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GHANA LANDSCAPE RESTORATION AND SMALL-SCALE MINING PROJECT  
**(P171933)**

STAKEHOLDER ENGAGEMENT PLAN

MAY 2021

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## ACRONYMS

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ALW	Annual Learning Workshop
ASM	Artisanal and small-scale mining
ARAP	Abbreviated Resettlement Action Plan
CBOs	Community-based organisations
CERC	Contingency Emergency Response Component
CREMA	Community Resource Management Area
CFI	Cocoa and Forest Initiative
CWMT	Community Watershed Management Team
CSOs	Civil Society Organisations
DAs	District Assemblies
DPs	Development Partners
DVLA	Driver and Vehicle Licensing Authority of Ghana
EA	Environmental Assessment
EIA	Environmental Impact Assessment
EITI	Extractive Industries Transparency Initiative
EPA	Environmental Protection Agency
ESCP	Environmental and Social Commitment Plan
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standards
FGDs	Focus group discussion
FBOs	Faith Based Organizations
FC	Forestry Commission
FRs	Forest Reserves
FSD	Forest Services Division
GOG	Government of Ghana
GSA	Geological Survey Authority
GLRSSMP	Ghana Landscape Restoration and Small-Scale Mining Project
GNASSM	Ghana National Association of Small-Scale Mining
GRM	Grievance Redress Mechanism
IAs	Implementing Agencies
ILO	International Labour Organisation
IMCIM	Inter-Ministerial Committee on Illegal Mining
LI	Legislative Instrument

LUSPA	Land Use and Spatial Planning Authority
MC	Minerals Commission
MDAs	Municipal and District Assemblies
MLNR	Ministry of Lands and Natural Resources
MLGRD	Ministry of Local Government and Rural development
MMDAs	Metropolitan, Municipal and District Assemblies
MMIP	Multi-sectoral Mining Integrated Project
MoFA	Ministry of Food and Agriculture
MOGCSP	Ministry of Gender Children and Social Protection
NGOs	Non-governmental Organisation
NSLMC	National Sustainable Land Management Committee
PAD	Project Appraisal Document
PAID	Project Appraisal and Implementation Document
PCU	Project Coordination Unit
PIM	Project Implementation Manual
PMMC	Precious Minerals Marketing Company
PMP	Project Management Plan
PS	Performance Standards
PSC	Project Steering Committee
RAP	Resettlement Action Plan
RCC	Regional Coordinating Council
RMSC	Resource Management Support Centre
RPF	Resettlement and Process Framework
SEP	Stakeholder Engagement Plan
SLWMP	Sustainable Land and Water Management Project
TCO	Technical Coordinating Unit
UMaT	University of Mines and Technology
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank
WCF	World Cocoa Foundation
WD	Wildlife Division
WRC	Water Resources Commission
WRI	World Resource Institute



# INTRODUCTION

## 1.1 Overview

Ghana's economic performance has been quite strong over the past three decades. Ghana recorded about 5.5 percent annual average growth between 2012 and 2017 and became a lower middle-income country after a rebasing of its national accounts in 2010.<sup>1</sup> Natural resources production has been a key contributor to this remarkable success in economic growth. However, near-term challenges are substantial, and downside risks are significant due to the country's heavy reliance on the export of primary commodities, which are mainly from natural resource commodities. In 2015, export earnings from gold, cocoa, and oil accounted for 80 percent of exports.<sup>2</sup> Though the economic structure is shifting to services, 35 to 45 percent of jobs are still based on the renewable natural resource sectors, including mining, agriculture, forestry, livestock, and fisheries.<sup>3</sup> Artisanal and small-scale mining (ASM) of precious minerals continues to make significant contributions to the country's foreign exchange earnings.<sup>4</sup>

There is a visible developmental gap between the north and south of the country where the southern coastal and forest zones (both urban and rural) have experienced rapid poverty reduction, in contrast to the north, which remains underdeveloped. The northern regions are landlocked, and, in comparison with the south, their geographic locale brings less rainfall, greater land and soil degradation, and a predisposition to droughts and floods. This forces agricultural households to adopt low-risk and low-input strategies, creating a virtual cycle of poverty.<sup>5</sup>

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1. World Bank (2018). 3rd Ghana Economic Update: Agriculture as an Engine of Growth and Jobs Creation, African Region. World Bank Group

2 MIT Observatory of Economic Complexity. (2018, August 15). Ghana. Retrieved from <https://atlas.media.mit.edu/en/profile/country/gha/>

3 GLSS6. (2014, August). Ghana Living Standards Survey Round 6: Main Report. Retrieved from <http://catalog.ihnsn.org/index.php/catalog/5350/download/65128>; and Ghana Statistical Service (2016). 2015 Labour Force Report. Retrieved from [http://www.statsghana.gov.gh/docfiles/publications/Labour\\_Force/LFS%20REPORT\\_fianl\\_21-3-17.pdf](http://www.statsghana.gov.gh/docfiles/publications/Labour_Force/LFS%20REPORT_fianl_21-3-17.pdf)

<sup>4</sup> As per Minerals Commission data. Official statistics of ASM production only started in 1986, hence a part of the surge is ascribed to illegal production which was formalized.

<sup>5</sup> Ghana Landscape Restoration and Small-Scale Mining Project. Project Appraisal Document, April 2020

Ghana's rural economy is highly dependent on the agriculture and forestry sectors, thus making land resources, including agricultural lands, forests, natural habitats, and water bodies critical for growth. Forestry and agriculture sectors, including cocoa production, account for more than 53 percent of land use and employ about 60 percent of the population, including 53 percent of women. Cocoa has been the backbone of the economy for decades. An estimated 800,000 farmer households directly depend on cocoa production for their livelihoods.<sup>6</sup> Skilled agricultural, forestry and fishery workers constitute the largest occupational group; these sectors form the main occupation for people in the rural localities.<sup>7</sup> Nationally, the potential of the forest and land management sector to contribute to the economy and job creation is challenged by severe land degradation and competing land use due to the expansion of agricultural activities into forest landscapes. Thus, there is a need to focus on reforms which promote labor-intensive sectors, such as agriculture and forestry which have the potential to be one of the leading sectors for a more diverse economy due to large multiplier effect for job creation.

ASM often acts in conjunction with agricultural expansion, either inadvertently or through opportunism. Impacts of ASM on forests can be either in the form of loss of forests or degradation of forests.<sup>8</sup> Indirect impacts on forest health, resulting in poor water and soil quality due to mining-related pollution and contamination can be more significant and enduring. The conversion of agricultural land for illegal small-scale mining (*galamsey*) might be driving indirect forest conversion into agriculture to meet the demand for crops. In many cocoa-producing areas, ASM directly competes with cocoa for land and labor. The destruction of farmlands in *galamsey* areas has endangered food security through increases in the price of staple crops.<sup>9</sup> Gold and cocoa especially maintain an uneasy coexistence, and *galamsey* is

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<sup>6</sup> <https://cocoainitiative.org/news-media-post/cocoa-farmers-in-ghana-experience-poverty-and-economic-vulnerability/>

<sup>7</sup> GSS (2016) 2015 Labour Force Report, the Ghana Statistical Service (GSS) - December 2016.

[http://statsghana.gov.gh/gssmain/fileUpload/Demography/LFS%20REPORT\\_fianl\\_21-3-17.pdf](http://statsghana.gov.gh/gssmain/fileUpload/Demography/LFS%20REPORT_fianl_21-3-17.pdf).

<sup>8</sup> The key drivers of forest loss are agriculture (50 percent) and wood removal (35 percent); mining accounts for 5 percent of the losses.

<sup>9</sup> Bansah, Kenneth. J., Nelson K. Dumakor-Dupey, Bruno A. Kansake, Elsie Assan, and P. Bekui. "Socioeconomic and Environmental Assessment of Informal Artisanal and Small-scale Mining in Ghana." *Journal of Cleaner Production* 202: 465-475.

a likely contributor to decreased cocoa health and yields.<sup>10</sup> Mercury used in galamsey—to separate gold from impurities—contaminates land, water, the atmosphere, and people. Despite these negative impacts of small-scale mining, the Government of Ghana (GoG) had been unable to sustain the ASM formalization momentum over the past decades.

The GoG has attempted on multiple occasions to regularize ASM and enhance law enforcement. In early 2017, GoG imposed a moratorium on both ASM licensing and production. As the moratorium was gradually lifted in 2017-18, two government initiatives were launched: (i) the Inter-Ministerial Committee on Illegal Mining (IMCIM) to coordinate inter-agency efforts to close down/put a stop to illegal mining operations and (ii) the Multi-Sectoral Mining Integrated Project (MMIP) which seeks to build a comprehensive strategy for sustainable small-scale mining in conjunction with other livelihood options. The proposed project is directly associated with the MMIP initiative. The project will support GoG in addressing the weaknesses of the current system since the rapid growth of illegal mining was made possible by structural and institutional weaknesses, including (i) ineffective policy and regulatory framework, (ii) limited availability of prospective ground, and opposition from vested interests who are benefiting from weak government control.

The Ghana Landscape Restoration and Small-Scale Mining Project (GLRSSMP) (P171933) builds on decades of engagement between the GOG and World Bank in the natural resources management sector, the most relevant being the Sustainable Land and Water Management Project (SLWMP) (P098538), the Forest Investment Programme (FIP) (P148183), the Natural Resources and Environmental Governance Technical Assistance Project (P129769), the Dedicated Grant Mechanism for Local Communities (P145316), the Northern Savannah Biodiversity Conservation Project (P067685), and the Mining Sector Development and Environment Project (P000966).

GLRSSMP would be implemented in the Northern Savannah Zone and the South-Central Zone of Ghana. In the Northern Savannah Zone, the Project would continue to build upon and scale-up activities from the SLWMP (P098538). In the South-Central Region, the Project would tailor SLWMP and sustainable forest management practices to promote sustainable

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<sup>10</sup> Boateng, D. O., Francis Nana Yaw Codjoe, and Johnson Ofori. 2014. "Impact of Illegal Small Scale Mining (Galamsey) on Cocoa Production in Atiwa District of Ghana." *International Journal of Advance Agricultural Research* 2: 89-99.

cocoa production in cocoa landscapes, building on ongoing work in the forestry sector. In the Northern Savannah Region, the Project area would fall mainly within the Guinea Savannah Zone and a small area of Sudan Savannah. Project activities will focus on the sub-watersheds of two Volta River tributaries flowing into the country from Burkina-Faso in order to concentrate impacts and affect outcomes at the sub-watershed level. In the South-Central Region, the Project area would be located within the Pra River Basin, one of the most intensively used Basins in Ghana for settlement, agriculture, logging and mining. Besides, the project will implement interventions in selected Forest Reserves and Protected Areas such as Digya National Park, Gbele Resource Reserve and Mole National Park.

## 1.2 The Context of the Stakeholder Engagement Plan

This Stakeholder Engagement Plan (SEP) defines an approach and process to stakeholder engagement as part of the GLRSSMP. The scope and level of detail of the SEP is a reflection of the nature and scope of the project and its impact on stakeholders. The SEP would also address any concerns that stakeholders who may be affected by, or are interested in, the project may have regarding the project. The SEP reflects the inclusive and participatory nature of project activities. The overarching goal of this SEP is to define a suitable programme and plan for stakeholder engagement that will apply across the Project’s life, and that will support GLRSSMP in achieving its objectives. This SEP is designed to establish an effective platform for productive interaction with project affected parties and others with an interest in the implementation and outcomes of the project. The specific objectives of the SEP are summarised below:

Objective	Rationale
<b>Identify all relevant stakeholders for this Project</b>	Effectively involving key stakeholders will facilitate inclusive communication and capture a wide range of issues and concerns. Identifying the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project.
<b>Identify effective stakeholder engagement methods/techniques and strategies</b>	More effective methods established to better help achieve the objective of the SEP; gain support for the project; and obtain feedback that will improve the project. The project activities have been designed in a way that all community activities start with participatory planning and continue with participatory implementation and monitoring.

<b>Distribute accurate project information in an open and transparent manner</b>	Ensuring that stakeholders, particularly those directly affected by the proposed development, have information at their disposal with which to make informed comments and enable them to plan for the future. This reduces levels of uncertainty and anxiety. Information should allow affected parties to develop an understanding of potential impacts, risks and benefits and an open and transparent approach is central to achieving this aim.
<b>Record and address public concerns, issues and suggestions</b>	Documenting stakeholder issues allows stakeholders to see where their input has been incorporated into planning and design. This approach addresses potential concerns that stakeholder engagement is only being undertaken by the project to meet legislative requirements instead of it being taken seriously in the planning of the project. A process will be developed for logging stakeholder concerns and grievances as well as procedures for addressing complaints and grievances.
<b>Establish formal grievance/resolution mechanisms for the GLRSSMP</b>	Recording stakeholders concerns and grievances; and resolving them as much as possible.
<b>Fulfill national, World Bank and international requirements consultation</b>	Gaining stakeholder support for the project, address their concerns, and improve the sustainability of the project and help it achieve its objectives, not just meet requirements.
<b>Maintain an M&amp;E system for the SEP</b>	Using the agreed CE indicator in the Project Results Framework, develop the methodology for data collection and analysis, frequency for data collection, responsibility for data collection and reporting as part of the Project Implementation Manual and implement throughout project lifetime

### 1.3 Location/Coverage

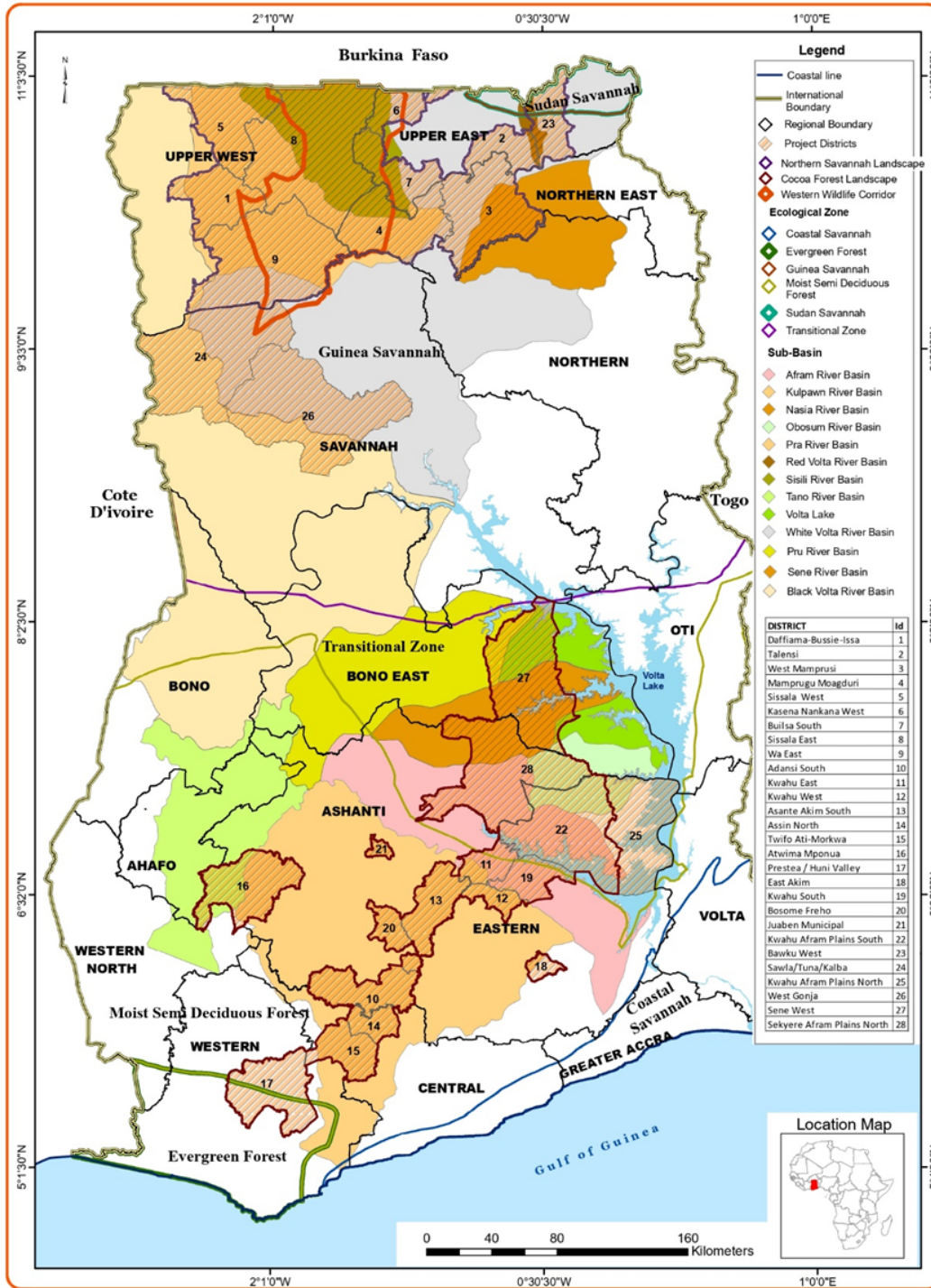
GLRSSMP specifically targets 28 districts. The target districts were selected based on their location within biological corridors and land degradation and illegal mining pressures. Districts in the Northern Savannah Zone have been prioritized based on their potential and successful impacts achieved under the ongoing SLWMP. Districts in the Transitional Forest Zone (Afram, Black Volta, Obosum, Pra, Pru, Sene, Tano and Volta Lake Sub-Basins) have been prioritized based on the feasibility of success resulting from ongoing initiatives. Specific intervention

areas for the implementation of project activities within these districts will be selected using criteria developed during project preparation and included in the Project Implementation Manual. The target areas for capacity building in sustainable mining practices will be determined on the basis of baseline assessments during project preparation.

Project component 2 covers mining communities located in twenty (20) districts within nine (9) regions of Ghana. These regions were selected due to their representation of the most active gold mining regions in Ghana. They have the highest concentration of large-scale gold mining companies (LSMs) and regulated artisanal small-scale gold mining companies (ASMs) as well as the highest number of hotspots of illegal mining (*galamsey*) in Ghana. The 1,342 registered and actively operating small-scale gold mining (SSM) companies in Ghana operate within these regions. *Galamsey* activities are also prevalent in areas with LSMs and regulated ASM operations. Metropolitan, Municipal and District Assemblies (MMDAs) where ASMs and *galamsey* operations are located have been selected for the pilot phase of the Project. Figure 2.1 shows the selected districts indicating target communities. Data for this community profile will be sourced from the meetings with stakeholders as well as Environmental and Social Impact Assessment. Like all social statistics, this presents a snapshot in time, and should only be considered indicative of the social composition of these communities at the moment.

