials received before MSDs	65.5	12.1	8.6	13.8
Facilitators encourage frank and open exchange all the time	62.1	24.1	1.7	12.1
Some stakeholder groups (actors) usually dominate the discussions	22.4	19.0	37.9	20.7

At stakeholder group membership level, there was an overall strong confidence in their representatives to actively participate and engage in discussions on the MSD platform. Eighty-five percent of respondents of the two categories of stakeholder groups (lumber sellers and chainsaw operators) indicated a strong confidence level for their representatives to actively engage in discussions (Figure 22). Ten percent of respondents however, thought otherwise of their representatives and 5 percent were indifferent.

Stakeholder level: Do you have confidence in your representatives to actively participate in discussions?

- Strongly confident
- No confidence
- Not sure

5%
10%
85%
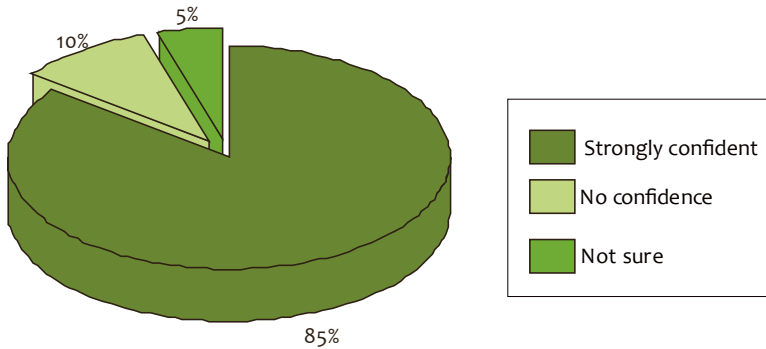
Figure 22: *Stakeholder's confidence level on representatives' active participation*

With the level of confidence entrusted in selected representatives, the expectation is for them to actively negotiate for positions, contribute effectively to discussions and express groups opinions where necessary. In their own perspective, representatives at the NMSD and DMSD indicated a high level of satisfaction with their personal level of engagement and participation on the MSD (Figure 23). All respondents at the district level felt satisfied with their level of engagement on the MSD compared to the national level where very few respondents were either not sure (5 percent) or not satisfied (2 percent).
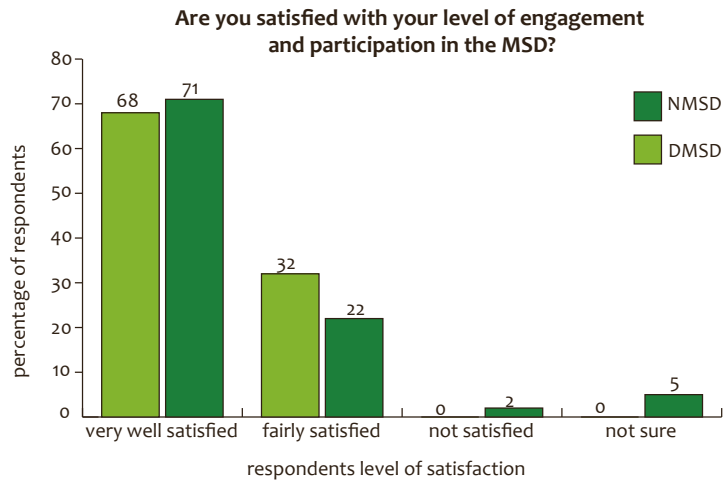
Figure 23: *Representatives perception on their level of engagement and participation*

One of the motivating objectives for participation on the MSD outlined by respondents was to contribute to discussions that were expected to influence national policies on chainsaw milling in Ghana. With regards to the level of confidence representatives have on capacity of the MSD platform to influence policy, respondents at the stakeholder group level generally expressed an overall confidence for the MSD to influence national policy options on chainsaw milling in Ghana. Fifteen percent were however not sure of their position on the MSD's potential to influence national policy direction (Figure 24).
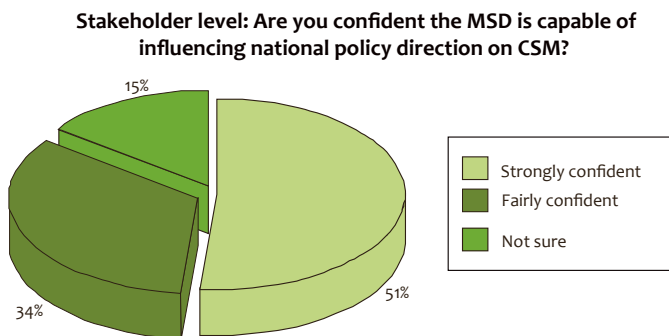
Figure 24: *Stakeholder group's level of confidence for the MSD to influence national policy*

Majority of respondents at the NMSD (91 percent) and DMSD (100 percent) were equally confident the MSD is capable of influencing national policies on chainsaw milling activities in Ghana (Figure 25).

