MINISTRY OF LOCAL GOVERNMENT, DECENTRALIZATION AND RURAL DEVELOPMENT

NEW JUABEN SOUTH MUNICIPAL ASSEMBLY

Ghana Secondary Cities Support Program

ABBREVIATED RESETTLEMENT ACTION PLAN



REDEVELOPMENT OF KOFORIDUA JACKSON PARK

NEW JUABEN SOUTH MUNICIPAL ASSEMBLY

ABBREVIATED RESETTLEMENT ACTION PLAN

REDEVELOPMENT OF KOFORIDUA JACKSON PARK– NJSMA

FINAL REPORT

February, 2022

PREPARED BY:

AMPOMA *Augustine*
ogudom@yahoo.com

SUMMARY DATA SHEET (ARAP - NJSMA)			
No	**Description**	**Comment**	
1	Sector Ministry	Ministry of Local Government Decentralization and Rural Development	
2	Project	Ghana Secondary Cities Support Program (GSCSP)	
3	Funding	International Development Association (IDA), World Bank Group, Ghana	
4	Sub-Project	Redevelopment and Upgrading of Jackson Park – New Juaben South	
5	Municipality/Town/Region/Country	New Juaben South Municipal Assembly, Koforidua, Eastern Region, Ghana	
6	Type of Civil Works (redevelopment Koforidua Jackson park)	**1st Phase of Project:** (A) Construction of 1 no. public stand with Stores and Electrical room, (B) Construction of 1 no. VIP Stand, (C) Construction of 1 No. 20 seater washroom facility, (D) Construction of 1 no. restaurant with pub and TV theatre (E) Precast Blocks Paving of 12,000m2 on Jackson Park with 1no. volley ball court(170m2) and 1no basketball court(480m2), (F) Rehabilitation of street lights by replacing 500chokes,700N0 Sodium bulbs,300complete LED lamps 700 No inginate, 200pcs 16mm dia x 4 underground cable, 10No streetlight control panel within the project area.	**2nd Phase of Project:** (A) Construction of 2 no. public stand with Stores, (B) Construction of 1no. Ceremonial Stage (C) Construction of a waiting area for taxi rank (D) Construction of 1 No. 20 seater washrooms, (E) Construction of Steel Post Fence wall (F) Construction of 1No. Gymnasium and 1no. Swimming Pool (G) Construction of Cenotaph and Landscaping (H) Construction of U-drain,
7	Ownership of Land	New Juaben South Municipal Assembly	
8	Size of land	5.5 Acres	
	Total number of Project Affected Persons (PAP)	211	
	Number of Males	66	
	Number of Females	145	
	Total Budget for implementation of ARAP	GH¢ 119,000.00	

EXECUTIVE SUMMARY

Introduction

The Government of Ghana (GoG), through the Ministry of Local Government, Decentralization and Rural Development (MLGDRD), has received a credit facility from the International Development Association (IDA) to fund the cost of the Ghana Secondary Cities Support Program (GSCSP). The program's development objective is to improve urban management and basic urban services in participating municipal assemblies. The GSCSP is part of the Government's broader decentralization support program, specifically focusing on 25 Municipal Assemblies that manage urban development in secondary cities.

Part of the credit facility will be used for the Project's Local Window - US$ 90 million, through which participating Municipal Assemblies received Urban Development Grants (UDGs – US$87 million) and Capacity Support Grants (CSGs – US$3 million). Urban Development Grants allocations are invested in urban infrastructure and service delivery, whiles CSGs allocations are invested in institutional and capacity development initiatives aimed at enhancing their urban management performance. The New Juaben South Municipal Assembly (NJSMA) intends to use part of the funds for the Redevelopment and Upgrading of Jackson Park and other ancillary infrastructure facilities at Koforidua. The overall effect of the project will be the modernization of the Jackson Park which will result in an increase in revenue to the New Juaben South Municipal Assembly. The implementation of this sub-project will inconvenience 211persons comprising of 51 drivers, 6 food vendors, 3 artisans and 151 petty traders most of whom were brought to the project site as part of measures to prevent overcrowding and promote social distancing during the peak of the COVID19. Fifty-six (56) of the affected persons are males while one hundred and fifty-five (155) are females with 213 movable properties. The impact triggers the World Bank's Involuntary Resettlement Policy OP 4.12 thus the preparation of this Abbreviated Resettlement Action Plan (ARAP).

Objective of the Assignment

The purpose and objective of the Abbreviated Resettlement Action Plan (ARAP) is to identify the social safeguards risks and impacts associated with the implementation of the proposed project and put forward measures to assist the New Juaben Municipal Assembly to mitigate the identified risks and impacts during the construction and operational phases of the sub-project.

Description of Project

The Proposed Project involves the Redevelopment of Koforidua Jackson Park into a modern park with ancillary facilities. The project will be carried out in two phases. Phase one of the sub-project, which has an estimated construction period of ten (10) months, will include:

(A) Construction of 1 no. public stand with Stores and Electrical room,
(B) Construction of 1 no. VIP Stand,
(C) Construction of 1 No. 20 seater washroom facility,
(D) Construction of 1 no. restaurant with pub and TV theatre
(E) Precast Blocks Paving of 12,000m2 on Jackson Park with 1no. volley ball court(170m2) and 1no basketball court(480m2),
(F) Rehabilitation of street lights by replacing 500chokes,700N0 Sodium bulbs,300complete LED lamps 700 No inginate, 200pcs 16mm dia x 4 underground cable, 10No streetlight control panel to within the project areas

The second phase of the sub-project, which also has an estimated construction period of ten (10) months, will comprise of:

(A) Construction of 2 no. public stand with Stores,
(B) Construction of 2 No. Public Stand, 1No. 20-seater Washroom
(C) Construction of hostel with 1No. Common room/Reception.
(D) Pavement of 12000sq.m area
(E) Construction of Cenotaph, Fountain
(F) Landscaping and artificial green glass and 550m length of fence wall
(G) Construction of 0.45mm U-drain, 600m length
(H) Drilling of 4 No. borehole mechanized standpipes
(I) LED screen display, guard rails
(J) Construction of Taxi waiting area and security post.

General Description of Project Area

The sub-project is located at Koforidua in the New Juaben South Municipal Assembly of the Eastern Region and covers a total land area of 5.5 acres belonging to the New Juaben Municipal Assembly. The project site shares boundaries with 24 houses, 1 primary school (Kovok School Complex) and a commercial bank (Prudential Bank) but are separated by a road on all sides. The sub-project area is located within the Central Business District (CBD) of Koforidua and is very close the Office of the New Juaben South Municipal Assembly; Koforidua Central Market and the Juaben Serwaah Market. The Jackson Park houses the statue of an Old Soldier, which is considered as culturally sensitive by the Military High Command. However, the statue will be preserved and incorporated into the design of the redevelopment[1]. Part of the Jackson Park is used as loading area by Taxi Drivers. The project site also serves as the main rallying ground for all regional and communal events, including independence parades, festivals, funerals, church crusades and political rallies. The park further serves as car parking lot for patrons of offices and institutions within the Central Business District (CBD). The project site also serves as thoroughfare to residents and other persons who patronize there. During the day, community members visit the site for shade and also play draughts, volleyball and basketball. The project falls within the jurisdiction of the New Juaben Traditional Council.

The New Juaben South Municipal Assembly is one of the thirty-three (33) Municipalities and Districts in the Eastern Region and was established in 1988 by the Legislative Instrument (LI) 1426. Originally it was part of the larger New Juaben Municipal Assembly created in 1988. However, on 15 March 2018, part of the District was split off to become New Juaben North Municipal Assembly; thus the remaining being renamed as New Juaben South Municipal Assembly. The municipality lies between longitudes 1030' West and 0030 East and latitudes 60 and 70 North with Koforidua as its capital. The population of New Juaben Municipality, according to the 2010 Population and Housing Census, is 183,727 with a growth rate of 2.5% representing 6.9 percent of the Eastern region's total population of 2,633,154. Males constitute 48.3 percent and females represent 51.7 percent. More than 90 percent (93.3%) of the population in the Municipality live in urban localities. The Municipality has a sex ratio of 93, implying that to every 100 females there 93 males. The Municipality has a youthful population with about one third (30.8%) of the population below 15 years. This age structure results in a

[1]A meeting between the New Juaben South Municipal Assembly, Traditional Council and representatives of the Military High Command agreed to incorporate the statue of the military officer into the construction of Cenotaph.

broad base population pyramid which tapers off with a small number of elderly persons (7.3%). The total age dependency ratio for the Municipality is 56.1.

Identification of Potential Impacts

The project will lead to the temporary relocation of taxi drivers, permanent relocation of food vendors and traders who were brought to the park as part of measures to promote social distancing during the peak of the COVID19[2]. The project will not lead to the demolition of any immovable structures and no culturally sensitive sites will be destroyed. Affected food vendors, artisans and traders will be relocated with their temporary structures from the current site back to the old market before the project commences. The relocation activities will not result in any significant loss of income or livelihoods as trading activities will not be curtailed. However, food vendors who will suffer loss of income during relocation activities will be supported by the New Juaben South Municipal Assembly with cash supplementary assistance.

Policy, Legislative and Regulatory Framework

The Project will be implemented according to both the World Bank Safeguard policies and Ghanaian Laws. Where there are gaps in the requirements, the World Bank requirements will apply. The World Bank's safeguard policy on involuntary resettlement, OP 4.12 is to be complied with where involuntary resettlement, impacts on livelihoods, acquisition of land or restrictions to natural resources, may take place as a result of project implementation. The relevant legal and institutional framework in Ghana applicable to the preparation and implementation of the ARAP include:

- The 1992 Constitution of the Republic of Ghana
- National Land Policy, 1999
- The Lands Act, 2020 (Act 1036)
- The State Lands Regulation of 1962 (LI 230)
- The Lands (Statutory Wayleaves) Act, 1963 (Act 186)
- The Lands (Statutory Wayleaves) Regulation of 1964 (LI 334)
- Lands Commission Act, 2008 (Act 767)
- Land Use and Spatial Planning Authority (LUSPA) Act, 2016 (Act 925)
- Alternative Dispute Resolutions Act, 2010 (Act 798).

Objectives of the Resettlement/Relocation Programme

The main objectives of the relocation /resettlement programme are as follows:

- To ensure that project affected persons are consulted and their concerns included in the resettlement/relocation programme for implementation.
- To ensure that project affected persons are adequately compensated for loss of property or restrictions on the property use, e.g. structures, land, or communal property.
- To compensate the affected units and enterprises for their loss at full replacement cost.
- To ensure that displaced persons are properly relocated or resettled.
- To identify vulnerable groups including the elderly, physically challenged, bedridden/hospitalised etc among the project affected people and prescribe any special assistance they may require in terms of extra attention during the implementation of the programme.

[2] https://citinewsroom.com/2020/04/covid-19-assembly-converts-koforidua-jackson-park-into-temporary-market/

- To comply with both country and World Bank requirements on land acquisition, restrictions on land use and involuntary resettlement.

Census and Socioeconomic Conditions of PAPs

The total number of direct Project Affected Persons (PAPs) recorded at the close of the cut-off date (3rd August, 2021) was 211 persons, with 213 movable properties at the sub-project site. Out of the total number of 211 project affected persons, 66 (representing about 31.3%) are males while 145 (representing about 68.7%) are females. Seven categories of PAPs were identified and these include:

1. Taxi Operators,
2. Food vendors and artisans and who operate within the perimeters of the park,
3. Volleyball Players,
4. Basketball Players,
5. Traders who were brought to the park as measures to stop the spread of Covid19,
6. Patrons who use the park as parking area and
7. Community members who use the Jackson for funerals, rallies and other events

All PAPs were found to be directly engaged in commercial activities within the Jackson Park, with the majority of them being petty traders, taxi drivers, food vendors and artisans. The drivers ply the roads within the Koforidua township and its outskirts. The project will have some impacts on all the seven categories of PAPs. However, the implementation of the project will have direct economic impact on only three categories, namely; (1) Taxi Drivers, (2) Food vendors and artisans and who operate within the perimeters of the park and traders who were brought to the park as measures to stop the spread of Covid19. The volleyball players, basketball players, patrons who use the Jackson Park as parking area and community members who use the Jackson for funerals, rallies and other events will not suffer any foreseeable loss of livelihood.