FIG. 1.1 PROJECT TARGET AREA

**GHANA LANDSCAPE RESTORATION AND SMALL-SCALE MINING PROJECT (GLRSSMP)  
ECOLOGICAL ZONES AND SUB-BASINS**



## 1.4 Project Development Objectives

Project Development Objective (PDO): The PDO is to strengthen integrated natural resource management and increase benefits to communities in targeted savannah and cocoa landscapes.

## 1.5 Project Components and interventions

The project's total financing is US\$103.36 million, financed by the World Bank's International Development Association (US\$75 million credit), the Global Environment Facility (US\$12.76 million grant), the PROGREEN Multi-donor Trust Fund (US\$15 million grant), and the Extractives Global Programmatic Support Multi-Donor Trust Fund (US\$0.6 million grant).

The project will focus on the following core interventions: (a) restoration of degraded lands for agricultural productivity; (b) strengthening sustainable management of forest landscapes for biodiversity conservation and ecosystem services; (c) formalization of illegal ASM for sustainable mining; and (d) land use planning for integrated landscape management to optimize land use to land characteristics.

*Component 1 Institutional Strengthening or Participatory Landscape Management*<sup>11</sup>: The component aims to strengthen the planning and policy framework at the sub-national level by carrying out spatial planning and implementation, policy support and capacity-building, working with administrative and technical agencies within the regions and districts that are within the sub-basins in the project area. This component will also enhance multi-purpose land and water management models at central level through acquisition of remote sensing data and airborne geo-physics which will allow new layers of data to be added to modelling exercises. This component includes support for integrated landscape management planning and fostering partnerships to support adoption of sustainable landscape management approaches at scale within project areas.

It will also support effective monitoring of sustainable cocoa production through the use of this improved Forest Monitoring System to ensure compliance with the cocoa standards; this will include training of the COCOBOD and FC staff as well as decision-makers. This activity

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<sup>11</sup> Institutional strengthening of Governance and Partnerships includes key agencies and stakeholders who are relevant to integrated landscape management and overall delivery of the Project development objective.



will help ensure that the footprint of forest loss and degradation due to cocoa development is being reduced and adequately monitored. This will address an existing need to harmonize efforts by diverse partners operating in the landscape and monitor compliance with agreed standards of sustainable cocoa production.

TABLE 1.1 SUB-COMPONENTS AND ACTIVITIES OF COMPONENT 1

Subcomponent	Activities	Lead agency
1.1. Integrated landscape management planning and monitoring	1. 1. (a) Supporting sub-national <sup>12</sup> multi-stakeholder coordination platforms on land-use planning through sub-basin management boards	EPA
	1.1 (b) Developing and facilitating integrated sub-basin level land-use plans	EPA, MC, GSA
	1.1. (c). Environmental and Forest Monitoring: <ul style="list-style-type: none"> <li>a. Developing spatial planning tools</li> <li>b. Monitoring of sustainable cocoa production</li> <li>c. Remote sensing technology for ASM mapping and monitoring</li> <li>d. Strengthen environmental framework and monitoring</li> <li>e. Heavy equipment for monitoring</li> <li>f. Introduce and test drone technology for monitoring ASM operations</li> </ul>	<ul style="list-style-type: none"> <li>a. FC-RMSC</li> <li>b. FC-RMSC, COCOBOD, EPA</li> <li>c. MC</li> <li>d. EPA</li> <li>e. MC</li> <li>f. MC</li> </ul>
1.2. Enabling environment for restoration activities, sustainable production and value chains within the landscape	1.2 (a) supporting relevant policy measures and incentives	EPA
	1.2 (b) supporting advancement of relevant guidelines, manuals and standards	LR PCU coordinating with relevant agencies
	1.2 (c) supporting/establishing partnerships for multisectoral and integrated land use action planning	LR PCU coordinating with relevant agencies
1.3. Airborne geo-physics and geological surveys	1.3. (a) Airborne geo-physics and geological surveys	MC and GGSA

*Component 2 Enhanced governance in support of sustainable ASM:* This component aims to strengthen the regulatory framework for ASM, with a focus on modernizing regulatory instruments and building the capacity of key government agencies involved in ASM regulation and compliance monitoring (such as MC, FC, and EPA) as well as District Mining Committees. It will also support ASM formalization through appropriate registration of ASM permits, streamlining ASM administration, mainstreaming ASM in sector reporting and enhancing district

<sup>12</sup> Sub-national levels include regional and district levels.

capacity to manage ASM. Once the updated regulatory framework has been established, this component will also invest in improving capacity of ASM operators, by providing training on sustainable mining techniques and enterprise skills, supporting establishment of cooperatives, and promoting market linkages to help ASM gold miners get better value for their output.

This component will also support the inclusion of ASM under Ghana EITI in order to advance sector formalization and accountability. Activities will finance stakeholder consultations and awareness raising on mainstreaming ASM into the EITI reporting framework as well as the development of ASM sector assessments and guidelines as part of EITI reporting. Activities will also support IT system upgrades to address vulnerabilities in ASM revenue collection, enhance fiscal compliance and strengthen community platforms for dialogue about ASM in project communities.

TABLE 1.2 SUB-COMPONENTS AND ACTIVITIES OF COMPONENT 2

Subcomponent	Activities	Lead agency
2.1 Regulatory strengthening and formalisation of ASM	2.1. (a) regulatory strengthening for ASM	(a) MC and EPA
	2.1. (b) Monitoring and inspection of ASM operators	(b) MC, EPA and FC
	2.1.(c) Multi-stakeholder engagement	(a) MLNR-PCU
	2.1. (d) Outreach and awareness	(b) MLNR-PCU
	2.1. (e) Update of the mineral cadaster to include ASM	MC
	2.1. (f) Establishment of a one-stop-shop for all ASM permits	MC /EPA
	2.1. (g) Mainstreaming ASM into EITI reporting	EITI
	2.1. (h) District level ASM management support	MC
2.2. Training and technology transfer	2.2. (a) Establishment and operation of ASM incubation centers	UMaT
	2.2. (b) Establishment and operation of ASM demonstration centers	UMaT
	2.2. (c) Dissemination of improved technologies to ASM operators	UMaT
	2.2 (d) Skills development for youth	UMaT
	2.2. (e) Women economic empowerment	UMaT
2.3. Traceability of ASM production and value addition	2.3. (a) Establishment and strengthening of ASM mining cooperatives	PMMC, MC, UMaT
	2.3. (b) Strengthening PMMC supply chains and marketing	PMMC
	2.3. (c) Equipping and operation of the assay center at PMMC	PMMC

### *Component 3 Sustainable Crop and Forest Landscape Management*

The component aims to link improved food production and ecological integrity. The component activities will support sustainable production practices for key food crops; sustainable water and land management interventions supporting silvopastoral and riparian vegetation establishment activities; value chains for key commodity crops including cocoa and shea; value-addition for food crops; financial mobilization for sustainability of established interventions; and income generation and income diversification at community level with a view to integrated natural resource management in target cocoa, savannah and forest transition zone landscapes. The component will also include regular monitoring of these interventions.

In addition, this component will aim to establish and scale up forest landscape restoration activities in the target landscapes, focusing on enhancing forest cover and management and restoration of mined-out sites. This component will primarily focus on scaling up the interventions within forest landscapes based on the lessons learnt from SLWMP (in Northern Savannah region) and ongoing work in the FIP the cocoa landscapes (in the Transition Zone). The target areas under this component will include forested landscapes within protected areas and their buffer zones, and off-reserve areas within the biological corridors, managed by the communities, including under the CREMA arrangements. In view of the growing significance of mining as a driver of forest loss, and the impacts of mining on waterways, the component will support appropriate forest landscape restoration opportunities and reclamation of mined out sites as well as provide livelihoods support to illegal miners to help them create alternative sources of income.

TABLE 1.3 SUB-COMPONENTS AND ACTIVITIES OF COMPONENT 3

Subcomponent	Activities	Lead agency*
3.1. Planning, capacity and implementation of SLWM in target micro-watersheds	3.1 (a) development of participatory micro watershed / community level plans	MOFA & COCOBOD
	3.1 (b) strengthen extension and service provision network for scaling-up SLWM and sustainable cocoa technologies	EPA & COCOBOD
	3.1 (c) Monitoring of subprojects	EPA (coordinates inputs from MOFA, FSD, EPA, and COCOBOD)
	3.1 (d) individual sub-projects for improved food production for smallholder farmer groups	MOFA / FSD; centralized provision of inputs by PCU

	3.1 (e) - improved cocoa production on moribund farms	COCOBOD
	3.1 (d) Community subprojects: - Silvopastoral activities - Rangelands - Riparian restoration activities - Water management investments	MOFA for silvopastoral activities and rangelands, EPA for riparian restoration, and FSD for woodlots
3.2. Value addition, market access, and income diversification	3.2 (a) provision of small post-harvest structures, improved market access, and value addition for selected cash crop commodities and food crops	MOFA / COCOBOD; centralized provision of inputs by PCU
	3.2 (b) gender inclusive alternative natural-resources based livelihoods	MOFA / COCOBOD; centralized provision of inputs by PCU
	3.2. (c) Financial resource mobilization for sustaining SLWM activities in communities	EPA/MOFA
	3.2 (d) Incentives for watershed services provision	EPA

<i>Subcomponent</i>	<i>Activities</i>	<i>Lead Agency</i>
3.3. Forest Management Planning and Investments in and around Forest Reserves	Activity 3.3. (a) - improved management of target forest reserves	FC-FSD
	Activity 3.3 (b) - engagement with Admitted Settlements and Farm Owners to limit their illegal expansion in FRs	FC-FSD in collaboration with COCOBOD
	Activity 3.3. (c) - livelihoods activities in buffer communities of target FRs	FC-FSD Direct procurement of inputs by PCU
3.4. Management of Wildlife Protected Areas and Biological Corridors	Activity 3.4. (a) - improved management of target wildlife protected areas	FC-WD
	Activity 3.4. (b) - engagement with Admitted Settlements and Farm Owners to limit their illegal expansion in Pas	FC-WD
	Activity 3.4. (c) - collaborative resource management around target PAs and in the biological corridors	FC-WD
	Activity 3.4. (d) - incentives to communities for sustainable forest management	FC-WD Direct procurement of inputs by PCU
3.5. Reclamation of mined out sites and waterways and alternative livelihoods	Activity 3.5. (a) - mapping, feasibility studies, and monitoring of abandoned mine sites with potential for restoration	MC and EPA, in coordination with WRC
	Activity 3.5. (b) - reclamation of abandoned ASM sites and waterways	MC and EPA, in coordination with WRC

	Activity 3.6. (c) - alternative livelihoods programs	MC in coordination with UMaT, MOFA, and FC
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*Component 4. Monitoring and Project and Knowledge Management:* This component aims to support: robust project management and implementation (including financial, internal audit and procurement management, monitoring and evaluation, safeguards supervision, implementation and monitoring of the grievance redress mechanism, monitoring implementation of the gender action plan, etc.); better communication outreach and dissemination; appropriate stakeholder engagement; and adequate knowledge management. This component will finance workshops and training, consulting and non-consulting services, incremental operating costs, and goods (including logistics).

TABLE 1.5 SUB-COMPONENTS AND ACTIVITIES OF COMPONENT 4

<i>Subcomponent</i>	<i>Lead Agency</i>
4.1. Monitoring and Project and Knowledge Management (EPA PCU)	PCU (at EPA)
4.2. Monitoring and Project Management (MLNR PCU)	PCU at MLNR

*Component 5. Contingent Emergency Response*

A Contingent Emergency Response Component (CERC) with zero allocation will be created and made implementation-ready to allow the GoG to respond quickly in case of an eligible emergency. The mechanism will be defined in a specific CERC Operational Manual that will clearly outline the triggers, eligible expenditures, procurement thresholds, and procedures for using part of the International Development Association resources of the project to respond quickly in the event of an eligible emergency.

**The main beneficiaries of the proposed project** are small-scale crop farmers investing in improved practices for crop production and landscape planning and management and ASM operators who will benefit from enhanced productivity due to formalization, the introduction of new technologies, and alternative livelihoods support. Also, communities living in areas impacted by ASM activities will benefit from better environmental and social stewardship. The target communities will enjoy multiple benefits due to participation in the planning and management of the resources, improved yields for subsistence and cash crops, higher incomes as a result of better value addition, and enhanced ecosystem services provided by the landscapes, such as watershed protection, better water availability and quality, and

reduced soil erosion. Support for livelihoods activities will create gainful employment. The tourism-related benefits will accrue to both the protected areas system and the neighbouring communities. The GoG agencies in the natural resources sector and their staff (mainly EPA, FC, MC, COCOBOD, and MOFA) will benefit from an improved capacity for service delivery. Both government staff and local communities will benefit from better knowledge of gender-responsive approaches to sustainable natural resources management. The project will support higher inclusion and participation of women.

The project's environmental and social risk has been assessed as “Substantial”.

## 1.6 Policy and Legal Requirements

There are legal, regulatory, and policy requirements and guidance that relate directly to stakeholder engagement activities. The stakeholder engagement process has been designed to ensure compliance with Ghana’s legal and regulatory requirements and the World Bank’s Environmental and Social Standards for Stakeholder Engagement and Information Disclosure.

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### 1.6.1 NATIONAL LEGISLATION FOR STAKEHOLDER ENGAGEMENT

The key laws most relevant to stakeholder engagement are:

- *Article 21(1) (f) of the 1992 Constitution of Ghana* which recognises the right to information for all citizens as a fundamental human right. To fully operationalise the right to information, people need to be effectively engaged and provided with information on issues that affect their lives.
- The *Right to Information Act, 2019 (Act 989)*, which was also passed into law in 2019 by Ghana’s parliament is meant to put into effect the aforementioned article in the constitution of the Republic of Ghana which states “all persons shall have the right to information subject to such qualifications and laws as are necessary for a democratic society” (Daily Graphic, July 21, 2017b).
- *Articles 40 to 48 of the Local Governance Act, 2016 (Act 936)*, mandate local authorities to create opportunities for residents and other stakeholders to access information and to participate in decision making.
- Stakeholder engagement is an integral part of the Environmental Impact Assessment process. *Ghana Environmental Assessment Regulation LI 1652 (1999)*, as amended (2002), requires effective public consultation and participation as an integral

component of Environmental and Social Impact Assessment (ESIA) procedures. Project proponents are required by law to effectively and continuously engage potential project affected persons and communities and other stakeholders to ensure issues of concern to them are addressed in project design and implementation. This is to ensure that concerns and inputs from stakeholders are duly considered during the design, planning, project implementation, and decommissioning phases of projects. Section 16 (1) (3) requires project proponents to make provision for stakeholders to submit comments and provide suggestions on any project; Section 17 (1) makes provisions for a public hearing, and Section 27 (1) provides the platform for complaints by aggrieved persons.

- Strategic goal 4 of the National Environmental Policy, which focuses on participation and coordination in environmental governance, charges the lead institutions in environmental governance to ensure active participation in all environmental matters.
- Natural Resource and Environmental Governance (NREG) was launched to address governance issues related to the mining and forestry sector and to improve environmental management with the overall objective of ensuring economic growth, poverty alleviation, increasing revenues and improving environmental protection. The main objectives were to: (a) ensure predictable and sustainable financing for the forest and wildlife sectors and effective forest law enforcement; (b) improve mining sector revenue collection, management, and transparency; (c) address social issues in forest and mining communities; and (d) mainstream environment into economic growth through Strategic Environmental Assessment (SEA), Environmental Impact Assessment (EIA), and development of a climate change strategy.
- Guidelines for Government and CSO consultation in the Natural Resources and Environment Sector.

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#### **1.6.2 WORLD BANK STANDARDS FOR STAKEHOLDER ENGAGEMENT**

The Environmental and Social Framework (ESF) (2017) provides generally accepted benchmarks for good practice for environmental and social risk management in public-funded projects. The ESF requires clients to engage with affected communities through disclosure of information, consultation, and informed participation, in a manner commensurate with the risks and impacts of the Project on people and the environment.

The development of the SEP is guided by ESS 10 Stakeholder Engagement and Information Disclosure, which recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice.<sup>13</sup>

The WB requires borrowers to engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The WB also requires borrowers to engage in meaningful consultations with all stakeholders. The project is required provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

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<sup>13</sup> The World Bank (2017) Environmental and Social Framework. International Bank for Reconstruction and Development/The World Bank



## BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

GLRSSMP's design is drawn from the Ghana Artisanal and Small-Scale Mining Formalization Project (GASMFP) concept approved by the WB (in January 2019) and the Ghana Landscape Restoration and Ecosystem Management for Sustainable Food Systems Project concept (April 2020). The preparation of the project and of this SEP is based on a number of stakeholder engagement processes

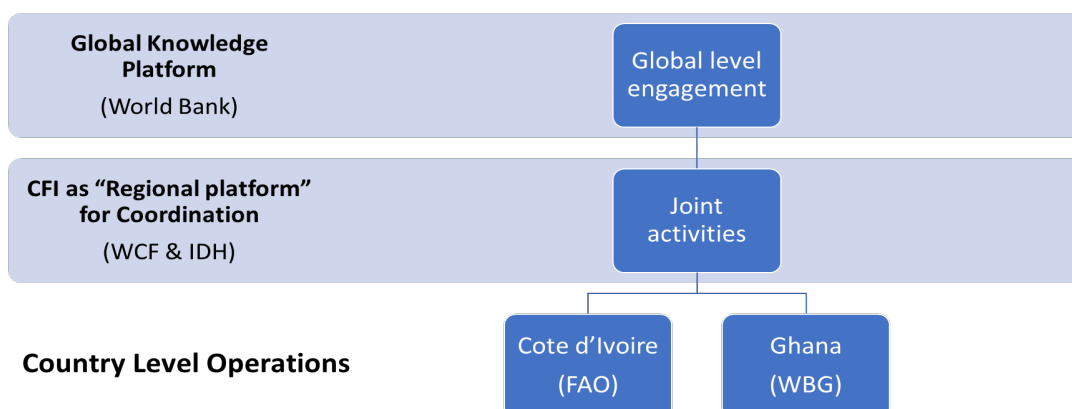
The Ministry of Lands and Natural Resources (MLNR), for example, hosted two strands of multi-stakeholder 'action dialogue' on artisanal and small-scale mining in June 2017 and May 2020 to solicit stakeholder inputs into a proposed formalisation of ASM within a more inclusive and responsible mining sector. The first strand of consultations led to the development of the Government of Ghana Multi-Sectoral Mining Integrated Project (MMIP) on 9th November 2017, and the subsequent GASMFP which was aimed at formalizing the small-scale mining sector. The second strand of consultations, which led to the development of this SEP were held between May 18<sup>th</sup> and May 29<sup>th</sup> 2020 to collect information or opinions from government institutions, local government institutions, traditional or opinion leaders, members and executives of the Ghana National Association of Small Scale Mining (GNASSM) about their related expectations or anticipated impacts, role/interest, concerns on the project; and preferred methods of communication. Aside from these broad level engagements, some consultations and interactions have been undertaken with various stakeholders (communities, local authorities, local and national non-governmental actors, private sector, central government agencies, and members of parliament) to communicate the objectives of the GASMFP and these engagements and consultations will continue throughout project implementation and will inform the project design.

