



Community Development Plan

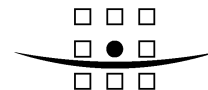
Iduapriem and Teberebie Gold Mines
GAGL, Ghana

Prepared by: Royal Haskoning
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1 April 2004

Final Report

9M7551

A COMPANY OF



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1 INTRODUCTION

1.1 Background

The Iduapriem Gold Mine (operated by the Ghanaian Australian Goldfields Limited (GAGL)) and the Teberebie Gold Mine (formerly operated by Teberebie Goldfields Limited (TGL)) are both now operated by GAGL. The two mines are located in the Western Region of Ghana, approximately 85 km north west of the coastal town of Takoradi and 10 km south-west of the town of Tarkwa.



Map 1-1 Map of Ghana

Both Gold Mines have a limited life span and depending on the gold price and operating costs, the mines may close within 9 to 12 years.

There are several villages located near the mines. Mine closure will pose difficult social, economic, and environmental issues for the local population of these villages. For instance, mineworkers, living in these villages, will have to search for other jobs. Others that are indirectly dependent on the mining operations, might lose (part of their) income. Facilities, that are currently maintained and supported by GAGL, might deteriorate.

There is thus an urgency to ensure that optimal use is made of the remaining 'window of opportunity' provided by the mining operation to set the foundations for sustainable community development that will continue after mine closure.

In order to achieve sustainable community development, GAGL's goal is to foster economic development to improve the well being of local communities in the pre-closure period and to identify sustainable development initiatives for these communities and the local region¹. On this basis, the IFC has decided to fund the development of a **Community Development Plan (CDP)** for communities associated with the Iduapriem and Teberebie Mines operated by Ghanaian Australian Goldfields Ltd. (GAGL). Royal Haskoning based in Nijmegen, the Netherlands, and Accra, Ghana, was commissioned by the IFC to carry out the CDP.

1.2 Objectives of the CDP

It is intended that this CDP will establish a prototype model for sustainable social and economic development for communities confronted with eventual mine closure and the loss of associated employment and infrastructure. Successful implementation of the CDP will provide a valuable model which can be replicated in other IFC projects and will contribute significantly to developing best practice in the mining industry on sustainable community development and mine closure. The Terms of Reference for the CDP included the following tasks:

- A) Assemble adequate and appropriate *socio-economic baseline* information concerning communities within the mining concession area, and assess the impact of the existing mining operation and its possible closure in the near future. The socio-economic survey has been done in 4 villages (Mile 8, Mile 7, Teberebie, Wangarakrom) by SGS Consultants Ltd. in May 2002. An additional two villages (Adisakrom and Nkwantakrom) were surveyed as part of the ToR. Data collected include demographic characteristics, health, livelihood and economic streams, and land use, disaggregated by gender as appropriate. Also a preliminary round of consultation with the villages in the concession area as well as with local and regional governments in the Wassa West District was completed. An assessment of impacts was also provided.
- B) Using this information and through a process of detailed participatory community consultation with affected parties, the aim was to *identify economic development opportunities and future land use*. Royal Haskoning consultants verified socio-economic baseline data, and identified economic development opportunities, including micro and SME opportunities. Also, a natural resource management and proposed land use plan was prepared for communities within/adjacent to the concession area. This was reported in two separate reports *Economic Development Opportunities Report* and the *Proposed Land Use and Natural Resources Plan*.
- C) Prepare a *Community Development Plan*, on the basis of the before-mentioned investigations and on-going consultation, to ensure long term community sustainability in the post mine closure period.

¹ GAGL- TOR for socio-economic baseline 2001

The Community Development Plan will include the preparation of detailed plans and cost estimates, implementation schedules, indicators for monitoring and evaluation, and deliverables for selected projects.

- D) *Execute training and capacity building* of the various stakeholders for the planning, project promotion and successful implementation of the proposed activities.

This report addresses task C and D.

Task A (the Socio-Economic Baseline Study and Impact Assessment) was finalised in October 2003. The study team also prepared a simplified short report (Summary Baseline) of this comprehensive document, structured for easy reading and understanding shared with the communities. In November 2003 the Economic Development Opportunities and Natural Resource Management Plans, related to task B, were submitted to IFC and GAGL and finalised in February 2004.

1.3 Shift of focus

As indicated in the Socio-Economic Baseline Study and Impact Assessment report ², there is no definitive mine closure date. Therefore the consultants - in consultation with the IFC social specialist - have determined that the focus of the Community Development Plan (CDP) should be on the communities located in and adjacent to the concession . A focus on the development of mine employee training programs aimed at multi-skills and eventual transfer of skills to other livelihood and economic activities in the post mine closure period should be considered nearer the actual date of mine closure. As should a possible modification of employee benefit and compensation packages to facilitate saving and investment for the post-closure period.

The communities located in and adjacent to the concession are directly affected by mining operations due to:

- land pressure due to population influx and natural increases becoming higher;
- a history of inadequate compensation measures given (although based on Ghanaian law).

The preliminary survey findings further showed an extreme low welfare profile of these villages – with some of basic facilities such as water supply, sanitation and health facilities not available. It also showed that the villages are in general highly dependent on subsistence farming and forestry products, and only a few villagers are actually employed by GAGL.

Based on the foregoing, the focus of the CDP will be on:

- Improvement of Quality of Life in the communities (such as basic health and sanitation);
- Increase of Economic Opportunities for the inhabitants of the communities.

² Chapter 2 of the Socio-Economic Baseline and Impact Assessment, Royal Haskoning , The Netherlands, October 2003

1.4 Methodology

This report is the product of joint collaboration between Royal Haskoning, GAGL, and stakeholders and presents a draft version of the CDP, for finalisation and approval by GAGL and IFC.

Building on the outcomes of the previous studies³, a further review took place between November 2003 and February 2004 of ways and means to improve the quality of life, proven poverty alleviation strategies, approaches for broadening the skills base of communities, and processes for the development of rural ventures & small-scale enterprises. Interviews were held with key informants at national, district and community level in order to investigate organisational, managerial and technical aspects on possible interventions and contributions to alleviate poverty.

Discussions with company officials centred on soliciting views, clues, suggestions and opinions on possible interventions to address poverty in the affected communities. Given the large number of interventions needed to address the community problems, it was clear that any appraisal would require the selection of projects that could be both implemented by GAGL alone as well as those with support of either governmental or non- governmental agencies/stakeholders. Criteria for the selection of projects to be directly financed by GAGL were discussed.

In addition, various consultation rounds with both communities and stakeholders took place:

- with community members to discuss their current conditions, needs and wishes and to enable them to collectively indicate their choices for support (see also Chapter 4 and 5);
- With stakeholders to exchange knowledge about current conditions in communities, the present and future activities to be undertaken by stakeholders in the communities, and the potential success of (future) development opportunities (see also Chapter 4 and 6).

Last but not least in collaboration with communities and NGOs, pilot community-based projects were designed to improve the quality of life (education, health, living standards), the income levels and the skills base of selected communities. Proposals were submitted to bilateral Grant schemes. Discussions were also held with stakeholders concerning disclosure of information on the CDP.

³ The Socio-Economic Baseline Study and Impact Assessment, Royal Haskoning, The Netherlands, October 2003.
The Economic Development Opportunities and Natural Resource Management Plans, Royal Haskoning, November 2003

1.5 Structure of report

Thinking of development strategies cannot be seen in isolation from the Ghana and international poverty alleviation policies that are already in place. Therefore an overview of relevant policies and processes will be given in Chapter 2. As strategies of poverty reduction have to be based on an underlying analysis of the well-being and “livelihood” aspects of the study area, findings of previous research, related to the affected communities, are given in Chapter 3. The outcome of this research shows that poverty has an impact on all aspects of human life, indicating that poverty reduction requires a multi-sectoral approach. Therefore, in Chapter 5 measures are proposed for the improvement of the quality of life. In Chapter 6 and 7, the proposed measures for the enhancement of economic opportunities are presented, including the selected pilot projects. The institutional framework, presenting all parties involved in the implementation of the CDP is given in Chapter 8. The financing issue, the implementation and coordination structure as well as the proposed monitoring & evaluation activities are presented in Chapter 9, 10 and 11 respectively.

1.6 Contact Details

Further details on the CDP can be obtained from:

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Photo 1-1 View of GAGL Crusher Plant



2 RELEVANT GHANIAN POLICIES AND REGULATION, WORLD BANK GROUP POLICIES AND GUIDELINES

2.1 Ghana Poverty Reduction Strategy

The Ghana Poverty Reduction Strategy (GPRS) represents comprehensive policies, strategies, programs and projects to support growth and poverty reduction over a three-year period (2002-2004). The emphasis during that period will be on stabilising the economy and laying the foundation for a sustainable, accelerated and job creating agro-based industry with growth potential.

Strategies for poverty reduction include prudent fiscal and monetary policies; private sector-led industrial production through the application of science and technology; sound and sustainable management of the environment; promotion of commercial agriculture using environmentally friendly technologies; agro-based industrial expansion; export promotion based on diversification and competitive advantages; increased investments in social services; and accelerated decentralisation as the key mechanism for policy implementation.

Apart from health, education and other provisions made in the GPRS, the macro policies create a conducive environment for agricultural, rural development and small economic ventures, important to the study area.

Ghana's policy related to agriculture and the rural sector, and towards small-scale ventures are summarised in the Royal Haskoning Reports *Economic Development Opportunities* and the *Proposed Land use and Natural Resources Plan*.

2.1.1 Macro policies related to agriculture and the rural sector

In the GPRS, the rural environment is seen as the point of leverage for national economic transformation. Transformation of the rural environment is to be achieved through agro-based industrialisation (i.e. agricultural processing), effective decentralisation, private sector development and a changing role of the state.

While commercial agriculture is emphasised, it is stressed that priority is given to smallholder agriculture. Indeed the GPRS, in support of production and gainful employment for poverty reduction favours: (i) labour intensive as opposed to capital intensive technologies (ii) rural over urban locations for processing plants, and (iii) crops which can be produced by smallholders.

Further, the GPRS calls attention to the formation of Farmer Based Organisations (FBOs) to enhance service provision and input distribution by concerned ministries and credit organisations. A sound FBO is regarded as a proven way for increased efficiency of input distribution, production, and marketing and hence enhanced farmer incomes.

The GPRS acknowledges that marketing and distribution of farm produce remains a major issue. The trilogy of market constraints - inadequate feeder roads, poor storage facilities and lack of effective organisation - is aimed to be removed by:

- (1) encouraging farmer organisations;
- (2) providing farmers with adequate funding and other resources;
- (3) access to marketing outlets to break the monopolistic marketing channels; and

(4) Reduction of the numerous taxes at roadblocks.

In addition, the GPRS stresses the importance of collaboration between district assemblies with local NGOs. Specific details of, for example, road improvements, are not made in the GPRS.

2.1.2 Macro policies towards small scale enterprises

The GPRS also aims to increase employment opportunities for poverty reduction. The development of manpower will be promoted as well as sustainable employment opportunities for improved production and efficiency to ensure growth and reduce poverty. The informal sector is recognised as a crucial sector for economic development.

The GPRS gives emphasis to the small and medium scale enterprises in the informal sector that offer significant opportunities for increases in production, productivity and employment.

The National Board for Small Scale Industries (NBSSI) is the assigned institute to assist the District Assemblies in identifying opportunities for increased production and income generation and in the preparation of programmes and projects. The Social Investment Fund is aimed to supplement the financing of these activities. District assemblies will be required to submit costed proposals with the assistance of NBSSI to the Social Investment Fund.

The GPRS devotes a very important role micro finance institutions play in the delivery of financial services to a large number of MSE clients in both rural and urban areas. Among others, the objective of the micro finance institutions is to enhance their target clientele's access to financial services and access to funds targeted to the productive poor is critical. The productive poor are defined as women in the informal sector, unemployed youth who have completed training, subsistence and smallholder producers in agriculture and disabled persons.

Finally the GPRS seeks streamlining of activities and institutions on the supply side to achieve the relevant objectives and outputs. Providers of micro finance services include both banking and non-banking, categorised into formal, informal and semi-formal, are all considered as important.

2.2 World Bank Group policies and guidelines

The World Development Report 1990 heralded a major policy shift for the World Bank. Poverty reduction became the World Bank's overriding operational objective, based on a tripartite strategy of labour intensive growth, investment in human capital and safety nets/transfers for those excluded from growth.

The World Development report of 2000/2001: 'Attacking Poverty' presents a multidimensional view of poverty. It shows that poor people need a range of assets and capabilities at individual level (such as health, education and housing) and at collective level (such as the ability to organise and mobilise to take collective action). In particular,

it underscores the importance of increasing poor people's access to opportunity, security and empowerment for economic growth and poverty reduction.

The World Bank's Strategic Framework Paper identifies two priority areas for Bank support to clients and client governments:

- (a) building the climate for investment, jobs, and growth; and
- (b) Empowering poor people and investing in their assets.

The IFC - part of the World Bank Group - has picked up missing pieces in the puzzle to alleviate poverty in its report "Path Out of Poverty", providing the actual / concrete mechanisms by which people and countries emerge from poverty⁴. To further seek economic growth, IFC promotes sustainable private sector development in development member countries, thereby reducing poverty and seeking improvement in peoples live with support of numerous resource guides for companies⁵.

Links with other IFC projects in Ghana that could be used to this end were investigated.

The World Bank, its Social Development Department and Poverty Reduction and Economic Management Network, has also produced a number of Working Papers and Sourcebooks on the key elements of and strategic options to alleviate poverty.

In support of economic growth and poverty reduction, the World Bank and the Ghana Minerals Commission launched a Mining Sector Development and Environment Project in 2001⁶. The project studied current and potential economic development projects of/with community members residing in concession areas of seventeen mine companies throughout Ghana. Main conclusions include that only four out of the several mining companies were involved in community local economic development (LED) projects. Major impediments for the success of the economic projects are contributed to the youth's apparent indifference due to a range of local socio-economic influences and the fact that the initiation of those projects was rather company-driven. Other factors that determine the success, and thus sustainability of the projects, are related to the marketing of the agricultural products.