Inventory of individual PAPs and Properties

The Taxi Drivers, Food vendors and artisans and who operate within the perimeters of the park and traders who were brought to the park as measures to stop the spread of Covid19 were all enumerated. Due to the use of the park, no structures were found at the project site and as such there were no immovable property. Properties of project affected persons ranged from boxes, mats, tables, umbrellas and canopies. Most of the project affected persons brought their tables, boxes, mats and umbrellas on markets days to spread on the floor to sell. Out of the total number of 213 properties at the sub-project site, 45, representing 21.13%, are tables; 111, representing 52.11%, are Mats and Chairs, 51, representing 23.94% are cars, one volleyball net; and 1basketball poles. Forty of the tables are owned by females while five are owned by males. Majority (101) of the mats and chairs are owned by women while only 10 are owned by men. All the 51 cars are operated by men while 4 women owned canopies at the project site (See table 3.2.4). The ages of the PAPs range from 18 to 70+ years.

Major Socioeconomic information on the PAPs

Majority of the affected persons live in Koforidua and its environs. Others are itinerant traders who move from market to market within the eastern (Asesewa, Adawso Asamankese etc) and central region (Kasoa, Mankesim, Asin Foso, etc) on market days. 51 drivers, 6 food vendors, 3 artisans and 151 petty traders most of whom were brought to the project site as part of

measures to prevent overcrowding and promote social distancing during the peak of the COVID19. Generally, the major economic activities engaged by these PAPs are driving and the sale of food items. Others are into the sale of foot wears and second-hand clothing. Interactions with the PAPs shows 74, representing 35.07% fall within the income bracket of GHC800 and above a month. Out of this number, there are 51 males and 23 females. PAPs who fall within the income bracket of GHc400 – 599 follow with 70 persons (67 females and 3 males). Only five PAPs, representing 2.37% fall within the income bracket of GHC00 – 199. Detailed monthly income of the PAPs have been captured below in the table 3.2.5.

Eligibility Criteria and Entitlements

Displaced or affected persons in the Project would be classified as persons or groups:

- Who have formal legal rights to land or assets/structures (including customary and traditional rights recognised under the law);
- Who do not have formal legal rights to land or assets/structures at the time the census begins, but have a claim to land or assets that is recognized or recognizable under national law; or
- Who have no recognizable legal right or claim to the land or assets/structures they occupy or use.

The affected persons have formal or legal right to the structures or facilities they use. However, the land they occupy belongs to the New Juaben South Municipal Assembly and therefore is a public land.

The matrix of entitlements for the different categories of impacts to be encountered under the Project are provided in the table below.

Table 0-1: Matrix of Entitlements for the Impacts

S/N	Category Of PAP	Type of impact	Entitlement
1	Taxi Drivers	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
2	Food vendors and traders	Permanent loss of trading areas	▪ Relocation to Agartha Market (to be provided or paid for by NJSMA) ▪ Supplementary Assistance based on: - transportation rates for the transfer of structure and
3	COVID19 Induced PAPs	Temporary loss of trading areas	Reintegration into Juaben Serwaah and Central markets
4	Basketball Club	Temporary loss of playing court	Temporary relocation of playing court to Koforidua Senior High Technical School compound for period of reconstruction and reinstatement of playing court at Jackson's Park following completion of redevelopment
5	Volleyball Club	Temporary loss of space for playing tables	Temporary relocation of playing tables to Jubilee Park (at expense of NJSMA) for period of reconstruction and reinstatement of playing tables at Jackson's Park following completion of redevelopment
6	New Juaben Traditional	Temporary loss of durbar and	Temporary relocation of durbar ground to Jubilee Park for period of reconstruction; compensation for loss of share of monthly revenues

	Council/General Community	recreational grounds	accruing from fees and tolls on usage of durbar grounds; and reinstatement of durbar ground at Jackson's Park following completion of redevelopment

Cut-of-Date

The cut of date for eligibility is the day of census and socioeconomic survey, which is 3rd August, 2021. The PAPs were informed about this date through announcement made from the community information center two days before the enumeration date. The Consultant also made it clear on the day of enumeration and socioeconomic survey.

Relocation of Activities and Compensation Measures

Disturbance/ Loss of Income Issues

Disturbance/loss of income will be insignificant or very minor. An old market (Agartha Market) has been renovated for the affected traders to continue with their trading activities. The affected traders can be moved to the new market early in the morning, within three hours or less for them to continue with their trading activities. The foodstuffs of these market women are mostly brought from their homes each time to the market.

Movement of Affected Structures and Cost

Some categories of PAPs will require assistance with regard to movement of structures to the new market, and these include: food vendors with canopies, and bigger tables. The estimated cost for the relocation of food vendor, traders are taxi drivers is Ghc96,000.00

Relocation/Resettlement Arrangement/ Proposal

NJSMA will facilitate the movement of structures to the new market place, or liaise with the contractor to do so. The following measures should be considered to ensure smooth relocation:

- All PAPs must be given adequate notice, at least 7 days, prior to the commencement of relocation to new market site.
- The movement of structures to the new market site should be done in the early morning of an agreed date with the PAPs so that market women can send their foodstuffs from home straight to the new market to continue with their trading activities during the day.
- The movement of structures should NOT be done on non-market days.
- Market women/ traders who operate on one or two relatively small tables without any shed whatsoever at the existing market place can be moved or placed at the open space in front of the new market structure to ensure that the new market accommodates all affected market women.
- The Relocation/Resettlement Implementation Committee should meet with the market women and agree on the date for the relocation.

Each affected trader/market woman allocated a place at the new market will sign or thumbprint a Relocation or Placement sheet together with the authorized project representative.

Relocation/Resettlement Implementation Committee and Mandate

The Relocation/Resettlement Implementation Committee will include:

- NJSMA GSCSP Coordinator;

- NJSMA Works Engineer; and
- The Assemblyman for the project area or a representative of the Unit Committee Member.

The Relocation/Resettlement Implementation Committee will be responsible for the relocation of all affected persons and entities from their current site to the new market place in line with the ARAP report.

Summary of Issues and Decisions from Consultations

A summary of the concerns and comments from the engagement with affected Taxi Drivers, food vendors and traders are provided below:

Table 0-2: Summary of Issues and Decisions from Consultations

STAKEHOLDER	CHANNEL	ISSUES DISCUSSED	AGREED ACTION
NJSMA	Formal meetings	- Traffic Impact of the sub-project on the Central Business District of Koforidua - Loss of community car park and impact on congestion within the CBD	- NJSMA to engage the MTTD to manage traffic impact during construction - NJSMA to consult SSNIT to secure the use of their premises as temporary parking space during the construction phase of the project
Traders	Formal meetings and one-on-one interactions	- Time for the commencement of construction activities - Disruption of livelihoods	- NJSMA to communicate timelines for project 1 month before commencement. - NJSMA to prepare relocation site in consultation with leaders of traders before commencement of sub-project
Taxi Drivers	Formal meetings and one-on-one interactions	- Time for the commencement of construction activities - Disruption of livelihoods	- NJSMA to communicate timelines for project 1 month before commencement. - NJSMA and MTTD to allocate new loading area for Taxi Drivers before commencement of sub-project
New Juaben Traditional Council	Formal meetings	- Temporary loss of communal durbar grounds and social events Centre - Likely loss of income to New Juaben Traditional Council and NJSMA	- All social and regional events to take place at Jubilee park during the construction phase of the project - NJSMA to continue to support the Traditional Council during the construction phase with periodic allocation equivalent to monthly revenues from tolls and fees from the use of the park.
Basketball and other sporting activities	Formal meetings and one-on-one interactions	- Restriction of access to field of play	NJSMA to relocate Sporting activities at the Jackson Park (Volley and Basketball) to the Koforidua Senior High Technical School Compound until the completion of the new park which

			shall include modern sporting facilities

Disclosure Arrangements

The World Bank (WB) requires that the ARAP be submitted for public disclosure purposes. The disclosures will be in-country as well as World Banks external website. For in-country disclosure, the MLGDRD will ensure that copies of the cleared ARAP or extracts of the cleared ARAP (core report without annexes) are sent to NJSMA for disclosure. A public notice of the ARAP disclosure will be placed at the Assembly premises and newspaper publications will also be made to inform the public/PAPs about the documents at the Assembly. The World Bank will disclose the ARAP on its external website.

Implementation Plan

The ARAP implementation activities will be under the overall guidance of the NJSMA GSCSP Coordinator. The NJSMA GSCSP Coordinator reports to the Ministry of Local Government, Decentralization and Rural Development, who will ensure that safeguard issues are addressed during project implementation. Other institutions to be involved include:

- World Bank
- Ministry of Local Government and Rural Development
- New Juaben South Municipal Assembly (NJSMA)
- Works Department
- Ministry of Finance and Economic Planning
- Lands Commission (Land Valuation Division)
- Contractor for the civil works
- Project Affected Persons

The ARAP is expected to be implemented in May 2021 for construction work to start in July 2021.

Grievance Redress Mechanism

The grievance redress process shall follow the chain below in resolving grievances, including introducing any other initiatives that could compliment the effectiveness of the process:

(i) Receive grievances;
(ii) Grievance assessed and logged
(iii) Acknowledgement of grievances;
(iv) Follow-up and Processing;
(v) Develop response;
(vi) Verification, Investigation and Action;
(vii) Monitoring and Evaluation; and
(viii) Feedback

For the purpose of this project, a four tier grievance redress process has been developed to manage grievances. These are:

1. A Seven-Member Grievance Redress Committee;
2. Municipal Public Relations and Complaints Committee (PRCC);
3. The Eastern Regional Coordinating Council (ERCC); and

4. The Law Court.

The Grievance Redress Team at the Project Level will include the following:

- The NJSMA GSCSP Coordinator,
- The elected local Assemblyman for the project area,
- A representative of the Chief of New Juaben Traditional Council,
- A representative of Taxi Drivers,
- A representative of the Traders, and a
- CSO

Grievances should be resolved within a period of about 3 to 14 working days to identify and resolve project grievances. It is recommended that a maximum of two weeks should be set for completion of the grievance review process. Aggrieved parties shall report directly to any of the grievance redress process through any medium suitable to him/her, including verbal narration, telephone calls, text messages and letters. The duration for resolving a grievance shall normally be a maximum of two weeks. Every person/institution that activates the grievance redress process should be given every opportunity to present his or her case through a process that is fair, just and transparent. Services rendered by the grievance redress process should be free of charge, be friendly, accessible, efficient and expeditious.

Monitoring and Evaluation

The monitoring and evaluation will be the main mechanism to alert NJSMA of any delays and problems. These activities will also help measure the extent to which the main objectives of the ARAP have been achieved. The ARAP monitoring and evaluation measures will have two main components namely:

- Performance/Internal monitoring; and
- ARAP completion audit.

The monitoring and evaluation team will be responsible for the internal monitoring of the ARAP implementation programme to ensure that the relocation team, the grievance redress team as well as the contractor follow the schedule and comply with the principles of the ARAP. The monitoring and evaluation team will submit periodic reports to the MCE, and also report the status of implementation to the Ministry. The proposed membership of the monitoring and evaluation team will include:

- The Works Engineer for the Project, will serve as Team Lead;
- A representative from the Municipal Development Planning Unit, apart from the Project Coordinator;
- The elected local Assemblyman.

A completion audit will be undertaken after the project in line with World Bank requirements to verify that all resettlement or relocation measures identified in the ARAP were implemented or otherwise, and that relocation and reinstatement works have been completed in compliance with OP 4.12.