EPA, MOFA, FC, and COCOBOD have also undertaken some consultations and engagements prior to the development of this SEP and details of these engagements among the various stakeholders are summarized in the tables below. Besides the team engaged the Cocoa and Forest Initiative (CFI), which is a joint initiative between Government of Ghana and private

sector to end deforestation within the cocoa value chain in Ghana and Cote d'Ivoire. The meeting held on 1<sup>st</sup> November 2019 at the World Bank Office, Accra, Ghana. It was attended by 29 professional and experts representing government agencies (Ministries and Parastatals), GEF Agencies (FAO and WBG), development partners (WCF and IDH) and the GEF Secretariat.

1. The suggested areas for collaboration and joint activities under CFI:
2. CFI priorities are consistent with those of the FOLUR IP for Cocoa Supply Chain: cocoa production with zero-deforestation; sustainable production through agroforestry and for farmer livelihoods; forest production, restoration and rehabilitation; and community engagement, hence the initiative can be used as platform for joint activities with Cote d'Ivoire.
3. Knowledge sharing and learning around the following:
  - a. Innovative practices;
  - b. Policy options to deliver the CFI objectives e.g. land and tree tenure security, incentives (PES), monitoring of tree cover, tree species for agroforestry, etc.
4. Develop a common standard for farmers and advance the landscape approach. To involve all relevant stakeholders involved in the cocoa supply chain;
5. Alignment of targets and M&E systems, including indicators to explore prospects of harmonizing and using common service providers and methodologies;
6. Enhance the importance of forests as source of income and Environmental Services (ES) for farmers;
7. Develop traceable systems and tools; and
8. There should be a strong collaboration of Ghana and Cote d'Ivoire on CFI and a potential of establishing a CFI coordination platform (illustrated below) to support the activities between the two countries and serve as link for engagement with support from the World Bank as lead Global Knowledge Platform was agreed upon.

## Proposed Framework for Collaboration



The team also met the representatives of the World Cocoa Foundation (Vincent Awotwe-Pratt) the then Ghana Country Manager and the Environmental Director, Ethan Budiansky on 12 November 2019 in Accra. The discussions centred on how the next steps for the development of GEF 7 proposal and updated us on the recent private sector activities within the focus areas for better collaboration. It was mentioned that the WCF is a non -profit international membership organization whose vision is a sustainable and thriving cocoa sector- where farmers prosper, cocoa-growing communities are empowered, human rights are respected and the environment is conserved.

There have been subsequent discussions with the Ghana Office in possible areas of collaboration on the following:

1. Compliance with industry standards and regulations set by COCOBOD among other regulators;
2. The socio-economic and environmental impact of their operations in the project sites and the industry as a whole;
3. Types of incentive packages, if any, to promote intensive cocoa production and minimize deforestation/forest degradation; and
4. Promotion of Climate Smart Cocoa (CSC) Programme.

Engagements were held with the World Cocoa Foundation separately in July 2020 - specifically on the management of information existing farms and the potential for the private sector to cooperate regarding establishment of the data platform. The private sector companies under CFI have already committed to sharing farm polygon data for their providers - analysis of this data will allow identify priority landscapes and opportunities for collective private sector investment. There is interest in private sector investments in implementation of activities focused on protection/restoration, productivity and livelihoods.

Finally, some Private License Buying Companies such as Olam, Kuapa Kooko, Akufo Adamfo, Touton SA, Nyonkopa, Kokoopa Farmers Association among others who are currently collaborating with Cocobod in implementing one or more of these three thematic areas including Forest Protection and Restoration; Sustainable Cocoa Production and Farmer Livelihood; and Community Engagement and Social Inclusion have also been engaged.



Annex 1 provides more details on these engagements.

TABLE 3.1a LIST OF STAKEHOLDERS PREVIOUSLY ENGAGED AS PART OF DESIGN OF LANDSCAPE RESTORATION ACTIVITIES

Stakeholder Group / Institutions	Interest	Key issues discussed
Government Agencies: MESTI, MOFA, EPA, FC (FSD, WD), COCOBOD MC	Project Implementing partners, technical implementing agencies, beneficiaries	Project objective, scope, implementation arrangement, costing and budgeting, etc.
Development Partners: World Bank World Resource Institute (WRI) Cocoa and Forest Initiative (CFI) World Cocoa Foundation (WCF)	Project design and implementation Technical backstopping	- Project objective, scope, development of projects sub- components - Development of results framework etc.
Municipal and District Assemblies (MDA's) in the Northern Savannah Region - Wa East District Assembly, - Sawla Tuna Kalba District Assembly, - Sissala West District Assembly, - Sissala East Municipal Assembly, - Daffiema-Bussie-Issa District Assembly, - Talensi District Assembly, - Bawku West District, -West Mamprusi Municipal Assembly	Project design and implementation activities for district development	- Briefing on project objectives and components - Views on project design and implementation - Potential risks and impact mitigation - Gender and GBV assessment
Municipal and District Assemblies (MDA's) in the Pra basin and the transitional zone - Kwahu South District Assembly, - Kwahu East District Assembly, - Kwahu Afram Plains South Assembly, - Asante Akim South Municipal Assembly, - Twifo Atti Morkwa District Assembly, - Assin North District Assembly, - Adansi South District Assembly,	Project design and implementation activities for district development	- Briefing on project objectives and components - Views on project design and implementation - identification of potential risks/ impact mitigation measures - Gender and GBV assessment

- Atwima Mponua District Assembly - Kwahu West Municipal,		
Beneficiary Communities: Takorayilli, Naaha, Bujan, Adonsi, Kunfunsi, Sakalu, Tarikom, Kansogo, Duang	Potential project beneficiaries	- Briefing on project objectives and components - Views on project design and implementation - Identification of potential project risk/ impact and mitigation measures
District Departments and Units: - Cocoa Health and Extension Division -Juaso Cocoa District - Mpraeso Forest District - Juaso Cocoa Station - Nkawkaw Cocoa District	Provision of similar technical services to farmers	- Project briefing - Future collaboration in the implementation of project activities

TABLE 3.1b LIST OF STAKEHOLDERS PREVIOUSLY ENGAGED AS PART OF DESIGN OF ACTIVITIES IN SUPPORT OF FORMALIZATION OF ASM

Stakeholder Group / Institutions	Interest	Key issues discussed
Cabinet of the Government of Ghana	Makes policies on mining related issues in Ghana.	MMIP/GASMFP and its activities.
Inter-Ministerial Committee on Illegal Mining (IMCIM)	Currently implementing strategies aimed at curbing illegal mining in Ghana.	Small-scale mining activities in Ghana. IMCIM was updated about the work of the MMIP/GASMFP and how its work can complement that of IMCIM
Parliamentary Select Committee on Subsidiary Legislation	Institution responsible for revising/enacting new laws in Ghana.	Legislation that would enable relevant authorities to track the movement of heavy equipment in the country.
Ministry of Lands and Natural Resources	Project implementing ministry currently supervising the implementation of GASMFP activities aimed at formalising small-scale mining in Ghana.	Briefing on the MMIP/GASMFP and its activities.
Municipal/District Chief Executives in the following Districts. - Tarkwa - Dunkwa-on-offin - Fanteakwa	They chair the District Mining Committees established to supervise small-scale mining related activities in the districts.	Briefing on GASMFP activities Widespread illegal mining activities in all the districts especially northern Ghana (Bole and Wa) where there are no legal operations. Escalation of illegal mining activities due to the use of metal detectors. IMCIM's collaboration with Municipal/District Assemblies to implement activities aimed at streamlining operations of ASMs. E.g. Community mining model

Stakeholder Group / Institutions	Interest	Key issues discussed
<ul style="list-style-type: none"> <li>- Bole</li> <li>- Wa</li> <li>- Kebi</li> </ul>	<p>Currently working with IMCIM to implement strategies to regulate illegal mining activities in the communities.</p> <p>Critical to the achievement of project goals. Engaged as part of processes leading to the project design.</p> <p>Their inputs informed project design</p>	<p>The establishment of the District Mining Committees, their composition, challenges (including reasons why they are not fully operational).</p> <p>Alternative livelihood projects which Assemblies are looking forward to as sources of employment for the youth.</p> <p>How assemblies can support the implementation of GASMFP activities in the districts. Support to ongoing IMCIM activities were cited (providing logistics to security agencies to enforce laws on illegal mining; formation of task forces comprising members of the association of small-scale miners, the Fire Service and Police to monitor illegal mining activities, etc)</p>
<ul style="list-style-type: none"> <li>- Minerals Commission</li> <li>- Environmental Protection Agency (EPA)</li> <li>- Forestry Commission</li> <li>- Lands Commission</li> <li>- Water Resources Commission</li> <li>- Judicial Services, Ghana</li> <li>- PMMC</li> <li>- GGSA</li> <li>- EITI</li> </ul>	<p>Implement strategies/policies of government regarding small-scale mining and related activities.</p> <p>Monitor and regulate small-scale mining and related issues in the districts</p> <p>Advise and report on small-scale mining and related issues in the districts and communities.</p> <p>Critical to the achievement of project goals. Engaged as part of processes leading to the project design.</p> <p>Their inputs informed project design</p>	<p>Inadequate staffing and other logistics for their operations were discussed. (For instance, only one Min Comm staff covers the Dunkwa mining District. The office has no vehicle and other logistics; some IAs not having small-scale mining departments. (EPA in the Upper West Region)</p> <p>The experiences of the Minerals Commission and EPA in their dealings with small-scale miners in regions and districts.</p> <p>Synergies between IAs, especially between Minerals Commission, EPA and Water Resources Commission, agencies currently responsible for issuing licences for small-scale mining operations in Ghana.</p> <p>(Synergies in terms of monitoring, training and sensitization activities which are currently done separately by the agencies.)</p> <p>Stakeholder engagement methods and processes (scheduled meetings, one-on-one visits to mining sites, and announcements on local radio to engage small-scale miners.)</p> <p>Planned engagement activities by IAs (EPA's plan to organize quizzes for basic schools as well as support the establishment of environmental clubs.</p> <p>Market linkages for ASMs and alternative livelihood projects</p>

Stakeholder Group / Institutions	Interest	Key issues discussed
		<p>Establishment of incubation and demonstration centres to support the formalisation of ASMS.</p> <p>Inclusion of small scale mining activities in EITI reporting.</p> <p>Development of geo spatial maps to support ASM activities.</p> <p>Reclamation of degraded land and water resources and release of rehabilitated resources for agricultural purposes.</p>
<ul style="list-style-type: none"> <li>- Australian High Commission</li> <li>- Swiss Embassy, Ghana</li> <li>- Cocoa and Forest Initiative (CFI), Ghana</li> <li>- World Cocoa Foundation (WCF)</li> </ul>		<p>MMIP/GASMFP and its activities and avenues for support and partnerships with Development Partners.</p>
<p>University of Mines and Technology (UMaT)</p>	<p>Go-to institution for research into technologies that can support ASM activities in Ghana</p> <p>A training institution responsible for developing capacity of small-scale miners.</p> <p>Critical to the achievement of project goals. Engaged as part of processes leading to the project design.</p> <p>Their inputs informed project design</p>	<p>Previous training programmes organised for small-scale miners.</p> <p>Existing gaps in training for small-scale miners</p> <p>Technologies that can improve production from small-scale miners.</p> <p>Establishment of Incubation and demonstration centres</p> <p>Reclamation and rehabilitation</p> <p>Alternative livelihood programmes</p>



Stakeholder Group / Institutions	Interest	Key issues discussed
<p>Executives and members Ghana National Association of Small-scale miners</p> <ul style="list-style-type: none"> <li>- Tarkwa</li> <li>- Dunkwa-on-Offin</li> <li>- Bole</li> <li>- Dakurupe</li> <li>- Kpaanamuna</li> <li>- Banda Nkwanta</li> <li>- Wa</li> </ul>	<p>Major player in the small-scale mining sector in Ghana.</p> <p>Invest in mining for profit.</p> <p>Opportunities for employment and income.</p> <p>Critical to the achievement of project goals. Engaged as part of processes leading to the project design.</p> <p>Their inputs informed project design</p>	<p>Challenges in the small-scale mining sector.</p> <ul style="list-style-type: none"> <li>- The lack of transparency in granting licenses and assigning concessions. ASMs recommended a bidding process for allotment of concessions.</li> <li>- Illegal small-scale mining activities on large-scale mining concessions that have not been developed for years. There were discussions for possible re-allocation of some of these concessions.</li> <li>- Slow and frustrating permitting processes which are also not harmonised by regulators (Minerals Commission, EPA and Water Resources Commission).</li> </ul> <p>Geological investigations and technical support to small-scale miners</p> <ul style="list-style-type: none"> <li>- Identifying mineral rich concessions.</li> <li>- Building capacities of local artisans so they repair and maintain machinery used in mining.</li> </ul> <p>The use of mercury by small-scale miners to process gold, especially by those who process the gold on site.</p> <p>Opportunities to build capacity and skills of ASMs in the use of appropriate modern mining technologies.</p> <p>Lack of investments which have led to foreign participation in a sector reserved for Ghanaians.</p> <p>The neglect of associations in the fight against illegal small-scale mining activities. Their recommendations to formalize the sector have been ignored.</p> <p>Rudimentary equipment used by small-scale miners (hammer, chisel, wheelbarrows and tricycles).</p> <p>Lack of protective equipment in the work of ASMs (helmets, goggles, gloves, etc.)</p> <p>Close working relationship between small-scale miners and traditional authority.</p> <p>Additional sources of income for small-scale miners (farming, renting heavy equipment, etc)</p> <p>The highly degraded environment in which small-scale miners operate. Mined-out pits not reclaimed and weak rock formations.</p>

Stakeholder Group / Institutions	Interest	Key issues discussed
		<p>How modern technology can support operations of small-scale miners. E.g. mechanized shafts, mills, mineral processing equipment, etc).</p> <p>ASMs not observing safety rules (use PPEs (helmets, head lamps, goggles, gloves, etc.).</p>
<p>Community members in Tinga, Banda Nkwanta, Kpaanamuna, Tarkwa, Dunkwa, Osino, Kyebi, Prestea, Wa</p>	<p>Communities benefiting directly and indirectly from ASM formalization from the GASMP operations.</p> <p>Critical to the achievement of project goals. Engaged as part of processes leading to the project design.</p> <p>Their inputs informed project design</p>	<p>Preferred methods of communication for stakeholder engagements; and stakeholder interest or expectations for the GASMFP.</p>
<p>United Nations Development Programme (UNDP), Ghana National Association of Small-Scale Miners, Fund for Peace, West Africa Network for Peacebuilding, Women in Mining, Mining Network, Ghana.</p>	<p>Develop policy for small-scale mining activities in Ghana.</p> <p>Provide advocacy to small-scale mining related activities.</p> <p>Provide small-scale mining related activities</p>	<p>Artisanal Small-Scale mining sector reforms</p> <p>Activities of stakeholders in the small-scale mining sector including areas for synergy.</p> <p>Challenges in the small-scale mining sector and MMIP/GASMFP activities.</p>
<p>Graphic Communication Group Ltd, Ghanaian Times, Ghana Broadcasting Corporation, The Ghana Journalists Association, Independent Broadcasters Association.</p>	<p>Investigate and report small-scale mining activities in Ghana.</p> <p>Lead discussions related to galamsey in Ghana</p>	<p>Briefing on MMIP/GASMFP activities</p> <p>Addressing challenges in Ghana's small-scale mining sector.</p>
<p>Traditional authorities, opinion leaders and landowners at Tinga, Banda Nkwanta, Kpaanamuna, Tarkwa, Dunkwa, Kyebi, Prestea, Wa</p>	<p>Traditional administration of the project communities and have control/access to over lands.</p>	<p>Present issues and challenges facing artisanal and small-scale mining in the target district; preferred methods of communication for stakeholder engagements; and stakeholder interest or expectations for the GASMFP.</p> <p>Education for Traditional authorities/Chiefs on Ghana's mineral laws and regulations. Current perceptions are that the land and mineral resources are owned by the Chiefs and they can use it the way they deem fit.</p>

Stakeholder Group / Institutions	Interest	Key issues discussed
	<p>Critical to the achievement of project goals. Engaged as part of processes leading to the project design.</p> <p>Their inputs informed project design</p>	<p>Traditional Authorities and their close working relations with small-scale miners. They work together and share in the profits from the operations.</p> <p>Alternative livelihood programmes and their potential for youth employment.</p> <p>Involvement of traditional councils in previous activities aimed at curbing galamsey; how traditional councils can support GASMFP activities.</p>
Steering Committee, Ministry of Lands and Natural Resources (MLNR)	Directs policy at the MLNR and decision making body for mining-related issues in Ghana	<p>The transition of the MMIP to the GASMFP and GLRSSMP</p> <p>GLRSSMP activities and how it seeks to formalise artisanal small-scale mining in a holistic manner.</p>
Women groups in Kyebi	<p>Critical to the achievement of project goals. Engaged as part of processes leading to the project design.</p> <p>Their inputs will inform project design</p>	<p>Challenges with acquisition of land for small-scale mining activities.</p> <p>Training and skills development</p> <p>Alternative livelihood activities</p> <p>Formation of cooperatives</p>
<p>Executives of</p> <ul style="list-style-type: none"> <li>- Ghana National Association of Small-scale miners (GNASSM)</li> <li>- Women in Mining (WIM)</li> <li>- ASWAN</li> </ul>	<p>Major players/operators in the ASM sector</p> <p>Decision making body for CSO's operating in the ASM sector</p> <p>Critical to project success</p>	<p>Project objectives and activities</p> <p>On-going feasibility studies for</p> <ul style="list-style-type: none"> <li>- turnaround time for acquisition of ASM licences,</li> <li>- reclamation</li> <li>- incubation and demonstration centres</li> <li>- SESA, ESMF, etc.</li> <li>- Project risks and expectations</li> <li>- Training needs and challenges in the sector</li> </ul>

## STAKEHOLDER IDENTIFICATION AND ANALYSIS

### 3.1 Affected Parties

This section identifies key stakeholders who have been engaged and / or have been informed and consulted about the project, including individuals, groups, or communities. It also identifies and assesses the needs of some disadvantaged or vulnerable individuals or groups, who may have limitations in participating and/or in understanding the project information or in participating in the consultation process. For the purpose of this SEP, a stakeholder (or actor) is an individual, group or organization who has an interest in the results of a particular intervention or action from other actors, can impact or is impacted by the development of certain activities; or who possesses information, resources, experience or some form of power to influence the actions of others in a determined area. Based on this assessment and considering other aspects including stakeholder requirements/needs and interests, the stakeholder list below is categorised as (i) affected parties; (ii) other interested parties; and (iii) disadvantaged/vulnerable individuals or groups. The Stakeholder list is a “living document” which will be updated regularly throughout the Project life as appropriate.