2.3 Medium Term Development Plan, Wassa West District

The latest Medium Term Development Plan (MTDP) of the Wassa West District is covering the period 2002-2004. The priority areas of the MTDP were based on the GPRS, and include the following:

- To improve the accessibility of social services;
- To enhance good governance in the district;
- To create and improve an enabling environment for private sector development;
- To modernise the agricultural base of the district;
- To improve the revenue base and the collection management system (of the district, taxes etc.).

⁴ Path Out of Poverty – the role of private enterprises in developing countries-IFC, Washington D.C, 2000

⁵ IFC Resource guides : Investing in People: sustaining communities through improved business; Doing Better business through effective public consultation and disclosure

⁶ Mining Sector Development and Environment Project (credit 2743-GH), Part one , July 2001 and Part two December 2002

Due to financial and human resource limitation, the District needs had to be prioritised in order to come up with a selection of activities that could be carried out during the period 2002-2004. The prioritisation of activities for the Wassa West District was carried out by a large group of stakeholders, consisting of communities and area councils, political leaderships and the president's priority area, the private sector, civil society, NGOs and the decentralised and centralised departments.

For the ranking of potential priority activities for the District, participants were asked to use the following six criteria:

- Wide spread effects;
- Maximum satisfaction to basic needs;
- Effectiveness in promoting the micro-economy;
- Equity in distribution;
- Affordability and sustainability;
- Relevant for the population of catchment area.

Based on this ranking process, the key development priorities were selected as follows:

1. School infrastructure;
2. Toilets;
3. Feeder roads (Essase-Effukey, amongst others);
4. Water facilities;
5. Health Post / clinics;
6. Electricity;
7. Markets.

Based on this set of priorities, the activities have been planned for the 2002-2004 period.

There is no plan available yet for the period after 2004. Therefore, discussions were held with the District Planning Officer in order to find out future priorities. According to the District Planning officers, these would be (1) to focus on income generation activities (2) to stimulate education (scholarships, school facilities, (3) to enhance access to water and sanitation and (4) to improve the roads network. Requests for financing priorities projects from local Assemblymen were also taken into account in the project.

2.4 Minerals Commission Mining Sector Development & Environment Project

This Minerals Commission report published in December 2002 and financed by the World Bank, focused on Local Economic Development (LED) in Mining communities and investigated projects by mining companies which provided a wide range of social infrastructure in Ghana and examined why more LED programmes had not been set up. A development programme to enhance skills was recommended, detailing appropriate interventions, and skills training in agriculture and trades, as well as the institutional setting. This programme is currently being facilitated by the Minerals Commission. Part of this is the round tables of mining company's social/community representatives that periodically take place in Ghana to facilitate an exchange of experiences through the Chamber of Mines.

3 FINDINGS SOCIO-ECONOMIC BASELINE, IDENTIFICATION OF ECONOMIC OPPORTUNITIES & PROPOSED LAND USE

3.1 Introduction

This chapter summarises the outcomes and findings of the Royal Haskoning reports *Socio-Economic Baseline & Impact Assessment*, *Economic Development Opportunities* and *Proposed Land Use and Natural Resources Plan*. These reports provide the background and justification for the recommended interventions to be addressed in this CDP.

3.2 Stakeholders

Stakeholders are people with an interest in the mine operations and future mine closure. **Primary** stakeholders are those groups or individuals who are directly affected by mine closure. They include communities in the concession area and affected neighbouring villages outside the concession area. **Secondary** stakeholders are individuals or organisations who, although they are not directly involved or affected, have an influence, interest or expertise to offer, concerning the impacts and mitigation of these, for mine closure. The types of secondary stakeholders include government agencies, non-governmental organisations (NGOs) and other interest groups as well as contractors, donor agencies and financial institutions.

Stakeholders were identified, based on (1) the list provided by SGS in their Socio-Economic Baseline Report 2002 and (2) discussions between GAGL and the consultant's team during the field work in 2003 and 2004. An initial scoping exercise assessed which stakeholders were affected and the approximate level of impacts. Impacts were assessed per theme and scored as zero, low, medium or high, with comments on who were likely to be potentially affected by mine closure, when and why. The results of this are presented in the *Socio-Economic Baseline & Impact Assessment Report 2003*. This scoping exercise was then used to identify in detail which communities would be directly and indirectly affected and which employees. It also helped determine who would be the stakeholders concerned with socio-economic impacts of mine closure. Annex XI presents an overview of primary and secondary stakeholders.

Photo 3-1 Adisakrom: One of the target communities



3.3 Affected communities and target group of the CDP

The following criteria were then used to narrow down the stakeholders to decide which communities are directly affected by the existing mining operations and which would be affected by eventual mine closure:

- Communities using roads currently maintained by GAGL;
- Communities and farmers affected by actual reclamation and closure operations and potential environmental pollution;
- Communities where employees of GAGL and subcontractors live, both inside and outside of the concession area.

Map 3-1 and Table 3-1 show the communities affected by current mining operations and by future mine closure. These were then determined as the target group of the CDP.

Table 3-1 Overview of Target and affected communities

Community	Estimated Population	No of homesteads					Communities using GAGL maintained access roads	Potentially affected by closure operations & pollution ⁷	Inhabited by GAGL employees ⁸
			Surveyed SGS	Surveyed RH villanas	Resettled	In GAGL Concession			
Communities affected that are in the current concession area									
Adieyie Junction / New Iduapriem/ Mile 8	1,524	125	X		X	X	X	X	X
Adisakrom	120	23		X		X	X	X	
Mile 7	436	77	X			X	X	X	X
Nkwantakrom/ Acheampongkrom, Kofi Ahantakrom, Domeabra	234	95		X		X	X	X	X
Teberebie	1,137	127	X		X	X	X	X	X
Techiman	168	54				X	X		
Communities affected that are near the current concession area									
Abompuniso/Mile 10½	1,000	70				X ⁹	X		
Wangarakrom/ Badukrom	1150-2500	700	X			X ¹⁰	X		
Communities affected that are not within the current concession area									
Abosso	9,942	1,081							X
Ajopa						¹¹		X ¹¹	
Akyemprim/ Jerusalem									X
Bankyem									X
Charliekrom									X
Effuenta									X
Tamso/Nsuta	3,582	829							X
Tarkwa	30,831	3,294							X

⁷ Potentially affected by pollution originating from the mine (dust, noise, and water pollution) and due to changes in infrastructure relating to mine, particularly access to roads.

⁸ GAGL casual employees (2001 & 2002) and contract employees.

⁹ Located near the concession area.

¹⁰ Located in former TGL Teberebie concession.

¹¹ Located in the GAGL Prospecting lease for Ajopa field, predicted commencement operations 2010, subject to Operating Lease being applied for and obtained.

Map 3-2 Map of Target Communities

3.4 Socio-economic baseline survey

The main findings of the socio-economic baseline survey can be summarised as follows:

Poverty

The major expenses of the households covered by the surveys are on food, education and health, indicating that people spend their income on basic needs (*Socio-Economic Baseline and Impact Assessment Report*, Annex 6, Table 9.2.A). Very little employment has been generated by GAGL's mining operations that the local unskilled workforce is able to take advantage of, other than periodic unskilled labour requests.

Subsistence farming

The main income of community members is generated by subsistence farming. Next to minor cash crop activities (oil palm, cassava, cocoa, pineapple) predominantly food crops (cassava, plantain, cocoyam, assorted vegetables and maize) are being cultivated. Given the farmers limited resource base they produce a wide range of crops in small quantities. Production of non-traditional crops (e.g. carrot, cabbage) in the area is nil. Additional income is generated by forestry products. The average farm size is small and fertilisers, insecticides or high yielding seed varieties are hardly used. Post harvest loss management is poor. Seasonal losses rise as high as 20-30% of harvested produce. For instance, storage structures are constructed from local materials and limited amounts of insecticides are applied to prevent insect attack. Though most farmers have poultry and other small livestock, only a few farmers are engaged in commercial small livestock activities.

Most farmers produce and consume more starchy food items like cassava, plantain, cocoyam and yams than protein containing ones like vegetables, eggs and meat. Cocoyam leaves, tomatoes and garden eggs form the bulk of vegetables consumed. These food items become scarce and expensive during the dry season.

Marketing

Marketing and distribution of farm produce remains a major problem for the communities. Farmers sell about 80% of their marketed surplus within four months of harvest. The problem of how most farmers market their products is pressing as these unorganised farmers come up against well-organised monopolistic marketing channels run by "market queens" (monopolistic market traders, often women).

Access to extension services and credit

Communities have very little access to information and services of public agencies. The vast majority of farmers in the household survey have had no contact with extension workers from the Ministry of Agriculture. Having no access to information and services and no credit were regarded as major impediments to good production and processing of agricultural/forestry products.

Organisation level

Self-organisation of the affected communities is low. In the communities a few women, youth or farmers' (purchase, producer marketing) groups have been formed. Most of these groups are not actively operating.

Skills and education base

A minor percentage of the respondents of the household survey claimed to have some secondary education and technical skills. Based on the surveys, this ranged from 2-60% who had had primary education, to between 1-10% who had had secondary or technical education. None of those surveyed had university level qualifications. Technical skills are very limited and include (in order of prevalence) machine operating, welding, serving/tailoring, masonry, carpentry, driving, teaching, trading, hairdressing and baking.

Vulnerable groups

There are only a few female headed households in the project community but an analysis of the division of roles between women and men reveals that women are also very active in agriculture, especially in processing. Though women's groups exist they are hardly involved in income generating activities. The community consultation meetings disclosed high unemployment levels of for youths.

Health profile

Major diseases recorded in district statistics and the Iduapriem health clinic are in order of occurrence: malaria, upper respiratory tract infections, diarrhoea diseases and skin diseases. The prevalence of these diseases were confirmed by the findings of the household surveys¹² in which most common illnesses occurring in the past 12 months in the family were investigated. Malaria and related fever and headaches are the most frequent causes of illness as perceived by the respondents. Diarrhoea and associated stomach pains rank as second most reported disease group. Symptoms (such as cough, headaches, and fever) as indicated by the respondents point to respiratory diseases.

Health services

The concession area has one health clinic in Iduapriem, constructed by GAGL and handed over to MOH. The clinic is used by the village inhabitants as well as by surrounding villages. Other communities frequent Tarkwa hospital. The consultative meetings to assess development needs and priorities of villages disclosed that four communities of Mile 7, Teberebie, Wangarakrom, Mile 10,5/Abompuniso feel very strongly that they must have health facilities, at least a health post of their own or access to a visiting nurse.

Water supply

Most communities have some sort of water supply. The boreholes are mainly supplied by GAGL. Teberebie village has a standpipe. In the consultative meetings only the inhabitants of Mile 7 had indicated lack of potable water as one of the priority problems.

Sanitation

For sanitation, most community members use pit latrines or the bush. GAGL supplied communal KVIP's in the following villages: Iduapriem/Mile 8 was commissioned, but is not in use as community members are unwilling to supervise the hygienic status or to collect money from users. Teberebie has unusable blocks due to full pits and unclear cleaning responsibilities. Absence of sanitation was not mentioned as a pressing problem by any of the villages consulted in the baseline study, indicating the lack of knowledge of the link between sanitation, hygiene and health.

¹² Household surveys in affected communities conducted as part of the Socio-Economic Baseline Survey (see Annex 6), December 2003

Education

Teberebie has a nursery, primary and JSS school (with 377 and 548 pupils), Techiman and Mile 10.5 have only a primary school (with respectively 40 and 280 pupils) and Wangarakrom has a nursery school with 70 pupils. School children from neighbouring villages and farms attend these schools as well. Due to limited space and lack of teachers, existing facilities are not able to care for all children of school going age. Enrolment rates are rather low (see table below) and drop-out rates high.

Many respondents of the household survey stated they spent the bulk of their income on education. The absence however of education facilities was not perceived directly as an issue, although the lack of transport to take children to school was mentioned as one of the immediate problems for communities.

Table 3-2 Percentage of the children attending primary school

Community	Population	% children age attending primary school
Adisakrom	130	50%
Iduapriem/ mile 8	1524	70%
Mile 7	436	95%
Mile 10½	1000	70%
Nkwantakrom/Acheampongkrom	235	65%
Teberebie	1137	70%
Techiman	168	35%
Wangarakrom/Badukrom	1050/1000	35%

Source: rapid appraisal October 2004 – 3rd consultation round – meeting with all consultative committees

Overview available facilities

An overview of the facilities that are available in the communities is presented in Table 3-3 . This is the final update, collectively made during the Second Stakeholder Meeting in February 2004.