Estimated Cost for ARAP Implementation

The summary of the proposed budget for the implementation of the ARAP is presented in the table below. NJSMA will provide funds for ARAP activities and will also facilitate the

relocation or movement of structures to the new market. The estimated cost for the ARAP implementation is GH¢ 119,000.00 including cost of preparation of temporary loading, renovation of Agartha Market and provision of resettlement assistance.

Table 0-3: Summary of key social safeguards issues and recommended remedies

S/n	Category of Impact	Nature of Impact	Mitigation Measures	Responsibility	Source of funding	Remarks
1	Temporary relocation of taxi station	Social	• Vehicles at the main Koforidua Taxi Station will use the Regional Co-ordinating Council (RCC) road as their exit point from the Central Business District (CBD) instead of the Jackson's Park road to avoid interference with the project.	Municipal Development Planning Officer, Municipal Engineer, Contractor, urban roads engineer	NJSMA	World Bank funds cannot be used to pay for compensation.
2	Relocation of food vendors and traders	Social	• Relocation to Agatha market	Municipal Development Planning Officer, Municipal Engineer, Contractor	IGF NJSMA	
	Relocation of COVID19 induced traders	social	• Reintegration back to Juaben Serwaa and Koforidual Central markets	Municipal Development Planning Officer, Municipal Engineer, Contractor	IGF NJSMA	
3	Temporary loss of community durbar grounds	Social	• Community to hold public events such as festivals, state events, funerals and other ceremonies at the Jubilee Park at Koforidua (Gallaway)	Municipal Development Planning Officer, Municipal Engineer, Contractor	NJSMA	
4	Temporary loss of volley and basketball Court	Social	• Sporting activities at the Jackson Park (Volley and Basketball) to be relocated to the Koforidua Senior High Technical School Compound until the completion of the new park which shall include modern sporting facilities	Municipal Development Planning Officer, Municipal Engineer, Contractor	NJSMA	
5	Loss of parking area for workers and customers	Social	• Workers and customers to Koforidua Commercial Business District (CBD) will use the	Municipal Development Planning Officer,	NJSMA	

	to the Koforidua Commercial Business District (CBD)		premises of the Social Security and National Insurance Trust (SSNIT) as parking area during construction	Municipal Engineer, Contractor		
6	Disclosure of information	Social	• All project related information will be shared with the community through the public information centres, announcement in the community radio, Assembly's website and through community durbars.	Municipal Development Planning Officer, Municipal Information Officer	GSCSP	
7	Grievance Redress Mechanism	Social	• Publication of grievance redress process information posters at project site • Introduction and manning of grievance redress logbook at project site	Municipal Development Planning Officer, Municipal Engineer, Contractor	NJSMA/ GSCSP	

List of Abbreviations

ARAP	Abbreviated Resettlement Action Plan
CBD	Central Business District
CSG	Capacity Support Grant
CSO	Civil Society Organization
EPA	Environmental Protection Agency
GH¢	Ghana Cedis
GoG	Government of Ghana
GSCSP	Ghana Secondary Cities Support Program
GRC	Grievances Redress Committee
GRM	Grievance Redress Mechanism
HIV	Humann Immune Virus
LGRC	Local Grievance Redress Committee
IDA	International Development Association
L.I.	Legislative Instrument
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MMTDP	Municipal Medium Term Development Plan
MoF	Ministry of Finance
MLGDRD	Ministry of Local Government, Decentralization and Rural Development
NJSMA	New Juaben South Municipal Assembly
NGOs	Non-Governmental Organizations
PAPs	Project Affected Persons
UDG	Urban Development Grant

Table of Contents

EXECUTIVE SUMMARY iv
Introduction iv
Objective of the Assignment iv
Description of Project iv
General Description of Project Area v
Identification of Potential Impacts vi
Policy, Legislative and Regulatory Framework vi
Objectives of the Resettlement/Relocation Programme vi
Census and Socioeconomic Conditions of PAPs vii
Inventory of individual PAPs and Properties vii
Major Socioeconomic information on the PAPs vii
Eligibility Criteria and Entitlements viii
Cut-of-Date ix
Relocation of Activities and Compensation Measures ix
Disturbance/ Loss of Income Issues ix
Movement of Affected Structures and Cost ix
Relocation/Resettlement Arrangement/ Proposal ix
Relocation/Resettlement Implementation Committee and Mandate ix
Summary of Issues and Decisions from Consultations x
Disclosure Arrangements xi
Implementation Plan xi
Grievance Redress Mechanism xi
Monitoring and Evaluation xii
Estimated Cost for ARAP Implementation xii
Table 0-3: Summary of key social safeguards issues and recommended remedies xiii
List of Abbreviations xv
CHAPTER ONE ..... - 1 -
GENERAL INTRODUCTION ..... - 1 -
1.1 Background ..... - 1 -
1. 2. Project Description ..... - 2 -
1. 5 Environmental and Social Impacts of the Project ..... - 4 -
1.6 Objectives of the ARAP ..... - 5 -
1.7 Rational for ARAP preparation ..... - 6 -

1.8 Methodology ..... - 6 -
1.8.1 Literature Review ..... - 6 -
1.8.2 Stakeholder/Public Consultation ..... - 6 -
1.8.3 Census and Field Data Gathering (Identification of PAPs and Extent of Impacts) ..... - 7 -
CHAPTER TWO ..... - 8 -
LEGAL, POLICY AND ADMINISTRATIVE FRAMEWORK FOR RESETTLEMENT PLANNING IN GHANA ..... - 8 -
2.2.1 The Constitution of Ghana ..... - 8 -
2.2.2 The State Lands Act 1962, Act 125 ..... - 8 -
2.2.3 The Lands (Statutory Wayleaves) Act, 1963 (Act 186) ..... - 9 -
2.2.4 The Land Title Registration Act 1986, PNDCL 152 ..... - 9 -
2.2.5 Public Lands (Protection) Act, 1974 (NRCD 240) ..... - 10 -
2.2.6 World Bank Operational Policy on Involuntary Resettlement (OP 4.12) ..... - 10 -
2.3 Administrative and Institutional Framework ..... - 11 -
2.3.1 Land Valuation Division (LVD) ..... - 11 -
2.3.2 Ministry of Finance/Accountant General's Department ..... - 11 -
2.3.3 Public and Vested Lands Division of Lands Commission ..... - 11 -
2.3.4 New Juaben South Municipal Assembly (NJSMA) ..... - 11 -
2.3.5 Attorney General's Department and Ministry of Justice ..... - 11 -
2.3.6 Non-Governmental Organizations (NGOs) ..... - 12 -
2.4 Comparison of the Ghanaian Legal Framework with World Bank OP 4.12 on Resettlement Assistance ..... - 12 -
2.4 Land Use and Spatial Planning Act, 2016 (Act 925) ..... - 13 -
2.5 The Lands (Statutory Wayleaves) Act, 1963 (Act 186) ..... - 13 -
2.6 Land Act, 2020 (Act 1036) ..... - 13 -
2.7 National Gender Policy ..... - 14 -
2.8 World Bank Operational Policy on Involuntary Resettlement (OP 4.12) ..... - 15 -
2.9 Relevant Institutions and Organisations ..... - 19 -
2.9.1 Environmental Protection Agency ..... - 19 -
2.9.2 Lands Commission ..... - 19 -
2.9.3 Ministry of Finance ..... - 20 -
2.9.4 Attorney General's Department and Ministry of Justice ..... - 20 -
2.9.5 New Juaben South Municipal Assembly ..... - 21 -
2. 9.6 Eastern Regional Coordinating Council (ERCC) ..... - 21 -

2.9.7 Non-Governmental Organizations ..... - 21 -
2.9.8 New Juaben Traditional Council and Local Community Leadership ..... - 21 -
CHAPTER THREE
CENSUS AND SOCIO-ECONOMIC CHARACTERISTICS OF PROJECT AFFECTED PERSONS (PAPs) ..... - 22 -
3.1 Introduction ..... - 22 -
3.2 Census of PAPs and their Socio-Economic Characteristics ..... - 22 -
3.2.1 Age and Sex Distribution of PAPs ..... - 22 -
Source: Census and socio-economic survey of PAPs ..... - 22 -
3.2.2 Level of Education ..... - 23 -
3.2.3 Marital Status of PAPs ..... - 23 -
3.2.4 Economic and Livelihood Characteristics ..... - 24 -
3.2.5 Incomes of Project Affected Persons ..... - 24 -
3.2.6 Property Type of PAPs ..... - 25 -
Source: Census and socio-economic survey of PAPs ..... - 25 -
3.2.7 Movable and immovable Properties ..... - 25 -
CHAPTER FOUR
ELIGIBILITY CRITERIA AND ENTITLEMENT FRAMEWORK ..... - 26 -
4.1 Introduction ..... - 26 -
4.2 Affected Persons/Entities and Cut-off Date ..... - 26 -
4.3 Eligibility Criteria and Proof of Eligibility ..... - 26 -
4.4 Entitlement Matrix ..... - 27 -
CHAPTER FIVE
ASSETS, COMPENSATION AND OTHER RESETTLEMENT ASSISTANCE ..... - 29 -
5.1 Introduction ..... - 29 -
5.2 Analysis of Assets and Livelihoods of PAPs ..... - 29 -
5.3 Compensation Matrix ..... - 29 -
CHAPTER SIX ..... - 40 -
STAKEHOLDER ENGAGEMENT, PUBLIC CONSULTATIONS AND NEGOTIATIONS - 40 -
6.0 Introduction ..... - 40 -
6.1 Stakeholder Identification and Analysis ..... - 40 -
6.2 Consultation Process and Stakeholders Consulted ..... - 42 -
6.3 Outcome of Consultations and Negotiations ..... - 42 -
A summary of discussions and decisions taken at the stakeholder's consultations are captured in Table 6.1. ..... - 42 -

Table 6.1: Summary of Issues and Decisions from Consultations ..... - 42 -
6.4 Information Disclosure and Notification ..... - 44 -
6.5 Public Participation in the form of Voluntary Contribution ..... - 44 -
CHAPTER SEVEN ..... - 45 -
ARAP IMPLEMENTATION ARRANGEMENTS AND BUDGET ..... - 45 -
7.1 Introduction ..... - 45 -
7.2 Implementation Schedule ..... - 45 -
7.2.1 Approval of ARAP and Disclosure ..... - 49 -
7.2.2 Formation of ARAP Implementation Committee (AIC) and Local Grievance Redress Committee (LGRC) ..... - 49 -
7.2.3 Training and Orientation of AIC and LGRC ..... - 50 -
7.2.4 AIC Preliminary Engagement, Communication of Restitution and Signing and Submission of Acceptance Letters by PAPs ..... - 50 -
7.2.5 Delivery of Entitlements ..... - 50 -
7.2.6 Preparation of Alternate Locations for Displaced Activities ..... - 51 -
7.2.7 Demolition of Structures and Redevelopment of Park ..... - 51 -
7.2.8 Completion of Park Redevelopment and Return of Activities ..... - 52 -
7.3 ARAP Implementation Reporting ..... - 52 -
7.4 Monitoring and Evaluation of the Living Standards of PAPs ..... - 52 -
7.5 ARAP Completion Report ..... - 52 -
7.6 ARAP Completion Audit Report ..... - 52 -
7.7 Costing and Budgeting ..... - 52 -
CHAPTER EIGHT ..... - 54 -
GRIEVANCE REDRESS MECHANISM (GRM) ..... - 54 -
8.1 Introduction ..... - 54 -
8.2 Grievance Redress Mechanism (GRM) ..... - 54 -
8.3 Expected Grievances ..... - 54 -
8.4 Institutional Basis of Grievances Redress Mechanism ..... - 54 -
8.5 Grievance Redress Process ..... - 55 -
8.5.1 Seven-Member Grievance Redress Committee ..... - 55 -
8.5.2 Public Relations and Complaints Committee ..... - 56 -
8.5.3 The Eastern Regional Coordinating Council (ERCC) ..... - 56 -
8.5.4 Court of Law ..... - 56 -
8.5.5 Proposed Schedule for Grievance Redress ..... - 57 -

CHAPTER NINE
MONITORING AND EVALUATION ..... - 59 -
9.1 Introduction ..... - 59 -
9.2 ARAP Monitoring and Evaluation Arrangements ..... - 59 -
9.2.1 Performance Monitoring ..... - 60 -
9.2.2 Process or Impact Monitoring ..... - 60 -
9.2.3 ARAP Completion Audit or End Evaluation ..... - 61 -
REFERENCES 62

CHAPTER ONE
GENERAL INTRODUCTION

1.1 Background

The Government of Ghana (GoG), through the Ministry of Local Government, Decentralization and Rural Development (MLGDRD), has received a credit facility from the International Development Association (IDA) of the World Bank (WB) to fund the cost of the Ghana Secondary Cities Support Program (GSCSP) in Ghana. The program's development objective is to improve urban management and basic urban services in participating municipal assemblies (MAs). The GSCSP is part of the GoG's broader decentralization support program, specifically focusing on 25 MAs that manage urban development in secondary cities.