Do you agree the MSD is capable of influencing national policy on CSM?
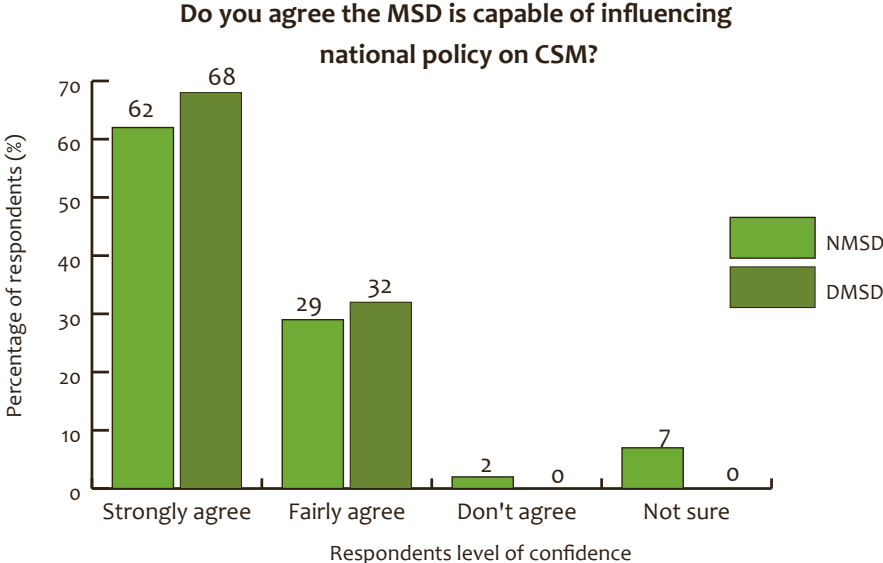
Figure 25: *Level of confidence expressed by stakeholder's representatives of National and District MSD*

Facilitating effective engagement: an overall perspective

In order to improve on participants level of engagement while ensuring a more effective MSD process, respondents of the national and district level MSD, steering committee members of the NMSD and stakeholder group membership levels proposed several drivers which in their perspective will be worth considering for an overall effective participatory process. From the perspective of the MSD steering committee, the following key issues should be considered to ensure effective participation among representatives:

- MSD platform should focus solely on using only "Akan language" (the local dialect) for effective and better understanding

- Improve on information flow from the MSD to the larger stakeholder group memberships feedback

- Besides other mediums of communication, members should be contacted through phone.

For respondents of the national and district MSD, several crosscutting issues were mentioned as factors that can potentially facilitate effective engagement and promote an overall effective participatory process of the MSD (Table 8 and 9). For majority of respondents at both levels, the key issues worth considering include:

- Timely communication of information (notices of meetings, minutes and agenda) of the MSD to allow adequate time for preparation before meetings

- Enhance publicity of programs at the MSD platform at the local community level

- Increased incentives to sustain participants motivation

- Frequency of MSD meetings should be increased to sustain interest and effective engagement.

Table 8: *DMSD: Responses on what must be changed to ensure effective participatory process*

Responses at the District level MSD	Percentage of respondents (%)
Notices of meetings, minutes and agenda for meetings must reach participants in time	15.0
Incentives (per diem, logistics, accommodation) must be increased to motivate participants	10.0
Increase media coverage of the MSD activities	3.3
Frequency of meetings should be increased	8.3
Increase the number of representatives from stakeholder groups on the platform	5.0
Chainsaw operators must be provided alternative livelihood by government	5.0
Community members and the general public must be educated and sensitized on the activities of MSD	25.0
Total respondents providing suggestions	**72.0***

*NB: 28% of respondents did not respond to this question; N=60

Table 9: *What do you think must be changed to ensure effective participatory process*

Responses at the National level MsD	Percentage of respondents (%)
Increase incentives (logistics, accommodation) at both district and national MSD	19.0
the NMSD meetings should be frequent and rotate from one forest district to another	21.0
Additional capacity building programmes should be organized for participating members and the grassroots to enable participants contribute effectively to discussions on the MSD	7.0
Notices of meetings, minutes, agenda for meetings and other relevant information must reach participants in time	21.0
meetings should start on time and the meeting period must be extended perhaps	10.0
more stakeholders (members of parliaments (MPs), consumers, teachers, bankers) must be on the platform	6.9
MSD must be institutionalized and create systems for the outcomes to get to the broader communities	12.0
total respondents providing suggestions	97.0*

*NB: 3% of respondents did not respond to this question; N=58

In steering the affairs of the MSD, several key challenges were mentioned by the Steering Committee (SC) members including:

- Inadequate steering committee meetings to discuss issues before MSD

- Disconnection between the SC and the different constituencies

- Stakeholders often not punctual and regular, delegating different people to represent them at meetings

- Gap in communication among stakeholder groups (communications does not often get to intended members)

- Inadequate representation of stakeholders members on the SC

However, the overall assessment of the MSD from the perspectives of the SC was positive (Figure 26). The SC unanimously agreed that the MSD has been a forum for sharing information and issues on chainsaw milling. With the exception of the achievement of the intended MSD objective where 25 percent did not agree that it has been met, the SC members were positive or agreed on all other attributes used in assessing the MSD.

