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**Ministry of Environment Science,  
Technology, and Innovation**

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Investment Project II  
(P175525)**

**Stakeholder Engagement Plan**

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**Use of Cultural Symbols:** Each chapter of the Stakeholder Engagement Plan (SEP) opens with a cultural symbol, which summarises the concept of the chapter. The cultural symbols are used to communicate concepts, aphorisms, and the complex, and often nuanced, belief systems in Ghana. These symbols also represent objects that encapsulate evocative messages that convey traditional wisdom, aspects of life or the environment. As a public document, the prospect of widespread acceptance of the SEP will be enhanced when stakeholders see that the document meets World Bank ESF and respects Ghanaian cultural heritage. As a public document, the prospect of widespread acceptance of the SEP will be enhanced when stakeholders see that the document respects Ghanaian culture.



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## ACRONYMS AND ABBREVIATIONS

ACECoR	Africa Centre of Excellence in Coastal Resilience
ASA	Advisory Services and Analytics
CBOs	Community-Based Organisations
CDD	Community-Driven Development
CEWEFIA	Central and Western Fishmongers Improvement Association
CGRC	Community Grievances Redress Committee
CHRAJ	Commission on Human Rights and Administrative Justice
CIDA	Canadian International Development Agency
CoDA	Coastal Development Authority
CSOs	Civil Society Organisations
CREMA	Coastal Resource Management Area
DGRC	District Level Grievances Redress Committee
DOVVSU	Domestic Violence and Victims Support Unit
EPA	Environmental Protection Agency
E&S	Environmental and Social
ESCP	Environment and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
ESRC	Environmental and Social Risk Classification
ESRMP	Environmental and Social Risks Management Policy
ESS	Environmental and Social Standard
FLEGT	Forest Law Enforcement, Governance and Trade
FoN	Friends of the Nation
GBV	Gender-based violence
GIZ	<i>Gesellschaft für Internationale Zusammenarbeit</i>
GIPC	Ghana Investment Promotion Centre
GMMB	Ghana Museums and Monument Board
GRI	Global Reporting Initiative
GRM	Grievance Redress Mechanism
GoG	Government of Ghana
GRS	Grievance Redress Service
ICZM	Integrated Coastal Zone Management
IFAD	International Fund for Agricultural Development
IUCN	International Union for Conservation of Nature
KPIs	Key Performance Indicators
LMP	Labour Management Procedures
LUSPA	Land Use and Spatial Planning Authority
MESTI	Ministry of Environment, Science, Technology and Innovation
MMDAs	Metropolitan and Municipal District Assemblies
MoF	Ministry of Finance
MoFAD	Ministry of Fisheries and Aquaculture Development
MoFA	Ministry of Food and Agriculture
MoGCSP	Ministry of Gender Children and Social Protection
MLNR	Ministry of Lands and Natural Resources

MLGRD	Ministry of Local Government and Rural Development
MSWR	Ministry of Sanitation and Water Resources
MoTAC	Ministry of Tourism, Arts and Culture
MOTI	Ministry of Trade and Industry
MWH	Ministry of Works and Housing
MISPs	Multi-Sector Investment Plans
NDPC	National Development Planning Commission
NADMO	National Disaster Management Organisation
NGRC	National Grievance Redress Committee
NRM	Natural Resource Management
NGOs	Non-Governmental Organization
NDF	Nordic Development Fund
O&M	Operations and Maintenance
PAD	Project Appraisal Document (PAD)
PCN	Project Concept Note
PCU	Project Coordination Unit
PDO	Program Development Objective
PID	Project Information Document
PIU	Project Implementation Unit
PIB	Public Information Booklet
PRCM	Regional Partnership for Coastal and Marine Conservation
PRI	Principles for Responsible Investment
PWD	People with Disabilities
RAMPAO	Network of Marine Protected Areas in West Africa
RPF	Resettlement Policy Framework
RTI	Right to Information
SEA/SH	Sexual Exploitation and Abuse and Sexual Harassment
SDFs	Spatial Development Frameworks
SEP	Stakeholder Engagement Plan
SCD	Supply Chain Development
MESTI	Ministry of Environment, Science Technology and Innovation
UK-DFID	United Kingdom's - Department for International Development
USAID	United States Agency for International Development
VTC	Video-Teleconferencing
VPA	Voluntary Partnership Agreement
WACA ResIP	West Africa Coastal Areas Resilience Investment Project
WACA	West Africa Coastal Areas
WAEMU	West Africa Economic and Monetary Union
WB	World Bank

## GLOSSARY

**Civil Society Organisation (CSO):** The Organisation for Economic Development and Co-operation (OECD) defines a Civil Society Organisation to include all non-market and non-state organisations outside of the family in which people organise themselves to pursue shared interests in the public domain. Examples include community-based organizations and village associations, environmental groups, women’s rights groups, farmers’ associations, faith-based organizations, labour unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media. Through social trust, shared strategy, and networking, CSOs facilitate collaboration between two or more individuals or organisations.

**Non-governmental Organisation (NGO):** Non-governmental organisations (NGOs) are organisations that are legally constituted “non-state, non-profit-oriented groups that pursue public interest” and operate independently of the government. NGOs are sometimes used interchangeably with CSO, but NGOs are a subset of CSOs involved in development cooperation, albeit often one with no clear boundaries.

## EXECUTIVE SUMMARY

Ghana's economic success over the last decade has come at a price, particularly for the country's coastline. About eighty per cent of its industrial activities, such as oil and gas production, port operations, and the generation of thermal and hydroelectric power, are concentrated along the coast, in addition to coastal agriculture and fishing. The degradation of coastal resources and ecosystems in Ghana is accelerating due to increasing population pressure on the coast and climate change. The deterioration of the coast is leading to significant and potentially irreversible loss of critical ecosystems such as beaches and mangroves, which provide important coastal protective and social services (livelihoods, food, protection from storm surges, and timber). Ghana has 5 coastal wetlands which are designated as Ramsar sites under the Convention on Wetlands of International Importance. Coastal livelihoods are diverse, including extractive industries (minerals mining, oil and gas production, forestry, cement production, aluminium smelting, sand extraction, thermal electricity generation, hydroelectricity generation, fishing, and salt production); plantations, cropping, and coastal agriculture (rubber, oil palm, coconuts, and farming of other export crops); and small enterprises. The Government of Ghana, through the Ministry of Science, Technology, and Innovation (MESTI), is seeking financial support from the World Bank to develop and implement the West Africa Coastal Areas Resilience Investment Project II. The WACA Project is prepared under the World Bank Environmental and Social Framework (ESF), which requires the Borrower to comply with applicable Environmental and Social Standards (ESSs). The World Bank environmental and social policies require that MESTI assesses and mitigates the potential environmental and social risks and impacts of proposed activities under the project. This also applies to the national Environmental Assessment (EA) Regulations (LI 1652), which require such undertakings to undergo the required assessment.

Preliminary assessment shows that the following eight (8) World Bank ESSs will be relevant to the project implementation: ESS1 - Assessment and Management of Environmental and Social Risks and Impacts, ESS2 - Labour and Working Conditions, ESS3 - Resource Efficiency and Pollution Prevention and Management, ESS4 - Community Health and Safety, ESS5 - Land Acquisition, Restrictions on Land Use and Involuntary Resettlement, ESS6 - Biodiversity Conservation and Sustainable Management of Living Natural Resources, ESS8 - Cultural Heritage, and ESS10 - Stakeholder Engagement and Information Disclosure.

Meaningful stakeholder engagements throughout the project cycle provide opportunities for the WACA ResIP II project to elicit feedback to inform project design, implementation, and monitoring and evaluation. It will use broader strategic approaches and will engage with all identified groups. The project will use a wide range of tools and channels to communicate its messages and will customise its communication efforts for each target stakeholder. The project agencies will adopt different strategies to engage different categories of stakeholders depending on their preferences, position in the interest-influence matrix, and the objective of the engagement. To ensure effective communication with stakeholders during project implementation and to enhance project outcomes, the project will adopt a three-pronged communication strategy: (i) deliver relevant project information to project-affected interest groups through the implementation of good practice in financial and non-financial reporting tools and methodologies; (ii) seek active engagement and feedback from stakeholders into the design and operation of the SEP to foster public acceptance; and (iii) support sustained information, education, and awareness activities to raise awareness of the WACA ResIP II.

### **Rationale for the Stakeholder Engagement Plan**

The rationale of this SEP is to ensure that a consistent, comprehensive and coordinated approach is taken to stakeholder engagement and Project disclosure throughout the project. It is further intended to demonstrate

the commitment of MESTI, as a project developer and the main implementing party, to an ‘international best practice’ approach to engagement. MESTI is committed to full compliance with all Environmental and Social Regulations, as well as aligning to the international standards, namely the World Bank (WB) Environmental and Social Standard 10 (ESS10). In line with ESS10, this SEP aims to ensure that stakeholder engagement is conducted on the basis of timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns and that these concerns influence WACA II design and decisions. The SEP provides the overarching approach to stakeholder engagement, showing how this will be integrated into the rest of the environmental and social assessment process and throughout the project; it identifies the main categories of stakeholders and how they will be included in the engagement process; and identifies the ways to document engagement undertaken throughout the project cycle.

### **Objectives of the Stakeholder Engagement Plan**

The purpose of the SEP is to provide a framework for appropriate stakeholder consultation and information disclosure in the context of the WACA ResIP II project, which meets both the national legislation and World Bank ESF requirements. The goal of the SEP is to facilitate project participatory decision-making by involving project-affected parties (PAPs), citizens in the project locations, and other stakeholders in a timely manner so that these groups are provided with enough opportunity to voice their opinions and concerns to shape both the design and implementation of the project to incorporate those concerns.

The overall objectives of SEP, as stated in the ESS 10, are to:

- Identify the roles and responsibilities of all stakeholders and ensure their participation in all stages of the WACA ResIP II project cycle;
- Establish a systematic approach to stakeholder and citizen engagements that will help to identify stakeholders and build and maintain a constructive relationship with them, in particular, project-affected parties;
- Assess the level of stakeholder interest and support for the WACA ResIP II project and enable stakeholders’ views to be considered in project design and environmental and social performance;
- Promote and provide means for effective and inclusive engagement with the project-affected parties throughout the WACA ResIP II project cycle on issues that could potentially affect them;
- Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format, taking special consideration for the disadvantaged or vulnerable groups;
- Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow the Project Implementing Entity and its Project Implementation Unit to respond to and manage such grievances.

This SEP will be disclosed by MESTI, the project implementing entity, and the World Bank on its website. In addition, downloadable links to the SEP will be available on the WACA ResIP II engagement platform for the MESTI that will be managed by the PIU. Moreover, the websites of relevant Regional Development Agencies (RDAs), under WACA ResIP II will be used to disclose the SEP with links to the WACA ResIP II online Platform.

The SEP will support project activities related to communication, mobilization, and community engagement campaign to raise public awareness and knowledge on the prevention and control of COVID-19 among the general population and contribute to strengthening the capacities of community structures in promoting coronavirus prevention messages. The WACA ResIP II Project will engage in meaningful consultations on policies, procedures, processes and practices (including grievances) with all stakeholders throughout the project life cycle and provide them with timely, relevant, understandable and accessible information, including information on project-related risks, sexual exploitation and abuse (SEA) as well as sexual harassment (SH), risks of increase of SEA/SH related to the COVID-19 pandemic and the proposed reporting and response measures, with a particular focus on vulnerable groups, including the elderly and those with limited mobility, as well as women and children. Women participate less in voluntary and community groups, although they have a higher participation rate in religious organizations. People with disabilities (PWD) also face discrimination and social exclusion, preventing their full integration into the economy.

### **Policies, Regulations, and Standards**

The key laws or regulations that mandate public consultation and engagement for activities or programs such as the WACA ResIP II project include the Constitution (1992), the Right to Information (RTI) Act, 2019 (Act 989), the Environmental Protection Agency (EPA) Act, 1994 (Act 490), and the Environmental Assessment Regulations, 1999 (LI 1652). The 1992 Constitution of Ghana acknowledges the right to information under Article 21(1) (f) as a fundamental human right of all citizens. The EPA Act grants citizens the right to be informed about any development project carried out by either private or public institutions. The LI 1652 requires effective public consultation and participation as an integral component of the Environmental Impact Assessment (EIA) activities. The Environmental and Social Framework (ESF) of the WB guided the stakeholder engagement as it is a generally accepted benchmark for best practices for stakeholder engagement and consultation in public-funded projects. The Environmental and Social Standard (ESS) 10 of the WB's ESF underscores the importance of stakeholder engagement. It encourages open and transparent engagement between the borrower and the project-affected parties throughout the project life cycle.

### **Stakeholder Identification and Analysis**

A stakeholder analysis (stakeholder map) was conducted to provide a representation of the relative importance of the identified stakeholders. The stakeholders were grouped according to their roles, level of interest and influence on the project, as well as to the extent to which they will be negatively or positively impacted by the project. The degree to which the identified stakeholders will be impacted by the project, which determines their level of interest, and the level of influence stakeholders could have on the project outcome were rated as low, medium, or high.

The key stakeholders with interest and roles in the project design and implementation were identified and categorised as follows:

- ***Stakeholders that have the potential to influence the project and development and operations of the WACA ResIP II Project.*** This includes primary stakeholders (e.g., Parliament, Government Ministries, WB, and other international lenders) that have a great interest in the WACA ResIP II project and the power to influence its success. It will also include secondary stakeholders such as regulatory and supervisory bodies that have no specific interest in the WACA ResIP II but have the power to greatly influence it. The Ministry of Environment, Science, Technology, and Innovation (MESTI) and Ministry of Finance, Ministry of Works and Housing are typical examples of this sub-category and the WACA ResIP II will satisfy their regulatory requirements.

- ***Stakeholders that have an interest in projects and interventions and will be directly and/or indirectly affected by the project:*** Primary stakeholders under this category include beneficiary communities. They have a vested interest in the project. Their critical involvement will ensure the success of the project. Secondary stakeholders under this category include Non-Governmental Organisations (NGOs) and Community-Based Organisations (CBOs). Others include the public, members, and leaders of communities where project activities will be undertaken, and vulnerable groups. They can voice their support for or have complaints but may have little power to influence it.
- ***Stakeholders that might have some interest but cannot influence the project:*** This comprises secondary stakeholders that may have little interest and little power to influence the project. This group includes multilateral and bilateral development partners such as Invest International, the United States Agency for International Development (USAID), and *Gesellschaft für Internationale Zusammenarbeit* (GIZ).

Project stakeholders can also be divided into two groups: the project-affected parties and other interested parties. As presented in Table 1, individuals or groups that are affected or likely to be affected by the project are referred to as "project-affected parties" and other individuals or groups that may have an interest in the project are identified as "other interested parties".

***Project-Affected Parties:*** Communities in the vicinity of the Project's planned activities, including fishermen or other coastal users. Government officials, including local administration in project areas and relevant government authorities (e.g., Environment Protection Agency). CBOs and CSOs that represent local residents and other local interest groups in project areas, and act on their behalf. Male and female labourers, contractors, sub-contractors. Members of vulnerable groups (e.g., women, youth elderly, persons with disabilities, illiterate persons, children, commercial sex workers, migrants/settlers, extreme poor, unemployed). Traditional Authority

***Other Interested Parties:*** National government, local government, parliamentarians, development partners, academia, trade/worker unions, private sector and national CSOs.

### **Consultations during Project Preparation**

There were at least three consultations among stakeholders (development partners, ministries, departments, agencies, and civil society) during project preparation.

***Engagement with Development Partners:*** Meetings were held with development partners with active programs or plans to initiate programs related to coastal resilience in Ghana. Partners expressed support for the WB's support to MESTI to take the lead in developing a Multi-Sector Investment Plan that will inform the design of this ResIP II project, an overall investment strategy for the Government for resilient coastal development and potential partner investments and projects in Ghana's coastal areas. Some partners, including Nordic Development Fund (NDF) and the Dutch Enterprise Agency (RVO) expressed interest in providing co-financing to the WB project or parallel financing through their own existing mechanisms that can support technical and analytical work or investment projects.

***Engagement with Civil Society Organizations:*** Three meetings were held with civil society representatives. During the meetings, the mission presented an overview of the project and plans to integrate social sustainability and inclusion in technical assistance activities and project design and implementation responded to queries about the project and sought feedback on how to strengthen community engagement, empowerment, and inclusion in the project activities. Overall, participants welcomed the project and its objective. Key recommendations from participants included: i) engage civil society organizations (CSOs) in designing social

subprojects under Component 3 and ensure that this engagement continues during project implementation; ii) ensure wider participation and representability of various CSOs, NGOs, and community groups by drawing on existing CSO platforms (e.g., representatives and practitioners of Community Resource Management Areas); iii) draw on experiences and lessons from existing coastal co-management projects, plans, and partnerships; iv) carry out a robust communication and awareness-raising campaign in project areas which target, among others, fisherfolk, hoteliers, informal sector workers and women; v) engage traditional authorities through the National House of Chiefs; and vi) ensure women in the informal sector are consulted. The mission informed participants that further consultations would be conducted as part of the preparation of MSIP that will directly inform the ResIP II design. A number of livelihood investments were suggested by CSOs: aquaculture and innovative oyster production (fisherfolk, women); mangrove nursery and restoration activities (women, mangrove harvesters, fisherfolk); skills development in confectionary soap making and other handicrafts (women, youth); financial training around livelihoods (women); plastics/waste management activities (youth, women). CSOs also recommended exploring private sector engagement around these livelihoods. The focus would be on the scaling up of successful livelihood innovations. It was discussed that the project would explore these further in its feasibility studies and social assessment.

***Engagement with academia and research institutions:*** Coastal communities are not homogeneous, and even in the smallest communities, different stakeholders bring to bear a variety of approaches and ideas (i.e., local businesses, industry, religious organizations, community groups, local leaders, etc.). Communities, especially those that usually do not have a voice in decision-making processes—including persons with disability and vulnerable communities; frontline communities (where climate impacts have hit first and worst); and low-income communities—must shape climate adaptation and resilience policy and work from idea development through implementation. Community-centred policy development and program design should be integrated into the WACA ResIP II project. In order to establish and strengthen long-term relationships, government and implementing agencies should consult with communities to ensure that projects and programs are co-developed with the community and specifically address community needs. Implementing agencies under the WACA ResIP II project should provide funding for training local leaders as part of adaptation and resilience support. Government should encourage research into the cost of climate-vulnerable communities staying in place compared to adapting through relocation. Planning with smart growth principles can help communities in the Keta, Korle and Densu Lagoon catchment areas make efficient investments in buildings and other infrastructure, protect and restore critical environmental areas, and protect public health. Resilience to natural hazards, such as storms and storm surges, sea-level rise, and shoreline erosion, is inextricably linked to the siting and design of the development, as well as to the built and green infrastructure that supports it. The government needs to invest in more collection of diverse datasets to understand localised climate impacts and responses. Real-time data collection and monitoring of some climatic variables should be prioritized. The government needs to increase funding and other support for existing national-level agencies focused on coordinating and communicating climate information for public use. Government should study the long-term efficacy, cost-effectiveness, and co-benefits of nature-based solutions as these nature-based solutions experience storms and other impacts.

***Engagement with Ministries, Departments and Agencies:*** During the mission, the WB environmental and social specialists held sessions with the MESTI, the Environmental Protection Agency (EPA), NADMO and other sector-related agencies where the project's risk classification and the key E&S risks of the project were discussed. The mission discussed the need for social subprojects to enhance the livelihood and wellbeing of the coastal population. The mission highlighted that livelihoods and well-being of coastal communities are

intricately linked with the health of coastal resources, and that investing in social subprojects are critical if ecosystem services and future economic opportunities are to be preserved. These subprojects should foster economic empowerment, community engagement and ownership, and inclusion of vulnerable and marginalized coastal inhabitants. The preparation of the multi sector investment plan will help to define these subprojects. Experience from the WACA Resilience Investment Project I (ResIP I) suggests that they potentially could include coastal clean-up projects, local income generation activities aligned with natural resource management or preparedness activities for climate and disaster risk reduction, or government-led planned relocation as part of community resilience planning. The mission also highlighted the increased coverage of the social aspects in the ESF, the differentiated approach to vulnerable and marginalized communities, and placed particular attention on non-discrimination. The mission further discussed the E&S instruments that should be prepared, consulted upon and disclosed prior to project appraisal. At this stage, the specific sites have not been identified and MESTI may have to prepare an Environmental and Social Management Framework (ESMF) and Resettlement Framework (RF) that will provide the framework to determine relevant risks assessment and mitigation plans that will be required during project implementation. However, when specific sites are identified during project preparation, MESTI would have to prepare site-specific ESAs/ESMPs and RAPs, which must be consulted upon and disclosed prior to the appraisal. MESTI would also have to prepare a Stakeholder Engagement Plan (SEP) and Environmental and Social Commitment Plan (ESCP). The latter forms an integral part of the legal agreement. Finally, the importance of allocating the necessary budget either from the loan proceeds or from the Government counterpart contribution was highlighted.

### **National level stakeholder engagements**

The main objectives of the national level engagement were to 1) create a common understanding and support of the WACA ResIP II project - its vision, goals, objectives and implementation plans, 2) exchange knowledge and experiences on coastal degradation, climate resilience and adaptation, and local context, 3) develop a shared vision of the broader opportunities and benefits emerging from the project implementation and outreach, and 4) receive suggestions for a successful implementation of the project.

The stakeholder consultation participants put forward some recommendations for consideration by the responsible authorities to ensure that the WACA ResIP II project is implemented in a seamless manner. The recommendations were:

1. The WB and MESTI technical teams should consult with management professionals and local officials who are engaged in livelihood strategies, climate change and mitigation in coastal communities. They are believed to have valuable ground-level experience on the issues concerned.
2. Some community people have traditional knowledge and wisdom about low-cost housing and climate adaptation technology which will be highly valuable in identifying the viable and sustainable technologies for the communities at a household level. They need to be actively engaged in the WACA ResIP II project.
3. Already there are many climate-smart technologies which are in practice at the community level. These technologies can be carefully checked whether they fit into the household level.
4. Concerned government agencies, donor agencies, and even local NGOs have carried out research addressing flooding and other hydro-meteorological problems in the coastal regions of Ghana. The research reports should be carefully reviewed. Consultation of the existing literature will help develop a better understanding to find better technology-related and adaptation solutions to the problems.
5. Technology solutions may vary from region to region. Most probably, the viable flood-proofing technologies of one coastal region might be different from those of another coastal region just because

of variation in geomorphology. It should be kept in mind while carrying out site visits and community consultations.

6. Consultation meetings may be held with the media in coastal regions. Given that sometimes they write investigative reports on peculiar problems within the coastal zone, they might have valuable knowledge and experience on the issues concerned.
7. There might be a need for a consultation meeting with the representatives of the local NGOs who have been working for a long time to address the climate-related and hydro-meteorological problems of coastal Ghana. They have valuable practical knowledge and documentation that might be relevant for the WACA ResIP II project.

### **Sub-national level stakeholder consultations**

1.1.1 The following were the key considerations identified during the stakeholder engagement at the sub-national level (regional and district) to be taken into account during the implementation of the WACA ResIP II project:

1. There are high demands in the coastal region, especially in the rural area, for easily applicable and manageable flood-resistant as well as climate-smart and climate adaptation technologies.
2. In the rural areas of the coastal zone, many NGOs are active in providing climate change adaptation options and strategies to communities. When selecting the project sites for potential piloting of the WACA ResIP II project, the ongoing and existing projects need to be considered in order to avoid duplication. This is important in tracking outcomes that can be exclusively linked to the project.
3. The problem of water quality in the coastal zone is not limited to its salinity but is also related to iron, arsenic, and other impurities. Though some of these problems are not directly related to climate change, these issues amplify the overall health problem caused by water.
4. The past and ongoing projects faced various obstacles during the implementation: absence of the source of financing to cover the operations and maintenance (O&M) cost; capacity and experience to conduct the O&M; risk of low social acceptance of new technology; and low public awareness on the water quality. The implementation of the WACA ResIP II project will be effective if the foregoing issues are considered.

***Feedback from potential project communities and traditional authorities:*** Broadly, feedback from communities and traditional authorities reflects the basic gender, age, ethnic characteristics of different groups; the human, social, natural, financial, physical and political assets to which different coastal and marine dwellers have access; factors that directly influence the capacity of coastal communities to make use of those different assets, such as the legal and institutional environment surrounding them, and the markets to which they have access; factors that influence their access more indirectly, such as policies and the processes by which those policies are generated; the vulnerability context with which they have to deal; and the strategies they adopt to combine these different elements to achieve more or less viable and sustainable livelihoods for themselves and their households. Feedback suggests that funding for adaptation and resilience should be designed to give communities more decision-making authority in project implementation. Government should encourage, fund, and provide technical assistance for all coastal areas to conduct climate vulnerability assessments. Implementing agencies should include local communities in coastal areas early in the adaptation or relocation planning process so that concerns can be raised regarding community sovereignty. The impacts of a single development activity under the WACA ResIP II project may be minor, but when combined over time with all the other impacts of development on a watershed, they can threaten fragile coastal and waterfront resources and quality of life. Policies governing growth and development along the waterfront must be sensitive to these unique

vulnerabilities and protect the community's valuable natural assets. Government should establish a specific climate heritage national coordination office to manage research, coordination, and policy regarding cultural heritage and climate change. Cultural heritage considerations should be integrated into national and sub-national requests for proposals for climate adaptation and resilience work. Implementing agencies should encourage, through funding and program design, scientists and local communities to co-produce climate adaptation and resilience knowledge. Implementing agencies should communicate climate data in a format that is accessible to non-experts and provide avenues for national, local, and traditional entities to access technical support to interpret and apply this data to decision-making.

### **Environmental and Social Risk Management Strategy**

Overall, the project is expected to have positive environmental impacts by restoring coastal ecosystems, especially mangroves, to reduce the risk of erosion and flooding, including restoration of abandoned rice fields and the water system. Notwithstanding, the environmental risk classification is proposed as High. This is to account for the project scope and nature and environmental sensitivity, especially component 3, which will finance several activities, including the construction of physical infrastructure. These interventions will take place in a highly fragile coastal area of mangroves, with the potential of coastal flooding and erosion and the fact that poorly designed and/or implemented interventions could exacerbate erosion downstream. Potential occupational health and safety (OHS) risks and hazards that can be associated with the construction of physical infrastructure include (i) exposure to dusts, fumes, and gases from potentially harmful chemicals, which can cause significant breathing problems and lung diseases, (ii) exposure to loud noise due to frequent or excessive use of vibrating tools which can cause cognitive impairment, tinnitus and hearing loss, (iii) stress and fatigue due to frequent or excessive manual handling of loads, and (iv) physical injury.

The proposed social risk classification is expected to be High. Key social risks associated with project activities include possible physical and economic displacement of PAPs from the project activities in the short-term and loss of assets and/or income due to impacts from project activities; potential inter-communal conflict; potential labour influx that in turn may exacerbate the risks related to SEA/SH, violence against children; social exclusion of vulnerable groups such as persons with disabilities, the landless, the elderly and youth in the consultations process and access to benefits and development opportunities. Other risks include potential for child labour; community health and safety concerns; social fragmentation and disruption of traditional livelihoods.

In terms of client capacity, there is variation in institutional capacity and readiness at the national levels (including in the preparation and implementation of ESF instruments). The physical interventions in component 3 may require some physical and/or economic resettlement or may cause access restrictions to resources in the case of national parks or legally protected areas. This in turn may create local conflicts between the project beneficiaries related to benefit-sharing, and the ability to eventually move to areas downstream that may still be at risk of flooding. Furthermore, the contractor workforce can heighten the risks of SEA/SH and facilitate the spread of communicable diseases to and from local communities (including COVID-19 and sexually transmitted diseases). The issues of labour conditions, SEA/SH, and universal access will need to be properly managed. A working grievance redress mechanism should be in place, both for the project affected persons and for the workers. Importantly, the project will include the SEA/SH risk assessment in the site-specific ESIA, and, where needed, an action plan will be included in the ESMP.