The Program has three fund disbursement windows, namely (i) local window, (ii) regional window, and (iii) national window.

- **Local Window** - US$ 90 million, through which participating MAs receive Urban Development Grants (UDGs – US$87 million) and Capacity Support Grants (CSGs – US$3 million). While UDGs allow Municipal Assemblies to make investments in urban infrastructure and service delivery, CSGs enable them to invest in institutional and capacity development initiatives aimed at enhancing their urban management performance. UDGs and CSGs are supplementary to the Government grants under the Responsiveness Factor Grant (RFG) of the District Assembly Common Fund (DACF) allocated to participating Municipal Assemblies.
- **Regional Window** - US$ 3 million, through which the sixteen RCCs are provided with funds to backstop, mentor and monitor Metropolitan, Municipal and District Assemblies (MMDAs) within their respective regional jurisdictions and ensure that the MMDAs annual DPAT assessments results are up to national average scores.
- **National Window** - US$ 7 million, through which a range of national-level institutions and agencies access funding in order to strengthen their policy, support and monitoring functions with respect to urban management and development, as well as funding to manage annual performance assessments (APA) of participating Municipal Assemblies.

The New Juaben South Municipal Assembly (NJSMA) intends to access part of the funds under the Local Window for the upgrading of Koforidua Jackson Park and other ancillary infrastructure facilities. The sub-project is expected to improve and modernize the park into a recreational centre of excellence for the Koforidua township. The overall effect of the project will be an increase in revenue to the New Juaben South Municipal Assembly. The implementation of this sub-project will potentially displace and inconvenience about 211 persons (comprising 145 females and 66 males), all with movable properties. The 211 PAPs include 51 drivers, 6 food vendors, 3 artisans and 151 petty traders most of whom were brought to the project site as part of measures to prevent overcrowding and promote social distancing during the peak of the COVID19. The livelihoods of these affected persons would likely be impacted. The anticipated displacement and impact triggers the World Bank's Involuntary Resettlement Policy OP 4.12, thus the preparation of this Abbreviated Resettlement Action Plan (ARAP)[3]. An ARAP is being prepared to identify and outline restitution measures to cater

[3] This is an Abbreviated Resettlement Action Plan (ARAP) because less than 200 persons and/or businesses will be affected directly by the intervention.

for the displacement and likely inconvenience the sub-project will bring to project affected persons and entities in line with World Bank's Involuntary Resettlement Policy OP 4.12.

1. 2. Project Description

The sub-project is located at Koforidua in the New Juaben South Municipal Assembly of the Eastern Region. The New Juaben South Municipal Assembly is one of the thirty-three (33) Municipalities and Districts in the Eastern Region and was established in 1988 by the Legislative Instrument (LI) 1426. Originally it was part of the larger New Juaben Municipal Assembly created in 1988. However, on 15 March 2018, part of the district has split off to become New Juaben North Municipal Assembly; thus the remaining being renamed as New Juaben South Municipal Assembly. Aside its original use as a durbar and social ground, and sporting and recreational grounds, parts of Jackson Park is currently used as staging and loading space by taxi operators and temporary market space for traders (usually on market days). It is important to note that the Jackson Park ordinarily is not a market for traders. The traders were brought to the park by the Municipal Assembly as part of measures to prevent the spread of COVID 19 during the outbreak. Their stay at the Jackson Park is temporary. Plans are under way by the NJSMA to expand the old market and return the traders back to the market.

1.3 General Description of Project Area

The sub-project is located at Koforidua in the New Juaben South Municipality of the Eastern Region and covers a total land area of 5.5 acres belonging to the New Juaben Municipal Assembly. The project site shares boundaries with 24 houses, 1 primary school (Kovok School Complex) and a commercial bank (Prudential Bank) but are separated by a road on all sides. The sub-project area is located at the Central Business District (CBD) of Koforidua and is very close to the Office of the New Juaben South Municipal Assembly; Koforidua Central Market and the Juaben Serwaah Market. The Jackson Park houses the statue of an Old Soldier, which is considered as culturally sensitive by the Military High Command. However, the statue will be preserved and incorporated into the design of the redevelopment[4]. Part of the Jackson Park is used as loading area by Taxi Drivers. The project site also serves as the main rallying ground for all regional and communal events, including independence parades, festivals, funerals, church crusades and political rallies. The park further serves as car parking lot for patrons of offices and institutions within the CBD.

The New Juaben Municipal Assembly lies between longitudes 1030' West and 0030 East and latitudes 60 and 70 North with Koforidua as its capital. The population of New Juaben Municipality, according to the 2010 Population and Housing Census, is 183,727 with a growth rate of 2.5% representing 6.9 percent of the Eastern region's total population of 2,633,154. Males constitute 48.3 percent and females represent 51.7 percent. More than 90 percent (93.3%) of the population in the Municipality live in urban localities. The Municipality has a sex ratio of 93, implying that to every 100 females there 93 males. The Municipality has a youthful population with about one third (30.8%) of the population below 15 years. This age structure results in a broad base population pyramid which tapers off with a small number of elderly persons (7.3%). The total age dependency ratio for the Municipality is 56.1.

[4]A meeting between the New Juaben South Municipal Assembly, Traditional Council and representatives of the Military High Command agreed to incorporate the statue of the military officer into the construction of Cenotaph.



Aerial view of the Jackson's Park

1. 4. Project Description and Proposed Works

The Proposed Project involves the Redevelopment of Koforidua Jackson Park into a modern park with ancillary facilities. The project will be carried out in two phases. Phase one of the sub-project, which has an estimated construction period of ten (10) months, will include:

(G) Construction of 1 no. public stand with Stores and Electrical room,
(H) Construction of 1 no. VIP Stand,
(I) Construction of 1 No. 20 seater washroom facility,
(J) Construction of 1 no. restaurant with pub and TV theatre
(K) Precast Blocks Paving of 12,000m2 on Jackson Park with 1no. volley ball court(170m2) and 1no basketball court(480m2),
(L) Rehabilitation of street lights by replacing 500chokes,700N0 Sodium bulbs,300complete LED lamps 700 No inginate, 200pcs 16mm dia x 4 underground cable, 10No streetlight control panel within the project area.

The second phase of the sub-project, which also has an estimated construction period of ten (10) months, will comprise of:

(M) Construction of 2 no. public stand with Stores,
(N) Construction of 1no. Ceremonial Stage
(O) Construction of a waiting area for taxi rank
(P) Construction of 1 No. 20 seater washrooms,
(Q) Construction of Steel Post Fence wall
(R) Construction of 1No. Gymnasium and 1no. Swimming Pool
(S) Construction of Cenotaph and Landscaping

(T) Construction of U-drain,
(U) Construction of 4 No. mechanised standpipe, and
(V) Installation of air-conditions and chairs

The redevelopment of the Jackson Park and ancillary facilities will involve excavation works, concrete works, block laying, filling and compacting (earth works), and haulage of materials in and out. The construction activities will result in:

- Permanent relocation of food vendors and traders,
- Temporary relocation of Taxi Station,
- Temporary closure and relocation of community durbar grounds,
- Disturbance to traders and customers who patronize the market,
- Traffic congestion
- Dust and noise emissions,
- Potential burns on the workers, and
- Waste generation

1. 5 Environmental and Social Impacts of the Project

Some of the potential environmental impacts of the sub-project will include dust and noise emissions, waste generation and traffic congestion. The others impacts, such as disturbances to the livelihood of taxi operators, food vendors, petty traders and occupational health and safety are the social impacts of the project, the major reason why this ARAP becomes a requirement. In managing the environmental and social impacts, the contract bid documents should include the following recommendations as requirements: (i) fencing of project site to prevent access by traders, (ii) mixing of on-site materials in shielded areas, (iii) proper covering of equipment and materials during transportation, (iv) Routine and proper servicing of equipment and their placement, away from sensitive areas, to reduce noise and public safety risks (v) use of ear plugs and protective clothing for construction workers to control noise pollution and burns, (vi) Provision of adequate diversions and visible direction signs to minimise traffic congestion and accidents, and (vi) provision of a sustainable waste management plan to take care of waste generation.

Permanent relocation of traders, temporary closure of the park and relocation of community durbar activities, relocation of the existing taxi station, and disturbance to traders and customers who patronize activities at the park are some of the potential social impacts of the intervention. **Table 1**, below, presents a summary of key potential social impacts and proposed remedies.

Table 1: Summary of Social Impacts and Suggested Remedies

S/n	Category of Impact	Mitigation Measures	Responsibility
1	Loss of trading area	• Relocation of market to a temporary site during the construction phase	Municipal Development Planning Officer, Municipal Engineer, Contractor
2	Temporary loss of space for community durbar grounds	• Community to hold public events such as festivals, state events, funerals and other ceremonies at the Jubilee Park at Koforidua	Municipal Development Planning Officer, Municipal Engineer, Contractor

3	Temporary relocation of taxi station	• Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls	Municipal Development Planning Officer, Municipal Engineer, Contractor
4	Temporary loss of existing volley and basketball Courts	• Sporting activities at the Jackson park to be relocated to the Koforidua Senior High Technical School compound until the completion of the new park which shall include modern sporting facilities	Municipal Development Planning Officer, Municipal Engineer, Contractor
5	Loss of parking area for workers and customers to Koforidua Commercial Business District (CBD)	• Use the premises of the nearby Social Security and National Insurance Trust (SSNIT) as parking area during construction	Municipal Development Planning Officer, Municipal Engineer, Contractor

The contractors shall prepare Construction Environment and Social Management Plan (CESMP). The CESMP will spell out how the potential environmental and social issues will be mitigated during construction. The contractor will sign a code of conduct with his staff. Construction crew and supervisors should be trained on health and safety guidelines and be given personal protective equipment. The disruption of livelihoods will be catered for in this report (Chapter Three and Chapter Four)

1.6 Objectives of the ARAP

The objective of the ARAP is to identify all persons and entities who are likely to be affected as a result of the redevelopment of the Koforidua Jackson Park and to justify their displacement after consideration of alternatives that would minimize or avoid displacement. The ARAP also seeks to outline restitution measures for the identified impacts and to ensure that the affected persons/entities are assisted in their efforts to improve their livelihoods and standards of living or at least to restore them, in real terms to pre-displacement levels or to levels prevailing prior to the beginning of the project implementation, whichever is higher.

The specific objectives of the ARAP are to:

- Assess the nature and magnitude of project impacts;
- Demonstrate project alternatives that have been considered (or will be considered during implementation) to avoid or minimize displacement;
- Conduct resettlement as a development activity;
- Present results of a census of all project affected persons (PAPs);
- Assess compensation payable to PAPs, which is assessed at replacement cost, and determine eligibility for compensation;
- Identify vulnerable PAPs and provide measures against project-induced hardships; and
- Provide livelihood assistance to PAPs in their efforts to restore and/ or improve on their livelihood and standard of living with the aim of restoring their livelihoods to pre-project levels.

