



REPORT ON

**TENTH (10th) CIVIL SOCIETY ANNUAL REVIEW FORUM ON THE
NATURAL RESOURCES AND ENVIRONMENT SECTOR & ANNUAL
GENERAL MEETING**



13TH – 14TH November 2019

Venue: AKNAC HOTEL, Accra

Funded by:



Contents

Foreword.....	Error! Bookmark not defined.
List of Acronyms and Abbreviations	5
1.0 Introduction	7
1.1 Background	7
1.2 Objectives.....	7
1.3 Participation	8
1.4 Facilitation.....	8
2.0 Meeting Proceedings of Day One	8
2.1 Opening Session	8
3.0 Plenary Presentations	11
3.1 Forestry and Wildlife Sub-Sector	11
3.2 Mining Sub-Sector	12
3.3 Oil and Gas Sub-Sector.....	13
3.4 Climate Change and Environment Sub-Sector	16
3.5 Land Sub-Sector	17
3.6 Fisheries Sub-Sector.....	19
3.7 Water and Sanitation Sub-Sector.....	21
The Media and Natural Resources and Environmental Governance.....	22
3.8 Open Discussions	23
3.8.1 Key Issues Raised from Open Discussions.....	23
3.9 Group Work/Discussion on Actions Points	25
3.10 Key Recommendations	25
4.0 The Communique.....	28
5.0 Day 2 Proceedings on AGM.....	29
5.1 Opening Session	29

5.2 Discussion and Adoption of Kasa Strategic Policy Manuals.....	30
5.3 Nomination of members for Steering Committee	32
5.4 Review and Adoption of the Kasa Constitution	31
6.0 Appendix	33
6.1 Appendix 1	33
6.2 Appendix 2	36
6.2 Appendix 3	41

List of Acronyms and Abbreviations

CEA	Country Environmental Analysis
CC	Climate Change
CICOL	Civil Society Coalition on Land
CREMAs	Community Resource Management Areas
CS	Civil Society
CSOs	Civil Society Organizations
DA	District Assembly
DANIDA	Danish International Development Agency
EHSD	Environmental Health and Sanitation Department
EIA	Environmental Impact Assessment
EITI	Extractive Industries Transparency Initiative
ESIA	Environmental and Social Impact Assessment
FIA	Fisheries Impact Assessment
FLEGT	Forest Law Enforcement and Governance Treaty
FoN	Friends of the Nation
GCRN	Ghana Community Radio Network
GDP	Gross Domestic Production
GoG	Government of Ghana
GWCL	Ghana Water Company Limited

IGF	Internal Generated Fund
LUPMP	Land Use Planning and Management Programme
MC	Minerals Commission
MEST	Ministry of Environment Science and Technology
MMDAs	Metropolitan, Municipal and District Assemblies
MOFA	Ministry of Food and Agriculture
MPA	Marine Protected Areas
NGOs	Non-governmental Organizations
NRE	Natural Resources and Environment
NREG	Natural Resource and Environmental Governance
PIAC	Public Interest Accountability Committee
SADA	Savannah Accelerated Development Programme
SNV	Netherlands Development Organization
STAR	Strengthening Transparency, Accountability and Responsiveness
TUC	Timber Utilization Certificate
VPA	Voluntary Partnership Agreement

1.0 Introduction

1.1 Background

Kasa is a civil society support mechanism aimed at promoting evidence-based research and advocacy in the Natural Resource and Environment sector. The Kasa mechanism was necessitated by the fact that, even though Ghana is endowed with natural resources, the country's economic model continues to increase her dependence on her natural wealth. This has placed premium on resource extraction associated with increased environmental cost that exacerbates poverty among the people, which if not addressed by the state could create a situation where the cost would outweigh the benefits.

The Kasa initiative started in August 2008 as a two year pilot to build capacity of civil society networks, coalitions and media groups to effectively engage with government and pursue concerted advocacy agenda aimed at poverty reduction. It was funded by the Royal Netherlands Embassy, with contributions from CARE, ICCO and SNV. When the Kasa pilot phase ended in October 2010, one observation about its performance by the Project Evaluation Team, was the appreciation of the added value for CSO coordinated engagements on NRE issues. The Team therefore recommended that Kasa should be supported to continue beyond the pilot phase. To this end, ICCO, DANIDA and CARE-Denmark have committed resources to maintain the Kasa Secretariat to facilitate some key activities including: NRE CSOs capacity strengthening and the organization of the Civil Society Annual NRE Sector Review forums on an annual basis.

Since that time, Kasa has continued to build the capacity of its member coalitions to for effective delivery of engaging government and pursuing a concerted advocacy agenda in the NRE sector.

This year, the 10th CSOs Annual NRE Sector Review and the 2019 Annual General Meeting (AGM) took place in Accra on Wednesday 13th and Thursday, 14th, November, 2019, respectively. It was on the theme for this year's annual review was: "Sustainable natural resource exploitation in Ghana: the role of CSOs." The focus was on outlining critical NRE issues that needs priority attention and action by sector agencies, duty bearers and concerned stakeholders. While the focus of the AGM was to receive updates on the status of Kasa and nominate new Executives to steer the affairs of the Network.

1.2 Objectives

- Review the sectors performance noting any achievements, gaps and challenges;
- Review the extent to which concerns and issues raised by CSOs in the previous review have been addressed by government and its agencies;
- Make recommendations and identifying priority areas for action for the coming year; and
- Issue communique highlighting the key issues and recommendations for the needed government actions in the coming year.

1.3 Participation

Civil society coalitions representing the seven key areas of the natural resources sector and some media personnel participated in the 10th Annual Review. A selected number of government institutions like Forestry Commission and Environmental Protection Agency participated in the Review. Representatives of the following coalitions representing the seven core areas of NRE areas and the media participated in the Review meeting:

1. Forest Watch Ghana
2. CSO's Coalition on Mining
3. CSOs Working Group on Climate Change and Environment
4. CONIWAS
5. Fisheries Alliance
6. CSOs' Platform on Oil and Gas
7. CICOL and
8. The Media

1.4 Facilitation

The meeting was facilitated by Mr. Ben Athur, a Private Consultant in Accra.

2.0 Meeting Proceedings of Day One

2.1 Opening Session

The review meeting began with an opening prayer by Mr. Samuel Obiri. This was followed by the ushering of the members of the high table made up of the two Co Chairs, Dr. Daniel Tenkorang of the University of Cape Coast, Development Studies Department and Prof. Chris Gordon. Of the University of Ghana.

Mrs. Hannah Owusu-Koranteng Chairperson of Kasa Steering Committee. They were later joined by the Co-Chairman for the occasion

The facilitator called the meeting to order and asked participants to corporate to start the proceedings to a successful end. He then called on Mrs. Owusu-Koranteng to make her opening statement.

Excerpts of Kasa Chairperson's statement

Welcoming participants to the 10th CSO Annual review of the NRE sector, Mrs. Owusu-Koranteng, expressed her appreciation to members for their efforts to be part of the annual review sessions. She said the theme for this year's review Sustainable natural resource exploitation in Ghana: the role of CSOs," was significant. "Those of us from the CSO fraternity regard your commitment to the Kasa initiative as an expression of your desire to protect the environment in line with Article 41 (k) of the 1992 Constitution of the Republic of Ghana, which enjoins us to protect and safeguard the environment. We also see this charge as a demonstration to ensure sustainable development, which we yearn to achieve as a people," the Chairperson stated.

She said the country's economic model that places premium on resources extraction "is associated with increased environmental cost, which if not addressed by the state could create a situation where the cost would

outweigh the benefits.” To support her point, Mrs. Owusu-Koranteng cited the Ghana Market Overview Report, 2018, which indicates that gold, cocoa, petroleum, agriculture and individual remittances were major sources of foreign exchange with Gold accounting for (\$8.35B), Crude Petroleum (\$2.97B) and agriculture \$2.633B).

She was concerned about the impact of the exploitation on the environment and the fact that the state was only interested in the revenues being generated. “It seems the state is only interested in the revenues from the exploitation of these resources, but has not taken time to assess the costs associated with the exploitation of these resources from our pristine/physical environment and to society. For instance, chemical seepages especially cyanide from 1994 and 2011 by mining companies led to the contamination of major rivers as Anikoko, Angonabe, Bodwire Yaakye, Subri, Bonsa, Ankobra, Awonsu, Asuapre, Tano and Asuman.”

Mrs. Owusu-Koranteng further expressed concern that Ghana was losing her aquatic life forms as a result of mining. “Tributaries of major rivers such as Pra, Ankobra among others are traced to major mining companies’ sites in Ghana. Similarly the proliferation of illegal mining activities both large and small created similar effects on major rivers like Pra, Ankobra and Birim and other smaller rivers in the mining communities. Consequently, Ghana lost its aquatic organisms, which forms the protein source and livelihoods for many rural communities”

She lamented that as a people we do not seem to be learning the needed lessons: “It appears we have not learnt our lessons from the environmental, economic and social destruction associated with mining and the country continues to deprive our future generations the opportunities to have quality and fulfilled lives. Forest Reserves such as Ajenua Bepo, Tano Suraw, Bonsa North and South, Kubi and many others have been destroyed because of surface mining operations carried out by multinational mining and logging companies and large scale foreign controlled illegal operations.”

The Chairperson continued: “As we speak today, the country is seriously considering giving away Atewa forest reserve and similar ones for mining, disregarding the effects of such decisions on the landscape and water bodies. The Atewa Landscape of Ghana is the head source of the Ayensu, Densu and Birim rivers that supply water to over five million people in the country apart from the other ecological services that the protected forests provide.”

She said Ghana was one of many countries experiencing climatic changes and wondered if there was the political will to implement the many plans, strategies and policies to address the effects of the climatic changes on the country. Mrs. Owusu-Koranteng pointed out that government in its quest for development makes commitments, which affects the stability of Ghana’s Natural Resources. Therefore, CSOs have the responsibility of ensuring that government’s plans are aligned to sustainable development goals, which Ghana ascribes to.

Mrs. Owusu-Koranteng also highlighted some actions of government, saying they were important. These include government’s ratification of a number of conventions and protocols that ensure citizens’ rights of participation and for self-realisation and determination; protection of physical and social environment. But said there was the need for the nation to go further to domesticate best practices such as the Free Prior and Informed Consent, the Polluter Pays Principles, Freedom and Access to Information, which are cardinal principles that ensure good governance in natural resources.

She stated that as CSOs they seek greater collaboration with stakeholders and were hopeful that the outcomes of the 10th review meeting will ensure that “we utilise the natural capital that nature has given to us as a state, but more importantly preserve and conserve a larger portion for the generations that will come after us.”

Mrs. Owusu-Koranteng pledged the support of CSOs to commit to such a process that will enable the country achieve sustainable development and called on government to renew the review of the NRE sector in Ghana to

safeguard environmental accountability. She hoped the two-day annual review meeting on NRE will strengthen the engagement among stakeholders in the NRE sector.

On behalf of Kasa, the Chairperson expressed her appreciation to all partners, government agencies, the media and donors especially Care Ghana for supporting the noble objectives of the Kasa Initiative. (The detailed address is attached as an appendix).

Statement by Forestry Commission FC Representative

Brings greetings from the Commission to the gathering. The FC sees collaboration with CSOs as key to development in the forestry sector. We believe CSOs are our key partners so we must keep working together. If issues crop up we should work amicably to find solutions. We are ready to work with you and deepen the collaboration.

Statement by Yakubu Zakaria on behalf of Care Ghana

Zak of Care brought greetings to the meeting from Care Ghana and Care Denmark and said he appreciated the sustained efforts over 10 years to organize the annual review. He recalled that the maiden review took place in 2009 at Dodowa and there, it was resolved that all the various coalitions come together to look at the sector because they are linked. Zak said this was a better way to discuss all sector related local and international issues, adding that these engagements also help us to reflect on our goals.

He noted: “Kasa is a good platform to share information and have coordinated engagements. With evidence we collected, we were able to influence policy. This platform should be kept alive and assess the extent to which we are making impact.”

He touched on the National Climate change Action Plan, saying, “we should be interested in ensuring that actions are being implemented. We need to examine how government is ensuring the role out of the NDC process.” Zak said it was unfortunate that the country’s natural resources, are not well managed especially in the oil and gas sub-sector. He therefore urged CSOs “to start thinking about other tools to make impact on the nation,” adding that “this will require intense reflections in the various sub-sectors.”

He commended the Kasa Secretariat for holding the fort and ensuring that this 10th CSOs Annual Review took place.

Statement by Co-Chairman Prof. Chris Gordon

Each annual review session ends with the issuing of a Communique and adoption of a resolution. I think it is important that we start a new review session by reviewing the previous communiques and resolutions to see what came out of them. Many times we limit ourselves and place constraints on ourselves in ways that make it difficult for us to work. SDG 17 is on partnership and this platform is a way that we can say we are addressing this SDG. Therefore, Kasa should find a way of telling government what you are doing to help the nation. I now join you under the Climate Development and Knowledge Network (CDKN). It is a knowledge brokerage group aimed at translating information from the IPCC reports to make it accessible to policy makers and others.

3.0 Plenary Presentations

The second part of the first day was devoted to plenary presentations. The presenters provided highlights of each sub-sector from their perspectives, under various sub-headings. The sessions were followed by plenary discussions and question and answers.

3.1 Forestry and Wildlife Sub-Sector

Elvis Oppong Mensah delivered this presentation on behalf of Forest Watch, the coalition of forest related NGOs and CSOs. His presentation simply highlighted the sub-sector's achievements, challenges and policy recommendations.

Achievements

He said progress has been made in the implementation of the Voluntary Partnership Agreement (VPA) between Ghana and the European Union on trade in only legal timber under the Forest Law Enforcement, Governance and Trade (FLEGT) initiative. The progress are the conversion of extant leases/permits; passage of LI 2254 on transparency and thereby giving legal backing for the public to access information; conducting the Joint Assessment of the GhLAS in preparations towards the issuance of FLEGT Licence and the establishment of the CSIFM system to monitor illegal logging in Ghana. Additionally, progress has been on the tree tenure reforms; a ban has been placed on Rosewood harvesting and export; and the launch of the Cocoa Forest Initiative, which includes agreed commitments from Industry players in the Cocoa sector and government to halt deforestation.

Challenges

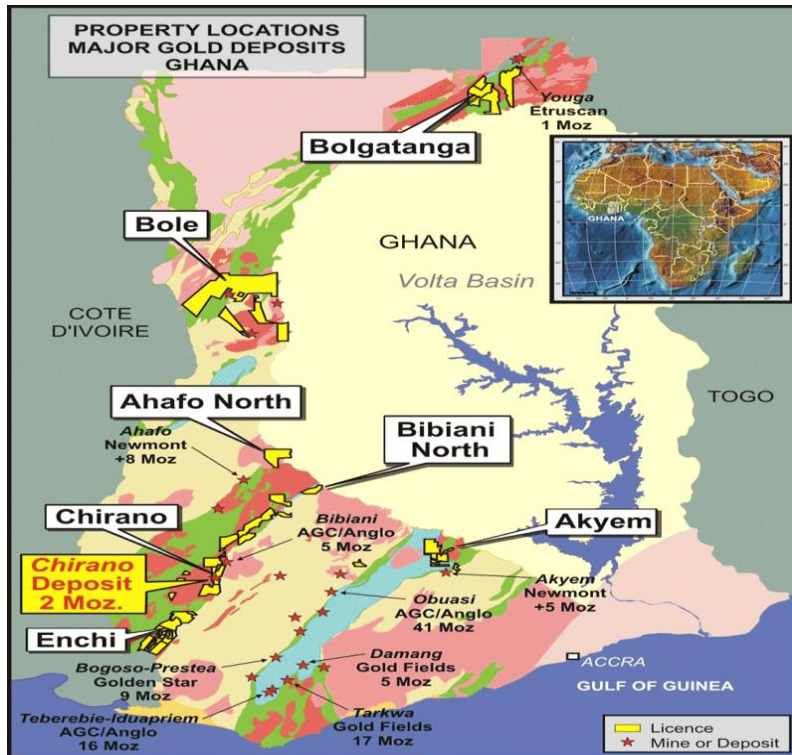
Mr. Mensah mentioned the challenges besetting the sub-sector as including the gradual conversion of the Kalakpa Nature Reserve from strict wildlife protected area to a logging hub for rosewood and ebony; conversion of Globally Significant Biodiversity Areas (GSBAs) to productive forest reserves; plans to mine bauxite in Tano Offin and Atewa Forest Reserves and increased deforestation rates due to illegal surface mining in forest reserves and expansion of cocoa farms. Others are the implications of illegal Rosewood exploitation on the image of the sub-sector sector; the slow pace in the tree tenure reform and the District Assemblies usage of timber royalties.