The WACA ResIP II project has prepared framework instruments (Environmental and Social Management Framework (ESMF) and the Resettlement Policy Framework (RPF)) to guide the development of site-specific plans to address these risks as sub-projects are identified. A social risk assessment has been undertaken as part

of the ESMF to better understand risks and their magnitude. The Environmental and Social Management Strategy is based on a mitigation hierarchy to anticipate and avoid, or where avoidance is not possible, minimize, and, where residual impacts remain, compensate/offset for risks and impacts to workers, affected communities, and the environment. It will maximise beneficial impacts and minimise unavoidable negative impacts to an acceptable level for the receiving environment and communities; and meet environmental and social commitments and measures as well as relevant policies and environmental management systems; and comply with national legislation as well as WB Environmental and Social Standards.

### **Grievance Mechanism**

MESTI will establish a three-tier grievance mechanism structure to ensure timely redress of grievances. For tier one, the project will establish a Grievances Redress Committee at the community level that will receive grievances and process them for resolution. The membership of the Community Grievances Redress Committee (CGRC) will include the Assembly member for the Electoral Area; the Chief or authorised representative of the area, women's representative at where the project is taking place and a selected community representative. The Chief or authorised representative will serve as the Chair. The second tier is the District/Municipal Level Grievances Redress Committee (DGRC) at the MMDAs where the project is taking place. The District Level Grievance Mechanism (GRM) will be managed through the Public Relations and Complaints Committee. The committee will be chaired by the Presiding Member, and it is expected to amicably settle complaints and grievances of the public with regard to adverse environmental and social impact and will have women as member. Other members of the committee are the District/Municipal Planning Officer, a representative of District/Municipal/Metropolitan CHRAJ Office, a representative of the Traditional Council, and a representative of the Department of Social Welfare. The third tier will be the National Grievance Redress Committee (NGRC) at the Project Implementation Unit (PIU). The members of the NGRC will include the Project Director, Environmental Specialist, and Social Development Specialist. The committee will be chaired by the Project Director. It is expected that all grievances or disputes pertaining to the project will be resolved at the community or district level. Issues that will not be resolved at these levels will be referred to the NGRC. The PIU will then endeavour to resolve the complaint as soon as possible. However, the mechanism will not prevent unsatisfied complainants from resorting to the Ghana judiciary (mediators and courts) at their discretion.

### **Monitoring and Reporting**

The project implementing agencies will employ a monitoring and reporting framework in the execution of the SEP. The framework sets specific Key Performance Indicators (KPIs) that will be regularly monitored by the project in relation to the engagement measures proposed in this SEP. The indicators relate to E&S assessments, stakeholder engagement, personnel, ESMS, Grievance Mechanisms, and Monitoring and Communication.

### **Management for Implementation**

The overall project management will be the responsibility of MESTI and a Project Implementation Unit (PIU) will be set up and operationalized within the MESTI. MESTI has prior experience in implementing World Bank-funded projects, including the Ghana Sustainable Water and Land Management Project (SWLMP, P098538) with satisfactory performance. MESTI also supported the preparation of the Ghana Landscape Restoration and Small-Scale Mining Project (GLRSSM, P171933), a “substantial risks” project under the World Bank's Environmental and Social Framework. MESTI is supporting the implementation of the SEP under the GLRSSM. Despite this experience, the expanded scope of the Environmental Social Framework (ESF) requires targeted training, monitoring and technical assistance to support the effective implementation of the project.

MESTI will recruit Social Development Specialist who will oversee the implementation of SEP and manage the grievance redress mechanism and all related social outreach and training activities. The project coordinator, other project team members (Environment Specialists, Monitoring and Evaluation Specialist, Communication Specialist etc.) and all contractors and consultants implementing project activities will also share some of the responsibilities in the SEP and in the GRM processes. The MESTI will appoint an independent Project Steering Committee that will have overall responsibility for project oversight and approval, and this will include activities on stakeholder engagement. Table 10 outlines the key roles and responsibilities of the key actors.

## 1.0 INTRODUCTION



*Mate Masie (What I hear,  
I keep): Wisdom,  
knowledge, prudence.*

### 1.1 Background

Coastal areas in Ghana are essential for livelihoods and economic growth. Although Ghana's economy has grown steadily, the country remains heavily dependent on natural resources such as fisheries, fossil fuels, minerals and timber. Ghana's economic success over the last decade has come at a cost, particularly to the country's coastline. About eighty percent of industrial activities, such as oil and gas production, port operations, and thermal power generation, are concentrated along the coast, in addition to coastal agriculture and fisheries.

As in other West African countries, degradation of coastal resources and ecosystems is accelerating in Ghana due to increasing population pressure on the coast and climate change. The deterioration of the coast is causing significant and potentially irreversible loss of critical ecosystems such as beaches and mangroves that provide important coastal protective and social services (livelihoods, food, protection from storm surges, and timber).

Climate change and variability are projected to further exacerbate existing physical, ecological, biological, and socioeconomic stresses on the coast. Increased frequency and intensity of storm surges and sea-level rise will exacerbate coastal erosion. Inundation of natural habitats, such as mangroves, will result in the loss of key functions (such as stabilizing coastal lands, providing breeding grounds and protected habitats for many species) and disruption of the economic activities they support. Sea-level, storm surges, and hazards are expected to increase and may modify littoral sediment transport. These events are likely to occur more frequently and with greater intensity in the future.

The livelihood and well-being of coastal populations are closely linked to the health of coastal resources, with profound implications for poverty alleviation and economic growth. This natural resource base, if well managed under the governance of accountable institutions, could transform the economy, reduce poverty, and improve the lives of its citizens. Similarly, preserving important ecosystem services (fisheries, flood protection, etc.) and investing in coastal and marine protected areas are critical if ecosystem services and future economic opportunities are to be sustained.

No single country can solve the problems of coastal erosion, flooding, and pollution in West Africa and maintain the health of critical ecosystems in the region. Solutions require coordination and collaboration among agencies in each country and significant transaction costs. The problems are multi-sectoral, adding complexity at the country and regional levels. Solutions are necessarily expensive and beyond the public finances of any single country or the resources of any single development partner. Finally, a long-term vision and commitment are needed at the national and regional levels, and this commitment has yet to be achieved. Overcoming these challenges will require a massive, coordinated effort across countries. The Government of Ghana, therefore, seeks to participate in the West Africa Coastal Areas Resilience Investment Project (WACA ResIP II), which was created in response to countries' request for solutions and finance to help save the ecological, social, and economic assets of coastal areas addressing coastal erosion and flooding. The WACA project consists of National Coastal Resilience Investment Projects (ResIP) and a Bank-managed Programmatic Advisory Services and Analytics (ASA) "WACA Scale-Up Platform" (P166218).

## 1.2 Rationale for the Stakeholder Engagement Plan

The rationale of this Stakeholder Engagement Plan (SEP) is to ensure that a consistent, comprehensive and coordinated approach is taken to stakeholder engagement and Project disclosure throughout the project. It is further intended to demonstrate the commitment of Ministry of Environment, Science, Technology and Innovation (MESTI), as a project developer and the main implementing party, to an ‘international best practice’ approach to engagement. MESTI is committed to full compliance with all Environmental and Social Regulations in Ghana, as well as aligning to the World Bank (WB) Standard on Stakeholder Engagement and Information Disclosure (ESS 10) requirements and objectives. In line with current international best practices, this SEP will ensure that stakeholder engagement is conducted based on timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns and that these concerns influence project decisions. The SEP provides the overarching approach to stakeholder engagement, showing how this will be integrated into the rest of the environmental and social assessment process and throughout the project; it identifies the main categories of stakeholders and how they will be included in the engagement process and identifies the ways to document engagement undertaken throughout the project. The overall Environmental and Social Risk Classification (ESRC) for the West Africa Coastal Areas Resilience Investment Project (WACA ResIP) II project assigned by the World Bank (WB) is “high” and the project design and implementation will be guided by the WB’s Environmental and Social Framework (ESF). The project is also required to comply with relevant legal requirements in Ghana. Eight (8) of the Environmental and Social Standards (ESSs) of the WB’s ESF are relevant to the project, namely: ESS1 - Assessment and Management of Environmental and Social Risks and Impacts, ESS2 - Labour and Working Conditions, ESS3 - Resource Efficiency and Pollution Prevention and Management, ESS4 - Community Health and Safety, ESS5 - Land Acquisition, Restrictions on Land Use and Involuntary Resettlement, ESS6 - Biodiversity Conservation and Sustainable Management of Living Natural Resources, ESS8 - Cultural Heritage, and ESS10 - Stakeholder Engagement and Information Disclosure.

ESS10 recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. ESS10 requires that in consultation with the World Bank, the Borrower develops and implements a Stakeholder Engagement Plan (SEP) proportionate to the nature and scale of the project and its potential risks and impacts.

## 1.3 Objectives of the SEP

The overall objective of the SEP is to provide the roadmap for project communications and consultations with stakeholders in the design and delivery of the project. The specific objectives are to:

- Establish a systematic approach to stakeholder engagement that will help the project identify stakeholders and build and maintain a constructive relationship with them;
- Identify stakeholder priorities and assess the level of stakeholder interest and support for the project;
- Enable stakeholders’ views and feedback to be considered in project design and to achieve sound environmental and social performance of the project;
- Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner;

- Promote and provide means for effective and inclusive engagement with project affected persons throughout the project life cycle on issues that could potentially affect them;
- Establish formal and functional grievance mechanisms;
- Identify potential constraints and conflicts and provide project-affected people with accessible and inclusive means to raise issues and grievances; and
- Provide a monitoring and reporting mechanism for the implementation of the SEP.

To achieve this, the WACA ResIP II will:

- Ensure regular, timely, accessible, and appropriate dissemination of information to all stakeholder groups.
- Ensure planned and transparent consultation where necessary, with appropriate notification, clear disclosure of objectives and an agreed process of interaction, recording, and follow-up.
- Ensure that consultations are fully socially inclusive with women, youth, the elderly and other vulnerable groups.
- Provide an avenue for the stakeholders to give advice and input to the project.
- Incorporate feedback into the project or programme design, and report back to stakeholders
- Ensure a two-way dialogue that gives both sides the opportunity to exchange views and information, to listen, and to have their issues heard and addressed.
- Promote healthy relationships, joint agreements and partnerships through the mutual identification of areas of cooperation and the pursuit of good faith negotiation in this context.
- Report regularly and in a structured manner to all stakeholders, with special attention to appropriate forms of reporting among the participating communities.
- Establish and maintain the management capacity, responsibilities, and systems to ensure effective implementation of the SEP throughout the project lifecycle.
- Establish clear mechanisms for responding to stakeholders' concerns, suggestions, and grievances.

#### **1.4 Method for Preparing the SEP**

In preparing the SEP, diverse stakeholders were engaged between March and April 2022 (see Annex 1 and Annex 9). The tools developed for the engagement (e.g. questionnaires and interview guides) were reviewed by MESTI and the WB. A total of 118 organisations and individuals consented to participate and were subsequently consulted or interviewed. The stakeholders were identified and characterised based on their statutory functions, roles, and mandate within the environment and coastal development sector. The organisations represent a range of stakeholder types, including potential project communities, government institutions, regulators, NGOs/Civil Society Organisations (CSOs), associations, the private sector, media, and development partners.

Structured questionnaires and interview guides were used along with field observations to collect information on the characteristics, knowledge, and perceptions of stakeholders-communities, associations, regulators, government agencies, civil society, and development partners. A general email was sent to all stakeholder groups (with the exception of coastal communities, as most of them did not have email contacts) to introduce the consultant and seek explicit consent from respondents to participate in the survey. Recipients who did not respond were contacted through phone calls.

Data were collected from stakeholders who consented to participate in this exercise through phone interviews, in-person interviews, and remote self-administered survey via email, using Google Forms. Data collected included: institution's background; knowledge, awareness, and interest in the WACA Resilience Project II; future engagement with the WACA Resilience Investment Project II; and sustainability, environmental and social risk management.

Interviews with key informants were conducted using interview guides. These guides were semi-structured and allowed for follow-up questions. Key informants were used to collect data from regulators and some key government officials, heads of academic/research institutions, and representatives of CSOs. The consultant carried out field interviews with some coastal communities to seek clarification on issues that remained unanswered or arose from the key informant interviews. Each participating organisation was contacted at least twice, depending on issues and unanswered questions that arose during the SEP stakeholder engagement process.

Secondary data were obtained by reviewing background information, including relevant national/local laws and project documents. The document review helped identify key stakeholders for the WACA Resilience Investment Project II and potential data gaps. Information from secondary sources included Environmental and Social (E&S) requirements, requirements for initiating the WACA Resilience Investment Project II, and regulations. To identify potential E&S issues associated with the project, the consultant reviewed WB's policies, regulations, and E&S Framework, as well as documents on the implementation of similar projects, including the Project Information Document (PID), Project Concept Note (PCN), Project Appraisal Document (PAD), Aide Memoire, Environmental and Social Management Plan (ESMP), Resettlement Policy Framework (RPF) among other sources. The consultant also reviewed documents on previous stakeholder engagement activities, including information disclosure and/or consultations, related to the design and implementation of the WACA Resilience Investment Project II.

## 2.0 PROJECT DESCRIPTION



*Ananse Ntontan (Symbol of Wisdom): Creativity and the complexities of life.*

This section outlines the project’s development objectives, describes the components, project and beneficiaries.

### 2.1 Program Development Objectives

The Project Development Objective (PDO) is to strengthen the resilience of targeted communities and areas in coastal Western Africa.

The project will address the underlying issues of a) coastal retreat and increased flooding incidences that cause loss of housing, assets, and land, and b) coastal and marine pollution affecting the quality of coastal ecosystems. The constraints to sustainable development are a) lack of coastal management and planning, b) Insufficient integration of social development in environmental and social protection and resilience, and c) lack of financial planning and adequate solutions.

### 2.2 Project Components

The Project has four components, as presented in Figure 1.



Figure 1. The four dimensions of the WACA ResIP II project

**Component 1: Regional Integration.** The objective of the regional integration component is to strengthen the effective coordination of stakeholders, activities and investments for improving climate resilience in coastal areas in West Africa at the regional and national levels. This is achieved through harmonization of policy, development of collaborative decision-making support tools, strengthening regional institutional collaboration and, development of new strategic partnerships to scale-up the response to coastal resilience development challenges. Based on lessons learned and achievement of regional integration component under ResIP 1, this Project will advance the transfer of WACA Platform functions to regional institutions. West Africa Economic

and Monetary Union (WAEMU) will (i) ensure a global coordination of the component, (ii) implement activities related to investment framework, finance, governance, dialogue and citizen engagement, regional policies, E&S risk management for investments and innovation, (iii) mobilize regional institutions supporting the implementation of activities (Abidjan Convention, *Centre de Suivi Ecologique*, Regional Network of Marine Protected Areas in West Africa and the Regional Partnership for Coastal and Marine Conservation) (sub-component 1.1) and (iv) sign a subsidiary agreement with International Union for Conservation of Nature (IUCN) to scale up its technical coordination and support role (sub-component 1.2). IUCN will (i) strengthen the Regional Implementation Support Unit to support countries component management, (ii) mobilize internal and external international expertise to support regional and national activities and (iii) ensure technical coordination and supervision of the regional institutions' activities involved in the project to address identified challenges and countries' requests.

The regional integration component will be firmly anchored on the foundations of the WACA ResIP 1 project and will extend its regional and country support beyond the eight countries benefiting from a regional operation, to cover all the 17 countries from Mauritania to Gabon as envisioned in the WACA Program. IDA will finance regional institutions via WAEMU, which will mobilize regional institutions through specific agreements and IUCN through a subsidiary agreement. Two sub-components are proposed:

***Sub-Component 1.1: Regional Strategies, Policies and Governance.*** This sub-component aims to strengthen WAEMU coastal resilience regional leadership and to operationalize a coordinated regional approach to planning, financing and monitoring coastal resilience' investments. The sub-component will be implemented by WAEMU Commission' Environment Directorate through the existing Regional Management Unit (RMU). The sub-component is organized around three pillars:

**Finance, investments, and innovation.** The project will support the implementation of the regional financing mobilization strategy developed under WACA ResIP 1 and ensure the transfer of finance function from the WACA platform to WAEMU. Activities will include organization of events for funds mobilization during key regional meetings such as the Regional Marine and Coastal Forum (e.g. marketplace, donor round tables) and establishment of a facility for the development of regional projects on coastal resilience. This will be combined with continued efforts to strengthen the coordinated framework for coastal resilience investments in the region with the development or updates of investment plans at regional (Regional strategic action plan for investments [PARSI]) and national levels (multisectoral investment plans [MSIP]), and the operationalization of a regional investment monitoring system. To promote the use of innovative and regionally appropriate solutions in investments for coastal resilience the project will support a call for proposals for research and innovation initiatives, and knowledge sharing through research symposia. This will support decision-making and investments and build expertise in WA by supporting innovators and researchers (MSc, PhD, and Postdoc).

**Governance, dialogue and citizen engagement.** The project will build on and strengthen the regional governance framework for coastal resilience initiated by WAEMU in 2007 with the Poverty Reduction, Livelihood and Employment Cluster (PRLEC). Activities will: (i) support development of regional strategies for coastal resilience and blue economy , (ii) strengthen existing governance entities , (iii) structure a joint collaboration platform between WAEMU, ECOWAS and ECCAS to facilitate collaboration on Blue Economy and coastal resilience issues and address topics such as plastic pollution, regional coordination on maritime transport and tourism development, (iv) strengthen the existing institutional framework for coastal resilience by supporting key regional institutions (Abidjan Convention, *Centre de Suivi Ecologique*, Regional Network of Marine Protected Areas in West Africa and the Regional Partnership for Coastal and Marine Conservation)

engaged for coastal resilience in West Africa for regional coordination and animation in their field of expertise, and (iv) foster multi-stakeholder dialogue, citizen engagement and civil society mobilization for coastal resilience with support from the Regional Partnership for Coastal and Marine Conservation secretariat .

**Improvement of the E&S risk management framework for investments and harmonization of policies for coastal resilience.** WACA ResIP 2 will continue to support the regional E&S risk management capacity building program coordinated by WAEMU in collaboration with IUCN, the Netherlands Commission for Environmental Assessment (NCEA) and the World Bank. Related activities will include (i) development of regional E&S risk management guidelines, (ii) implementation of a multi-year training program on E&S risk management, (iii) networking of national agencies and institutions in charge of E&S risk management and (iv) operationalization of the “port sustainability program Charter” by conducting regional studies and initiating a dialogue to improve the port environmental performance.

With support from the Abidjan Convention secretariat, this pillar will also strengthen the marine and coastal regulatory frameworks within the Region and ensure their consistency with international and regional commitments, MSIPs and PARSI; (i) an online atlas of marine and coastal environmental laws for West Africa will be developed to support countries’ marine/Integrated Coastal Zone Management spatial planning, (ii) technical assistance on legal issues will be provided to countries to ensure regulatory reform processes are in accordance with Abidjan Convention and its additional protocol, and (iii) the project will contribute to the organization of a Abidjan Convention conference of parties to support inter-country dialogue on international and regional commitments.

***Sub-Component 1.2: Regional Technical Support for Coastal Resilience.*** This sub-component will provide the technical support at regional and national levels required to implement the project and strengthen regional initiatives and partnerships for coastal resilience. The IUCN's coordination and technical support role will be scaled-up. IUCN will mobilize its internal international expertise and will ensure technical coordination and supervision of activities of the regional institutions involved in the Project to address identified challenges and countries’ requests. This sub-component is structured as follow:

**Helpdesk:** project management, technical assistance, and coordination of partnerships. IUCN will consolidate its Helpdesk function with its Regional Implementation Support Unit (RISU) based in Dakar. The RISU staff, integrated to the IUCN Marine and Coastal Program (MACO), will support countries and regional partners on all components of project management: (i) program coordination; (ii) coordination of partnerships and institutional development; (iii) monitoring, evaluation, reporting and knowledge management; (iv) financial and administrative management; (v) procurement, (vi) communication; and (vii) E&S framework management.

IUCN in collaboration with implementation partners will also provide technical support and capacity building to WACA countries in various fields, including implementation of physical investments (coastal engineering, nature-based solutions), provision and improvement of planning tools (ICZM, GIS, marine spatial planning) and management of marine protected areas. They will organize virtual or face-to-face training sessions, workshops, and provide advice and technical assistance on a permanent basis. IUCN will mobilize its internal units, technical experts and external expertise. IUCN will provide technical support to WAEMU including on preparation, monitoring and supervision of WAEMU sub-contracts and agreements with regional institutions (Abidjan Convention, *Centre de Suivi Ecologique*, Regional Network of Marine Protected Areas in West Africa and the Regional Partnership for Coastal and Marine Conservation).

**Coastal observation.** The project will support the operationalization of the West Africa Regional Coastal Observatory (WARCO) in collaboration with CSE and with the Regional Scientific Committee (RSC) as the main advisory body for technical and scientific outputs. Observation will become a continuous process with online accessible products and periodic summary documents. Activities will support (i) WARCO's institutional framework, (ii) technical assistance the operationalization of WARCO's operations, regional data dissemination platform, support to national monitoring mechanisms and implementation of a training program , (iii) assessment of the Red List of Ecosystems for coastal areas in West Africa to complement existing knowledge on West African coastal ecosystems vulnerability, and (iv) regular updates and dissemination of the West African State of the coast report.

**Marine and coastal protected areas (MPAs) and ecotourism.** The project will promote MPAs and ecotourism as a vehicle for a green, resilient, and inclusive development of coastal areas. The project will support the extension and consolidation of Marine and Coastal Protected Areas as a tool for the protection and sustainable management of ecosystems essential for coastal resilience. The Network of West African MPAs will be strengthened, and international standards/labels will be applied to MPAs of the Region to improve management efficiency and promote best practices. IUCN internal expertise combined with external expertise will be mobilized for the following activities: (i) evaluation of the management efficiency of MPAs (IMET tool) and implementation of a training program for MPA managers on MPA management and sustainable tourism , (ii) implementation of the West African MPA "Green List" labelling process for the promotion of MPAs managed according to international standards , (iii) Promotion of existing sites and support for the inclusion of new natural and cultural World Heritage sites located on West Africa coastal area and biosphere reserves on the list of UNESCO World Heritage sites .

To promote eco-tourism in the coastal zone, the project will support (i) the elaboration of a diagnosis and the development of guidelines and standards for the sustainable development of tourism aimed at complementing Economic Community of West African States (ECOWAS)/ Economic Community of Central African States (ECCAS)/ WAEMU tourism standards, (ii) the organization of consultations for the adoption of these guidelines and standards by regional integration organizations and (iii) capacity building of MPAs managers on sustainable tourism.

***Component 2: Strengthening the Policy or Institutional Frameworks.*** The project will support the strengthening of institutional and policy frameworks around coastal development, protection, and natural resource management (exclusive of fisheries). Focus areas will include strengthening of existing national coordination mechanisms and development of mechanisms for sub-national coordination, including Civil Society coordination. This component will also support development of institutional capacity of key ministries and agencies, including MESTI and the Coastal Development Authority, for coastal development and management. Policy and for implementing adaptation options, including

Policy actions under this component will support improved land use and marine spatial planning for resilient coastal development. This includes measures for institutional support that will improve collection and analysis of data critical for risk-informed decision making. This includes, but is not limited to, data related to beach profile and crest elevation, spatial data, and improved local demographic and economic data, especially as related to sources of livelihood and gender disaggregation.

Support to national engagement in regional integration activities is described in Component 1. This component will support Ghanaian engagement on the West Africa Coastal Observatory and State of the Coast reporting process, private sector engagement on ports via the sustainable ports' initiative, local initiatives and learning

with Regional Partnership for Coastal and Marine Conservation (PRCM), knowledge sharing on marine protected areas management with Network of Marine Protected Areas in West Africa (RAMP AO), engagement of capacity-building and professional training with Africa Centre of Excellence in Coastal Resilience (ACECoR), and work with the Abidjan Convention Secretariat to address any gaps in meeting the obligations made to the Convention's protocols (mangroves, Integrated Coastal Zone Management (ICZM), pollution, and oil/gas).

Transboundary cooperation. This component will support the development of policy frameworks around transboundary coastal zone management, specifically as it relates to the use and management of shared resources along Ghana's borders with Cote d'Ivoire and Togo. Priority interventions identified by the work under this component can be addressed through regional policy measures under Component 1 of this project, through technical studies supported by Component 2 of this project or by WACA ResIP 1, and physical and social interventions under Component 3 of this project.

The project is expected to support the establishment of an integrated national-local citizen platform for coastal resource management. The establishment of a two-tier citizen platform will be supported: i) a national level Civil Society Organisation (CSO) platform, which will be represented in the WACA ResIP 2 Steering Committee (SC) and Technical Committee (TC); and ii) a sub-national level community platform which will house participatory decision-making processes for designing and implementing social subprojects for targeted coastal communities (Component 3). The subnational level platform will be designed and implemented as a pilot initiative in project areas, draw on existing institutional mechanisms for natural resource management such as Coastal Resource Management Area (CREMA) and fisheries co-management approaches, and have links to the national level CSO platform. Overall, this activity is intended to ensure project interventions are consistent with the livelihood adaptation goals of local communities as well as feed into a longer-term objective to minimize asymmetries between national and district level policy goals.

***Component 3: Strengthening National Physical and Social Investments.*** The project will support a wide typology of site-specific grey, green, and hybrid physical investments and social sub-projects at the community level to achieve measurable increases in protection from coastal erosion and flooding, pollution control, and promote climate-resilient coastal development. Physical investments supported by the project are based on coastal management strategies and climate-resilient development plans, including Multi-Sector Investment Plans (MSIPs), undertaken and ongoing in each country that identifies priority investments and actions for strengthening coastal resilience and mitigating the impacts of climate change through sustainable, integrated coastal zone management.

In terms of erosion control, the project will be financing (a) green infrastructure such as dune fixation to protect beaches from erosion using vegetation and shrubs to trap sand, wetland and mangrove restoration and beach replenishment; (b) grey infrastructure such as the construction of breakwaters, seawalls, revetments, groynes, and dikes; (c) land claim and reclamation; and/or (d) measures to improve the management of natural habitats, including reduction of invasive species encroachment.

Flood control under the project focuses on (a) rehabilitation of flood dikes and floodplains; (b) rehabilitation and management of natural flood areas, including dredging to maintain natural flow in lagoons; (c) infrastructure, e.g., culverts, for improved drainage, especially in urban areas; and (d) sustainable landscape management practices in transboundary sub-watersheds and areas of high ecosystem value that drain into the coastal areas.

**Subcomponent 3.1: Physical investments.** The project will finance a mix of grey, green, and hybrid infrastructure solutions at multiple sites to reduce the risks of flooding and erosion. Nature-based solutions include submerged native aquatic vegetation, mangrove protection and reforestation to serve as a buffer to inundation and sea-level rise, and/or nourishment of shorelines and dunes between communities and the sea. Potential grey solutions include small-scale localized infrastructure such as groynes or breakwaters for erosion control/sediment management and tidal wave attenuation, while hybrid solutions incorporate both approaches depending on site-specific needs and characteristics. Based on systems analyses, risk level assessments, and extensive stakeholder consultations, priority areas to be addressed by the project through infrastructure measures include the Korle Lagoon, Densu Delta, and Keta Lagoon. The project will also support interventions for social development and economic recovery based on the needs of affected coastal communities through community-based sub-projects. Special attention will be given to ensuring opportunities for marginalized groups, including women and indigenous peoples. Site selection is being finalized through a series of government-led consultations with communities, civil society, the private sector, traditional authorities, and other stakeholders. Sites selection and potential intervention options will be identified and prioritized prior to project appraisal at the pre-feasibility level. Feasibility level studies will be carried out by this project component. For those sites identified as requiring urgent interventions but not financed by this project, this component will support the Government to carry out necessary further technical studies and develop project concepts to seek financing through the WACA Marketplace or other venues.

Physical interventions under this component will support adaptation measures for protection, retreat, accommodation, or a combination thereof at three locations: Korle Lagoon, Densu Delta, and Keta Lagoon. Nature-based physical protection measures will include protection and restoration of mangroves and other submerged native aquatic vegetation to reduce flooding hazards and beach nourishment and dune rehabilitation to address coastal erosion. Grey solutions may include the construction of groins, dykes, seawalls, revetments, or other infrastructure. The type of intervention to be utilized will be decided through participatory, multi-stakeholder engagement that provides the greatest benefit to coastal communities while also provided significant co-benefits, including sustainable job creation and diversified livelihood opportunities.