Overall assessment of the MSD from the Steering committees perspective
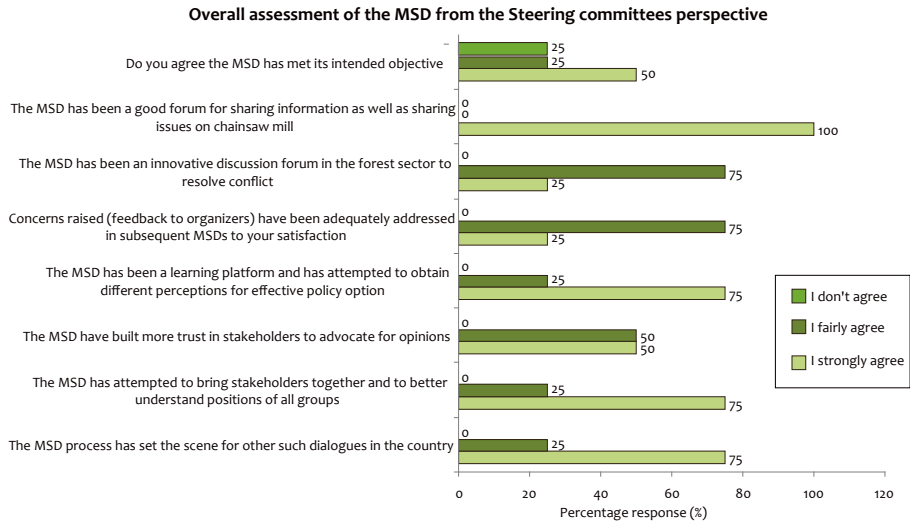
Figure 26: *Overall assessment of MSD by Steering Committees Members*

5 CONCLUSION

This study has evaluated the multi-stakeholder dialogue as an effective participatory process along a comparative analysis of district, national and stakeholder membership levels. Effectiveness was assessed in the context of three valuable indicators of participatory process namely, democratic representation, adaptive learning, and participation and engagement. The study provides deeper reflections for engaging actors for future dialogue processes.

It can be noted from the study that a tremendous effort has been put in to ensure an effective participatory process by all stakeholder groups. As much as possible, organizers tried to get as many relevant stakeholder groups with multiplicity of objectives to participate in the MSD. To a large extent, representations on the MSD by different stakeholder groups have been facilitated by an all inclusive selection process and a functioning feedback mechanism. The MSD process built trust and shared understanding among different actors on one platform ensuring effective engagement and consensus building among group representatives. The dialogues have helped calm fears and created networks that can be deepened and widened to help resolve the issue of illegal chainsaw milling in Ghana.

In a broader context, the MSD had offered an opportunity for all stakeholder groups to acquire in-depth knowledge on chainsaw milling activities in Ghana. The MSD created a sense of change in attitudes and reconsideration of earlier positions based on other opinions. Overtime, the MSD learnt from its proceedings and subsequently addressed major issues raised by participants. The constitution of a management team at the community level to assist in the organization of dialogue meetings created an opportunity for stakeholders to own and manage the process, a key requirement of participatory process. Adoption of group work methodology made participation and engagement easier for all categories of participants to share ideas on the platform. Stakeholder groups overtime built confidence in the capacity of the MSD process to influence national policy options on chainsaw milling in Ghana. This has resulted in a sense of commitment in the process as stakeholders feel their voices and opinions are contributing to resolve a national issue.

The study found that to help maximize the benefits and produce substantive impact from the MSD as an effective participatory process, these key issues are worth noting:

Democratic representation

- Absenteeism of stakeholder group representatives on the MSD creates gap in information on issues discussed and hinders feedback process, while the larger group members are kept in the unknown

- Lack of uniformity in stakeholder composition especially among public sector institutions at the district level promoted inconsistency in representation structure and information sharing among the different MSDs.

- Feedback mechanisms need to be improved at the stakeholder group membership level while options for application of sanctions should be explored to ensure effective accountability.

Adaptiveness

- The lack of continuous attendance and inconsistency in group representation impeded learning and information sharing on the MSD process

- Feedback to broader stakeholder groups should be complemented by capacity building programs to promote the broader contextual understanding of the MSD process at the community and stakeholder group membership level.

Participation and engagement

- Capacity building initiatives to enhance negotiation and advocacy skills should be organized occasionally for representatives of the MSD to ensure effective continuous participation and sustenance of interest on the MSD.

- Space should be created for frequent steering committee meetings prior to MSD meetings to engage more fully to ensure effective steering process.

- Prior communication of MSD materials (notices of meetings, minutes and agenda) should be timely to allow adequate time for preparation.

Limitation of Study

Data collection at the stakeholder group membership level was a key challenge as the study team found it difficult locating different stakeholder group participants involved in the MSD at different locations. This resulted in small sample size selection for the different stakeholder groups. Moreover, DOLTA group at Ashiaman was unwilling to participate in the survey and mostly responded 'not sure' to most of the questions of the survey. This drastically reduced the intended sample size and skewed responses.

REFERENCES

Dodds, F. and Benson, E. (undated). Multi-Stakeholder Dialogue. Available at http://www.pgexchange.org/images/toolkits/PGX_D_ Multistakeholder%20Dialogue.pdf. Last accessed on 15th June, 2013.

Faysse, N. (2006). Troubles on the way: An analysis of the challenges faced by multi-stakeholder platforms. Natural Resource Forum 30 (3):219-229.