Policy recommendations

He also made a number of policy recommendations for consideration. These are the need to: develop guidelines to regulate the usage of timber royalties; investigate the gradual conversion of Kalakpa Nature Reserve from wildlife protected area to a logging hub for rosewood and ebony and bring the perpetrators to book, make public the findings of the committee setup to investigate illegal rosewood harvesting in the North as alleged by EIA USA; consolidate Ghana's forest laws and speed up legislation on CREMA. Mr. Mensah also recommended the need to: stop plans to open up Forest Reserves' for Bauxite mining; government should review Ghana's NDC forest component to address broader forest governance issues and encourage forest restoration not Green plantation.

3.2 Mining Sub-Sector

Dr. Obiri of WACAM delivered the presentation on behalf of the mining coalition. By way of introduction He said, geological assessment reports on the country's mineral resources, indicate that there are major gold deposits almost covering the entire country.



Map of Major Gold Deposits in Ghana

Dr. Obiri's presentation was also straightforward and touched on key challenges within the sub-sector, human rights abuse in the mining sub-sector, government response, interventions by CSOs working in the sub-sector and the way forward.

Key challenges within the sector

He said grouped the challenges in the mining sub-sector into three major issues. The first is mining and environmental pollution that are impacting on water, air, soil, aquatic life forms, health and livelihood of host communities. The second is mining in Forest Reserves, with the main challenge revolving around the granting of Forest entry permits and exploratory licenses to companies. The third is Bauxite mining and the main problems are the government's planned Bauxite Mining and the Sinohydro deal as well as mined forest reserves and its repercussions on sustainable environment including impact on water.

Human Rights Abuses in the Mining Sector

On human rights abuses in the mining sub-sector, Dr. Obiri stated that mining operations have been associated with violations that include: arbitrary arrest and detention of some suspects in private detention facilities of mining companies. There are also incidences in which community people who want to exercise their constitutional right to demonstrate against mining companies, have been threatened with arrests. He said specific

abuses noted are: the torture and assault of “galamsey” suspects through beatings and the use of guard dogs on suspects leading to deaths of these suspects; torture and criminalising community people seeking to protect their environment under the guise of controlling galamsey such as the case of the Ayanfuri community; and shooting of peaceful demonstrators by security agencies acting on behalf of mining companies, which resulted in death or maiming of a number of people.

Government Response

Dr. Obiri noted that government has responded to the situation by introducing some measures including the Community Mining Model to deal with upsurge in illegal ASM; development of the draft Guidelines regulate mining in Forest Reserves; the **MMIP** and the proposed Value Addition of Minerals and the Mining National Supply Development Programme. Others are the launch of the GHANA STEEL Development Company; the proposed Local Content Bill; and contracting SRK Consult to audit Ghana’s Bauxite Deposit.

Interventions by CSOs working in the Mining sector

Dr. Obiri said CSOs have been very active in the sub-sector and their interventions have been: the development of a sample mining bill to aid sector agencies in reviewing the current Minerals and Mining Act, Act 703 of 2006; contributing to the development of the ECOWAS Mining Code; assisting affected communities to institute legal actions against companies involved in rights violations; and inputting into the work of the committee reviewing the Minerals and Mining Act. Additionally, CSOs conducted community level education and sensitization of impacted communities on Free Prior and Informed Consent (FPIC) and Community Development Agreements; and supported impacted communities to efficiently negotiate compensation packages and other benefits.

Way Forward

For the way forward, Dr. Obiri proposed that CSOs engage government on domesticating protocols that will protect the environment and community health; and sensitize communities on the FPIC in order to build their capacity to exercise their right to self-determination. He further called for the strengthening of the Mining Working Group for members to be on the same page of understating the linkage in mining, sustainable development and community livelihoods in addition to engaging policy makers on mining in protected areas.

3.3 Oil and Gas Sub-Sector

Dr. Steve Mantaew presented the review report on behalf of the Civil Society Platform on Oil and Gas (CSPOG). He begun by stating that CSPOG continues to observe, analyse, and engage in developments around petroleum governance in Ghana. Therefore, his presentation touched on major developments in the oil and gas sector, and highlight key advocacy issues arising from the Platform’s work, which includes a corruption risk assessment undertaken in the sector, during the period under review.

Governance Framework

On governance framework, Dr. Mantaew said Ghana now has in place the full complement of policies, laws, regulations, and institutions to manage its petroleum resources. He however pointed out that there was some confusion around the implementation of the Gas Master Plan, which the current government inherited and

appears to have adopted, adding that there are currently, attempts to revise the E&P Act of 2016 at the instance of Aker, while, IAC, PIAC and MoF are pushing for the revision of the PRMA.

Industry Outlook

Touching on the industry outlook, Dr. Mantaew said currently there are three producing fields namely: Jubilee Operated by Tullow; TEN also operated by Tullow and OCTP / SGN operated by ENI. He said the prospective fields are DWT/CTP operated by Aker. He added that Aker submitted its POD on 28th March 2019, for the development and production of oil and gas in the Pecan Field. The Honorable Minister, based on the advice of the Petroleum Commission, referred to Aker Energy, a list of concerns to be addressed regarding the PoD. Dr. Mantaew said currently preparations are underway to undertake appraisals of the recently discovered Springfields prospective field.

Decommissioning of Saltpond Fields

Dr. Mantaew production ceased at the Saltpond Fields on 23rd December 2015 due to the field's inability to remain commercially viable. Therefore, following the recommendation of an inter-agency committee constituted to review the state of the Field, the sector Minister terminated the Saltpond Field Petroleum contract and ordered its decommissioning in accordance with industry best practices.

Open Contracting

On open contracting, Dr. Mantaew recalled that Ghana launched its first ever Licensing Bid Round in October 2018 and Six blocks were planned to be awarded. He explained that Three of the blocks were set aside for the Open Competitive bidding process, two were to be awarded through direct negotiations, and one solely for GNPC. Dr. Mantaew said the outcome of the bid round has been described as below expectation, with Deputy Minister for Energy in charge of petroleum, Mohammed Amin Adam attributing the low level of interest in the country's first ever bidding round to inadequate and low quality of data as well as the small sizes of the blocks on offer.

CSOs Perspectives on the Licensing Round

However, Dr. Mantaew said the CSOs-led Licensing Working Group coordinated by NRGi and GOGIG, and which monitored the licensing round for its compliance with international best practices, had a different view of what actually went wrong. He said the Working Group blames the Ministry's decision to undertake the pre-qualification for both the bid round and direct negotiations at the same time as reason for the seeming failure of the bid round and therefore, found the Minister's explanation self-indicting.

Beneficial Ownership Disclosure

He explained that beneficial ownership disclosure is a requirement of EITI, FATF (GIABA), and an OGP commitment and said the first major step towards compliance was to amend the Companies Act of 1963. Subsequently, the Companies Act has been replaced entirely and weaknesses in the amended Act, in respect of citizens' access to the BO Register, materiality threshold, and politically exposed persons, have been strengthened. Furthermore, templates for data capture have been developed and data collection is being piloted in the mining, oil and gas sectors, with full operation expected by mid-2020.

Voltaian Basin Project

Dr. Mantaew indicated that the Voltaian basin covers about 40% of the land area of Ghana with geographical coverage stretching from Northern, North East, Savanna, (formally part of Northern Region), Brong Ahafo, Bono-East, Ahafo, (formally part of Brong Ahafo), Ashanti, Eastern, to the Volta and Oti (formally part of the Volta) Regions. He said GNPC completed seismic operations in the basin on 13th February 2019 and the data is currently being processed and interpreted at the Contractor's processing centre in China. Meanwhile, the GNPC Geoscience team have finished interpreting the Northern lines and are currently integrating the geochemistry data which was acquired last year (2018) with the 2D seismic data.

GNPC

Dr. Mantaew also presented an overview of the GNPC saying it was established by statute, namely Ghana National Petroleum Corporation Act, 1983 P.N.D.C.L.64 and under the law its mandates are to: undertake the exploration, development, production and disposal of petroleum; promote the exploration and the orderly and planned development of the petroleum resources of the Republic; ensure that the Republic obtains the greatest possible benefits from the development of its petroleum resources; and obtain the effective transfer to the Republic of appropriate technology relating to petroleum operations. Its other mandates are to ensure the training of citizens and the development of national capabilities in all aspects of petroleum operations; and ensure that petroleum operations are conducted in such manner as to prevent adverse effects on the environment, resources and people of Ghana.

He noted that there are however concerns that GNPC is not focusing on its core mandates, but veering into extraneous areas under the guise of CSI; adding, "the worry is not just about the fact that the Corporation is undertaking CSIs, but the amounts being spent on these, when sometimes it is not able to respond to cash calls."

Revenue Management and Utilisation

Dr. Mantaew listed a number of issues regarding revenue management and utilization as including pricing of TEN Crude Oil, mis-lodgement of surface rentals and other revenues, treatment of unspent amounts, commingling, thin spread of the revenues, absence of legacy projects, shoddily executed projects and ghost projects.

Corruption Risk Assessment in EI Sector

He observed that though extractives are generally known to be prone to corruption, in Ghana, no deliberate attempt has yet been made to understand the nature and forms in which it manifests itself. For this reason, the anti-corruption efforts of the country have largely overlooked the specificity of the risks that are prevalent in the mining, oil and gas industries. He said the CSPOG therefore initiated a study of the situation aimed at providing a diagnostic view of the corruption risks in the country's extractive sector. Dr. Mantaew said the report provides anecdotal evidences and case studies to illustrate the forms and nature for corruption risks in the EI sector and gives an indication of the enabling factors, and pointers to what advocacy actions CSOs could take to help avert the risks. Consequently, CSPOG is working with its partners in Ghana's anti-corruption campaign, to fashion out a sector-specific anti-corruption initiative with the objective of pushing for legislative and institutional reforms to remove the identified potential enablers of corruption in the sector.

Conclusion and Suggestions for Reform / Advocacy Action

In his concluding remarks, Dr. Mantaew declared that though Ghana has in place the full complement of policies and laws for efficiently managing its petroleum resources, it is faced with some implementation challenges,

which have provoked discussions about possible revisions. He was of the view that “with three producing fields, and two prospective ones, currently at the appraisal / development phase, Ghana will soon arrive on the continental stage as one of the major oil producers, the country will face a serious challenge for democratic accountability,” and stressed that “we must resist the pressure to change our laws to suit particular companies.”

Dr. Mantaew opinioned that because crude oil prices are prone to market volatilities, it will be risky to depend substantially on oil revenues for financing the free SHS and suggested that funding for Free SHS should be diversified to guarantee its sustainability. According to him, evidence shows that CAPI gives Ghana the most returns in terms of revenues. The government should therefore endeavor to go beyond the minimum threshold established in the E&P Act to maximise revenues for the country. He urged the Ministry to invest a lot more in data to ensure successful future bid rounds based on the suggestion by the Deputy Minister of Energy, in charge of Petroleum that the low level of interest in Ghana’s first bidding round was as a result of poor quality of data.

Dr. Mantaew commended the government for putting in place a BOD framework within a very short time, but said, “There will be the need to build demand-side capacity to ensure that citizens are able to support government’s fight against corruption, especially in the EI sector.” He noted that while the Voltaian basin may hold some good prospects for Ghana’s search for more hydrocarbons, it also poses the greatest risk of resource-based conflict. Hence, issues of benefit sharing, environmental impacts, and expectation management should be addressed with all seriousness.

Dr. Mantaew called for a national dialogue “on the GNPC we want,” saying, “This should lead to a review of GNPC’s mandate and agreement on what measures to institute to insulate the Corporation from excessive political control.” And on revenue management and utilization, he observed: “we are certainly doing something right, by involving citizens through PIAC. What we haven’t yet achieved is accountability, which is so central to the name and mandate of PIAC.”

3.4 Climate Change and Environment Sub-Sector

According to the Presenter Mr Vincent Awortwe- Pratt for the Climate Change and Environment Coalition their goal is “to bring together the capacities of civic voices in the climate change and environment sub-sector in Ghana to promote equity, resilience, and sustainability in the Ghana.” To achieve this goal, the group proposed various measures such as to build a common platform for members to build their capacities, exchange ideas, and collaborate on issues in the sector; spearhead the advocacy for climate change and environment-wide policies in Ghana; work in collaboration with government and other partners, to mobilise and coordinate civic voices response to climate change impacts on rural communities in Ghana; and finally, mobilize resources to sustain the National Climate Change and Environment discourse as well as enhance resilience and wellbeing of rural communities.

Financing Ghana’s NDCs

The presenter noted that achieving the goals of the Paris Agreement requires shifting finance towards activities that implement and enhance intended nationally determined contributions (NDCs). He highlighted the current state of affairs regarding financing Ghana’s NDCs as exhibiting a lack of a transparent, enabling environment; while there is a low level of awareness of the NDCs among private sector investors; in addition to a lack of clearly defined strategies for engaging and incentivizing the private sector. Moreover, there is insufficient

evidence base for successful risk-informed NDC investments and a lack of data underpinning returns and impact over time to support recurring investments.

Ghana's National Adaptation Approach

On what approach to adopt for Ghana's National Adaptation, the group suggested that priority climate adaptation actions should be identified in the medium and long terms; called for the facilitation of institutional coordination around climate change adaptation; and an acceleration of mobilization of funds for climate change adaptation.

Recommendations for the future

The group made three made recommendations for the next steps into the future. It recommended the putting in place of regulatory instruments to back the establishment of a convening space to facilitate the process of identifying adaptation-related investment opportunities for the private sector. The group also called for economic instruments to aid the development of specific programmes of activities through the development of investment cases and packages for private sector participation in Adaptation Financing. Another recommendation related to information and data for DSS to support innovative financing approaches to Adaptation financing including making the unbankable bankable and mobilizing grants, equity, debt cancellation and guarantees.

3.5 Land Sub-Sector

Making the presentation on behalf of the Civil Society Coalition on Land (CICOL), Lillian Bruce said the group still remains a Coalition/Network of NGOs and CSOs interested in working and advocating equitable land tenure practices, rights, policies, governance, management and administration in Ghana. She said the Coalition, which has been in existence over a decade and is highly recognized in the CSOs, government and media spaces, is a research and advocacy based organization.