**Subcomponent 3.2: Social Subprojects** The project will support social sub-projects for targeted coastal communities. These subprojects will be designed and implemented through participatory decision-making structures embedded in the subnational level community platform (Component 2). They will be implemented to spur job growth and provide opportunities for livelihood diversification, increase the adoption of community-led resource management schemes, and to strengthen the role of women in the management of coastal resources. Additional activities will support community-led efforts on natural protection and conservation for key protected sites and ecosystems that act as natural protective assets against flooding, erosion, or pollution. The activities may be implemented by local government, CSOs, NGOs or other local groups and will target 20-30 communities. All activities will be inclusive of women and other vulnerable groups to ensure that benefits reach those most in need. A critical outcome for social sub-projects will be an increase in the number of CREMAs organized or led by women. The first set of selection of communities for social sub-projects will take place prior to the appraisal. Additional communities to benefit from social sub-projects will be identified through consultations during project preparation and implementation.

In terms of erosion control, the project will be financing (a) green infrastructure such as dune fixation to protect beaches from erosion using vegetation and shrubs to trap sand, wetland and mangrove restoration and beach replenishment; (b) grey infrastructure such as the construction of breakwaters, seawalls, revetments, groynes,

and dikes; (c) land claim and reclamation; and/or (d) measures to improve the management of natural habitats, including reduction of invasive species encroachment.

Flood control under the project focuses on (a) rehabilitation of flood dikes and floodplains; (b) rehabilitation and management of natural flood areas, including dredging to maintain natural flow in lagoons; (c) infrastructure, e.g., culverts, for improved drainage, especially in urban areas; and (d) sustainable landscape management practices in transboundary sub-watersheds and areas of high ecosystem value that drain into the coastal areas.

The project will also support targeted social sub-projects for coastal communities. These community-driven activities will be implemented to support local benefits where jobs for labour-intensive works can be done, and provide opportunities for livelihood diversification, increase adoption and effectiveness of community-led resource management schemes, and strengthen the role of women in the management of coastal resources. The overall objective is to enhance community health, safety, and livelihoods through community development solutions, including alternative livelihoods aligned with natural resource management (NRM) and small works or preparedness activities for climate and disaster risk reduction and diversification of livelihoods. Eligible local-level activities include rehabilitation of small public infrastructures damaged by floods or erosion (health care facilities, maternity hospitals, schools, markets, small and compact water supply and water drainage systems, and so on); cleaning natural canals (through the removal of overgrown vegetation to restore the natural flow of the waterways and reduce the risk of flooding in surrounding areas); cleaning and improving the performance of drainage canals, mangroves, and tree planting; and desilting and reforestation of vulnerable areas prone to river and/or oceans flooding. The project can also support income-generating activities of relevance to the project objectives (salt extraction, fishing, and so on) and business development for communities to adopt new market products and services that reduce their vulnerability to coastal erosion and/or flooding. The local-level activities can be implemented by local government, municipalities, communes, or similar local government structures. The project will support local or national associations, NGOs, and/or beneficiary groups organized in a recognized structure for the implementation of standard Community-Driven Development (CDD) initiatives. All such activities will be inclusive of women and other marginalized groups to ensure that benefits reach those most in need.

***Component 4: National Coordination.*** This component will support the establishment and operation of a PIU under MESTI. This PIU will work across institutional structures to ensure a coordinated and inclusive approach for project implementation, environmental and social risk management, sustainable and green procurement, and financial management. The Project Implementation Unit (PIU) is proposed to be anchored with the Ministry of Environment Science, Technology and Innovation (MESTI) as an implementation agency. The MESTI has a history of satisfactory performance in implementing several WB operations, though mostly under the WBG's Operational Policies. To support project implementation, the MESTI is hiring an Environmental Specialist and a Social Development Specialist.

A National Steering Committee has been established to oversee the project and provide guidance on key decisions (such as annual implementation plans), ensure synergy with other initiatives in the country, and represent Ghana in WACA Regional Steering Committee functions.

A National Technical Committee has been established to provide technical oversight of the project. The TC will serve a quality assurance and improvement function by providing reviews studies, engineering designs, ecosystem restoration schemes, and other key documents produced by the PIU.

Both governance bodies consist of a diverse set of stakeholders, ensuring representation from multiple Government ministries and agencies, sub-national governance bodies, academia, private sector, communities, tribal and traditional authorities, trade groups, and civil society.

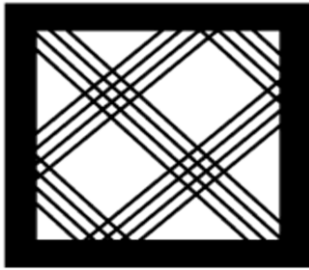
### **2.3 Project Area**

Broadly, the Coastal Regions of Ghana (Volta, Greater Accra, Central and Western Regions) can be described as the WACA ResIP II Project's area of concern and the Coastal Districts as the area of influence. The exact locations of project activities have not yet been finalised. Analytical work is underway to develop a Multi-Sector Investment Plan (MSIP) aimed at strengthening coastal risk reduction strategies and climate change adaptation in Ghana. The MSIP will identify coastal hotspots requiring interventions and develop pre-feasibility studies for gray, green or hybrid options for physical interventions at three high priority sites to be incorporated into this project. The three high priority sites being considered during project preparation are: (i) Korle Lagoon, (ii) Densu Delta, and Keta Lagoon Complex.

### **2.4 Project Beneficiaries**

Project activities are expected to directly benefit poor people at project sites who live along the coast and depend on it for their livelihoods. These people, including women and youth and people living in marginal lands on barrier islands and near lagoons are at immediate risk from coastal erosion, flooding, and salinity intrusion. They also suffer from the negative impacts of both marine and coastal pollution. For example, fishers and fish processors (who are often women) living in coastal areas are among the most vulnerable groups in developing countries such as Ghana. People engaged in agroindustry and tourism located along with the coastline's project sites also directly or indirectly benefit from the project interventions. Their livelihoods are often highly dependent on natural resources or ecosystem services that are increasingly being degraded. Unlike their wealthier counterparts, poor people have few savings to draw on to respond to shocks and typically have very limited access to formal credit or recovery resources.

### 3.0 POLICY AND REGULATORY REQUIREMENTS FOR CONSULTATION AND DISCLOSURE



*Nkyimu (Cross divisions):  
Skillfulness, precision.*

The 1992 Constitution<sup>1</sup> of Ghana acknowledges the right to information under Article 21(1) (f) as a fundamental human right of all citizens. This right will be properly enjoyed where the public is efficiently engaged in the processes and procedures of public institutions. It also sets out the first source of environmental protection requirements in Ghana. Article 36(9) of the Constitution states that “the State shall take appropriate measures needed to protect and safeguard the national environment for posterity; and shall seek co-operation with other states and bodies for purposes of protecting the wider international environment for mankind”. In addition, Article 41 (k) requires that all citizens protect and safeguard the natural environment of the Republic of Ghana.

The Right to Information (RTI) Act, 2019 (Act 989), gives Ghanaians the right to access information in public institutions, thereby holding public officers accountable. The Act provides for the implementation of the constitutional right to information held by a public institution, subject to exemptions that are necessary and consistent with the protection of the public interest in democratic society, to foster a culture of transparency and accountability in public affairs and to provide for related matters.

The EPA Act 1994 (Act 490) also grants citizens the right to be informed about any development project carried out by either private or public institutions. The project proponents are required to engage various stakeholders, including potentially affected communities, relevant national and local authorities, NGOs, CSOs and other groups at the early stages of the project. This helps in obtaining local knowledge and addressing public views, concerns, and values that can influence the project design, which in turn increases public confidence and minimises conflicts. Public participation is core to achieving an efficient and effective ESIA practice and implementation.

The Ghana Environmental Assessment Regulations, 1999 (LI 1652) requires effective public consultation and participation as an integral component of the Environmental Impact Assessment (EIA) procedures. Project proponents are required by law to effectively and continuously engage potential project affected persons and communities and other stakeholders to ensure that issues of concern to them are addressed in project design and implementation. Section 16(1) (3) makes provision for the general public to make comments and provide suggestions on any project. Section 17(1) makes provisions for public hearing, while Section 27(1) provides the platform for complaints by aggrieved persons.

The Environmental and Social Framework (ESF) of the WB provides generally accepted benchmarks for stakeholder engagement. The Environmental and Social Standard (ESS) 10 of the ESF underscores the importance of stakeholder engagement. The ESS10 encourages open and transparent engagement between the

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<sup>1</sup>The 1992 Constitution of the Republic of Ghana sets out the Rights, Freedom, Duties and Obligation of every citizen of Ghana. These are these are the constitutional rights of Ghanaians. The constitution also defines specific requirements for the protection of the Environment such as provided under: Article 37(3); Article 39(6); Article 41(k); Article 268 and Article 269.

borrower and the project-affected parties throughout the project life cycle. The ESS10 establishes a systematic approach to stakeholder engagement that potentially helps the Borrower to identify stakeholders and build and maintain a constructive relationship with them, as well as disclose information on the environmental and social risks and impacts to stakeholders in a timely, understandable, accessible and appropriate manner and format. It recommends that stakeholder engagements are commenced as early as possible in the project development process and continued throughout the lifecycle of the project. This allows for stakeholders' views to be considered in the project design and environmental and social performance. The Borrower is also expected to implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances.

## 4.0 STAKEHOLDER IDENTIFICATION AND ANALYSIS



*Imo foro adobe (Symbol of persistence): Steadfastness, prudence & diligence.*

The project recognises that the first and most important step in the stakeholder engagement process is to identify who the stakeholders are, their groupings and subgroupings. This section describes the various stakeholder groups that were identified and categorised through stakeholder analysis. The interests of each group, how they will be affected, and their potential influence on the project are examined in detail. It is worth noting that the social sub-projects to be financed under the project will only be known during project implementation. Under Component 3 of the project, community engagement will be embedded across all stages of the social subproject cycle, from subproject identification, planning and implementation management to operations, maintenance, and monitoring arrangements. An operations toolkit will be developed to layout the step-by-step procedures for community mobilization (outreach and sensitization), participatory needs diagnostic, participatory subproject prioritization and selection, subproject proposal preparation, community implementation workplan, subproject closure including community operations and maintenance (O&M) and monitoring and evaluation (M&E), and terms of reference (e.g., feasibility studies and facilitators). However, in the broader framework of the project and intended activities, the following categories of stakeholders have been identified: those who need to be closely managed, those who need to be informed, those who need to be satisfied, and those who need to be monitored.

### 4.1 Stakeholder Identification

**Prioritization of Stakeholders:** The criteria for prioritization of stakeholders are provided in Figure 2.

		Extent of Project Impact on Stakeholder		
		Low	Medium	High
Level of Influence of Stakeholder	Low	Low Priority	Moderate Priority	High Priority
	Medium	Moderate Priority	Moderate Priority	High Priority
	High	High Priority	High Priority	High Priority

Figure 2. Prioritisation criteria for the stakeholder groups in the WACA ResIP II project

#### 4.1.1 Degree of Impact on stakeholder/interest

**Low:** Based on an interaction with the stakeholder as well as a review of institutional mandates, the project is assessed to have a low positive or negative impact on the stakeholder/ institution. For stakeholder institutions, positive impacts may include the institutional knowledge and experience to be gained from the implementation

of the project and negative impacts may include possible losses and damage (e.g., financial, reputation) from the failure of the project.

**Medium:** The project will have measurable positive or negative impacts on the stakeholder/institution.

**High:** The project will have significant positive or negative impacts on the stakeholder/institution.

#### 4.1.2 Degree of stakeholder influence on project outcome

**Low:** The stakeholder has the minimal capability to influence the outcome of the project positively or negatively.

**Medium:** The stakeholder has the measurable capability to influence the outcome of the project positively or negatively.

**High:** The stakeholder has significant capability to influence the outcome of the project positively or negatively.

In general, engagement is directly proportional to impact and influence, and as the extent of the impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increase, engagement with that particular stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

## 4.2 Stakeholder Analysis

Stakeholder analysis and mapping primarily involves identifying key stakeholders for the project and is based on an assessment of the interest and influence/power capacity of various organisations/institutions/communities/individuals in relation to the project. Stakeholder analysis is necessary to determine who among the stakeholders can have the most positive or negative influence on the WACA ResIP II project, who is likely to be most affected, and how the WACA ResIP II project should work with stakeholders with varying levels of interest and influence.

The main approach included reference to project documents and interactions with these various groups/persons, as follows:

- Project proponent/Contracting Authorities;
- Regulatory institutions/Implementing Entities;
- Local government authorities within the project area (municipal assemblies);
- Key sector agencies/relevant government institutions which may be involved or have direct interest;
- Civil Society Groups /Development Agencies
- Traditional authorities' / land-owners with influence on the project lands; and
- Project affected persons and communities.

A stakeholder analysis (stakeholder map) provides a representation of the relative importance of identified stakeholders. Stakeholders are grouped according to their roles, level of interest and influence on the project, as well as the extent to which they will be negatively or positively impacted by the project. The extent to which the identified stakeholders will be impacted by the project, which determines their level of interest, and the level of influence of the stakeholders on the project outcome are rated as low, medium or high as defined below.

Table 1 presents an analysis of stakeholder groups identified, defining their roles /responsibilities in relation to the implementation of the WACA ResIP II project. It additionally provides for their level of influence on the project, impact by the project and priority level.

Table 1. Stakeholder Identification, Analysis and Prioritisation

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
<b>Project Partners</b>	Ministry of Finance	MoF works to ensure effective economic policy management for the attainment of macroeconomic stability and sustainable economic growth through sound fiscal policy and efficient public financial management by deploying competent staff and robust systems for the development of Ghana. The Ministry will continue to lead efforts to mobilise financial external resources from Multilateral and Bilateral Development Partners and other potential financiers for the project.	MoF will be involved in the project to ensure that the government meets the WB fiduciary requirements.	MoF has been consulted in the preparation of the SEP.	High	High	High
	World Bank (WB)	The WB will provide the financing and support to GoG in the preparation and implementation of the WACA ResIP II project. The WB has been helping the Government in mobilising other development partners to finance and provide technical assistance to the WACA ResIP II project.	Involvement will span the entire project duration.	The WB has been consulted during the preparation of the SEP. The WB will also be engaged during project implementation.	High	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
	MESTI	The Ministry of Environment, Science, Technology and Innovation is the responsible government counterpart and coordinating agency for the preparation and implementation of the WACA ResIP II project. The Ministry is at the helm of the process for environmental management in coastal areas of Ghana. The Ministry will have a critical role in the implementation of the SEP and will be responsible for explaining to stakeholders differing and complementary roles of the WACA ResIP II project relative to the other development initiatives in coastal communities.	Involvement will span the entire project duration to ensure that the WACA ResIP II project has a minimum and manageable environmental and social risk. It will also ensure that coastal communities that benefit from the project do not suffer any adverse environmental and social impacts.	Led (through a consultant) the stakeholder engagement process during the preparation of the SEP.	High	High	High
<b>Other Financiers and Potential Financiers/Technical Support Organisations</b>	European Union	The European Union is very important as it has committed substantial amounts of funds to support coastal livelihood initiatives in Ghana and West Africa	Was not involved in the planning of the WACA ResIP II project and could be a potential financier of the project when it is established.	Has not been engaged and has not provided feedback in the preparation of the SEP	Low	Medium	Moderate
	Norway	Norway has consistently given Ghana technical and	A potential financier and technical	Has not been consulted during the preparation	Low	Medium	Moderate

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		financial support to implement Ecosystem Approaches to Fisheries Management, taking into account climate impact and pollution.	supporter when the WACA ResIP II project is implemented	of the SEP. However, will be engaged during project implementation.			
	Development Institute (DI)	The Development Institute advocates for sustainable development, research, community, policy and practice. The DI uses both macro-level and micro-level tools (top-down and bottom-up approaches) in all its programmes.	DI is a technical committee member on the WACA ResIP II project	Has been consulted during the preparation of the SEP.	Low	Medium	Moderate
<b>Regulatory Agencies</b>	Environmental Protection Agency (EPA)	The EPA promotes sound environmental and social risk management practices within the country. The EPA monitors and evaluates the implementation of the projects that have potential significant environmental and social risks.	The EPA will be involved in ensuring that communities do not encounter any adverse WACA ResIP II project-related environmental and social impacts.	EPA has been consulted in the preparation of the SEP.	Low	High	High
	Lands Commission	The WACA ResIP II project will be implemented on land. The Lands Commission supervises, regulates and control the survey and demarcation of land for the	The Commission will be involved in ensuring that the land allocated for the project in various communities is not in dispute and	Has been consulted during the preparation of the SEP. The project will secure the necessary documentation from	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		<p>purposes of land use and land registration; takes custody of and preserve records and operations relating to the survey of any parcel of land; directs and supervises the conduct of trigonometric, hydrographic and topographical surveys; coordinates the preparation of plans from the data derived from survey and any amendment of the plans; coordinates the production of photogrammetric surveys (aerial photography, orthophoto mapping, etc.); surveys, maps and maintains the national territorial boundaries including maritime boundaries; develops and maintains the national geodetic reference network for the country; supervises, regulates, controls and certifies the production of maps.</p>	<p>there are no boundary disputes that can adversely project implementation.</p>	<p>the Land before project implementation.</p>			
	Ghana Tourism Authority	<p>It is responsible for the regulation of tourism by marketing, promoting, licensing, classifying, researching and developing</p>	<p>It will be involved to ensure that the project resonates with tourism-related national</p>	<p>Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.</p>	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		tourism facilities and services in the country. The coastal areas of Ghana have many tourist locations and monuments, which are under threat owing to coastal erosion and climate change.	development outcomes				
	Ghana Museums and Monuments Board	The GMMB acquires, protects, conserves and documents the Nation's movable and immovable material cultural heritage for posterity. Most of these cultural heritage sites are found along with coastal communities.	It will ensure that coastal communities benefit from the project in terms of the preservation of cultural heritage sites	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	High	High
	Forestry Commission	The Commission is involved in the sustainable management and utilization of Ghana's forest and wildlife resources meeting both national and global standards for forest and wildlife resource conservation and development These agencies currently form the divisions of the Commission: Forest Services Division, Wildlife Division, Timber Industry Development Division,	It will ensure that coastal communities benefit from the project in terms of sustainable forest resource use and management.  It will ensure that WACA ResIP II project does not adversely affect wildlife in coastal communities	Has been consulted during the preparation of the SEP.	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		Forestry Commission Training Centre, and Resource Management Support Centre.					
	Land Use and Spatial Planning Authority	LUSPA is responsible for ensuring the sustainable development of land and human settlements through a decentralized planning system, ensuring judicious use of land and creating an enabling environment for District Assemblies to better perform the spatial planning and human settlement management functions.	LUSPA will initiate Spatial Development Frameworks (SDFs), Structural Plans (SP) and Local Plans (LP) to guide development during the implementation of the WACA ResIP II project	Has been consulted during the preparation of the SEP.	Low	High	High
	Petroleum Commission (PC)	The Petroleum Commission was established by an Act of Parliament, 2011 (Act 821) due to hydrocarbon discoveries in commercial quantities to regulate and manage petroleum resource utilisation and coordinate the upstream petroleum sector policies. The PC ensures that petroleum production is safe, efficient, cost-effective and addresses local content.	Petroleum Commission will be involved in the Project	Petroleum Commission has been consulted in the preparation of the SEP	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
<b>Policy Makers, Ministries, Agencies and Departments</b>	The Parliament of Ghana	The Parliament of Ghana is the legislative body of the GoG with the basic function of making laws. Its financial oversight responsibilities of the executive include authorising the granting or receiving of loans (cf. Article 181). Parliament will have to approve the loan for the financing of the project.	Parliament has been engaged in the project identification and preparation phase. Parliament will be involved in the overall project oversight during project implementation.	Parliament has not been directly consulted in the preparation of the SEP. However, the Parliament will be engaged prior to loan approval and during project implementation.	Low	High	High
	The Cabinet of Ghana	The Cabinet is the Executive Branch of the GoG. Pursuant to Article 76 (1) of the 1992 Constitution of Ghana, it takes responsibility for making key government decisions. The project will be submitted to Cabinet for approval before it is sent to Parliament.	Cabinet has been engaged in the project identification and preparation phase. Through the MoF. Cabinet will be involved in the overall project oversight during project implementation.	Cabinet has not been directly consulted in the preparation of the SEP. However, Cabinet will be engaged prior to loan approval and during project implementation.	Low	High	High
	Office of the Attorney General	The Attorney General is the Principal Legal Advisor for the Executive and will lead the negotiation of the project.	The Office of the Attorney General will be involved in the project preparation, negotiation, and approval phase.	The Office of the Attorney General has not been directly consulted in the preparation of the SEP.	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
	Ministry of Food and Agriculture (MOFA)	The Agribusiness Unit (ABU) of the MOFA provides technical information and support to agribusinesses and facilitates investment in the agriculture sector. It supports producers and coastal communities with capacity-building programmes on bookkeeping and accounting, production management, business plans, value chains, and environmental safeguards.	The Ministry has been involved in the project identification and preparation phase.	The Ministry has not been consulted in the preparation of the SEP.  However, the Ministry will be engaged during project implementation.	Low	High	High
	National Disaster Management Organisation (NADMO)	NADMO undertakes public education/sensitization, hazard monitoring, management of all the Regional Platforms for Disaster Risk Reduction and Climate Change; vulnerability analysis of flood-prone areas, pre-flood cleaning exercise, emergency response or evacuation of flood disaster victims to safer grounds, relief operations, receipt and resettlement of victims in affected communities. It also develops the capacity of communities to respond effectively to disasters and	It will ensure that the WACA ResIP II project resonates with livelihood strategies and climate adaptation mechanisms in coastal communities	Has been consulted during the preparation of the SEP.	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		improve their livelihood through social mobilization, employment generation and poverty reduction projects.					
	Ministry of Lands and Natural Resources	MLNR ensures the sustainable management and utilization of the nation's lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development.	It will ensure that coastal communities benefit from the project in terms of sustainable natural resource use, governance and management	Has been consulted during the preparation of the SEP.	Low	High	High
	Ministry of Fisheries and Aquaculture Development	MoFAD focuses on the implementation of development interventions that are intended to drive the fisheries sector and industry to contribute more effectively to the overall development of Ghana. Fisheries is a major source of livelihood in coastal communities	It will ensure that coastal communities benefit from the project in terms of sustainable fisheries resource use, governance and management	Has been consulted in the preparation of the SEP.	Low	High	High
	Fisheries Commission	The Commission is responsible for all monitoring, control, surveillance, evaluation, and compliance functions in all	It will ensure that coastal communities benefit from the project in terms of sustainable fisheries	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		areas of fisheries development and management in Ghana, including fish health, post-harvest activities, safety, and quality assurance.	resource use, governance and management				
	Ministry of Works and Housing	The ministry formulates, monitors and evaluates the implementation of policies, plans and programmes for the sustainable management of public landed properties, drainage and coastal protection works, operational hydrology, as well as safe, secure, decent and affordable housing using technical expertise and innovative methods for all people living in the country.	It will ensure sustainable management of public landed properties, drainage and coastal protection works	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	High	High
	Ministry of Tourism, Arts and Culture	Ministry of Tourism is responsible for the development and promotion of tourism-related activities in Ghana. It seeks to optimise the socio-economic growth of the country through tourism-related activities and the promotion of environmental conservation for the benefit	It will be involved to ensure that the project resonates with tourism-related national development outcomes	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		of deprived communities with tourist sites in Ghana					
	Ministry of Gender Children and Social Protection	It coordinates and ensures gender equality and equity, promotes the survival, social protection and development of children, vulnerable and excluded and persons with disability and integrates fulfilment of their rights, empowerment and full participation into National development.	It will ensure that the WACA ResIP II project implements initiatives that are equitable in terms of gender and disability-affected groups	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	High	High
	Ministry of Sanitation and Water Resources	The ministry is responsible for the improvement in the living standards of Ghanaians through increased access to and use of safe water, sanitation and hygiene practices and sustainable management of water resources.	It will ensure that safe water, sanitation and hygiene practices and sustainable management of water resources are achieved in the coastal communities	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	High	High
	Ministry of Local Government, Decentralisation and Rural Development	MLGRD seeks to coordinate, monitor and evaluate the implementation of local government sector policies and programmes; initiate the review/promulgation of legislation and regulations on local governance,	Oversight responsibility for the MMDAs that will be direct beneficiaries of the activities that will be implemented under the project	Has been consulted in the preparation of the SEP.	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		decentralisation, and rural and urban development; promote the participation of civil society in administration and development on matters relating to local governance; and coordinate the development of sector medium-term plans and annual action plans in line with National Development Planning Commission (NDPC) framework					
	National Development Planning Commission (NDPC)	Pursuance to the core mandate as stated in Acts 479 and 480 of the 1992 Constitution, the NDPC has continued to guide the country’s development through short, medium and long-term national development policies and plans.	Will be involved in the project	Has been consulted in the preparation of the SEP.	Low	High	High
	Coastal Development Authority	CoDA is mandated is to establish a co-ordinated system of resource mobilisation for the Coastal Development Zone; establish venture capital or other risk finance instruments or institutions to mobilise	It will ensure that coastal communities benefit from the project in terms of sustainable fisheries resource use, governance and management	Has been consulted in the preparation of the SEP.	Low	High	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		<p>finance for investments; implement programmes to maximise the economic and social development potential of the Coastal Development Zone; facilitate private sector development initiatives; execute relevant projects in communities in the Coastal Development Zone that will stimulate the modernization of the fishing industry, salt industry and agricultural development and competitiveness of small-scale farmers and fishers through irrigation and other improved technology and promote efficiency for the domestic and export market.</p>					
<b>Civil Society Organisations /Community based organisations</b>	Abibiman Foundation	<p>It seeks to promote knowledge which is based on cultural, civic, human and environmental rights to positively impact democracy, good governance and development. Abibiman Foundation also promotes cultural, formal and non-formal education as well as technical and vocational skill development to enhance</p>	Will be involved during project implementation.	Has not been consulted in the preparation of the SEP. However, will be engaged during project implementation.	Low	Medium	Moderate

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		employment and job opportunities for a better standard of humans. It focuses attention and resources on promoting the balance between the biodiversity of our ecosystem and sustainable development and the implications for the environment, land and water usage (agriculture, mining and infrastructure development, etc.), land degradation and climate change.					
	Centre for Coastal Management	The Centre acts as a focal point for collaborative research on coastal zone issues in Ghana. The focus of the research is usually demand-driven, aimed, among others to monitor the health of coastal ecosystems for conservation and sustainable resource use.	Will be involved during project implementation.	Has been consulted in the preparation of the SEP and will be engaged during project implementation.	Low	Medium	Moderate
	Hen Mpoano	It provides technical, policy and extension support to coastal communities, emerging civil society groups, traditional authorities, government institutions and	Will be involved during project implementation.	Has been consulted in the preparation of the SEP.	Low	Medium	Moderate

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		the private sector to ensure inclusive and integrated management of Ghana’s coastal and marine ecosystems.					
Friends of the Nation		FoN works in coastal, forest, transitional and savannah regions and the mining hubs of Ghana. FoN advocates for rights-based, inclusive, and accountable natural resources and environmental governance systems and campaigns for sustainable Climate-Smart ecosystems and wise use of natural assets.	Will be involved during project implementation.	Has not been consulted in the preparation of the SEP.	Low	Medium	Moderate
Ghana Federation of Disability Organizations		It focuses on assuring the rights of persons with disabilities to access education, employment, health, economic welfare, recreation, the built environment, justice, information and governance	Will be involved during project implementation.	Has been consulted in the preparation of the SEP.	Low	Medium	Moderate
National Council for Persons with Disabilities (NCPD)		The Council is tasked with proposing and evolving policies that would mainstream persons with disability in the national development process.	Will be involved during project implementation.	Has been consulted in the preparation of the SEP.	Low	Medium	Moderate