TABLE 3.1 IDENTIFICATION OF AFFECTED PARTIES

Type of Stakeholder/ Level of Impact	High Impact	Medium Impact	Low Impact
Affected	<ul style="list-style-type: none"> <li>• Community Resource Management Areas</li> <li>• Artisanal miners</li> <li>• Cocoa farmers</li> <li>• Ghana National Association of Small-Scale Miners</li> <li>• Inhabitants of towns and villages affected by artisanal and small-scale mining</li> <li>• Inhabitants of cocoa growing towns and villages</li> <li>• Users of land affected by artisanal and small-scale gold mining</li> <li>• Claimants to the land &amp; traditional leaders and Representatives of affected communities</li> <li>• Vulnerable Groups (e.g. persons with disabilities, women, youth, landless and very poor, orphans, widows, and displaced persons, etc.)</li> <li>• Implementing Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural associations</li> <li>• Self-help groups</li> <li>• Trade, business, or cooperatives association</li> <li>• Large mining companies</li> <li>• Lands Commission</li> <li>• Water Resources Commission</li> <li>• Tree Crops Development Authority</li> <li>• Office of the Administration of Stool Lands</li> <li>• Ghana Goldsmith Association</li> <li>• Small Scale/Informal distributors of mining equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Local Government and Rural Development</li> <li>• Driver and Vehicle Licensing Authority</li> <li>• Ministry of Food and Agriculture</li> <li>• University of Ghana</li> </ul>

TABLE 3.2 OTHER INTERESTED PARTIES

Type of Stakeholder/ Level of Impact	High Impact	Medium Impact	Low Impact
Other Interested	<ul style="list-style-type: none"> <li>• Central Regional Development Commission</li> <li>• Northern Development Authority</li> <li>• Ministry of Employment and Labour Relations</li> <li>• Ministry of Gender, Children and Social Protection</li> <li>• Ministry of Local Government and Rural Development</li> <li>• Judicial Services of Ghana</li> <li>• Ministry of Health</li> <li>• Ministry of Trade</li> <li>• Ghana Police Service</li> </ul>	<ul style="list-style-type: none"> <li>• Fund for Peace</li> <li>• West Africa Network for Peacebuilding</li> <li>• Women in Mining</li> <li>• Mining Network</li> <li>• Association of Small-Scale Mining Africa Network</li> <li>• African Centre for Economic Transformation</li> <li>• Solidaridad</li> <li>• Friends of the Nation</li> <li>• Third World Network</li> <li>• WACAM</li> <li>• Centre for Public Interest Law</li> <li>• National Coalition on Mining</li> <li>• Centre for Environmental Impact Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Religious group</li> <li>• Ghana National Association of Teachers</li> <li>• Daily Graphic</li> <li>• Ghanaian Times</li> <li>• Ghana Broadcasting Corporation</li> <li>• Ghana Journalists Association</li> <li>• Media Coalition Against Galamsey</li> <li>• Development Partners</li> </ul>
Vulnerable	<p>Women and girls</p> <p>Youth</p> <p>Community members with disabilities</p> <p>Orphans, widows, and displaced persons</p> <p>Elderly (above 70 years)</p>		

Female Heads of Households

Migrant illegal miners and settler farmers without proper land documentation

## 3.2 Stakeholder Analysis

Stakeholder analysis determines the likely relationship between stakeholders and the Project and helps to identify the appropriate consultation methods for each stakeholder group during the life of the project. The stakeholders are grouped according to their characteristics and the degree of impact of GLRSSMP, as well as to the extent to which they will be negatively or positively impacted by the project. The degree to which the identified stakeholders will be impacted by the project and the level of influence of the stakeholders on the project outcome is rated as low, medium or high as defined below:

### **Degree of Impact on stakeholder**

- a) **Low:** Based on an interaction with the stakeholder as well as a review of institutional mandates, the project is assessed to have a minor positive or negative impact on the stakeholder/ institution. Tables 4.3 show the potential adverse impacts of GLRSSMP on affected persons/communities. For stakeholder institutions, positive impacts may include the institutional knowledge and experience to be gained from the implementation of the project, and negative impacts may include possible losses and damage from the failure of the project.
- b) **Medium:** The project will have measurable positive or negative impacts on the stakeholder/institution.
- c) **High:** The project will have significant positive or negative impacts on the stakeholder/institution.

### **Degree of stakeholder interest in the project**

- a) **Low:** The stakeholder has minimal interest in the project.
- b) **Medium:** The stakeholder has a measurable interest in the project.
- c) **High:** The stakeholder has a significant interest in the project.



TABLE 3.3 MAP OF STAKEHOLDER PRIORITISATION

LEVEL OF INTEREST	High	<ul style="list-style-type: none"> <li>• Central Regional Development Commission</li> <li>• Northern Development Authority</li> <li>• Daily Graphic</li> <li>• Ghanaian Times</li> <li>• Ghana Broadcasting Corporation</li> <li>• Ghana Journalists Association</li> <li>• Media Coalition Against Galamsey</li> <li>• Development Partners in the ENR and mining sectors</li> <li>• Cocoa and Forest Initiative (CFI)</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Employment and Labour Relations</li> <li>• Ministry of Gender, Children and Social Protection</li> <li>• Fund for Peace</li> <li>• West Africa Network for Peacebuilding</li> <li>• Women in Mining</li> <li>• Mining Network</li> <li>• Association of Small-Scale Mining Africa Network</li> <li>• African Centre for Economic Transformation</li> <li>• Solidaridad</li> <li>• Friends of the Nation</li> <li>• Third World Network</li> <li>• WACAM</li> <li>• Centre for Public Interest Law</li> <li>• National Coalition on Mining</li> <li>• Centre for Environmental Impact Analysis</li> <li>• Kasa Initiative Ghana</li> <li>• Conservation Alliance</li> <li>• Earth Service</li> <li>• Friends of the Nation</li> </ul>	<ul style="list-style-type: none"> <li>• PCUs</li> <li>• Ministry of Lands and Natural Resources (MLNR)</li> <li>• Ministry of Environment Science, Technology &amp; Innovation (MESTI)</li> <li>• Ministry of Food and Agriculture</li> <li>• Minerals Commission</li> <li>• Environmental Protection Agency</li> <li>• Precious Minerals Marketing Company Limited</li> <li>• COCOBOD</li> <li>• Community Resource Management Areas</li> <li>• Watershed Management Committees</li> <li>• Large mining companies</li> <li>• Artisanal miners</li> <li>• Small Scale/Informal distributors of mining equipment</li> <li>• Ghana National Association of Small-Scale Miners</li> <li>• Ghana Goldsmith Association</li> <li>• Inhabitants of towns and villages affected by artisanal small-scale mining</li> <li>• Users of land affected by artisanal small-scale gold mining</li> <li>• Claimants to the land &amp; traditional leaders and Representatives of affected communities</li> <li>• Vulnerable Groups (e.g. persons with disabilities, women, youth, landless and very poor, orphans, widows, and displaced persons, etc.)</li> <li>• University of Mines and Technology</li> <li>• University of Ghana</li> <li>• Tree Crops Development Authority</li> </ul>
	Medium	<ul style="list-style-type: none"> <li>• Ministry of Local Government and Rural Development</li> </ul>	<ul style="list-style-type: none"> <li>• Judicial Services of Ghana</li> <li>• Ministry of Health</li> <li>• Ministry of Trade</li> <li>• Ghana Police Service</li> </ul>	<ul style="list-style-type: none"> <li>• Office of the Administration of Stool Lands</li> <li>• Forestry Commission</li> <li>• Lands Commission</li> <li>• Water Resources Commission</li> <li>• Municipal and District Assemblies</li> <li>• Ghana Geological Survey Authority</li> </ul>

Low	Driver and Vehicle Licensing Authority	<ul style="list-style-type: none"><li>• Agricultural associations</li><li>• Self-help groups</li><li>• Trade, business, or cooperatives association</li><li>• Religious group</li><li>• Ghana National Association of Teachers</li></ul>	
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**LEVEL AFFECTED**

### 3.3 Disadvantaged and Vulnerable Groups - Specific Needs

Disadvantaged and vulnerable individuals and groups are those that may be more severely at risk or impacted due to implementation of the project activities but may not have a voice to express their concerns or understand the impacts of a project. They are often more susceptible to hardship and less able to adapt than other groups to reconstruct their lives after being adversely affected by impacts of the project. Vulnerable persons need to be identified during for engagements in all phases of the project have their views and suggestions so that they can be well integrated into project activities and schedules. The importance the GLRSSMP attaches to vulnerable groups is demonstrated by the fact that apart from the SEP, other major safeguards instruments, Environmental and Social Management Framework (ESMF) and Resettlement and Process Framework (RPF) and its attendant instruments to be prepared for the implementation of the project will capture issues relating to vulnerable groups. Vulnerable people may include but not limited to:

- The elderly, usually 70 years and older
- Communities in forest reserves
- Widows
- Women
- Persons with Disabilities
- Female heads of households
- Youth
- Migrant illegal miners and settler farmers without proper land documentation

The Table 3.4 below also identifies and assesses the needs of some disadvantaged or vulnerable individuals or groups to help determine suitable engagement strategies.

TABLE 3.4 CATEGORISATION OF VULNERABLE GROUPS

Stakeholder (individual/group)	Key Characteristics	Language needs	Preferred medium of engagement/ notification	Specific measure to mitigate these needs
Women and girls	Consultation times and consultation format will have to align with the needs of women, girls. Women may have limitations about the time of day or location for public consultation; they may need childcare for meetings or	Local language as appropriate	Verbal, community announcement, focused group meetings, etc.	Close by meeting locations within project communities; the meeting not held on market days or evenings Use of gender-sensitive/ appropriate language;

	other additional support and resources to enable them to participate in consultations.			meeting held in the local language; specific meetings held for women alone, etc.
Youth	Limited voice and low representation	Local language and English as appropriate	Focus group meetings	Address special needs to help tackle youth unemployment in mining areas
Community members with disabilities	Hearing impairment (Hearing loss) Visual impairment (Low vision or blindness) Physical impairment (Mobility Disabilities)	Opportunities for expression as a form motivation to speak	Verbal, community announcement	Accessible venues for stakeholder consultations, training venues, sign language translators/ interpreters, large prints/braille formats, etc.
Orphans, widows, and displaced persons	They are least able to access traditional and formal justice mechanisms for any form of redress. They have limited voice, low representation and lack of access to information. They are more vulnerable to human rights abuses.	Opportunities for expression as a form motivation to speak	Verbal, community announcement, focus group meetings, etc.	Reach out to orphanages, widows, and other association to ensure that opportunities under the project are available
Elderly (above 70 years)	Physically weak and less mobile Visually disadvantaged (low vision)	Appropriate local language More explanations and examples Slower presentations at meetings	Verbal, community announcement, focus group meetings etc	Accessible venues translators/interpreters
Female Heads of Households	Time limitation (mostly occupied with household duties) Limited voice	Opportunities for expression as a form motivation to speak	Focus group meetings	Meetings in close by locations Acceptable convenient time
Migrant illegal miners and settler farmers without proper land documentation	Limited voice	Preferred language	Focus group meetings	Address special needs to support them to ascend the upper levels of the ASM labour hierarchy

## STAKEHOLDER ENGAGEMENT PROGRAMME

### 4.1 Proposed Strategy for Consultations

As indicated in Section 1, this SEP is designed to establish an effective platform for productive interaction with the potentially affected parties and others with interest in the implementation outcome of GLRSSMP. Meaningful stakeholder engagement throughout the project cycle is an essential aspect of good project management and provides opportunities for GLRSSMP to:

- Solicit feedback to inform project design, implementation, monitoring and evaluation
- Jointly determine activities that will be implemented for the benefit and at the level of communities
- Clarify project objectives, scope and manage expectations
- Assess and mitigate project environmental and social risks
- Enhance Project outcomes and benefits
- Build constituencies and collaboration
- Disseminate project information/ materials
- Address project-related grievances






Stakeholder engagement will always be part of the participatory planning approaches in community watershed planning, participatory resource management, participatory preparation of forest management and community management plans.







Adequate stakeholder consultations will require effective timing and advanced planning. To ensure information is readily accessible to affected stakeholders, and adequate representation and participation of the different groups in the process, GLRSSMP will adopt different methods and techniques based on an assessment of stakeholder needs. Methods for engagement are listed in Table 4.1 below.




The *Community-Based Participatory Watershed Development Planning Manual* (MESTI) provides detailed guidance on participatory development of community watershed management plans. A *Brief Guide to the Establishment of Community Resource Management Areas (CREMAs)* (WD) serves as a user manual for participatory planning for management of wildlife corridors.

TABLE 4.1 GLRSSMP STAKEHOLDER ENGAGEMENT METHODS

Engagement Technique	Description and use	Audience
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Stakeholder meetings		
 Focus group meetings	Facilitate discussion on Project's specific issues (e.g., GBV, child labour, grievances etc.), that merit collective examination with various groups of stakeholders using Focus Group Meetings.	Vulnerable groups and the voiceless in project communities
 Workshops	<ul style="list-style-type: none"> <li>• Present project information to a group of stakeholders;</li> <li>• Allow the group of stakeholders to provide their views and opinions;</li> <li>• Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies;</li> <li>• Recording of responses.</li> <li>• Stock taking, review and forward planning</li> <li>• brainstorm issues, analyse information, and develop recommendations and strategies</li> </ul>	IAs, Government, NGOs, CSOs, FBOs, Social Investors, Service Providers
 Community durbars/public meetings	To plan community activities , facilitate participatory discussions on sub-project activities as planned by the project, project environmental and social risks and mitigation measures, information on key project contacts, grievance redress procedures, Interactive Questions & Answers (Q&A) session with the communities.	Project beneficiaries
 One-on-one interviews	To solicit views and opinions on project impacts and solutions	Project beneficiaries, Traditional authorities, Vulnerable individuals, CSO/NGOs/FBOs, etc.
Written/visual communication		
 Reports	This will be summary of findings on project progress; concerns/issues resolved; engagement activities undertaken, and planned activities going forward.	Government officials, NGOs, CSOs, CBOs, FBOs, Development Partners, social investors, service providers, private sector players, project beneficiaries and other interest groups including PWDs

 <p>Surveys</p>	<p>Facilitate discussion on Project's specific issues (e.g. GBV, child labour etc.), that merit collective examination with various groups of stakeholders using Focus Group Meetings.</p>	<p>Project beneficiaries</p>
 <p>Correspondence by phone/email/text and whatsapp messages/ written letters</p>	<p>Distribute or share project information; Invite stakeholders to meetings; receipt and provide feedback on enquires, complaints or grievances</p>	<p>Government officials, NGOs, CSOs, CBOs, FBOs, Development Partners, social investors, service providers, private sector players, project beneficiaries and other interest groups</p>
 <p>Printed media advertisement</p>	<p>To disseminate and disclose project documents intended for general readers and audience (e.g. ESMF, RPF, SEP, RAP's/ARAP's etc.) Advertise project procurement documents</p>	<p>General public</p>
 <p>Distribution of printed public materials: Project information leaflets, brochures, fact sheets, briefs etc.</p>	<p>To convey general information on the Project and to provide regular updates on progress and challenges</p>	<p>Local, regional and national stakeholders; General public and Politicians</p>
<p><b>Media</b></p>		
 <p>Mass media tools (Radio/TV adverts, billboards, documentaries)</p>	<p>Advance announcements of commencement of major project activities, project grievance redress mechanism, and other outreach needs of the project. Community and regional/nation radio and television are s a good medium to stimulate awareness and prepare stakeholders for larger events or refined communication to take place.</p>	<p>Project-affected stakeholders and communities and interested media stakeholders</p>
 <p>Internet/ Digital Media</p>	<p>Use of the official websites of partnering and implementing Ministries and Agencies to promote various information and updates on the overall Project, impact assessment and impact management process, procurement, employment opportunities, as well as on the Project's engagement activities with the public</p>	<p>Project stakeholders and other interested parties that have access to internet resources.</p>

 IA's Websites	To provide information on the GLRSSMP PAD and other WB instruments i.e. PIM, ESMF, ESCP, SEP, procurement bids, employment opportunities, and general project information	Stakeholders and the general public
Information Centre and Information Boards	Advance announcements of commencement of major Project activities, project Grievance Redress Mechanism, advertisement for project beneficiaries and other interest groups	Local communities within the project areas
 Social media (Facebook, Twitter, You Tube, Instagram)	Online media will be used to monitor media coverage about GLRSSMP activities, identify industry trends and risks and to establish what current opinions are about the project. This medium can also be used to push positive messages out or to proactively address underlying issues identified through media monitoring.	General public
<b>Other</b>		
 Project Coordinating Units	Project's designated venue for depositing project-related information that also offers open hours to the stakeholders and other members of the public, with Project staff available to respond to queries or provide clarifications.	All project affected parties Project interests' parties Other potential stakeholders

## 4.2 Proposed Strategy for Information Disclosure

As described above, there are currently 5 substantive components of the GLRSSMP. During implementation, the project will structure direct participation of key stakeholders to produce concrete, practical opportunities for dialogue. Some dialogue and consultation mechanisms exist already (at the PCU or line ministry) that allows selected stakeholders to participate in the implementation and monitoring of reforms. The project will use existing platforms where they exist to engage with stakeholders, and it is proposed that the implementing agencies will initiate and lead all processes to consult with stakeholders.

Timing and advanced planning of engagement is one key element that ensures that consultations are relevant, information is readily accessible to the affected public, and that facilitates informed



participation. It is envisaged that the roll out of stakeholder engagement will align to the project cycle i.e., preparation and design phase, implementation phase, monitoring phase, completion and evaluation phase. GLRSSMP will provide information in a language that different groups of stakeholders can easily understand. The consultations will be meaningful such that it will allow stakeholders the opportunity to express their views on project risks, impacts and mitigation measures while allowing the project team to consider and respond to them. All consultation activities will be documented and lessons from previous activities will inform subsequent activities.

Given the global development of COVID-19 health issues and the uncertainties surrounding the possible normalization period, the SEP will be adaptable to new and challenging developments. In line with World Bank guidance note on “Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings” issued in March 20, 2020 and national protocols on social distancing to deal with the pandemic, GLRSSMP will explore measures to minimize health risks while ensuring continuity of information flow. Where direct engagement with stakeholders or beneficiaries is necessary, the Project will identify channels for direct communication with stakeholders via a context specific combination of email messages, mail, online platforms, dedicated Whatsapp groups.

Each of the proposed channels of engagement will clearly specify how feedback and suggestions can be provided by stakeholders and the necessary COVID-19 health-related protocols will be observed in addition to the already announced protocols by the Government of Ghana and the WB. The Project Implementation Manual includes detailed project-specific protocols for stakeholder engagement in view of COVID-19 restrictions; this will be updated from time to time as situation evolves.