Mrs. Bruce said its objectives are to create a platform for collective voice for advocacy on land policies and practice; engage communities, government, development partners, CSOs and the public on critical land issues; enhance the capacity of member organizations to contribute to land administration reform in Ghana; and serve as a platform for learning and sharing among members and practitioners.

The Year in View

She mentioned several activities the coalition has undertaken in the year. These include reviewing the Gender Spousal Component of the Land Bill; tracking the development process of the Land Bill and noted its movement in and out of the Parliament; advocacy on the Guidelines for Large Scale Land Acquisition in Ashanti and the then Brong Ahafo regions; and undertaking anti-corruption campaigns. The group also built the capacity of the National and Regional Houses of Chiefs, Queen Mothers and communities on the Guidelines and the Land Bill; promoted the Advocacy and Legal Advisory Centre (ALAC) and engaged the media.

Lessons

CICOL also learnt a number of lessons through the activities implemented during the year under review. Mrs. Bruce said the group realized that there is the need to create more awareness on land related and natural resources policies, legal frame work and guidelines among traditional institutions and authorities at the national, regional

and district levels. Members also learnt that partnering with quasi- governmental institutions is key to success in advocacy and in creating effective collaboration with communities. They have further realized that production and dissemination of abridged versions of land related policies in addition to using social media interactive platforms for campaign are key in advocacy at the local levels.

Challenges

She indicated that the main challenges have been resource mobilization for the engagement with traditional authorities and undertaking media campaigns; lack of funding to produce more of the relevant policy documents and to sustain advocacy campaigns.

Way Forward

On the way forward, Mrs. Bruce called for the development of a comprehensive and collaborative advocacy strategy for the passage of relevant legislative instruments, particularly, the Land Bill into Act. She said there is the need to promote the Guidelines for the Large Scale Land Acquisitions and develop advocacy actions on women's land rights issues. Mrs. Bruce stated that the Coalition is working on a five-year national long-term engagement strategy on the Land sector.

Conclusion

In her concluding remarks, Mrs. Bruce urged stakeholders in the Land and other natural resources sub-sectors to adopt participatory approaches, which are multi-sectorial in addressing the key challenges in the NRM sector. She there is the need to develop champions and advocates to defend the social safety net clauses in the Land Bill and further called for the development of clear advocacy messages in IECs/ BCC to ensure that clauses that protect the legitimate rights of the vulnerable/women are maintained in the Bill.

3.6 Fisheries Sub-Sector

Importance of the Fisheries Sub-sector

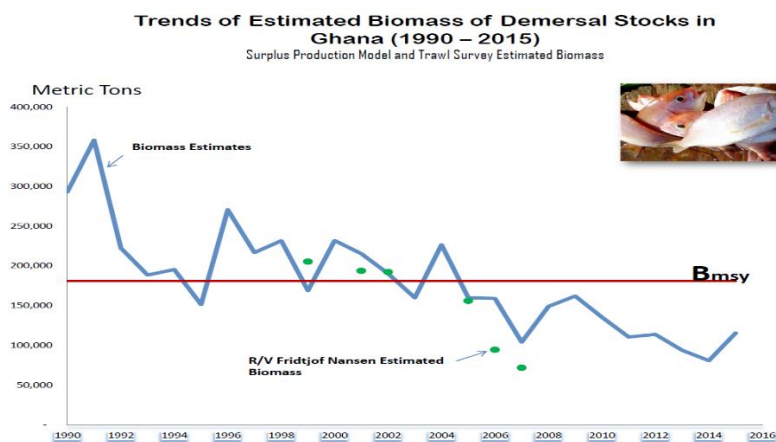
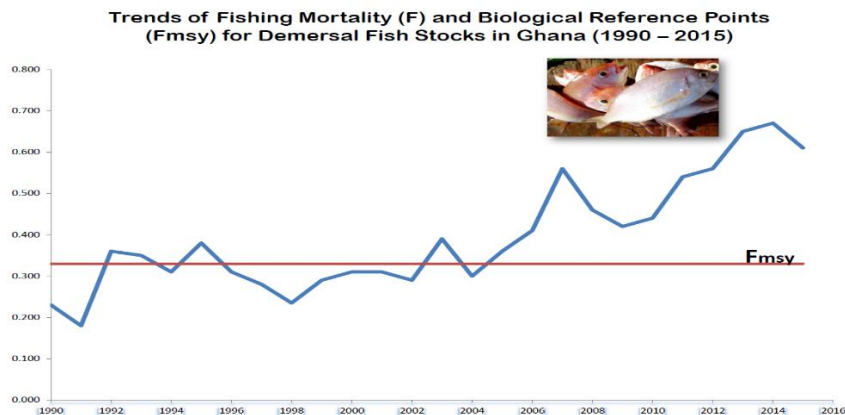
Kyei Kwadwo Yamoah delivered the presentation on behalf of the group. He said the fisheries sub-sector plays a key role in the country's economy as a major revenue generator contributing between 4.5 - ~1.5% to the gross domestic product (GDP), with a generated gross value of 254.4 million dollars annually, yielding over 1 billion dollars to the economy annually with an export value of over 100 million dollars annually. Mr. Yamoah added that fisheries provides employment to about 10% of the population offering over 200, 000 direct and indirect jobs and is a way of life in most coastal communities. Moreover, the sub-sector supports the nutritional requirement of the people with 60% of the protein needs, with an average consumption of fish product being 23 kg/cap. This compares with the world average consumption of 13 kg/cap.

Problems of the sector

The presenter said the sub-sector's problems are both manmade and environmental. He mentioned the manmade problems as including open access caused by over capacity as within a period of 20 years there have been 5000 to 12000 canoes involved in fishing. So, there is over fishing with average net increase and input of large canoes and foreign trawlers. Mr. Yamoah said these are in addition to inadequate enforcement leading to use of illegal methods of fishing and use of unacceptable gear such as small mesh, light fishing, SAiko, dynamite, chemicals. He also cited the lack of adequate infrastructure, which causes wasteful fishing practices leading to post harvest losses.

He indicated that the environmental problems are upwellings and unexpected interactions and the impact of climate change.

Mr. Yamoah used charts and images, to further highlight other happenings in the sub-sector.



SDG 14 Indicators Targets

The presenter indicated that the sub-sector is linked to the targets of SDG 14 and listed what this goal means for the sector as follows:

By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans

Indicator 14.2.1: Proportion of national exclusive economic zones managed using ecosystem-based approaches.

By 2020, effectively regulate harvesting and end over fishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics

Indicator 14.4.1: Proportion of fish stocks within biologically sustainable levels.

Indicator 14.6.1: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing

14. b. Provide access for small-scale artisanal fishers to marine resources and markets.

Indicator 14.b.1: Progress by countries in the degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries.

What is Being Done by Government

He went on to enumerate government's actions and inactions as including having in place the Fisheries Management plan (2015-2019), closed season for Trawlers, closed Season for Artisanal, on-going review of the fisheries laws and a weak enforcement of the laws and regulations.

Contribution of CSOs

Mr. Yamoah outlined the various ways in which CSOs are contributing to enhance the sector's performance and supporting government to better manage the sub-sector. He said in order to empower Smallholder Fishery Associations to actively participate in fisheries governance, the group has undertaken various activities including conducting research to come up with empirical evidence of what is happening in the area and make recommendations for better management options. Additionally, the group has been able to build the capacity of fishermen to participate in the fisheries decision making. They have also engaged in advocacy and communication activities at different levels and actively participated in fisheries related events.

Mr. Yamoah mentioned the group's specific achievements as including organizing a Stakeholders' Engagement on Fisheries Management Options; supporting the mapping and demarcation of fish landing sites as a way of securing their land tenure rights; holding community participatory mapping to validate the prepared maps and physical mapping of fish landing site boundary pillars. The others are: teaching fishers about the right fishing gears R6-17 and teaching fishers the right size of fish to harvest.

On the issue of weak enforcement of the fisheries regulations, he said the group has been lobbying the authorities on the need to strictly enforce provisions in the Fisheries Act in order to eliminate **IUU Fishing**, popularly known as Saiko, while members are also collaborating effectively with regional bodies on MCS strategies to combat IUU fishing.

Way Forward

On the way forward, Mr. Yamoah hinted that the group and its partners have come together to implement the Joint Advocacy on IUU Fishing.

3.7 Water and Sanitation Sub-Sector

The Executive Secretary of CONIWAS, Basilia Nanbigne delivered the presentation on behalf of the Coalition, touching on key highlights, some outcomes and the follow up actions.

Key Highlights

She indicated that the year under review has been a busy one of the Coalition with key activities including building capacity of members to sustain advocacy in WASH and IWRM through a training on advocacy to develop advocacy strategies to implement at the district levels and localizing the SDGs through partnerships. Members' monitored government's financing for sanitation by tracking and monitoring the budget expenditure of some MMDAs including Kpandai, Wa West and Afajato; and presenting a paper on WASH Sector Financing.

To sustain sector learning and policy influencing; the Coalition organized this year's Mole XXX Conference, which was the 30th anniversary of its formation. The Theme was, "30 years of Multi-Stakeholder Dialogue: Reflections and Prospects." The Coalition also engaged the sector Ministry and Parliamentary Select Committee on WASH on the developed position papers including that on Financing WASH in Schools and Health Centres. The opportunity was used to further deliberate on the water and environmental sanitation policies, the need to re-activate the sector working group, and fate of the proposed National Sanitation Authority. The Coalition was also invited to sit on the Task Force on Water Resources Management.

Some Outcomes

She mentioned four major outcomes of their activities. These are the re-activation of the Water Sector Working Group; establishment of a quarterly engagement with the Parliamentary Select Committee on WASH; initiated the review of the Water and Environmental Sanitation policies and the endorsement by government of the establishment of National Sanitation Authority and Sanitation Fund.

Follow Up Actions

Mad Basilia Nanbigne said their follow up actions will basically be on addressing water quality issues, and streamlining pricing/tariffs to ensure affordability so that no one is left behind by water tariffs. CONIWAS will also strengthen engagements with the WRC, MMDAs and other relevant state agencies and traditional authorities at the national, sub-national and community levels, focusing on the regulatory framework to reduce pollution of fresh water bodies and promote integrated water resource management. The group plans to harmonise data along the entire WASH value chain, for effective monitoring and evaluation at national, regional, MMDA and community levels, and to ensure appropriate allocation and release of funds. CONIWAS will further pursue the agenda of Sector Financing – Costed tool for WASH.

[The Media and Natural Resources and Environmental Governance](#)

On behalf of the media, Ama Kudom-Agyemang said the media group is re-organising itself to be better positioned in the Kasa Platform. As part of the re-organisation process, Civic Response organized a training on Natural Resources Governance for selected media practitioners from across the country. This was to enhance and reequip the media to understand and participate in the NRE sector more effectively. Other trainings are in the pipeline by Civic Response and other partners to continue with the media capacity enhancement efforts.

3.8 Open Discussions

General Kasa related issues

Prof. Gordon

The sub-sector presentations are meant to highlight the linkages among them, for instance the activities of CONIWAS has implication for fisheries and also linked to energy. The issue of gender and land acquisition should go together, while climate change is obviously linked to finance. Mining has to do with the environment because once indigenous species are lost, invasive alien species take over. Under forestry communities are complacent with anything that comes. Farmers accept mass spraying especially for cocoa, but the over use of these pesticides are killing pollinators. So there is need to link up communities in relation to forests and the role of women.

Dr. Tenkorang

From the presentations a lot is being done by individual groups in NRE and yet there seem to no linkage with the other groups. Concerted efforts should be made by members to work collaboratively to ensure effective impacts across board.

There is need to identify ways of deepening the consultation and consensus building in the water sector.

Dr. Mantaew

Kasa needs to re-organize itself, to better represent issues. Stakeholders involved in this process needs to rethink the kasa process to live up to expectations.

3.8.1 Key Issues Raised from Open Discussions

Fisheries

Is the Fishing Close Season a political agenda? The Fishing Coalition must speak on issues that have been generated for its implementation.

How is the fisheries coalition tackling the impact of the Chinese on local fishermen especially those who fishing around rigs?

Does the fisheries group monitor to ascertain the truth about government claims of success in the sub-sector?

Close season is part of the legal framework in the Fisheries Act. Analysis from the sector indicated that there was over fishing and Ghana has been given a yellow card in fisheries. The institutionalization of the close season then became vital to complement other efforts on replenish the fish stock.

The Fisheries Coalition is basically doing advocacy issues that bother fisher folks such as the negative impact of foreign fishing vessels on local fishermen and the timing of the implementation of the Fishing Close Season.

To ensure the sustainability of the entire fishing industry, information should also be captured on fishing industry in the hinterland.

Mining

The issue about the benefits of a standing forest to the economy as against mining cannot be overlooked. As CSOs, we need to do agronomic analysis to interrogate the issues.

Community mining and small scale mining are the same. The only difference is that in the Community Mining Model is seen as a community livelihood venture, unlike small scale mining that is a business venture.

In Oboasi, a lot of people have been given land to mine under community mining and yet in reality there is no land because the entire area is the concession of Ashanti Goldfields. So government must do something about it. Also persons with disabilities are not catered for.

Climate change

There is a lot of money in climate change. Other countries are benefiting from projects, but Ghana is not even though we have lots of opportunities.

Government of Ghana should leverage the opportunities such as the Green Climate Fund. CSOs can only recommend to government what it must do.

The issue about adaptation finance the cocoa industry are funding cocoa farmers. We are trying to see how these investments can be redirected to tackle specific problems in the agricultural sector.

Land/women rights

CICOL should not just be interested in pushing for the passage of the Land Bill, but also be paying attention to related legal and practical issues.

CICOL is not just pushing the passage of the bill, but doing other things such as developing mechanisms for resolving land related disputes.

There is need for policy on women access to land especially for farming in the areas where women are sidelined. Besides the policy on women enforcement is not working, who should be responsible for enforcing them.

Issues of land registration in the north is entrenched in the culture. We are working through sensitization to establish women land rights in these areas.

Forest/Tree tenure

There is an-going discussion on tree registration. There is also discussion to establish Tree Crop Development Authority.

People who plant trees, should be paid

Water/sanitation

CONIWAS is advocating the ban on single use plastics for now.

3.9 Group Work/Discussion on Actions Points

As part of the review process, the various sub-sector groups met to explore the issues emerging from the presentations and opening session. The groups were mainly to discuss and identify the priority actions in the areas and make recommendations. They were not given specific guidelines to follow.

3.10 Key Recommendations

Each of the groups made key recommendations as follows:

Fisheries

- SAIKO deprives artisanal fishers and fishing communities of their livelihood, income, and food security, while the state loses about 50 million US Dollars annually. Government must urgently demonstrate political will at stopping SAIKO, and effectively implement the Fisheries Management Plans and enforce relevant fisheries laws and regulations,
- We call for a comprehensive stakeholder review of the current Ghana National Marine Fisheries Management Plan 2015-2019 for the development of a new Fisheries Management Plan in 2020.
- In the 2020 budget, government intends to implement two months fishing closed season. We demand that government adheres to the recommendations of the scientific and technical working group of observing the closed season in July, August and September during the upwelling when the staple pelagic fishes spawn.

Climate Change and Environment

- We recommend the establishment of a convening space under a private sector- public sector partnership in order to facilitate the process of identifying investment opportunities related to the implementation of the NDCs for the private sector. We propose to play the role of an honest broker to ensure that what is agreed upon is followed by both parties.
- We also propose the development of specific program of activities through the development of investment cases and packages for private sector participation in financing NDCs.
- There is need for innovative financing approaches to financing NDCs and adaptation should be explored. This includes the application of blended finance, matching funding, guarantees and equity. A critical component of this should include a comprehensive risk management and insurance mechanism as security for investments made.
- There should be incentives (both monetary and non-monetary) that private sector can benefit from as part of their business case. This could be in the form of payment for ecosystem services, carbon credits, making claims (non-deforestation, etc.).