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
	Voice Ghana-Keta	Voice Ghana ensures that persons with disabilities are included in government policies, budgets, and programs to improve the lives of all persons with disabilities; advocates for appropriate information, including statistical and research data, to identify and address barriers faced by persons with disabilities	Will be involved during project implementation.	Has been consulted in the preparation of the SEP.	Low	Medium	Moderate
	Ghana National Canoe Fishermen Council	It is involved in safeguarding fishermen's rights and interests, enhancing fishermen's knowledge and skills, increasing fishermen's profits from production, improving fishermen's livelihood, promoting the modernization of fisheries, and seeking the development of fisheries	Will be involved during project implementation.	Has not been consulted in the preparation of the SEP. However, will be engaged during project implementation.	High	Low	High
	National Fisheries Association of Ghana	It maintains fishermen's rights and interests, enriches fishermen's knowledge and skills, boosts fishermen's profits from production, advances fishermen's livelihood, encourages the modernization of fisheries,	Will be involved during project implementation.	Has been consulted in the preparation of the SEP.	High	Low	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		and pursues the development of fisheries					
	Ghana Industrial Trawlers Association	It is an association focused on operators of trawlers and also dealing with erratic changing needs in the trawling sector of Ghana	Will be involved during project implementation.	Has not been consulted in the preparation of the SEP. However, will be engaged during project implementation.	High	Low	High
	National Fish Processors and Traders Association (NAFPTA)	NAFPTA is a formidable advocacy platform on which fish processors and traders in Ghana can channel their concerns and as a channel for delivery of support from Central Government and /or donors.	Will be involved during project implementation.	Has not been consulted during the preparation of the SEP. National Fisheries Association of Ghana	Low	Medium	Moderate
	Development Action Association	Socio-environmental NGO with a focus on sustainable fisheries management and agro-ecological livelihood strategies in coastal Ghana.	Will be involved during project implementation.	Has been consulted during the preparation of the SEP.	Low	Medium	Moderate
	Central and Western Fishmongers Improvement Association	CEWEFIA works to improve the socio-economic status of rural fishmongers and women farmers and the well-being of their children and the rural community as a whole. CEWEFIA has worked with Ashoka Changemakers, French, Netherlands Governments, Canadian International	Will be involved during project implementation.	Has been consulted during the preparation of the SEP.	Low	Medium	Moderate

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		Development Agency (CIDA), private funders and the United States Agency for International Development (USAID).					
	Fisheries Alliance	Fisheries Alliance is a network of Fisheries interest groups CSOs (NGOs CBOs, FBOs, etc.), Media Organizations, Research Institutions, Journalists and individuals with the mission to support the growth of Ghana’s fisheries sector through empowerment (Alliance strengthening) and collective action.	Will be involved during project implementation.	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	Medium	Moderate
	Nature Today	Nature Today is a non-governmental organisation with a broad focus on nature conservation, rural development and capacity building of natural resource management professionals	May be involved during project implementation.	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	Medium	Moderate
<b>Development Partners</b>	United States Agency for International Development (USAID)	USAID Ghana has supported fisheries and coastal management in Ghana. Currently, through its Presidential Initiative ‘Feed the Future, USAID is supporting the Ghana	May be involved during project implementation.	Has not been consulted during the preparation of the SEP. However, will be engaged during project implementation.	Low	Medium	Moderate

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		Fisheries Recovery Activity (GFRA), a five-year (2021-2026), \$17.8 million activity that aims to mitigate the near-collapse of Ghana's small pelagic fisheries—sardines, mackerel, and anchovies—and establish a foundation for their ecological recovery					
	International Fund for Agricultural Development (IFAD)	The IFAD invests in rural people, empowering them to increase their food security, improve the nutrition of their families and increase their incomes. IFAD helps to build resilience, expand their businesses, and take charge of their own development. It is to transform rural economies and food systems by making them more inclusive, productive, resilient, and sustainable.	Will be involved during project implementation.	Has not been consulted during the preparation of the SEP.  However, will be engaged during project implementation.	Low	Medium	Moderate
	Gesellschaft für Internationale Zusammenarbeit (GIZ)	The GIZ provides support to unskilled young men and women, including returning migrants, and enables them to create employment opportunities for themselves and others which will lead to	May be involved during project implementation.	Has not been consulted during the preparation of the SEP.  However, will be engaged during project implementation.	Low	Medium	Moderate

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
		sustainable livelihoods in Ghana. It seeks to train, mentor and promote local enterprises.					
	Invest International	Invest International provides a range of capital solutions for companies and investment funds whose international activities contribute to realising the SDGs. For governments in developing countries, Invest International makes Dutch Government funds accessible that are designed for infrastructure projects.	May be involved during project implementation.	Has been consulted during the preparation of the SEP.	Low	Medium	Moderate
<b>Traditional authorities</b>	Chiefs and Queen mothers	Custodians of land and water resources in coastal areas	Projects will be implemented on their lands	Have been consulted in the preparation of the SEP. Traditional authorities will also be engaged during project implementation.	High	Low	High
<b>Project communities</b>		Direct beneficiaries of project interventions	The project communities will be involved in the implementation of the project.	Seven communities in the greater Accra Region (Kokrobite, Tsokome, Gbegebeyese, Chemuena, Old Fadama, Korle Gonno, Shiabu) and five communities in the Volta Region (Vodza,	High	Low	High

Stakeholder Group	Organisation	Stakeholder Interest	Stakeholder engagement and involvement in project	Stakeholder Consultation in relation to SEP	Degree of project impact on stakeholder	Level of influence on project outcomes	Level of priority
				Afiadenyigba, Kedzi-Havedzi, Keta, Dzelukope) were consulted in the preparation of the SEP.			

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As observed in

Figure 3, low to high influence over the WACA ResIP II project runs along the line from the bottom to the top of the grid, and low to high interest in the WACA ResIP II project runs along the line from left to right. Both influence and interest can be either positive or negative, depending on the perspectives of the stakeholders in question. The lines describing them are continuous, meaning that individuals and groups can have any degree of interest from none to as high as possible, including any of the points in between. After the analysis, the following categories of stakeholder were identified:

- Stakeholders that have the potential to influence project design and implementation of the WACA ResIP II project
- Stakeholders that have interest in projects and interventions will be directly and/or indirectly affected by the project
- Stakeholders that might have some interest but cannot influence the project

Table 2 shows the different strategies to engage the different stakeholder groups based on their position on the influence-interest grid. It should be noted that the position of a stakeholder on the grid can be fluid and changes may occur over time.

**Table 2. Stakeholder Engagement Strategies**

Stakeholders	Strategy
<b><i>High-Influence High Interest Stakeholders</i></b>	
The Cabinet of Ghana, Parliament, MESTI, MoF, WB, EPA, MWH, Wildlife Division – Forestry Commission	This group of stakeholders have both great interest in the WACA ResIP II project and the power to influence its success. The WACA ResIP II project must <b>manage</b> these stakeholders closely to sustain their interests and ensure that they advocate for the project at the highest echelons of government decision-making. This group also include stakeholders whose participation is central to the activity, such as the Ministry of Finance (MoF), and the Ministry of Science Technology and Innovation (MESTI).
<b><i>High-Influence Low-Interest Stakeholders</i></b>	
Lands Commission (LC), Fisheries Commission (FC), MoFA, MoFAD, MSWR, MLNR, MoTAC, MLGRD, MoGCSP	This group has no particular interest in the WACA ResIP II project but has the power to influence it greatly if they become interested. They have supervisory powers and the WACA ResIP II project must <b>satisfy</b> the regulatory requirements of this sub-group.
<b><i>Low-Influence High-Interest Stakeholders</i></b>	
Coastal Communities	They have a vested interest in the project and the implementation of the WACA ResIP II project. Their critical <b>involvement</b> will ensure the success of the project.
NGOs and Community-Based Organisations (CBOs), business associations (such as the Fisheries Alliance, Friends of the Nation, Hen Mpoano, National Canoe Fishermen Association, National Fisheries Association of Ghana, National Fish Processors and Traders Association, District Assemblies. Others: the public, members, and leaders of	They can voice their support for or have complaints against the WACA ResIP II project but have little power to influence the project or its components in any tangible way. The WACA ResIP II project must keep this sub-group <b>informed</b> to elicit a groundswell of support for the project.

Stakeholders	Strategy
communities where specific projects will be undertaken, and vulnerable groups	
<b>Low-Influence Low-Interest Stakeholders</b>	
Multilateral and bilateral development partners such as USAID, Norway and GIZ	They have little interest and little power to influence the WACA ResIP II project. However, the project must <b>monitor</b> this subgroup to track and synchronise multiple strands of development finance.

### 4.3.1 Disadvantaged/Vulnerable Individuals or Groups

The project will take differentiated measures to enable effective participation of project affected parties identified as disadvantaged or vulnerable. Table 3 provides strategies for engaging vulnerable groups.

**Table 3. Tailored Approaches for Engaging Vulnerable Groups**

Stakeholder group	Key Characteristics	Language needs	Preferred notification	Specific needs
<b>Women</b>	Consultation times will be tailored to the needs of women. Women may have restrictions on the time of day or location for public consultations. They may need childcare for some meetings or other additional support and resources to attend meetings. When necessary, gender-segregated meetings will be done to facilitate female voice.	Local language as appropriate	Verbal, community announcement, focused group meetings	Gender sensitive Teaching and Learning Materials  Meetings in close by locations within the communities  Meetings with women facilitated by women
<b>Youth</b>	Energetic, spontaneous, adventurous, technology-savvy	Local language as appropriate	Mobile phone, email, social media, role play, drama	Empowerment, mentoring, skills sharing, co-designing, collective action
<b>Elderly</b>	Weak, frail, often immobile, experienced, knowledgeable	Local language as appropriate	Verbal, community announcement, focused group meetings etc	Meetings in close by locations within the communities
<b>Persons with disabilities</b>	Hearing impairment (Hearing loss) Visual impairment (Low vision or blindness) Physical impairment (Mobility disabilities)	Braille, audio, sign language	Sign language, targeted announcements, impairment-responsive technology	Written information
<b>Illiterate persons</b>	Cannot read or write in any language	Local language as appropriate	Verbal, community announcement, focused group meetings etc	Electronic media
<b>Children</b>	Immature, game or fun-loving, inquisitive	Local language as appropriate	Role play, games	Television, drama
<b>Settlers and migrants</b>	These may not have integrated into the community and may be settled separately from the	Their native language will be appropriate	Verbal announcements through their recognised leaders	They will be invited to join community meetings

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main settlement area of the  
community

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## 5.0 FEEDBACK FROM STAKEHOLDER CONSULTATIONS

### 5.1 Previous Stakeholder Engagement Activities

Ghana has a WACA focal point, that is the representative from the lead ministry in coastal management in the country (MESTI), who has been government counterpart for the WACA program since its inception. Using this basis of stakeholder engagement, and technical assessments, the World Bank is actively engaging the government authorities in a consultative process to select the target areas and the investments to be funded by the project.

To ensure ownership and participation, the WB organised a series of engagements with stakeholders towards the implementation of the WACA Resilience Project II. The engagements were organised at both the national and sub-national levels. On April 12, 2021, a focus group discussion was organised on the project to elicit stakeholders' views and concerns in the design of the project and to collect inputs into the project E&S assessment and mitigation plan at the national level. The engagement also sought to disseminate and disclose project-related information and to plan project implementation, monitoring and evaluation arrangements. Issues raised for discussions during this engagement included: mandate and ownership of the project; potential beneficiaries; eligibility criteria; consultation mechanisms; and monitoring and evaluation. The list of participating institutions in the national and sub-national stakeholder meetings, which included CSOs, coastal communities and environment sector regulators, is provided in Annex 1.

#### 5.1.1 Consultations during Project Preparation

During pre-appraisal missions in May and November 2021, a set of consultations were held with government Ministries, Departments and Agencies, Development Partners and Civil Society Organizations.

***Engagement with Development Partners:*** At least three meetings were held with development partners with active programs or plans to initiate programs related to coastal resilience in Ghana. Partners expressed support for the WB's support to MESTI to take the lead in developing a Multi-Sector Investment Plan that will inform the design of this ResIP II project, an overall investment strategy for the Government for resilient coastal development, and potential partner investments and projects in Ghana's coastal areas. Some partners, including Nordic Development Fund (NDF) and the Dutch Enterprise Agency (RVO) expressed interest in providing co-financing to the WB project or parallel financing through their own existing mechanisms that can support technical and analytical work or investment projects.

***Engagement with Civil Society Organizations:*** Not less than three meetings were held with civil society representatives during the missions. An overview of the project and plans to integrate social sustainability and inclusion in technical assistance activities and project design and implementation, responded to queries about the project, and sought feedback on how to strengthen community engagement, empowerment, and inclusion in project activities was presented to the CSOs. Overall, CSOs welcomed the project and its objective. Key recommendations from participants included: i) engage civil society organizations (CSOs) in designing social subprojects under Component 3 and ensure that this engagement continues during project implementation; ii) ensure wider participation and representability of various CSOs, NGOs, and community groups by drawing on existing CSO platforms (e.g., representatives and practitioners of Community Resource Management Areas); iii) draw on experiences and lessons from existing coastal co-management projects, plans, and partnerships; iv) carry out a robust communication and awareness-raising campaign in

project areas which targets, among others, fisherfolk, hoteliers, informal sector workers and women; v) engage traditional authorities through the National House of Chiefs; and vi) ensure women in the informal sector are consulted. Civil society feedback was requested on designing an integrated national-local level civil society platform (Component 2), social subprojects at priority sites (Component 3), and community communication methods at these sites. CSOs were also provided the opportunity to raise queries, comments, or suggestions on any other aspect of the WACA ResIP II or the WACA Program.

CSOs commended the project's plans to establish a systematic mechanism for civil society at the national and local levels to participate in decision making on coastal resource management, beyond the lifespan of the project. CSOs mentioned the lack of financial resources as a challenge in sustaining CSO platforms, drawing on the experience of an earlier CSO platform in the oil and gas sector. It was also mentioned that compared to the national level platform, designing the local level platform will require more time and effort.

Issues raised for discussions during this engagement included: mandate and ownership of the project; potential beneficiaries; eligibility criteria; consultation mechanisms; and monitoring and evaluation. The list of participating institutions in the national and sub-national stakeholder meetings, which included CSOs, coastal communities and environment sector regulators, and their issues of interest are in Annex 1.

***Engagement with academia and research institutions:*** Coastal communities are not homogeneous, and even in the smallest communities, different stakeholders bring to bear a variety of approaches and ideas (i.e., local businesses, industry, religious organizations, community groups, local leaders, etc.). Communities, especially those that usually do not have a voice in decision-making processes—including persons with disability and vulnerable communities; frontline communities (where climate impacts have hit first and worst); and low-income communities—must shape climate adaptation and resilience policy and work from idea development through implementation. Community-centred policy development and program design should be integrated into the WACA ResIP II project. In order to establish and strengthen long-term relationships, government and implementing agencies should consult with communities to ensure that projects and programs are co-developed with the community and specifically address community needs. Implementing agencies under the WACA ResIP II project should provide funding for training local leaders as part of adaptation and resilience support. Government should encourage research into the cost of climate-vulnerable communities staying in place compared to adapting through relocation. Planning with smart growth principles can help communities in the Keta, Korle and Densu Lagoon catchment areas make efficient investments in buildings and other infrastructure, protect and restore critical environmental areas, and protect public health. Resilience to natural hazards, such as storms and storm surges, sea-level rise, and shoreline erosion, is inextricably linked to the siting and design of the development, as well as to the built and green infrastructure that supports it. The government needs to invest in more collection of diverse datasets to understand localised climate impacts and responses. Real-time data collection and monitoring of some climatic variables should be prioritized. The government needs to increase funding and other support for existing national-level agencies focused on coordinating and communicating climate information for public use. Government should study the long-term efficacy, cost-effectiveness, and co-benefits of nature-based solutions as these nature-based solutions experience storms and other impacts.

***Engagement with Ministries, Departments and Agencies:*** During the mission the WB environmental and social specialists held sessions with the MESTI, the Environmental Protection Agency (EPA), NADMO and other sector-related agencies where the project's risk classification and the key E&S risks of the project were discussed. The mission discussed the need for social subprojects to enhance the livelihood and wellbeing of the coastal population. The mission highlighted that the livelihoods and well-being of coastal communities are intricately linked with the health of coastal resources and that investing in social subprojects are critical if ecosystem services and future economic opportunities are to be preserved. These subprojects should foster economic empowerment, community engagement and ownership, and inclusion

of vulnerable and marginalized coastal inhabitants. The preparation of the multi-sector investment plan will help to define these subprojects. Experience from the WACA Resilience Investment Project I (ResIP I) suggests that they could include coastal clean-up projects, local income generation activities aligned with natural resource management or preparedness activities for climate and disaster risk reduction, or government-led planned relocation as part of community resilience planning. The mission also highlighted the increased coverage of the social aspects in the ESF, the differentiated approach to vulnerable and marginalized communities, and placed particular attention to non-discrimination. The mission further discussed the E&S instruments that should be prepared, consulted upon and disclosed prior to project appraisal. At this stage, the specific sites have not been identified and MESTI may have to prepare an Environmental and Social Management Framework (ESMF) and Resettlement Framework (RF) that will provide the framework to determine relevant risks assessment and mitigation plans that will be required during project implementation. However, when specific sites are identified during project preparation, MESTI would have to prepare site-specific ESIA/ESMPs and RAPs, which must be consulted upon and disclosed prior to the appraisal. MESTI would also have to prepare a Stakeholder Engagement Plan (SEP) and Environmental and Social Commitment Plan (ESCP). The latter forms an integral part of the legal agreement. Finally, the importance of allocating the necessary budget either from the loan proceed or from the Government counterpart contribution was highlighted.

### **5.1.2 National level stakeholder engagements**

The main objectives of the national level engagement were to 1) create a common understanding and support of the WACA ResIP II project - its vision, goals, objectives and implementation plans, 2) exchange knowledge and experiences on coastal degradation, climate resilience and adaptation, and local context, 3) develop a shared vision of the broader opportunities and benefits emerging from the project implementation and outreach, and 4) receive suggestions for a successful implementation of the project.

The stakeholder consultation participants put forward some recommendations for consideration by the responsible authorities to ensure that the WACA ResIP II project is implemented in a seamless manner. The recommendations were:

1. The WB and MESTI technical teams should consult with management professionals and local officials who are engaged in livelihood strategies, climate change and mitigation in coastal communities. They are believed to have valuable ground-level experience on the issues concerned.
2. Some community people have traditional knowledge and wisdom about low-cost housing and climate adaptation technology which will be highly valuable in identifying the viable and sustainable technologies for the communities at a household level. They need to be actively engaged in the WACA ResIP II project.
3. Already there are many climate-smart technologies which are in practice at the community level. These technologies can be carefully checked whether they fit into the household level.
4. Concerned government agencies, donor agencies, and even local NGOs have carried out research addressing flooding and other hydro-meteorological problems in the coastal regions of Ghana. The research reports should be carefully reviewed. Consultation of the existing literature will help develop a better understanding to find the better technology-related and adaptation solutions to the problems.
5. Technology solutions may vary from region to region. Most probably, the viable flood-proofing technologies of one coastal region might be different from those of another coastal region just because of variation in geomorphology. It should be kept in mind while carrying out site visits and community consultations.

6. Consultation meetings may be held with the media in coastal regions. Given that sometimes they write investigative reports on peculiar problems within the coastal zone, they might have valuable knowledge and experience on the issues concerned.
7. There might be the need for consultation meetings with the representatives of the local NGOs who have been working for a long time to address the climate-related and hydro-meteorological problems of coastal Ghana. They have valuable practical knowledge and documentation that might be relevant for the WACA ResIP II project.

### 5.1.3 Sub-national level stakeholder consultations

The following were the key considerations identified during the stakeholder engagement at the sub-national level (regional and district) to be taken into account during the implementation of the WACA ResIP II project:

1. There are high demands in the coastal region, especially in the rural area, for easily applicable and manageable flood-resistant as well as climate-smart and climate adaptation technologies.
2. In the rural areas of the coastal zone, many NGOs are active in providing climate change adaptation options and strategies to communities. When selecting the project sites for potential piloting of the WACA ResIP II project, the ongoing and existing projects need to be considered in order to avoid duplication. This is important in tracking outcomes that can be exclusively linked to the project.
3. The problem of water quality in the coastal zone is not limited to its salinity but also related to iron, arsenic, and other impurities. Though some of these problems are not directly related to climate change, these issues amplify the overall health problem caused by water.
4. The past and on-going projects faced various obstacles during the implementation: absence of the source of financing to cover the operations and maintenance (O&M) cost; capacity and experience to conduct the O&M; risk of low social acceptance of new technology; and low public awareness on the water quality. The implementation of the WACA ResIP II project will be effective if the foregoing issues are considered.

***Feedback from potential project communities and traditional authorities:*** Broadly, feedback from potential communities and traditional authorities reflects the basic gender, age, ethnic characteristics of different groups; the human, social, natural, financial, physical and political assets to which different coastal and marine dwellers have access; factors that directly influence the capacity of coastal communities to make use of those different assets, such as the legal and institutional environment surrounding them, and the markets to which they have access; factors that influence their access more indirectly, such as policies and the processes by which those policies are generated; the vulnerability context with which they have to deal; and the strategies they adopt to combine these different elements to achieve more or less viable and sustainable livelihoods for themselves and their households. Feedback suggests that funding for adaptation and resilience should be designed to give communities more decision-making authority in project implementation. Government should encourage, fund, and provide technical assistance for all coastal areas to conduct climate vulnerability assessments. Implementing agencies should include local communities in coastal areas early in the adaptation or relocation planning process so that concerns can be raised regarding community sovereignty. The impacts of a single development activity under the WACA ResIP II project may be minor, but when combined over time with all the other impacts of development on a watershed, they can threaten fragile coastal and waterfront resources and quality of life. Policies governing growth and development along the waterfront must be sensitive to these unique vulnerabilities and protect the community's valuable natural assets. Government should establish a specific climate heritage national coordination office to manage research, coordination, and policy regarding cultural heritage and climate change. Cultural heritage considerations should be integrated into national and sub-national requests for proposals for climate adaptation and resilience work. Implementing agencies should encourage, through funding and program design, scientists and local communities to co-produce climate adaptation and resilience knowledge. Implementing agencies should communicate climate data in a format that is accessible

to non-experts and provide avenues for national, local, and traditional entities to access technical support to interpret and apply this data to decision-making.

#### 5.1.4 How previous stakeholder consultations will inform future consultations, project design and implementation

In previous stakeholder engagement, participants were informed of the project, including core assumptions for change and component strategies, for improving outcomes; they were asked to provide feedback on the assumptions for change and component strategies for improving outcomes; and they were part of the process of identifying assumptions for change and component strategies of the project needed. Stakeholders identified various alternatives for strategies through two-way engagement with project leadership and decision-makers. Furthermore, stakeholders were partners in identifying and developing assumptions for change and component strategies of the project through two-way engagement with project leadership and an emphasis on co-learning. Stakeholders shared in decision-making. Three classes of effects may result from the application of the foregoing consultation and deliberation techniques as part of the WACA ResIP II project pre-implementation process. Substantive effects include better more acceptable choices from the environmental, economic and technical points of view. Procedural effects include better use of information, better conflict management, and increased legitimacy of the decision-making process. Contextual effects include better information to stakeholders and/or the public; improvement of the strategic capacity of decision-makers; reinforcement of democratic practices; and increased confidence in institutional players.

## 5.2 Consultations during Preparation of SEP

To ensure ownership and participation, the WB organised a series of engagements with stakeholders towards the implementation of the WACA Resilience Project II. The engagements were organised at both the national and sub-national levels. Between March and April 2022, a series of focus group discussions and interviews were organised on the project to elicit stakeholders' views and concerns about the design of the project and to collect inputs into the project E&S assessment and mitigation plan at the national level. The engagement also sought to disseminate and disclose project-related information and to plan project implementation, monitoring and evaluation arrangements.

The following sections summarise the stakeholder comments received on the WACA ResIP II Project by themes (see Figure 4).

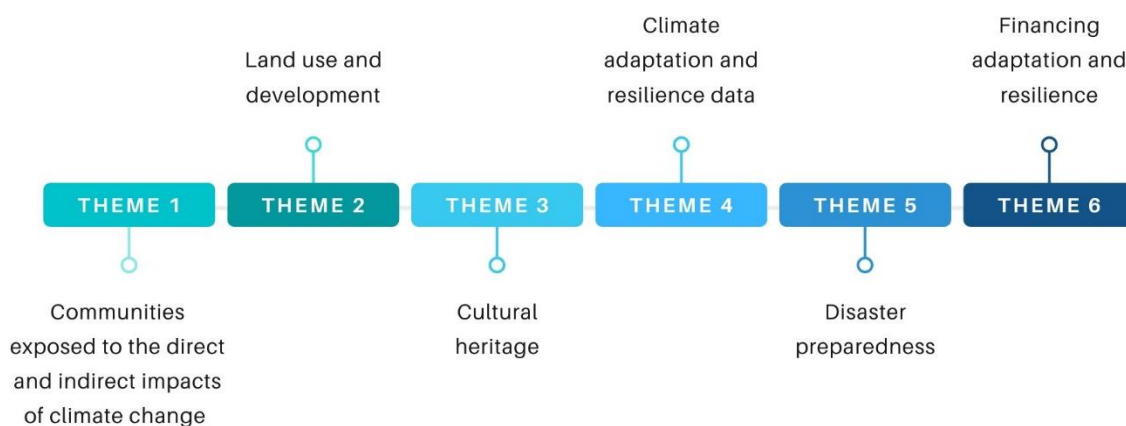


Figure 4. Generated themes from feedback from stakeholder consultations

### Theme 1: *Communities exposed to the direct and indirect impacts of climate change*

- Clearly coastal communities are not homogeneous, and even in the smallest communities, different stakeholders bring to bear a variety of approaches and ideas (i.e., local businesses, industry, religious organizations, community groups, local leaders, etc.). Communities, especially those that usually do not have a voice in decision-making processes—including disability affected group and vulnerable communities; frontline communities (where climate impacts have hit first and worst); and low-income communities—must shape climate adaptation and resilience policy and work from idea development through implementation. Community-centred policy development and program design should be integrated into the WACA ResIP II project.
- In order to establish and strengthen long-term relationships, government and implementing agencies should consult with communities to ensure that projects and programs are co-developed with the community and specifically address community needs.
- Implementing agencies under the WACA ResIP II project should provide funding for training local leaders as part of adaptation and resilience support.

### **Theme 2: *Land use and development***

- Funding for adaptation and resilience should be designed to give communities more decision-making authority in project implementation.
- The Land Use and Spatial Planning Authority (LUSPA) should ensure that all land use planning is designed—and all infrastructure is built—to anticipate and withstand future climate conditions.
- Government should encourage, fund, and provide technical assistance for all coastal areas to conduct climate vulnerability assessments.
- Implementing agencies should use climate vulnerability assessments to efficiently allocate resources.
- Implementing agencies should ensure nature-based solutions are given equal, or preferential, consideration to gray infrastructure as long-term coastal resilience infrastructure solutions.
- Implementing agencies should ensure, through provisions in contracts, that engineers and contractors are trained and qualified to incorporate nature-based solutions in WACA ResIP II infrastructure projects.
- Implementing agencies should include local communities in coastal areas early in the adaptation or relocation planning process so that concerns can be raised regarding community sovereignty.
- Government should encourage research into the cost of climate-vulnerable communities staying in place compared to adapting through relocation.
- Planning with smart growth principles can help communities in the Keta, Korle and Densu Lagoon catchment areas make efficient investments in buildings and other infrastructure, protect and restore critical environmental areas, and protect public health. Resilience to natural hazards, such as storms and storm surges, sea-level rise, and shoreline erosion, is inextricably linked to the siting and design of the development, as well as to the built and green infrastructure that supports it. The WACA ResIP II project should ensure well-planned and well-maintained natural systems to help protect communities in many ways. For example, natural floodplains can act as protective buffers that absorb floodwater, reducing the speed and amount of flooding, controlling erosion, protecting drinking water supplies and water quality, and insulating buildings and roads from damage.
- The impacts of a single development activity under the WACA ResIP II project may be minor, but when combined over time with all the other impacts of development on a watershed, they can threaten fragile coastal and waterfront resources and quality of life. Policies governing growth and

development along the waterfront must be sensitive to these unique vulnerabilities and protect the community's valuable natural assets. The WACA ResIP II project interventions are meant to help mitigate climate risks.

**Theme 3: *Cultural heritage***

- Government should establish a specific climate heritage national coordination office to manage research, coordination, and policy regarding cultural heritage and climate change.
- Cultural heritage considerations should be integrated into national and sub-national requests for proposals for climate adaptation and resilience work.