Photo 3-2 Borehole at Adisakrom



Table 3-3 Available facilities in the communities

Community	KVIP Toilets	Borehole	Standpipe	Hand dug well	WATSAN committee	Charges for water	Clinic	School	Electricity	Markets	Processing plants/mills
Adisakrom	1 latrine, not working	1 by GAGL	-	2	No	-	-	-	-	-	-
Iduapriem/ Mile 8	1	2 by GAGL by close of Nov 3 rd one	-	2	Yes, training needed	Intend to charge 200 cedis per bucket	1	Nursery, Primary, JSS	yes	1	Oil processing plant*
Mile 7		2 functioning	-	2	Yes, training received	No	-	-	-	-	-
Abomponiso/ Mile 10½	1	To be given under VIP/GAG pays 10%	-		No		-	Primary	-	1	-
Nkwantakrom/ Acheampoong krom	1 latrine	2 by GAGL	-	1	Yes, training needed	No	-	-	-	-	-
Teberebie	KVIP, needs dislodging	3 by GAGL, 1 is not working	1		No	50 cedis a bucket, unit committee is treasurer	-	Nursery Primary JSS	yes	1 *	Maize mill
Techiman		1 by JICA 1 under construction by VIP /District Assembly	-	1	No	100 cedis per bucket, Unit committee is treasurer	-	Primary to class 2	-	-	-
Wangarakrom/ Badukrom	1 latrine, 2 enviroloo dry toilets	2 under construction VIP	-	-		-	-	Private nursery and private primary	-	-	-

3.5 Proposed Land use and Natural Resources

The main findings of the Proposed Land Use & Natural Resources Plan are as follows:

Significant potential for improved land use

There is considerable potential for future economic use of land in the concession area to optimise the use of local natural resources and infrastructure, as of the total concession area of about 6000 hectare, only 30% (some 1800 hectare) is earmarked for mining activities (the "active" mining area), leaving an area of approximately 4200 ha, called the "non-active mining area" which is and can directly be used for other kind of land use than mining (agriculture, forestry, etc). Both types of area are covered in this Proposed Land Use Plan. The Zoning Plan (Annex X) identifies the possible land use within the active mining area for the remaining mining period, based on three major zones:

- (i) Active areas: These areas are currently required for mining operations, infrastructure, waste dumps and tailings, etc.; and which will be required throughout the remaining mining period and will only become available for other forms of land use after closure of the mine. They are planned for reclamation only after active operations have ceased.
- (ii) Interim area: This covers areas which are required in the remaining mining period but which could be used for other land uses in the interim (e.g. grazing, cropping, etc);
- (iii) Closed out zone: These areas are currently being rehabilitated during active mine life and which will become available for other forms of land use, before mine closure, the so called closed-out mine areas (old waste dumps, heap leaches, tailing dams, etc.).

Zone i areas have potential mainly for agro-forestry, agriculture and cattle grazing, with some fish farming and aquaculture. Since mine closure is not foreseen within a medium term planning period of 5 years, future use can not always be precisely indicated yet. As such, this plan includes general possible post-operative use of remaining mine infrastructure and rehabilitated areas.

Pilot projects and economic opportunities

The participative approach undertaken resulted in the inclusion of opinions of relevant stakeholders in the proposed land use plan. From a pre-feasibility assessment it can be concluded that for Zone I lands after closure and on Non-active mine areas, small scale ventures like soap making, palm oil processing (small scale) and snail production will be feasible. Larger scale production like piggery or poultry seems feasible with some considerations like training, investment possibilities and a careful selection of producers. These land use types can all be undertaken on the present non-active areas and it was seen as feasible to introducing such small scale pilot land uses by the target communities

Different future types of land use identified such as fish farming, large scale grazing, etc can be introduced on both the Non-active mining areas, and possibly on Zone iii Closed out, rehabilitated areas, even prior to closure, while others can only be considered when the concession is given back.

However, the use of closed areas while the mine is still active is complicated. Due to reasons of (third party) liability, safety for GAGL personnel and third parties and security risks, GAGL does not want third parties to use the closed mine area. Nevertheless, this may not rule out the possibility of an early planning and introduction of another kind of

land use (for instance the introduction of commercial tree species) for later harvest, prior to mine closure, although this is not a feasible option at the moment. For example, works could be sub-contracted out to an organisation or company which can be screened (like any contractor) to ensure management, security and liability issues. This is particularly the case for 'large scale' land use types requiring a longer lead time to reach maturity and commercial feasibility, such as commercial plantation, fish farming (in closed out pits) and pastures on the tailing dam. By ensuring that these areas are contracted out- and therefore under GAGL management, GAGL may still meet its policy of not releasing rehabilitated areas to individual or groups of individuals until after mine closure when the conditions as stipulated by the Mining Law for reclamation have been fulfilled. If GAGL is concerned about access/liability, fencing of areas restricted or controlled access, and/or the use of contractors to carry out community planting may be solutions.

Sustainable natural resource use

Promotion of more sustainable land uses, particularly wood lots and forests for charcoal, gathering and hunting and the rights of access and use of the Nueng Forest Reserve is essential to maintain its biodiversity and value. This is an area where GAGL have little experience and where a role is foreseen for the District Assembly and Ministries of Lands and Forests and Food and Agriculture.

There may also be potential for renewable energy schemes (water, sun) in the area, if investment is forthcoming and the results of (IFC financed) pilot projects such as the "Power to the Poor in Ghana" electrification project (see *Economic Opportunities Report* Chapter 3.6.17 for more details)

Concerning tree removal at SE Dump, trees should be logged rather than covered with waste –so that economic benefit can be accrued. DA/Ministry of Forestry permission should be granted.

Land use rights

Land use in the interim zone should be made clear to all stakeholders. Questions concerning rights for compensation concerning current and future resettlement should be answered and a clear explanation of which activities are permitted (legal and illegal activities), where and why (e.g. safety reasons) to affected communities, individuals, families and stools should be given. This is a critical issue for community relations.

There is also a case for involving communities and stools in decision about which landuse to select for which areas, in the expectation that in future they be responsible for this land, as its original owners. As the District Assembly (as government representative) will most probably be the authority responsible for the allocation of land once the mine is closed, there is no or limited role that GAGL can play in such negotiations.

Based on the results of rehabilitation/re-vegetation we recommend that communities are involved in the pre-mine closure rehabilitation of closed, mined out areas and use of water filled pits for aquaculture (e.g. pits and dumps that are now permanently closed) **prior** to mine closure. There is no legal impediment to doing this. Good consultation with the Chief and local communities (through Community Consultative Committees) should enable communities to decide how to use the site, whether for grazing, fish farming or agriculture and how they finance and organise planting of crops.

Crop testing

Tests/investigations should be conducted in order to come to a thorough insight in the future possibilities of the land and natural resources (crops, trees, pasture and fish). The trials run by GAGL are in this case a good starting point.

Dialogue with authorities

At the same time a dialogue should start between competent authorities (e.g. Forestry Services Department, future users and GAGL) to plan for future land use. Advantages of an early start of land use planning is that:

- rehabilitation can be done in a tailor made way
- rehabilitation activities may be incorporated in existing management plans
- Availability of equipment through GAGL, etc.

External support to and link to pilot projects

For large-scale production of any crop in the communities some kind of organisation level should be established since this includes often major (direct or indirect) related investments as infrastructure (roads and markets), drainage (planning, maintenance) fertiliser (purchase) or other investments like training. Since these may be beyond the current capacity of the affected communities this requires external support. For any larger scale land uses (ie more extensive agriculture than envisioned in the pilot projects) a thorough feasibility study and a land evaluation is recommended.

The pilot projects proposed in the CDP will be useful vehicle to show if large scale agricultural production is possible. If successful, further support may allow these activities to be implemented on a larger scale. The proposals for external, donor funding have not addressed this aspect and have concentrated only on getting the projects established.

Public information on compensation

It is recommended that GAGL explain rights for compensation for Zone ii areas (see the map in Annex X) to all individual landowners, stools and families. This includes compensation for crops and lands ongoing and a clear explanation of which activities are permitted (legal and illegal activities), where and why (e.g. safety reasons) to affected communities, individuals, families and stools. The experience gained in implementing the Teberebie South East Waste Rock Dump RAP will be invaluable here.

Photo 3-3 Old heal leach pad at Iduapriem



3.6 Identification of economic opportunities

The main findings of the identification of preliminary economic opportunities are as follows:

Policy environment of rural economic opportunities

Ghana's macro policies create a conducive environment for agricultural, rural development and small economic ventures. The GPRS gives emphasis to the small and medium scale enterprises in the informal sector that offer significant opportunities for increases in production, productivity and employment. In Ghana, as laid down in the GPRS, one of the most important instruments to improve the socio-economic status of community members is the formation of groups for enhanced access to finance, credit as well as information and service provision. The organisational form will depend on the specific features of the proposed activities.

Instruments for economic opportunities

The type of support that needs to be given to small/medium scale economic ventures concerns organisational strengthening, financial services, proper use of technology, marketing and training. All support is readily available in Ghana, but detailed measures need to be further defined.

Agricultural related opportunities

As agriculture generates the largest share of the subsistence farmers' income in the project area, economic prospects related to the existing traditional crops focus on increased agricultural production and on agricultural linkages. After appraisal of many possibilities, sixteen feasible agricultural ventures were examined, based on above instruments.

Presently the farmers realise low yields due to their inability to finance the cost of land preparation, farm maintenance, improved seedlings and agro-chemicals including fertiliser.

Inherent to subsistence farming, the agricultural growth is slow and thus ventures with backward linkages, such as black-smithing, and forward linkages, such as processing of crops that will improve post harvest management have been found feasible. A large interest was especially shown in palm oil processing. In addition, only a few possible non-traditional crops have been found feasible in the sense that these are not very perishable and that marketability appeared to be realistic.

As regards backward agricultural linkages, the youth of 4 villages expressed interest in black-smithing as group venture and none of the communities opted for seed-maize production. However, as the prospects of seed maize are high, it is recommended to further promote the production of it.

To alleviate poverty, other ways to increase production of existing crops are also needed, such as enhanced access to services and supplies of MOFA to improve output of current cultivated crops could be addressed.

Non-agricultural related opportunities

Tie & dye and soap bar production were identified as not only feasible non-agricultural based activities but also as very lucrative ventures, in particular for women.

Organisation level

In line with the Ghana policy, group formation is needed for the agricultural and non-agricultural activities in order to mobilise existing resources and to enhance access to finance, credit as well as information and service provision. Therefore attention should be devoted to the nature and organisational situation of existing groups and subsequently building up the required organisational capacity. Consequently systematic efforts to bolster community level organisation will have to take place. A critical part of the CDP is to invest in building such capacity in the communities. As such, the strong field presence of for example, the District Assembly Department for Community Development and NGO(s) is a prerequisite for any capacity building program as such efforts cannot solemnly be dealt with by GAGL, as such capacity building goes beyond the competences of the GAGL and the senior community liaison officer.

The alternative is that the CDP will aim at supporting agricultural and non-agricultural activities suitable for individuals, but that will require careful screening and does not have such either as quick or knock-on effects as using groups and organisations.

Micro entrepreneurs

Assessment of the *existing individual activities* learns that at present not many of the consulted 'micro- entrepreneurs' are in favour of forming a network/association. But as empirical findings indicate that formation of networks and producers associations is one of the key strategies to overcome drawbacks of being small and powerless, the CDP will have to advocate and support the formation of networks and associations. External assistance to the establishment and capacity building of SME's has been provided by some agencies in Ghana. Problems that were encountered arose from the complexity in co-ordination and management of such exercises rather than from the nature of SME's.

As the diverse and multifaceted needs to establish SME's by forming an association of sub-sector private enterprises makes co-ordination and project management difficult, again, strong field presence of an NGO is required to assist GAGL.

Micro credit fund

Taken the poverty level of the targeted communities into account, the surveys indicated how difficult it was to locally generate substantial funds as collateral for banks to obtain credits/loans. There is also a lack of knowledge about what funds and credit can be accessed, as well as a limited availability of schemes suitable for small scale farmers in the Tarkwa area. Hence, as a key to broadening the economic base of the communities a micro financing scheme is seen as providing a seed fund for microcredit, as part of the CDP.

Skills and Education base

Priority problems given by the various communities reveal insufficient job avenues and lack of employable skills. For instance, the unemployment levels of youth in the area are given as 70-90% while the national unemployment average is 30 % of the population in the age group 15-24. To enhance economic opportunities for the communities, the development of the skills and education base in order to enhance opportunities is therefore recommended to be a priority activity.

Priorities of Youth (vulnerable group)

The final selection of skills required, indicated by unemployed youths, is given in the overview below.

Table 3-4 Preferences of needs skills of unemployed youth

Preferences of needs	Adisakrom	Iduapriem/mile 8	Mile 7	Mile 10½/Abomponiso	Nkwantakrom/Acheampimkr om	Teberebie	Techiman	Wangarakrom/Badukrom	Overall Priority
Masonry								X	5 th
Machine operator				X		X	X	X	3 rd
Electrician	X	X	X	X	X	X			1 st
Welding/black smithing		X	X	X	X		X	X	1 ^s
Carpentry		X						X	4 th
Plumbing								X	5 th
Mechanics – car/fridge/fitting	X	X	X	X	X	X			1 ^s
Computer skills		X	X			X	X		3 rd
Soap making	X	X	X	X	X				2 nd
Pommade making		X		X					4 th
Spraying cars	X		X						4 th
Sewing/tailoring		X							5 th
Tie & dye			X	X	X	X	X	X	1 ^s

X indicates preference for youth group activity

Priorities of the communities

After three consultation rounds with the communities, three priority income generating activities were selected for each community (see also Economic Development Opportunities Report).

All communities have preference for one or more of the livestock projects. Poultry and pig farms were initially amongst the listed priorities. But taken the manifold problems in production and marketing of both poultry and pigs into account, alternatives were discussed during the third consultation round. Most communities came up with an alternative option.

Four communities have opted for bar soap production as one of their final priority projects. However, as in particular unemployed women showed also preferences for tie & dye projects further consideration need to be given to such ventures in the CDP.

Their final priorities are given in the table below.

Table 3-5 Final priorities of economic opportunities communities

Economic Activity		Mile 7	Iduapriem/Mile 8	Techiman	Teberbie	Wangarakrom/Baduakrom	Adisakrom	Abompuniso/M. 10 1/2	Nkwantakrom/Acheampongkrom
1-C	Palm oil production and processing	X	X	X		X	X	X	
2-C	Fish farming		X	X	X	X	X	X	
3-S	Soap Making					X		X	X
4-C	Vegetable Production (carrots as example)	X	X					X	
5-C	Small ruminant rearing (f.i. sheep/goat rearing)	X				X	X		
6-S	Bee keeping				X				
7-C	Pepper processing								X
8-S	Snail production			X	X				
9-S	Poultry (backyard)	X							X
10-C	Piggery	X				X			X

S = supplementary activity, C = core activity

Photo 3-4 Potential palm oil processing shed near Mile 8


4 PARTICIPATORY PROCESS FOR IDENTIFYING COMMUNITY DEVELOPMENT MEASURES

4.1 Introduction

During the entire project, a demand responsive approach has been followed. Also during this third phase of the project - the establishment of the Community Development Plan - regular communication with the affected villages and with its different target groups was carried out in order to ensure that the needs and wishes of the target groups are clearly represented in the community development measures that result from the project.