Mining

- Community mining programmes cannot be absolved from miners' obligations of respecting rights of indigenous and other community people from exercising rights to FPIC, clean environment, safe

guarding water and other community resources. To effect such rights, community mining and all other mining operations should not make citizens worse off within their known environment.

- Extractive sector policies on women should be guided by gender disaggregated data, socio-cultural, economic and livelihood choices of women as a prerequisite before mining licenses and leases are granted to companies.
- The right of women and to participate in processes in the extractive sector should be exercise through FPIC.
- Government should take steps to incorporate into the mining laws and regulations, international protocols on mining and the environment, such as ECOWAS Mining Directive and ECOWAS Mining Code and adopt international best environmental practices and policies in the mining sector.

Forestry

Legal Reform

- Need to consolidate Ghana Forest and Wildlife Laws
- Need to speed up legislation on CREMA

Rosewood

- Need to investigate gradual conversion of Kalakpa Nature Reserve from wildlife protected area to a logging hub for rosewood and ebony and bring the perpetrators to book
- Need to make the finding of the outcome of the committee setup to investigate illegal rosewood harvesting in the North as alleged by EIA USA public.
- Mining in Forest reserve
- Need to stop plans to open up Forest Reserves' for Bauxite mining.
- Need to encourage indigenous species for forest restoration not exotic species
- Need for Government to review Ghana's NDC forest component to address broader forest governance issues.
- Need to enact a legislation to regulate the usage of revenue from all Natural Resources as has been done for oil and gas

Land

- Develop comprehensive and collaborative advocacy strategy for the passage of the Land Bill into Act, ensuring that all the gender, social safety clauses will be maintained in the bill as well as develop the other legislative Instruments.
- Promote the guidelines for the Large Scale Land Acquisitions.
- Develop advocacy actions on women's land rights

Oil and Gas

- Because crude oil prices are prone to market volatilities, it will be risky to depend substantially on oil revenues for financing the free SHS. Funding for Free SHS should be diversified to guarantee its sustainability;
- The evidence shows that, Carried and Participation Interest (CAPI) gives Ghana the most returns in terms of revenues. The government should therefore endeavour to go beyond the minimum threshold established in the Exploration and Production (E&P) Act, to maximise revenues for the country;
- Going by the Deputy Minister of Energy, in charge of Petroleum that the low level of interest in Ghana's first bidding round was as a result of poor quality data, we will urge the Ministry to invest a lot more in data to ensure successful future bid rounds;
- While we give the government credit for putting in place a Beneficial Ownership Disclosure (BOD) framework within a very short time, there will be the need to build demand-side capacity to ensure that citizens are able to support government's fight against corruption, especially in the Extractive Industry (EI) sector;
- Information suggests that there is pressure on the government to change the Exploration and Production Act of 2016 to suit particular companies such as Aker. We strongly advocate against such an attempt; suit particular companies such as Aker
- While the Voltaian basin may hold some good prospects for Ghana's search for more hydrocarbons, it also poses the greatest risk of resource-based conflict. Issues of benefit sharing, environmental impacts, and expectation management ought to be addressed with all seriousness.
- We need a national dialogue of the GNPC we want. This should lead to a review of GNPC's mandate and agreement on what measures to institute to insulate the Corporation from excessive political control

Water and Sanitation

- Ban single use plastics while providing alternatives such as glass bottles
- WRC should strengthen engagement with traditional authorities at all levels to reduce pollution of fresh water
- Government should enforce laws and regulations on building in water ways.

Cross Cutting Issues

- Government must take immediate steps to address issues of water quality and environmental sanitation. This affects drinking water, fish stocks, food production, etc.
- Government needs to make clear what its priority agenda is for forests: as carbon sinks or mineral deposits for mining
- We call on government to reactive the Environment and Natural Resources Council (ENRAC). This is necessary to better coordinate the policy on extraction of natural resources and its impact on the environment and people is more critical now than ever.

- Natural resources regulatory institutions should be more accountable and transparent
- PIAC has done great work in highlighting the challenges of revenue management in the oil and gas sector and ensuring public accountability. As other countries are trying to learn from this, we call on the expansion of the mandate of PIAC to cover all natural resources extraction.
- Governance of natural resources is fundamental for achieving our development goals. We continue to urge the regulatory institutions namely: FC, EPA, Minerals Commission, GNPA, etc. to continue to encourage citizen participation in their activities to promote accountability. As fiduciaries, we urge them to ensure greater transparency and openness in their work.

4.0 The Communique

A major aspect of the KASA Annual Review is the issuing of a Communique. Contents are provided from the key recommendations made the groups. This year's Communique among other things called on government as a matter of urgency to take pragmatic steps to ensure sustainable exploitation of Ghana's natural resources by addressing the listed concerns.

The detail Communique are attached as appendix 1.

4.1 Press Briefing

A short media engagement session was held to announce the communique and read out the contents to the media houses invited to capture and publish through their news outlets in the country. The social media platforms were also engaged to telecast the press briefing live on Facebook

5.0 Day 2 Proceedings on AGM

5.1 Opening Session

To start the proceedings prayers were offered by Subsequently, the Chairperson of the Steering Committee, Mrs. Hannah Owusu-Koranteng called the meeting to order and presented the agenda to the meeting. Ms. Bassilia N. moved for its adoption and the move was seconded by...

Mrs. Owusu-Koranteng then proceeded with her annual report which touched on core issues including the formation and mandate of the Interim Steering Committee, the various Kasa initiatives, membership, meetings of the Steering Committee, funding opportunities, stakeholder engagements, challenges and future projections.

She talked about the early days of Kasa, saying it was formed to serve as a support mechanism to advocate for equitable access, accountability and transparency in Natural Resource Management in Ghana. Following that, Kasa received the nod to implement the two year pilot project funded by the Royal Netherlands Embassy, CARE Denmark, SNV and ICCO signed an implementation agreement with CARE Gulf of Guinea (GoG) authorising the latter to manage the project in collaboration with local partners of SNV Ghana and ICCO. This started series of Kasa initiatives from Kasa I to III, which finally culminated in the establishment of Kasa as an entity with its own identity and secretariat at a time when there was no funding opportunities and prospects.

The Chairperson said the Interim Steering Committee was constituted during the 2013 CSOs Learning Event held at Akosombo from 17th-18th October 2013, primarily to be the governance structure of the KASA Initiative to facilitate interactions and discussions among CSOs, state actors and development partners on the Natural Resource and Environmental issues.

Then in 2014 the group was registered as an NGO under the name Kasa Initiative Ghana. Mrs. Owusu-Koranteng reflected that over the years, Kasa has gone through many challenges to achieve the stage where the organisation is well positioned with needed policies and strategies to satisfy the minimum requirements for good funding opportunities.

On membership, she said currently the platform is made up of seven coalitions in the NRE sector and hinted that the Media, Gender and Youth, which are crosscutting thematic areas are to be mainstreamed into Kasa.

The Chairperson's report also updated members on the work of the Interim Steering Committee in the last two years with key outcomes including the development of seven strategic policy documents that were to be reviewed by the AGM.

On funding opportunities, she noted after 2013, Care Ghana has been the main funder and subsequently, Kasa has been supported by Star Ghana and SNV Ghana to undertake specific activities such as contributing to the development of a REDD+ Safeguard standard document and successfully delivering a GCF Project.

Mrs. Owusu-Koranteng said Kasa has effectively engaged stakeholders from the public and private sector institutions including Environmental Protection Agency (EPA), Forestry Commission (FC), Water Resources Commission (WRC) and the Private Enterprises Federation.

She also outlined the keys challenges confronting the Platform weak secretariat with the departure of the head of the secretariat and challenges in employing a replacement; limited access to funding and dwindling funding/resources due to policies and programmes not being up to date; member coalition representatives on the

Steering Committee not showing commitment nor participating in its activities and failure of Government Institutions to implement the NREG framework that ensures the effective utilization of the Kasa arrangement.

On Kasa's future projections, the Chairperson gave a hint that the Initiative intends on the use the strategic policy documents to seek funding and continue to contribute to policy discussions on the NRE sector for sustained development of the country.

Louis Acheampong moved for the Report to be discussed, seconded by...

Excerpts of the Discussion

Samuel Mawutor inquired about the period that the report was covering and the Chairperson said the Report is an interim report covering 2018/19. Her expectation is for Kasa to eventually become a social movement and strengthening member coalitions.

Louisa asked Kasa to specially commend Albert of Forest Watch and Zakaria of Care Ghana for initiating Kasa and holding it up over the years. She emphasized that this should be well documented as part Kasa's history. She said there is need to streamline attendance and representations to meetings.

Emmanuel from CONIWAS moved for the acceptance of the Report and was seconded by Winfred of CICOL.

5.2 Discussion and Adoption of Kasa Strategic Plan and other Policy Manuals

The Chairperson called for the discussion and adoption of the various administrative and governance manuals for Kasa namely: Financial and Accounting Policies and Procedure Manual; Gender Policy; Employee Code of Conduct; Strategic Plan For 2020-2024; Human Resource Manual; and Memorandum of Understanding.

Participants were divided into 7 groups for each to review one the manuals and give recommendations. Afterwards the groups presented their corrections and recommendations, and put up the motion for discussion and subsequent adoption by the General Assembly.

1. HUMAN RESOURCE MANUAL

The human resource manual review was presented by Patience Agyekum of ... and was moved for discussion by Peter Ossei-Wusu from Forest Watch Ghana.

Recommendations:

- Include staff appraisal in the manual.
- Include staff recruitment record keeping procedure in the manual.

The manual was moved for adoption by Nana Kweigyah of Fisheries Alliance pending changes and input of recommendations, it was seconded Winfried Donkor of CICOL.

2. MEMORANDUM OF UNDERSTANDING (MoU) BETWEEN KASA AND PARTNERS

The MoU between and partners was moved for discussion by Paa Kwesi Sackey of ... Participants accepted the MoU and Priscilla Acquando moved for its adoption by and was seconded Emelia Abaka of CHLF Ghana

3. STRATEGIC PLAN FOR 2020-2024

The Strategic Plan for 2020 – 2024 was moved for discussion by Elvis Oppong Mensah of Forest Watch Ghana. Following deliberations on the identified errors, Mr. Buabeng of ... moved for its adoption and was seconded by Obed Addae of EcoCare.

4. EMPLOYEE CODE OF CONDUCT

This manual was moved for discussion by Nana Kweigyah of Fisheries Alliance, after the group presentation.

Recommendation:

- There is need to properly define what constitutes corruption and bribery in the manual.

The manual was then moved for adoption by Winfried Donkor of CICOL and was seconded by Kenneth Amoateng from the Environmental and Climate Change working group.

5. GENDER POLICY

The Gender policy review was moved for discussion by Dorcas Awotwe of... after the presentation by the review team.

Recommendations:

- Integrate concerns of persons living with disability and showcase how the policy would address their challenge.
- Put in place mechanisms to ensure persons living with disability are adequately represented in all Kasa programmes and projects especially women living disability.
- Develop a policy for person living with disability.
- The policy document must have a working definition of gender as part of the introduction.

Mr. Raymond Owusu Acheampong of ... moved for the adoption of the policy and was seconded by Jane Amartey of CONIWAS.

6. FINANCIAL AND ACCOUNTING POLICIES AND PROCEDURES MANUAL

The manual was moved for discussion by Mr Obed Addae of Eco Care following the group's presentation.

Recommendations:

- The manual should be given to a chartered accountant to review to ensure it conforms to industry best practices.
- IFRS standards should be adopted as the basis for the manual

Mr. Vincent Awotwe-Pratt moved for the adoption of the manual pending corrections, and was seconded by Obed Adai of EcoCare Ghana

7. Adoption of the Kasa Constitution

The Legal Team presented the reviewed Kasa Constitution for discussion. Following, the Interim Chairperson moved for its adoption and was seconded by Emily Hammond of CONIWAS.

The detailed Constitution is attached as appendix 3.

5.3 Nomination of members for the kasa Steering Committee

The Chairperson called for the nomination of coalition representatives to form the new Steering Committee members. This came as a result of the expiry of the term of office of the current Steering committee who has been in office for the past five years. The constitution that brought them into office stipulates 5 years for the Steering Committee to function in an acting capacity and handover to a substantive Steering Committee after 5 years.

The seven coalitions met in their groups to elect new members to serve on the steering of kasa.

The new members endorsed and presented by the various coalitions includes the following;



The seven new kasa steering committee members from 2020

The new members are; from left to right

1. Charles Agboklu-----Climate Change and Environment Coalition
2. Nana Kwagyiah -----Fisheries Alliance
3. Dorcas Awotwe-----Oil and Gas Platform
4. Albert Katako-----Forest Watch Ghana
5. Rose-Donkoh Meda-----CONIWAS
6. Richmond Antwi Bediako-----CICOL
7. Mr Augustin Niber-----CSO in Mining

They were then inducted into office by the outgoing Chairperson who encouraged them to work and elects a chairman and Vice among themselves to lead their engagements. She also assured the new team of the readiness of the old team to support them whenever they are invited.

Conclusion

One of the Co-Chairs for the event Dr. Daniel Tenkorang expressed satisfaction about the turn of events. He congratulated all the participants over the past two days and supporting the secretariat to meet its objectives. He indicated that all the recommendations received so far are enough for the team to work on and recalled the need to work together among the sectors and draw on each other's strength to make a greater impact in the NRE sector.

He went ahead to also congratulate the new steering committee members elected to work had towards sustaining the agenda of kasa. He advised that Kasa should not collapsed on their heads and urge them to sustain the momentum.

Closure of Event

The facilitator Ben Authur brought the two-day event to a close 5pm on the second after all the items on the agenda was exhausted.

He called for a closing prayer which was delivered by Winfred Donkor of Forest Watch Ghana.

6.0 Appendix

6.1 Appendix 1

STATEMENT BY CHAIRPERSON-KASA 10TH ANNUAL CIVIL SOCIETY NATURAL RESOURCES AND ENVIRONMENT SECTOR REVIEW FORUM 13TH NOV, 2019 HELD AT AKNAC HOTEL, ACCRA.

Co- Chairpersons,
Government officials,
Representatives of Development Partners,

Representative - Care Ghana,
Representatives - Civil Society platforms,
Representatives of the Private Sector,
The media,
Distinguished Ladies and Gentlemen

I am greatly honoured to welcome you to the 10th Annual CSO Natural Resource and Environmental Governance (NREG) review forum. On behalf of Kasa Ghana Initiative, I wish to appreciate the efforts you make to be with us year after year in our review sessions. This year's review is significant in the sense that it has the theme "Sustainable natural resource exploitation in Ghana: the role of CSOs". Those of us from the CSO fraternity regard your commitment to the Kasa initiative as an expression of your desire to protect the environment in line with Article 41 (k) of the 1992 Constitution of the Republic of Ghana which enjoins us to protect and safeguard the environment. We also see this charge as a demonstration to ensure sustainable development, which we yearn to achieve as a people.