Given that the various phases of project implementation do not necessarily occur in a linear way, stakeholder engagement on GLRSSMP will follow the standard project management cycle, which is: (i) Preparation and Design Phase; (ii) Implementation Phase; (iii) Monitoring Phase; and (iv) Completion and Evaluation Phase. The strategy for information disclosure is presented in Table 4.2 below.

TABLE 4.2 GLRSSMP STRATEGY FOR INFORMATION DISCLOSURE

Project stage	List of information to be disclosed	Methods proposed  (some of these methods are being used currently in stakeholder engagement activities)	Target Stakeholders	Topic of consultation	Responsibility
<p><b>Preparation or appraisal stage</b></p> <p>(Consultations with stakeholders i.e. potential project beneficiaries- farmers chiefs etc. Consultations were held with implementing agencies and WB safeguards team.</p>	<p>Project Appraisal Document (PAD)</p> <p>Project Implementation Manual (PIM)</p> <p>Strategic Environmental and Social Assessment</p>	<p>Workshop, small group meetings</p>	<p>IAs, DMCs, national stakeholders, ASMs</p>	<p>Project concepts, benefits and impacts</p> <p>Project implementation schedule and timelines.</p> <p>Determine the required processes and way forward</p>	<p>PCUs at MLNR &amp; EPA</p> <p>All implementing agencies</p>
	<p>Resettlement and Process Framework (RPF), Environmental and Social Commitment Plan (ESCP), Pest Management Plan (PMP).</p>	<p>Community durbars and Consultation with affected parties. Current PCUs of MLNR &amp; EPA</p>	<p>ASMs, community members, district and regional stakeholders</p>	<p>Mode of selection of subprojects, benefits, impacts</p>	<p>PCUs at MLNR &amp; EPA</p> <p>All implementing agencies</p>
	<p>SEP</p>	<p>Official website</p>	<p>National, Regional and district stakeholders</p>	<p>Project documents such as detailed project designs</p>	<p>PCUs at MLNR &amp; EPA</p>
		<p>Newspaper</p>	<p>International and National stakeholders</p>	<p>Project concepts, benefits and impacts</p>	<p>MLNR and EPA PCUs, IA's and Project Management Team</p>

Project stage	List of information to be disclosed	Methods proposed (some of these methods are being used currently in stakeholder engagement activities)	Target Stakeholders	Topic of consultation	Responsibility
		Distribution of printed documents to relevant institution	Community Information Centers, Front desks of MDA's	Project concepts, benefits and impacts	PCUs of MLNR & EPA
		Community/ local radio	Community members, District assemblies, ASMs, youth groups, women groups	Project design, project activities, training programmes, alternate livelihoods, support activities	PCUs of MLNR & EPA
	Environmental and Social Management Framework (ESMF) and Stakeholder Engagement Plan	Official website	National, Regional and district stakeholders	Environmental and Social Management, stakeholder engagement	PCU of GLRSSMP
		Workshops or joint public/community meetings with stakeholders	Regional, District and community level	Project scope and rationale, scope of the project, planned construction phases, etc., mode of selection of beneficiary communities, benefits, impacts; understand stakeholder base to determine anticipated key messages and engagement mediums, land reclamation process, livelihood restoration options, grievance mechanism process.	PCUs at MLNR & EPA



Project stage	List of information to be disclosed	Methods proposed (some of these methods are being used currently in stakeholder engagement activities)	Target Stakeholders	Topic of consultation	Responsibility
		<p>Meetings and Workshops</p> <p>Group chats through WhatsApp</p> <p>Telephone conferencing</p>	<p>PSC members, IA's, Regional and District field officers, beneficial</p>	<p>programmes, updating the policy and regulatory framework and environmental management framework for ASM, incentives for ASM formalization, feedback on consultant/contractor reports, health and safety impacts, environmental concerns, grievance redress mechanism (types of GRMs available; purposes for which the different GRMs can be accessed, e.g., construction-related grievances, land acquisition and compensation-related grievances; types of grievances not acceptable to the GRMs; who can access the GRMs; how complaints can be reported to those GRMs and to whom, e.g., phone and facsimile numbers, postal and email addresses, and websites of the GRMs as well as information that should be included in a complaint; procedures and time frames for initiating and concluding</p>	

Project stage	List of information to be disclosed	Methods proposed (some of these methods are being used currently in stakeholder engagement activities)	Target Stakeholders	Topic of consultation	Responsibility
			communities' representatives	the grievance redress process; boundaries and limits of GRMs in handling grievances; and roles of different agencies such as project implementers and funding agencies).  Monitoring schedules and indicators, Monitoring results - achievements, gaps and way forward	
	Quarterly and Annual Performance reports  Environmental and Social Risk management performance reports  Updates on project activities	Notice boards of RCCs, District Assemblies, Regional and District level offices of EPA, MC	Regional and district stakeholders	Regular updates to stakeholders on progress through project performance reports, addressing of grievances and stakeholder comments, project status, monitoring and tracking the use of heavy equipment in ASM	PCUs at MLNR & EPA, DVLA
<b>Completion Phase</b>	Project Completion Report	Institutional completion reports	All Stakeholders	Project results	PCUs at MLNR & EPA

### 4.3 Proposed strategy to Incorporate the View of Vulnerable Groups

The consultation activities will be based on the principle of inclusiveness, i.e., engaging all segments of the local people in the project communities and districts, including disabled persons and other vulnerable individuals, as specified in Table 3.4. If necessary, logistical assistance would be provided to enable representatives from remote areas, persons with limited physical abilities, and those with insufficient financial and transportation means to attend public meetings scheduled by GLRSSMP. In cases where vulnerable status may lead to people's reluctance or physical incapacity to participate in large-scale community meetings, GLRSSMP will hold separate small group discussions with them at an easily accessible venue as a way for the Project to reach out to the groups who, under standard circumstances, may be insufficiently represented at general community gatherings. Some strategies to be adopted to reach out to these groups include:

- Identify leaders of vulnerable and marginalized groups to reach out to these groups
- Employ traditional channels of communications (e.g., community announcement centers, TV, radio, and dedicated phone-lines) to reduce the exposure of vulnerable groups to COVID-19
- Use phone calls or dedicated WhatsApp group for information exchanges to reduce the exposure of vulnerable groups to COVID-19.
- Through the existing industry associations, maintain a database of marginalized groups, e.g., Ghana Federation of Disability Organisations.
- Leverage existing projects which include vulnerable populations who overlap with this project to use their systems to identify and engage them
- Engage community leaders, CSOs and NGOs working with vulnerable groups
- Organize face-to-face focus group discussions with these populations

## RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING SEP ACTIVITIES

### 5.1 Required Resources

The implementation of the SEP will be integrated into the execution of the GLRSSMP to ensure stakeholders are engaged in all phases of the project. Funding for the SEP implementation has been included as part of the project cost under relevant components, which would fund all multi-stakeholder engagements at all levels, including the headquarters, regional and district levels.

As such, budget for implementation of stakeholder engagement activities has been fully integrated in the activities' budget. All policy related activities include budgets for stakeholder consultations and engagements. All field-based activities, especially those at the community level, are planned to start with adequate community sensitization, awareness creation, and engagement. Eventually, at the overall project level, the PCUs will keep track of all stakeholder engagements and ensure that planned budgets are released for implementation.

### 5.2 Management Functions and Responsibilities

The implementation of the SEP will be mainstreamed into the established implementation arrangement of the GLRSSMP at the national, regional, district and community levels. The Environmental Protection Agency (EPA), Ministry of Lands and Natural Resources (MLNR), Ministry of Food and Agriculture (MOFA), Forestry Commission (FC), Ghana Cocoa Board (COCOBOD) and Minerals Commission (MC) would be the main implementing Agencies for the GLRSSMP. EPA and MLNR will be the main coordinating ministries whilst MOFA, EPA, MC, COCOBOD, and FC will be implementing the activities on the ground. The Ministry of Local Government and Rural Development (MLGRD) will be represented at the district level by the Municipal and District Assemblies where project activities would be undertaken.

The proposed organisational structure of the major implementing agencies with regards to landscape restoration activities and ASM activities are depicted in Annex 2. Summary of key institutions and their responsibilities are shown in Table 5.1. Depending on the stakeholder need these institutions would be called upon with support from the safeguards team to engage a requisite stakeholder groups at particular point in time.

TABLE 5.1 SUMMARY OF KEY INSTITUTIONS/FOCAL PERSONS AND THEIR RESPONSIBILITIES

Institution	Responsibility
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<p>Environmental Protection Agency (EPA) &amp; Ministry of Lands and Natural Resources (MLNR)</p>	<ul style="list-style-type: none"> <li>• Oversight over implementation of the SEP</li> <li>• Support and complement stakeholder engagements and consultation activities</li> </ul>
<p>Project Coordinating Unit-EPA</p>	<ul style="list-style-type: none"> <li>• Plan, develop and implement stakeholder engagement plans in landscape-related activities</li> <li>• Develop and implement communication strategies and activities across the project</li> <li>• Organise and lead/support engagement processes and consultations across the project</li> <li>• Ensure stakeholder buy-in of landscape-related activities</li> <li>• Monitor and coordinate stakeholder engagement and consultations among the relevant IA's</li> <li>• Monitor engagements/sensitization/consultations/communication of all landscape-related activities</li> <li>• Project management and communication.</li> <li>• Support project design</li> <li>• Support the development of landscape-related workplans and budgets</li> </ul> <p>Ensure the project complies with social risk management requirements from the World Bank</p>
<p>Project Coordinating Unit-MLNR</p>	<ul style="list-style-type: none"> <li>• Plan, develop and implement stakeholder engagement plans and ASM-related activities</li> <li>• Develop and implement communication strategies and activities across the project</li> <li>• Organise and lead or support engagement processes and consultations across the project</li> <li>• Monitor and coordinate stakeholder engagement and consultations among the relevant IA's</li> <li>• Monitor engagements/sensitization/consultations/communication of all ASM-related activities</li> <li>• Support project design</li> <li>• Support the development of ASM-related workplans and budgets</li> <li>• Ensure the project complies with social safeguards requirements from the World Bank</li> <li>• Ensure stakeholder buy-in of ASM-related activities</li> <li>• Project management and communication.</li> </ul>
<p>Implementing Agencies (Minerals Commission, Environmental Protection Agency, Ghana Geological Survey Authority, MOFA, Ghana Cocoa Board, PMMC, FC, Ghana EITI)</p>	<ul style="list-style-type: none"> <li>• Lead/support stakeholder consultations and engagement activities and programmes.</li> <li>• Lead/support community sensitization and education of related sector activities (policies, regulations, innovations, training activities, licensing, compliance, reclamation, EITI reporting, assaying, livelihood activities, cooperatives, etc.)</li> <li>• Garner support and generate stakeholder buy-in for project implementation</li> <li>• Elicit feedback on project implementation</li> <li>• Provide input into the development of SEP, Communication Strategies, Plans and budgets</li> <li>• Support the monitoring of communication activities.</li> </ul>

## Contact Details

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## GRIEVANCE MANAGEMENT

The legal framework for Grievance Redress has bases in the Constitution of Ghana (Article 20), as well as in the State Lands Act (1962). In accordance with the ESS10, a grievance mechanism needs to be developed when the possibility exists that communities may be affected by a project. The main objective of the grievance mechanism is to address project concerns promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected parties and interested parties, at no cost and without retribution. The GRM, process, or procedure does not prevent access to judicial or administrative remedies. Specifically, the GRM:

- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the course of the implementation of projects;
- Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and
- Avoids the need to resort to judicial proceedings.

Grievances may take the form of specific complaints about actual damages or injury, general concerns about project activities, incidents and impacts, or perceived impacts. The project provides a grievance mechanism that would provide opportunity for all direct and indirect beneficiaries, service providers and other stakeholders to report and seek redress for project related complaints. Stakeholders would be informed about the project grievance redress mechanism, as well as measures put in place to address project related complaints at the community, district, regional and national levels in confidential manner. This will be done as part of the project stakeholder consultations.

### 6.1 Grievance Redress Structure

The grievance redress structure for the GLRSSMP was developed from the existing grievance redress mechanism for resolving grievances from the Sustainable Land and Water Management Project (SLWMP), a decentralised and transparent system which ensured quick resolution of complaints and disputes. Grievances were resolved or referred to the following levels depending on the nature of the complaint or dispute:

- Local - community water management team (CWMT)
- District - district water management team (DWMT)
- Regional - technical coordination office (TCO)
- National - project coordination unit (PCU)

Project staff at the local level maintain a grievance and conflict resolution log and report outcomes to the TCO and finally to the PCU if required. The transparent nature of resolving grievances and

active involvement of local structures i.e. CWMT and DWMT supported by the TCO at the regional level enabled the system to address grievances amicably. This proven mechanism would be followed to facilitate all grievances or complaints at any point during the various phases of the project. The redress of grievances will be decentralised at the local/district levels where Grievance Redress Committees (GRCs) with community representatives will be formed to address any issues that may arise at any phase during the implementation of the project. Where a GRC cannot resolve any grievance at the local/district level, it would be escalated to the PCUs of the GLRSSMP who would coordinate with the relevant IAs/Agencies to find a solution to the complaint. The Communication Specialist/Project Liaison Officer will play a key role in coordinating the resolution of all grievances which will be logged for record-keeping and tracking purposes.

TABLE 6.1 GRIEVANCE REDRESS ROLES

Level	Agency/Individual	Grievance Redress Role
National	PCUs	<ul style="list-style-type: none"> <li>• Establish GRMs via circulars and memoranda</li> <li>• Provide operational guidelines for GRMs, e.g., ceilings on compensation</li> <li>• Provide necessary funds and staff to facilitate GRM operations</li> <li>• Maintain databases on the status of grievance handling by different GRMs</li> <li>• Participate in GRMs Monitoring grievance-handling processes by GRCs</li> <li>• Coordinate the functions of GRCs</li> <li>• Provide capacity-building training to GRC members</li> </ul>
Local/District	<p>Grievance Redress Committees</p> <p>Made up of members of the District Planning &amp; Management Committee (DPMC) which is responsible for coordinating project implementation at the district level.</p> <p>The DPMC is chaired by the District Chief Executive assisted by the District Coordinating Director.</p> <p>Membership of <i>DPMC</i> includes representatives of Implementing Agencies at the decentralized level on both sides of project (LR and SSM).</p>	<ul style="list-style-type: none"> <li>• Maintaining a list of those who are directly or indirectly affected by construction, operations, and maintenance work</li> <li>• Addressing grievances excluding issues</li> </ul>

## 6.2 Grievance Resolution Procedure

Information about the GRM will be publicized as part of the initial programme consultations and disclosure in all the participating agencies. Brochures will be distributed during consultations and public meetings, and posters will be displayed in public places such as in government offices, project implementation unit offices, notice boards available to strategic stakeholders, etc. Information about the GRM will also be posted online at the website of the MESTI/EPA, MNLR and IAs. The overall grievance resolution framework will include six steps described below. The six steps demonstrate a typical grievances resolution process.

### **Step 1: Reception and Registration**

- a. A formal grievance can be lodged at PCU offices in Accra or any district office of the IAs who would have liaison officers to receive complaints for resolution.
- b. Grievances may be lodged by a variety of different means, including direct reporting in person to the project office/district office of the IA; at suggestion boxes; by posting in suggestions, by phone calls to IAs, WhatsApp, by mail or on the web. Due to the outbreak of COVID-19, a toll-free number/dedicated phone number will be promoted through posters for lodging formal complaints or grievances.
- c. Stakeholders will be required to report instances of gender-based discrimination, sexual harassment, and sexual violence either directly or through email or phone calls. The PCUs, or district offices of the IAs will accept any complaint submitted anonymously and any complaint from individuals who identify themselves initially but request anonymity during the investigation and adjudication process. Although it is inherently difficult to investigate anonymous complaints, investigations of such complaints will be as thorough as is practicable and will be appropriate to the allegations.
- d. All Project staff will be trained to pass all submissions that could be considered a grievance directly to the Communication Specialist/Project Liaison Officer, the liaison officer at the District IA office, or a member of the District Planning & Management Committee (DPMC) for appropriate redress.
- e. The complaints will be recorded on the complaint form as soon as they are received in case the complainant did not fill the form (see Annex 4). Details of the person lodging the grievance and information regarding the grievance will be recorded in the register (See Annex 5).
- f. All grievances, reported to the Communication Specialist/Project Liaison Officer, a member of the District Planning & Management Committee (DPMC), or the liaison officer at the District IA office, will be captured in a centralised electronic Grievance Database where the status of the grievance captured will be linked to all the IAs or various levels of

grievance redress mechanism. Community/Opinion leaders and government departments will also be advised to pass any complaints they receive to local offices of the IAs from where they will be forwarded to the District Planning & Management Committee (DPMC) for resolution.

- g. All grievances will be recorded on a standard Grievance Form which will include name of the village/town, the date recorded, the name of the complainant and the name of the person that received the grievance are noted. The grievance will be categorized before they are recorded (for example, unfair employment process being followed, loss of livelihood or communication and information not transparent). A grievance can also be lodged by sending a grievance form or written complaint directly to GLRSSMP's Project Coordinator. All complainants will be required to complete (or assisted to complete) a grievance form and grievances will be logged in a grievance log file.

All incoming inquiries and grievances will be reflected in a dedicated grievance register (see Appendix B) and assigned an individual reference number. The grievance register will also be used to track the status of an inquiry/grievance, analyse the frequency of complaints arising, their geographic distribution, typical sources and causes of complaints, as well as to identify prevailing topics and any recurrent trends. The grievance register will contain the following information:

Grievance Register
1. a unique reference number;
2. date of incoming grievance;
3. location where the grievance was received/submitted and in what form;
4. complainant's name and contact details (in case of non-anonymous inquiries and grievances); contents;
5. identification of parties responsible for addressing and resolution of the issue;

## Step 2 Screening, Prioritization and Assignment

Complaints received by the project will be handled as is reasonably practicable, depending on the nature and complexity of the grievance. For example

- A0: Request for information not directly related to the Project
- A1: Questions/Doubts
- A2: Requests/Petitions
- A3: Complaints

The grievance will be forwarded to the DPMC for resolution by the liaison officer after the preliminary assessment. The liaison officer will follow-up with the DPMC to ensure the grievance is resolved and report back to the complainant. While unresolved grievances at the local/community/district levels will be forwarded to the PCUs for redress, the PCUs would also

have the mandate to directly resolve grievances beyond the level of the districts or at the national level. Grievances will be prioritized according to their severity and complexity level. The following table shows the priority levels that will be applied:

TABLE 6.2 GRIEVANCE PRIORITY CLASSIFICATION

Priority Level	Description	Example
High	Concern, claim or grievance involving stakeholders of high priority, and: <ul style="list-style-type: none"> <li>• Reports a breach of human rights</li> <li>• Relates to a legal non-compliance</li> <li>• Pose a short term risk to the project continuity</li> </ul>	<ul style="list-style-type: none"> <li>• Group complaints; Issues involving third parties (e.g., social, environmental impacts)</li> </ul>
Medium	Concern, claim or grievance from stakeholders (individual or as a group) that could impact the project reputation or compromise its development at medium term.	<ul style="list-style-type: none"> <li>• Individual complaints;</li> <li>• Issues involving other departments within MLNR</li> </ul>
Low	Concern, claim or grievance regarding lack of information or unclear information provided.	<ul style="list-style-type: none"> <li>• Lack of information</li> </ul>

### Step 3: Examination

As part of the “admissibility verification,” an examination of the grievances shall be undertaken by the DMPC in order to verify the validity of the complaint, determine its causes and develop corrective actions to minimize or avoid recurrence of the causes. Then, a file and registration number are assigned, giving treatment within a period no longer than 30 days depending on the severity of the complaint. The resolution process should be performed within 10 working days after having finalized the examination process for high priority grievance, 14 working days for medium priority and 28 days for low priority. In that period, the corresponding response must be raised, whether the complaint is justified or not, and leave a record of what has been expressed. The timeframe will be communicated to the complainant, in written form if needed. The approach definition depends on the priority level of the issue raised. The actions and accountability of managing every grievance will be different.