4.2 Participatory process

The process for coming to a set of community development measures was structured as follows:

1) *An initial proposed set of measures was established based on the information retrieved during the set-up of the Socio-economic Baseline, Identified Economic Opportunities and Proposed Land Use Reports*

The basis of the measures is laid down during the first two phases of the project. With help of participatory techniques, these phases have resulted in the following:

- May to December 2003: Identification of the basic needs (health, sanitation, etc.) of the affected communities as presented in the “Socio-economic Baseline & Impact Assessment Report”; and
- October- February 2003: Identification of the desires of the affected communities regarding economic opportunities and land use, as presented in the *Economic Development Opportunities Report* and the *Proposed Land Use and Natural Resources Plan*.

Based on the priorities that were indicated by the communities during these two phases of the project, an initial proposed set of measures was formed, consisting of:

- December 2003- February 2004: Measures related to the Improvement of Quality of Life in the communities (such as health and sanitation facilities);
- November 2003- February 2004: Measures related to the Increase of Economic Opportunities for the inhabitants of the communities.

2) *The initial proposed set of measures was discussed in-depth with the stakeholders and adapted according to comments received*

The initial proposed set of measures was discussed in-depth during a Second Stakeholder Meeting that was held in February 2004 (see Annex II for details). During this discussion, the focus was on the following questions:

- a. Are the measures regarded suitable and necessary by the stakeholders?
- b. Is there no overlap with activities of other parties that are active in the region?
- c. Do the measures fit with the regional development strategies?

The proposed set of measures was adapted according to the comments of the stakeholders.

After discussing the proposed set of measures, all parties also indicated in which way they are willing to contribute themselves to the identified measures (see Annex II for details).

3) A set of pilot projects was selected jointly by the Stakeholders

During the Second Stakeholder Meeting, also a number of pilot projects were identified. First, the criteria for the selection of pilot projects were set jointly. Based on these criteria, the selection of activities was carried out with the entire group of stakeholders (see Chapter 7 for further details).

The following chapters give the details of:

- The selected set of measures to improve the quality of life (Chapter 5);
- The selected set of measures to improve the economic opportunities for the local communities (Chapter 6);
- The identified pilot projects, which are regarded to be the most relevant economic opportunities to start with (Chapter 7);
- The indicated contribution of the stakeholders to the identified measures and pilot projects Chapter 8).

Photo 4-1 Consultation meetings in Techiman and Adisakrom



5 MEASURES TO IMPROVE THE QUALITY OF LIFE

5.1 Introduction

Improving the Quality of Life (QoL) is as important as increasing people's incomes and the assets they acquire. Provision of basic services - particularly, health services, clean and safe water supply, sanitation and education facilities - are essential to the physical being well and fulfil basic human needs of local communities. These facilities are the basic requirements for poverty eradication and therefore addressed in the CDP. They also build on and complement GAGLs past community development initiatives.

Based on the findings of the social baseline survey and the stakeholder participation, the priority interventions by the CDP are set as presented in the box below.

Table 5-1 Priority of Quality of Life (QoL) interventions

Priority of Quality of Life (QoL) interventions
(a) Safe, flowing, good quality water;
(b) Adequate sanitation facilities;
(c) Good quality education (primary & junior level) – includes quality of teaching materials and buildings;
(d) Proficient health care services; access to health facilities (e.g. clinic, outreach, first aid) and provision of medicines/equipment.

5.2 Safe, flowing, good quality water

Clean water supply is essential for health of the population and improving the quality of life. The nearness of water sources for human consumption saves time and energy that is spent for fetching water. Usually, women and children collect and transport water for the entire family.

GAGL has made tremendous efforts to provide communities with protected water sources, often jointly with government partners such as WATSAN. However, the quality of potable drinking water varies substantially as still some water for human consumption comes from unprotected wells and springs. GAGL has shown a commitment to continue to provide water supply facilities to communities on the concession.

To decide where to set-up additional water supply facilities, use was made of the requests from communities as well as Ghanaian guidelines regarding the ratio persons per borehole, or hand-dug well.

The requirements and demands concerning water supply facilities were among others discussed during the Second Stakeholder Meeting. During this discussion, it was concluded that an additional borehole would be needed in Iduapriem/Mile 8, as there are currently problems with Iron/Manganese contamination. The establishment of a borehole/filter/treatment system to provide potable water to solve the contamination problem has a high priority.

Besides the demands indicated by the communities, national and district guidelines were used to indicate the number of water supply facilities required for a certain number of persons, as presented in the table below.

Table 5-2 Guidelines number of persons per water supply facility

Guidelines number of persons per water supply facility		
Type of facility	Minimum number of persons required according guidelines	Type of guideline
1 Hand-dug well	150 persons	District guideline
1 Borehole	> 150 inhabitants	District guideline
1 Borehole	500-800 inhabitants	National guideline
2 Boreholes	800-1600 inhabitants	National guideline

Table 5-3 required water supply facilities based on guidelines

Communities	Number of inhabitants	Available facilities	Number of facilities based on guidelines	Additional facilities required based on guidelines
Adisakrom	450	1 by GAG	1 borehole	0
Iduapriem/Mile 8	1524	2 by GAGL, 3 rd one to set-up	2 boreholes	0 3 rd to be set up with potable water quality
Mile7	436	2 functioning	1 borehole	0
Abompuniso/ Mile 101/2	1070	1 to be given under VIP	2 boreholes	1 borehole
Acheampong / Nkwantakrom	235	2 by GAGL	1 borehole	0
Teberebie	1137	3 by GAGL, 1 is not working	2 boreholes	0
Techiman	168	1 by JICA, 1 under construction by VIP /District Assembly	1 borehole	0
Wangarakrom/ Badukrom	2500	2 under construction VIP	3-4 boreholes	1-2 boreholes
Total inhabitants	7520			

Based on the above, the following communities require an additional borehole:

- Iduapriem/Mile 8;
- Abompuniso/Mile 10 ½;
- Wangarakrom/Badukrom.

The investments for these boreholes are included in the planning of activities (see further Chapter 9 and Annex III).

Besides the establishment of facilities, a number of other measures were identified during the discussions with the affected communities and other stakeholders. The following additional measures in relation to water supply are therefore included in the CDP.

Table 5-4 Community development measures related to water supply

Additional measures to ensure safe, flowing, good quality water
<ul style="list-style-type: none"> • Improve design of the water facility, as in some villages (Adisakrom) spilled water is discharged in an open basin, readily to become a mosquito-breeding place.
<ul style="list-style-type: none"> • Activate the dormant and initiate new community based Water Committees to ensure full utilisation and functionality of the facilities (WATSAN lays down the guidelines and regulations for water sources development from the lowest appropriate level).
<ul style="list-style-type: none"> • Initiate appropriate and low cost technology such as protection of springs and wells and harvesting of roof water as to increase functionality and reduce costs.
<ul style="list-style-type: none"> • To maximise potential benefits of water supply the technical and behavioural measures will have to go hand in hand. Therefore, a hygiene promotion program has to be launched to maximise the benefits of a safe water supply .
<ul style="list-style-type: none"> • In order to ensure that water supply facilities are sustained both technically and financially, communities need to be encouraged to bear costs of operation and build their capacity for maintenance (GAGL needs to train volunteers in repair skills) (Maybe they will need an incentive especially the sanitation people).

These activities are also included in the detailed planning of activities (see Annex III).

A crucial part of providing water is that the communities realise the value of this critical resource. The CDP is therefore also aimed at making communities aware of their responsibility for both provision and maintenance of the boreholes/pumps and contributes both financially and in resources to this.

5.3 Adequate sanitation facilities

Adequate sanitation is another basic human need. The relatively high prevalence of diarrhoea in the study area can also be partly attributed to the lack of access to proper sanitation.

Absence of sanitation facilities was not mentioned as a pressing problem by any of the communities consulted. However, the low levels of hygiene and sanitation and low knowledge levels, indicated that this is a critical QoL area for intervention. Better coverage will contribute to improved public health, personal well being, reduced costs of curative health services and to a higher productivity as less energy is lost from poor health and illness.

In its efforts to enhance access to proper sanitation facilities, GAGL has scheduled the construction of KVIP facilities in all villages. The programme implementation and construction has been scheduled depends on available funds.

The guidelines used by the District Assembly indicate that for every 20 inhabitants of a community, one toilet facility needs to be available. Based on this guideline, additional facilities are required, as presented below (it is assumed that all available facilities are 4-seaters). The table shows that a considerable amount of work remains to be done in all communities. The investments for the sanitary facilities will be included in the planning of activities.

Table 5-5 required sanitation facilities based on guidelines

Communities	Number of inhabitants	Available facilities	Number of facilities based on guidelines	Additional facilities required based on guidelines
Adisakrom	450	1 latrine, not working	6	5
Iduapriem/Mile 8	1524	1	20	19
Mile7	436	-	6	6
Abompuniso/Mile 101/2	1070	1	14	13
Acheampong / Nkwantakrom	235	1 latrine	3	2
Teberebie	1137	KVIP, needs dislodging	15	15
Techiman	168	-	3	3
Wangarakrom/Badukrom	2500	1 latrine, 2 enviroloo dry toilets	32	30
Total inhabitants	7520			

Besides the establishment of facilities, a number of other measures were identified during the discussions with the affected communities and other stakeholders. The following additional measures are required, as shown in the table below;

Table 5-6 Community development measures related to sanitation

Additional measures to ensure adequate sanitation
<ul style="list-style-type: none"> To increase potential gains of sanitation facilities. Toilet facilities- though well designed - may become a hotbed of diseases when they are not used and cleaned properly. Moreover, safe excreta disposal without washing hands will have hardly any impact on transmittable diseases. Consequently, a health promotion program has to be coupled to the provision of toilet facilities;
<ul style="list-style-type: none"> To assist in forming community based sanitation/water committees to ensure full utilisation, functionality and cleanliness of the facilities;
<ul style="list-style-type: none"> In order to ensure that sanitation facilities are sustained both technically and financially, communities need to be encouraged to bear costs of operation and build their capacity for maintenance (GAGL to train volunteers in repair skills).

These activities are also included in the detailed planning of activities (see Annex III).

A crucial part of providing sanitation is that the communities realise the value of this critical resource. The CDP is therefore also aimed at making communities aware of their responsibility for both provision and maintenance of the latrines and KVIPs and contribute both financially and in resources to this.

5.4 Good quality education

Though not expressed directly as one of the main village concerns, the lack of insufficient access to and quality of education were one of the acknowledged reasons contributing to poverty (social deprivation caused or exacerbated by low capacities through lack of education, vocational skills, entrepreneurial abilities) and needs therefore to be addressed in the CDP.

The requirements and demands concerning education facilities were among others discussed during the Second Stakeholder Meeting. During this discussion, it was concluded that additional facilities would be needed as presented in the table below.

Table 5-7 required education facilities based on communities requests

Communities	Available school facilities	Education needs
Adisakrom	-	
Iduapriem/ Mile 8	Primary School JSS Nursery	
Mile 7	-	Long term a nursery (low priority)
Abomponiso/ Mile 10½	Primary School	Replacement or/ rebuilding primary school
Nkwantakrom/ Acheampoongkrom	-	1 Nursery
Teberebie	Nursery Primary School JSS	
Techiman		Nursery + primary P1-3
Wangarakrom/Badukrom	Private nursery Private primary school	Public primary + nursery (latter is recommended by experts)

The district guidelines for school facilities are presented in the table below. These can be used as an indication for the desired number of pupils in each class.

Table 5-8 Guidelines school facilities

Type of school facility	Number of pupils per class
Early Childhood Development Centre	40 pupils
Primary School	36 pupils
Junior Secondary School	30 pupils

Besides the set-up of education facilities, the following interventions geared at educational improvement are proposed, as indicated in the table below. These activities are also included in the detailed planning of activities (see Annex III).

Table 5-9 Community development measures related to education

Additional measures to ensure adequate education
<ul style="list-style-type: none"> Set up of a scholarship scheme for deserving students & sponsorship of schools in consultation with local communities
<ul style="list-style-type: none"> Set-up of a library in Mile 8 (to be justified by high drop-out and unemployed youth to enlarge/enhance their knowledge);
<ul style="list-style-type: none"> Improvement of schools facilities (textbooks/furniture/transport).

5.5 Proficient health care services

Regarding health care services, the strategy will be to improve health care resources, improve basic services and bring them closer to the people. This could involve promoting primary health care by giving priority to establish services where communities have indicated such facility as one of their priority needs.

Availability of affordable and adequate health services to the communities improves people's life expectancy and increases labour productivity and income. The health infrastructure in the concession area and neighbouring villages is poor. Only one clinic in Iduapriem is available. For most villagers the mean walking distance exceeds the national average of 5 km to a health facility. Faced with the absence of health units within reasonable walking distance and inadequate supply of drugs to the Iduapriem clinic, many families rely on self treatment with drugs purchased from nearby kiosks, shops and traditional healers. According to staff of Iduapriem clinic people do not often buy sufficient or correct doses, leading to the development of resistance against drugs, particularly malarial drugs due to the uncontrolled situation.

Four communities - Mile 7, Teberebie, Wangarakrom, Mile 10,5/Abompuniso - feel strongly that they must have health facilities, at least a health post of their own. In particular for the last two mentioned villages, any emergency could be - without the regular, adequate public or private transport in the area - life threatening as these villages have to walk long distances to bring the sick to a clinic. Mile 7 is not far from Iduapriem/Mile 8. Table 5-10 presents the resulting requests, which were also agreed upon during the Second Stakeholders Workshop.