1.7 Rational for ARAP preparation

The rational of the Abbreviated Resettlement Action Plan (ARAP) is to identify the social safeguards risks and impacts associated with the implementation of the proposed project and put forward measures to assist the New Juaben Municipal Assembly to mitigate the identified risks and impacts during the construction and operational phases of the sub-project. This is because OP 4.12 requires that where impacts on the affected population is less than 200 people, or if less than 10% of PAPS productive assets are lost, an ARAP may be prepared by the borrower.

1.8 Methodology

As required by the terms of reference, the methodology adopted for the assignment was participatory and included:

- Development of tools for consultation and data gathering including guided questions, focused group discussion and stakeholder mapping showing the different stakeholders interested and affected by the project; and
- Consultation with various interested individuals and groups especially project affected persons (PAPs).

A combination of quantitative and qualitative methods was employed. Both primary and secondary data sources were utilized. Site visits were organized to obtain first-hand information on the PAPs and the larger project environment, and to assess the extent and magnitude of impacts. The approach to the preparation of this ARAP involved different phases which include the following: Literature Review; Stakeholder/Public Consultation, Data Gathering/Census, Identification of PAPs, Review of Report by client, review of Report by MLGDRD and World Bank Safeguards Team.

1.8.1 Literature Review

A review of relevant literature was carried out to gain further and deeper understanding of the project and related laws and policies. The literature reviewed included the Program Appraisal Document (PAD), GSCSP Resettlement Policy Framework (RPF), and the World Bank's Involuntary Resettlement Sourcebook. Other relevant documents reviewed are reports, publications on land and property acquisition and compensation relevant to the ARAP, the Municipal Medium Term Development Plan (MMTDP) of New Juaben South Municipal Assembly, and the World Bank Operational Policies (especially Involuntary Resettlement Policy, O.P 4.12).

1.8.2 Stakeholder/Public Consultation

Extensive consultation was carried out with relevant stakeholders to learn and identify the issues and agree on specific actions to mitigate them.

The study commenced on the 12th of December, 2020 with a meeting between the Team and stakeholders within the project area, especially the taxi operators. The purpose was to develop a plan for stakeholder consultation and the preparation of the ARAP. This was followed by a

project site visit and a meeting with officials of NJSMA, to brief them and hold discussions on the outlook of the project.

The next was individual interviews and enumeration with the PAPs to determine the extent of impacts of the project and other available alternatives. Progress meetings with the Municipal Planning Coordinating Unit were held to discuss field findings. Find attached minutes of meeting with the Municipal Assembly and other stakeholders in the Appendix IV.

1.8.3 Census and Field Data Gathering (Identification of PAPs and Extent of Impacts)

The field work comprised physical counting and socioeconomic survey of PAPs, determination of degree of impacts on PAPs and signing of agreement with PAPs (See Appendix II for MoU between NJSMA and PAPs).

1.8.4 Assessment of Loss and Establishment of Restitution Measures

This entailed the formulation of entitlement framework, computation of compensation and other resettlement support. Data gathered from the aforementioned surveys and studies were analyzed using manual techniques and computer software applications (i.e., Microsoft Excel). Inferences were drawn and findings compiled and summarized as presented in this report.

1.8.5 Preparation of ARAP Report

This involved the compilation of this ARAP report based on the findings and outcomes of the preceding phases. As required, and to strengthen the participatory process, the draft ARAP was consulted upon with key stakeholders including PAPs, officials of NJSMA, the traditional council, traders and taxi drivers and an independent third party CSO (EduMedia). The feedback from these consultation activities were used to finalise the ARAP.

CHAPTER TWO
LEGAL, POLICY AND ADMINISTRATIVE FRAMEWORK FOR RESETTLEMENT PLANNING IN GHANA

2.1 Introduction

This chapter deals with the legal and policy frameworks as well as the administrative set-up for preparing Resettlement Action Plans in Ghana. It describes applicable and relevant legal and policy issues for land acquisition and payment of compensation in Ghana. It also sets out the World Bank's Operational Policy (OP) on Involuntary Resettlement (OP4.12), which is also triggered. The relevant national regulatory framework and the World Bank's requirements on involuntary resettlement is compared and contrasted and where there are differences, proposals to bridge the gap are provided.

2.2 Legal and Policy Framework

The policies and laws guiding land and property acquisition, ownership and compensation under this project include the following:

1) The Constitution of the Republic of Ghana;
2) Land Use and Spatial Planning Act, 2016 (Act 925);
3) The Lands (Statutory Wayleaves) Act, 1962 (Act 183);
4) Land Act, 2020 (Act, 1036);
5) Ghana National Gender Policy, 2015;
6) World Bank Policy on Involuntary Resettlement (OP 4.12); and
7) Relevant institutional requirements.

2.2.1 The Constitution of Ghana

Article 20 of the 1992 Constitution of Ghana provides for the protection from deprivation of property unless such acquisition is made in the interest of defense, public safety, public order, public morality, town and country planning, or the development or utilization of property to promote public interest. Furthermore, Article 20 of the Constitution provides that compulsory acquisition of property by the State should be made under a law, which makes provision for prompt payment of fair and adequate compensation as well as a right of access to a High Court by any person who has interest in or right over the property for the determination of his interest or right and the amount of compensation to which he is entitled. Article 20 (3) stipulates that where compulsory acquisition of land involves the displacement of any inhabitants, the state shall resettle them on suitable alternative lands with due regards to their socio-cultural values. All land acquisitions and compensation assessments will be undertaken having in mind the requirements of the Constitutional provisions.

2.2.2 The State Lands Act 1962, Act 125

The State Lands Act 1962, Act 125 vests in the President of the Republic the authority to acquire land for the public interest by means of an Executive Instrument (EI). In addition, the State Lands Act, 1962, details the different elements to be taken into consideration when calculating compensation and these include: 'Cost of disturbance'; 'Market value'; 'Replacement value'; and 'other damage'.

1. "Cost of disturbance" means the reasonable expenses incidental to any necessary change of residence or place of business by any person having a right or interest in

the land;

2. "Market value" means the sum of money which the land might have been expected to realize if sold in the open market by a willing seller or to a willing buyer;
3. "Replacement value" means the value of the land where there is no demand or market for the land by reason of the situation or of the purpose for which the land was devoted at the time of the declaration made under section 1 of this Act, and shall be the amount required for reasonable re- instatement equivalent to the condition of the land at the date of the said declaration; and
4. "Other damage" means damage sustained by any person having a right or interest in the land or in adjoining land, by reason of severance from or injurious affection to any adjoining land.

Lump sum payment of compensation is prescribed under the law. However, a major limitation of Act 125 is that provision has not been made for public consultation and involvement in the acquisition process. As effective consultation is crucial for project implementation, the acquiring agency will conduct extensive consultation with the affected locations and with other stakeholders at every stage of project implementation.

2.2.3 The Lands (Statutory Wayleaves) Act, 1963 (Act 186)

The Lands (Statutory Wayleaves) Act, 1963 (Act 186) details the process involved in occupation of land for the purpose of the construction, installation and maintenance of works of public utility, and for the creation of right-of-way for such works. The key elements of this Act include the following:

1. The owner / occupier of the land must be formally notified at least a week in advance of the intent to enter, and be given at least 24 hours' notice before actual entry;
2. Any damage due to entry must be compensated in accord with the procedures established by the Minister unless the land is restored or replaced;
3. In the case of highways, no compensation shall be paid, unless the land taken is more than one fifth of the total holdings of an affected person;
4. Where a right of way must be established in the public interest, the President may declare the land to be subject to such statutory wayleave; and
5. On publication of a wayleave instrument specifying the area required, and without further assurance, the land shall be deemed to be subject to wayleave. Compensation is then determined and paid, with the right of appeal to a Tribunal established by the President, in parallel with the Lands Act, 1962.

Further to this Act, the Statutory Wayleave Regulations, 1964, provide procedural details and address grievance mechanisms.

2.2.4 The Land Title Registration Act 1986, PNDCL 152

The challenges arising from registration of instruments under the Land Registry Act, 1962 (Act 122) led to the promulgation of the Land Title Registration Act, 1986 (PNDCL 152) which would be an improvement on the registration of deeds. The Law provides for accurate parcel or cadastral maps which would reduce fraud, multiple registrations and reduce litigation. It also provides for publication and adjudication of conflicts. The certificate of title to the land is indefeasible and can only be cancelled by a court of law. The Land Title Registration Law provides for the registration of all interests held under customary law and also the common law. Under this law the registrable interests include:

(i) allodial title;
(ii) usufruct/ customary law freehold;
(iii) freehold;
(iv) leasehold;
(v) customary tenancies; and
(vi) mineral licenses.

2.2.5 Public Lands (Protection) Act, 1974 (NRCD 240)

This act provides for the protection of public land from unlawful deeds, occupation, trespass or other illegal encroachment or interference. It also prescribes penalties for unlawful sale or occupation of public land and provides for the ejection of trespassers.

2.2.6 World Bank Operational Policy on Involuntary Resettlement (OP 4.12)

The World Bank's safeguard policy on Involuntary Resettlement, OP 4.12 requires that where a project results in involuntary resettlement, impacts on livelihoods and leads to acquisition of land or restrictions to access to natural resources consideration should be given to the following:

- Involuntary resettlement should be avoided where feasible, or minimized, exploring all viable alternative project designs;
- Where it is not feasible to avoid resettlement, resettlement activities should be conceived and executed as sustainable development programs, providing sufficient investment resources to enable persons physically displaced by the project to share in project benefits. Displaced persons should be meaningfully consulted and should have opportunities to participate in planning and implementing resettlement programs; and
- Displaced persons should be assisted in their efforts to improve their livelihoods and standards of living or at least to restore them, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher.

The World Bank policy (OP 4.12) requires that the resettlement plan should include measures to ensure that the displaced persons are:

- Informed about their options and rights pertaining to resettlement;
- Consulted on, offered choices among, and provided with technically and economically feasible resettlement alternatives; and
- Provided prompt and effective compensation at full replacement cost for losses of assets attributed directly to the project.

If the impacts include physical relocation, the resettlement plan should include measures to ensure that the displaced persons are:

- Provided with assistance (such as moving allowances) during relocation; and
- Provided with residential housing, or housing sites, or as required, agricultural sites for which a combination of productive potential, location advantages, and other factors is at least equivalent to the advantages of the old site.

Where necessary (e.g. in the situation of project-induced vulnerability), to achieve the objectives of the policy, the resettlement plan also should include measures to ensure that displaced persons are:

- Offered support after displacement, for a transition period, based on a reasonable estimate of the time likely to be needed to restore their livelihood and standards of living;

and

- Provided with development assistance in addition to compensation measures, such as land preparation, credit facilities and training or job opportunities.

2.3 Administrative and Institutional Framework

2.3.1 Land Valuation Division (LVD)

The Land Valuation Division (LVD) of the Lands Commission is the statutory government institution responsible for assessing and approving compensation amounts to PAPs on government funded projects. It will receive value and verify documentation on affected properties. This is to ensure that payments are not made to people who are not adversely affected and also compensations offered to affected persons are reasonable. The project falls within the jurisdiction of the LVD.

2.3.2 Ministry of Finance/Accountant General's Department

The Ministry of Finance is the agency that manages the central government's budget. It is responsible for releasing money to be paid to victims of projects undertaken by state agencies. On request from MLGRD, the Ministry of Finance will authorize and release to NJSMA the funds required to implement the ARAPs, and pay supplementary assistance and compensation.

2.3.3 Public and Vested Lands Division of Lands Commission

The state agency charged primarily with the management and administration of state and vested lands is the Public and Vested Lands Management Division (PVLMD) of the amalgamated Lands Commission. It is responsible for advising on policy framework for development of particular areas so as to ensure that the development of such areas is coordinated. The functions of the Lands Commission are spelt out in Article 256 of the 1992 Constitution and the Lands Commission Act, 2008 (Act 767). The Commission's role in the compulsory acquisition is that it serves as a Member/Secretary to the site selection committee, a technical committee that considers request for compulsory acquisition by the state agencies and recommends its acceptance or otherwise. The proprietary plan covering the site to be acquired is plotted by the Commission in the government's records. Recommendation on the acquisition is also processed by the Commission for the approval by the Minister responsible for lands before an executive instrument would be issued and gazetted.