**Theme 4: *Climate adaptation and resilience data***

- Implementing agencies should encourage, through funding and program design, scientists and local communities to co-produce climate adaptation and resilience knowledge.
- Implementing agencies should communicate climate data in a format that is accessible to non-experts and provide avenues for national, local, and traditional entities to access technical support to interpret and apply this data to decision-making.
- The government needs to invest in more data collection of diverse data sets to understand localised climate impacts and responses. Real-time data collection and monitoring of some climatic variables should be prioritized.
- The government needs to increase funding and other support for existing national level agencies focused on coordinating and communicating climate information for public use.
- Government should study the long-term efficacy, cost-effectiveness, and co-benefits of nature-based solutions as these nature-based solutions experience storms and other impacts.

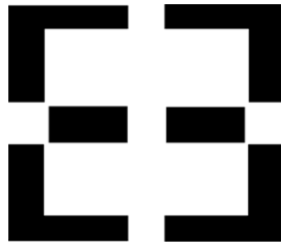
**Theme 5: *Disaster Preparedness***

- Government should direct more national level disaster assistance funding to pre-disaster mitigation and require agencies to properly account for the benefits of nature-based solutions.
- Government should create a national flood insurance program to discourage construction in risk-prone areas, including by requiring that flood insurance rate maps consider climate projections and reflect actual risk, and continue to ensure the affordability of premiums.
- Government should carry out robust oversight to ensure national level agencies' timely disbursement of appropriations for disaster recovery and approval of hazard mitigation plans.
- Government should consider investing in an early warning system. It should be an integrated system of hazard monitoring, forecasting and prediction, disaster risk assessment, communication and preparedness activities systems and processes that will enable individuals, communities, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.

**Theme 6: *Financing adaptation and resilience***

- Government should ensure that climate justice and equity considerations apply to adaptation and resilience programs and projects financed or leveraged with national-level funds, with special attention to communities that face systemic underinvestment.
- Government should increase support for coastal adaptation through financing mechanisms, including revolving loan funds.
- Government should establish a national “green bank” to deploy capital for coastal adaptation and resilience projects at scale.

## 6.0 PROPOSED STAKEHOLDER ENGAGEMENT PLAN



*Wo foro dua pa a (When you climb a good tree): Support, cooperation, encouragement.*

Meaningful stakeholder engagement throughout the project cycle is an essential aspect of good project management and provides opportunities for the WACA ResIP II project to solicit feedback to inform project design, implementation, monitoring and evaluation. Stakeholder consultation is an on-going process and should continue throughout project implementation. This section outlines the broader strategic approach the project will employ to constructively engage with all identified groups. It is organised according to the stakeholder groups and categories identified.

To ensure adequate representation and participation of the different groups, the WACA ResIP II project will rely on different methods and techniques based on the assessment of the stakeholder needs.

### 6.1 Proposed WACA ResIP II Project Strategy for Stakeholder Engagement

Timing and advance planning of engagement are key elements in ensuring that consultations are relevant, information is readily accessible to the affected public, and informed participation is possible. It is envisaged that the rollout of stakeholder engagement will align with the project cycle: Preparation and Design Phase, Implementation Phase, Monitoring Phase, Completion and Evaluation Phase. These phases are not necessarily linear for all stakeholders, as indicated in Table 4.

### 6.2 Proposed Strategy to Incorporate the Views of Stakeholders during Engagement

This section of the SEP outlines the strategies that will be adopted to engage different categories of stakeholders depending on their preferences, their position in the interest-influence matrix, and the objective of the engagement.

#### 6.2.1 Engaging Project Partners

Project partners have a greater interest in the WACA ResIP II Project and so are directly involved in its implementation. In the early stages of implementation, before meeting the WB's fiduciary requirement, the MESTI will be directly responsible for the implementation of the project and will report directly to the WB. During the implementation of the WACA ResIP II Project, MESTI will serve as the reporting conduit for the WB. Thus, all engagements with the project partners are implicit and inextricable from the process.

#### 6.2.2 Engaging Regulators

MESTI and the WACA ResIP II Project secretariat will hold one-on-one (face-to-face) meetings and workshops for relevant government/regulatory officials to present progress reports on compliance and discuss emerging strategic issues. Should the current COVID-19 restrictions and pandemic prevail, this will be done remotely through appropriate and compliant video-teleconferencing (VTC) platforms. The WACA ResIP II Project team will also organise tailor-made orientation courses, conferences, and workshops for representatives of regulators. The purpose of engaging regulators is to identify where the project will trigger negotiations between the WACA ResIP II Project and regulators, then agree on a working process, procedures, and rules of engagement prior to those events.

#### 6.2.3 Engaging Communities

Communities are the ultimate beneficiaries of the WACA ResIP II Project activities. Consequently, several strategies should be adopted to obtain the views of communities and address misconceptions and challenges

in relation to the implementation of the project. To begin with, the WACA ResIP II Project should have a database of communities they deal with. This information including the demographic characteristics of communities and, where available, population size disaggregated by gender will be collected through socioeconomic baseline studies conducted as part of these ESIA's.

The Project should also develop a project communication strategy building on the SEP and the existing communication strategy of the WACA Program. Attention will be paid to accurate and consistent messaging on the scope of the project while not raising unnecessary expectations; timely disclosure of information in the local language and in a manner that is accessible and culturally appropriate, using multiple mediums; complementing broad based communication with tailored techniques to reach vulnerable groups; and where appropriate, leveraging CSOs to play the role of trusted interlocutor in community sensitization activities.

In terms of capacity building, communities suggested that implementing agencies of the WACA ResIP II project should provide funding within adaptation and resilience grant opportunities for local leader training; government funding for adaptation and resilience should be designed so that communities have more decision-making authority in project implementation; government should develop a comprehensive approach to managing public lands that have already started, and will continue, to erode due to sea level rise and storm surge; government should establish a specific climate heritage national coordination office to manage research, coordination, and policy regarding cultural heritage and climate change; implementing agencies need to communicate climate data in a format that is accessible to non-experts, and should provide avenues for regional, local, and traditional entities to access technical support to interpret and apply this data to decision-making; government needs to invest in more data collection of diverse data sets to understand localised climate impacts and responses; and also government should ensure that climate justice and equity considerations apply to adaptation and resilience programs and projects financed or leveraged with national funds, with special attention to communities that face systemic underinvestment.

In terms of knowledge sharing, the government should encourage research into the cost of climate-vulnerable communities staying in place compared to adapting through relocation; parliament should develop a national policy to prepare for the movement of people as a result of coastal hazards and climate impacts; universities and research institutions should include research on cultural heritage in the National Climate and Vulnerability Assessment; and also implementing agencies of the WACA ResIP II project should encourage, through funding and program design, scientists and coastal communities to co-produce climate adaptation and resilience knowledge.

In terms of mitigation co-benefits and nature-based solutions in coastal communities, LUSPA should ensure that all land use planning is designed—and all infrastructure is built—to anticipate and withstand future climate conditions; implementing agencies should use climate vulnerability assessments to efficiently allocate resources; implementing agencies should ensure nature-based solutions are given equal, or preferential, consideration to gray infrastructure as long-term coastal resilience infrastructure solutions; government should direct more national disaster assistance funding to pre-disaster mitigation (PDM) and require agencies to properly account for the benefits of nature-based solutions; implementing agencies should ensure, through provisions in national contracts, that engineers and contractors are trained and qualified to incorporate nature-based solutions in infrastructure projects; and also implementing agencies should study the long-term efficacy, cost-effectiveness, and co-benefits of nature-based solutions as these nature-based solutions experience storms and other impacts.

In terms of technical assistance and training, communities were of the view that in order to establish and strengthen long-term relationships, implementing agencies should consult with communities to ensure that projects and programs are designed with the community and specifically address community needs;

government should encourage, fund, and provide technical assistance for all coastal areas to conduct climate vulnerability assessments.

The WACA ResIP II project can use social media platforms such as Facebook, Twitter, Instagram and YouTube to engage and communicate with communities. This can be used in either one-way communication (informing communities of specific activities within their localities) or a two-way communication channel (soliciting feedback on the WACA ResIP II project or community concerns). Social media is an effective way to capture valuable community data that can help the project team to stay on top of trends and drive activity/program implementation. Additionally, soliciting feedback (and responding quickly) shows communities that their input is highly valued while also allowing stakeholders to build relationships, manage expectations, and control crises. Social media can also greatly boost the WACA ResIP II project websites' popularity on search engines, as the more attention their social media page generates, the higher their site ranks on search engines, which could potentially bring in more engagement and leads.

To facilitate effective engagement with communities WACA ResIP II project team will develop a single line of communication (face-to-face where possible) to help communities understand the importance of their role, smoothen out queries, break down barriers, and instil confidence in the WACA ResIP II project, with the ultimate goal of sustaining relationships.

#### **6.2.4 WACA ResIP II project engaging Women-led Community Groups and Vulnerable Groups**

The WACA ResIP II project will be designed and implemented based on the principle of inclusiveness. Consequently, efforts will be made not to exclude community-based organisations owned or led by women or vulnerable<sup>2</sup> and marginalised individuals, including persons with disabilities, rural poor women, men, and youth and the elderly or community-based organisations located in vulnerable or marginalised zones, from the engagements. Within the context of the WACA ResIP II project, vulnerable groups may include the following:

- Women-led community groups that have hitherto been underserved in decision-making.
- Community based organisations with limited participation and development opportunities.
- Community based organisations dedicated to/run by persons with disabilities.
- Community based organisations operating on non-registered land users or those who use land based on traditional/customary claims that may be not legally recognisable.
- Community based organisations comprising migrants and migrant workers.

If necessary, logistics support would be provided to enable representatives of such community-based organisations to participate in engagements directed at the underserved in society or sectors they operate in. The WACA ResIP II project will ensure that third parties and contractors carry out engagement with any affected stakeholders in a structured and culturally appropriate manner in accordance with their applicable E&S requirements. Third parties will also expect specific communities to identify vulnerable groups who may be disproportionately impacted by its activities. This should lead to appropriate mitigation measures so that vulnerable groups do not face disproportionate adverse impacts. The WACA ResIP II

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<sup>2</sup> The vulnerability may stem from person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g. minorities or fringe groups), dependence on other individuals or natural resources, etc.

project will promote practices that ensure that the priorities and concerns of women-led community-based organisations are addressed throughout the engagement process.

Ensuring the participation of vulnerable individuals and groups in the SEP consultations requires the implementation of tailored techniques. For this reason, the WACA ResIP II project will monitor participation rates, undertake beneficiary community assessments, and use online platforms to allow access to otherwise disadvantaged groups, and ensure that at least 30% of meeting participants are females (or women-led community groups, in the case of communities). The engagement activities will be held at venues that are easily reachable and accessible (for persons with disabilities) and do not require a long commute, entrance fee, or preliminary access authorisation, and cultural appropriateness (i.e., with due respect to the local customs and norms).

**Table 4. Categories of vulnerable groups, their specific needs and medium of communication**

Population categories	Vulnerable sub-groups with specific characteristics/needs	Tailored/preferred means of communication/consultation
Children	Unaccompanied and separated children Child heads of household Child spouses Pregnant girls Child survivors of gender-based violence (GBV)	Local meetings, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local Press coverage, role plays, videos
Youth	Out-of-school and unemployed youth Youth formerly associated with conflict groups	Local meetings, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local Press coverage, role plays, social media, videos
Women	Women heads of households, including widows Women without male support Women formerly associated with conflict groups Survivors of GBV Pregnant women and lactating mothers	Local meetings with women facilitated by women, gender sensitive teaching and learning materials, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local press coverage, role plays, social media, videos
Older persons	Older persons without family or community support and/or with the responsibility of children aged under 18	Local meetings, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local Press coverage, role plays, videos
Persons with disabilities	Hearing impairment (Hearing loss) Visual impairment (Low vision or blindness) Physical impairment (Mobility disabilities)	Braille, audio, sign language. Local meetings, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local Press coverage, role plays, videos
Persons affected by	Sick persons without family or community support.	Local meetings, community radio, loudspeakers, digital displays, printed

Population categories	Vulnerable sub-groups with specific characteristics/needs	Tailored/preferred means of communication/consultation
sickness, or trauma	Persons living with, or at risk of, HIV/AIDS or other chronic illnesses Survivors of torture	brochures, press releases, promotional materials, Local Press coverage, role plays, videos
Men	Disenfranchised youth/men Male survivors of sexual violence Single male heads of households	Local meetings, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local Press coverage, role plays, social media, videos
Settlers and migrants	Forced migrants Displaced people Human trafficked individuals, especially children	Translation cards, Local meetings, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local Press coverage, role plays, social media, videos
Informal and precarious workers	Street vendors Domestic workers Agricultural workers Day laborers	Local meetings, community radio, loudspeakers, digital displays, printed brochures, press releases, promotional materials, Local Press coverage, role plays, social media, videos

### 6.3 Stakeholder Engagement Communication Strategy

To ensure effective communication with stakeholders during project implementation and to enhance project outcomes, the WACA ResIP II project will adopt a three-pronged communication strategy:

- i. Deliver relevant project information to project-affected interest groups (e.g., communities, third parties, contractors) and other stakeholders possibly impacted by the project in a culturally appropriate, gender-sensitive, and timely manner, and foster a regular two-way flow of information between project implementers and these stakeholders. This can be done through the implementation of good practice in financial and non-financial reporting tools and strategies such as the United Nation's Principles for Responsible Investment (PRI), Global Reporting Initiative (GRI), or the EU Non-Financial Reporting Directive;
- ii. Support intensive, sustained, broad and repetitive communication, education, marketing, and advocacy about the benefits of the project to foster public acceptance;
- iii. Support sustained information, education, and awareness activities to raise awareness of the WACA ResIP II project and encourage the acceptance of its activities once it starts operating; and
- iv. Support diversified medium of communication to tailor to literacy and information consumption need of the various community-level stakeholders.

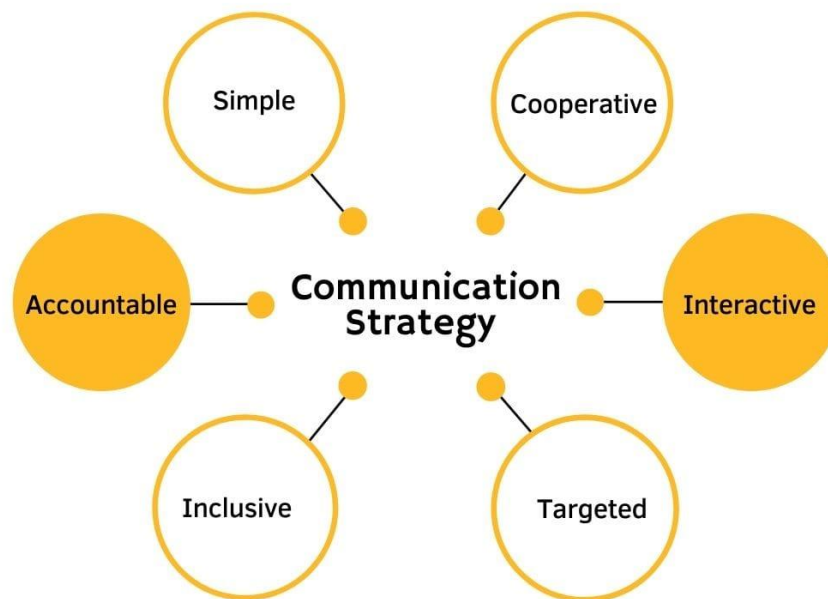


Figure 5. The six-pronged communication strategy

The communication strategy of the project is based on the following principles, as shown in Figure 5:

- **Simple:** the project aims to keep clear, consistent, and understandable messages to its different audiences.
- **Cooperative:** to make best use of the available resources, the project will try to involve the different partners as well as beneficiaries in the communication strategy as much as possible.
- **Interactive:** the project will try to listen to and incorporate feedback from its target groups and beneficiaries to increase interest in its activities and achievements and fine-tune its messages.
- **Targeted:** a generic approach to communication could lead to important target groups not being addressed. The project will customise its communication efforts for each target group identified to ensure that the message reaches the relevant actors.
- **Inclusive:** the regions concerned in the project span the entire country. It is therefore important to provide access to information about the project to different target groups, including in language and medium appropriate to each target group.
- **Accountable:** the communication strategy will be monitored and evaluated according to the project activities plan and specifically to the relation between communication goal, target group/beneficiary, message, and communication timing. Furthermore, the focus of the communication strategy will change depending on the stage in the project implementation, reflecting the priorities relevant to that stage.

The WACA ResIP II project will use a wide range of tools and channels to communicate its messages. It will customise its communication efforts for each target audience identified.

### 6.3.1 Printed Communications

**Factsheet, brochures and public information booklet:** Information about the project as a whole, including information about project plans, projected impacts, and implementation timelines, will be provided through a project factsheet and a public information booklet (PIB) that will be disseminated to stakeholders that may be affected by the project. These materials will describe the project's objectives, components, and activities. Written in English, the factsheet and PIB will use pictures and simplify concepts to make the project comprehensible to a wide range of stakeholder groups, including the poor, vulnerable

and marginalised women. The PIB will highlight all key aspects of the project, including features that will directly benefit stakeholders. The factsheet and PIB will be complemented with consultations and community meetings about the project to facilitate direct dialogue. As much as possible, each stakeholder group will be met separately, as they may have different interests. Information will also be shared through other culturally appropriate communication channels, including public information boards and the media, and key information materials may be developed for distinct stakeholder groups. The local Radio stations and community public address systems will be instrumental due to their great listenership in most of the project communities. Pursuant to the MESTI's Public Communications Policy, all requisite project documents will be posted on the MESTI and WACA ResIP II project websites.

**Project manual:** A project implementation manual will be developed to guide the implementation of the project. This document will contain the eligibility and selection criteria for communities, third parties and contractors, which will be made available through the WACA ResIP II project's website, as well as instructions on how to seek an audience with the project team.

**Project reports:** Project reports are valuable tools to both project teams/staff and stakeholders. It provides several benefits. Reports have a role to play in keeping stakeholders informed about milestones, issues, resolutions, costs, risks, and next steps. Through these reports, internal and external stakeholders will be able to track the current progress of the project and compare it against the original plan. They can identify risks early and take corrective action. Reports bring visibility to expenses and the budget. Reporting increases visibility in all aspects of the project, including team performance.

### 6.3.2 Electronic Communications, Online and Social Media Platforms

Online communication will be a critical channel for communicating with target audiences because it offers the opportunity to reach the widest audience.

**Website:** The MESTI website (<https://www.mesti.gov.gh/>) as well as the website for the WACA ResIP II project will be used to communicate to stakeholders. The Ministry's website will provide information on the project objectives, components, and activities. It will also host disclosed project documents such as the SEP and project implementation manual. The WACA ResIP II project website will provide information about the project (Business objectives, governance structure, policies, product, services, eligibility criteria etc.). Websites can provide excellent programme information, pictures, definitions, and translations of technical data. Such tools also offer the ability to frequently update information and notify "followers" of such updates.

**Social media platforms:** In recent years, social media and social networking have become extremely important tools for facilitating collective action and providing quick information. The project will utilise these platforms such as Facebook, Twitter, YouTube, and LinkedIn. These platforms allow the project to engage and interact with different stakeholders.

**Email updates:** The project will use email updates for distributing important messages/or announcements to stakeholders.

### 6.3.3 Public Relations

The WACA ResIP II project will use different channels that have broad reach, including press releases, commentaries, media interviews or background briefings (television, radio, newspapers, magazines etc.) to communicate to stakeholders. It will also use community billboards and posters, where appropriate.

### 6.3.4 Events

The project will organise events, including conferences, meetings and workshops on an as-needed basis aimed at seeking input from a broad variety of stakeholders. Given the global development of COVID-19

health issues and the uncertainties surrounding the period, the SEP will be adaptable to new and challenging developments until the situation improves. In line with the WB guidance note on Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings issued on March 20, 2020, and national protocols on social distancing to deal with the pandemic, the project will minimise public gatherings and limit the number of participants at events.

### **6.3.5 Visual Tools**

The project will use a variety of visual tools such as photographs, videos, maps, graphic design, and infographics.

## **6.4 Proposed Strategy for Information Disclosure**

It is envisaged that the rollout of stakeholder engagement will align with the project cycle: preparation and design phase and implementation phase. The MESTI/ WACA ResIP II project will disclose project information as early as possible to allow stakeholders to understand the risks and impacts of the project and potential opportunities. It will allow stakeholders the opportunity to express their views on project risks, impacts, and mitigation measures while allowing the MESTI/ WACA ResIP II project to consider and respond to them. The Project will ensure a very robust stakeholders' engagement on the resettlement process (before preparation, during preparation, during implementation and after implementation of RAPs). The Project will ensure a very robust stakeholders' engagement on the resettlement process (before preparation, during preparation, during implementation and after implementation of RAPs). Stakeholder engagement will also cover technical assistance activities under the Project. All consultation activities will be documented, and lessons from previous activities will inform subsequent activities.

The MESTI/ WACA ResIP II project will provide stakeholders with access to the following information as early as possible before the WB proceeds to project appraisal, and in a time frame that enables meaningful consultations with stakeholders on project design: (a) The purpose, nature, and scale of the project; (b) The duration of proposed project activities; (c) Potential risks and impacts of the project on local communities, and the proposals for mitigating these, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups, and describing the differentiated measures taken to avoid and minimise these; (d) The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate; (e) The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarised, and reported; and (f) The process and means by which grievances can be raised and will be addressed.

The MESTI/ WACA ResIP II project will undertake stakeholder engagement in a process to ensure timely, accurate, accessible, and comprehensible information. The MESTI/ WACA ResIP II project will make available project-related information as early as possible in the project cycle and in a manner, format, and language appropriate for each stakeholder group is important. Documents used in stakeholder consultation would be made available to stakeholders. Where necessary, the MESTI/ WACA ResIP II project will ensure that documentation would also be accessible for stakeholders with sensory disabilities, for instance, through providing documents in Braille or engaging a sign language interpreter at a consultation meeting, as appropriate. In cases where literacy levels are low, additional formats like film presentations may be useful to communicate relevant information. The MESTI/ WACA ResIP II project will help the public to understand technical documents, for instance, through the publication of simplified summaries, non-technical background explanations, or access to local experts.

**Table 5. WACA ResIP II Project Stakeholder Engagement Strategies and Methods**

Project stage	Target Stakeholders	Engagement Objectives	Proposed Method	Proposed Topic/Messages/Issues of consultation	List of information/document to be disclosed
<b>Preparation and Appraisal Stage</b>	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>WB</li> <li>MESTI</li> </ul>	<ul style="list-style-type: none"> <li>Ensure there is funding for project design and implementation</li> <li>Ensure all stakeholders have been engaged and clearly understand the WACA ResIP II project goals</li> <li>Ensure that the WACA ResIP II project has met all relevant financial/banking regulations prior to implementation.</li> <li>Ensure that implementing partners have a similar understanding of project objectives</li> </ul>	<ul style="list-style-type: none"> <li>Partners meetings</li> <li>Technical meetings</li> <li>Work planning meetings</li> </ul>	<ul style="list-style-type: none"> <li>Funding for project implementation</li> <li>Project concepts, benefits, and impacts</li> <li>Project implementation schedule and timelines.</li> <li>Soliciting views of stakeholders in project design and implementation of the WACA ResIP II project</li> <li>Identify and discuss with potential financiers</li> </ul>	<ul style="list-style-type: none"> <li>Project concept note</li> <li>SEP</li> <li>Project Appraisal Document</li> <li>Financial Agreement</li> <li>ToR for the WACA ResIP II project’s ESMS</li> </ul>
	<ul style="list-style-type: none"> <li>The Parliament of Ghana</li> <li>The Cabinet of Ghana</li> </ul>	<ul style="list-style-type: none"> <li>Get ‘buy-in’ for the passage of the financial agreement on the WACA ResIP II project</li> <li>Approval for the project and implementation of the WACA ResIP II project</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Parliament Select committee</li> <li>Meeting with Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Communicate the importance of community adaptation to climate change and hydro-meteorological hazards in Ghana</li> <li>Communicate the need for job creation and sustainable livelihood strategies</li> </ul>	<ul style="list-style-type: none"> <li>Project concept note</li> <li>Project Appraisal Document</li> <li>Financial Agreement</li> <li>ToR for the WACA ResIP II project’s ESMS</li> </ul>

Project stage	Target Stakeholders	Engagement Objectives	Proposed Method	Proposed Topic/Messages/Issues of consultation	List of information/document to be disclosed
	<ul style="list-style-type: none"> <li>• MESTI</li> <li>• MWH</li> <li>• EPA</li> <li>• MLNR</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss site selection</li> <li>• Ensure that the right certifications and licenses have been obtained at the right time.</li> <li>• Lobby for the right policies to be (including reforms on environmental reporting, environmental assessment) passed to ensure that E &amp; S safeguards for communities are in place, where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder consultations toward national dialogue</li> <li>• Evidenced-based video documentaries</li> <li>• Press briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Work towards achieving project objectives</li> <li>• Underscore the importance of nature-based solutions in addressing coastal hazards such as sea-level rise, floods and shoreline erosion</li> <li>• Indicate the resonance of the WACA ResIP II project objectives with national development policy and international policy directions</li> </ul>	<ul style="list-style-type: none"> <li>• Project concept note</li> <li>• SEP</li> <li>• Project Appraisal Document</li> <li>• Financial Agreement</li> <li>• ToR for the WACA ResIP II project’s ESMS</li> </ul>
	<ul style="list-style-type: none"> <li>• Beneficiary communities</li> <li>• MESTI</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback on the adequacy of the process for selecting sites</li> <li>• Awareness of the GRM</li> </ul>	<ul style="list-style-type: none"> <li>• Conferences/workshops and meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• ESMS for the WACA ResIP II project</li> <li>• Capacity building and training</li> </ul>	<ul style="list-style-type: none"> <li>• Project concept note</li> <li>• SEP</li> <li>• Project Appraisal Document</li> </ul>
	<ul style="list-style-type: none"> <li>• Beneficiary communities</li> </ul>	<ul style="list-style-type: none"> <li>• Announcements of commencement of major project activities, project Grievance Mechanism, advertisement for sub-projects and other stakeholders, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops and meetings, through District Assemblies</li> <li>• Social media</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Exclusion and inclusion criteria for addressing complaints</li> <li>• Project eligibility for communities and</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Factsheets</li> <li>• SEP</li> <li>• ToR for WACA ResIP II project’s ESMS</li> </ul>

Project stage	Target Stakeholders	Engagement Objectives	Proposed Method	Proposed Topic/Messages/Issues of consultation	List of information/document to be disclosed
		<ul style="list-style-type: none"> <li>Awareness of the GRM</li> </ul>		<ul style="list-style-type: none"> <li>third-party contractors/clients</li> <li>Steps involved in the GRM and how to present specific concerns</li> </ul>	<ul style="list-style-type: none"> <li>Workshop reports</li> </ul>
	<ul style="list-style-type: none"> <li>Regional Coordinating Councils</li> <li>Metropolitan, Municipal and District Assemblies</li> <li>Contractors</li> </ul>	<ul style="list-style-type: none"> <li>Get ‘buy-in’ and interest in the WACA ResIP II project</li> <li>National campaigns on the need to increase community involvement in project implementation</li> <li>Awareness of the GRM</li> </ul>	<ul style="list-style-type: none"> <li>Focus group discussions</li> <li>Evidenced-based video documentaries</li> <li>Press briefings</li> <li>Website updates and document uploads</li> <li>Radio programmes including discussions, dramas</li> <li>Distribution of printed public materials: Project information leaflets, brochures, fact sheets</li> </ul>	<ul style="list-style-type: none"> <li>Working towards achieving project objective</li> <li>Building resilience in Coastal Ghana</li> <li>Advocate for nature-based solutions in adaptation planning</li> <li>Importance of E&amp;S safeguards in project design and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Factsheets</li> <li>Annual reports</li> </ul>
	<ul style="list-style-type: none"> <li>NGOs, CSOs, FBOs</li> </ul>	<ul style="list-style-type: none"> <li>Encourage participation in coastal adaptation and livelihood strategies</li> <li>Facilitate discussion on project-specific issues (e.g., gender and disability inclusion), that merit collective examination with various groups of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Evidenced-based video documentaries</li> <li>Press briefings</li> <li>Website updates and document uploads</li> <li>Radio programmes including discussions, dramas</li> <li>Workshops</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for community participation</li> <li>Stakeholder consultations toward national dialogue</li> <li>National campaigns on the need to ensure the inclusion of vulnerable and</li> </ul>	<ul style="list-style-type: none"> <li>Factsheets</li> <li>Annual reports</li> <li>Workshop reports</li> </ul>