TABLE 6.3 GRIEVANCE ACTIONS

Step	Action	Resolution Time
1	Receive and register the grievance	within 5 Days
2	Acknowledge, assess grievance and assign responsibility	within 7 Days
3	Development of response	within 14 Days
4	Implementation of response if an agreement is reached	within 1 Month

6	Initiate a grievance review process if no agreement is reached at the first instance	within 1 Month
7	Implement review recommendation and close grievance	within 2 Months
8	Grievance taken to court by the complainant	-

#### **Step 4: Grievance Closure**

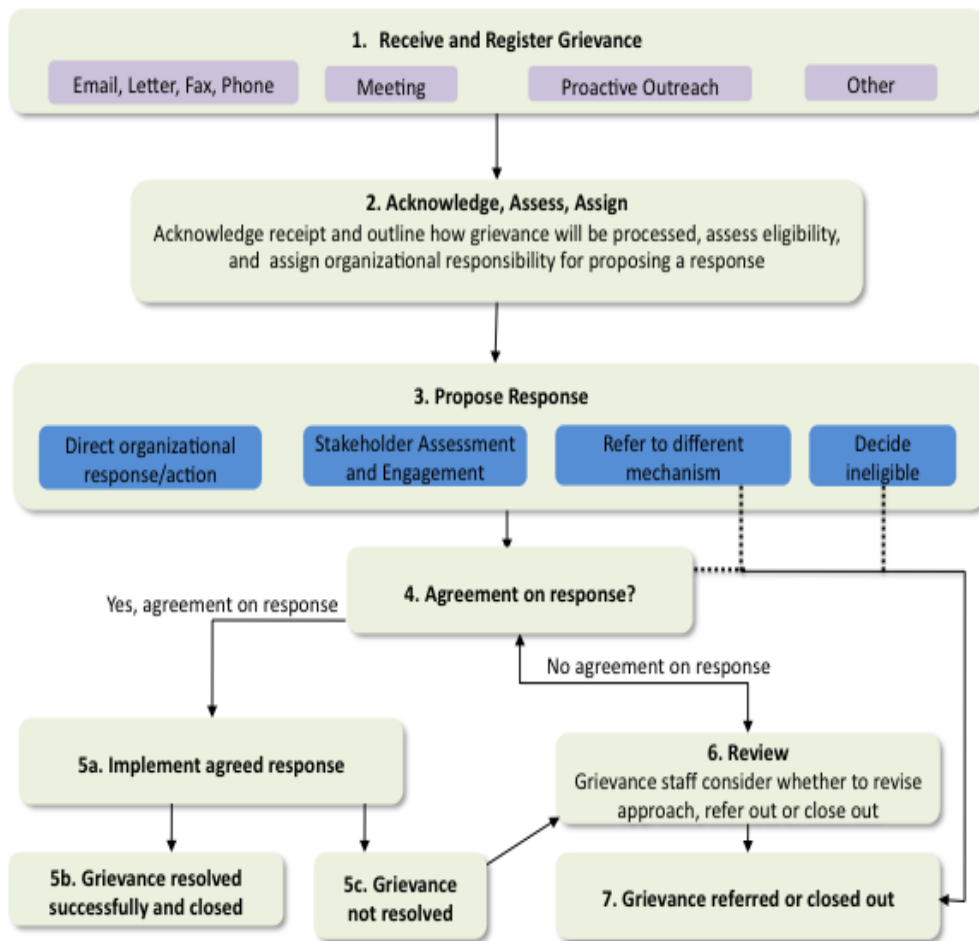
Once a complaint has been investigated, a letter will be sent to the complainant, explaining the outcome of the investigation and the proposed course of action to resolve the grievance. The Communication Specialist/Project Liaison Officer, or the liaison officer at the district office of the IA/member of the DPMC/GRC in instances where the grievances are addressed at the local level, will contact the complainant in person if this is required and explain the results of the investigation and the proposed course of action. If the complainant is satisfied that the complaint has been resolved, he/she will be required to sign a statement confirming that the complaint has been resolved. If the complaint has not been resolved by mutual agreement, a re-assessment may be undertaken if new information becomes available in support of the claim/complaint. If the complainant is still not satisfied with the resolution, the grievance will then go into mediation. If applicable, the grievance committee will monitor the implementation of the resolution and the claimant's satisfaction with this implementation. Resolution and sign-off on the grievance captured will be noted in the grievance issues database. All grievances, regardless of their status, will be kept since it will provide proof in case of litigation.

#### **Step 5: Appeals**

Unresolved grievances will be investigated by a grievance committee formed at the level of the National Steering Committee. This committee will only meet to resolve problems that cannot be resolved during steps one to four. GLRSSMP will provide for an independent arbitrator if grievances cannot be resolved internally. Special attention will be given to SEA/SH grievances (marked as confidential) to ensure confidentiality and to avoid intimidation of complainants or victims. The grievance procedure is illustrated in more detail in Figure 6.1:

FIGURE 6.1 GRIEVANCE MECHANISM FLOWCHART





## MONITORING AND REPORTING

The SEP will be periodically revised and updated during the implementation of the project in order to ensure that the information presented herein is consistent and is the most recent and that the identified stakeholders and methods of engagement remain appropriate and effective in relation to the project context and specific stages of the implementation. Any major changes to the project related activities and its schedule will be duly reflected in the SEP. Any updates of the SEP would be cleared by the World Bank.

### 7.1 Monitoring

The PCUs, in collaboration with regional (TCOs) and district coordinating teams, will maintain a Stakeholder Engagement Log that chronicles all stakeholder engagement undertaken or planned. The Engagement Log includes the location and dates of meetings, workshops, and discussions, and a description of the project-affected parties and other stakeholders consulted. Monitoring reports presented to the GLRSSMP management teams will include Stakeholder Engagement Logs as well as feedback from the GRM. It may also include, for instance, how the project implementation agency responded to the concerns raised, how these responses were conveyed back to those consulted, details of outstanding issues, and any planned follow up. There will be annual reporting of the SEP as part of the project monitoring report. The PCU, in collaboration with IA's, will also develop an evaluation form to assess the effectiveness of every formal engagement process. The questions will be designed as appropriate for the relevant audience.

Monitoring and evaluating is a process that helps to improve performance and achieve results. The objective of stakeholder engagement is to improve current and future management of engagement outputs, outcomes and impact. Each engagement would be monitored and evaluated, then aggregated and evaluated as a whole. It is essential to keep a record of each stakeholder meeting and the key outcomes or information derived from it. This way, the Project can keep track of its contacts and build on them to deliver the most effective relationships with stakeholders. Documenting the entire engagement process will ensure the project is able to measure progress according to the KPI's or objectives we set at the beginning, as well as revise and redefine actions when needed.

Project Monitoring: Giving the COVID-19 pandemic and travel/mission restrictions, the project will enhance the use of ICT for remote planning, implementation, monitoring and supervision of E&S

related risks. The EPA, under another ongoing Bank-financed project, is currently using the 360-degree cameras for remote supervision, and the project will build on this experience.

Table 4: KPIs Monitoring

Indicator	KPIs	Frequency
Stakeholders Mapping	<ul style="list-style-type: none"> <li>Number of updated versions</li> </ul>	6 months
Community Grievances	<ul style="list-style-type: none"> <li>Number of grievances registered</li> <li>% of grievances resolved within the specified timeframe</li> </ul>	Permanent
Interaction and the building of contacts with other groups and organisations	<ul style="list-style-type: none"> <li>Number of project-level meetings and attendance levels</li> <li>People in targeted areas with increased benefits as a result of the project</li> </ul>	Permanent
Accessibility to decision-making process	<ul style="list-style-type: none"> <li>Number of opportunities for stakeholders to engage in early planning, to include issue identification and focus</li> </ul>	Permanent
Diversity of views represented	<ul style="list-style-type: none"> <li>Number and types of participants</li> <li>Number and types of views considered</li> <li>Types and locations of meetings/discussions</li> </ul>	Permanent
Information exchange	<ul style="list-style-type: none"> <li>Types of approaches used; types of issues discussed; solutions identified;</li> </ul>	Permanent

## 7.2 Stakeholder Involvement in Monitoring Activities

As indicated earlier, the Project Implementation Teams will have oversight over the implementation of the SEP. The E&S risk management Team, as part of the project management team, will monitor the Stakeholder Engagement Plan (SEP) in accordance with the requirements of the legal agreement, including the Environmental and Social Commitment Plan (ESCP). The team will monitor and document any commitments or actions agreed during consultations, including changes resulting from changes in the design of the project or the SEP. Stakeholders at various levels will be engaged by the team in monitoring or evaluating a particular project or programme, share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions”.

The involvement of stakeholders at the district and the local level falls directly under the Technical Coordination offices (TCO) of both the savannah region and the Pra basin, transitional zone and

mining districts. The TCO's capacity will be strengthened to enhance citizen engagement and monitoring of SEP at the region, district and community levels.

### 7.3 Feedback Reporting to Stakeholder Groups

Reports to stakeholder groups will be done through various means. Key among them will be during the annual learning workshops (ALW), which is held annually to take stock of the implementation of project activities, successes, challenges and ways forward. This forum is well represented from the national, regional, district and community levels. For efficiency and effectiveness, two of such meetings would be organized for the northern savannah zone, the Pra basin and transitional zone, and mining districts, respectively. Other means will be through the annual review workshop, which takes place during the first quarter of the year to gather views from all implementing agencies on preceding year project activities as a benchmark for enhancing activities of the current year.

### 7.4 Reporting

GLRSSMP will maintain a database and activity file detailing all public consultation, disclosure information and grievances collected throughout the project, which will be available for public review on request. Stakeholder engagement would be periodically evaluated by GLRSSMP. The following indicators will be used for evaluation:

- Level of understanding of the project stakeholders;
- Quarterly grievances received and redressed; and
- Level of involvement of affected people in committees and joint activities and in the project itself.

In order to measure these indicators, the following data will be used:

- Issues and management responses linked to minutes of meetings;
- Monthly reports;
- Feedback from primary stakeholder groups;
- Commitment and concerns register and
- Grievance register.
- GLRSSMP will compile a report summarising communication and stakeholder engagement plan results on quarterly basis. This report will provide a summary of all public consultation issues, grievances and resolutions, and findings from informal meetings held at the community level. These reports should be presented to MLNR and EPA, and a summary of the results will be provided for the annual report.
- The project team will also submit regularly semi-annual reports to the World Bank for review, comments and approval.



## ANNEX 1 DIRECTORY OF STAKEHOLDERS CONSULTED

No.	FULL NAME	ORGANISATION/POSITION
<b>MMIP</b>		
1	KOFI TETTEH	MINISTRY OF COMMUNICATION
2	DANIEL KRAMPAH	MINISTRY OF COMMUNICATION
3	DR DANIEL BOAMAH	GHANA GEOLOGICAL SURVEY
4	JERRY AHADJIE	MINERALS COMMISSION
5	HON. COLLINS NTIM	MLGRD
6	PAUL AVORKAH	MLGRD
7	EMMANUEL MENSAH	GHANA GEOLOGICAL SURVEY
8	JAMES AYARIK	MLGRD
9	DR TONY AUBYNN	MINERALS COMMISSION
10	PROF P. K. AGBEINYALE	MLNR
11	MATHEW KYEI	GRA -CUSTOM DIVISION
12	NANA ANDOH	GHANA CHAMBER OF MINES
13	GEORGE ANYEMA	GHANA CHAMBER OF MINES
14	JOHN NANA OWU	BIBIANI DISTRICT ASSEMBLY
15	SHINE FIAGOME	EPA
16	YAW SARFO-AFRIYIE	EPA
17	T . Y. ADJEI-BAFFOE	DEP. CENTRAL REGIONAL MINISTER
18	SALIFU ZIBLIM	RDA-MOFA
19	JOSEPH NII T. OUT	MDA-AGRIC
20	HON. JOSEPH ALBERT QUARM	MP, MANSO NKWANKA
21	HON. PAUL ESSIEN	MCRA
22	ISAIAH QUAH	MCRA
23	NANA KWADU KYEREFIO III	W.F.T.C TARKWA
24	NANA KWAMW AMPAE	APINTO T. C. AWODUA
25	MOSES K. AMOAKOH	SMALL SCALE MINING
26	FUSIENI AHMED	MOHAMMED BR. S.M.A
27	UMOR SALIFU	MOHAMMED BR. S.M.A
28	STEPHEN WILLIAMS	SMALL SCALE MINING
29	JOHN BAIDOO BAAH	SMALL SCALE MINING
30	FREDERICK DAMOAH	
31	SAMUEL KANGAH	
32	DANIEL OBOH	SMALL SCALE MINING
33	ROBERT GYAMFI	REP CHAMBER OF MINES
34	YAW OWUSU	REP PRESTEA HUNI-VALLEY DISTRICT
35	JOSEPH YAW ABOAGYE	MINERALS COMMISSION
36	TIMOTHY A BALAGKUTU	UMASS /CENCTIENG
37	LINGUIST EHWURO	MANKESSIM TRADITIONAL COUNCIL
38	BENJAMIN KOFI ETRUE	BNC-VENTURES
39	IGNATUS ASAAH MENSAH	DECE-MPHOHOR
40	EMMANUEL QUARM	PRESTEA HUNI-VALLEY DISTRICT

41	BEN TSIBUAH	EPA TARKWA
42	FLORENCE ANSBRE-BIOH	WOMEN IN MINING
43	RUTH A. ADJAOTTOR	OMAN FM
44	STEPHEN OFOSU	OMAN FM
45	KOJO AGYEMAN	CITI FM
46	RICHARD ELLIMAH	NCOM
47	DOMINIC NYAME	NCOM
48	PAULINA VORDE-PALLEN	TWN-AFRICA/NCOM
49	FRANK K. NYAME	GHANA INST. OF GEOSCIENTISTS
50	OPARE HAMMOND	MD, PRECIOUS MINERAL MARKETING COMPANY
51	KENNETH ASHIGBY	MEDIA COALITION AGAINST GALAMSEY
52	GLORIA HIADZI	MEDIA COALITION AGAINST GALAMSEY
53	VICTOR K. OKWAM	CEO, OKWARET
54	EBENEZER. T. AWARTEY	EGOLI MINING COMPANY LTD
55	KOF ASARE HENE	SMALL SCALE MINING
56	KWABINA AKORAMA	SMALL SCALE MINING
57	STEPHEN K. FOSU	MLGRD
58	NANA NKWANTABISA	NKROFUL SMALL SCALE MINING
59	DANLADI SALIFI	SMALL SCALE MINING
60	EMMANUEL EWUSI	SMALL SCALE MINING
61	OTENG-AMAOKO ARHIN	SMALL SCALE MINING
62	NAPOLEAN TANDOH	SMALL SCALE MINING
63	FUSEINI R. AMADU	SMALL SCALE MINING
64	WILSON KWOFIE	SMALL SCALE MINING
65	GOMASHIE WISDOM	TARKWA MP's TEAM
66	M. AKILAGPA SAWYERR	MINISTRY OF FINANCE
67	GILBERT O. OTCHERE	MINISTRY OF FINANCE
68	HON MRS ALBERTA CUDJOE	COUNCIL OF STATE
69	DR MAWULI LUMOR	WATER RESOURCES COMMISSION
70	FRANCIS ACQUAH-SWANZY	ANKOBRA BASIN SECURITY WORK
71	MOSES KPEBU	EPA-TARKWA
72	PROSPER YAW NKRUMAH	EPA-TARKWA
73	KWAMEASANDZE	BILI
74	SUPT. A. S. ANYARAH	POLICE DIVISIONAL CRIME OFFICER
75	CAPT. PHILIP AMANFOH	2BN/ CDS
76	VENANCE DEY	PMMC
77	RAMESHBABU	CAB GHANA
78	ARUN BABU	CAB GHANA
79	MOSES COFIE	CAB GHANA
80	MUMUNI M. ZALLE	SMALL SCALE MINING
81	BENARD AFEME	SMALL SCALE MINING
82	ABUBAKAR MUSAH	
83	BUKHALI ZURKAMEN	SMALL SCALE MINING

84	BEN ASAABIL	MP'S ENTOURAGE
85	ADAMS FUSHEINI	NATURAL RESOURCES GOVERNANCE INSTITUTE
86	ALHAJI D. SULEMAN	SMALL SCALE MINING
87	EDEM ROCKEFFER	TCAF
88	JERRY AFFUM OFFEI	PALS OF THE EARTH
89	BEN BURNES	US EMBASSY
90	SELASI NUPKE	BRITISH HIGH COMMISSION
91	CHAI ZHIJING	CHINESE EMBASSY
92	CHENG YANGOHUM	CHINESE EMBASSY
93	PROF E. K. ASIAM	UMaT
94	ISAAC AWUAH	MCE UDEM
95	EMMANUEL TETTEH	ENGINEER ANDA
96	REV. EDWIN KOJO SEKYI	SILVER FM
97	ANAMPA EGHAN	OBRUMANKOMA
98	SETH BENTIL	HOPE FM
99	HELENA APPIAH	DCE-WASSA AKROPONG
100	GEORGE AGYIRI	DCE-AMENFI WEST
101	GILBERT KEN ASMAH	MCE TNMA
102	PATRICK H. AMPINTENG	DCE-AMENFI CENTRAL
103	JOANA ATTEMUAH	DCE PERSONAL ASSISTANT
104	YAW AMPONG	ASSEMBLYMAN
105	CHRISTOPHER O. NYARKO	CHAMBER OF MINES
106	WILSON ARTHUR	DCE-WASSA EAST
107	OKYEAME GYAMFI	WASSA FIASE COUNCIL
108	NANA FRIMPONG ANOKYE	ABABIO
109	DR. THERESA Y. BAAH ENUMAH	OWISH
110	DR LAWRENCE DARKWAH	OWISH
111	OWUSU DARKO DAMOAH	OWISH
112	JONAS NTSIFUL	
113	ANDREWS K. ANSAH	AWODUA
114	KINGSLEY ARHIN	AWODUA
115	KOKU TREVEH	INTERNATIONAL LABOUR ORGANISATION
116	JOHN OSEI AFAM	INTERNATIONAL LABOUR ORGANISATION
117	FRANCIS APPIAH	SMALL SCALE MINING
118	MAXWELL OWOVO	SMALL SCALE MINING
119	SHAIB MENSAH	SMALL SCALE MINING
120	MICHEAL CUDJOE	SMALL SCALE MINING
121	TAMACLOE	SMALL SCALE MINING
122	ISAAC AIKINS	SMALL SCALE MINING
123	NUHU A. MUSTAPHA	SMALL SCALE MINING
124	REBECCA ARTHUR	SMALL SCALE MINING
125	PETER B. CUDJOE	SMALL SCALE MINING