Table 5-10 required health facilities based on demands communities

Communities	Available health facilities	Health needs
Adisakrom	-	
Iduapriem/Mile 8	1	
Mile 7	-	1 (but close to Mile 8, no priority)
Abomponiso/ Mile 10½	-	1
Nkwantakrom/Acheampoongkrom	-	
Teberebie	-	1 (but close to Tarkwa, transport is available, no priority)
Techiman	-	
Wangarakrom/Badukrom	-	1

Health indicators of the surveyed communities are of major concern. The survey findings revealed that most prevalent diseases appear to be water and sanitation related¹³, such as malaria (water related insect vector), diarrhoea (water born, faecal-oral) and skin diseases (water-washed, due to unhygienic personal and domestic practices). The relatively high incidence of diarrhoea can be attributed partly to the lack of access to clean drinking water and proper sanitation. Toilet facilities- though well designed - may become a hotbed of diseases if not used and cleaned properly. Moreover, safe excreta disposal without washing hands has hardly any impact on transmittable diseases. Many studies showed that demonstrable health impacts affecting all age groups can be expected from improvements in water supply, sanitation and hygiene.

To maximise impacts, a number of critical factors have been identified in achieving broad health impacts. Safe excreta disposal and proper use of water for personal and domestic hygiene appear to be more important than drinking water quality. It is clear that to maximise the potential benefits of water supply the technical and behavioural

¹³ The way to mix hygiene education with water supply and sanitation, Technical paper series no.29 IRC International Water and Sanitation Centre, The Netherlands

measures will have to go hand in hand. Therefore, a hygiene promotion program has to be launched as benefits of a safe water supply will be lost if water is not collected and handled to prevent contamination before consumption.

Based on this analysis, the following additional activities will be pursued. It is also necessary to activate the dormant and initiate new community based water committees to ensure full utilisation and functionality of the facilities (WATSAN lays down the guidelines and regulations for water sources development from the lowest appropriate level)

Table 5-11 Community development measures related to health

Additional measures to ensure adequate health
• Control of disease vectors by spraying of ponds (malaria);
• Mosquito net program;
• To improve coverage of waster supply and sanitation facilities;
• Initiation of hygiene education linked to improved technical water supply and sanitation facilities to maximise health benefits.

These activities are also included in the detailed planning of activities (see Annex III).

Photo 5-1: Health clinic Mile 8



5.6 Summary of recommended activities

The QoL activities that are recommended to be implemented are summarised in the table below.

Table 5-12 Summary of recommended Quality of Life activities

General	Unit Costs US\$
• Needs assessment for quality of life interventions	9.385
• Selection and planning of interventions with help of advisory committee	6.695
Measures to ensure safe, flowing, good quality water	
• Invest in rehabilitation and/or set up of new facilities	8.000
• Improve design of the water facility, as in some villages (Adisakrom) spilled water is discharged in an open basin, readily to become a mosquito-breeding place	PM
• Activate the dormant and initiate new community based water committees	7.925
• Initiate appropriate and low cost technology such as protection of springs and wells and harvesting of roof water as to increase functionality and reduce costs	6.694
• Hygiene promotion program for water supply collection and handling	7.255
• In order to ensure that water supply facilities are sustained both technically and financially, communities need to be encouraged to bear costs of operation and build their capacity for maintenance (GAGL needs to train volunteers in repair skills)	4.195
Measures to ensure adequate sanitation	
• Invest in rehabilitation and/or set up of new facilities	6.500
• Health promotion program be coupled to the provision of toilet facilities	7.925
• To assist in forming community based sanitation/water committees to ensure full utilisation, functionality and cleanliness of the facilities	7.255
• In order to ensure that sanitation facilities are sustained both technically and financially, communities need to be encouraged to bear costs of operation and build their capacity for maintenance (GAGL to train volunteers in repair skills)	3.295
Measures to ensure adequate education	
• Invest in rehabilitation and/or set up of new facilities	PM
• Scholarship scheme for deserving students & sponsorship of schools	1.100
• Set-up of a library in Mile 8 (to be justified by high drop-out and unemployed youth to enlarge/enhance their knowledge)	PM
• Improvement of schools facilities (textbooks/furniture/transport)	PM
Measures to ensure adequate health	
• Subsidising the Iduapriem Health Unit for purchase of drugs	External
• Provide transport for outreach workers Iduapriem Health Unit (and provision of transport to extension workers MOH Tarkwa)	External
• Making health posts available in the 3 villages or at least in one of the communities most faraway from Iduapriem/Tarkwa	External
• To have a number of volunteers trained in first AID and to have them equipped with a kit	5.365
• Control of disease vectors for Malaria (for instance mosquito net programme	External

6 MEASURES TO IMPROVE ECONOMIC OPPORTUNITIES FOR THE LOCAL COMMUNITIES

6.1 Introduction

The improvement of economic opportunities and building of alternative livelihoods for the local communities in the concession is seen as one of the critical areas for poverty reduction in the project area. The improvement of economic opportunities should be carried out in parallel with the quality of life intervention, as the building up of economic opportunities will also provide income that can help finance the maintenance of QoL initiatives.

In order to realise improved economic opportunities, three main activities are needed, as presented in the table below.

Priority of Economic Opportunity interventions
(a) Measures to improve the skills base of the local communities;
(b) Measures to facilitate access to credit, technology and relevant services and supplies;
(c) Measures to build partnerships and promote the development of local business and the establishment of SME's.

In the following paragraphs, the activities under each category will be further detailed.

6.2 Measures to improve the skills base of target groups

The surveys that were carried out as part of this project clearly revealed the dearth of skills and education in the rural communities. It is therefore no wonder that very few of the inhabitants had the benefit of being employed even once for a shorter period at the Mine. The youth in virtually every community stressed the need for some sort of training that would make them employable either by the mine or otherwise by themselves.

The following activities are therefore proposed to be carried out under the CDP:

- To carry out training for the enhancement of group formation;
- To provide relevant professional and technical training;
- To provide assistance in acquiring entrepreneurial skills;
- To provide specific support to the unemployed youth.

6.2.1 Training for the enhancement of group formation

A lack of effective community organisation was made clear by the various surveys (see Chapter 3). This shortcoming has to be removed by encouraging group formation and farmer organisations. One of the most important instruments to improve the socio-economic status of community members is the formation of groups for enhanced access to finance, credit as well as information and service provision. The first activities for the enhancement of group formation have already started under the current project by OICI. The implementation work plan of OICI for these activities is presented in table 6-1.

Table 6-1 Work Plan for Skills training

Goal	Objective	Activity	Target	Person Responsible	Output
Improve on a sustainable basis the socio-economic livelihood of communities affected by the mining operations	<ul style="list-style-type: none"> (a) To Assist the communities in group formation (b) To strengthen Existing Groups (c) To help groups to register with Cooperative Department and other service providers 	<ul style="list-style-type: none"> Visiting the communities Meeting community leaders Registering the existing groups Identification/formation of new groups 	<ul style="list-style-type: none"> 8 Communities 8 Consultative assembly members & 32 business group executives 32 groups 	OICI staff Department of Cooperative National Youth Council	<ul style="list-style-type: none"> OICI becomes familiar with the communities and their activities 32 groups registered, new ones identified and registered
Group Development	<ul style="list-style-type: none"> To train the groups to become viable and sustainable To sharpen the financial and business management skills of the groups To improve the record keeping among the groups To train the groups in basic marketing strategies To enhance the technical skills of group members To improve access of the groups to credit 	<ul style="list-style-type: none"> Organize training/workshops for the groups in Group dynamics Leadership skills/ Decision making process etc Organize workshops for the groups in financial and business management Organize workshop for groups in financial management and basic marketing strategies Organize training/workshops in appropriate technology transfer Introduce groups to financial institutions etc. 	<ul style="list-style-type: none"> 8 consultative committee members & 32 business group executives 	OICI Training Team OIC Staff	<ul style="list-style-type: none"> Participants trained in group dynamics etc Participants trained in basic business management skills Participants trained in financial management and basic marketing skills Participants trained in appropriate technology transfer activities Participants linked/introduced to some of the financial institutions/other organizations and OICI for credit assistance

6.2.2 Professional and technical training

Besides group formation training, also technical training is required to ensure that the economic opportunities that are identified can be implemented successfully by the groups.

As indicated in the Chapter 3, the youth in each community has indicated its preferences of skills required (see Table 3-4). Also, each community has selected three preferred income generating activities (see Table 3-5). Obviously, training should be carried out to support these activities.

The planning of the training is included in Annex III.

6.2.3 Assistance in acquiring entrepreneurial and marketing skills

Poverty reduction and creation of sustainable opportunities in local business promotion, requires not only skills acquisition or upgrading but also entrepreneurial skills.

This component will target young people who are unemployed as well as those who wish to be self-employed. The focus will be on training and retraining, with emphasis on business management. Beneficiaries will be linked to existing micro finance institutions after the training.

The training (also called business management training) is included in the planning in Annex III.

6.2.4 Support to unemployed youth

In order to specifically enhance skills acquisition of youth, the following four programmes will be pursued:

- (a) GAGL has already established a practical attachment program in collaboration with specialised schools e.g. polytechnic, university, national vocational training institute in Tarkwa. Yearly the program absorbs a minimum of 10 and a maximum of 20 students. However, queries posed by communities and GAGL staff members indicate that the selection criteria need to be further disseminated in the communities and publicity about this programme increased.
- (b) As the Attachment programme caters for students from higher education- it is not expected that this will be of direct benefit to students from the target group. Therefore, a practical Apprenticeship Scheme focussing on a lower academic level is proposed to enable skills indicated by youths (e.g. electrician, mechanics, computer skills, plumbing, carpentry) to be pursued within GAGL or via subcontractors.
- (c) Recently, a Scholarship program to enhance progression from Junior Secondary school (JSS) to Senior Secondary Schools (SSS) has been launched by GAGL. The program benefits prospective students from the two schools located in the concession, the Mile 8 and Teberebie JSS schools. Selection criteria have been developed. As yet no students have been awarded such scholarship with grants of around 400.000 cedis per individual. It is recommended that selection criteria are

reviewed to enable uptake of the scholarship and that publicity about the scholarship is increased in the communities.

- (d) To assist the unemployed youth in acquiring employable skills a scheme with institutions for skills training is recommended. As part of the Skills and Entrepreneurial Programme this scheme is to target young people who have completed basic and secondary education but are unemployed due to reasons of quality or relevance of instruction.

These programmes – together with the professional and technical training that was elaborated upon in Chapter 6.2.2, the CDP aims to considerably enhance youth skills.

6.3 Support for developing economic opportunities

Apart from enhancing the skills base within the communities, additional measures are needed to improve the current economy or create economic activities. To generate gainful employment involves providing an *enabling environment* to stimulate economic activities such as improved access to credit, technology and relevant services and supplies (for instance of MOFA).

6.3.1 Improved access to credit

An important instrument in support of economic opportunities (see also Paragraph 3.3 of the *Economic Development Opportunity Report*) is the provision of finance for investment in capital goods, purchase of stocks and other costs. There are a variety of channels through which loan services can reach the target group in Ghana.

For the affected communities, access to credit will be most likely to be achieved if (micro)-credit is available. GAGL has indicated that they are willing to provide a seed fund for a credit scheme as part of the Community Development Plan. A budget of \$65,000 has been proposed in the CDP.

Therefore, within this project, the modalities for credit schemes have been studied. Also, some currently present schemes in Ghana have been analysed (Bogoso Area Rural Bank Ltd, Amenfiman Rural Bank, EMPRETECH, Ecobank, GMCC, NBSSI, SSB, CUS, OICI and ADS, see *Economic Development Opportunities Report*). Based on the findings and modality criteria below, OICI is proposed as the most suitable partner for a credit scheme, funded among others by GAGL, as detailed in Table 6-2. Obviously, when the credit scheme is actually initiated, the set-up will have to be discussed and negotiated in more detail.

More and contact details for these institutions are provided in Annex XII.

Table 6-2 Recommended modality for a credit scheme

Recommended modality for a credit scheme, funded among others by GAGL
<ul style="list-style-type: none"> • The revolving fund for the concession area could consist of 70% GAGL funds and 30% funds of the implementing organisation. The contribution of the latter increases its commitment for managing the fund properly. • Externally managed fund (i.e. not managed by GAGL)- either by a Bank or reputable NGO with micro credit experience, located in the Tarkwa area. • Microcredit organisation should have a track record and/or willingness to lend to micro-small scale enterprises and farmers, and also provide advice on credit and financial management as part of the micro-credit scheme • GAGL to provide approx 70% of seed fund (e.g. \$ 65,000) and the microcredit organisation to provide 30% (approx 20,000). Options to seed the fund could be (a) Instalments spread the ie over the next 8 years or (b) 2 of 3 injections in the first 2 or 3 years. This is probably the preferred option for a microcredit organisation as its gives more flexibility disbursing allocating loans. • The interest rate could be on an annual base (which is the percentage currently applied by OICI). Out of this, a certain percentage should be used for management of the scheme. The remaining interest should be put back in the revolving fund in order to keep the fund at the initial level (in real terms). • The commonly used percentage of 24% on an annual base is considered rather high for the characteristics of the potential borrowers in the area. A lower percentages need s to be agreed with the management of the scheme. • Potential support to the micro credit scheme by third parties has been discussed and will be further looked into by the consultant.. Given the current lack of Banks operating micro credit schemes in Tarkwa, a micro credit NGO (such as OICI) is a potential partner in the scheme.