Project stage	Target Stakeholders	Engagement Objectives	Proposed Method	Proposed Topic/Messages/Issues of consultation	List of information/document to be disclosed
		<ul style="list-style-type: none"> <li>Advocate for good practices and advocate for the vulnerable and disadvantaged groups in society</li> <li>Awareness of the GRM</li> </ul>	<ul style="list-style-type: none"> <li>Internet/Digital Media</li> </ul>	<ul style="list-style-type: none"> <li>disadvantaged individuals and group project-related decision-making processes</li> </ul>	
	<ul style="list-style-type: none"> <li>Media houses and firms</li> </ul>	<ul style="list-style-type: none"> <li>Encourage participation in project implementation</li> <li>Encourage participation in coastal adaptation and livelihood strategies</li> </ul>	<ul style="list-style-type: none"> <li>Media Orientation</li> <li>Television, radio, newspapers, magazines etc.</li> <li>Workshops</li> </ul>	<ul style="list-style-type: none"> <li>Working towards achieving the project objective</li> <li>Nature-based solutions in Coastal Ghana</li> </ul>	<ul style="list-style-type: none"> <li>Factsheets</li> <li>Annual reports</li> <li>Workshop reports</li> </ul>
	<ul style="list-style-type: none"> <li>National House of Chiefs, Queen mothers</li> </ul>	<ul style="list-style-type: none"> <li>Get ‘buy-in’ and interest for the WACA ResIP II project</li> <li>Advocate for good practices and advocate for the vulnerable and disadvantaged groups in society</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with National House of Chiefs and Queen Mothers</li> <li>Durbar of Chiefs to inform them of the implementation of the WACA ResIP II project</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for community participation in project implementation</li> <li>Importance of inclusion of vulnerable groups in the implementation of the WACA ResIP II project</li> </ul>	<ul style="list-style-type: none"> <li>Factsheets</li> <li>Annual reports</li> <li>Workshop reports</li> </ul>
<b>Implementation and Support Stage</b>	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>WB</li> <li>MESTI</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that SEP is being implemented according to the plan</li> <li>These stakeholders will monitor the SEP implementation status of the WACA ResIP II project.</li> </ul>	<ul style="list-style-type: none"> <li>Partners meetings</li> <li>Technical meetings</li> <li>Project briefs</li> </ul>	<ul style="list-style-type: none"> <li>The state of the WACA ResIP II project ESMS implementation</li> <li>E&amp;S implementation rates among primary stakeholders: beneficiary communities</li> </ul>	<ul style="list-style-type: none"> <li>WACA ResIP II project – Environment and Social Risk Management Policy</li> <li>Implementation Status and Results Report</li> </ul>

Project stage	Target Stakeholders	Engagement Objectives	Proposed Method	Proposed Topic/Messages/Issues of consultation	List of information/document to be disclosed
		<ul style="list-style-type: none"> <li>• Ensure that all E&amp;S requirements are adhered to.</li> <li>• Ensure that all regulations have been followed towards the implementation of the WACA ResIP II project.</li> <li>• These stakeholders will ensure that E&amp;S and GRM have been established in all primary stakeholder groups: beneficiary communities</li> </ul>		<ul style="list-style-type: none"> <li>• The extent to which environmental and social regulations requirements are being followed.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly and annual reports (financial and non-financial)</li> <li>• Information on grievance</li> </ul>
	<ul style="list-style-type: none"> <li>• The Parliament of Ghana</li> <li>• The Cabinet of Ghana</li> </ul>	Continuous support for the WACA ResIP II project	<ul style="list-style-type: none"> <li>• Project briefs and presentations</li> <li>• Meeting with Parliament Select committee</li> <li>• Meeting with Cabinet</li> <li>• Policy briefs</li> <li>• Fact sheets</li> <li>• Evidence-based video documentaries</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate project success and challenges</li> </ul>	<ul style="list-style-type: none"> <li>• WACA ResIP II project – Environment and Social Risk Management Policy</li> <li>• Implementation Status and Results Report</li> <li>• Quarterly and annual reports (financial and non-financial)</li> </ul>
	<ul style="list-style-type: none"> <li>• MESTI</li> <li>• EPA</li> </ul>	<ul style="list-style-type: none"> <li>• Support monitoring and capacity building for communities and civil society groups</li> <li>• Ensure the effective and prudent enforcement of regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Conferences/ workshops and meetings.</li> <li>• Press briefings</li> <li>• Project briefs</li> </ul>	WACA ResIP II project compliance with relevant regulations	<ul style="list-style-type: none"> <li>• WACA ResIP II project – Environment and Social Risk Management Policy</li> <li>• Implementation Status and Results Report</li> </ul>

Project stage	Target Stakeholders	Engagement Objectives	Proposed Method	Proposed Topic/Messages/Issues of consultation	List of information/documents to be disclosed
	<ul style="list-style-type: none"> <li>Beneficiary communities</li> <li>Regional Coordinating Councils</li> <li>Metropolitan, Municipal and District Assemblies</li> <li>Contractors</li> </ul>	<ul style="list-style-type: none"> <li>Provide feedback on the WACA ResIP II project activities.</li> <li>Challenges in the implementation of the E&amp;S requirements</li> <li>Feedback on the adequacy of the process for selecting sites and beneficiary communities</li> <li>Organise consultations on specific projects and ESMPs</li> </ul>	<ul style="list-style-type: none"> <li>Conferences/workshops and meetings.</li> <li>WACA ResIP II project Website</li> <li>Conferences/workshops and meetings.</li> <li>WACA ResIP II project Website</li> </ul>	<ul style="list-style-type: none"> <li>Identifying implementation challenges and community-specific concerns</li> <li>Soliciting inputs on priority projects for specific communities</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and annual reports (financial and non-financial)</li> <li>Information on grievance</li> <li>WACA ResIP II project – Environment and Social Risk Management Policy</li> <li>Implementation Status and Results Report</li> <li>Quarterly and annual reports (financial and non-financial)</li> <li>Information on grievance redress mechanism</li> </ul>
	NGOs, CSOs, FBOs	<ul style="list-style-type: none"> <li>Advocate for good practices and advocate for the vulnerable and disadvantaged groups in society</li> </ul>	<ul style="list-style-type: none"> <li>Conferences/workshops and meetings.</li> <li>Evidenced-based video documentaries</li> <li>Press briefings</li> <li>Radio programmes</li> <li>WACA ResIP II project Website</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities and avenues for participation by vulnerable groups in beneficiary communities</li> <li>Expectation management in communities</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and annual reports (financial and non-financial)</li> <li>Workshop reports</li> </ul>

Project stage	Target Stakeholders	Engagement Objectives	Proposed Method	Proposed Topic/Messages/Issues of consultation	List of information/documents to be disclosed
	Media houses and firms	<ul style="list-style-type: none"> <li>Understanding of the Grievance Redress Mechanism</li> <li>Advocate for the activities of the WACA ResIP II project</li> </ul>	<ul style="list-style-type: none"> <li>Conferences/workshops and meetings.</li> <li>WACA ResIP II project Website</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Deepening community understanding on the GRM and how the media can present it</li> <li>Simplifying the project information to reach a wide community audience</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and annual reports (financial and non-financial)</li> <li>Workshop reports</li> <li>Role plays</li> <li>Talk shows</li> <li>Documentaries</li> </ul>
	National House of Chiefs, Queen mothers	<ul style="list-style-type: none"> <li>Advocate for good practices and advocate for the vulnerable and disadvantaged groups in society</li> </ul>	<ul style="list-style-type: none"> <li>Conferences/workshops and meetings.</li> <li>WACA ResIP II project Website</li> </ul>	<ul style="list-style-type: none"> <li>Integrating vulnerable groups in decision making</li> <li>Underscoring the critical role of vulnerable groups in project implementation</li> </ul>	<ul style="list-style-type: none"> <li>Factsheets</li> <li>Workshop reports</li> <li>Community durbars</li> </ul>
	Vulnerable Groups	<ul style="list-style-type: none"> <li>Encourage participation of vulnerable groups including people with disability</li> <li>Feedback on the adequacy of the process for selecting sites, beneficiary communities and groups</li> <li>Awareness of the GRM</li> </ul>	<ul style="list-style-type: none"> <li>Workshops and meetings, through District Assemblies</li> <li>Factsheet, PIB</li> <li>Social media</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation of people with disability in project implementation</li> <li>Eligibility criteria for the vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>Factsheets</li> <li>Workshop reports</li> </ul>

## 7.0 ENVIRONMENTAL AND SOCIAL RISKS AND IMPACTS



*Hve mu dua (Measuring rod): Examination & quality control.*

The implementation of the SEP will ensure that stakeholders are aware of the E&S benefits, risks and potential negative impacts that could be associated with WACA ResIP II project activities. By engaging with the stakeholders early, it may be possible to avoid, mitigate, or decrease the project's negative impacts. Early consideration of the public's input can result in time and cost savings, especially where alternatives and potential impacts are identified early on in the project design process.

Overall, the project is expected to have positive environmental impacts by restoring coastal ecosystems, especially wetlands and mangroves, to reduce the risk of erosion and flooding. The restoration of these coastal ecosystems will enhance their ecological and other services or benefits they provide, including coastal protection, habitat for biodiversity, fish production, recreation, soil and sediments regulation, nutrient regulation, disturbance and natural hazards regulation and other economic, recreational, aesthetic and cultural values. The project will provide direct economic and other benefits to the local people and contractors. The exact number of project workers who will be engaged in relation to the project is currently not known. But direct employment by the project and direct employment in the supply chain by contractors will have a positive social impact on those people employed, their families and their local communities from wages and other benefits. There will be potential for small entrepreneurs to supply goods (e.g., food, drink, small supplies). The project will also promote participation and empowerment of local people, women and vulnerable groups. Table 6 details the E&S risks and impacts associated with the WACA ResIP II project.

**Table 6. Description of Environmental and Social Risks and Impacts**

Environmental and Social Risks	Description of E&S Impacts
<b>Environmental Impacts</b>	
Ecosystems, fauna and flora	The project will take place in a highly fragile coastal area of mangroves, with the potential of coastal flooding and erosion and the fact that poorly designed and/or poorly implemented interventions could exacerbate erosion downstream. Construction in wetlands, estuaries, or other sensitive ecosystems may destroy or significantly damage exceptional natural resources and the benefits they provide (ecosystem services). This damage may reduce economic productivity, impair essential ecosystem services (such as flood risk reduction, which may become increasingly important in some areas as climate change alters precipitation patterns), or degrade the recreational or cultural value of these resources.
Change in topography	The earthworks and construction of coastal infrastructure, such as the construction of breakwaters, seawalls, revetments, groynes, and dikes, have the potential to alter local topography.
Waste generation and handling	Non-hazardous and hazardous wastes will be generated during the construction and decommissioning phases of the project implementation. Improper handling and disposal of waste to be generated from the project implementation could have an adverse impact on the environment.
Impacts on soils and geology:	This may occur due to: compaction of soil during construction; erosion of unconsolidated, exposed and stockpiled soils during a rain event; disturbance and dispersion of soils due to movement of construction traffic and equipment, unconsolidated soils; damage to infrastructure and equipment; use of contaminated fill material originating from polluted dredged sediments or polluted terrestrial borrow pit material; contamination of soil due to spills or leaks of fuels, lubricants and / or chemicals stored and used on site; contamination of soil due to leaks from wastewater and effluent storage; contamination of soils due to poor

	storage and management of solid and liquid wastes prior to disposal; and contamination of the soils due to leaks of fuels and lubricants from construction vehicles and plant. Improper extraction of construction materials such as wood, stone, gravel, or clay may damage terrestrial ecosystems. Where sanitary facilities for construction crews are inadequate, waste may contaminate soil and subsoil resources.
Air quality	This may occur due to: dust generated from construction activities, including disturbance of the arid land surface; movement of construction vehicles on unsealed roadways; Wind blowing over unprotected stockpiled and exposed soils, particularly those that are unconsolidated; Loading and unloading of materials on site; emissions from uncovered truckloads; movement and placement of fill material; exhaust (and greenhouse gas) emissions from construction vehicles, plant, and machinery. Exhaust emissions are likely to include nitrogen oxides (NO <sub>x</sub> ), carbon monoxide (CO), sulphur oxides (SO <sub>2</sub> ), hydrocarbons (HC), ozone (O <sub>3</sub> ) and total suspended particulates (TSP); and Odours generated from exposed dredged material.
Noise and vibration	This may occur due to the use of construction equipment, including excavation, piling and earthworks equipment; and trucks delivering fill material and other construction materials to the Project site; waste materials from the Project site; and vehicles transporting construction personnel to and from the Project site.
Hydrology	Alteration of the site may change hydrology, for instance, drainage patterns and water tables, which, in turn, may alter access to water or result in increased flooding or higher runoff.
Sedimentation of surface water	Removal of natural land cover, excavation, extraction of construction materials, and other construction-related activities may result in soil erosion and in many cases, unwanted soil deposition. Erosion can, in turn, lead to sedimentation in receiving waters. Sedimentation may reduce the capacity of ponds and reservoirs, increase flood potential, change water chemistry by introducing new nutrients, or substantially alter aquatic ecosystems by changing streambed, lakebed, and estuary conditions. During the dredging activities there will be temporary changes in water quality in the area around caused by the increase in suspended sediments. The main alterations will be brought on by the sediment as a result of rising suspended solids concentrations and modifications in water transparency and colour, which are mostly brought on by the movement of fine sediment particles.
Generation of contaminated sediments:	Dredging activities at some of the sites especially the Korle Lagoon may result in exposure to polluted or contaminated sediments which will pose dangers to human health and the environment. That said, the ESIA conducted for the dredging of the Odaw and the Korle Lagoon reports that Sediments are not contaminated with heavy metals, pesticides and hydrocarbons.
Generation of contaminated sediments:	Dredging activities at some of the sites especially the Korle Lagoon may result in exposure to polluted or contaminated sediments which will pose dangers to human health and the environment. That said, the ESIA conducted for the dredging of the Odaw and the Korle Lagoon reports that Sediments are not contaminated with heavy metals, pesticides and hydrocarbons.
Generation and disposal of dredged material:	Waste to be generated include, solid waste ie plastics and metals, vegetative biomass and sediments. The disposal of dredged material at the disposal site can alter the properties of local sediments; the sediments dredged from areas closer to shore have different physical and chemical properties than those at the disposal site.
Contamination of water resources	Hazardous materials may be used in construction. Examples include solvents, paints, vehicle maintenance fluids (oil, coolant), and diesel fuel. If these are dumped on the ground or washed into streams, they may contaminate ground or surface water supplies. This may harm the health of the local community, as well as populations living downhill and downstream. Aquatic and terrestrial ecosystems may also be damaged. Where sanitary facilities for construction crews are inadequate, human waste may contaminate water resources. In addition, even if materials are not used in construction, excavation activities can uncover previously contained hazardous materials and hazardous waste may be released from the site.

### Occupational Health and Safety

Health and safety risks of the workers and the communities	Potential Occupational, Health and Safety risks and hazards that can be associated with the construction of physical infrastructure include: (i) exposure to dusts, fumes, and gases from potentially harmful chemicals, which can cause significant breathing problems and lung diseases, (ii) exposure to loud noise due to frequent or excessive use of vibrating tools which can cause cognitive impairment, tinnitus and hearing loss, (iii) stress and fatigue due to frequent or excessive manual handling of loads, and (iv) physical injury.
Increased traffic generation	This has the potential to generate the following: Noise impacts from the Project site and along transport routes; Air quality impacts due to exhaust emissions from within the Project site and along transport routes; Increased rate of degradation of local roads due to increased traffic levels and a large number of larger, heavier vehicles; Poor internal traffic management could increase safety risks to construction personnel; Reduction in traffic efficiencies along the transport routes and roads surrounding the Project site.
Increased community disease or accidents	A construction project presents inherent risks to communities' health and safety, through the use of hazardous materials, heavy machinery, and demolition. Immigration of workers could result in harm to the local community, most notably through the propagation of diseases (through vectors or contact with workers). Management through training on correct procedures, communications, signage, maintenance, and monitoring is essential to ensure the protection of the community from these risks.
<b>Social Risks</b>	
Lack of broad community support	When not enough attention is paid to disclosure and public consultation, stakeholders' expectations of a project can be inaccurate and unrealistic. Affected stakeholders may consider themselves uninformed or excluded from the engagement process. All of this can lead to a lack of broad community support, which in turn can result in a lack of social license to operate, delays in permitting and to construction schedules, and conflicts that are costlier to treat than prevent. To manage this risk, the project has developed a Stakeholder Engagement Plan to provide the framework for engagement. Beyond the SEP, the project will support the establishment of a two-tier citizen platform: i) a national level CSO platform which will be represented in the WACA ResIP II SC and TC; and ii) a sub-national level community platform. The platform objective is to ensure project interventions are consistent with adaptation goals of communities, strengthen citizen voice in decision making, and strengthen linkages between local and national level policy goals around sustainable blue practices. Again, the project will emphasize communities as active agents of change rather than passive recipients. Social subprojects will be designed and implemented utilizing a community driven development (CDD) approach whereby communities most affected by development decisions, with their local knowledge and potential for collective action, are supported with opportunities and resources to determine and realize their priorities. Social subprojects will be implemented to spur job growth and provide opportunities for livelihood diversification, increase the adoption of community-led resource management schemes, and to strengthen the role of women in the management of coastal resources. These subprojects will emphasize community control over planning decisions based on the principles of CDD, i.e., enhancing transparency, encouraging participation, localizing accountability, building local capacity, and enhancing equity.
Project-induced in-migration /influx of workers:	Project-induced in-migration can substantially change the community in which the project operates. Factors that contribute to a higher rate of in-migration are: (1) scale of projects; (2) proximity of the project to large settlements; (3) lack of capacity to meet project needs for workforce and materials locally; and (4) speculation regarding the benefits and opportunities on the part of the community, among others. In-migration can cause changes in local community dynamics, as well as pressure on local infrastructure. SEA/SH and STDs risks can intensify within local communities when there are large influxes of male workers from outside the area. Focus on local hiring and sourcing, investment in local training and infrastructure, and clear communications regarding real opportunities should be considered.

Displacement and involuntary resettlement:	Land acquisition and restrictions on land use can cause economic or physical displacement of communities, leading to delays or interruption of project activities, difficulties in community relationships, and even legal battles. If land use rights and property ownership are not understood correctly or good-faith negotiations are not carried out or honoured, the affected community can halt the progress of the project. It is important that local land use and access to resources and services are considered during resettlement planning to avoid the breakdown of social safeguards and encourage mutual and sustainable solutions.
Poor worker management	The workforce is an essential part of a project's success. If working conditions are not good, labour rights are not protected, or workers are exposed to unnecessary health and safety risks, the workers' health and well-being will be jeopardized. This can cause wider social effects within the families of workers and local community, as well as problems for the employer due to reduced productivity. There can also be abuse of power, including SEA/SH in hiring, employment, and retention practices. Hiring and employment practices that seek to increase the number of women in different employment positions – from skilled labour within contractors (i.e. engineers) to community engagement officers – can expose women to incidents of sexual exploitation (pressure to perform sexual acts in exchange for work), harassment, or violence; for example, when moving about communities and/or engaging with male leaders and/or community members.
Removal of or damage to tangible and intangible cultural heritage	Many subproject sites are flagged to be culturally sensitive and cultural heritage are likely to be impacted by the project. These heritages will be identified prior to start of construction during the planning and engineering design phase, and planners will be required to consider alternatives to avoid impacts on cultural heritage. If risks are still probable, the project will bring in an appropriate specialist, such as an archaeologist, palaeontologist, or anthropologist, to oversee the rest of the project to ensure correct protection procedures. The project will have procedures in place to manage chance finds to minimize disturbance of unforeseen cultural heritage finds (see Section 6.2 of the ESMP)
Disproportionate impacts to persons in poverty and vulnerable groups	A new project is often perceived by a community as a vehicle for opportunity, through the jobs it will generate and the service it will provide. These positive effects, however, need to be aligned with local realities to be truly realized. Construction, management, and opportunities to optimize benefits should be planned accordingly, considering the unique realities of each location, including the presence of vulnerable groups, the extent of poverty, and equity. Children, the poor, the disabled, women and youth can be affected by the project in different ways. Women, girls and other marginalized groups such as people with disabilities, unmarried women/girls, women and girls associated with armed groups, displaced individuals and families and minority ethnic/tribal groups are more likely to be invisible or hidden in community consultation and engagement processes. The project will ensure specific engagement with these groups, which is essential to understanding those effects and implementing adequate measures to respond to them.
Material change to the appearance of the landscape or townscape	The built environment consists of buildings and other structures designed and built by humans. Impacts to the human environment from the building itself and impacts on the surrounding social and bio-physical environment can arise from newly constructed infrastructure affecting physical environment, sense of place, aesthetics and heritage, security, and liveability.
Use of Child Labour and Forced Labour	Use of child labour and forced labour under this project have been identified as risks as children may be used to gain wage income or people could be forced to do work under duress.
<b>Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)</b>	
Sexual Exploitation	Actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including profiting monetarily, socially, politically from the sexual exploitation of another. It includes transactional sex, solicitation of transactional sex and exploitative relationships (UN Secretary General's Bulletin ST/SGB/2003/13).
Sexual Abuse	The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. All sexual activity with children (as defined by the UN

	Convention on the Rights of the Child as any person below the age of 18) is sexual abuse, regardless of the age of the maturity or consent locally. It also includes sexual assault (such as rape, attempted rape, forcing someone to perform oral sex/touching), sexual offence, and sexual offence against a child (UN Secretary General's Bulletin ST/SGB/2003/13).
Sexual Harassment	Any form of unwanted verbal, non-verbal, or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment. In the context of the UN, Sexual Harassment primarily describes prohibited behaviour in the workplace against another staff member or related personnel. It involves any unwelcome sexual advance; request for sexual favours; verbal or physical conduct or gestures of a sexual nature; or any other behaviour of a sexual nature that might reasonably be expected, or be perceived, to cause offence or humiliation to another, when such conduct interferes with work, is made condition of employment or creates an intimidating, hostile or offensive work environment (UN Secretary General's Bulletin ST/SGB/2003/13).

## 7.1 Managing Environmental and Social Risks

The WACA ResIP II project will adopt a cascading approach to manage all E&S risks related to project implementation:

- The WACA ResIP II project will develop site-specific Environmental and Social Impact Assessments (ESIAs) or Environmental and Social Management Plans (ESMPs). The ESIAs/ESMPs will be cleared by the WB, consulted upon and disclosed;
- The contractors/third party project implementers must – on the basis of the ESIAs/ ESMPs of the WACA ResIP II project – develop Contractor Environmental and Social Management Plans (C-ESMP);
- Main contractors must implement and enforce the specific C-ESMP measures in their activities and those of any of their subcontractors and other service providers;
- The third-party monitoring and supervising consultants will undertake periodic monitoring of specific C-ESMP implementation (and report to the WACA ResIP II project); and
- The WACA ResIP II project conducts its own overall monitoring of the E&S performance of all clients/third party implementers.

## 8.0 GRIEVANCE REDRESS MECHANISM



*Mpatapo (“knot of reconciliation”): Peace-making, Reconciliation*

This section describes the Grievance Mechanism (GRM) to be developed and operationalized by the project for dealing with grievances about the project. The section describes the objectives, principles, levels and the transparent procedure/process that the project will employ to deal with enquiries and complaints received from the affected stakeholders and communities.

### 8.1 Objectives of Project Grievance Redress Mechanism

The objective of the GRM is to address and resolve project related grievances or complaints from stakeholders and affected persons promptly, fairly, and in a manner that is, to the extent possible, acceptable to all parties for the period they will be operating in the new locations. Every effort will be made to:

- Ensure that complaints from aggrieved stakeholders will be channelled to the project for resolution of disputes that might arise out of project implementation.
- Seek solutions to any tensions and conflicts early in the implementation process, to avoid delay in the relocation exercise
- Identify and implement appropriate and mutually acceptable actions to redress complaints.
- Respond in a timely manner, and with sensitivity to the needs of complainants.
- Ensure that claimants are satisfied with the outcome of the corrective actions and maintain a dialogue with them to the extent possible.
- Provide affected people with avenues for making a complaint or resolving any dispute that may arise during the implementation of projects; and
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants.

### 8.2 Guiding Principles

The project’s GRM will be guided by the following principles:

- **Legitimate:** have clear, transparent, and sufficiently independent process to ensure that no party to a grievance process can interfere with the fair conduct of that process.
- **Accessible:** publicise to those who may wish to access it and provide adequate assistance for aggrieved parties who may face barriers of access, including language, literacy, awareness, finance, distance, or fear of reprisal.
- **Predictable:** have a clear and known procedure, with time frames for each stage; clarity on the types of process and outcome it can (and cannot) offer; and means of monitoring the implementation of any outcome.
- **Equitable:** ensure that aggrieved parties have reasonable access to sources of information, advice, and expertise necessary to engage in a grievance process on fair and equitable terms.
- **Rights-compatible:** ensure that its outcomes and remedies accord with internationally recognised human rights standards.
- **Transparent:** provide sufficient transparency of process and outcome to meet the public interest concerns at stake and will presume transparency wherever possible. The mechanisms will be transparent about the receipt of complaints and the key elements of their outcomes.
- **Fairness:** all complainants will be treated with courtesy, equally and always. All complaints will be treated seriously, regardless of whether made by telephone, by letter, or by e-mail. No complainant

will be treated less favourably than anyone else because of their:

- Gender, social and marital status, or age.
- Residence status or location.
- Economic status.
- Colour, race, ethnic or nationality origin.
- Religious or political beliefs or affiliation; and
- Institutional affiliation.

### 8.3 Levels of GRM Resolution

MESTI will establish a three-tier grievance redress mechanism structure to ensure timely redress of grievances.



Figure 6. Levels of Grievance Mechanism

#### 8.3.1 Community and Lower-Level

Local communities have existing traditional and cultural grievance redress mechanisms which can be used to resolve some project related disputes at the community level, of course with some degree of involvement of and support from local leaders, the contractor(s), and project representatives at local level. Indigenous approaches to grievance resolution at the community level provides appropriate fora and opportunities for members of the community to process their grievance when they do arise. This indigenous approach is structured and rooted in the cultures and traditions of the people. Indigenous resolution mechanism involves the use of chiefs, queen mothers and their councils of elders. The approach derives its legitimacy from the 1992 Constitution of Ghana which guarantees the institution of chieftaincy, together with its traditional councils as established by customary law and usage (Article 270), and the Chieftaincy Act, 2008 (Act 759) that empowers the chief, queen mothers with their elders to arbitrate on disputes (Section 30). The project will establish Grievances Redress Committee at the community level that will receive grievances

and process them for resolution. The membership of the Community Grievances Redress Committee (CGRC) will include the Assembly member for the Electoral Area; the Chief or authorised representative of the area, women's representative at where the project is taking place and a selected community representative. The Chief or authorised representative will serve as the Chair. The CGRC will serve as the first point of contact between the project and the public and their role/mandate will include providing project information to stakeholders and resolving grievances. The CGRCs will be trained by MESTI on best practices in grievance management and supported by PIU's Social Development Specialist. The CGRCs will report to the PIU on a weekly, monthly or quarterly basis as may be appropriate. The CGRCs will record and report on all grievances including when and how they were resolved as well as cases that got referred to other levels (see in annexes, an example of grievance log that will be used in recording grievances). If a grievance submitted to this CGRC does not receive satisfactory resolution, the second tier (District Grievance Redress Committee) is activated.

### **8.3.2 District Level**

For the second tier, the project will use the Public Relations and Complaints Committee (PRCC) at beneficiary MMDAs. The Public Relations and Complaints Committee is chaired by the Presiding Member, and it is expected to amicably settle complaints and grievances of the public with regard to adverse environmental and social impact. Other members of the Committee are the Municipal Planning Officer, a representative of Municipal CHRAJ Office, Representative of the Traditional Council, a representative of the Department of Social Welfare and Community Development. The PRCC takes up grievances when the CGRC is unable to resolve a grievance submitted to them. The PRCCs will be trained by MESTI on best practices in grievance management and supported by PIU's Social Development Specialist, who visit them on a monthly or quarterly basis to collect new complaints and provide feedback on processed grievances. The PRCCs will record and report on all grievances including when and how they were resolved as well as cases that got referred to other levels. If a grievance submitted to this group does not receive satisfactory resolution, the third tier (National Level) is activated. A person dissatisfied with the outcome of the Grievances at the District level could also go to Court to seek legal remedy.