2.3.4 New Juaben South Municipal Assembly (NJSMA)

The project location falls within the jurisdiction of NJSMA. Within its area of jurisdiction, the NJSMA is responsible for land demarcation and general development planning in collaboration with communities and traditional authorities who are custodians of the land. The Physical Planning Department (PPD) of the assembly prepares planning layouts for towns and cities and defines safety zones/right of way. It also vets and approves layouts prepared by prospective developers and specifies all reservations based on forecast land-use plans. The department is required to approve developments and grant permits in conformity with the already prepared layout of the area. NJSMA has primary responsibility for the preparation and implementation of this ARAP.

2.3.5 Attorney General's Department and Ministry of Justice

The Attorney General's Department and the Ministry of Justice has redress mechanisms in place for aggrieved persons. The Attorney General will encourage all individuals (PAPs) who will not be satisfied with the compensation offered them to seek redress in a court of law as

empowered by the Constitution. Within the grievance redress mechanism this will be a last resort after all parties have exhausted opportunities outlined by the grievance redress team established by the project.

2.3.6 Non-Governmental Organizations (NGOs)

NGOs are independent bodies which serve as the mouth-piece of the local people. They participate in public hearings of ESIAs and ARAPs and in addressing the concerns of communities. With regard to the implementation of this project, Edumedia will support the safeguards activities and serve as independent bodies to validate the process, compensation payment, and help with sensitization and awareness programmes regarding overall compliance.

2.4 Comparison of the Ghanaian Legal Framework with World Bank OP 4.12 on Resettlement Assistance

There are significant gaps between Ghanaian laws and regulations and the requirements for resettlement as laid out in OP 4.12. The "*Safeguards Diagnostic Review for Piloting the Use of Ghanaian Systems to Address Environmental Safeguard Issues in the Proposed World Bank-Assisted Ghana Energy Development and Access Project (GEDAP)*" which was completed in December 2006, concluded that: "the Ghanaian systems on involuntary resettlement are deemed not to be equivalent with the Bank's." **Table 2** highlights the differences between Ghanaian laws and World Bank policies regarding resettlement and compensation. The most important differences are discussed briefly below:

- Ghanaian law requires prompt, adequate and fair compensation for Project Affected Persons (PAPs) but this is not at par with OP 4.12, which requires compensation to be completed prior to the start of the project. There is also no provision for relocation assistance, transitional support, or the provision of civic infrastructure under Ghanaian law.
- Ghanaian law does not make any specific provision for squatters or illegal settlers, other than under the *Limitation Decree* where settlers can claim rights to the land after living on it for 12 years and where the legal owner of the land has failed to exercise his legal ownership. OP 4.12 requires that affected communities be consulted regarding project implementation and resettlement. Affected communities should also have the opportunity to participate, implement, and monitor resettlement. Ghanaian law, however, states that when it is determined that a right-of-way must be established, the President publishes a way leave instrument and the land in question is immediately subjected to the way leave. The instrument must then be publicized at a place where the owner or occupier of the land can easily see it. The owner/occupier must receive at least seven days' notice of intent to enter, and 24 hours' notice before entry.
- Ghanaian law makes no specific provisions for potentially vulnerable groups such as women, children, the elderly, ethnic minorities, indigenous people, the landless, and those living below the poverty line. These groups are at highest risk from negative impacts of resettlement, and should receive special consideration during the preparation of an Abbreviated Resettlement Action Plan to ensure that they can maintain at least the same standard of living after displacement takes place.
- There is also no provision in Ghanaian law which indicates that the state should attempt to minimize involuntary resettlement**.**

2.4 Land Use and Spatial Planning Act, 2016 (Act 925)

The Land Use and Spatial Planning Act, 2016 (Act 925) establishes the Land Use and Spatial Planning Authority with the functions to:

- Develop the capacities of the District Assemblies (DAs) and other institutions for effective performance of spatial planning and human settlement management functions;
- Ensure the control of physical development in uncontrolled or less controlled but sensitive areas such as forest reserves, nature reserves, wildlife sanctuaries, green belts, coastal wetlands, water bodies and catchment areas, open spaces and public parks; and
- Ensure the exploitative use of natural resources for agriculture, mining, industry and other related activities do not adversely impact on human settlements.

2.5 The Lands (Statutory Wayleaves) Act, 1963 (Act 186)

The Lands (Statutory Wayleaves) Act, 1963 (Act 186) specifics the process involved in occupation of land for the purpose of the construction, installation and maintenance of works of public utility, and for the creation of right of way for such works. The key elements include:

- The owner/occupier of the land must be formally notified at least a week in advance of the intent to enter, and be given at least 24-hour notice before actual entry;
- Any damage due to entry must be compensated in accord with the procedures established by the Minister unless the land is restored or replaced;
- In the case of highways, no compensation shall be paid, unless the land taken is more than one fifth of the total holdings of an affected person; and
- Where a right of way must be established in the public interest, the President may declare the land to be subject to such statutory wayleave.

On publication of a wayleave instrument specifying the area required, and without further assurance, the land shall be deemed to be subject to wayleave. Compensation is then determined and paid, with the right of appeal to a Tribunal established by the President, in parallel with the Lands Act, 1962 (now repealed by the enactment of the Land Act, 2020 (Act 1036)). Further to this Act, the Statutory Wayleave Regulations, 1964, provide procedural details and address grievance mechanisms.

2.6 Land Act, 2020 (Act 1036)

The Land Act, 2020 (Act 1036) repeals the State Lands Act (Act 125) of 1962, and other laws including Land Registry Act (Act 122) of 1962, Administration of Lands Act (Act 123) of 1962 but not limited to these laws. The Land Act, 2020 (Act 1036) seeks to revise and consolidate the laws on land, with the view to harmonising those laws to ensure sustainable land administration and management and effective land tenure. The Act seeks to consolidate the various legislation on land into one enactment to provide easy access to legislation on land and help remove the overlaps and inconsistencies associated with land legislation.

The Lands Act (Act 1036) vests in the State the authority to compulsorily acquire land for public purposes via an Executive Instrument (EI) as indicated under Section 233 of Chapter Seven of the Lands Act. It stipulates that the State shall ensure the prompt payment of fair and adequate compensation for the acquisition. It also declares that the Lands Commission shall act on behalf of the State with regard to the compulsory acquisition of land under the Act.

The procedure for the compulsory acquisition are established in the Act, from Sections 233 to 267, including among others notice to a person with interest in the land, surveying of the land, consultations with stakeholders including interested parties, publication of the consultation

report by the Lands Commission with copies of the report made available to the respective traditional authority and district assembly. The acquisition takes effect from the date of publication of the Executive Instrument (EI).

To comply with the dictates of the Constitution on payment of prompt, fair and adequate compensation, the Act requires that funds are made available for payment of compensation before acquisition process commences (Section 238). Section 244 provides that consultations are held with owners, occupiers, traditional authorities and community leaders of lands to be affected by the acquisition. It further requires the publishing of the report of the consultation. The Act also makes provision for the payment of interest on delayed compensation. The Act also acknowledges the various land interest holders in the payment of compensation.

The law under Section 250 gives responsibility for the persons whose right or interest in that land is affected in any manner to within a period not exceeding six months from the date of the publication of the EI, submit in writing to the Lands Commission his or her concerns with regard to:

- Particulars of the claim or interest of that person in the land;
- The manner in which the claim or interest of that person has been affected by the instrument of declaration; and
- The amount of compensation claimed and the basis for the calculation of the compensation.

The basis for the assessment of compensation and other considerations for compensation determination are provided in detail under Sections 255 and 256 respectively, and these include:

- Market value considerations
- Any improvement to the property of the claimant as a result of the acquisition;
- Any damage sustained or likely to be sustained by the claimant as a result of the acquisition;
- Any damage sustained or likely to be sustained by the claimant by reason of the acquisition adversely affecting the other property of the claimant, in any other manner;
- The need of the claimant to change residence or place of business and reasonable expenses incurred as a result of the change;
- An undertaking by the State, person or corporation on whose behalf the acquisition is made, to construct roads, drains, walls, fences or provide other facilities benefiting any part of the land left unacquired;
- Any other cost that is necessary for the compulsory acquisition; and
- The resettlement of a displaced claimant on the suitable alternative land.

Section 265 provides for the Resettlement of displaced Inhabitants and the preparation of a Land and Resettlement Plan.

2.7 National Gender Policy

The overarching goal of the National Gender Policy, 2015 is to mainstream gender equality (GE) concerns into the national development processes by improving the social, legal, civic, political, economic and socio-cultural conditions of the people of Ghana particularly women, girls, children, the vulnerable and people with special needs; persons with disability and the marginalized. The policy focuses on mainstreaming GE, women empowerment (WE) and

social protection concerns by strongly concentrating on the implementation of the following five policy commitments (representing policy objectives):

- Women's empowerment and livelihood;
- Women's rights and access to justice;
- Women's leadership and accountable governance;
- Economic opportunities for women; and
- Gender roles and relations.

The government continues to promote equitable access to justice through the Judiciary. In this direction, there are Human Right Courts that support GE and WE issues. In addition, the Judiciary has established two Gender-based and Sexual Offences Courts to expedite the adjudication of cases of violence and abuse. There is also the Legal Aid Scheme which facilitates access to justice for persons who are unable to afford justice.

The Domestic Violence and Victim Support Unit (DOVVSU) of the Ghana Police Service is mandated to respond to and enforce all laws with a focus on sexual and gender-based violence (GBV), child abuse and child protection; and protection of all vulnerable persons from abuse.

2.8 World Bank Operational Policy on Involuntary Resettlement (OP 4.12)

The World Bank's safeguard policy on Involuntary Resettlement, OP 4.12 requires that where a project results in involuntary resettlement, impacts on livelihoods and leads to acquisition of land or restrictions to access to natural resources consideration should be given to the following:

- Involuntary resettlement should be avoided where feasible, or minimized, exploring all viable alternative project designs;
- Where it is not feasible to avoid resettlement, resettlement activities should be conceived and executed as sustainable development programs, providing sufficient investment resources to enable persons physically displaced by the project to share in project benefits. Displaced persons should be meaningfully consulted and should have opportunities to participate in planning and implementing resettlement programs; and
- Displaced persons should be assisted in their efforts to improve their livelihoods and standards of living or at least to restore them, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher.

The World Bank policy (OP 4.12) requires that the resettlement plan should include measures to ensure that the displaced persons are:

- Informed about their options and rights pertaining to resettlement;
- Consulted on, offered choices among, and provided with technically and economically feasible resettlement alternatives; and
- Provided prompt and effective compensation at full replacement cost for losses of assets attributed directly to the project.

If the impacts include physical relocation, the resettlement plan should include measures to ensure that the displaced persons are:

- Provided with assistance (such as moving allowances) during relocation; and
- Provided with residential housing, or housing sites, or as required, agricultural sites for which a combination of productive potential, location advantages, and other factors is at least equivalent to the advantages of the old site.

Where necessary (e.g. in the situation of project-induced vulnerability), to achieve the objectives of the policy, the resettlement plan also should include measures to ensure that displaced persons are:

- Offered support after displacement, for a transition period, based on a reasonable estimate of the time likely to be needed to restore their livelihood and standards of living; and
- Provided with development assistance in addition to compensation measures, such as land preparation, credit facilities and training or job opportunities.