Co-Chairpersons, Ghana is endowed with natural resources and our economic model continues to increase our dependence on our natural wealth. This economic model that places premium on resource extraction is associated with increased environmental cost which if not addressed by the state could create a situation where the cost would outweigh the benefits. This is reflected in the volumes and revenues that the state derive every year. Government's report in (2018)¹ indicated that gold, cocoa, petroleum, agriculture and individual remittances were major sources of foreign exchange with Gold accounting for (\$8.35B), Crude Petroleum (\$2.97B) and agriculture \$2.633B), using the 1992 revision of the Harmonized System (HS) classification².

The Agricultural sector expanded by 4.8% in 2018, however, the Fishing sub-sector continued to decline, recording a GDP growth rate of -6.8 percent in 2018. The value of timber exports in 2018 was Euro187.87m³. Co-Chairpersons, it seems the state is only interested in the revenues from the exploitation of these resources but has not taken time to assess the costs associated with the exploitation of these resources from our pristine/physical environment and to society. For instance, chemical seepages especially cyanide from 1994 and 2011 by mining companies led to the contamination of major rivers as Anikoko, Angonabe, Bodwire Yaakye, Subri, Bonsa, Ankobra, Awonsu, Asuapre, Tano and Asuman. Tributaries of major rivers such as Pra, Ankobra among others are traced to major mining companies' sites in Ghana. Similarly the proliferation of illegal mining activities both large and small created similar effects on major rivers like Pra, Ankobra and Birim and other smaller rivers in the mining communities. Consequently, Ghana lost its aquatic organisms, which forms the protein source and livelihoods for many rural communities.

Community people were forcefully displaced by mining companies and some mining communities were compelled to drink polluted water with its associated health implications. Indigenous people lost their values, cultural practices, livelihoods and dignity when they lost their forests, biodiversity and sacred groves. Natural topography, soil structures and textures have been destroyed leaving in place massive gullies, excessive run-off, heavy erosion, reduced soil infiltration, reduction in groundwater recharge and consequent loss of productive lands.

¹ <https://www.export.gov/article?id=Ghana-Market-Overview>

² <https://oec.world/en/profile/country/gha/>

³ Tropical Timber Market Report Volume 23 Number 4 16th – 28th February 2019

Co-Chairpersons, it appears we have not learnt our lessons from the environmental, economic and social destruction associated with mining and the country continues to deprive our future generations the opportunities to have quality and fulfilled lives. Forest Reserves such as Ajenua Bepo, Tano Suraw, Bonsa North and South, Kubi and many others have been destroyed because of surface mining operations carried out by multinational mining and logging companies and large scale foreign controlled illegal operations. As we speak today, the country is seriously considering giving away Atewa forest reserve and similar ones for mining, disregarding the effects of such decisions on the landscape and water bodies. The Atewa Landscape of Ghana is the head source of the Ayensu, Densu and Birim rivers that supply water to over five million people in the country apart from the other ecological services that the protected forests provide.

Many countries including Ghana have started experiencing changes in the weather pattern, which is attributed to changes in the climatic conditions. We have a number of plans, strategies and policies to address climate change effects in this country. The question is, do we have the political commitment to implement these strategies?

Government in its quest for development makes commitments, which affects the stability of Ghana's Natural Resources. CSOs have the responsibility of ensuring that government's plans are aligned to sustainable development goals, which Ghana ascribes to. Transparent and accountable governance principles where citizens' participation is assured and encouraged by government, development partners and investors in the natural resource sector are crucial to achieve the SDGs.

It is also important to note that government has ratified a number of conventions and protocols that ensure citizens' rights of participation and for self-realisation and determination; including protection of physical and social environment. Best practices such as the Free Prior and Informed Consent, the Polluter Pays Principles, Freedom and Access to Information are cardinal principles that ensure good governance in natural resources, which the state must domesticate.

Chairpersons, it is our hope that the two-day annual review meeting on NRE will strengthen the engagement among stakeholders in the NRE sector. We seek greater collaboration with stakeholders and we are hopeful that the outcomes of the 10th review meeting will ensure that we utilise the natural capital that nature has given to us as a state but more importantly preserve and conserve a larger portion to the generations that will come after us. We as CSOs commit to support this process to achieve sustainable development for our country and call on government to renew the review of the NRE sector in Ghana to safeguard environmental accountability.

I wish to thank all our partners, government agencies, the media and donors especially Care Ghana for supporting the noble objectives of the Kasa Initiative.

Thank you all

**COMMUNIQUE ISSUED AT THE END OF THE 10th ANNUAL CSO GENERAL NRA REVIEW
FORUM OF KASA INITIATIVE GHANA**

PRESENTED BY THE CHAIRPERSON, MRS HANNAH OWUSU-KORANTENG

PREAMBLE

We members of KASA, an umbrella body of 7 coalitions of natural resources related non-governmental and civil society organisations, having met at our Annual Review/General Meeting (AGM) from 13th to 14th of November, 2019, at Aknac Hotel, Adjiriganor in Accra;

And having considered and discussed some crucial developments and issues within the country's natural resources sector, namely: fisheries, forestry, mining, land, oil and gas, water and sanitation as well as climate change and environment;

And taking cognizance of cross cutting issues such as the stalling of the Environment and Natural Resources Council (ENRAC), government's inability to sustain the annual review of the sector for five years now, to find out how the decisions of government is affecting the economic and cultural environment and spiritual well-being of the Ghanaian population, particularly, the poorest;

Hereby resolve as follows:

That his Excellency the President's call for Ghana beyond aid agenda can only be achieved through good and sustainable NRE governance;

Acknowledging that stewardship of Ghanaian peoples is essential to safeguard Ghana's remaining natural resources;

Hereby, call on government as a matter of urgency to take pragmatic steps to ensure sustainable exploitation of Ghana's natural resources by addressing the following under listed concerns:

FISHERIES

- "SAIKO" (illegal transshipment) deprives artisanal fishers and fishing communities of their livelihoods, incomes and food security, whilst the state loses about 50 million US Dollars annually. Government must urgently demonstrate political will by stopping SAIKO through effectively enforcing relevant fisheries laws and regulations.
- We call for a comprehensive stakeholder review of the current Ghana National Marine Fisheries Management Plan 2015-2019 to appreciate its implementation and also provide lessons for the development of a new Fisheries Management Plan in 2020.
- In the 2020 budget, government intends to implement two months fishing closed season. We demand that government adheres to the recommendations of the scientific and technical working group by

observing the closed season in July and August during the upwelling when the staple pelagic fishes spawn.

MINING

- Community mining programmes cannot be absolved from miners' obligations of respecting rights of indigenous and other community people from exercising rights to Free Prior Informed Consent (FPIC), clean environment, safe guarding water and other community resources. To effect such rights, community mining and all other mining operations should not make citizens worse off within their known environment.
- Extractive sector policies on women should be guided by gender disaggregated data, socio-cultural, economic and livelihood choices of women as a prerequisite before mining licenses and leases are granted to companies.
- The right of women and to participate in processes in the extractive sector should be exercised through FPIC.
- Government should take steps to incorporate into the mining laws and regulations, international protocols on mining and environment, such as ECOWAS Mining Directive and ECOWAS Mining Code and adopt international best environmental practices and policies in the mining sector.

FORESTRY

FLEGT-VPA licensing

- We call on Government to as a matter of urgency push forward with the conversion of extant leases by submitting the completed company forms to Parliament for ratification as a last political hurdle towards issuance of FLEGT license.

Legal Reform

- We call for the development of a consolidated Forest and Wildlife laws as well as the fast tracking of the legislation for the CREMAs.

Rosewood

- We call on the Forestry Commission to consider using the Ghana Wood Tracking System, to regulate the logging of rosewood
- There is an urgent need to make public the findings of the Ministerial Committee setup to investigate illegal rosewood harvesting and matters arising as alleged by EIA report, including that of Kalakpa Nature reserve.

Mining in Forest reserve

- We strongly demand the cessation of plans to open up Atewa and Tano-offin Forest Reserves' for Bauxite mining as well as cessation of mining in all Forest reserves

LAND

- We welcome the guidelines for the Large Scale Land Acquisitions developed by Lands Commission, as they provide sound basis for acquisition of land for large scale investment in Ghana. However, the guidelines should be strengthened by upgrading them to legislative instrument to regulate land sector investments.
- We note that the 10 years delay in the passage of the Land bill is hampering the collective voice of vulnerable populations, who want to see a comprehensive legal instrument that covers all relevant related issues including gender and social safety clauses to protect the vulnerable populations. We strongly advocate the passage of the bill and urge government to exercise the needed political will to facilitate the process and further ensure the development of other pro-poor legislative instruments.

OIL AND GAS

- The evidence shows that, Carried and Participation Interest (CAPI) gives Ghana the optimum returns in terms of revenues. The government should go beyond the minimum threshold established in the Exploration and Production (E&P) Act, to maximise revenues for the country;
- Going by the Deputy Minister of Energy, in charge of Petroleum that the low level of interest in Ghana's first bidding round was as a result of poor quality data, we will urge the Ministry to invest a lot more in data to ensure successful future bid rounds;
- While we give the government credit for putting in place a Beneficial Ownership Disclosure (BOD) framework within a very short time, there will be the need to build demand-side capacity to ensure that citizens are able to support government's fight against corruption, especially in the Extractive Industry (EI) sector;
- While the Voltaian basin may hold some good prospects for Ghana's search for more hydrocarbons, it also poses the greatest risk of resource-based conflict. So, issues of benefit sharing, environmental impacts, and expectation management ought to be addressed with all seriousness.

WATER AND SANITATION

- We call for a ban on single use plastics in the country and implementation of the Polluter Pay Principle (PPP) to guide industrial waste management.
- We urge the Ministry of Sanitation and Water Resources (MSWR) to tackle sources of fresh water pollution from mining, agro chemicals, deforestation, poor land use practices and poor industrial waste management.
- We call for a review of laws that give uncontrolled access to industries to divert, impound and convey all forms of water sources for industrial use.
- We also demand that Government should enforce laws and regulations on building in water ways.

CLIMATE CHANGE AND ENVIRONMENT

- We recommend the establishment of a convening space under a public-private partnership in order to facilitate the process of identifying investment opportunities related to the implementation of the NDCs for the private sector. We propose KASA to play the role of an honest broker to ensure that what is agreed upon is followed by both parties.
- We also propose the development of specific program of activities through the development of investment cases and packages for private sector participation in financing NDCs.
- Innovative approaches to financing the NDCs and climate change adaptation should be explored. This includes the application of blended finance, matching funding, guarantees and equity. A critical component of this should include a comprehensive risk management and insurance mechanism as security for investments made.
- There should be incentives (both monetary and non-monetary) that private sector can benefit from as part of their business case. This could be in the form of payment for ecosystem services, carbon credits, making claims (non-deforestation, etc.).

CROSS CUTTING ISSUES

We have noted the linkages in the sector, recognizing that actions and inactions in one area could trigger serious issues in other areas. Hence, we are demanding the following:

- Government must take immediate steps to address issues of water quality and environmental sanitation as this affects drinking water, fish stocks, food production, etc.
- Government needs to make clear what its priority agenda is for forests; as carbon sinks or mineral deposits for mining.
- We call on government to reactivate the Environment and Natural Resources Council (ENRAC). This is necessary to better coordinate the policy on extraction of natural resources and its impacts on the environment and people is more critical now than ever.
- Natural resources regulatory institutions should be more accountable and transparent
- PIAC has done great work in highlighting the challenges of revenue management in the oil and gas sector and ensuring public accountability. As other countries are trying to learn from this, we call on the expansion of the mandate of PIAC to cover all natural resources extraction.
- Governance of natural resources is fundamental for achieving our development goals. We continue to urge the regulatory institutions namely: FC, EPA, Minerals Commission, GNPA, etc. to continue to encourage citizens' participation in their activities to promote accountability. As fiduciaries, we urge them to ensure greater transparency and openness in their work.
- We urge Government to review Ghana's NDC forest component to address broader forest governance issues and encourage the use of indigenous species for forest restoration not exotic species.



CONSTITUTION OF KASA INITIATIVE GHANA

Adopted in 2019

PREAMBLE

AWARE of the need to improve co-ordination and networking among Civil Society Organizations (CSOs) Platforms, working on Natural Resources and Environmental Governance (NREG) issues in Ghana; such as Mining, Forestry, Water and Sanitation, Oil and Gas, Land, Fisheries, Climate Change and Environment.

DESIROUS of contributing to the development and implementation of Natural Resources and Environmental (NRE) sector policies, strategies, standards and guidelines at all levels;

CONSCIOUS of the need for improved collaboration between NRE CSOs Platforms, Resources rich host communities, respective Ministry Department and Agencies (MDAs), the private sector and development donors.

COGNISANT of the fact that viable efforts should be made to alleviate poverty by sustainable natural resources management in Ghana, thereby promoting social and environment justice among the disadvantaged and marginalized;

That CSOs in the NRE Sector have been mobilized through their respective Coalitions and Networks and have resolved to work together on thematic issues

Appreciative of the work of these various NRE platforms under the Kasa phases I and II from 2008 up to 2013, which was envisaged as a CSO support mechanism of the Natural Resources and Environment Governance (NREG) programme in Ghana.

We Members of the Kasa Initiative Ghana resolve to be governed by this Constitution.

ARTICLE ONE: ESTABLISHMENT

There is hereby established an Organisation to serve as a CSO Platform to be known and called **Kasa Initiative Ghana**

ARTICLE TWO: VISION, GOALS, MISSION AND OBJECTIVES

2.1 Vision

A society where citizens realize their rights in the governance of the environment and natural resources

2.2 Mission

Coordinate effective civil society participation in environment and natural resource governance for the realization of rights of people particularly the marginalized to maximize benefits

2.3 Goals:

To enhance coordination and the capacity of Kasa members for concerted policy advocacy to promote good governance in the NRE sector for the realisation of rights and benefits of the State, particularly the marginalized (Women, Children, Persons with Disabilities, Youth)

2.4 Objectives:

In pursuance to the goal, the following objectives are identified:

- a. Enhance institutional and organisational capacity to position Kasa as an effective local CSOs Platform in NRE Sector.*
- b. Coordinate CSOs Advocacy for effective NRE policy, legislation and implementation interventions.*
- c. Enhance access to information and knowledge on NRE issues for citizens' effective participation in NREG*

- d. *Support citizens' empowerment, especially NRE Dependent Communities and marginalised groups in society to realise their human rights and social justice.*

ARTICLE THREE: SHARED VALUES

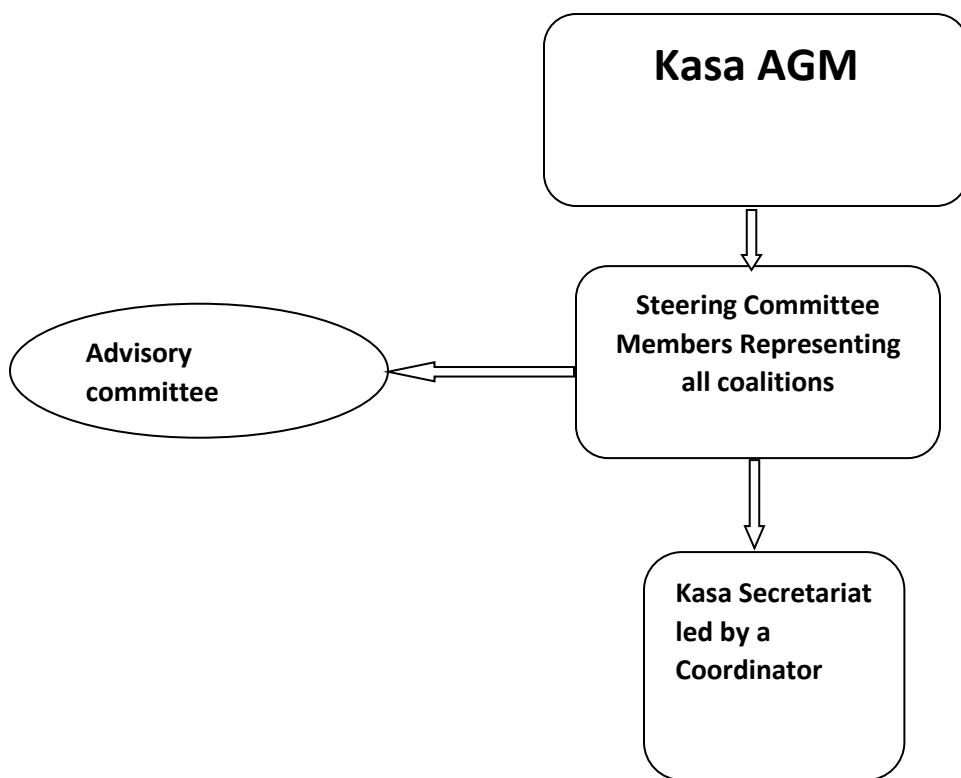
Kasa's programmes and activities will be underpinned by these values shared by the platform:

- a. *Participation*
- b. *Transparency*
- c. *Accountability*
- d. *Non-discrimination*
- e. *Social Justice*
- f. *Non-Partisan*

ARTICLE FOUR: GOVERNANCE STRUCTURE

Governance Arrangement / Organizational Structure

The governance and organizational structure for Kasa Initiative Ghana has been presented in Fig. 1 below.