### **8.3.3 National Level**

The third tier will be the National Grievance Redress Committee (NGRC) at the Project Implementation Unit (PIU). The members of the NGRC will include the Project Director, Environmental Specialist and Social Development Specialist. The committee will be chaired by the Project Director. It is expected that all grievance or dispute issues pertaining to the Project will be resolved at community or District level. Issues that will not be resolved at these levels will be referred to the NGRC. The PIU will then endeavour to resolve the complaint as soon as possible. However, the mechanism will not prevent unsatisfied complainants to resort to the Ghana judiciary (mediators and courts) at their discretion.

## **8.4 Elements of the Grievance Redress Mechanism**

The GRM will include several elements, comprising the following:

1. A transparent grievance receipt and registration system to provide ways for project beneficiaries, project affected persons and community members to register complaints and confirm they have been received. See Annex 3 for a sample of the GRM complaint form.
2. Grievance eligibility assessment to determine if the issues raised in the complaint fall within the mandate of the grievance redress mechanism and the complainants have standing/legitimacy.
3. Grievance evaluation to clarify the issues and concerns raised in the complaint, to gather information on how others consider the situation, and to identify whether and how the issues might be resolved
4. Several choices for solving problems, with or without the assistance of independent, third parties:

- i. Internal decision-making processes, whereby issues are handled by designated project officials, using documented standards and criteria, to develop and propose a project response to the grievance and to allow for an appeals process
  - ii. Joint problem-solving, in which the project and the complainant engage in direct dialogue
  - iii. Third-party decision making to offer a solution when voluntary agreement is not possible
5. Grievance tracking, monitoring, and reporting to the community
  6. Project-community feedback and information sharing to strengthen grievance resolution processes
  7. Organisational learning and identification of systemic problems and the need for changes to policies and procedures to prevent recurrent future disputes.

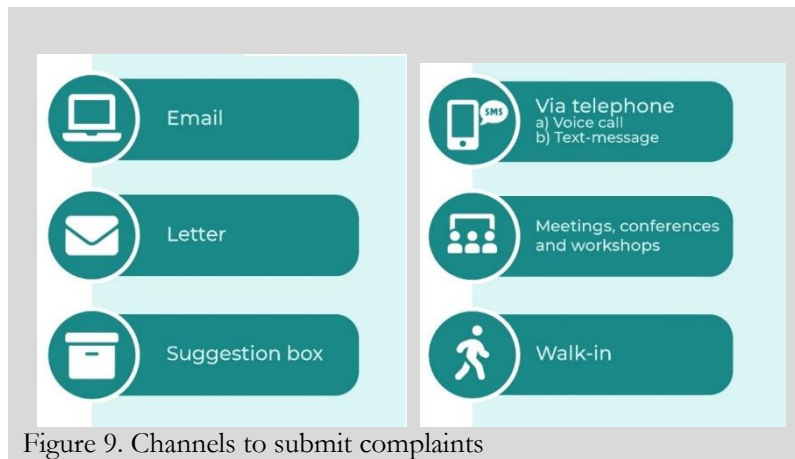


**Figure 7. Elements of Grievance Redress Mechanism**

### Step 1: Receive and Register a Complaint

The project will enable aggrieved stakeholders (“complainants”) to communicate their grievances through a variety of channels (e.g. walk-in, phone, letter, email, website, meeting, etc.) which will allow people to inform the project about concerns directly and, if necessary, anonymously or through third parties shown in Figure 9 below.

The project will ensure that the procedures are effective, convenient, culturally appropriate, simple to understand, and easy to use.



The grievance register will contain information outlined in Box 1. The register will be kept at the District Assembly where the communities are located, but the PIU will have access to them regularly. This will ensure that complainants have easy access to the register. See Annex 4 for a sample of the Grievance Register.

#### Box 1: Grievance Register

The complaint register will include:

- Unique reference number,
- Date of the complaint,
- Name of the complainant/s (in case of non-anonymous enquiries and grievances)
- Gender,
- Location and address of the complainant/s,
- Content of the complaint
- Identification of parties responsible for the addressing and resolution of the issue;
- Dates when the investigation of the complaint was initiated and completed;
- Findings of the investigation
- Information on proposed corrective actions to be sent to the initiating party (unless it was anonymous) and the date of the response sent on measures of redress;
- Deadlines for internal actions required from Project’s staff;
- Indication of whether a statement of satisfaction was received from the person who lodged the grievance, or a reason for non-resolution of the grievance
- The date of close-out; and
- Any outstanding actions for non-closed grievances

### Step 2: Screening and Processing Complaints

The project will assign focal points at different levels for receiving and registering complaints from stakeholders and affected persons. The Environmental and Social Specialists for the project will have overall responsibility for tracking and following up on issues and complaints raised and will serve as focal points at the national level. After receiving and registering the complaint, the focal points will establish the eligibility of the complaint received. The following criteria will be used to assess and verify eligibility:

- The complainant is identifiable and has provided a name and contact details.
- The complainant is affected by the project.
- The complaint has a direct relationship to the project. Does the complaint indicate that the program has caused a negative economic, social, or environmental impact on the complainant, or has the potential to cause such an impact? Does the complaint specify what kind of impact has occurred or may occur, and how the program has caused or may cause that impact?
- The issues raised in the complaint fall within the scope of the issues that the GRM is mandated to address.

### Step 3: Establish Grievance Category

As a result of the screening (see Annex 5 for a sample of the Grievance Screening and Investigation Sheet), the grievance will be assigned to one of the four categories outlined in Table 7.

**Table 7. Category of Grievance**

Category	Description	Required Action
Category 1	Complaints that are not related to the project.	In general, Category 1 grievances will involve verification that the stakeholder is satisfied with the response. If the grievance involves another project or an institutional issue, the complainant should be referred there accordingly. This means that the complaint is unrelated to the project and therefore does not warrant further consideration. If the complaint is rejected, the complainant will be informed of the decision and the reasons for the rejection. The project will give complainants the benefit of the doubt and engage in a conversation before deciding to reject a complaint. The project will seek to understand the grievance before responding. If the complaint can be referred to another GRM; the complainant will be informed accordingly. Then, the complaint will be logged track the number of complaints received and whether or not they have been resolved.
Category 2	Queries, comments, and suggestions	Category 2 grievances will involve confirming receipt of the positive feedback and informing the relevant technical staff on the project. The complaint will be logged track the number of complaints received and whether or not they have been resolved.
Category 3	Complaints and concerns, which are not criminal in nature or do not require the involvement of police.	Category 3 complaints may be straightforward and can often be resolved on first contact. If this is not the case, then the complaint may require investigation. The investigation includes the gathering of documents, proof, and facts, as well as clarifying background information to verify the circumstances surrounding the grievance. It will involve coordinating with appropriate authorities, making decisions, proposing resolutions, as well as the implementation of agreed actions. The complaint will be logged to track the number of complaints received and whether or not they have been resolved.
Category 4	Complaints and concerns that involve allegations that require investigation or intervention by the police or other law enforcement authorities.	A grievance which falls in category 4 will also be logged and escalated to the police without any delay. These relate to cases of criminal nature such as sexual abuse. If grievances include more than one issue, the Grievance Officer will make sure that all issues are reviewed and addressed at the same time to avoid any delays.

### Step 4: Assess the Complaint

If the initial assessment establishes the eligibility of the complaint to be pursued, a further assessment will be undertaken to determine the seriousness of the complaint. During the assessment, the project gathers information about the case and key issues and concerns and helps determine whether and how the complaint might be resolved. The project will undertake the following:

- i. Identify the parties involved
- ii. Clarify issues and concerns raised by the complainant
- iii. Gather views of other stakeholders, including those of the project
- iv. Measure/classify impact and urgency in terms of high, medium, or low. Assessing the seriousness of a complaint is not easy, as it could be subject to biases. The seriousness of a complaint is linked

to who in the project needs to know about it and whether senior management is advised. Criteria should be established and could include the following:

- Severity of the problem,
  - Potential impact on the well-being and safety of an individual or group,
  - Potential impact on the project, and
  - Public profile of the issue.
- v. Determine initial options that parties have considered and explore various approaches for settlement.

A composite score will be produced based on the risk-urgency combinations (Table 8). Composite scores are generated by cross-multiplying the individual risk and urgency scores.

**Table 8. Risk-Urgency Scores**

		Risk (Ranking)		
		High (3)	Medium (2)	Low (1)
Urgency (Ranking)	High (3)	9	6	3
	Medium (2)	6	4	2
	Low (1)	3	2	1

A priority index will be developed based on the composite scores as follows:

1. Priority 1: Score 9
2. Priority 2: Score 6
3. Priority 3: Scores 3 and 4
4. Priority 4: Score 2
5. Priority 5: Score 1

Priority 1 is critical and is accorded immediate attention as it is deemed to most likely lead to loss of project funds, life, etc. On the other hand, priority 5 is not urgent and impact is low.

### Step 5: Formulate a Response

Having completed the complaint assessment, a response will be formulated on how to proceed with the complaint. The response will be communicated to the complainant. The response will include the following elements:

- Acceptance or rejection of the complaint;
- Reasons for acceptance or rejection;
- Next steps—where to forward the complaint;
- A time frame; and
- (If accepted) further documents or evidence required for investigation, e.g., field investigations.

The response will consider the complainants' views about the process for settlement, as well as provide a specific remedy. The response may suggest an approach for how to settle the issues, or it may offer a preliminary settlement.

### Step 6: Corrective Actions, Follow-Up, and Closing a Grievance

If a grievance is resolved, the complainant will be informed of the outcome. If a grievance is not resolved and is escalated for consideration and resolution at another level, appropriate information will be provided

to the complainant, including the date when the case will be passed to a higher level and the date by which the outcome is expected.

The project will consider a grievance closed only after an amicable resolution has been reached between the two parties. In certain situations, however, the project may “close” a grievance under special circumstances even if the complainant is not satisfied with the outcome. Such situations, in which the project closes a grievance before a stakeholder is satisfied with the outcome, may arise if the complainant cannot substantiate the grievance or if there is an obvious speculative or fraudulent attempt. In such situations, all steps and efforts are taken to investigate the complaint before reaching a conclusion. This information will be documented and communicated to the complainant without putting the lives of those who provided the information in danger.

It is, however, important to note that all project staff involved in handling grievances should not dismiss any grievance based on a hasty review and close off an investigation before the complainant has been notified and given an opportunity to provide additional information. Consequently, a decision to close such grievances requires the endorsement of the Project Coordinator.

At the completion of the procedures, an internal report on each grievance, including recommendations, should be prepared and documented. Recommendations may be operational corrective actions or improvements to existing policies or procedures. Where possible and appropriate, a corrective action plan should be developed and implemented.

Sub-contractors should present a report to the contractors on completion of the agreed action and closure of the grievance. Contractors should prepare and submit reports on complaint handling and resolution directly to the WACA ResIP II project and MESTI on a quarterly basis.

The register of all complaints lodged into the WACA ResIP II project, third party implementers /contractors/clients’ Grievance Mechanism, as well as all information collected in the course of handling procedures shall be duly filed and archived by the WACA ResIP II project, third party implementers/contractors/clients, ensuring restricted access and, where possible, deploying a chain of custody measures. The WACA ResIP II project, third party implementers/contractors/clients, shall keep records of lessons learnt while processing the complaints. Table 9 below is a timeline for responding to and addressing grievances.

**Table 9. Outline of Response Timelines**

Activity	Timeline
Notification of receipt	Within 2 business days of receipt of the complaint
Screening for admissibility and preliminary assessment	Within 5 business days of receipt of a complaint
Notification of action	Within 10 business days from receipt of the complaint
Formulation of response	Within 20 business days of receipt of the complaint

## 8.5 Grievance Channel for Gender-Based Violence

When Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) related complaint is received, the complaint should be kept confidential by the person/persons receiving the complaint, and the complaint will be immediately reported to the Domestic Violence and Victims Support Unit (DOVVSU) of the Ghana Police Service established to provide comprehensive support to victims of GBV. The complaint will be documented and options available will be offered to the complainant and immediate actions will be taken that is consistent with the wishes and choices, rights and dignity of the complainant. The complainant should be given information in simple and clear terms on the steps for filing complaints and the possible outcomes, the timelines and the types of support available to be able to make an informed decision. Such incidents will be reported to the World Bank within 24 hours of becoming aware.

For SEA/SH cases, the project will ensure that access to the complaints processes is confidential, easy and as safe as possible for the complainant or survivor. The recording of incidence should be limited to the nature of the complaint put exactly in the words of the complainant, the age of the survivor and if to the best of their knowledge, the perpetrator was associated with the project. The complainant should decide on whether they would like to be referred to the grievance committee and the complainant should give consent to share basic monitoring data.

**Safety & Well-Being:** The safety of the survivor shall always be ensured, including during reporting, investigation, and the provision of victim assistance. Those involved in the management of complaints will need to consider potential dangers and risks to all parties (including the survivor, the complainant if different, the subject of the complaint, and the organizations involved), and streamline ways to prevent additional harm in all the complaint handling process. The survivor is never to blame for reporting an act of GBV and should never be made to feel investigated. On the contrary, it is important that she/he feels that her/his story is heard, believed and valued. The actions and responses of the complaint mechanism will be guided by respect for the choices, needs, rights, and dignity of the survivor.

**Confidentiality:** The confidentiality of complainants, survivors, and other relevant parties must always be respected. All SEA/SH-related information must be kept confidential, identities must be protected, and the personal information of survivors should be collected and shared only with the informed consent of the person concerned and on a strict need-to-know basis.

**Survivor-Centred Approach:** All prevention and responses action will need to balance the respect for due process with the requirements of a survivor-centred approach in which the survivor's choices, needs, safety, and wellbeing remain at the centre of all matters and procedures. As such, all actions taken should be guided by respect for the choices, needs, rights and dignity of the survivor, whose agency and resilience must be fostered through the complaint process.

**Accessibility and non-discrimination:** The grievance mechanism must be accessible to all potential complainants and sufficient information must be given on how to access it, making the complaints process accessible to the largest possible number of people. This includes identifying and instituting various entry

points that are both gender and context-sensitive. To facilitate incident reporting and avoid stigmatization reports from third parties (witnesses, people suspicious or aware of an incident, etc.) must also follow accountability protocols.

## 8.6 Workers Grievance Redress Mechanism

MESTI will require contractors to establish a workers Grievance Redress Mechanism at site level with the contractor representative, the supervising firm representative, and the workers' representative as required by the Labour Management Procedures prepared for the Project. Workers will be informed about the grievance redress mechanism during meetings at the time of the induction and training. The worker's grievance redress mechanism will include:

- A procedure to receive grievances such as a comment/complaint form, suggestion boxes, email, a telephone hotline;
- stipulated timeframes to respond to grievances;
- A register to record and track the timely resolution of grievances;
- A responsible department to receive, record and track the resolution of grievances.

The Supervision firm's safeguards staff will monitor the contractors' recording and resolution of grievances and report these to the project in their monthly progress reports. The process will be monitored by the PIU Social Safeguards Specialist and the Project Coordinator.

## 8.7 World Bank's Grievance Redress Service

The Grievance Redress Service (GRS) is an avenue for individuals and communities to submit complaints directly to the World Bank if they believe that a World Bank-supported project has or is likely to have adverse effects on them and their community, or their environment. The GRS enhances the World Bank's responsiveness and accountability to project-affected communities by ensuring that grievances are promptly reviewed and addressed. Any individual or community who believes that a World Bank-financed project has or is likely to, adversely affect them can submit a complaint.

The GRS considers a complaint admissible when:

- the complaint relates to a World Bank-supported project that is under preparation, active, or has been closed for less than 15 months;
- the complaint is submitted by individuals or communities affected by a World Bank-supported project or by their authorized representative; and
- the complainant(s) allege that they have been or will be affected by the World Bank-supported project.

Complaints must be in writing and addressed to the GRS. They can be sent by the following methods:

- online, access the online form
- by email to [grievances@worldbank.org](mailto:grievances@worldbank.org)
- by letter or by hand delivery to the World Bank Headquarters in Washington D.C., United States or any World Bank Country Office – print and use this form (DOCX)

Information to include in a complaint: Complaints must:

- identify the project subject of the complaint
- clearly state the project's adverse impact(s)

- identify the individual(s) submitting the complaint
- specify if the complaint is submitted by a representative of the person(s) or community affected by the project
- if the complaint is submitted by a representative, include the name, signature, contact details, and written proof of authority of the representative.

Supporting evidence is not necessary but may be helpful in reviewing and resolving the complaint. The complaint may also include suggestions on how the individuals believe the complaint could be resolved. All complaints will be treated as confidential. The GRS will not disclose any personal data that may reveal the identity of complainants without their consent.

## 9.0 MONITORING AND REPORTING



*Akoban ("War  
born"): Vigilance,  
Wariness*

This section describes the monitoring and reporting framework for the implementation of the SEP. It prioritises elements that must be in place during the execution of the SEP and prior to project implementation. It outlines project preparatory documentation with relevance to stakeholder consultation and engagement required for effective implementation of the project.

The SEP is a live document and will be periodically revised and updated as necessary during project implementation. Major changes to project activities and to the schedule will be duly reflected in the SEP.

### 9.1 Monitoring Framework

It is important to monitor stakeholder engagement to ensure that consultations and disclosure efforts are effective and that stakeholders have been meaningfully consulted throughout the process. A set of specific Key Performance Indicators (KPIs) will be monitored by the project on a regular basis in relation to the engagement measures proposed in this SEP. Monitoring will include:

- Auditing implementation of the Stakeholder Engagement Plan (SEP) following good international practice and methodologies
- Monitoring formal and informal consultation activities conducted with communities and government authorities; and
- Monitoring the effectiveness of the engagement processes in managing impacts and expectations by tracking feedback received from engagement activities and recording and tracking commitments made to stakeholders.

Activities during the execution of the SEP will involve preparing project plans, documents, and the recruitment of specialists. Monitoring at this stage, prior to the project implementation, will involve collaborating with stakeholders to ensure that these activities are implemented according to plan. Monitoring will be both formal and informal. As structures are being developed and stakeholders are coming on board, a lot of the feedback will be informal, through diverse channels. The project team will work to capture and address all such concerns.

Formal monitoring of the SEP will involve tracking feedback from stakeholders using both the GRM complaint forms (Annex 3) and workshop evaluation forms (see Annex 6). These tools will help to assess the effectiveness of the engagement process and help identify and address problems early.

The project will ensure that all monitoring visits are collaboratively done with the stakeholders. In addition to the tools listed above, feedback will be sought in an open forum that will be organised at the end of every monitoring visit. This will ensure that people's apprehensions are openly expressed and addressed. Monitoring visits will be organised quarterly; however, in situations where the project receives a complaint either formally via the GRM complaint form or informally through a project staff, where the complaint is of such a magnitude that it could negatively impact implementation, the WACA ResIP II project team will initiate a joint monitoring visit to the project site.

Table 4 outlines specific SEP indicators relating to E&S assessments, stakeholder engagement, personnel, Environmental and Social Management Systems, Grievance Redress Mechanisms, and Monitoring and

Communication. The WACA ResIP II project will recruit specific expertise who will be responsible for tracking and reporting the SEP indicators. Complementing monitoring by the project, the Ghana WACA Civil Society Platform will monitor aspects of SEP implementation thus providing for an independent perspective on the project's performance and triangulation of information.

**Table 4. SEP Indicators**

Goals	Indicators
Stakeholder Engagements	<ul style="list-style-type: none"> <li>• Number of stakeholders consulted, disaggregated by the type of stakeholder.</li> <li>• Number of Stakeholder workshops or meetings organised.</li> <li>• Number of press materials published/broadcasted in the local, regional, and national media relating to stakeholder engagements.</li> <li>• Number of participants attending stakeholder consultations, disaggregated by sex and stakeholder group.</li> <li>• Proportion of stakeholder groups identified in the SEP who have been engaged by the project.</li> <li>• Number of stakeholder engagement feedback assessments/evaluations carried out.</li> <li>• Proportion of stakeholder concerns addressed and communicated to them.</li> </ul>
Grievance Redress Mechanism	<ul style="list-style-type: none"> <li>• Development and operationalization of a Grievance Redress Mechanism, disaggregated by level (community, contractor, WACA ResIP). <ul style="list-style-type: none"> <li>• Number of complaints received in a specific period,</li> <li>• Number of complaints resolved,</li> <li>• Number of complaints pending,</li> <li>• Number of cases referred to WACA ResIP II and/or MESTI</li> <li>• Number of complaints submitted by age and gender of complainant, and</li> <li>• Number of complaints submitted by contractor, if any.</li> </ul> </li> </ul>
Monitoring & Communication	<ul style="list-style-type: none"> <li>• Recruitment of a Monitoring and Evaluation Specialist.</li> <li>• Number of unique communication tools developed (Newsletters [electronic], Websites, Social Media Platforms, Flyers, Brochures, etc.).</li> <li>• Number of communication tools shared per type of communication tool, disaggregated by type (Newsletters, flyers, brochures, etc.).</li> <li>• Number of visitors to electronic media outlets (Websites, Social Media Platforms [YouTube, Facebook, Twitter, LinkedIn], etc.).</li> <li>• Number of documentaries made on the WACA ResIP II project as part of its stakeholder engagement activities.</li> <li>• Number of external platforms carrying advertisements on the WACA ResIP II project as part of its stakeholder engagement activities.</li> <li>• Number of times the Stakeholder Engagement List/Profile has been updated.</li> <li>• Recruitment of Communication Specialist</li> </ul>

## 9.2 Reporting Framework

The implementation of the SEP will be a collaborative effort between the stakeholders and the project implementation team, both before, during and after the implementation of the WACA ResIP II project. The project implementation team will establish a two-way flow of information where information flows from the project to the stakeholders and vice-versa.

The project implementation team will conduct mini evaluations to elicit participants' feedback on all workshops, conferences, and stakeholder engagements. The results of these analyses will feed into programme implementation strategies when necessary. The objective of stakeholder feedback will be targeted at project implementation improvement. See Annex 6 for a sample of the Evaluation Form.

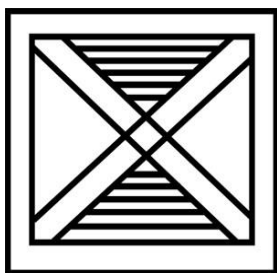
Feedback will also be collected from training workshops and analysed to improve future training. See Annex 7 for a sample of the Training Feedback Form. Reports from such feedback and evaluations will be shared internally and with relevant stakeholders based on their position in the influence-interest quadrant. Key stakeholders will be informed via formal project reports.

When the project addresses issues or concerns raised by stakeholders, this will be communicated directly to them. Communication or reporting to stakeholders will be guided by:

1. The kind of information to be shared, the medium and the frequency (see Table 4).
2. Progress of programme implementation. The project implementation team will communicate any changes to already agreed or publicised commitments or actions.
3. Making reports or information readily available in the most dominant local language, including using photos and diagrams to transmit messages.

In addition, the project implementation team will make monitoring results publicly available and will regularly report on the progress of the stakeholder engagements to all stakeholders.

## 10.0 MANAGEMENT FOR SEP IMPLEMENTATION



*Mframadan* (“Wind - resistant house”):  
Fortitude,  
preparedness

The implementation of the SEP will be integrated into the implementation of the different components of the project to ensure that stakeholders are engaged in all phases of the project. The section outlines the institutional arrangement, roles, responsibilities, and resources required for stakeholder engagement and the implementation of the SEP.

### 10.1 Institutional Arrangement

The institutional arrangement for the implementation of the SEP is as follows:

**Project Implementation Unit at MESTI:** The overall project management will be the responsibility of MESTI and a Project Implementation Unit (PIU) will be set up and operationalized within the MESTI. MESTI has prior experience in implementing World Bank-funded projects, including the Ghana

Sustainable Water and Land Management Project (SWLMP, P098538) with satisfactory performance. MESTI also supported the preparation of the Ghana Landscape Restoration and Small-Scale Mining Project (GLRSSM, P171933), a “substantial risks” project under the World Bank’s Environmental and Social Framework. MESTI is supporting the implementation of the SEP under the GLRSSM. Despite this experience, the expanded scope of the Environmental Social Framework (ESF) requires targeted training, monitoring and technical assistance to support the effective implementation of the project.

MESTI will recruit Social Development Specialist who will oversee the implementation of SEP and manage the grievance redress mechanism and all related social outreach and training activities. The project coordinator, other project team members (Environment Specialists, Monitoring and Evaluation Specialist, Communication Specialist etc.) and all contractors and consultants implementing project activities will also share some of the responsibilities in the SEP and in the GRM processes. The MESTI will appoint an independent Project Steering Committee that will have overall responsibility for project oversight and approval, and this will include activities on stakeholder engagement. Table 11 outlines the key roles and responsibilities of the key actors.

**Table 11. Roles and Responsibilities of Management and Key Actors in Stakeholder Engagement Planning and Implementation**

Position		Roles and Responsibilities	
Ministry of Environment, Science, Technology and Innovation (MESTI)	Project Steering Committee	Steering	Project Steering Committee will provide overall responsibility for approving project work plans and budget, and this will include stakeholder engagement.
	Project Implementation Unit (PIU)	Project Implementation Unit (PIU)	Ultimate responsibility and authority for engaging stakeholders and implementing the SEP
	Project Coordinator		
	PIU Social Development Specialist	Social Development Specialist	<ul style="list-style-type: none"> <li>Lead and provide technical guidance for the implementation of the SEP during project preparation and initial project implementation.</li> <li>Interface with stakeholders and respond to comments or questions about the project or consultation process.</li> <li>Provide contact information if stakeholders have questions or comments about the project or consultation process.</li> </ul>

Position	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>• Document any interactions with external stakeholders.</li> <li>• Maintain database and records for SEP</li> <li>• Coordinating public meetings, workshops, focus groups etc.</li> <li>• Makes sure the SEP is being adhered to and followed correctly.</li> <li>• Raise awareness of the SEP among project implementation unit, employees, contracted firms and relevant external stakeholders</li> <li>• Deliver information to stakeholders on the complaint mechanism and procedures of the SEP</li> </ul>
PIU Environment Specialists	Support stakeholder engagement and provide technical guidance for the implementation of the SEP during project preparation and initial project implementation.
Monitoring and Evaluation Specialist	Monitor the implementation of the SEP and support the development of reports.
Communications Specialist	<ul style="list-style-type: none"> <li>• Implement communication, outreach, and information product management strategies and provide technical support on communication in the implementation of the SEP.</li> <li>• Collaborate with the project implementation team to develop key messages and communication materials, including but not limited to flyers, leaflets, short documentaries and other visuals and brochures to engage with and educate identified stakeholder groups.</li> <li>• Provide lead roles in developing and delivering outreach and education campaigns for stakeholders.</li> </ul>

## 10.2 SEP Implementation Budget

Funding for the SEP implementation will be included as part of the project cost under component 4. The stakeholder engagement activities in the SEP cover a variety of issues, which may be part of other project documents, so it is possible that they might have also been budgeted in other plans. Table 12 summarizes key stakeholder engagement activities for better coordination and monitoring. Though figures are provisional, they are estimated based on current prevailing conditions and may change during actual implementation.

MESTI will review this plan on an annual basis to determine if any changes to stakeholder classification or engagement are required. If so, the plan will be updated, and the budget will be revised accordingly. This budget excludes the staff/personnel costs, which will be charged directly to the project.