Topic	Ghana Legislation Requirement	WB Policy Requirement	Gap	Measures proposed to bridge gap
Timing of compensation payment	Prompt *(1992 Constitution of Ghana, Article 20, and Section 233 of Lands Act (Act 1036) of 2020)*	Prior to displacement	Timing for Compensation payments is unspecified under Ghanaian Law	Compensation payments will be done prior to displacement (or commencement of civil works on the impacted assets)
Owners of Non-Permanent Structures / Tenants / Squatters including settlers / Migrants	There are no constitutionally or legislatively recognized resettlement rights or assistance for those without recognized (formal) legal rights to land.	For those without formal legal rights to lands or claims to such land or assets that could be recognized under the laws of the country, Bank policy provides for resettlement assistance in lieu of compensation for land, to help improve or at least restore their livelihoods	There appears to be a significant difference between Ghanaian laws and Bank policy. Those without formal legal rights or claims to such lands and/or semi-permanent structures are not entitled to resettlement assistance or compensation. Risk of making some PAPs worse off as compared to pre-displacement condition	All PAPs and owners of pre-cut off date assets, regardless of legal tenure, will be considered for some level of resettlement assistance (but no compensation for land) and treated equally. Owners of non-permanent structures will be given supplemental assistance to remove their chattels from the subproject site
Owners of Displaced Permanent Structures	In the event where inhabitants have to be displaced, the State is to resettle them on *"suitable land with due regard for their economic well-being and social and cultural values". (1992 Constitution of Ghana, Article 20).* Section 265 of Act 1036 provides for the Resettlement of displaced Inhabitants and the preparation of a Land and Resettlement Plan. Where cash compensation proposed, value to be assessed based on current market value of asset.	Affected people who are physically displaced are to be provided with residential housing, or housing sites, or, as required, agricultural sites at least equivalent to the old site. Preference to be given to land-based resettlement for displaced persons whose livelihoods are land-based. Where cash compensation is the preferred option, value to be assessed based on full replacement cost of affected asset (as if new, no depreciation factored).	Ghana law requires compensation to be assessed on market value at the current condition of the asset. The WB policy requires valuation at full replacement cost as if new (no depreciation factored).	Such owners will be paid full replacement costs (as if new, no depreciation factored).
Resettlement assistance	No specific provision with respect to additional assistance and monitoring	Affected people are to be offered support after	Affected people expected to manage their own transition under Ghanaian law.	Affected people will be offered resettlement support to cover a transition period.

Topic	Ghana Legislation Requirement	WB Policy Requirement	Gap	Measures proposed to bridge gap
		displacement, for a transition period		
Vulnerable groups	No specific provision	Particular attention to be paid to vulnerable groups, especially those below the poverty line, the landless, the elderly, women and children	No provision for special treatment of vulnerable PAPs under Ghanaian law.	Further assistance to be given to this category of PAPs to enable them restore their living standards to pre-project levels at least
Livelihood Restoration and Assistance	There are no specific laws or regulations specifying support for livelihood restoration and transition and moving allowances	Livelihoods and living standards are to be restored in real terms to pre- displacement levels or better.	Ghanaian policy and legislation would need to be aligned with Bank policy to effectively guarantee rights of all affected persons of involuntary resettlement	Resettlement assistance in terms of moving allowances, loss of earnings etc. will form part of compensation framework, in addition to longer term livelihood development programs
Grievance	Use of Alternative Dispute Resolution (ADR) (Section 254 of Act 1036) and Access to Court of Law *(Article 20 of 1992 Constitution of Ghana, and Section 254 of Act 1036)*	Appropriate and accessible grievance mechanisms to be established	No intermediate avenues for redress other than ADR and a court of law under Ghanaian law.	A three-tier project specific GRM, including online option, is proposed involving community, district and national administrative agencies. The GRM will be accessible, reliable and transparent. Recourse to ADR and court of law where project GRM fails to address grievance.
Monitoring & Evaluation	No specific provision	Requires monitoring and reporting on effectiveness of RAP implementation	Difficulty in gauging the effectiveness of prescribed mitigation under Ghanaian law.	Detailed monitoring, and evaluation and monitoring program built into the overall project management process

In the event of differences between the national legal framework and the OP 4.12, the provisions of the World Bank shall apply.

2.9 Relevant Institutions and Organisations

The key institutions that have roles in land acquisition, resettlement and compensation related activities include:

- Environmental Protection Agency;
- Lands Commission;
- Ministry of Finance;
- Attorney General's Department and Ministry of Justice;
- New Juaben South Municipal Assembly (NJSMA);
- Non-governmental Organizations (NGOs);
- New Juaben Traditional Council (NJTC); and
- Eastern Regional Coordinating Council (ERCC).

2.9.1 Environmental Protection Agency

The Environmental Protection Agency (EPA) established under the EPA Act, 1994 (Act 490) is responsible for the protection of the environment (including the social and economic environment) with the following functions, amongst others:

- Ensuring compliance with the laid down environmental assessment procedures in the planning and execution of development projects, including compliance in respect of existing projects;
- Acting in liaison and co-operation with government agencies, district assemblies and other bodies and institutions to generally protect the environment; and
- To promote effective planning in the management of the environment.

The Environmental Assessment Regulations, 1999 (LI 1652) under the parent Act 490 provide the requirements for Environmental and Social Impact Assessment (ESIA) and related RAPs of relevant projects. The EPA is responsible for the review of ESIAs and the issuance of required approvals for project commencement. Currently, Resettlement Action Plan reports sent to the EPA for review are usually attached to the main stream Environmental Impact Assessment (EIA) Report. The EPA's approval is needed for the draft ARAP in addition to the concurrent clearance from the World Bank. These approvals should be sought prior to implementation of the proposed subproject as outlined in the Program RPF.

2.9.2 Lands Commission

The Lands Commission Act, 2008 (Act 767) integrates the operations of public service land institutions in order to secure effective and efficient land administration to provide for related matters. The function of the Lands Commission includes:

- Facilitation of land acquisition on behalf of the Government, undertake land and land related valuation services;
- Ensuring socio-economic activities are consistent with sound land use through sustainable land use planning in the long-term national interest;
- Instilling order in the land market through curbing the incidence of land encroachment, unapproved development schemes, multiple or illegal land sales, land speculation and other forms of land racketeering; and
- Promotion of research into all aspects of land ownership, tenure and the operations of the land market and the land development process.

The commission has the following divisions:

- Survey and Mapping Division;
- Land Valuation Division;
- Public and Vested Lands Management Division; and
- Land Registration Division.

Survey and Mapping Division
The Survey and Mapping Division supervises, regulates and controls the survey and demarcation of land for the purposes of land use and land registration; take custody of and preserve records and operations relating to the survey of any parcel of land; direct and supervise the conduct of trigonometric, hydrographic and topographical surveys.

Land Valuation Division
The Land Valuation Division (LVD) is the statutory government institution responsible for assessing and approving compensation amount to PAPs on government projects. LVD will receive value and verify documentation on affected properties. This is to ensure that payments are not made to people who are not adversely affected and also compensations offered affected persons are reasonable.

Public and Vested Lands Management Division
The Public and Vested Land Management Division manages public lands effectively so as to ensure easy and secure access for all types of land uses and contribute to socio-economic development. The division also facilitates the acquisition of land for Government by managing state acquired and vested lands in conformity with approved land use plans.

Land Registration Division
The Land Registration Division registers title to lands and deeds and other interest in land, publishes notices of registration upon receipt of an application for registration and maintains land register that contains records of lands and other interest in land.

2.9.3 Ministry of Finance
The Ministry of Finance manages the central government's budget and is responsible for releasing funds to state agencies for payment of compensation. The Ministry will authorize and release to MoF, the funds required to implement the RAPs, pay supplemental assistance and compensations.

2.9.4 Attorney General's Department and Ministry of Justice
The Attorney General's Department and the Ministry of Justice is the government agency responsible for providing legal advice on government business and representing the government machinery on all litigations brought against it. It has redress mechanisms in place for aggrieved persons. The Attorney General will encourage all individuals who will not be satisfied with compensation offered them to seek redress in a court of law as empowered by the Constitution. Within the grievance redress mechanism this will be a last resort after exhausting all avenues for grievance redress.

2.9.5 New Juaben South Municipal Assembly

The New Juaben South Municipal Assembly is the proponent of the Jackson Park redevelopment project and has ultimate responsibility for the implementation of all aspects of the project, including compliance with the safeguards requirements. The Assembly is responsible for the preparation and implementation of this ARAP in conformance with the provisions of the GSCSP RPF and the project implementation manual.

2. 9.6 Eastern Regional Coordinating Council (ERCC)

The ERCC coordinates and oversees all government policies, programs and projects within MMDAs in the region. It coordinates and monitors the implementation of sub-projects under the GSCSP at the regional level by ensuring prudent management of funds and adherence to all requirements of the program and national policies and laws. ERCC's functions under the Local Governance Act, 2016 (Act 936), at section 188 (2c), includes "the resolution of any conflicts between a District Assembly in the region and any agency of the central Government, public corporation, statutory body, non-governmental organisation or individual."

2.9.7 Non-Governmental Organizations

NGOs are independent bodies who serve as the mouthpiece of the local people. They participate in public consultation in ESIAs and ARAPs and play advocacy role in addressing concerns of communities. Under the Jackson Park Redevelopment Project ARAP, registered and recognized NGOs can serve as independent bodies to validate compensations, help with sensitization and awareness programs regarding safeguards compliance.

2.9.8 New Juaben Traditional Council and Local Community Leadership

The New Juaben Traditional Council and community leadership in the various communities (made up of the chiefs, opinion leaders and local council representatives known as Assembly Members) play important roles with respect to local policy matters, economic development, resolving local conflicts, and providing orderly leadership and democratic practices at the grassroots level in their respective communities. This mode of governance facilitates mass participation in government affairs and exposes the general populace to their civil rights and obligations, particularly regarding their involvement in development projects in their areas. In addition, chiefs and community elders are custodians of community property including land. Under this ARAP, the traditional council and other community leadership are key stakeholders and will partner the Assembly to ensure smooth formulation and implementation of this ARAP.

CHAPTER THREE
CENSUS AND SOCIO-ECONOMIC CHARACTERISTICS OF PROJECT AFFECTED PERSONS (PAPs)

3.1 Introduction

This Chapter presents a general overview of the socio-economic profile of the project affected persons (PAPs) and entities, focusing on key socio-economic parameters such as demography, literacy, income, and employment, to provide the context of the RAP. The chapter also highlights the economic and livelihood activities of PAPs. These indicators provide the baseline data for monitoring and evaluating progress of implementation of the ARAP. The data also provide the basis upon which verification can be made as to whether or not the objective of ensuring that no person is left worse off as a result of the involuntary resettlement has been achieved.

3.2 Census of PAPs and their Socio-Economic Characteristics

The total number of direct Project Affected Persons (PAPs) recorded at the close of the cut-off date **(3rd August, 2021)** was 211 persons, with 213 movable properties at the sub-project site.

3.2.1 Age and Sex Distribution of PAPs

Out of the total number of 211 project affected persons, 66 (representing about 31.3%) are males while 145 (representing about 68.7%) are females, making women majority of the PAPs. The PAPs aged between 35-44 years old are the largest, with 67 persons, followed by PAPs aged between 45-54 years old with 48 persons. PAP age 26-34 follows with 40 persons while PAP age 55-64 years olds also make up 38 persons. PAP age 18 – 25 are 10 while PAP age 65-70 and 71 and above are 4 each. The data further shows that within the age range of 35 to 44, 23 are males with 44 females. Sixteen men fall within the age range 26 – 34 with 24women. Eleven men fall within the age range 45 – 54 with 37 women in that category. Twelve men fall within the age range 55 and to 64 with 37 women. No male fell within age brackets 65-70 and 71 and above. Four women each fell within the age bracket 65-70 and 71 and above. Detailed Age and Sex Distribution of PAPs are captured in table 3.1 below.