ARTICLE FIVE: FUNCTIONS

5.1 General Meeting (GM)

- a) The GM shall be the highest decision-making body for Kasa Initiative Ghana,
- b) It shall be composed of members of Kasa Initiative Ghana drawn from the various thematic platforms
- c) There shall be an Annual General Meeting for all Kasa Initiative Ghana members

- d) When the need arises, there shall be an extraordinary general meeting.
- e) Any other issue referred to the GM

NOTICES OF General Meeting (GM)

For purposes of convening meetings, the Secretariat shall circulate to all members notices not less than 30 days for General Meeting and 10 days in the case of Extraordinary General Meeting.

In the case of GMs, the Secretariat shall in addition attach copies of financial and annual reports.

QUORUM

One-third of members in good standing⁴ can initiate a meeting and two-thirds of the members present can pass a resolution.

5.2. Steering Committee (SC):

5.2.1 Composition

- a) Members of the SC shall be drawn from the various thematic platforms for a term of four years.
- b) Membership of Steering Committee shall be nominated by their respective platforms

5.2.2 The Steering Committee shall, inter alia:

- a) At the first meeting shall elect a Chairperson and Vice-Chairperson.
- b) Ensure that there are Guidelines or Standard Operating Procedures for the operations of the Steering Committee
- c) Ensure the development and approval of Policies, Manuals and Guidelines for the smooth operations of the Kasa Initiative Ghana
- d) Review and approve Programmes and Work Plans of the Secretariat
- e) Exercise oversight, review and approve Budgets, Financial and Technical reports of the Secretariat
- f) Support Resources Mobilisation and Sustainability of Kasa Initiative Ghana
- g) Appoint the Coordinator as the head of the Secretariat and ensure the organization
- h) Supervise and support operations of the Secretariat
- i) Make recommendations to General Meeting
- j) Provide accurate and timely feedback to their constituencies
- k) Undertake periodic review / appraise its own performance and adopt measures for improvement
- l) Perform any other task that may be assigned by the General Assembly and or subsequently agreed as part of implementing this constitution.

⁴ To be defined

ARTICLE SIX

6.3 Advisory Committees

There shall be an Advisory Committee, based on individual expertise and interest in NRE Sector, taking into cognizance of gender and social inclusion.

The Committee shall advise / assist the SC in the discharge of its functions as when needed.

6.4 Secretariat

- a) The Secretariat shall be headed by the Coordinator and be accountable to the SC Committee.
- b) The Secretariat shall co-ordinate the activities, projects and programmes of the Kasa Platform
- c) The Secretariat may work with strategic partners when necessary;
- d) In addition, shall implement all decisions as may be delegated by the General Assembly and SC
- e) The Secretariat shall maintain accurate financial and technical records and ensure its proper management and regularly submit financial reports to the General Assembly.
- f) Ensure effective Communications between the Secretariat / Kasa Initiative Ghana and Members

6.5 Member Platforms

6.5.1 Composition

The members of the Kasa Initiative Ghana shall comprise of:

1. *Coalition of NGOs in Water and Sanitation (CONIWAS), representing NGOs working on issues relating to water resource and sanitation governance and management;*
2. *Civil Society Coalition on Land (CICOL), representing CS/NGOs working on governance, rights, administration and management of land and other natural resource related issues;*
3. *Civil Society Platform on Oil and Gas (CSPOG) advocating on good governance in the oil and gas sector;*
4. *Forest Watch Ghana (FWG) represents CSOs/NGOs in the forest sector and provides leadership on forest governance*
5. *Fisheries Alliance is CSO platform providing space for engagement on fishery sector governance*
6. *Climate Change and Environment Working Group (CCEWG) provides space for engaging CSOs, government and other stakeholders on climate change issues.*
7. *Mining Sector Working Group represents CSOs/NGOs and leads advocacy programmes and issues relating to mining sector governance.*
8. *Any other Coalition or Network with focus on NRE Sector, consequently agreed by General Assembly, noting the cross cutting values of Media, Gender and Youth in all Kasa Initiative Ghana's programmes.*

In furtherance of this, each of the member platform in 6.5.1 above shall sign a Memorandum of Understanding (MOU) with the Kasa Initiative Ghana to guide their functional relationship (see appendix 2)

6.5.2 Function of Member Platforms

Kasa platform members shall among other things perform the following:

1. Partner with Kasa Initiative Ghana to plan and implement joint programmes and campaigns;
2. Responsible to nominate a representative onto the SC
3. Participate and contribute to Kasa's Annual NRE sector Review meetings
4. Any other functions

ARTICLE SEVEN: OPERATIONAL DOCUMENTS

For effective management of KASA Initiative Ghana, the relevant operational documents shall be developed and operationalize, to include;

1. Strategic Plan
2. Administrative, Financial and Accounting policies and procedures
3. Gender Policy
4. Human Resource Manual
5. Communications Policy and Strategy
6. Fund Raising Policy / Strategy
7. Any other relevant document as the need arises

ARTICLE EIGHT: Grievance Redress and Disputes or Conflict Resolution

In the event of any grievance or dispute the following procedure shall be followed;

- a. Aggrieved party files complaint with the National Secretariat
- b. The Coordinator / Secretariat receives the complaint and informs the Steering Committee
- c. The SC convene a meeting with the Aggrieved Parties to resolve the issue
- d. If a party is dissatisfied with the outcome of the amicable resolution by the SC (c. above), may resort to Alternative Dispute Resolution.

ARTICLE EIGHT: AMENDMENTS

Amendments to this constitution may be effected only when:

- A. A Member, upon notice of any article in this constitution which is needs an amendment shall present a proposal to the SC for consideration.
- B. SC on receipt of proposals shall compile and submit to members during GM for consideration for approval.
- C. Two-thirds of members of the general Assembly shall vote in favor of the motion.

DO HEREBY resolve, subscribe our particulars hereto and give ourselves and future members this **CONSTITUTION** on this 14th day of November 2019.

We as the founding members, hereby sign in adoption of this Constitution;

1. *Coalition of NGOs in Water and Sanitation (CONIWAS);*
2. *Civil Society Coalition on Land (CICOL),;*
3. *Civil Society Platform on Oil and Gas (CSPOG);*
4. *Forest Watch Ghana (FWG)*
5. *Fisheries Alliance*

6. *Climate Change and Environment Coalition (CCEC)*

7. *Mining Sector Working Group*

a) APPENDIX 1 – Interpretation of terms used in this Constitution

b) APPENDIX 2 – MoU Between KASA Initiative Ghana And Members



KASA INITIATIVE GHANA

Strategic Plan for 2020 – 2024

1.0 Introduction

Ghana's economy is expanding at a commendable growth rate of its annual average GDP growth is about 6.7 percent as at November 2019. As a result, the country has made considerable progress in laying the foundations for sustainable growth and poverty reduction. However, Ghana's natural resources, upon which so much of the country's economic activity and the population's livelihood depend, are being depleted at an alarming rate: More than 50 percent of the original forest area has been converted to agricultural land by clearance for perennial or annual cropping and slash-and-burn cultivation practices.

The prospects for economic development, sustainable rural livelihoods, and poverty reduction in Ghana are highly dependent on natural resources. Rural households rely on soil and other natural resources for their livelihoods; fisheries and wildlife provide important sources of protein in the Ghanaian diets; urban economic activities depend on reliable hydroelectric power and fuel; the wood-processing industry depends on timber; and the emerging tourism sector relies on cultural and natural assets.

Ghana's natural resource base accounts for a vast portion of the country's economy and provides goods and services fundamental to rural and urban livelihoods. Despite their social and economic roles, Ghana's natural resources are overexploited and continue to decline in both quantity and quality.

Further compounding the situation in recent years is the rapid urbanization of the economy without related improvements in infrastructure. This has contributed to additional depletion of the environmental services that nature provides. Inadequate housing, water supply, and sanitation; rising congestion and air pollution from automobiles, especially in large cities; and indoor pollution in rural areas are serious environmental concerns that are having a negative impact on both the quality of life and the quality of growth. There is an urgent need for Ghana's policy makers to take action and stem this trend.

Better management of key natural resources can significantly contribute to future growth. Policies, regulations, institutions, and incentives across sectors must be aligned to ensure sustainable development.

Ghana's forest and wildlife sector is on the brink of major change. Forest and wildlife resources have long been major contributors to Ghana's economic development, formal and informal employment, livelihoods, and export earnings. The high forest zone in southern Ghana has been the main focus of attention: as a natural resource, as a source of fiscal revenues and—through elite capture of the economic rent—a political resource.

Long-held assumptions about Ghana's forest wealth are no longer valid. The off reserve forest has largely gone; future timber supply will increasingly come from plantations; and constrained supply and changing international markets will encourage industry restructuring.

1.1 Background of Kasa Initiative Ghana

Kasa Initiative Ghana (Kasa) is a membership organization with members represented by 7 broad Civil Society Coalitions (CSC)⁵ that advocates on Natural Resource and Environmental (NRE) policy and practices. Gender implications in the NRE sector has been mainstreamed into all policies, programmes and activities of Kasa Initiative Ghana platforms. Kasa Initiative Ghana was established in 2014 as an independent CSO platform (including the media) to consolidate the gains made by Kasa which was a donor project piloted by CARE, SNV, Royal Netherlands and ICCO to support concerted engagement with government, donor community and private sectors in the management of Ghana's natural resources. The two piloted projects were:

- KASA I (2006 – 2010) led by the Royal Netherlands, CARE and SNV
- KASA II (2011– 2013) - In line with the MoU and Partnership Agreement between CARE and ICCO.

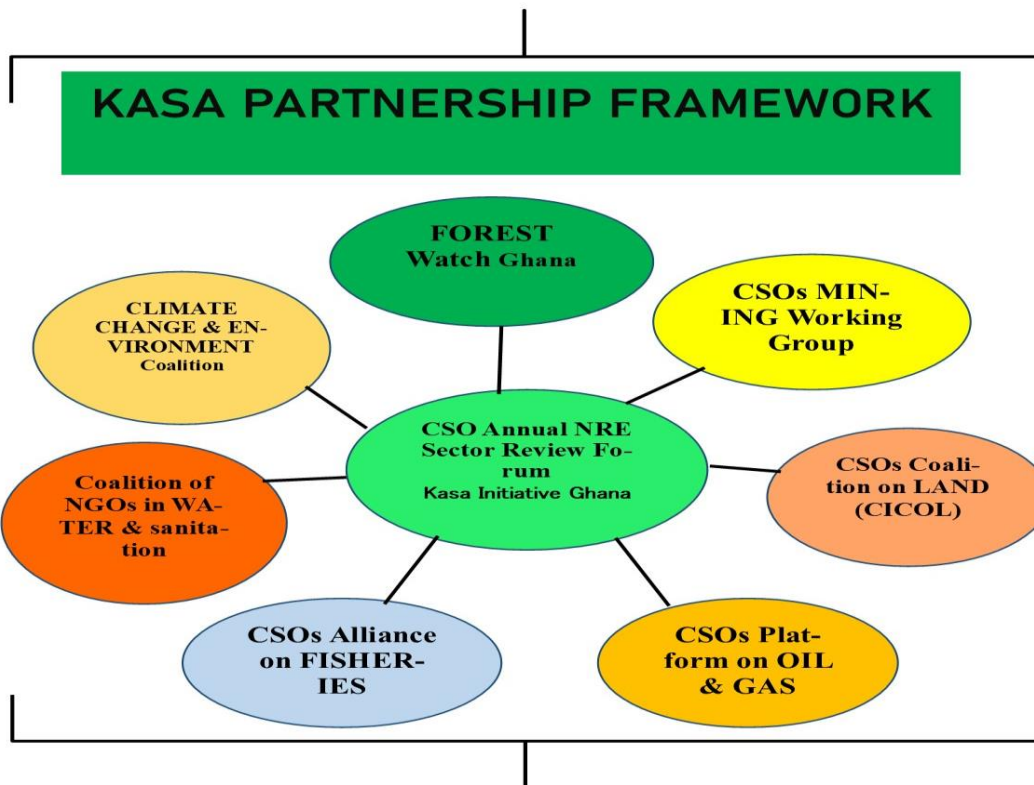
CARE and ICCO committed to manage the transitions of Kasa from the pilot phases

1.2 Kasa Initiative Ghana is registered with the Registrar General's Department with registration number CG110532014

The members of the Initiative are:

1. *Coalition of NGOs in Water and Sanitation (CONIWAS), representing NGOs working on issues relating to water resource and sanitation governance and management;*
2. *Civil Society Coalition on Land (CICOL), representing CS/NGOs working on governance, rights, administration and management of land and other natural resource related issues;*
3. *Civil Society Platform on Oil and Gas (CSPOG) advocating on good governance in the oil and gas sector;*
4. *Forest Watch Ghana (FWG) represents CSOs/NGOs in the forest sector and provides leadership on forest governance*
5. *Fisheries Alliance is CSO platform providing space for engagement on fishery sector governance*
6. *Climate Change and Environment Group (CCEWG) provides space for engaging CSOs, government and other stakeholders on climate change issues. CCEWG has been given the mandate to represent Kasa as the Convener of the SDG-13 sub-platform;*
7. *Mining Sector Platform represents CSOs/NGOs and leads advocacy programmes and issues relating to mining sector governance.*

⁵ Details of Programmes and activities of the CSO Platforms and contacts are attached an appendix



1.3 Vision

The Vision of Kasa Initiative Ghana is:

“A society where citizens realize their rights in the governance of the environment and natural resources”

1.4 Mission

The Mission is to:

“Coordinate effective civil society participation in environment and natural resource governance for the realization of rights of people particularly the marginalized to maximize benefits”