Ferenz, M.N. (2002). Multi-stakeholder dialogues: learning from the UNCSD experience. An independent evaluation prepared by the consensus building institute for the Third Preparatory Session of the World summit on Sustainable Development, 25th March – 5th April 2002 New York, USA. Background Paper No. 4. 112p. Available at: http://www.un.org/jsummit/html/documents/prep3_background_papers/msdhstudy2.pdf. Last accessed on 15th June 2015.

Hemmati, M., Dodds, F., Enayati, J. and McHarry, J. (2001) Multi-Stakeholder Processes: a

methodological framework. A UNED Forum (Draft) Report. London, UNED. 28p. Available at:

http://www.earthsummit2002.org/msp/MSP%20Report%20Exec%20 Summary%20April%20 2001.pdf. Last accessed on 15th June, 2013.

International Union of Conservation of Nature. (2012). Collaboration and multi-stakeholder dialogue: A review of literature. Version 1.1. Available at: http://cmsdata.iucn.org/downloads/collaboration_and_ multi_stakeholder_dialogue.pdf. Last accessed on 15th June, 2013.

Parker, M.J., Nico, R. and Marieke, W. (2013). The Multi-Stakeholder Dialogue in Ghana. Towards a negotiated solution to illegal chainsaw milling. Wageningen, the Netherlands: Tropenbos International. xii + 44 pp.

Pangare, G. (2007). The Uganda Water and Sanitation Dialogues. Process Recording, Final Report, 55p. Available at: www.waterdialogues.org/downloads/Uganda%20Process%20Report.doc. Last accessed on 15th June, 2013.

Tropenbos International Ghana. Documented minutes of meetings from developing alternatives for illegal chainsaw lumbering through multi-stakeholder dialogue process. National and district level MSD meetings from 2009 to 2012.

Tyler, S. (2009). Multi-Stakeholder Deliberation. In: D. Swanson and S. Bhadwal, eds, Creating Adaptive Policies: A guide for policy-making in an uncertain world, IDRC, SAGE publications: New Delhi and Ottawa. pp 41-55.

APPENDICES

Appendix 1

Table 1: DMsD: responses of individual stakeholder group representation selection process

Stakeholder group	Appointed by all members	DMSD: If yes, how were you selected by the group?				Total
		Appointed by leaders of the group	Appointed by MsD organizers	By virtue of my position, appointed self	No response	
Lumber Seller	6	2	0	0	0	8
Traditional Authority	1	0	1	0	0	2
MOFA	1	0	0	0	0	1
FSD	0	1	1	0	0	2
NADMO	1	0	1	0	0	2
District assembly	0	0	1	0	0	1
Chainsaw Operator	8	4	0	1	0	13
Carpenter	2	0	0	0	0	2
fire service	0	0	1	0	0	1

Stakeholder group	Appointed by all members	Appointed by leaders of the group	Appointed by MsD organizers	By virtue of my position, appointed self	No response	Total
		DMSD: If yes, how were you selected by the group?				
Ghana Immigration Service	1	1	0	0	1	3
Carrier Association	4	0	1	0	0	5
Farmer	8	2	0	0	0	10
Environmental Health	1	1	1	0	0	3
Community Forestry Worker	1	1	0	0	0	2
Community Development	0	0	1	0	1	2
Assemblyman	0	0	1	0	0	1
Stool Lands	1	0	0	0	0	1
District Forest Forum-DFF	1	0	0	0	0	1
Total	36	12	9	1	2	60

Appendix 2

Table 2: Distribution of stakeholder group respondents at National Level MSD

	Stakeholder groups	Number of respondents
1	Forest Service Division-FSD	4
2	Research/Academia	2
3	Community Forest Worker-CFW	1
4	Community Forestry Committee- CFC	2
5	District Forest Forum-DFF	2
6	National Forest Forum-NFF	7
7	CRMC	1
8	District Assembly	1
9	Immigration services	1
10	Traditional Authority	3
11	Chainsaw Operator	8
12	Lumber Seller	5
13	DOLTA	5
14	Machine Owners	4
15	Farmers	4
16	Carpenter	2
17	Car Owner	1
18	No response (no group indicated)	5
	Total	**58**

Appendix 3

Attendance Matrix for National MSD

■ = *Not Attended* ■ = *Attended*

Stakeholder groups	NMSD								Total attendance	Average group attendance
	1	2	3	4	5	6	7	8		
Car Owner									2	2
Carpenter									5	3
									1	
Chainsaw Operator									5	5
									1	
									4	
									8	
									2	
									8	
									8	
									1	
Community Forest Worker- CFW									4	4
Community Forestry Committee- CFC									2	2
									2	
CRMC									8	8
District Assembly									1	4.5
									8	
District Forest Forum-DFF									8	8

Stakeholder groups	NMSD								Total attendance	Average group attendance
	1	2	3	4	5	6	7	8		
DOLTA									4	4.3
									1	
									8	
									7	
									2	
									8	
									0	
Farmer									6	5.5
									5	
									5	
									6	
Forest Service Division-FSD									2	3.3
									2	
									2	
									7	
Immigration									4	4
Lumber Seller									6	4.6
									8	
									6	
									2	
									1	
Machine Owner									3	2
									7	

48

Stakeholder groups	NMSD								Total attendance	Average group attendance
	1	2	3	4	5	6	7	8		
National Forest Forum-NFF									8	6.4
									8	
									3	
									8	
									7	
									4	
									7	
Research/Academia									8	5.5
									3	
Traditional Authority									1	4
									8	
									3	
No Group Indicated									7	3.8
									1	
									1	
									3	
									7	

Appendix 4

Table 3: stakeholder group level: Did you receive prior training before the MSD process?