6.3.2 Improved access to services

Presently farmers realise low yields due to their inability to finance the cost of land preparation, farm maintenance, improved seedlings and agro-chemicals including fertiliser. To alleviate poverty, measures for increased production of existing crops include the enhancement of access to services and supplies of MOFA to improve the output of current cultivated crops. Therefore, assistance to enhance the access to these services and supplies will be given as part of the CDP.

The planning of the activity is included in Annex III.

More and contact details for these institutions are provided in Annex XII.

6.4 Measures to build partnership and promote local business development and establishment of SME's

For the promotion of local business development and the establishment of SME's, the key challenge of the CDP will be to help them overcome the disadvantages of being small, scatted and unorganised.

The formation of networks and producers associations is one of the key strategies to overcome drawbacks of being small and powerless¹⁴, therefore the CDP strategy will be guided by the following priorities:

¹⁴ Empowerment and poverty reduction, PREM, World Bank May 2002

- Promote entrepreneurship in general and create awareness of the advantages of building partnership;
- On a pilot basis make a careful selection of micro enterprises, in terms of the entrepreneurs willingness and feasibility of the product to form a partnership;
- On a pilot basis, stimulate and facilitate initiatives to establish partnerships for the selected micro enterprises.

Analyze current attitude of entrepreneurs

The number and type of entrepreneurs in both the remote and more accessible villages is rather limited. As is shown in the social baseline survey, only the villages of Teberebie and Iduapriem/Mile 8 have some shops/enterprises. Most of the shops sell a small variety of groceries, others offer tailoring services/ beauty care or sell beer. These shops do not employ people, but are run by one or two - often female - family members. In the more remote and backward villages of Wangarakrom/ Badukrom/Mile 10.5, Techiman, Abompuniso/ Mile 10.5/Nkwantakrom/Adisakrom the so-called shops are merely tabletops or wattle structures with a meagre selection of items sold by females. Hence all shops fall into the category of micro-enterprises.

As these informal, often unregistered 'firms' could form a network and/or producers association, 'entrepreneurs' were randomly interviewed. From the interviews, it appeared that the idea to form an association to enhance access to credit and training appeared beyond their grasp. Actually none of the interviewees were open to this idea of broadening their base. This was for instance stated by one of the female entrepreneurs as follows: "Associations and co-operatives throw up too many barriers against my future independence, but credit to further expand my shop is welcome".

Promote entrepreneurship and create awareness of advantages building partnership

Based on the interviews with the current available entrepreneurs, it can be concluded that there is a long way to go to realise partnerships among entrepreneurs. Awareness-raising will therefore be the first activity to start with, before the other activities can be implemented.

On a pilot basis make a careful selection of micro enterprises, in terms of the entrepreneur's willingness and feasibility of the product to form a partnership

Based on the results of the awareness raising processes, the micro enterprises can be selected that are willing and eligible to form a partnership.

On a pilot basis, stimulate and facilitate initiatives to establish partnerships for the selected micro enterprises.

On a pilot basis, initiatives to establish a partnership should be stimulated and facilitated for the selected micro enterprises.

Details on OICI are provided in Annex V.

6.5 Summary of recommended activities

The Economic Opportunity Activities that are recommended to be implemented are summarised in the table below.

Table 6-3 Summary of recommended Economic Opportunity Initiatives

Measures	Unit cost \$
Measures to improve the skills base of the local communities	
• To carry out training for the enhancement of group formation	4.195
• To provide relevant professional and technical training	4.895
• To provide assistance in acquiring entrepreneurial skills	-
• To provide specific support to the unemployed youth	4.621
Additional measures to improve livelihood options	
• To facilitate improved access to credit	7.695
• To facilitate improved access to services	-
Measures to build partnerships and promote local business development and the establishment of SME's	
• To promote entrepreneurship and create awareness of the advantages of building partnership	3.295
• On a pilot basis to make a careful selection of micro enterprises, in terms of the entrepreneurs willingness and feasibility of the product to form a partnership	6.595
• On a pilot basis, to stimulate and facilitate initiatives to establish partnerships for the selected micro enterprises	3.295

Photo 6-1 Future economic opportunities: Pineapple production in the consession?



7 PILOT PROJECTS

7.1 Selection of priority projects

During the stakeholder consultation rounds, the stakeholders selected the type of economic activities that they would like to carry out (see *Economic Development Opportunities Report* for details). During the 2nd stakeholder workshop in January 2004, these selected activities were discussed and prioritised.

Two types of priority projects were selected, namely core activity pilot projects and supplementary activity pilot projects. The core activity pilot projects are related to the activities that could function as the primary employment and income earner. The supplementary activity pilot projects are additional activities. The criteria that were used to make the selection were first jointly determined. The selection criteria are presented in the table below.

Table 7-1 Selection criteria for pilot projects

Criteria for selection of core activity pilots	Criteria for selection of supplementary activity pilots
<ul style="list-style-type: none"> - high impact market driven - profitable - low barriers for entry (access for everybody) - raw materials available - technology available - sustainable - manageable - interests of community - low investment costs - high rate of success 	<ul style="list-style-type: none"> - low technology - low external input requirement - quick turnover - existing technology - no time consuming activities - profitable - family undertaking - low capital input

Based on these criteria, the following pilot projects were selected by the stakeholders, shown in order of their priority ranking.

Of the core activities, the following pilot projects were selected, ranked by priority:

Core Activities
<ol style="list-style-type: none"> 1. Vegetable production; 2. Fish farming; 3. Small ruminant rearing; and 4. Oil palm production and processing.
Supplementary Activities
<ol style="list-style-type: none"> 1. Snail production; 2. Bee keeping; 3. Poultry improvement; and 4. Soap making.

For the identified pilot projects, detailed project descriptions have been made (see Annex IV). GAGL is willing to invest in the economic opportunity projects, but to speed up the implementation process, external funding has also been requested for these pilot projects (see 11.3.2). The total cost is estimated at USD 189, 487. The planning of the implementation of the pilot projects (if implemented solely by GAGL) is included in Annex III.

8 OTHER ACTIVITIES IN CDP

It is recommended that the following activities are included in the CDP. If agreed by GAGL, these will be added into the planning in Annex III:

1. The Minerals Commission is looking for regional initiatives, including possibilities for public-private partnerships (from relevant government Ministries and Departments), to help plan and address impacts of mine closures- prior to mine closures happening – this means GAGL's CDP will set a good example.
2. There is a lot to be learnt from experiences of other companies that have local, community development programmes and projects; especially with other AGC companies as well as Abooso, Goldfields Ghana, Resolute Amansie. The continued participation in the meetings with mining companies is therefore encouraged.
3. Land use issues as discussed in Chapter 3.5.
4. Information disclosure, as discussed in Chapter 12.7

9 INSTITUTIONAL FRAMEWORK

9.1 Introduction

The institutional setting of the CDP includes the organisations and institutions, including their interrelations, which at different levels influence the accomplishment of the CDP.

The CDP plan will be implemented by GAGL in collaboration with:

- Communities;
- Public agencies at various levels;
- Civil society; and
- Public sector.

For good alliances, a number of co-ordination mechanisms will have to be in place. An institutional arrangement in which the roles of every key player are clearly delineated and performed in a complementary manner is a pre-requisite for effective implementation of the CDP.

9.2 Stakeholder analysis

A primarily stakeholder analysis took place during the *Socio-Economic Baseline* study and was refined prior to each stakeholder meeting. During the Second Stakeholder Meeting, the final identification took place of the key stakeholders in the CDP planning and implementation process. Also a SWOT analysis was carried out, which included the following: identification of opportunities to strengthen cooperation among the stakeholders in relation to the CDP, potential dangers towards cooperation, new opportunities for cooperation and opportunities for better services towards the target group.

The results of the SWOT analysis were the following:

- insight into the interests of the stakeholders;
- insight into existing and new ways in which stakeholders could contribute to the provision of services towards the target group;
- Initial assessment of the weaknesses of the stakeholders, which could be potential dangers towards successful cooperation.

The results are presented in Annex II.

9.3 Communities

Since all interventions/activities are meant to benefit the affected communities, it is indispensable to clarify in what way co-operation with the communities is organised.

GAGL has an existing Public Consultation and Disclosure Plan (PCPD) governing consultation and disclosure of information involving mine affected communities. The PCPD, which has very recently been operationalised, outlines a basic community liaison structure aimed at improving mutual trust, co-operation and good neighbour lines between the mine and surrounding communities. This structure comprises two main elements, namely the establishment of consultative committees in each affected community and the establishment of working modalities for such communities.

To date, Community Consultative Committees have been set up in the following communities to deal with issues between the community and GAGL;

- Adisakrom
- Iduapriem/Mile 8
- Mile 7
- Mile 10½
- Nkwantakrom/Acheampongrom (to cover the 4 hamlets of Acheampongkrom, Kofi Ahantakrom, New Nkwantakrom, Domeabra)
- Teberebie
- Techiman
- Wangarakrom
- Bankyim/Akeyepim

The Consultative Committee is composed as follows:

- The traditional Chief of the area;
- Two elders of the community who may be the chief's advisors;
- One female community leader;
- Assembly member for the area;
- A representative of the youth;
- A representative of religions practised in the area or NGO's;
- A representative of any minority group residing in the area.

The Committee aims at fostering good relationship between the community and GAGL. The GAGL community liaison officer has monthly meetings with these committees to disclose information, receive complaints, respond to concerns raised with interested and affected members of the communities and facilitate community development. Hence at village level, this representative group will be the first contact to communicate and collaborate with on CDP issues. In addition, a number of community based organisation have been identified in the villages (see Paragraph 4.7 of the *Socio-Economic Baseline and Impact Assessment Report*). These bodies are not community communication channels but merely entities to co-operate with as related to sub- sector activities.

9.4 Public sector

The second Stakeholder Meeting that took place in February 2004 identified the following public stakeholders that are willing and able to contribute to the implementation of the CDP. The 3rd Stakeholder Meeting in March 2004 discussed how and what each stakeholder could contribute to the CDP

Table 9-1 Stakeholders in the public sector

Stakeholders in the public sector willing to contribute	Contribution
• District Assembly	WATSAN, logistical support
• Ministry of Fishery and Agriculture (MOFA)	Training
• National Youth Council	Training, registration
• WATSAN	WATSAN
• Department of Community Development	Training
• Ghana Health Services	Staff for 2 health posts (if constructed in CDP)
• Ghana Education Services	Teaching staff
• Department of Feeder Roads	Supervision of road construction

The stakeholders indicated that they were willing to contribute to the activities under the CDP as presented in the following tables.

Table 9-2 Involvement of stakeholders in Quality of Life activities

Activities	Stakeholders interested to be involved
Safe Flowing Good Quality Water	<ul style="list-style-type: none"> • District Assembly • WATSAN • Department of Community Development • Ghana Health Services • Ghana Education Services
Sanitation	<ul style="list-style-type: none"> • District Assembly • WATSAN • Ministry of Fishery and Agriculture (MOFA) • Department of Community Development • Ghana Health Services • Ghana Education Services
Good Quality Education	<ul style="list-style-type: none"> • District Assembly • Department of Community Development • Ghana Education Services • National Youth Council
Health Care Service	<ul style="list-style-type: none"> • District Assembly • Ministry of Fishery and Agriculture (MOFA) • National Youth Council • Ghana Health Services • Ghana Education Services

Table 9-3 Involvement of stakeholders in Economic Opportunities activities

Activities	Stakeholders interested to be involved
Improvement of the Skills Base of the Local Communities	<ul style="list-style-type: none"> • District Assembly • Ministry of Fishery and Agriculture (MOFA) • National Youth Council • Department of Community Development • Ghana Education Services
Improvement of Livelihood activities	<ul style="list-style-type: none"> • District Assembly • Ministry of Fishery and Agriculture (MOFA) • National Youth Council • Department of Feeder Roads
Measures to Build Partnerships and Promote Local Business Development and Establishment of SME's	<ul style="list-style-type: none"> • District Assembly • Ministry of Fishery and Agriculture (MOFA)

An essential ingredient to ensure active involvement of these public sector agencies is their capacity and performance (see also stakeholders meeting, Annex 5 *Socio-Economic Baseline & Impact Assessment*). The SWOT analysis indicated that the main weaknesses of the public stakeholders are insufficient staff mobility, lack of transport and travel allowance, lack of (regular) financing sources, working tools and facilities (for details seen Annex II).

During the implementation of the CDP, it will be critical to look at ways on how the indicated weaknesses can be overcome, although this goes out of the scope of GAGL to provide this sort of capacity building in the CDP, it is a potential area for external/donor funding. The capacity building training currently given in February and March 2004 by OICI to community stakeholders makes a start in the right direction.

Of equal importance are procedural and operational manuals for setting out requirements in relation to aspects of each institution/actors' responsibility. Chapter 10 discusses the details.

9.5 Civil Society / NGO

GAGL will need to establish a working partnership with an NGO for assistance during the implementation of the CDP, to provide sufficient capacity in terms of skills, knowledge and manpower to execute the CDP. GAGL has already indicated that it is willing to form a partnership. An NGO would be especially relevant due to the following reasons:

a) *Systematic effort is needed to improve the community level organisation*

In line with the Ghana Poverty Alleviation Strategy the study has recommended community group formation for both the agricultural and non-agricultural activities in order to mobilise existing resources and to enhance access to finance, credit as well as information and service provision. Therefore, in the summer 2003 the NGO OICI was contracted by Royal Haskoning to provide training to the nature and organisational situation of existing groups and subsequently building up the required organisational capacity. Further systematic efforts will be needed to bolster community level organisation. As such efforts cannot solely be dealt with by the GAGL senior community liaison officer, further assistance of an NGO is needed.

b) *Assistance is needed for the support of micro entrepreneurs*

Assessment of the existing individual activities during the identification of Economic Opportunities indicates that at present not many of the consulted 'micro- entrepreneurs' are in favour of forming a network/association. But as empirical findings indicate that formation of networks and producers associations is one of the key strategies to overcome drawbacks of being small and powerless, the CDP will have to advocate and support the formation of networks and associations. External assistance to the establishment and capacity building of SME's has been provided in the last quarter of 2003 and the first quarter of 2004 by the NGO OICI. But as the diverse and multifaceted needs to establish SME's by forming an association of sub-sector private enterprises makes co-ordination and project management difficult, again, strong field presence of an NGO is required to assist GAGL further.

c) Assistance is needed for the implementation of the pilot projects

Also in the first quarter of 2004 various pilot community development project proposals were submitted to bilateral Grant Schemes for financing. Though most Grant Schemes consider the applications throughout the year, the length of the assessment process is about 6 months. Consequently – if the project proposal is found eligible for funding - approval only will be granted in later in 2004. Hence collaboration with an NGO will be needed to assist the communities in the implementation of the projects, as such intensive support cannot be solemnly given by the GAGL community liaison officer.

d) Assistance is needed to implement the public health programmes

Experiences learnt elsewhere -and acknowledged by the GAGL senior community liaison officer- that public health (hygiene education) programs need to be an integral part of the improvement/installation of the sanitation and water facilities. As promoting hygienic behaviour requires intensive guidance and follow-up it is recommended to hand over such responsibility to an NGO.