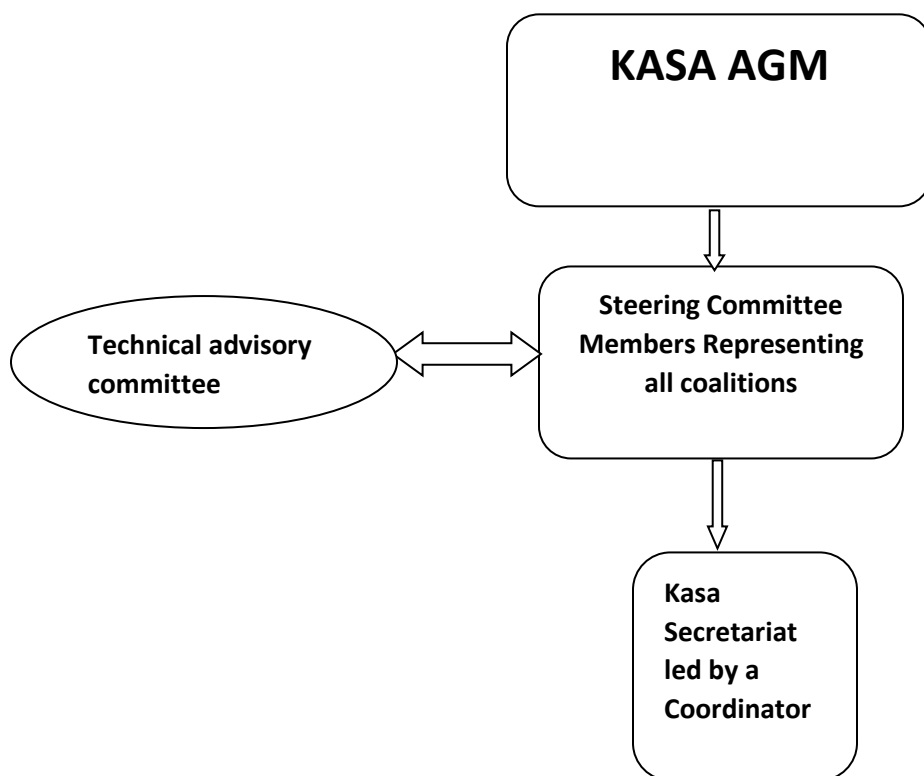
1.5 Governance Arrangement / Organizational Structure

Kasa is governed by a General Assembly which is constituted by the 7 broad CSCs. The General Assembly meets annually to review programmes and activities of Kasa and take decision for future programming of the Initiative. The actual strategic direction of Kasa falls within the remit of the Steering Committee (SC) constituting representatives of the nine (9) platform members. The SC meets quarterly to review and approve programmes, activities and budgets for implementation at the Secretariat level. The SC also monitors effective implementation of the actions outlined in the quarterly plans approved.

The SC shall consult the Technical and Legal Committees for advice as and when it becomes necessary

The SC is led by chairperson with a Vice.

*Simplified Organogram
Structure of leadership*



2.0 The Strategic Plan

2.1 Strategic Plan for 2020 - 2024

This strategic plan has been prepared based on the outcome of the reviews of the 2016-2019 strategic plan, policies, strategies of government, its impact on various sectors and in particular marginalised and vulnerable communities within the context of natural resources and environment. Relevant desktop reviews were conducted on global context and international policies and strategies which influence the natural resources and environment governance and management in Ghana.

2.2 Areas of Strategic Focus: Goal and Strategic Objectives

Goal

The goal of this strategic Plan is:

“To enhance the capacities of Kasa members for concerted policy advocacy to promote good governance in the NRE sector for the realisation of rights and benefits of citizens particularly the marginalised groups (women, children, persons with disabilities, youth)”

Objectives

In pursuance to the goal, the following objectives are identified:

- e. Enhance institutional and organisational capacities to position Kasa as an effective national CSO in NRE Sector.*
- f. Coordinate CSO Advocacy for effective NRE policy, legislation and implementation interventions.*
- g. Enhance access to information and knowledge on NRE issues for citizens’ effective participation in NREG*
- h. Support citizens’ empowerment, especially host communities and marginalised groups in society to demand human rights and social justice.*

2.3 Strategic / Direction Focus

The strategic focus and programmes identified are;

- Enhancing Policy Dialogue and Evidence-based Advocacy at all levels*
- Increasing capacity strengthening programmes for CSOs in NRE issues.*
- Strengthening Institutional Development of KASA and CS Platform*
- Promoting knowledge and learning among members*

2.4 Shared Values

Kasa’s programmes and activities will be underpinned by these values shared by the platform:

- g. Participation*
- h. Accountability*
- i. Non-discrimination*
- j. Social Justice*

- k. *Transparency*
- l. *Gender sensitivity*
- m. *Equity*
- n. *Probity*

3.0 Details on Objectives, Activities and Strategies

3.1 Strategic Objective A:

Enhance institutional and organisational capacities to position Kasa as an effective national CSO in NRE Sector

The platform intends to enhance institutional capacities for coordinating civil society policy advocacy interventions. In order to attain this, the Secretariat needs to have efficient financial, administrative and programming systems such as full complement of human resource with required capacities to provide leadership. Therefore, Kasa will undertake the following activities and strategies;

Secretariat Level:

- *Conduct donor mapping exercises to facilitate opportunities for members*
- *Conduct relevant training for staff*
- *Develop proposals to seek funding & technical support*
- *Develop and implement annual, quarterly plans and budget*
- *Design and implement M&E system*

Member Platform level:

- *Facilitate learning and sharing events*
- *Disseminate research and policy documents and/or information*
- *Sector Reviews and AGMs*
- *Conduct research for an informed advocacy*

Steering Committee level:

- *Train members to develop and review organizational policies and practices (human resource, M&E framework, finance and administrative policies, sustainability and succession)*
- *Support Kasa resource mobilisation*
- *Organise quarterly SC Meetings, Sector Reviews and AGMs*

3.2 Strategic Objective B:

Coordinate CSO Advocacy for effective NRE policy, legislation and implementation interventions.

One of the key mandates of Kasa Initiative Ghana is to provide the framework for coordinating activities of platform members to influencing policies in favour of the poor and marginalized in the NRE Sector in a concerted manner. This requires working with platform members on series of policy

advocacy and dialogues through action research, multi-stakeholder fora, engaging duty bearers and government institutions on specific NRE governance issues. Under this objective, Kasa will support

Local level:

- Support CSO/member organisation engagements with MMDAs

National level:

- Develop a framework for coordinated advocacy programme among platform members
- Support platform members to develop advocacy plans for implementation
- Engage state and non-state actors (parliament select committees on NRE, NRE-related Sector ministries, private sector, media and donor agencies) on policies.
- Training of media houses and personnel to enhance their understanding of NRE issues and its implications on sustainable development for effective engagement and reporting.
- Engage in evidence-based reporting that involves the systematic gathering of evidence and data for analysis of the NRE sector
- Coordinate development of joint position papers/policy briefs by CSOs in the NRE sector
- Provide targeted training programmes for CSOs/media houses on NRE-related issues, policy advocacy, gender, financial management and M&E
- Develop the state of environment reports
- Organise CSO parallel review, learning and sharing forums.
- CSOs-Parliamentary forum on NRE annually.
- Research into NRE sector specific issues on rights and environment for evidence-based advocacy.
- Monitor policy formulation and implementation processes for effective participation and involvement at all levels.

Regional level:

- *Undertake policy and legal reviews on the NRE Sector.*
- *Disseminate information on NRE issues in the sub region.*
- *Develop working relations with ECOWAS and other regional bodies.*

3.3 Strategic Objective C:

Enhance access to information and knowledge on NRE issues for citizens' effective participation in NREG

Access to accurate, timely and valid information and knowledge to facilitate effective decision-making, engagement with duty bearers is important especially at the district and community levels. Such NRE information further enhances citizens' economic, livelihood and empowerment. Therefore, Kasa will work with its members to generate NRE information and knowledge through the following activities:

- Research on cross cutting issues in the NRE sector.
- Develop policy briefs, social media platforms, publications on websites.
- Capture NRE related news items and share with members monthly.
- Media engagement and publication of articles in both print and electronic.
- Prepare communication/media strategy to coordinate flow/dissemination of NRE information

- Engage media on NRE Sector issues.
- Support investigative journalism in the NRE for effective public interest advocacy.
- Support training for Platform members to develop advocacy skills to influencing NRE sector issues.
- Work with platform members to develop and/or integrate social media platforms and link websites for information sharing, visibility in NRE sector.
- Encourage periodic learning and sharing sessions on NRE emerging issues among platform members.
- Publish annual report for dissemination/sharing.
- Support members in raising awareness on specific agenda at district/community levels
- Issue periodic press releases on pertinent NRE Issues.

3.4 Strategic Objective 4:

Support citizens' empowerment, especially host communities and marginalised groups in society to demand human rights and social justice.

Citizens' empowerment is hinged on availability and access to accurate NRE information particularly in host communities. Host communities are bewildered with resource conflicts and mostly disadvantaged because of limited capacity in accessing information to seek redress, equitable benefit sharing and demand social justice. Therefore, Kasa seeks to empower citizens especially host communities to have access to information and capacity to engage and influence policies and practices that affect them. Kasa through its members will consciously support NRE Host Communities (HCs) to safeguard, protect and promote legitimate rights and access to the resources. This require targeted training for host community members to document best practices and lessons learnt as useful tools for decision making engagement with local government institutions and actors such as chiefs, assembly members, landowners, district level departments and regulatory agencies.

Some of the specific activities to be considered include supporting platform members to:

- Train host communities to undertake evidence-based advocacy (including tools for advocacy)*
- Train communities/citizens on effective Behavioural Change Communication (BCC)*
- Support communities' engagement with duty bearers (MMDAs, chiefs and other opinion leaders, the private sector, etc) on NRE issues*
- Build the capacity of CBOs/NGOs at districts and community levels through practical actions like gathering evidence and creating linkages with national, sub-regional, regional and international level advocacy,*
- Empower host communities on their rights and making them aware of national and international policies and treaties in the NRE sector*

Expected outcomes:

- An effective local CSO platform in NRE Sector
- Increased policy and legal advocacy by CSOs on NRE issues in a concerted manner

- Increased access to information and knowledge to deepen citizens' participation in NRE issues
- Reduced social conflict in NRE host communities
- Empowered host communities to demand social justice.

4.0 KASA Strategic Plan Logical Framework

The framework provides broad guidance of expected results and indicators, risk and mitigation measures. They are presented in the table below

Goal	Objectives	Outcome	Activities	Output Indicators	Risk	
To enhance institutional capacities for coordinating CS policy advocacy, for the promotion of good governance in the NRE sector.	Enhance institutional and organisational capacities to position Kasa as an effective local CSOs in NRE Sector	An effective local CSO platform in NRE Sector	Secretariat Level: <ul style="list-style-type: none"> Conduct donor mapping exercises to facilitate opportunities for members Conduct relevant training for staff Develop proposals to seek funding & technical support Develop and implement annual, quarterly plans and budget Design and implement M&E system Member Platform level: <ul style="list-style-type: none"> Facilitate learning and sharing events Disseminate research and policy documents and/or information Sector Reviews and AGMs Steering Committee level: <ul style="list-style-type: none"> Train members to develop and review organizational policies and practices (human resource, M&E framework, finance and administrative policies, sustainability and succession) Support Kasa resource mobilization Organise quarterly SC Meetings, Sector Reviews and AGMs 	<ul style="list-style-type: none"> KASA strategic plan approved and implemented Refresher Training organised for Kasa secretariat staff 	<ul style="list-style-type: none"> Limited funding will affect the implementation of strategic plan and programmes 	<ul style="list-style-type: none">
	Coordinate CSO Advocacy for effective NRE policy, legislation and	Increased policy and legal advocacy by CSOs on NRE issues in a concerted manner	Local level: <ul style="list-style-type: none"> Support CSO/member organisation engagements with MMDAs National level:	<ul style="list-style-type: none"> Framework for coordinated advocacy programme developed # of policy engagement facilitated by KASA 	<ul style="list-style-type: none"> Poor information sharing on policy and legal frameworks will limit our ability to 	<ul style="list-style-type: none">

	implementation interventions.		<ul style="list-style-type: none"> • Develop a framework for coordinated advocacy programme among platform members • Support platform members to develop advocacy plans for implementation • Engage state and non-state actors (parliament select committees on NRE, NRE-related Sector ministries, private sector, media and donor agencies) on policies. • Training of media houses and personnel to enhance their understanding of NRE issues and its implications on sustainable development for effective engagement and reporting. • Engage in evidence-based reporting that involves the systematic gathering of evidence and data for analysis of the NRE sector • Coordinate development of joint position papers/policy briefs by CSOs in the NRE sector • Provide targeted training programmes for CSOs/media houses on NRE-related issues, policy advocacy, gender, financial management and M&E • Develop the state of environment reports • Organise CSO parallel review, learning and sharing forums. • CSOs-Parliamentary forum on NRE annually. • Research into NRE sector specific issues on rights and environment for evidence-based advocacy. • Monitor policy formulation and implementation processes for effective participation and involvement at all levels. <p>Regional level:</p> <ul style="list-style-type: none"> • Undertake policy and legal reviews on the NRE Sector. 	<ul style="list-style-type: none"> • # of joint advocacy campaigns organised • # of research conducted within the NRE sector • # of policy and legal reviews on the NRE sector conducted • # of policy & legal briefs/papers developed and disseminated 	collectively engage and influence processes	
--	-------------------------------	--	---	---	---	--

			<ul style="list-style-type: none"> Disseminate information on NRE issues in the sub region. Develop working relations with ECOWAS and other regional bodies. 			
	Enhance access to information and knowledge on NRE issues for citizens' participation in NREG	Increased access to information and knowledge to deepen citizens' participation in NRE issues	<ul style="list-style-type: none"> Research on cross cutting issues in the NRE sector. Develop policy briefs, social media platforms, publications on websites. Capture NRE related news items and share with members monthly. Media engagement and publication of articles in both print and electronic. Prepare communication/media strategy to coordinate flow/dissemination of NRE information Engage media on NRE Sector issues. Support investigative journalism in the NRE for effective public interest advocacy. Support training for Platform members to develop advocacy skills to influencing NRE sector issues. Work with platform members to develop and/or integrate social media platforms and link websites for information sharing, visibility in NRE sector. Encourage periodic learning and sharing sessions on NRE emerging issues among platform members. Publish annual report for dissemination/sharing. Support members in raising awareness on specific agenda at district/community levels Issue periodic press releases on pertinent NRE Issues. 	<ul style="list-style-type: none"> # of sensitisations held with communities # of NRE information dissemination held by HCs # of capacity development programmes by HCs # of radio, TV, Print, social media platforms engaged on NRE Issues 	<ul style="list-style-type: none"> Willingness of community leadership to participate Commitment for change 	<ul style="list-style-type: none">
	Support citizen empowerment, especially host communities and marginalized	<ul style="list-style-type: none"> Reduced social conflict in NRE host communities 	<ul style="list-style-type: none"> Train host communities to undertake evidence-based advocacy (including tools for advocacy) Train communities/citizens on effective Behavioural Change Communication (BCC) 	<ul style="list-style-type: none"> # of HC & CS engaged in dialogue for social justice 	<ul style="list-style-type: none"> Dialogue fatigue which could renew conflicts 	<ul style="list-style-type: none">

	<i>groups in society to demand Social Justice.</i>	<ul style="list-style-type: none"> • Empowered host communities to demand social justice. 	<ul style="list-style-type: none"> • <i>Support communities' engagement with duty bearers (MMDAs, chiefs and other opinion leaders, the private sector, etc) on NRE issues</i> • <i>Build the capacity of CBOs/NGOs at districts and community levels through practical actions like gathering evidence and creating linkages with national, sub-regional, regional and international level advocacy,</i> • <i>Empower host communities on their rights and making them aware of national and international policies and treaties in the NRE sector</i> 	<ul style="list-style-type: none"> • <i># of evidence-based advocacy conducted by HCs.</i> 		<ul style="list-style-type: none"> • •

5.0 Objectives, Key Activities and Timeframe

The section of the plans outlines the key activities and timeframe for implementing these activities. This covers the programmes and activities from 2020-2024.