Name of Communities of stakeholder groups	yes	no	not sure	total
Atronie	10	0	0	10
Sunyani	1	4	0	5
Ashaiman	0	1	5	6
Sokoban	7	3	0	10
Juaso	3	6	1	10
Total	21	14	6	41

Appendix 5

Table 4: Indicate the challenges of the steering committee in the MSD process

Challenges of the steering committee in the MSD process				
Responses	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
lack of frequent steering committee meetings to discuss issues before MSD	1	25.0	25.0	25.0
there is no link between the SC and the different constituencies	1	25.0	25.0	50.0
some stakeholders are not punctual and regular, often delegate different people to represent them at meetings	1	25.0	25.0	75.0
communication to stakeholders sometimes do not reach them	1	25.0	25.0	100.0
Total	4	100.0	100.0	

Appendix 6: Questionnaire for District Level MSD

Assessing the Effectiveness of the Multi-stakeholder Dialogue Process in Ghana MSD Effectiveness: Representation, Adaptiveness and Participation/Engagement

Stakeholder Group................................

Underline position in group: member, executive, chief, other.................

A. **Representation**

1. Have you been a representative of your stakeholder group since the MSD started?   YES [ ]   NO [ ]

2. If yes, how were you selected by the group you represent?

   Appointed/elected by all members   [ ]
   Appointed by MSD organizers   [ ]

   Appointed by leaders of the group other, [ ] specify.............................

3. Are you satisfied with the level of group representation on the district MSD meetings?

   Very satisfied   [ ]
   Fairly satisfied   [ ]
   Not satisfied   [ ]
   Not sure   [ ]

   b. If **not satisfied**, are there people/organizations who should have been involved? (Indicate the people/organizations and their interest)

   ....
   ....

4. Do you also represent your group in the National level MSD?

   YES[ ]   NO [ ]

5. If yes, which of the national NMSD meetings have you attended (2009-2012)? Please tick

   NMSD 1 [ ] NMSD 2 [ ]   NMSD 3 [ ]   NMSD 4 [ ]

   NMSD 5 [ ] NMSD 6 [ ]   NMSD 7 [ ]   NMSD 8 [ ]

6. If yes to 4, do you agree the same issues are discussed at the National level?

   I strongly agree [ ] I fairly agree [ ] I don't agree [ ]   Not sure[ ]

7. How confident are you that issues discussed at the district level are taken up at the national level?

   Very confident   [ ]
   Fairly confident   [ ]
   I have no confidence   [ ]
   Not sure   [ ]

8. How do you obtain the opinions of your group members before attending district MSDs?

   I consult members in a meeting   [ ]
   I consult only few colleagues   [ ]
   I don't consult   [ ]

9. To what extent do you believe your opinions at the DMSD reflect that of your group?

   Very reflective   [ ]
   Fairly reflective   [ ]
   Not really reflective   [ ]
   Not sure   [ ]

10. Is there any mechanism/arrangement by the organizers for reporting back and collecting opinions to the group you represent?

   Yes [ ]   **No**[ ]

11. If **Yes,** what are these mechanisms
   ……………………………………………………….

12. How effective is the mechanism/ arrangement for reporting back?

   Very effective   [ ]   Fairly effective [ ]

   Not effective   [ ]   Not sure   [ ]

13. How do you report back to the group you represent?

   Organize group meetings after MSD forum   [ ]
   Report to individuals   [ ]
   I mostly don't report back   [ ]
   Occasionally report to group   [ ]

14. If **No,** do you agree the organizers should provide assistance to organize stakeholder group meetings to purposely collect opinions and report back to our group members?

  I strongly agree   [ ]   I fairly agree   [ ]
  I don't agree   [ ]   Not sure   [ ]

15. In your opinion, how well do your group members understand what goes on at the MSD forum?

  Group members are up to date and have an idea of issues discussed   [   ]

  Group members fairly know about issues and have a fair idea of issues discussed   [   ]

  Group members have no idea of issues discussed   [   ]

  Not sure   [   ]

b. Adaptive Learning

16. With regards to your experiences in the MSDs, which of the following are applicable?

	Strongly Agree	Fairly Agree	Don't Agree	Not Sure
You re-considered some original positions based on discussions and comments from others				
You better understood the positions of other major groups				
You have built more trust in other participants				
Frustrated about repetitive issues from one MSD to another				
You have learned much on chainsaw milling activities from the MSD				
Concerns raised (feedback to organizers) have been adequately addressed in subsequent MSDs				

17. Do you agree the MSD meetings has been a learning process over time?

    I strongly agree   [ ]   I fairly agree   [ ]
    I don't agree   [ ]   Not sure   [ ]