The costs of using an NGO to implement (part) of the CDP should be financed from the CDP budget (e.g. from the Reservation budget line – see Annex VII, Table III).

9.5.1 Potential NGO partners

Royal Haskoning searched extensively for a suitable local NGO project partner for developing the CDP. The *Socioeconomic Baseline and Impact Assessment Report* includes lists of stakeholders, NGOs and CBOs in the project area. The following criteria were used to define a suitable NGO partner for the project:

- Experience of community /social development including quality of life and economic development;
- NGO with main activity of implementing poverty reduction measures and community development (rather than demonstration/action group)
- Local Tarkwa base;
- Established reputation, history and references.

The following NGOs maybe suitable partners:

1. **OICI**: During the course of the project, OICI has worked on the project, with Royal Haskoning and by GAGL and they have carried out training in group formation and group dynamics to set up the Community Consultative Committees. This NGO could be a suitable partner for the follow-up of the CDP. Information on OICI is included in Annex V. The way in which this NGO could work on the CDP is further elaborated upon in Chapter.
2. **CARE International** was a good potential candidate, with community development experience in mining communities in the area, but is closing their Tarkwa office.
3. **Integrated Social Development Centre (ISODEC) Project**: Human rights, law, public interest, micro credit, Accra based.
4. **WACAM**: Tarkwa based, action/demonstration NGO for mining communities, rather than implementation of projects. Can provide sanitation training.
5. **CEDEP**, Kumasi based, no response to requests to meet or information.
6. **OBATAMPA**; Rural foundation Network, Kumasi based, did not respond to contact.
7. **Adventist Relief Agency (ADRA)** Works with AGC in Siguri mine, Canadian NGO, who administers and disburses micro-credit funds.

8. **Poverty Africa** Works with AGC in Geita mine, where they administer and disburse micro-credit funds.
9. **Equal Opportunities** Works with AGC in Geita mine, who administers and disburses micro-credit funds.
10. **FACT** information & education activities, mainly for adolescents, but Bogosso based.

9.6 Private sector

Effective involvement and commitment of the private sector is essential to the progressive implementation of the CDP. The role of GAGL is critical in this.

During the Second Stakeholder meeting, the private sector was present in the form of the Financing Institute called ADS Financial Services. Other private sector agencies, have been contacted in relation to

- microcredit and financing
- marketing of agriculture products
- training and service provision

It is recommended that, as needed, these institutes are involved in the CDP, maybe being invited to CDP Advisory Committee on an "as needed" basis. Their contact details are provided in Annex XII. Also during the implementation of the CDP, GAGL should ensure that other representatives of the private sector are involved, such as Banks, particularly those running micro-credit schemes and other types of financing institutions.

9.7 GAGL Shareholders

It is critical that GAGL continue to review support from their shareholders, Ashanti Goldfields Company Limited (AGC) and the International Finance Corporation (IFC) concerning the implementation of the CDP.

The consultants experience is that the implementation of such a plan, particularly one that is dependent upon the cooperation of a large number of stakeholders and dispersed communities, will require continued support from GAGL shareholders to ensure that:

- A post of Community Liaison Manager is maintained at the Iduapreim/Teberbie mine.
- Commitment to the CDP is continued over the life of mine.
- The issues not addressed by this CDP, but identified in the original TOR, are addressed prior and post mine closure, concerning:
 - mine employee training programmes for multi-skilling and transfer of skills;
 - employee benefit & compensation packages to facilitate saving and investment for post closure;
 - Implementation schedule for personnel issues, to be addressed at least 1 year prior to mine closure.
- The budget remains stable for the continued life of the mine
- Possibility for an endowment fund for community development (separate from the Environmental Fund) for post mine closure investigated.
- Technical assistance (e.g. experiences learnt from other AGC and IFC projects) are disseminated and shared, and on going support and training is provided for Community Relations staff.

10 CAPACITY BUILDING OF PARTIES WITHIN INSTITUTIONAL FRAMEWORK

During the implementation of the CDP, the constraints of the stakeholders should be taken into account. The stakeholders themselves indicated that the main difficulties are insufficient staff mobility, lack of transport, lack of (regular) financing sources, working tools and facilities (see Annex III). Besides those materialistic issues, we regard capacity building of the various parties also as a necessary activity. The precise set-up of the capacity building will have to be realised during the implementation of the CDP.

10.1 Training and capacity building executed

The following formal training was carried out as part of the project:

1) Determining priorities & opportunities

Based on the information collected in the socio-economic baseline and preliminary identification of economic opportunities by the project team, the Consultants worked with community members, project team and GAGL community liaison officer to further determine priorities of communities/groups. In particular, after validation of the preliminary identified economic ventures by the project team and relevant others, assisting in strengthening existing groups in the affected villages that could take up identified economic ventures as prioritised by the communities to enhance their access to information, credit and other resources (and to get them registered with Ministry of Cooperatives, Youth Council, District Assembly and so forth). In this respect also liaising with the Youth Council (Mr Sowah) and Dept of Community Development that have already community mobilization experiences with some communities and target groups in the project area. Details of the training are found in Annex IX.

2. Advocate and support the formation of networks/associations of selected micro entrepreneurs

The assessment of the existing individual activities (see Economic Opportunities report Chapter 7.4 and annex 4) indicated that that at present not many of the consulted 'micro- entrepreneurs' are in favour of forming a network/association. But as empirical findings indicate that formation of networks and producers associations is one of the key strategies to overcome drawbacks of being small and powerless, the CDP will have to advocate and support the formation of networks and associations. The diverse and multifaceted needs to establish SME's by forming an association of sub-sector private enterprises makes co-ordination and project management difficult. Therefore assistance was given to select 'micro- entrepreneurs' (important criteria are the entrepreneurs willingness and feasible vocations) and to establish & build the capacity of selected SME's, including needed registration, on pilot basis. Details of the training are found in Annex IX.

3. Informal and on-the job-capacity building

Capacity building has also been carried out o-the-job as part of the consultations with stakeholders, during community meetings and conducting the baseline ad impact assessment, land use plan and economic opportunities assessment (including techniques in rapid assessments and surveys).

10.2 Further capacity building

Future capacity building has been included in the proposals for external funding (see Annex VIII) and in the selected pilot activities (Annex IV).

Capacity building will also be an important task for the NGO selected to assist GAGL in further implementing the CDP.

Capacity building of the GAGL staff working on Community Development, such as the Environmental Manager and Community Liaison Manager, is also be important. This is not included in the CDP budget as this is a Human Resources budget item for GAGL.

Photo 10-1 Third Stakeholders Meeting, March 2004



11 FINANCING THE CDP

11.1 Process financing the CDP

The potential financing of the CDP comes from three main sources:

1. Contribution from GAGL budget;
2. External sources: contributions from responsible stakeholders such as local government, other private sector and communities themselves;
3. Contribution from external financing sources, donor grants and funds

Therefore a two-way assessment was made of financing and budgeting for the CDP; based on:

- Historical analysis of the costs of CDP initiatives made by GAGL over the last years and estimates based on best judgement by GAGL, DA, OICI and Royal Haskoning;
- Presentation to GAGL of alternative methods for setting a permanent budget line for CDP and activities for selection for inclusion in the budget line;
- Stakeholder consultations to determine which stakeholders can contribute what to the proposed CDP activities;
- Assessment of external financing sources e.g. banks, micro-credit schemes, donor grants, funds and technical assistance.

This resulted in the proposals described later in this chapter.

11.2 Costs of CDP activities

Annex VI provides the initial details of the investment costs of the activities that are proposed in the CDP. The costs are based on the proposal of the NGO OICI and from GAGL itself. Obviously, when the projects are going to be implemented, it is advised that GAGL request more proposals of other NGOs to ensure that prices are competitive and realistic.

For some budget items (e.g. education facilities and the set-up of a credit scheme) no specific cost estimate could be given, as detailed studies into requirements are first needed. For these activities, a specific budget is reserved for financing the necessary activities.

It should be noted that the costs for management and administration are not included in total costs overview of Annex VI.

A decision now has to be made on how the project will be managed: OICI could manage and administrate (part of) the activities or GAGL could do it themselves. The costs for OICI to manage and administrate are included in Annex VI, Table IV.

11.3 Financing the CDP activities

11.3.1 Contribution of GAGL

GAGL has decided to allocate a budget to the CDP of USD 150,000 annually. This endowment represents on average about 3% of operating profit from GAGL Iduapriem-Teberebie mines, which is significant and is in line with that practices by international companies in industry sectors such mining, oil and gas for social and community plans. GAGL has also introduced a separate cost code for the CDP. As this budget has been allocated as a fixed amount, it is recommend that it is index linked to the Ghanaian national inflation index, to ensure that its value does not depreciate during the life of mine.

This is very helpful for allowing transparency of the actual expenditures on community development and relations. These initiatives of GAGL are obviously an excellent start to allow budgeting, monitoring and evaluating of the Community Development Plan.

11.3.2 Contribution External Financing

An assessment of donors active in Ghana indicated that there are six Ghana funds and nine grants schemes operating through various national embassies and donors suitable for CDP activities. A match was made of donors to activities and projects prepared as proposals for funding.

Seven interventions have been selected by the consultant to be subject for funding by an (international) donor. Selection took place on the priorities given by the communities, the available funding possibilities by the Donor Agencies, and also the focus points of GAGL. The seven proposed interventions concern the following projects:

- Soap making at Abompuniso/Mile 10.5, Adisakrom, Wangarakrom/Badukrom;
- Backyard poultry at Mile 7 and Nkwantakrom/Acheampongkrom;
- Nursery and Primary school at Wangarakrom/Badukrom;
- Water and Sanitation facilities at Nkwantakrom/Acheampongkrom;
- Water, Sanitation and Health clinic motorbike at Mile 8
- Water and Sanitation & health facilities at Abompuniso/Mile 10 1/2
- Hygiene promotion at schools and for adults at all 8 communities in the concession area.

The proposals for these interventions are given in Annex VII. The donor agencies that will be asked to be involved are the following:

Table 11-1 Requested external funding

Type of Fundings	Submitted at donor agency
Soap making	USAID
Backyard poultry	German Embassy
Nursery and Primary school	JICA
Water & sanitation & health facilities	British Embassy
Water & sanitation faoilities	French Embassy
Water and Sanitation facilities	Danish Embassy
Hygiene promotion at schools and for adults	Dutch Embassy

Also, funding has been requested from the Dutch Government through the Ministry of Foreign Affairs Public Private Partnership Programme. The Netherlands' contribution to an individual partnership is set provisionally between a minimum of € 0,2 million and a maximum of € 1,0 million (total amount). One of the criteria for the programme would be that the private sector partners (in this case, GAGL) would have to contribute 50% of private capital to the total budget, if and when investments have to be made. A request for €450,000 has been made. This is included in Annex VII

11.3.3 Contribution other Stakeholders

The budget set out in the annexes does not specify the contribution from other stakeholders as listed in Table 9-2 and Table 9-3. It is expected and discussed with these stakeholders what their contribution could be in the 2nd and 3rd stakeholders meetings.

In general a guideline is proposed that where GAGL finances a community development initiative, particularly a QoL initiative that provides a public good, whose provision normally is the responsibility of the District Assembly, a contribution (or matching) of at least 10% will be requested from the DA. This is in line with current practice, in for example, the VIP project and public-private partnership initiatives.

Their contribution is in fact, part of their ongoing activities and will be set out in more detailed in the next Medium Term Development plan for Wassa West District, due out in 2004.

11.3.4 Contribution from Communities

It is expected that communities also contribute towards the GAGL CDP. The community contribution is mainly expected to be "in-kind", although wherever possible, a financial contribution will also be requested, and will be agreed for each project. This is A general guideline is that 5% of the project value provided by GAGL will be provided or matched by the communities. This may take, for example, the form of supply of one or more of the following:

- Labour during construction of infrastructure (QoL or economic ventures) and associated materials (e.g. Building materials for chairs, shelves and bed in Health Post)
- Provision of sand, stones and water for construction of water, sanitation, health, education projects
- Maintenance of QoL projects (e.g. boreholes and KVIPs once in operation)
- Nomination of volunteers e.g. for first aid training, village WATSAN Committees etc).

One of the main tasks of the CDP and, in fact, the Senior Community Relations Officers task is to involve the communities in their own development and ensure that communities are aware that they are responsible for their own development- - and not become fatalistic or reliant upon GAGL. The CDP also therefore by empowering them to use services available (e.g. extension workers) and well as finance opportunities (e.g. microcredit and donor funds) so that communities can more powerfully influence their own community development. This is particularly so given the participative nature of the GAGL CDP.