Objectives 1: Institutional and organisational capacity development of KASA as an effective local CSO platform in NRE Sector		Implementation Timeframe				
Activities	Success Measures	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
a. develop and review human resource, finance and administrative policies and strategies	<ul style="list-style-type: none"> Human resource, admin and financial procedures manual reviewed for implementation 					
b. prepare fund raising strategy	<ul style="list-style-type: none"> Fund raising strategy developed and implemented 					
c. conduct relevant training for staff	<ul style="list-style-type: none"> relevant training organised for Kasa Secretariat Staff 					
d. strengthen capacity of SC Members	<ul style="list-style-type: none"> needs assessment of SC members conducted and training provided in areas of needs 					
e. develop proposals to seek funding & technical support	<ul style="list-style-type: none"> # of proposals developed # of proposals won 					
f. support joint fund raising activities with platform members	<ul style="list-style-type: none"> joint fund raising activities developed & implemented 					
g. conduct donor mapping exercises to facilitate opportunities for CSO funding	<ul style="list-style-type: none"> register/data of donors developed and calls for proposals monitored 					

<i>h. organize quarterly SC Meetings</i>	• number of SC Meetings organised					
<i>i. develop and implement annual, quarterly plans and budget design and implement M&E framework</i>	• annual, quarterly plans and M&E framework with budget developed and implemented					

Objectives 2:						
Coordinate CSO Advocacy for effective NRE policy formulation, legislation and implementation						
Activities	Success Measures	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
<i>a. develop a framework for coordinated advocacy among platform members</i>	• framework for coordinated advocacy among platform developed and implemented					
<i>b. research into NRE sector specific issues affecting rights of citizens and the environment for evidence-based evidence</i>	• # of research programmes design and implemented with NRE focus					
<i>c. support platforms/members to develop advocacy plans for implementation</i>	• all network members with advocacy strategies & plans for implementation					
<i>d. Undertake policy and legal reviews on NRE Sector</i>	• # of policy & legal reviews conducted & shared					
<i>e. monitor the policy formulation and implementation processes for effective participation and involvement at all levels.</i>	• # policy & strategy development at national & district level monitored • # of policy and strategy development or reviews processes participated					
<i>f. engage state and non-state actors (parliament select committees on NRE, NRE-related Sector ministries,</i>	• # of engagement meetings held					

<i>private sector, media and donor agencies)</i>						
<i>g. coordinate development of joint position papers/policy briefs by CSOs in the NRE sector</i>	<ul style="list-style-type: none"> # of policy briefs/position papers coordinated and shared/published 					
<i>h. support CSO engagements with MMDAs</i>	<ul style="list-style-type: none"> # of CSO/MMDAs engagements held 					
<i>i. provide targeted training programmes for CSOs/media houses on NRE-related issues, policy advocacy, gender, financial management and M&E</i>	<ul style="list-style-type: none"> # of training programmes conducted # of persons benefitted 					
<i>j. organise annual reviews and learning & sharing events and opportunities among members</i>	<ul style="list-style-type: none"> # of evidence-based advocacy by platform members coordinated 					
<i>j. Joint advocacy campaign</i>	<ul style="list-style-type: none"> # of joint advocacy campaigned engaged in 					

Objectives 3: Enhance access to information and knowledge on NRE issues for citizens' participation in NREG		Implementation Timeframe				
Activities	Success Measures	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5
<i>a. Prepare communication/media strategy to coordinate flow/dissemination of information</i>	<ul style="list-style-type: none"> Communication strategy prepared and implemented 					
<i>b. Engage media on issues NRE Sector</i>	<ul style="list-style-type: none"> # of media houses engaged/# of engagement sessions held 					
<i>c. train and support media houses/personnel on effective reporting and fieldtrips to investigate typical NRE issues of public interest</i>	<ul style="list-style-type: none"> # number of training organized for media houses/persons 					

d. <i>support training for Platform members to develop key messages to influencing NRE sector issues</i>	<ul style="list-style-type: none"> # of training for platform members supported 					
e. <i>work with platform members to develop and/or integrate social media platforms and link websites for information sharing, visibility and joint advocacy on NRE issues</i>	<ul style="list-style-type: none"> Social Media platforms developed and functional # of communications delivered through the social media platforms developed Members websites linked 					
f. <i>Organize learning and sharing sessions</i>	<ul style="list-style-type: none"> # of learning and sharing sessions organised 					
g. <i>Publish annual report for dissemination/sharing</i>	<ul style="list-style-type: none"> # of annual reports published 					
h. <i>Organize with Members awareness raising/citizen engagement sessions on specific agenda at district/community level</i>	<ul style="list-style-type: none"> # of awareness sessions planned and implemented at the district/community levels 					
i. <i>Support coordinated media fieldtrips to investigate typical NRE issues of public interest</i>	<ul style="list-style-type: none"> # of media field trips & investigations conducted 					
j. <i>Issues press releases and commission other media work to increase coverage on pertinent NRE Issues</i>	<ul style="list-style-type: none"> # of press releases issues 					

Objectives 4: Support citizen empowerment, especially host communities, to use existing policy and legal framework to demand Social and Climate Justice		Implementation Timeframe				
Activities	Success Measures	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5

a. <i>Support Training of host communities to undertake rooted advocacy (including tools for advocacy)</i>	<ul style="list-style-type: none"> # of communities supported to undertake advocacy sessions at community/district level 					
b. <i>Support training of communities/citizens on effective communications</i>	<ul style="list-style-type: none"> # of training sessions organized for communities/citizen groups 					
c. <i>Work with Platforms to support communities engage duty bearers (MMDAs, chiefs and other opinion leaders, the private sector, etc on NRE issues)</i>	<ul style="list-style-type: none"> # of communities supported to engage duty bearers at the community/district level 					
d. <i>Coordinate local level advocacy with regional/national level advocacy</i>	<ul style="list-style-type: none"> # of local level advocacy linked to national level advocacy 					

6.0 Monitoring & Evaluation

Kasa Initiative Ghana shall develop a comprehensive Monitoring and Evaluation (M&E) system encompassing all areas or levels of engagement.

Kasa Initiative Ghana will coordinate monitoring activities of the various NRE platforms. The Coordinator in conjunction with the Steering Committee shall develop reporting formats and assign monitoring responsibilities.

6.1 Reporting

a. Quarterly Reports

The Coordinator will produce quarterly progress reports focusing on significant changes and impact during the period in relation to the strategic directions. This would be accompanied by key “Most Significant Change” (MSC) stories documented during the period. This will be done in collaboration with the various sector coalitions on the following:

- *Key activities carried out within the period.*
- *Reasons for any major deviations, challenges, key lessons learnt and progress made in relation to objectives.*

- *Unexpected and significant events,*
- *MSC stories.*
- *The coordinator will compile and summarize these reports into quarterly reports and share with members.*

6.2 Reviews & Evaluations

There will be annual, midterm and final review of the strategic plan. The final review will form the basis for developing a new strategic plan.

6.2 Appendix 4

Attendance List

Name	Location	Organization	Email	Telephone	Gender
ANNE-ALIDS AYELE	EASTERN REGION	STEPUP AID & EDUCATION	stepuppaidandedc@gmail.com	055-0596285	F
HANNAH OWUWSU-KORANTENG	ACCRA	WACAM	kowus75@yahoo.com	276965748	F
SAMUEL OBIRI	CAPE COAST	CEIA	obirisamuel@gmail.com	0244-708322	M
FATI SEIDU TAMBO	NORTHERN REGION	SUNG FOUNDATION	fathanz@yahoo.com	0244-714240	F
S-ABBEY ALIMATU	ACCRA	KASA GH	kasaghana@gmail.com	0240-566768	F
DIANA KLU	ACCRA	FISHERIES ALLIANCE	kludiana@yahoo.com		F
M.A. EDU	AXIM	"	mikeabakaedu@gmail.com	0244-880174	M
FRANK BIMPONG	ACCRA	CSPOG	kkbimp@yahoo.com	0275-859387	M
WINFRED D DONKOR	HOHOE	CICOL	ardoghana@yahoo.com	0244-170165	M
PETER OSEI-WUSU	KUMASI	FWG	possoi_wusu@yahoo.co.uk	0244-61052	M
KOFI AFEH BONKHE	KUMASI	FWG	kofiafreh1@gmail.com	054-4451903	M
FRANCIS BROBBEY	OFFINSO ABOFOUR	TTE GREEN PLANT CONSULT LTD	brobbeyfrancis@yahoo.com	0244-169587	M
KYEI KWADO YAMOAH	TAKORADI	FISHERIES ALLIANCE	kkyeyiams@gmail.com	0244-817020	M
CHARLES AGBOKLU	HO	CCWEG	cagboklu@gmail.com	0244-616768	M
ALI TANTI ROBER	OBUASI	YOUTH ALLIANCE FOR DEV'P	tautirobert@yahoo.co.uk	0246-486740	M

RICHARD ELIMAH	OBUASI	CESIS	dzivon56@gmail.com		M
OUT-APPIAH GABRIEL	W/R AOWIM	SSF	projects@ssfghana.org	0244-758807	M
E.Y. TENKERANG	CAPE COAST	SDS, UCC	entenkorang@uccedugh	0264-624657	M
ZAKARIA YAKUBU	ACCRA	CARE	yakubu.zakaria@care.org	0244-720932	M
RICHMOND ANTWI-BEDIAKO	ACCRA	CICOL	antwibed@yahoo.com	0244-286927	M
RAYMOND KOFI SAKYI	ACCRA	FC	nlesakyi@yahoo.com		M
LILLIAN BRUCE	ACCRA	CICOL	lilliarthur@yahoo.co.uk	0244-614303	F
BEN ARTHUR	ACCRA	CONSULTANT	benjamin_arthur@hotmail.com	020-6527445	M
AMA KODOM-AGYEMANG	ACCRA	INDEPENDENT MEDIA	kudomagyemang@yahoo.com	0244-567888	F
NOBLE WADZAH	ACCRA	CSPOG	noblewadzah@gmail.com	0242-257922	M
ELVIS OPPONG-MENSAH	ACCRA	FWG	elvisoppongmensah@gmail.com	044-172878	M
EMILY HAMMOND	ACCRA	CONIWAS	coniwass@yahoo.com	0244-989085	F
JOYCE GYEKYE	ACCRA	GBC	joygye@hotmail.com	0233-5518503	F
PAA KWESI SACKY	CAPE COAST	CENTRE FOR ENVIRONMENTAL IMPACT	kweslikwabo@gmail.com	0249-605834	M
HARRIFORD ZINANU	HO	CONIWAS	harrison.zinan@yahoo.com	0244-614258	M
ISSIFU SULEMANA	WALEWALE	CEAC	zasilarii@yahoo.com	050-4395442	M
CHBEZE EZEKIEL	ACCRA	SYND	chibeze@gmail.com	0244-967931	M
JEMIMA OPARE-HENAKU	ACCRA	CIVIC RESPONSE	jimmyhenaks2014@gmail.com	231214576	F
EMELIA ABAKA-EDU	AXIM	FISHERIES ALLIANCE	emeliaabakaedu@gmail.com	0543-252638	F
OBED OWUSU-ADDAL	ACCRA	ECOCARE GHANA	obed@ecocareghana.org	0240-355320	M
VINCENT AWOTWE-PRATT	ACCRA	CIEC	vicent@biodiversityadvocates.org	0243-242859	M
ALBERT KATAKO	ACCRA	CIVIC RESPONSE	albert.katako@gmail.com	0244-642186	M
JOSEPHINE A. ACKAH	AXIM	UCSOND	jozzy.ackah@gmail.com	020-9632383	F
ELI AMEMO	TARKWA	RECA	amemoeli@gmail.com	0243-372539	M
CECILE RENEIER	ACCRA	NOE	cecile.renier@	055-2359219	M
LOUIS ACHEAMPONG	OBUASI	KASA GH SC	alouis72@yahoo.com	0244-605765	M

AUGUSTINE NIBER	ACCRA	CEPIL	augor8@yahoo.com	0244-613254	M
JANE AMELEY OKU	ACCRA	CONIWAS	janokfoundation@yahoo.com	0277-612448	F
EMMANUEL ADISENU	ACCRA	CONIWAS	amanuadis@yahoo.com	0244-998832	M
SAMUEL MAWUTOR	ACCRA	OREGONSTATE UNIV.	samuel.mawutor@oregonstate.edu	0246-225177	M
NANA KWEIGYAH	CAPE COAST	FISHERIES ALLIANCE	nkweigyah@gmail.com	0246-909643	M
ISHMAEL BARFI	ACCRA	UNFOLD AFRICA	senghana@gmail.com	0272-881599	M
EVELYN ADDOR	ACCRA	KASA GH	evyaddor@gmail.com	0246-474228	F
ALIDJAH EDWARD	NSAWAM	FAWE FM	edwardalidah3@gmail.com	0244-866829	M
DORCAS AWORTWE	CAPE COAST	CSPOG	nadorcas@yahoo.com	244588312	F
JONATHAN GOKAH	ACCRA	KASA GH	kasaghana@gmail.com	244936660	M
STEVE MANTEAW	ACCRA	CSPOG	manteawsteve@yahoo.co.uk	0244-273006	M
PRISCILLA ACQUANDOH	TAKORADI	FISHERIES ALLIANCE	pricillaacauandoh23@gmail.com	0243-189870	F
ADWOA SERWAA BONA	OBUASI	SOCIAL SUPPORT FOUNDATION	sbona06@gmail.com	2443217645	F
KARIM IDDRISU	OBUASI	RIGHTS & DEV'P NETWORK	radretash@gmail.com	0246-55057	M
SOLOMON YAMOAH	ACCRA	SYND	staw20gh@gmail.com	0233-682783	M
PRISCILLA OFFEI-ASARE	ACCRA	CONIWAS	pricillaod44@gmail.com	020-9061740	F
BASILIA NANBIGNE	ACCRA	CONIWAS	bnanbigne@gmail.com	0244-595664	F
HANNAH WILSON	ACCRA	NANNY			F
YAW OSEI-OWUSU	ACCRA	CONSERVATION ALLIANCE	yosei-owusu@conservalliance.org	0244-277395	M
RAYMOND OWUSU-ACHIAW	ACCRA	Conservation Alliance	rowusu-achiaw@conservalliance.org	0246-656083	M
NII ADDO	EASTERN REGION	SYND	flyteastface@gmail.com	0260-704666	M
KENNETA AMOATENG	TEMA	ABIBIMAN FOUNDATION	kamoateng@gmail.com	0244-023651	M
OTU APPIAH GABRIEL	OBUASI	SSF	projects@ssfghana.org	0244-758807	M
DOREEN ASIEDU	TEMA	WACAM	sweetdoreen2@yahoo.com	0241-801968	F
ROSE MEDA D.	SUNYANI	CONIWAS	rose_meda@yahoo.com	262848837	F
ABIGAIL FOSUAA GYABAA	ACCRA	DON BOSCO YOUTH NETWORK	abenagentie@gmail.com	0541-530432	F

--	--	--	--	--	--