126	KOSI NYASEA	M.L.N
127	ADEBOR FRANCIS	SMALL SCALE MINING
128	WISDOM ANANYO	SMALL SCALE MINING
129	EMMANUEL ADOM	WASSA EAST
130	ERIC ARTHUR	BOGOSO
131	WUMBEI UMAR SALIFU	N.R.H.C
132	ISAAC OWUAH	AMENFI CENTRAL
133	SWANZY ESSUMAH	CHAMBER OF COMMERCE
134	LATIF IDDRISU	JOY NEWS
135	CLARA MLANO	GTV
136	JONATHAN SAMPAH	GTV
137	BERNARD ADJEI KOEME	GTV
138	DR STEVE MANTEAW	ISODEC/GHEITI
139	ABDULAI SANNI	C.E.E.P
140	PETER MOADUR	C.E.E.P
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142	DR E. Y. TENKORANG	CONSULTANT, WACAM
143	NANA AMPRATWUM-MENSAH	GRAPHIC
144	YAW BIRITWUM OPOKU	SOLIDARIDAD/NCOM
145	FREDERICK S. RICHARDS	I.S.D
146	FRANCIS OPOKU	SMALL SCALE MINING
147	FESTUS ADOMAKO	SMALL SCALE MINING
148	EUNICE K. SEBLE	SMALL SCALE MINING
149	CECILIA ASMOH	SMALL SCALE MINING
150	JOSEPH DIMPAH	SMALL SCALE MINING
151	COLLINS OSEI KUSI	SMALL SCALE MINING
152	ANNA ELLEN EWIA	MP
153	JOE ARYEH	SMALL SCALE MINING
154	KWABENA BOATENG YEBOAH	MANTRAC
155	MOHAMMED BALLA	MANTRAC
156	DZIDZORM SEGBEFIA	OCCUPY GHANA
157	JOYCE GYEKYE	GBC,RADIO
158	KWABENA ADU-GYAMFI	TV3
159	EKOW JOHNSON	TV3
160	CLAUDE N. ADAMS	GHANAIAN TIMES
161	DANIEL A. BENTUM	SOLIDARIDAD
162	RASHED GHANDOUR	HMD
163	BAFFOUR YEBOAH	HMD
164	ABDUL HENKAN	NAME TRAC
165	JOSEPH FORSON	DEMI EQUIPMENT
166	NANA SEMOAH AMPOFO	WOMEN IN MINING
167	ZAKARIA YAKUBU	CARE-GHANA
168	FRANKLIN OWUSU	ASMAN
169	HENRY BEN-SMITH	ASMAN
170	SHALLOVERN SRODAH	ASMAN

171	NII ADJETEY KOFI	ASMAN
172	MICHAEL KWABENA MIREKU	OWISH
173	SAMUEL OBIN	CEIA
174	JOANA MANU	CEIA
175	HANNAH OWUSU-KORANTENG	WACAM
176	RAYNAH TANO BENYAH	GCRN
177	FREDERICK HENKAN	DEMI EQUIPMENT
178	ROBERT OWUSU NSIAH	DEMI EQUIPMENT
179	GODWILL ARTHUR-MENSAH	GNA
180	MACLEAN ASOMANI OYEH	WORLD BANK
181	FRANCIS OPOKU	GNASSM
182	ABDUL RAZAK ALHASSAN	GNASSM
183	AGHONG-LOWTEY	GIPC
184	ISAAC EBO NEWTON	GIPC
185	VICTOR DEGRAT-WENCHIE	DAKOTE COMPANY LTD
186	KOFI BENTIL	DAKOTE COMPANY LTD
187	ASAFOAKYE BADU	PAKASS COMPANY LTD
188	EFFAH ASUAHENE	A. A. MINERALS LTD
189	OSEAN MOORE	ITALTEC GHANA LTD
190	KWAME OFEI	ITALTEC GHANA LTD
191	NANA AMPONSAH OKOBENG	OKOBENG MINING COMPANY LTD
192	EMMANUEL AZANAFI	GNASSM
193	PETER AYIKEY	
194	ABUBAKARI SALIFU	
195	NANA OSEI	
196	BAFFOUR KOFI ADJEI	SECURITY DUNKWA
197	JOSEPH KOFI AMOABENG	SUNBABSCO
198	AWUDU ISSAKA	ASHANTI REGIONAL SMALL SCALE MINING ASSOC.
199	MIKE GIZO	ASHANTI REGIONAL SMALL SCALE MINING ASSOC.
200	ADU POKU BREMPONG	
201	EMMANUEL YIRENKYI KUSI	GNASSM
202	KOFI NKANSAH	WUSC
203	DOREEN A. YEBOAH	NFFG
204	EBENEZER KWANIN	NFFG
205	DOMINIC K. BLAY	MEDIA
206	NANA KWADWO OWUSU	GGDP
207	SOLOMON K. AMPOFO	NCOM
208	ERIC NTIAMOAH	SPACE FM
209	JOHN NYARKO	NATIONAL SECURITY
210	DAN OSAFO ADDY	DANOSA CONSTRUCTION
211	ERIC OKAI	CONVENTION PEOPLES PARTY
212	EMMANUEL ANANE	MINING
213	KOFI KENYA	MINING

214	ABDUL-KADRI JAJA	TNMA
215	NANGONAAB ASAGA YELZOYA	HOUSE OF CHIEFS
216	NANA AKETTEWCHIE	AKETTEWCHIE DIVISION
217	OSABARIMA TENADU II	CHIEF OF KADE
218	NANA BIBIBIREBA BOATENG	CHIEF OF J.T.C
219	NA SALIFI WUMBEI	HOUSE OF CHIEFS
220	OKOMFO TWUM BARIMAH V	
221	OHEMAA AKOSUA AGYEIWAA I	
222	OSABARIMA TABI ANOM I	EASTERN REGIONAL HOUSE OF CHIEFS
223	OSAGYEFO AMANFO EDU VI	CENTRAL REGIONAL HOUSE OF CHIEFS
224	CHRISTIAN K. KOKI	HOUSE OF CHIEFS-TAMALE
225	NANA KWANDOH BREMPONG IV	WASSA FIASE TRADITIONAL COUNCIL
226	ADDO RICHARD	VAED GHANA
227	KYIR COSMAS	VAED GHANA
228	JUSTICE GYAMFI	VAED GHANA
229	SAMUEL MENSAH	VAED GHANA
230	THEOPHILUS FRIMPONG	VAED GHANA
231	ERIC ASEEDORFF ASEIDU	PPP
232	RICHARD GYESI	ADWINPA FM
233	STEPHEN NANA DANSO	KEEA
234	FRANK GYAN OTCHERE	TNCT
235	SIMON HENLEY KUSI	MINING ENGINEER
236	ANTHONY OWUSU	SMALL SCALE MINING
237	PATRICK E. ARTHUR	METRO TV
238	DAVID ACQUAH	METRO TV
239	GOMASHIE WISDOM	TARKWA MP's TEAM
<b>ASM Formalisation</b>		
1	Kwame Sarfo	GNASSM Chairman-Tinga
2	Amidu Alhassan	GNASSM Organizer
3	Kasim Zakari	Public Relations Officer
4	Kwesi Mustafa	GNASSM Treasurer-Tinga
5	Seidu Mahama	Representative of the Chief of Tinga
6	Alhassan Seidu	GNASSM Vice Chairman-Tinga
7	Abdulai Amankwa	Community member
8	Joseph Sakara Kuli	Chief, Band Nkwanta
9	Mahama Abdulai	GNASSM Chairman-Banda Nkwanta
10	Seidu Sawaba	GNASSM Secretary-Banda Nkwanta
11	Ewutoma Sina	Vice Chairman, Operations-Banda
12	Zacharia Salia	Safety Officer -Bnada
13	Abu Luti	Public Relations Officer
14	Alhassan Omould	GNASSM Organizer-Banda
15	Mahama K. Abdulai (Alhaji Kufuor)	Community member

16	Abdulai Seidu	Community member	
17	Adam Alhassan (American Ninja)	Community member	
18	Amadu Aboubakar	Community member	
19	Abraham Moomin	Community member	
20	Idisa Moomin	Community member	
21	Seidu Langa	Community member	
22	Sina Abdulai	Community member	
23	Adam Alhassan	Community member	
24	Mohammed Saaka	GNASSM Chairman_Kpaanamuna	542009322
25	Hamidu Dasaa	GNASSM Vice Chairman-Kpaanamuna	
26	Alhassan Sumaila	GNASSM Secretary-Kpaanamuna	
27	Tahiru Rasheed	GNASSM Treasurer-Kpaanamuna	
28	Saaka Yakubu	Community member	
29	Tahiru Fuseini	Community member	
30	Shaidu Haruna	Community member	
31	Maalo Geya Nyahina	GNASSM Organizer	
32	Idris Mustafa	Community member	
33	Yaw Amponsah	Regional Head	
34	Francis Asare	Officer, Mining Duties (Wa)	
35	Baba Sandow	Assistant Officer, Satellite Office, Tinga, Bole District.	
36	Jasmine Antwi-Boasiako	Assistant Officer, Satellite Office, Bole	
37	Emmanuel Lignule	Ag. Regional Head	
38	Fabien Aberingo	Programme Officer	
39	Abdul Rashid Zakaria	Assistant Programme Officer	
40	Eugene Asante Boateng	Lands Commission	
41	Ismail Madah Saliyu	Head of Survey and Mapping	
42	James Mozu-Simpson	Lands Evaluation Officer	
43	Mohammed Seidu Saani	Chief Inspector of Lands	
44	Julian Akurubire	Registrar	
45	Hon. Alela Veronica Hemeing	District Chief Executive	
46	Hon. Georgina Tumbakorah	District Coordinating Director	
47	Hon. Kalherine Lankon	District Chief Executive	
48	Safia Abdulai	District Coordinating Director	
49	Mumuni Rasheed	Assistant Director	
50	Eugene Dabuoah	District Finance Officer	
51	Rita Nyorka	District Planning Officer	
52	Braimah Yakubu	Assemblyman	
53	Moses Jotie	District Chief Executive	
54	Naa Dakubo Joseph	Sub Chief (Chiefs Rep)	
55	DA Kubo Lieudun	Sub Chief	
56	Bayor Kongyuuri	Land owner	
57	Dokubo Stephen	Land Owner	
58	Danaah Everest	Community Head	
59	Mahmod Kakyuu	Linguist	
60	Peter Wilson	MCD	

61	Paul Mochia	Chairman, GNASSM
62	Hon. Veronica Hemeing	MCE, Bole
63	Hon. Georgina Tumbakorah	MCD, Bole
64	Mahama Abdulai	Chairman, GNASSM, Banda Nkwanta
65	Kwame Sarfo	Chairman, GNASSM. Tinga, Bole District
66	Ronald Kojo Adu Boahen	GNASSM, Dakurupe, Bole District
67	Emmanuel Dzeble	National - Secretary - Tarkwa
68	Desmond Boahen	Tarkwa/Prestea/Bogoso
69	Yaw Amponsah	Bole/Wa
70	Tony Worlali - Kibi	MinCom
71	Clement Adzormahe	Obuase/Tontokrom/Dunkwa-on-Offin (MinCom)

## EPA

<b>ADANSI SOUTH DISTRICT</b>			
<b>No.</b>	<b>NAME</b>	<b>INSTITUTION</b>	<b>AREA</b>
1	Bernard Kufur Anokye	Forestry Commission	Adansi South
2	Nii kwei Kussachin	Forestry Commission	New Edubiase
3	Ibrahim Sita Abdullah	Forestry Commission	New Edubiase
4	Samuel O. Tenkorang	ADSA	New Edubiase
5	Takyi Asante Obed	Central Administration	New Edubiase
6	Brooklyn Appiah	District Assembly	Adansi South
7	Isaac Coffie	District Assembly	Adansi South
8	Daniel Doe Akli	District Assembly	Adansi South
9	Anass Imrana	A.S.D. A	Adansi South
10	Daniel Akomeah	A.S.D.A	Adansi South
11	Francis Ankomah	A.D.S.D.A	Adansi South
12	William Meledi	A.S.D.A	Adansi South
13	Rutherford Osei	A.S.D.A	Adansi South
14	Dr. David Anambam	Agric	Adansi South
15	Sulemana Zakaria	A.S.D.A	Adansi South
16	Charles Obene Yeboah	ASDA	Adansi South
17	Kwame Owusu-Buaben	NADMO	Adansi South
18	Bright Danso	NADMO (Administrator)	Adansi South
19	Jones Owusu Ansah	NADMO (Finance Officer)	Adansi South
20	Seth Kofi Mantey	Ghana Health Service	Adansi South
21	Eugenia Sarpong	EPA	Obuasi
22	Christian Amponsah	COCOBOD (District Cocoa Officer)	New Edubiase
23	Anyimbe John	Community development	New Edubiase
24	Issah Abudalai	D.F. O	Adansi South
25	Shiga Thomas	Assembly Man	Adansi South
26	Anthony Aboadi	Assembly man	Adansi South

27	Michael Kavi	Assembly man	Adansi South
28	Janet Owusu Antwi	D.Budget Officer	Adansi South
29	Josephine Panvor	Assistant Director	Adansi South
30	Hussein H. Nkansah	Assistant Director	Adansi South
31	Suugyaa Nduosia	HR Manager	Adansi South
32	Simol A. Addo	Forest Service Division	Adansi South
33	Anass Imrana	ASDA	Adansi South
34	Daniel Akomeah	ASDA	Adansi South
<b>Assin North District Assembly</b>			
1	Hon. Williams Darko	AMDA	Adwima Mpowua
2	Louisa Benon	AMDA	AMDA
3	Desmond Dwomoh	AMDA	Adwima Mpowua
4	Adam Iddrisu	AMDA	Adwima Mpowua
5	Nana Yaw Ofori Agyei	EPA	Adwima Mpowua
6	Marfo Simon	AMDA	Adwima Mpowua
7	Samuel Oteng	EPA-Kumasi	Adwima Mpowua
8	Yussif Adams	Child Right International	Adwima Mpowua
9	Dr. Jojo Cobbinah	District Health Directorate	Adwima Mpowua
<b>Assin North District Assembly</b>			
1	Charles Q. Andoh	ANDA (DCE)	Assin North
2	Joseph Kobine Haizel	Department of Agric	Assin North
3	Solomon Ampadu	ANDA-DBA	Assin North
4	Peter Mantey	ANDA-HR	Assin North
5	Samuel T-Adigler	CHED (COCOBOD)	FOSU
6	Vicentia Addae	Planning	Assin North
7	Anthony K. Buckner	ANDH (DCD)	Assin North
<b>Twifo Atti Morkwa</b>			
1	Ivy Lomotey	MESTI	Accra
2	Kingsley Amoako	MOFA	Accra
3	Fredua Agyeman	EPA	Accra
4	Edith Abruquah	FSD	Accra
5	Isaac C. Acquah Jnr	EPA	Accra
6	Edwina Enyonam Quist	MOFA	Accra
7	Kofi Adu Gyamfi	FSD	Accra
8	Osei Karikari	EPA	Accra
9	Justice Odoi	World Bank	Accra
10	Umoru Farouk D.	WD-FC	Accra
11	Samson Botchway	EPA	Accra
12	John Brandt	WRI	Washington
13	Samuel Asare	EPA	Accra
14	Emmanuel Donkor	Forestry Commission-FSD	Kumasi
15	Abdulari Darimani	World Bank	Accra
16	Godwin P. Cudjoe	Forestry Commission	Accra

17	Daniel Benefoh	EPA	Accra
18	Shine Fiagone	EPA	Central
19	Dr. D.K. Sappor	EPA	Central
20	Elias Mashudu	TAMDA	Twifo Praso
21	Felix Kwame Quainoo	CHED- COCOBOD	Twifo Praso
<b>West Mamprusi Municipal</b>			
1	A. Rahaman Issahaku	GMFS	Walewale
2	Helen Ayaro	Gender Desk	Municipal Assembly
3	Alhaji Osman S.	Acting MCD	Municipal Assembly
4	Umar Mustapha	WMMA	WMMA
5	Matthew Adua	Dept of Agric	West Mamprusi Municipal
6	Seidu Salifu	WMMA	WMMA
7	Anaba Emmanuel	Dept of Agric	West Mamprusi
8	Salifu Yidaa	Water & Sanitation	WMMA
9	Baba Amadu	Dept of Agric	West Mamprusi
10	Kofi Adu Gyamfi	FSD	ACCRA
11	Edwina Quist	MoFA,A	ACCRA
12	Florence Agyei	Gender Resource Personnel	ACCRA
13	Osei Karikari	EPA	West Mam. Muc
14	Isaac C. Acquah	EPA	Accra
15	Umaru Farouk	WD-FC	Accra
16	Emmanuel Yeboah	EPA	Bolga
17	Samuel Asare	EPA	Accra
18	Roger Pondorh	EPA	Bolga
19	Naab Moses	EPA-BOLGA	Bolga
20	Issahaku Arimiyawa	WMMA(MCE)	WMMA
<b>MAMPRUGU MOAGDURI</b>			
1	Alhassan Hussein	NABCO	MMDA
2	Tia Sumaila	DEPT OF AGRIC	MMDA
3	Abdula Sulemani	DEPT OF AGRIC	MMD
4	Bodai Mumuni	DEPT OF AGRIC	MMD
5	Sofoh A-Mananu	DEPT OF AGRIC	MMD
6	Seidu Fusiena	DEPT OF AGRIC	MMD
7	Simon Bawa	DEPT OF AGRIC	MMD
8	Ibrahim Lukman	DEPT OF AGRIC	MMD
9	Akannyako Godfred	DEPT OF AGRIC	MMD
10	Mejira Rubabatu	NSP	MMD
11	Bawe Amidu	DEPT OF AGRIC	MMDA
12	Naab Moses	EPA-BOLGA	BOLGATANGA MUN
13	Kupaa-onni Ph	EPA	BOLGATANGA
14	Samuel Asare	EPA	ACCRA
15	Naab Moses	EPA	BOLGATANGA