12 IMPLEMENTATION AND COORDINATION OF THE CDP

12.1 Implementation schedule

Annex III gives the implementation matrix of the project, indicating all activities of the Community Development Plan that will be implemented during the medium term (2-5 years) and the long term (5-10 years). The Annex includes the activities to be carried out and the expected period in which the activity takes will place. In Table 11-1 and 11-2, the details are given on the target/indicators for each of the activities.

12.2 Co-ordination structure

In order to realise the implementation of the CDP activities, a Co-ordination Structure is required. The main responsibilities for the implementation of the CDP will be with:

- *Community Relations Manager* of GAGL, who will manage and monitor the activities;
- An involved *NGO*, with which long term partnership has been realised, in order to assist in CDP implementation and act as vehicle for access to small grants/donor funds;
- *Advisory Committee*, in order to ensure broad support for the execution of the CDP activities (see also section below).

The manner of implementation the CDP was discussed in the January Stakeholder meeting. The following seems the preferred option. GAGL will implement those parts of the CDP, which are dealing with construction of facilities like for instance buildings and boreholes. The implementation of the training related components of the CDP would be contracted out to a NGO. The NGO could also act as a vehicle for access to small grants/donor funds. As introduced at the stakeholder's workshop, an Advisory Committee will be installed in order to support the implementation of the CDP. The exact modality will be detailed yearly.

12.3 Role of GAGL Community Relations Officer

GAGL will be, through its Senior Community Relations Officer, responsible for the overall management and monitoring of the CDP activities, also for controlling and monitoring GAGL's CDP budget.

Next to this, it is suggested that GAGL will be responsible for the implementation of those parts of the CDP that deal with the construction of facilities, such as buildings and boreholes. GAGL has already a lot of experience with this is therefore the most obvious party.

12.4 Role of Community Consultative Committees

The nine Community Consultative Committees (CCCs) have a vital role in representing the affected communities and providing an organised, representative vehicle for community development interests with GAGL, as well as other private and public organisations. It is recommended that representatives from the CCCs are included in the advisory committee, to provide a link back to the affected communities.

All the affected communities are now represented in the CCCs. A continuous awareness needs to be maintained to ensure that this representation remains, particularly if communities grow or their composition (e.g. in terms of gender, ethnic groups, religion, youth/adult ratio etc) changes.

12.5 Role of involved NGO

An NGO will be responsible for the implementation of the activities that are contracted out to them by GAGL. It is expected that especially the implementation of the training related components of the CDP would be contracted out to the NGO. Next to this, the NGO will also act as a vehicle for access to small grants/donor funds. The exact detailed will have to be detailed yearly.

12.6 Role of Advisory Committee

As broad support is needed for successful planning and implementation of the CDP. It will be important to strengthen the organisational and institutional environment. All the stakeholders invited to the 3rd Meeting in March 2004 accepted the invitation to join an Advisory Committee. The role is to support GAGL's capability to plan and execute CDP activities.

Composition

The Advisory Committee will be chaired by a representative of GAGL. The Advisory Committee will further be composed of representatives of the different stakeholders. GAGL Community Liaison Officer to arrange the agenda and secretary to prepare the minutes. The recommended members of the Advisory Committee are the same as the those consulted in the stakeholders meetings:

- GAGL (Chair)
- MOFA: Crop Services Department, Agro Forestry Unit, District Agricultural Extension Services
- Department of Community Development
- NBSSI (once located in Tarkwa)
- WACAM
- DA
- Ghana Water & Sanitation Agency
- Dept of Feeder roads
- Ministry of Health/Ghana Health Service
- Ministry of Education
- Ministry of Youth
- Assemblymen
- Community Consultative Committees
- Financial institution (e.g. Bank, micro-credit scheme)
- Minerals commission/Dept of Mines
- Land Commission

Organisational status

The Advisory Committee is an advisory body to GAGL on all aspects related to the CDP. The committee will operate within the framework of the CDP. Regular progress reports should be published on the status of the CDP and actions as agreed with the Advisory Committee.

Role and responsibilities

The Advisory Committee will guide the executing agencies during the implementation of the CDP. In particular the committee shall:

- Promote and facilitate consistent cooperation between all parties;
- Discuss and comment on the overall project progress.

Meeting schedule

It is proposed that there will be an Advisory Committee meeting at the start of the execution of the CDP and at least every 3 months. After the 1st year of implementation, every 6 months may be sufficient. More meetings may be schedule if needed, depending on the project results.

12.7 Information disclosure and dissemination

A critical part of the CDP is ensuing that particularly all affected communities and target groups, but also the involved stakeholders, have access to information on the proposed activities and plans of the CDP, as well as progress reports from the Advisory Committee and the annual Environmental Audits.

Project Area

It is recommended that a simplified version of the CDP is prepared, as well as associated documents e.g. Summary Baseline, are distributed to the CCCs, as well as all members of the Advisory Committee. Public examples could be made available in the district library in Tarkwa and at schools on the concession.

Given the levels of literacy in the project area, much of the written literature is not suitable for the communities. Discussions with the CCCs and GAGL should indicate how the CCs plan to disseminate further the CDP plans and progress.

Advisory Committee Progress reports and the annual audit results could also be provided.

National

Copies of the CDP could be made available at GAGL Accra office. Advisory Committee Progress reports and the annual audit results could also be provided.

International

The IFC plans to post copies of all reports on the IFC public information website. This information could be updated with the results of the annual monitoring. This allows access by international interested parties and can also allow dissemination of good practice. Advisory Committee Progress reports and the annual audit results could also be provided.

13 MONITORING & EVALUATION

13.1 Introduction

For monitoring and evaluating the progress of implementing the CDP, it is essential to put in place the following:

- Transparent monitoring and evaluation procedures;
- A set of monitoring and evaluation indicators to track the progress achieved;
- Resource and budget requirements for monitoring and evaluation activities, including related requirements (such as institutional strengthening and capacity building) that are needed to carry out the activities.

13.2 Monitoring and evaluation procedures

Transparent monitoring and evaluation procedures should be put in place. Such procedures should be tailored to the special conditions of this project and to the characteristics of the groups living in the concession area.

For the current project, the emphasis would be on participatory approaches, such as regular surveys, participatory appraisals and having stakeholder workshops.

We also regard it important that the monitoring and evaluation procedures should include a feedback system to enable timely modifications to the project, if necessary.

The following procedures are proposed:

- **Inclusion of the CDP in GAGL's ISO 14000 Environmental Management System (EMS);** GAGL's EMS was certified in January 2004, and provides an ideal medium for monitoring and evaluation. As community development issues are already addressed as part of GAGL's Environmental Policy and the EMS, it is a logical step that the whole CDP is included in the EMS and that monitoring indicators (as indicated in Table 13-1 and Table 14-2) are then incorporated in the annual, independently verified audits of the EMS. This would allow GAGL, as well as its shareholders, to evaluate how progress is being made against the plans and targets.
- **Advisory Committee monitoring:** At least every six months monitoring and evaluation activities are needed in order to ensure that the proposed inputs are actually used. Therefore, regular dialogues are especially needed with members of the Coordination Structure, namely the Community Relations Manager, the involved NGO and a representative of the Advisory Committee.
- **Stakeholder participation monitoring:** At least twice a year, Monitoring and Evaluation activities are needed in order to ensure that the process of stakeholder participation and the implementation of the activities actually take place as is proposed. Therefore, regular dialogues are needed by the Coordination Structure. Also, survey activities are needed within the Communities. Every year a meeting/workshop could be organised in order to evaluate the process.

- **Annual Monitoring and Evaluation:** At least annually, Monitoring and Evaluation activities are needed in order to evaluate the actual achievements and outputs of the CDP, and compare these with the originally indicated outputs. Therefore survey activities are needed especially at the Communities. The realised output will also be discussed at the workshop.
- **Annual reporting** to IFC on progress and pilot projects in the CDP
- **Socio-Economic verification survey** in approximately 5 years (2009), which at current estimates is a few years prior to closure. This can measure some of the indicators as in the baseline and judge improvements and changes in the Socio-Economic situation.

13.3 Monitoring indicators

A set of monitoring and evaluation indicators will track the progress achieved. These indicators include:

- Indicators to determine inputs that have been put in place for realising the CDP;
- Indicators to monitor the process of stakeholder participation, implementation and institutional reform during the implementation of the CDP;
- Indicators to assess actual outputs to be achieved by the CDP;
- Indicators to assess realised impacts in order to determine whether the intended community development impacts actually materialise.

The indicators, which will be used for monitoring and progress of the CDP are presented in matrix form in Table 11-1 and Table 11-2. The indicators are categorised according to the below themes and provide, among others, information on objectives, measures and type of target/indicator.

It is recommended that during a Stakeholder meeting in March that responsibilities for monitoring are discussed and allocated among stakeholders.

13.4 Resource and budget requirements

Obviously, sufficient resources and necessary budget requirements for monitoring and evaluation activities need to be allocated, including related requirements (such as institutional strengthening and capacity building).

As the monitoring consists of mainly time (person hours) and access to transport, this has not been budgeted as a separate item in the CDP budget.

Table 13-1 Monitoring matrix Quality of Life

Obj ecti ves	Activities to be undertaken to realise the objective		Target/indicator
Main objective			
To realise sustainable social and economic development for the communities in the affected areas			
Detailed objectives			
Improvement of the skills base of the local communities			
	A1	Enhancement group formation	Groups being formed and working effectively
	A2	Attitude training	Changed attitude of groups and individuals to future possibilities and the own role people can play to change their situation
	A3	Professional and technical training	Improved professional and technical skills upon demand
	A4	Assistance in business management skills	Improved business management skills
	A5	For youth: continuation or enlargement of practical attachment program	Improved practical skills of the youth
	A6	For youth: continuation of scholarship program	Increased number of youth participating in the scholarship program
	A7	For youth: target young people for employable skills training (see Annex VII, Table III for more details)	Increased employable skills of the youth
Improvement of livelihood activities			
	B1	Improvement of production of farmers (higher yields): to enhance access to services and supplies of MOFA and to credit	Improved production of farmers by enhanced access to services and supplies
	B2 - 1	Assistance to identified pilot projects - supplementary activities (see Annex VII, Table IV for more details)	Pilot projects to be implemented according to planning
	B3	Establishment of a micro-credit scheme (see Annex VII, Table V for more details)	Micro-credit scheme established according to planning
Measures to build partnerships and promote local business development and establishment of SMEs			
	C1	Awareness creation on importance of partnerships	Partnership regarded as important and desirable
	C2	Selection of suitable micro enterprises and stimulating facilitating them in initiatives to establish partnerships	Partnerships established

Table 13-2 Monitoring matrix Economic Opportunities

Objectives	Activities to be undertaken to realize the objective	Target/indicator
Main objective		
To realise sustainable social and economic development for the communities in the affected areas		
Detailed objectives		
To realise safe, reliable, good quality water supply sources at convenient distances		
A1	Supply of boreholes	Boreholes being supplied according to demand and guidelines
A2	Improved design of water facility (prevent ponding of spilled water)	Water facility being improved, no open basin anymore
A3	Activate the dormant and initiate new community based water and sanitation committees and supply required hardware	Water and sanitation committees in place and functional
A4	Initiate appropriate and low cost technology such as protection of springs and wells (planting of trees) and harvesting of roof water	Appropriate and low cost technology ideas being implemented (such as roof water harvesting)
A5	Hygiene promotion program	Improved key personal and household practices, including use of water from protected source, safe transportation and storage
A6	Encouragement communities to bear costs of operation and capacity building for maintenance	Communities have contributed a sizable amount for the installation costs and maintenance costs
To realise adequate sanitation facilities that are safe and reliable at convenient distances		
B1	Supply of 4 Seater KVIP	Facilities being supplied according to demand and guidelines
B2	Activate the dormant and initiate new community based water and sanitation committees and supply required hardware	Water and sanitation committees in place and functional
B3	Hygiene promotion program	Improved key personal and household practices, including use of water from protected source, safe transportation and storage
B4	Encouragement communities to bear costs of operation and capacity building for maintenance	Communities have contributed a sizable amount for the installation costs and maintenance costs
To realise good quality education facilities and services		
C1	Improvement of schools (buildings, furniture, teaching materials)	School being constructed and facilities being supplied according to demand
C2	Scholarship programme	Scholarship continued and possibly elaborated
C3	Library in Mile 8	Library being constructed
C4	Vocational training centre	Vocational training centre being constructed
To realise provicient access to health facilities and adequate health care services		
D1	Subsidizing the Iduapriem Health Unit for purchase of drugs	Drugs purchases ofor the Health Unit based on demand
D2	Provide transport for outreach workers Iduapriem Health Unit (and provision of transport to extension workers MOH Tarkwa)	Transport realized for outreach workers

Objectives	Activities to be undertaken to realize the objective	Target/indicator
D3	Making additional health posts available in at least two villages	At least 2 additional health posts available based on demand
D4	To have a number of volunteers trained in first AID and to have them equipped with a kit	Number of volunteers trained and equipped adequately for the provision of first aid
D5	Control of disease vectors for Malaria (for instance mosquito net programme)	Mosquito nets being proved and awareness being raised on malaria control

ABBREVIATIONS

CCC	Community Consultative Committees
CDP	Community Development Plan
DA	District Assembly
EMS	Environmental Management System (EMS).
EO	Economic Opportunity
FBO	Farmer Based Organisation
GAGL	Ghanaian Australian Goldfields Limited
GPRS	Ghana Poverty Reduction Strategy
IFC	International Finance Corporation
KVIP	Kumasi Ventilated Improved Pit Latrine
MOFA	Ministry of Food & Agriculture
MTDP	Medium Term Development Plan, Wassa West District Assembly
NGO	Non Governmental Organisation
NBSSI	National Board for Small Scale Industries
OICI	Opportunities Industrialisation Centres international
QoL	Quality of Life
SME	Small & Medium Enterprise
VIP	Village Infrastructure Project
WATSAN	Water and Sanitation Committee