**Table 12: Estimated SEP Budget**

Activity	Unit	Unit Cost	Quantity	Total
<b>Stakeholder Engagements</b>				<b>\$ 123,000.00</b>
Conference Package	Per participant	\$ 50.00	500	\$ 25,000.00
Logistics (Flip chart, notepads, pens, stickers, whiteboard markers, etc.)	Per engagement	\$ 100.00	10	\$ 1,000.00
Facilitator	Per day	\$ 400.00	30	\$ 12,000.00
Transportation for participants (Round trip - Accra Participants)	Per participant	\$ 50.00	300	\$ 15,000.00
Transportation for participants (Round trip - Participants outside Accra)	Per participant	\$ 200.00	200	\$ 40,000.00
Transport of Project staff	Lump sum			\$ 10,000.00
Accommodation	Per participant	\$ 150.00	200	\$ 30,000.00
<b>Communication Plan</b>				<b>\$ 131,000.00</b>
Printing of communication materials (Banners, factsheets, flyers, brochures, diaries, calendars, annual reports)	Lump sum/year	\$8,000.00	5	\$ 40,000.00
Produce and disseminate technical papers, opinion pieces, policy briefs, and letters to editors and policymakers on a range of issues within the 4 components	Lump sum/year	\$7,000.00	5	\$ 35,000.00
Capacity building workshop for principal and financial journalists within the sub-region	Per workshop	\$10,000.00	5	\$ 50,000.00
Development of Success stories - expert cost	Per Story	\$ 1,200.00	5	\$ 6,000.00
Development of Communication Policy	Lump sum			\$ 15,000.00
Advertisements				\$ 25,000.00
Brand Ambassadors				
Branded Media Outlets (Websites, Facebook, Twitter, YouTube, LinkedIn, Instagram)				\$ 10,000.00
Recruitment of a Communications Specialist				
<b>Grievance Redress Mechanism</b>				<b>\$ 68,000.00</b>
Information Communication and Technology				\$ 30,000.00
Other Operating Costs				\$ 10,000.00
Professional Services				\$ 20,000.00
Travels				\$ 8,000.00
<b>Monitoring and Reporting</b>				<b>\$ 25,000.00</b>
Annual reviews	Lump sum/year	\$ 4,000.00	5	\$ 20,000.00
Mini surveys	Lump sum/year	\$ 1,000.00	5	\$ 5,000.00
<b>TOTAL</b>				<b>\$347,000.00</b>

### 10.3 Citizen Engagement

Citizen engagement is at the core of project design. The project explicitly seeks to support meaningful engagement of people living in coastal communities and those who derive their livelihoods from natural resources and hotspots along the coast targeted for physical investments under the project. Citizen perception surveys will provide a quantitative assessment of citizen perceptions on environmental benefits, livelihoods aspects, and participation. Feedback obtained through consultations and focus groups will be used to inform implementation on an iterative basis while ensuring a response to feedback. Queries about the project will be responded to and complaints addressed efficiently and effectively through grievance redress mechanisms. The project aims to move beyond a model of citizen engagement that is focused on seeking inputs on project design and community buy-in, and instead employ an engagement model that is focused on integrating the priority needs of the coastal citizens into project activities while also defining the valuable, long-term roles for communities to play in sustainable coastal zone management. Social subprojects will underpin participatory planning processes to promote social inclusion, create local ownership, and foster trust and accountability. Civil society platforms piloted under the project may provide for community oversight on aspects of implementation and will be designed to systematize and sustain citizen engagement, so national Government counterparts can continue employing them beyond the life of the project.

#### 10.3.1 Ghana WACA Civil Society Platform

**Background.** At the onset, the WACA Program has recognized the important roles CSOs can and should play in the WACA implementation process and CSOs have been involved in all project discussions during project feasibility stages as well as during WBG Pre-Appraisal meetings and discussions. The Program pre-appraisal discussions also recognized the need to set up a CSO platform akin to other existing natural resources governance platforms such as the Civil Society Platform on Oil and Gas (CSPOG), Ghana Extractive Industry Transparency Initiative (GhEITI) and Public Interest Accountability Committee (PIAC).

**Objective and principles.** The project will support the establishment of a two-tier citizen platform: i) a national level CSO platform which will be represented in the WACA ResIP II SC and TC; and ii) a sub-national level community platform. The platform objective is to ensure project interventions are consistent with adaptation goals of communities, strengthen citizen voice in decision making, and strengthen linkages between local and national level policy goals around sustainable blue practices.

The Ghana WACA CSO Platform governance structure thrives on the EITI principles. The EITI principles in part emphasizes the seamless participation and tripartite representation. This comprise of Government, Civil Society and Industry in decision-making or management options or choices. Reference is made to consensus-building as the preferred approach and a tool for decision-making.

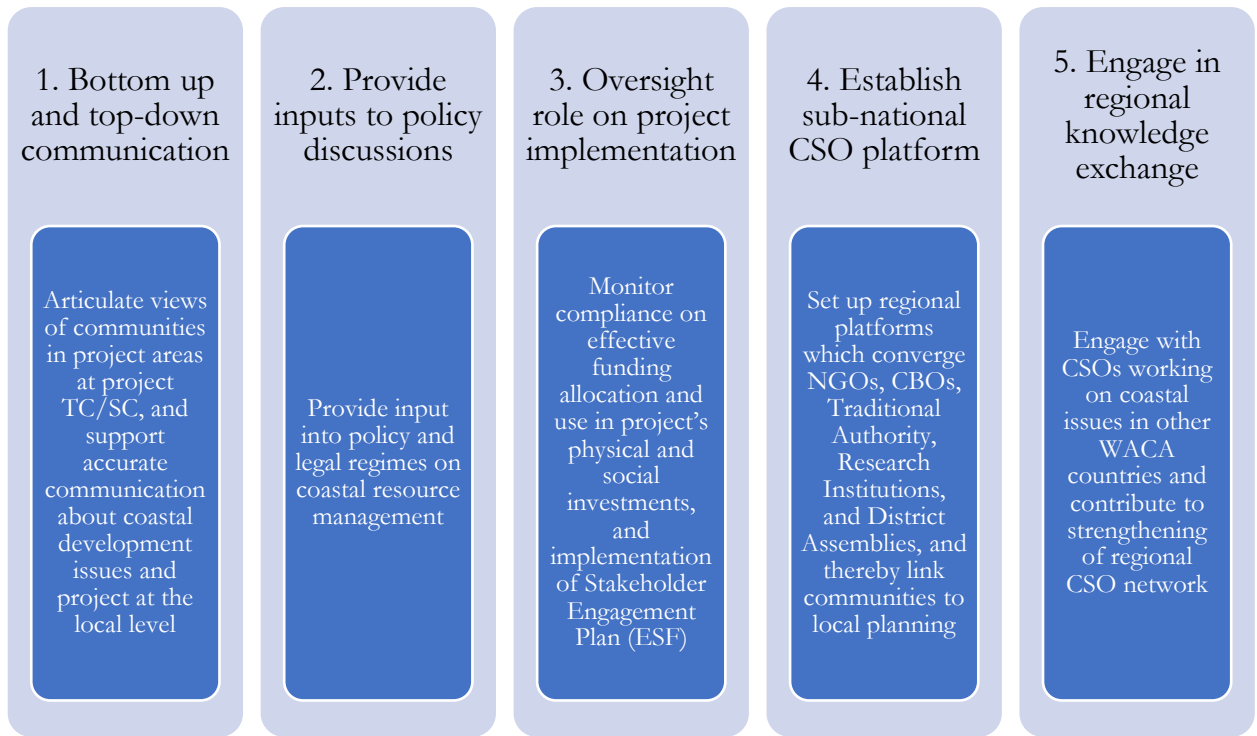


Figure 10. The objectives of the Ghana WACA CSO platform

*Envisaged Structure:*

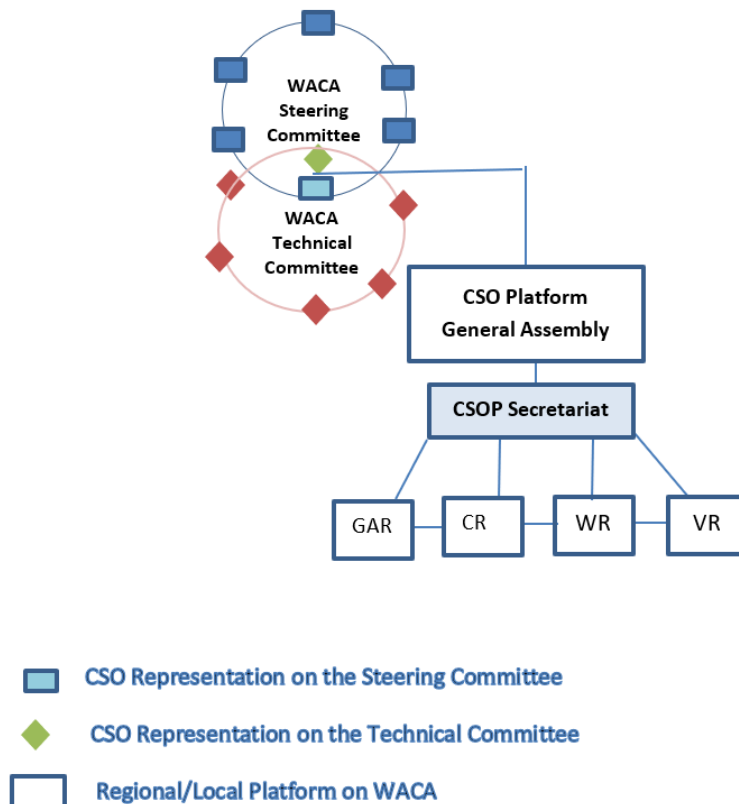


Figure 11. The envisaged structure of the Ghana WACA CSO platform

**General Assembly:** consist of identified CSOs working in the coastal sector of Ghana, as demonstrated by participation during the WBG project appraisal meeting. The platform will be the highest decision-making body of CSO under WACA and decisions will be reflected in communications by the CSO representatives on the WACA Steering and Technical Committee.

**Secretariat:** An organization within the CSO's fraternity acting as the institutional interphase or host for the platform will provide support for the WACA CSO Platform and CSO projects' implementation. However, the decisions of the General Assembly shall govern when it comes to project execution and not the host institution. The platform will have a fully functional Secretariat to provide administrative and other support services to the WACA CSO platform and its activities. The Secretariat will be headed by a Coordinator with support from the host organization. The coordinator will serve as the Secretary to the Platform and the General Assembly.

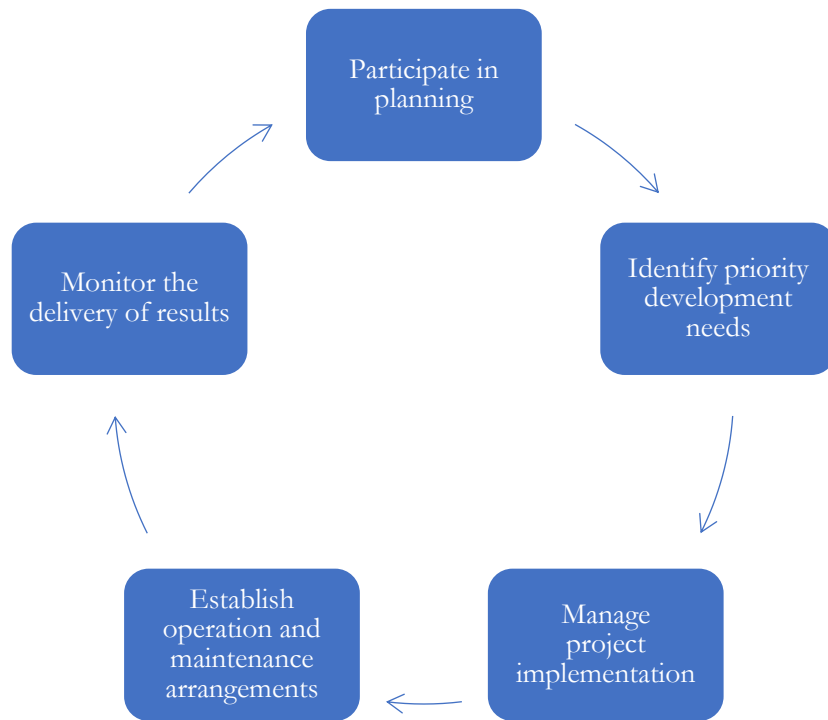
The Secretariat will interphase with sub-national level platforms at the regional levels where identified institutions (such as NGOs, Community Based Organizations (CBOs), Traditional Authority, Research Institutions, and District Assemblies, etc.) will freely participate and bring up issues relative to coastal management for discussions which will be analyzed and collated to higher levels of the WACA implementation arrangements. This regional/local platform will also be a channel for information sharing on WACA. The diagram below depicts the levels of involvement and engagement of the proposed CSO Platform.

### 10.3.2 Community driven social subprojects

The project emphasizes communities as active agents of change rather than passive recipients. Social subprojects will be designed and implemented utilizing a CDD approach whereby communities most affected by development decisions, with their local knowledge and potential for collective action, are supported with opportunities and resources to determine and realize their priorities.

Social subprojects will be implemented to spur job growth and provide opportunities for livelihood diversification, increase the adoption of community-led resource management schemes, and strengthen the role of women in the management of coastal resources. These subprojects will emphasize community control over planning decisions based on the principles of community-driven development (CDD), i.e., enhancing transparency, encouraging participation, localizing accountability, building local capacity, and enhancing equity.

Community participation will be embedded across all stages of the subproject cycle, from community participation in subproject identification, planning and implementation management to operations and maintenance (O&M) arrangements as appropriate. The identification of social sub-projects, including targeted communities at project sites, will take place during the first year of project implementation. An operations toolkit for designing, implementing, and monitoring social subprojects will be developed.



**Figure 12. The subproject cycle**

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## ANNEXES

### Annex 1: List of Attendees of Previous Stakeholder Engagement Meetings

No	NAME OF NOMINEE	INSTITUTION
1.	Cynthia Asare Bediako	Ministry of Environment, Science, Technology and Innovation
2.	Peter Dery	Ministry of Environment, Science, Technology and Innovation
3.	Freda Atsem	Ministry of Environment, Science, Technology and Innovation
4.	Mohammed Gyimah	Ministry of Environment, Science, Technology and Innovation
5.	Emelyne Wright Hanson	Ministry of Environment, Science, Technology and Innovation
6.	Gloria Holm-Graves	Ministry of Environment, Science, Technology and Innovation
7.	Wilfred Edem Dennis	Ministry of Environment, Science, Technology and Innovation
8.	Monsuru Salim	Ministry of Environment, Science, Technology and Innovation
9.	Juliet Nortey	Ministry of Environment, Science, Technology and Innovation
10.	Frank Vanlare	Ministry of Environment, Science, Technology and Innovation
11.	Vanessa Ackom- Mensah	Ministry of Environment, Science, Technology and Innovation
12.	Nii Okai Okine	Ministry of Environment, Science, Technology and Innovation
13.	Jedidia Laye Adzei	Ministry of Environment, Science, Technology and Innovation
14.	Justice Odoi	World Bank
15.	Maged Mahmoud Hamed	World Bank
16.	Sajid Anwar	World Bank
17.	Sanjay Srivastava	World Bank
18.	Prince Ofori Boateng	World Bank
19.	Samuel Lamptey	World Bank
20.	Charity B. Portuphy	World Bank
21.	Roger Forson	World Bank
22.	Jewel Kudjawu	EPA
23.	Peace Dziejzom Gbeckor-Kove	EPA
24.	Geoffrey D. Tamakloe	Ministry of Tourism, Arts and Culture
25.	Winfred Nelson	National Development Planning Commission
26.	Richard Sedafor	Invest International
27.	Michael Obeng Konadu	Coastal Development Authority
28.	Ken Kinney	The Development Institute
29.	Dickson Agyeman	Forestry Commission
30.	Ernest Kusi- Duah	National Disaster Management Organization
31.	Gordon Sarfo Adu	Forestry Commission
32.	Daniel Nsawah	Ministry of Land and Natural Resources
33.	Kofi Agbogbah	Hen Mpoano
34.	Amenuveve A. Adrakpanya	Ministry of Gender, Children and Social Protection
35.	Esther Akua Gyamfi	National Council on Persons with Disability
36.	Irene Asamoah	National Council on Persons with Disability
37.	Hon. Samuel Dotse	Keta Municipal Assembly
38.	Celestina Deku	Land Use and Spatial Planning Authority

### Annex 2: Stakeholders Interviewed

#### List of Community Engagement Respondents in the Greater Accra Region

Location	Category of Respondents/ Location	Name	Sex	Position in the Community
Kokrobite	Assembly member	Rockson Allotey	Male	Assemblyman
	Opinion Leaders	Nii Adotei Akwei (IV)	Male	Chief Fisherman
		Nii Saka Addo	Male	Ass. Chief Fisherman
		Supi Kojo (III)	Male	Clan Head
		Odoolai Odoi	Male	
		Akweite Ahene	Male	
		Rebecca Obrigya	Female	
	Canoe Owners	Elisabeth Aboyaano	Female	
		Daniel Odaakoi Lamptey	Male	
		Onolai Lartey	Male	
		Joshua Barno	Male	
		John Amanor	Male	
		Daniel Akaa	Male	
	Fish Mongers	Benjamin Ackaah	Male	
		Omahene Ansah	Female	
		Rebecca Obrigya	Female	
Auntie Vida		Female		
Elizabeth Aboyaano	Female			
Tsokome	Assembly Members	Bright Abayatey	Male	Assemblyman
	Opinion Leaders	Nii Tetteh Adamah	Male	Chief Fisherman
		Ebenezer Lankwei Aryee	Male	
	Youth Groups	Consider Hunya	Male	
		Gideon Hunya	Male	
		Terry Defor	Male	
	Fish Mongers	Daaviga Patience Vinyo	Female	
		Divine Agbenyo	Male	
		Mary Agbamepey	Female	
		Mary Dedzo	Female	
		Cecilia Sekyi	Female	
		Vida Suso	Female	
		Dangoe Dogbakye	Female	
		Gladys Abayatey	Female	
		Elizabeth Abayatey	Female	
		Rebecca Abbey	Female	
Petty Traders	Naomi Agbashie	Female		
	Elizabeth Glakpe	Female		
	Moses Agbolomey	Male		
Sarah Abbey	Female			
Gbegbeyese	Assembly member	Charles Owusu Afriyie	Male	
	Youth Groups	Ernestina Debrah	Female	
		Johnson Ahorlu	Male	
		Richard Korankye	Male	
	Petty traders	Isha Donkor	Female	
		Fatima Abovor	Female	
		Regina Lamptey	Female	
Augustina Otoo		Female		

Location	Category of Respondents/ Location	Name	Sex	Position in the Community	
		Daavi	Female		
		Faustina Frimpomaa	Female		
	Fish Mongers	Regina Otoo	Female		
		Gertrude Quaye	Female		
		Mary Aryee	Female		
		Bridget Mensah	Female		
Chemuena	Opinion Leaders	Nii Gbortsui	Male	Chief Fisherman	
		Teik Armah	Male		
		Lumor Tetteh Armh	Male		
Old Fadama	Community members	Kwame Mensah	Male		
		Robert Kweku Takyi	Male		
Regina Osei		Female			
Korle Gonno		Canoe Owners	Nii Ashikwei	Male	
			Ishmael Akrong	Male	
			Emmanuel Appiah	Male	
		Nii Ablorh	Male		
		Atta Quaye	Male		
Shiabu	Assembly member	Hon. Jean-MacDaniel	Male	Assembly man	
	Unit Committee Members	Nathaniel Mensah	Male		
		Daniel Adjaye	Male		
		Elijah Otoo	Male		
	Community members	Naa Shasha	Female		
		Goeogina Nuunu	Female		
		Kwame Otu	Male		
		Anatu Tswei	Male		
		Frank Nii Baah	Male		
	Ablekuma West	Priscilla Lomotey	Female		
	Ablekuma South	Bernice Akosua	Female	Community Development Planning officer	
		Mrs Angela S. Tahiru	Female	District Cleaning Officer	

**List of Community Engagement Respondents in the Volta Region**

Location	Category of Respondents/ Location	Name	Position in the Community	Gender
Vodza	Opinion leader	Victor Dzokoto	Spokesperson to Chief Fisherman	Male
	Fisherman	David Tagbor		Male
Afiadenyigba	Opinion leader	Torgbui Kadzahlo IV	Chief	Male
		Hon. Ametsimey Ameteme	Assemblyman	Male
		Hon. Kekeli Nunekpeku	Assemblyman	Male
	Fisherman	Kwame Gomado		Male
		Fo Deka		Male
Kedzi-Havedzi	Assembly member	Hon. Raphael Normegbor	Assembly man	Male
	Unit Committee Member	Edem Cudjoe		Male
Keta	Forestry Commission	Lawrence Tetteh-Ocloo	Head of Wildlife Division, Keta	Male
		Hope Honu		Male
		Francis Osekre		Male
		Seth Mensah		Male
	North Anlo Traditional area	Wilson Bonuedi	Presiding member	Male
Dzeluko		Hon Ruby Adukpo	Assemblywoman	Female

**List of Institutions Consulted**

Name of Institution	Name of Contact	Date
<b>Ministries, Departments, and Agencies (MDAs)</b>		
Forestry Commission (FC)	Dickson Agyeman	22-Mar-22
Land Use and Spatial Planning Authority (LUSPA)	Celestina Deku	22-Mar-22
Ministry of Environment, Science Technology and Innovation	Peter Dery	22-Mar-22
Ministry of Environment, Science Technology and Innovation	Frank Van Lare	22-Mar-22
Ministry of Environment, Science Technology and Innovation	Freda Atsem	22-Mar-22
National Development Planning Commission (NDPC)	Dr Winfred Nelson	23-Mar-22
Environmental Protection Agency	Peace Dziedzom Gbeckor-Kove	23-Mar-22
The Coastal Development Authority (CODA)	Michael Obeng Konadu	23-Mar-22
Lands Commission (LC)	Jones ofori-Boadu	23-Mar-22
National Disaster Management Organization (NADMO)	Ernest Kusi-Duah	24-Mar-22
National Council for Persons with Disabilities (NCPD)	Esther Akua Gyamfi	24-Mar-22
National Council for Persons with Disabilities (NCPD)	Irene Asamoah	24-Mar-22
Petroleum Commission (PC)	Kweku Boateng	24-Mar-22
Ministry of Fisheries and Aquaculture Development (MoFAD)	Doris Yeboah	25-Mar-22
Fisheries Commission	Doris Yeboah	25-Mar-22
Ministry of Lands and Natural Resources (MLNR)	Daniel Nsowah	25-Mar-22
Ministry of Gender Children and Social Protection (MoGCSP)	Felix Logah	25-Mar-22
Ministry of Gender Children and Social Protection (MoGCSP)	Amenuveve Adrakpanya	25-Mar-22
GARID and Ministry of Works and Housing (MWH)	Romeo Adomah-Darteh	12-Apr-22
GARID and Ministry of Works and Housing (MWH)	Abdul-Rahim Abdulai	23-Apr-22
<b>Metropolitan, Municipal, and District Assemblies (MMDAs)</b>		
Keta Municipal Assembly	Hon Samuel Dotse	22-Mar-22
Ablekuma West Municipal Assembly	Priscilla Lomotey	22-Mar-22
<b>Associations/Community Society Organisations/Non-Governmental Organisations</b>		
Hen Mpoano (Our Coast)	Kofi Agbogah	22-Mar-22
Development Action Association (DAA)	Lydia Sasu	22-Mar-22
Invest International	Ing. Richard Sedafor	23-Mar-22
Central and Western Fishmongers Improvement Association (CEFEWIA)	Victoria Koomson	23-Mar-22

Name of Institution	Name of Contact	Date
Central and Western Fishmongers Improvement Association (CEFEWIA)	Nicholas Smith	23-Mar-22
Development Institute (DI)	Ken Kinney	24-Mar-22
Voice Ghana (Keta, Ho)	Francis Ansong	25-Mar-22
National Fisheries Association of Ghana (NAFAG)	Daniel Yaw Owusu	30-Mar-22
Ghana Federation of Disability Organisations	Rita Kusi Kyeremaa	30-Mar-22
Ghana Federation of Disability Organisations	Moses Fordjour	30-Mar-22
Ghana National Association of the Deaf	Juventus Duorinaah	30-Mar-22
Ghana National Association of the Deaf	George Pinto	30-Mar-22
Inclusion Ghana	Auberon Jeleel Odoom	30-Mar-22
Centre for Coastal Management, University of Cape Coast	Precious Mattah	08-Apr-22
National Premix Committee	Jacob Ageke	11-Apr-22
National Inland Canoe Fishermen Council	Jacob Ageke	11-Apr-22

Stakeholder Consultation Pictures









**Annex 3: Grievance Mechanism Complaint Form**

<b>1. Name of Person Raising Grievance:</b> <i>(information is optional and always treated as confidential)</i>				
Name:			Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female	
<b>Address or contact information for Person Raising Grievance:</b> <i>(information is optional and confidential)</i>				
E-mail:		Phone:	Address:	
<b>Location where grievance/problem occurred</b> (write in)				
<b>Category of Grievance:</b>				
<input type="checkbox"/> Environmental safeguards, social issues, including gender, labour, and resettlement	<input type="checkbox"/> Grievances regarding violations of policies, guidelines, and procedures	<input type="checkbox"/> Grievances regarding contract violations	<input type="checkbox"/> Grievances regarding the misuse of funds/lack of transparency, or other financial management concerns	<input type="checkbox"/> Grievances regarding abuse of power/intervention by project or government officials
<input type="checkbox"/> Grievances regarding Project staff performance	<input type="checkbox"/> Reports of force majeure	<input type="checkbox"/> Suggestions	<input type="checkbox"/> Appreciation	
<b>Brief Description of Grievance or Inquiry:</b> <i>(provide as much detail and facts as possible)</i>				
Please include any other information that you consider relevant, other matters or facts, including supporting documents:				
Do you request that identity be kept confidential? <input type="checkbox"/> Yes <input type="checkbox"/> No				
<b>2. Previous Efforts to Resolve the Complaint</b>				
<b>3. Information on Authorised Representative.</b>				
(If Authorised Representatives are not complainants themselves, their names will be disclosed as needed, to ensure transparency).				
Name	Positions/Organisations	Addresses	Contact numbers	E-mail addresses
Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female				
Please provide evidence of the authority to represent the complainant which must include the complainant's signature.				
Do you request that identity be kept confidential? <input type="checkbox"/> Yes <input type="checkbox"/> No				



**Annex 5: Grievance Screening and Investigation Sheet**

<b>GRIEVANCE SCREENING AND INVESTIGATION SHEET</b>	
GRIEVANT NAME	
GENDER	
LOCATION/ADDRESS	
GRIEVANCE SUMMARY	
WHO WAS INVOLVED? Provide names and titles. Include witnesses.	
WHEN DID IT OCCUR? Date and time	
WHERE DID IT OCCUR? Specific locations	
WHAT HAPPENED? Describe the event in detail. Also, describe any incidents giving rise to the grievance.	
WHY IS THIS A GRIEVANCE? List all policies, procedures, and guidelines violated in the event described.	
POTENTIAL IMPACT OF HUMAN WELBEING AND SAFTY	
POTENTIAL IMPACT ON PROJECT	
WHAT ADJUSTMENT IS REQUIRED? Describe what must be done to correct the situation / problem.	
ADDITIONAL COMMENTS Attach sheets, if needed.	

NAME SCREENING OFFICER	
DATE OF SCREENING	
GRIEVANCE CATEGORY (1,2,3,4)	
RISK RANKING (H,M,L)	
URGENCY RANKING	

## Annex 6: Evaluation Form

<b>EVENT EVALUATION FORM</b>			
<b>Event Information</b>			
<b>Event Title</b>		<b>Date</b>	
<b>Organiser</b>		<b>Time</b>	
<b>Location</b>		<b>Attendance</b>	
RATING SCALE: 1 = BELOW EXPECTATION    2 = SATISFACTORY    3 = AVERAGE    4 = GOOD    5 = EXCELLENT			
<b>CRITERIA</b>	<b>COMMENTS</b>		<b>RATING</b>
<b>Was The Event Successful?</b>			
<b>Rate Attendee Satisfaction</b>			
<b>Was The Planning Process Successful?</b>			
<b>Rate Effectiveness of Event Materials</b>			
<b>Rate Facilities &amp; Location</b>			
<b>Would You Recommend Holding this Event Again? Why / Why Not?</b>			
<b>What Improvements Should Be Made for Future Events?</b>			
<b>Additional Comments</b>			

## Annex 7: Training Feedback Form

<b>TRAINING FEEDBACK FORM</b>					
TITLE OF TRAINING	LOCATION		TRAINER		DATE
<i>Provide a Rating for each of the statements below by placing an "X" in the corresponding box.</i>					
	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEUTRAL</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>
The objectives of the training were defined well beforehand.					
Participation was encouraged throughout the training.					
The topics covered were relevant and informational.					
The materials and content were well chosen and helpful.					
The training will be helpful to my own work.					
The trainer was knowledgeable about the subject matter.					
The trainer was well prepared and thorough.					
The time allotted for the training was sufficient.					
The training location was well chosen.					
<b>ADDITIONAL COMMENTS</b>					