16	Abdul- gafaru Sulemana	DOA	MAMPRUGU MOAGDURI
17	Julius Kwabla Gemegah	DOA	MAMPRUGU MOAGDURI
18	Mbonignam John K	DPO	MAMPRUGU MOAGDURI
19	Roger Pondorh	EPA	BOLGATANGA
20	Emmanuel Yeboah	EPA	BOLGATANGA
21	Umoru Farouk D	WD-FC	ACCRA
22	Kingsley Amoako	MOFA/DGS	ACCRA
<b>RMSE FSD</b>			
1	Lawrence Akpalu	R.M.S. E	Kumasi
2	David Baidoo	R.M.S. E	Kumasi
3	Regina Yeboah	R.M.S. E	Kumasi
4	Emmanuella N. Sarpong	R.M.S. E	Kumasi
5	Albert Kyereh Diabene	R.M.S. E	Kumasi
6	Ebenezer Kwaniu	R.M.S. E	Kumasi
7	Prince Boamit	R.M.S. E	Kumasi
<b>SAWLA-TUNA-KALBA</b>			
1	Kingsley Amoako	MOFA/DCS	
2	Asher Nkegbe	EPA/JCO	
3	Umaru Farouk D.	WD-FC	
4	John Dakorah	S.T.K.D. A	
5	Jimah Lory	EPA, Damango	
6	Samuel Asare	EPA/Accra	
7	Roger Pondorh	EPA/Bolga	
8	Nathaniel Nii-Odai Laryea	MOFA-DCS	
9	Michael Akotia	D/A(STK)	
10	Florence Agyei-Marty	Private Sector	
11	Osei Karikari	EPA, Accra	
12	Asogyolkor Ayangba	DOA-STK	
13	Martin Galaa	DOA-STK	
14	Fangajei Solomon	DIA-STK	
15	Iddrisu Adam	DPOSTK	
16	Kofi Adu Gyamfi	FSD/Accra	
17	Edwina Quist	MOFA/DCS Accra	
18	Abu Ibrahim	ADTA	
<b>World Cocoa Foundation</b>			
1	Betty Annan	Country Director, WCF Ghana	
2	Ethan Budiansky	Director of Environment, WCF	
3	Vincent Awotwe-Pratt	Ghana Country Manager, Cocoa and Forest Initiative, WCF	





## **NATIONAL LEVEL ARRANGEMENTS**

### **1. Project Steering Committee**

The Project Steering Committee (PSC) is the project oversight body responsible for strategic policy decisions and effective administration of project through approval of project work plans and budgets. The PSC shall be co-chaired by the Ministers for MLNR and MESTI. Membership includes a **policy decision body** made up of representatives from collaborating Ministries and an **expert advisory group** made up of Chief Executive Officers and Executive Directors of Implementing Agencies. The executive Directors of Forest Services Division and Wildlife Division both of the Forestry Commission, the Director of Crop Services Directorate and the two secretaries to the PSC are non-officio members of the PSC. They have no voting rights but may contribute to technical and policy issues concerning project implementation. Other consultative groups providing support services to project implementation could be co-opted into the steering committee when needed. The PSC shall be required to convene meetings twice every year. The composition of the Project Steering Committee is provided below.

#### **A. The Policy Decision Body comprises the following:**

1. Ministry of Lands and Natural Resources;
2. Ministry of Environment, Science, Technology & Innovation;
3. Ministry of Local Government and Rural Development;
4. Ministry of Gender, Children and Social Protection;
5. Ministry of Food and Agriculture;
6. Ministry of Finance;
7. National Development Planning Commission
8. CEO, Forestry Commission;
9. CEO, Minerals Commission;
10. Executive Director, Land Use and Spatial Planning Authority;
11. Executive Director, Environmental Protection Agency;
12. Executive Secretary, Water Resources Commission;
13. CEO, COCOBOD;
14. Rep of Coalition of Environmental NGOs;
15. Ghana National Association of Small-Scale Miners (GNASSM)
16. World Cocoa Foundation (WCF);
17. Women in Mining (WIM);
18. Executive Director, Forest Services Division;
19. Executive Director, Wildlife Division;

20. Director, Directorate of Crop Services, MoFA;
21. Project Coordinator - PCU SSM (Secretary);
22. Project Coordinator - PUC LR (Secretary);

## **2. Project Management Platform (PMP)**

Project Management Platform (PMP) provides a forum to deliberate on technical issues concerning project implementation. Membership includes the Project Focal Persons from Project Implementing Agencies and other technical institutions relevant for project implementation. This platform is responsible for taking technical decisions on project implementation, including development of work plans and budgets, technical review of project performance and review of progress reports. The PMP shall be required to meet once every quarter to review project performance and discuss the way forward to achieving project objectives. At the early stages of project implementation, the PMP will be required to meet once every month. The PMP shall be jointly chaired by the Chief Directors of MLNR and MESTI.

Members of the PMP shall be drawn from implementing agencies as listed below:

1. Minerals Commission;
2. Forest Services Division (FC);
3. Wildlife Division (FC);
4. Lands Commission;
5. Precious Mineral Marketing Company;
6. Environmental Protection Agency;
7. Ghana Geological Survey Authority;
8. Water Resources Commission;
9. COCOBOD;
10. Extractive Industries Transparency Initiative
11. Directorate of Crop Services, MoFA
12. Project Coordinator PCU-SSM (Secretary)
13. Project Coordinator PCU-LR (Secretary)

## **REGIONAL LEVEL ARRANGEMENTS**

### **3. Local Steering Committees**

The Local Steering Committee (LSC) is the project oversight body responsible for strategic policy decisions and effective administration of project within project implementing regions.

The LSC shall be jointly chaired by the Regional Ministers for the project regions on rotational basis. Membership includes Regional Directors of implementing agencies, Regional Planning Officers of Project Regions, District Chief Executives of Project Districts, District Coordinating Directors of Project Districts with the head of the Technical Coordinating Office (TCO) serving as Secretary. There will be two LSCs: one for the Northern Savannah Zone project regions and one for the Cocoa landscape regions.

The LSC will meet twice a year to review project implementation progress within the regions and provide strategic directions to ensure project activities remain on track within the implementation districts. LSC will also provide the platform to resolve implementation challenges within their respective jurisdictions.

#### **4. TCOs (NSZ and F&TZ)**

Technical Coordinating Offices (TCOs) is responsible for providing Technical Backstopping to project Districts within their zonal areas of operation. TCOs will be hosted by the Ashanti and Upper East EPA Regional Offices. Membership includes Technical Personnel from Implementing Agencies within the host Region, Regional representative of Ghana National Fire Service, Basin Officer from the respective Basin offices (e.g. Pra Basin Board) and other relevant technical institutions relevant for the successful implementation of the project. The TCO for the Northern Savanna Zone will be responsible for project districts in Upper East, Upper West, North East and Savanna regions. TCO for Forest and Transitional Zone will be responsible for project districts within the forest and transitional ecological zones. TCO will host the secretariat of the LSC.

Membership of the TCOs includes:

1. Regional Director, EPA;
2. Natural Resource Technical staff of Regional Department of Agriculture;
3. Regional FSD representative;
4. Regional WD representative;
5. WRC Basin Officer;
6. Regional representative of GNFS;
7. Technical Person from Minerals Commission (closest district office);
8. Regional representative from COCOBOD - CHED (for Cocoa landscape);
9. Representative from one or two relevant technical institutions (may be co-opted); and
10. Regional Rep of Coalition of Environmental NGOs.

### **DISTRICT LEVEL ARRANGEMENTS**

#### **5. District Small-Scale Mining Committee (DSMC)**

The Mineral and Mining Act 2015 section 92 makes provision for the establishment of District Small Scale Mining Committees. For the purposes of project implementation, the

DSMC shall be responsible for project oversight and policy decisions on small-scale mining operations within the mining districts. This committee is chaired by the District Chief Executive who is the political Head of the District Assembly. They give approval to District work plans and budgets and empower the DPMC to implement project activities at the district and community level. Membership of the DSMC as provided in the law is given below:

1. District Chief Executive;
2. The District Officer appointed under section 90(2);
3. Representative from the Inspectorate Division of the Minerals Commission Office;
4. Representative from Regional/Zonal EPA Office;
5. Representative from the relevant District Assembly
6. Representative from the relevant Traditional Council

#### **6. District Planning and Management Committee (DPMC)**

The DPMC is responsible for coordinating project implementation at the district level. The DPMC is chaired by the District Chief Executive assisted by the District Coordinating Director who is the Technical and Administrative Head of the District Assembly. Membership of *DPMC* includes representatives of Implementing Agencies at the decentralized level on both sides of project (LR and SSM). They shall be responsible for project implementation, data generation, processing, archiving and transmission to the regional and national offices, preparation of work plans and budgets at the district level (where necessary) and monitoring and technical backstopping on project interventions. They will support project activities at the operational/community level and ASM Designated Areas.

Membership of DPMC include:

1. District Coordinating Director;
2. Representative from District Mineral Commission Office;
3. Representative from EPA Regional/Zonal Office;
4. District Representative of the Ghana National Association of Small-Scale Miners;
5. Department of Agriculture;
6. District Planning Officer;
7. District Gender Officer;
8. District Forest Manager;
9. WD Park Manager (where applicable).
10. District Community Development/ Social Welfare Officer; and
11. Ghana National Fire Service;

The DPMC will meet on quarterly basis to review project implementation progress and resolve implementation challenges. Implementation challenges that go beyond the DPMC will be referred to the LSC in the case of land restoration and the DSC in the case of mining.

## **SUB-DISTRICT AND COMMUNITY LEVEL ARRANGEMENT**

### **7. Community Watershed Management Team (CWMT)**

CWMT leads watershed management activities at the community level and is responsible for mobilizing community members for project activities. It is the link between the community and the DPMU. CWMT is also responsible for receiving project input incentives supplied to the community for implementation of project activities and support the Department of Agriculture and FSD Manager to distribute inputs to project beneficiaries. It has additional responsibility of monitoring project implementation at community level. Membership are selected by the community from different sections/ethnic groups of the community with strong gender representation. Depending on the population of the community, membership should range between 7 - 9. The CWMT will work in close collaboration with the Community chief.

### **8. Community Resource Management Committees (CRMC) - in CREMAs**

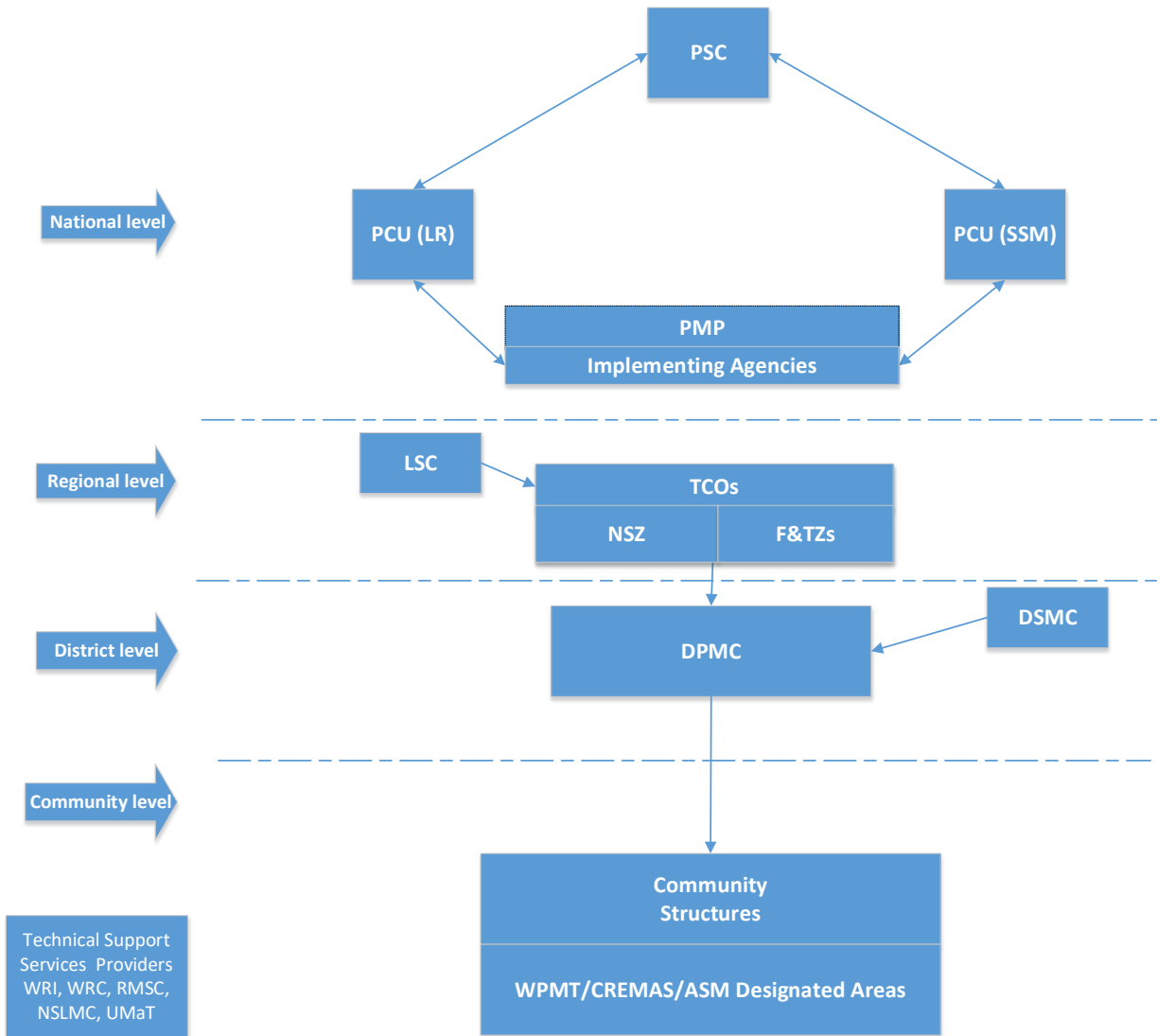
The CRMC is the local unit of organization and forms at the level of each community, based on existing community decision-making structures. CRMC is responsible for mobilizing community members for the planning, development, implementation and monitoring of Community Resources Management Plans. CRMC is also responsible for the enforcement of by-laws governing natural resources within the jurisdiction of the community which is part of a CREMA. Membership of CRMCs is by election organized in the community and females are well represented.

### **9. CREMA Executive Committee (CEC)**

The CREMA Executive Committee is the highest decision-making body of the CREMA, formed from the Community Resource Management Committees (or CRMCs) with technical support from the Wildlife Division. It is recognized by the District Assembly, Traditional authorities and any relevant local organization as the duly constituted Governance body for the CREMA. Its powers are derived from the constitution of the CREMA and the CREMA gazettment instruments. CEC is an umbrella executive of all CREMA communities within a CREMA establishment. CEC is responsible for facilitating the planning, development, implementation and monitoring of CREMA management plans. CEC is also responsible for liaising between the District Assembly and CREMA communities with respect to mobilizing support for the implementation of CREMA management plans and enforcement of by-laws governing the CREMA.



**SCHEMATIC IMPLEMENTATION ARRANGEMENT - GLRSSMP**





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**ANNEX 3 STAKEHOLDER ENGAGEMENT PICTURES**



*Consultation with IAs and World Bank*



*Joint consultation with IAs, WB, COCOBOD, FIP, etc.*



*Stakeholder Consultation at West Mamprusi Municipality*



*Stakeholder Consultation at Kwahu West District Assembly*





*Community Engagement at Takorayiri community - West Mamprusi Municipal, North East Region*



*Community Engagement at Goyiri community in STK District, Savannah Region*

*Stakeholder Engagement Validation Workshop at Kibi, East Akim Municipal District, Eastern Region*









<b>Filer</b>	<p><b>Name:</b></p> <p>_____</p> <p>_____</p> <p><b>Signature</b> _____</p> <p><b>Date</b> _____</p> <p><b>Relationship to Complainant (if different from Complainant):</b></p> <p>_____</p> <p>_____</p>
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Review/Resolution Level 1 (MDA) Level 2 (IA) Level 3 (PCU)

Date of Conciliation Session:

\_\_\_\_\_

Was Filer/Complainant Present? Yes/ No

Was field verification of complaint conducted? Yes/ No

Findings of field investigation

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

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\_\_\_\_\_

Summary of Conciliation Session Discussion

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Issues

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Was agreement reached on the issues? Yes, No If agreement was reached, detail the agreement

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If agreement was not reached, specify the points of disagreement

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Signed (Conciliator): \_\_\_\_\_ Signed (Filer/Complainant):

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Signed: \_\_\_\_\_

(Independent Observer e.g. Assembly Member/Opinion Leader)

Date: \_\_\_\_\_

**Implementation of Agreement**

Date of implementation: \_\_\_\_\_

Feedback from Filer/Complainant: Satisfied /Not Satisfied

If satisfied, sign off & date \_\_\_\_\_

(Filer/Complainant) (Mediator)

If not satisfied, recommendation/way forward

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(Signature & date of Filer/Complainant) \_\_\_\_\_



(Signature & date of Mediator) \_\_\_\_\_



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**ANNEX 6 LIST OF PROJECT DISTRICTS**

<b>Project Regions</b>	<b>Land Restoration Project Districts</b>	<b>Mining Project Districts</b>
Ahafo		Asutifi North
	Adansi South	Obuasi East
Ashanti	Asante Akim South	Obuasi Municipal
	Bosome Freho	Asante Akim Central
	Atwima Mponua	
	Juaben Municipal	
Central Region	Assin North	Upper Denkyira East
	Twifo Ati Morkwa	Cape Coast Metro
		Assin Central
Eastern	East Akim	Upper Manya
	Kwahu South	Birim Central
	Kwahu East	
	Kwahu West	
	Kwahu Afram Plains South	
North East	Mamprugu Moagduri	Bole
	West Mamprusi	
	Builsa South	
Upper East	Bawku West	Bolgatanga East
	Kassena-Nankana	
	Talensi	Bolgatanga Municipal
Upper West	Daffiama-Bussie-Issa	Wa East
	Sissala East	Wa Municipal
	Sissala West	
	Wa East	
Western	Prestea-Huni Valley	Prestea-Huni-Valley
		Wassa Amenfi West
		Tarkwa Nsuaem
		Sefwi Bibiani-Anhwiaso Bekwai
Volta		Ho Municipal
		Hohoe Municipal