C. **Participation & Engagement**

18. What is the most important objectives motivating your participation in the MSD process? **i want to:**

a. Advocate for the inclusion of group positions in a final policy direction on CSM in Ghana [ ]

b. Learn about chainsaw milling activities in Ghana [ ]

c. Network with other stakeholder group   [ ]

d. Be part of a consensus building on the way forward for chainsaw milling   [ ]

e. Inform the debate by contributing specialized knowledge and constructive opinions   [ ]

19. Do you think your motivations and expectations have remained the same over time?

    YES Fairly [ ]   NO [ ]   Not sure[ ]

20. Did you receive any prior training to enhance your level of participation in the MSD ?

    YES [ ]   NO [ ]   Not sure [ ]

21. If **yes,** to what extent do you think the training has helped your participation and engagement?

    Very helpful   [ ]   Fairly helpful   [ ]

    Not helpful   [ ]   Not sure   [ ]

22. If **no,** do you agree a prior training was needed to enhance your level of engagement?

    a. I strongly agree [ ]   b. I fairly agree [ ]

    c. I don't agree   [ ]   d. Not sure   [ ]

23. Overall, how will you rank the level of participation in the MSD discussions?

	Strongly agree	fairly agree	don't agree	Not sure
All Stakeholder are well informed about issues and able to articulate them				
All points of view got a respectful hearing, motivating others to talk				
There is always adequate time allocated for discussions				
Incentives (transport, lodging, etc) for participation has always been adequate				
Presentations are always clear and I participate fully in all discussions				
I receive materials in time to enable me prepare adequately before MSDs				
I can read and understand information/materials received before MSDs				
Facilitator encourage frank and open exchange all the time				
Some stakeholder groups(actors) usually dominate the discussions				

24. Are you satisfied with your level of engagement/participation in the MSD discussions Very well satisfied [ ]   Fairly satisfied [ ]   Not satisfied [ ] Not sure [ ]

25. If not satisfied, what can be done to enhance your effective participation/engagement? **(give two ideas)**

....

....

26. Do you agree the MSD is capable of influencing national policy direction on CSM in Ghana

    a. I strongly agree   [ ]   b. I Agree   [ ]

    c. I don't agree   [ ]   d. Indifferent [ ]

27. What do you think must be changed for the MSD to be more effective (Give two most important ideas)

    ....

    ....

Appendix 7: **Questionnaire for National Level MSD**

Assessing the Effectiveness of the Multi-stakeholder Dialogue Process in Ghana MSD Effectiveness: Representation, Adaptiveness and Participation/Engagement

Stakeholder Group…………...……

Position in Stakeholder Group……...……….

REPRESENTATION

28. Have you been a representative of a stakeholder group since inception of the MSD?

    YES [   ]   NO [   ]

29. If yes, how were you selected by the stakeholder group you represent?

    Appointed/elected by all members [   ]   Appointed by MSD organizers [   ]
    Appointed by leaders of the group [   ]   By virtue of position, I have the power [   ]

30.   Which of the national NMSD meetings have you attended (2009-2012)? Please tick

    NMSD 1 [   ]   NMSD 2 [   ]   NMSD 3 [   ]
    NMSD 4 [   ]

    NMSD 5 [   ]   NMSD 6 [   ]   NMSD 7 [   ]
    NMSD 8 [   ]

31. In your opinion, do you think the MSD platform is **well represented** by all the relevant stakeholders who have an interest in Chainsaw milling activities in Ghana?

    Very satisfied [   ]   Fairly satisfied [   ]   Not satisfied [   ]
    Not sure

 b. If **not satisfied,** are there people/organizations who should have been involved? (Indicate the people/organizations and their interest)

    ....
    ....\

32. Do you also participate in the District level MSD? YES NO

33. If **yes,** do you think discussions at the district MSD level are well integrated at the National level discussions?

Very well integrated [   ]   Fairly integrated [   ]   Not really integrated [   ] Not sure [   ]

34.   How do you obtain the opinions of your group members before attending MSD meetings?

I consult members in a meeting [   ]   I consult only few colleagues [   ]

I don't consult [   ]

35. To what extent do you believe your opinions at the NMSD reflect that of your group?

Very reflective [   ] Fairly reflective [   ]   Not really reflective [   ] Not sure [   ]

36.   Is there any mechanism for reporting back to the group you represent? **YES** [   ] **NO** [   ]

37. If **yes**, how effective is this feedback mechanism?

Very effective [   ]   Fairly effective [   ]   Not effective [   ] Not sure   [   ]

38.   How do you report back to the group you represent?

Organize group meetings after MSD forum   [   ]   Report to individuals   [   ]

Only report at the District MSD level   [   ]   I mostly don't report back   [   ]

Occasionally report to group   [   ]

39.   In your opinion, how well do your group members understand what goes on at the NMSD?

Group members are up-to-date with issues and understand very well   [   ]

Group members are up-to-date with issues and fairly understand what goes on   [   ]

Group members are not up to date with issues and don't understand what goes on   [   ]

Not sure group members are up to date with issues and understand what goes on   [   ]

ADAPTIVE LEARNING

40. With regards to your experiences in the MSDs, which of the following are applicable?

	I strongly agree	I fairly agree	I don't agree	Not sure
You re-considered some original positions based on discussions and comments from others				
You better understood the positions of other major groups				
You have built more trust in other participants				
Some issues are mostly repetitive from one MSD to another				
You have learned much on chainsaw milling activities from the MSD				
Concerns raised (feedback to organizers) have been adequately addressed in subsequent MSDs				

41. Do you agree the MSD platform has been a learning process over time?

I strongly agree [   ]   I fairly agree [   ]   I don't agree [   ]
Not sure [   ]

PARTICIPATION & ENGAGEMENT

42. What is the most important objectives motivating your participation in the MSD process

f. Advocating for the inclusion of group positions in a final policy direction on CSM in Ghana [   ]

g. Learning about chainsaw milling activities in Ghana [   ]

h. Networking with other stakeholder group [   ]

i. Building consensus on the way forward for chainsaw milling [   ]

j. Informing the debate by contributing specialized knowledge and constructive opinions [ ]

43. Do you think your motivations and expectations have remained the same over time?

    YES [ ]   Fairly NO [ ]   Not sure [ ]

44. Did you receive any training to enhance your level of participation at the MSD?

    YES [ ]   NO [ ]   Not sure [ ]

45.   If yes, to what extent do you think the training was effective for enhancing participation?

    Very effective [ ] Fairly effective [ ] Not effective [ ] Not sure [ ]

46. Overall, how will you rank the level of participation in the MSD discussions?

	I strongly agree	I fairly agree	I don't agree	Not sure
Stakeholder are well informed about issues and able to articulate them				
All points of view got a respectful hearing, motivating others to talk				
There is always adequate time allocated for discussions				
Incentives (transport, lodging, etc) for participation has always been adequate				
Presentations are always clear and I participate fully in all discussions				
I receive materials in time to enable me prepare adequately before MSDs				
I can read and understand information/materials received before MSDs				
Facilitator encourage frank and open exchange all the time				

Some stakeholder groups(actors) usually dominate the discussions				

47. Are you satisfied with your level of engagement/participation in the MSD discussions

Very well satisfied [   ]   Fairly satisfied [   ]   Not satisfied [   ]
Not sure [   ]

48. If not satisfied, what can be done to enhance your effective participation/engagement? **(Give two ideas)**

....
....
....
....
....

49. Do you agree the MSD is capable of influencing national policy direction on CSM in Ghana

a. I strongly agree [   ]   b. I Agree[   ]   c. I don't
agree [   ]   d. Indifferent [   ]

50.   What do you think must be changed for the MSD to be more effective (Give two most important ideas)

....

Appendix 8: **Questionnaire for Stakeholder Group**

Assessing the Effectiveness of the Multi-stakeholder Dialogue Process in Ghana MSD Effectiveness: Representation, Adaptiveness and Participation/Engagement

Stakeholder Group.....................
Underline position in group (member, executive)

REPRESENTATION

1. How long have you been involved in this group............................ (indicate no of years)

2. Are you aware of the ongoing MSD meetings for developing alternatives for chainsaw milling in Ghana?

    Aware [ ]   Not Aware [ ]

3. Do you know the number of representatives selected from your group for the MSD process?

District MSD		National MSD	
YES	NO	YES	NO
Number...........		Number............	

4. Do you think the number of representative selected by your group for the MSD is adequate?

    Very adequate [ ] fairly adequate [ ]   Not adequate [ ]   Not sure [ ]

5. If Not adequate, how many people do you wish to be part of your selected group and why?
    Give number of representative
    and reasons...

6. Are you aware of the criteria used for selecting representative of your group for the MSD meeting?

    Yes, I am aware [ ]   No, I am not aware [ ]

7. If yes, what criteria did your group use in selecting representative for the MSD meetings

....

8. Are you satisfied with the above criteria

Very satisfied [   ]   Fairly satisfied [   ]   Not satisfied [   ]
Not sure [   ]

b. If **not satisfied,** what appropriate criteria do you prefer?

....

9. Is there any mechanism/arrangement by the organizers for reporting back and collecting opinions to the group by your representative on the MSD platform?

YES [   ]   **NO** [   ]

10. Are you satisfied with the feedback from your representative?

Very satisfied [   ]   Fairly satisfied [   ]   Not satisfied [   ]   Not sure [   ]

11. If not satisfied, what changes do you wish to ensure good accountability

....
....
....

12. Are there any sanctions that can be applied to representatives of your group if they are not up to the expected task?   **YES** [   ] **NO** [   ]

13. If **YES**, has these sanctions ever been applied? **YES** [   ]   **NO** [ ]

14. How effective are these sanction in ensuring democratic representation of the group?

Very effective [   ]   Fairly effective [   ] Not effective [   ]   Not sure [   ]

15. How well do you follow and understand issues discussed at the MSD forum?

I am up to date and have an idea of issues discussed [   ]

I fairly know about issues discussed and have a fair idea [   ]

I don't follow and have no idea of issues discussed [   ]

Not sure [   ]

16. In your opinion, what can be done to improve on the level of awareness of group members on issues discussed at the MSD level

………………………………………………………………………………………
………………………………………………………………………………………
……..

17. Do you wish for your representative to be changed or you think they are up to the task on both MSD meetings?

District MSD: Needs to be changed [   ]   Should be maintained [   ]
Not sure [   ]

National MSD: Needs to be changed [   ]   Should be maintained [   ] Not sure [   ]

ADAPTIVE LEARNING

18. With regards to your experiences in the MSDs, which of the following are applicable?

	I strongly agree	I fairly agree	I don't agree	Not sure
You re-considered some original positions based on feedbacks and information reported from the MSD by your representative				
You better understood the positions of other major groups				
You have built more trust in the MSD process to advocate for opinions				
You have learned much on chainsaw milling activities from the MSD				
Concerns raised (feedback to organizers) have been adequately addressed in subsequent MSDs				

19. Do you agree the MSD meetings have been a learning process over time?

I strongly agree [   ]   I fairly agree [   ]   I don't agree [   ]
Not sure [   ]

65

PARTICIPATION & ENGAGEMENT

20. What is the most important objectives motivating your group participation in the MSD process? **Our group wants to:**

k. Advocate for the inclusion of group positions in a final policy direction on CSM in Ghana [   ]

l. Learn about chainsaw milling activities in Ghana [   ]

m. Network with other stakeholder group [   ]

n. Be part of a consensus building on the way forward for chainsaw milling [   ]

o. Inform the debate by contributing specialized knowledge and constructive opinions [   ]

21. Do you think your group positions, motivations and expectations have remained the same over time?

YES [   ]   Fairly NO [   ]   Not sure [   ]

22. Did your group receive any prior training to enhance your level of participation in the MSD ?

YES [   ]   NO [   ]   Not sure [   ]

23. If **yes,** to what extent do you think the training has helped your group participation and engagement?

Very helpful   [   ]   Fairly helpful   [   ]

Not helpful   [   ]   Not sure   [   ]

24. If **no,** do you agree a prior training was needed to enhance your level of engagement?

a. I strongly agree [   ]   b. I fairly agree [   ]

c. I don't agree   [   ]   d. Not sure   [   ]

25. Overall, do you have confidence in your representative to actively participate in discussions when they go for meetings?

Strongly confident   [   ]   Fairly confident   [   ]

No confidence   [   ]   Not sure   [   ]

26. Are you satisfied with your level of engagement/participation as a group in the MSD discussions?

Very well satisfied   [   ]   Fairly satisfied [   ]

Not satisfied   [   ]   Not sure   [   ]

27. If not satisfied, what can be done to enhance your effective participation/engagement? **(Give two ideas)**

    ....
    ... .

28. Do you agree the MSD is capable of influencing national policy direction on CSM in Ghana

    a. I strongly agree   [ ]   b. I Agree   [ ]

    c. I don't agree   [ ]   d. Indifferent   [ ]

29. What do you think must be changed for the MSD to be more effective (Give two most important ideas)

    ....
    ... .
    ....

Appendix 9: **Questionnaire for Steering Committee Members of the MSD**

Assessing the Effectiveness of the Multi-stakeholder Dialogue Process in Ghana
Dialogue Objective, Framework and Impact

Name of respondents Stakeholder Group

1. How will you describe the MSD process

	I strongly agree	I fairly agree	I don't agree	Not sure
The MSD process has set the scene for other such dialogues in the country				
The MSD has attempted to bring stakeholders together and to better understand positions of all groups				
The MSD have built more trust in stakeholders to advocate for opinions				
The MSD has been a learning platform on chainsaw milling activities and has been trying to get different perceptions together for very effective policy option on chainsaw milling in Ghana				
Concerns raised (feedback to organizers) have been adequately addressed in subsequent MSDs to your satisfaction				
The MSD has been an innovative discussion forum in the forest sector to resolve conflict				
The MSD has been a good forum for sharing information as well as sharing issues on chainsaw mill				

2. Do you agree the MSD has met its intended objective? ....

    1 = I strongly agree   **2 = I fairly agree**

    3 = I don't agree   **4 = Not sure**

3. How would you describe the level of representation of different stakeholders on the MSD platforms?

    Very adequate   [ ]   fairly adequate [ ]

    Not adequate   [ ]   Not sure   [ ]

4. If not adequate, which key stakeholders are missing on this platform and why? (Give stakeholder representative and reasons)

    ....
    ... .

5. Indicate the challenges of the steering committee in the MSD process (2 challenges at most)

    ....
    ... .

6. Overall, how would you rate your level of satisfaction of different stakeholder group in discussions and engagement on the MSD platforms

    Very well satisfied [ ]   Fairly satisfied [ ]

    Not satisfied   [ ]   Not sure   [ ]

7. If not satisfied, suggest two ways to enhance effective participation of representatives during discussions. **(Give two ideas)**

    ....
    ... .

8. Do you agree the MSD is capable of influencing national policy direction on CSM in Ghana

   a. I strongly agree   [ ]

   b. I Agree   [ ]

   c. I don't agree   [ ]

   d. Indifferent   [ ]

9. From your experience, what do you think must be changed for an MSD to be more effective (Give two most important ideas)

    ....
    ... .

10. In your opinion, what attributes of the MSD process are most recommendable (indicate 2 attributes)

    ....
    ... .