Figure 3.1: Age and Sex Distribution of PAPs

		Sex		Total
		Male	Female	
Age Range	18-25	4	6	10
	26-34	16	24	40
	35-44	23	44	67
	45-54	11	37	48
	55-64	12	26	38
	65-70	0	4	4
	71 and above	0	4	4
Total		66	145	211

Source: Census and socio-economic survey of PAPs

3.2.2 Level of Education

The educational levels of PAPs helps in determining the literacy and numeracy levels of PAPs and also their levels of vulnerability. PAPs with higher levels of education are generally considered less vulnerable than those with lower levels of education. It also helps to determine PAPs ability to access grievance redress processes. About 15of the PAPs, representing about 7.12%, had no formal education, while about 36 persons, representing 17.06% of the PAPs, left school during or just at the end of primary school. About 52 persons, representing 24.64% of the PAPs, completed Secondary School; while 3 persons, representing 1.42%, have tertiary education. The data shows the males have higher education than their female counterparts. Majority of the PAPs (105 females and 36 males) discontinued schooling just after Primary School. Fifty-two of the PAPs (25 males and 27 females) completed schooling at the Secondary School level. 2 males and 1 female completed tertiary institution. Interaction with the PAPs showed that most of them are Twi speakers. Majority of them understood when spoken to in English. It is therefore recommended that the Twi languages should be used in all verbal transactions with the PAPS including meetings and agreements. When English language is used in any transaction with the PAPs, translation must be done in Twi to ensure that they fully understand.

Table 3.2.2: Educational Status of PAPs

Sex and Level of Educational

Count

		Educational Status				Total
		No Education	Primary	Secondary	Tertiary	
Sex	Male	3	36	25	2	66
	Female	12	105	27	1	145
Total		15	141	52	3	211

Source: Census and socio-economic survey of PAPs

3.2.3 Marital Status of PAPs

Out of the total number of 211 project affected persons, 158 (representing about 74.66%) are married while 53 (representing about 25.12%) are single. One hundred and twenty-one (121) of the married are women while 37 are men. There are 29 males and 24 females who are single. (see table 3.1).

Table 3.2.3: Marital Status of PAPs

Sex and Marital Status

Count

		Marital Status		Total
		Single	Married	
Sex	Male	29	37	66
	Female	24	121	145
Total		53	158	211

Source: Census and socio-economic survey of PAPs

3.2.4 Economic and Livelihood Characteristics

All PAPs were found to be directly engaged in commercial activities within the Jackson Park, with the majority of them being petty traders, taxi drivers, food vendors and artisans. The drivers ply roads within the Koforidua township and its outskirts. Sex and occupation of the PAPs have been captured below in table 3.2.6

Figure 3.2.6: Occupation of PAPs

Sex and Occupation

Count

		Educational Status				Total
		Taxi Drivers	Petty Traders	Food Vendors	Artisans	
Sex	Male	51	12	0	3	66
	Female	0	139	6	0	145
Total		51	151	6	3	211

3.2.5 Incomes of Project Affected Persons

Majority of the affected persons live in Koforidua and its environs. Others are itinerant traders who move from market to market within the eastern (Asesewa, Adawso Asamankese etc) and central region (Kasoa, Mankesim, Asin Foso, etc) on market days. Fifty-one (51) of the PAPs are taxi drivers, six (6) are food vendors and 3 artisans while 151 are petty traders most of whom were brought from the main market as part of COVID19 social distancing protocols and who have been reintegrated back into the old market. Generally, the major economic activities engaged by these PAPs are driving and the sale of food items. Others are into the sale of foot wears and second-hand clothing. Interactions with the PAPs shows 74, representing 35.07% fall within the income bracket of GHC800 and above a month. Out of this number, there are 51 males and 23 females. PAPs who fall within the income bracket of GHc400 – 599 follow with 70 persons (67 females and 3 males). Only five PAPs, representing 2.37% fall within the income bracket of GHC00 – 199. Please below in table 3.2.6 monthly Incomes of PAPs. The monthly income of the PAPs have been captured below in the table 3.2.5.

Table 3.2.5: Monthly Incomes of PAPs

Income Range	Female		Male		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
00 – 199	5	2.36	0	0	5	2.37
200 – 399	29	13.74	1	0.47	30	14.22
400 – 599	67	31.75	3	1.42	70	33.17
600 – 799	21	9.95	11	5.21	32	15.17
800 and above	23	10.90	51	24.17	74	35.07
Total	145	68.7	66	31.3	211	100

Source: Census and socio-economic survey of PAPs

3.2.6 Property Type of PAPs

Out of the total number of 213 properties at the sub-project site, 45, representing 21.13%, are tables; 111, representing 52.11%, are Mats and Chairs, 51, representing 23.94% are cars, one volleyball net; and 1basketball poles. Forty of the tables are owned by females while five are owned by males. Majority (101) of the mats and chairs are owned by women while only 10 are owned by men. All the 51 cars are operated by men while 4 women owned canopies at the project site (See table 3.2.4). The Drivers operate from a station owned and operated by the New Juaben South Municipal Assembly. The Drivers after close of work take their cars home and return the next morning.

Table 3.2.6: Property Type of PAPs

Sex and Property Type

Count

		Property Type					Total
		Table	Canopy	Mats and Chairs	Sporting gears	Cars	
Sex	Male	5	0	10		51	66
	Female	40	4	101		0	145
Total		45	4	111	2	51	213

Source: Census and socio-economic survey of PAPs

3.2.7 Movable and immovable Properties

There are 213 properties at the project site. All the 213 properties are movable. No property at the sub-project site will be demolished. The Drivers operate from the loading area with their taxies, using the public stands at the Jackson Park as waiting area.

Table 3.2.7: Category of Property

Category of Property	**Frequency**	**Percent**
Immovable	0	0
Movable	213	100
Total	**213**	**100.0**

Source: Census and socio-economic survey of PAPs

CHAPTER FOUR
ELIGIBILITY CRITERIA AND ENTITLEMENT FRAMEWORK

4.1 Introduction

Chapter four discusses the eligibility of PAPs and sets out the criteria for qualification as a project affected person (PAP) or entity, establish what constitute a proof eligibility and the type of entitlements it confers.

4.2 Affected Persons/Entities and Cut-off Date

In this sub-project, affected persons and entities include:

- Taxi drivers and their union who use part of the park as loading station,
- Petty Traders operating on market days at the park,
- Food vendors
- Community members who use the park for funerals and other social events,
- Workers and traders who use the place as car park, and
- Users (mostly youth) of the sporting and recreational facilities located at the park.

The category of affected persons/entities and the losses they would suffer were identified through physical observation and various surveys conducted to identify and understand the scope and intensity of impacts resulting from the proposed subproject.

All eligible PAPs were informed about the sub-project and the ARAP process. A cut-off date was established as part of determining PAPs eligibility. The RPF recommends that in special cases where there are no clearly identifiable owners or users of asset, the ARAP team must notify the respective local authorities and leaders. It also recommends a "triangulation" of information – affected persons; community leaders; and local government representatives to identify eligible PAPs.

The Safeguards team notified all the PAPs about the agreed cut-off date (**3rd August, 2021**) and its significance verbally and through the public information centres. Any improvement of property and/or movement of traders, taxi operators and other users into the park after this date is deemed ineligible for restitution**.**

During the baseline socio-economic data collection from project affected persons, consultations were held with individual PAPs and their associations and unions. During these consultations, the impacts of the project and proposed mitigation measures were explained to them and they individually gave the assurance that they would cooperate to ensure smooth implementation of the project.

4.3 Eligibility Criteria and Proof of Eligibility

According to the World Bank Involuntary Resettlement Policy, OP 4.12, PAPs may be eligible for compensation and resettlement assistance if they:

- Have formal legal rights to land (including customary and traditional rights recognized under the Lands Act).

- Do not have formal legal rights to land at the time the census begins but have a recognizable legal right or claim to such land or assets.
- Have no recognizable legal right or claim to the land they are occupying (i.e. squatters, ownerships under dispute, etc.).

Similarly, the Land Act, 2020 (Act 1036) of Ghana also provides that any person whose property is affected by public projects shall be entitled to compensation. The Act also provides avenues for people who are not satisfied with compensation to seek redress.

For a person to be described as a project affected person (PAP), that person's property or business activity must fall within the boundary of the proposed park redevelopment. Alternatively, a project affected person must have his/her livelihood disrupted by an activity related to the redevelopment of the park. PAPs eligible for compensation or supplementary assistance are those registered during baseline studies within the cut-off date agreed between the project and stakeholders. All PAPs have been consulted and those with structures that will be affected have been identified. Eligible persons are presented in the Entitlement Matrix below in section 4.3.

The proof of eligibility will cover:

1) Affected persons with formal legal rights, documented in the form of tenancy agreements, rent receipts, business operating licenses, and utility bills, among others will be eligible. However unprocessed/unregistered formal legal documents will not bar eligibility. Procedures for confirming authenticity of any such documents established by LVD and the NJSMA would be followed; and

2) The criteria for establishing non-formal, undocumented, unrecognized claims to eligibility are one's (PAP's) presence on the park redevelopment site prior to the cut-off date.

4.4 Entitlement Matrix

The basis of what restitution is to be provided was determined by identifying the most appropriate entitlement for each loss. Based on the entitlements, restitution options were selected in accordance with Bank Policy OP 4.12 (6a) and the merits of the option. Having carefully assessed the nature of losses and the affected persons, entitlement packages for the various categories of PAPs would include:

- Permanent relocation to alternative sites;
- Provision of temporary replacement facilities for the period of redevelopment;
- Cash supplementary assistance; and/or allowances; and
- Non cash assistance.

Table 4.1 below, presents the Entitlement Matrix, which sets the measure for restitution for all losses or impacts. The Entitlement Matrix lists the type of loss, criteria for eligibility and specified entitlement being provided as part of the ARAP. Compensation in this study would be largely in-kind.

Table 4.1: Entitlement Matrix

Type of Loss	Eligibility Criteria	Entitlement

▪ Loss of Immovable Structure	▪ Ownership of private structure	▪ Cash Compensation at Full Replacement Cost as if new without depreciation
▪ Loss of space for movable structure	▪ Ownership of movable structure ▪ Squatters	▪ Relocation to alternative space ▪ Supplementary Assistance based on transportation rates for the transfer of structure
Business Losses ▪ Loss of business income ▪ Loss of business goodwill	▪ Business owner/operator ▪ Business employees/ attendants	Supplementary Assistance based on: - ▪ average net monthly profit; ▪ monthly wages earned; Calculated for a specific period taking into consideration reinstatement period.
▪ Temporary loss of access to durbar grounds	▪ Entire community ▪ Traditional Council	▪ Provision of alternate durbar ground (Jubilee Park) for duration of redevelopment
▪ Temporary loss of access to sporting and recreational facilities	▪ Basketball, Volleyball and Table Tennis clubs ▪ Entire community	Access to/provision of alternate sporting and recreational facilities for duration of redevelopment
▪ Temporary loss of access to vehicular parking space	▪ Taxi Operators ▪ Entire community	Provision of alternate parking space (SSNIT compound) during duration of redevelopment

CHAPTER FIVE
ASSETS, COMPENSATION AND OTHER RESETTLEMENT ASSISTANCE

5.1 Introduction

Chapter five presents an analysis of assets and livelihoods of the PAPs, commensurate compensations and other resettlement assistance. The main issues highlighted under the analysis of assets and livelihoods include: type of establishment, type of property ownership, type of structure affected and the extent of impact. The compensation matrix is also illustrated under this section.

5.2 Analysis of Assets and Livelihoods of PAPs

The census of properties revealed that all the properties at the proposed sub-project site are movable properties belonging to the traders, volleyball association and drivers. With the exception of few traders with tables and sheds at the edges of the park, most of the drivers operate from a loading area.

All categories of PAPs will suffer restrictions of access to the park during the redevelopment activities. The traders, food vendors and drivers are those to suffer direct effects on their income and livelihoods, as a result of the restriction of access to the park. The rest of the categories will suffer impacts that cannot be quantified in monetary terms. The relocation of vehicular parking services from the park and durbars and social activities (including funerals) will create inconvenience to patrons.

The consultation has revealed that all of the project affected persons/entities will be displaced by the sub-project. The traders and drivers may have their livelihoods disrupted by the activities. Due the construction activities, access to the park will be restricted. The Municipal Assembly has discussed and agreed to relocate the traders to their preferred location. An MoU have been signed with the drivers for alternative arrangement during the construction phase of the project.

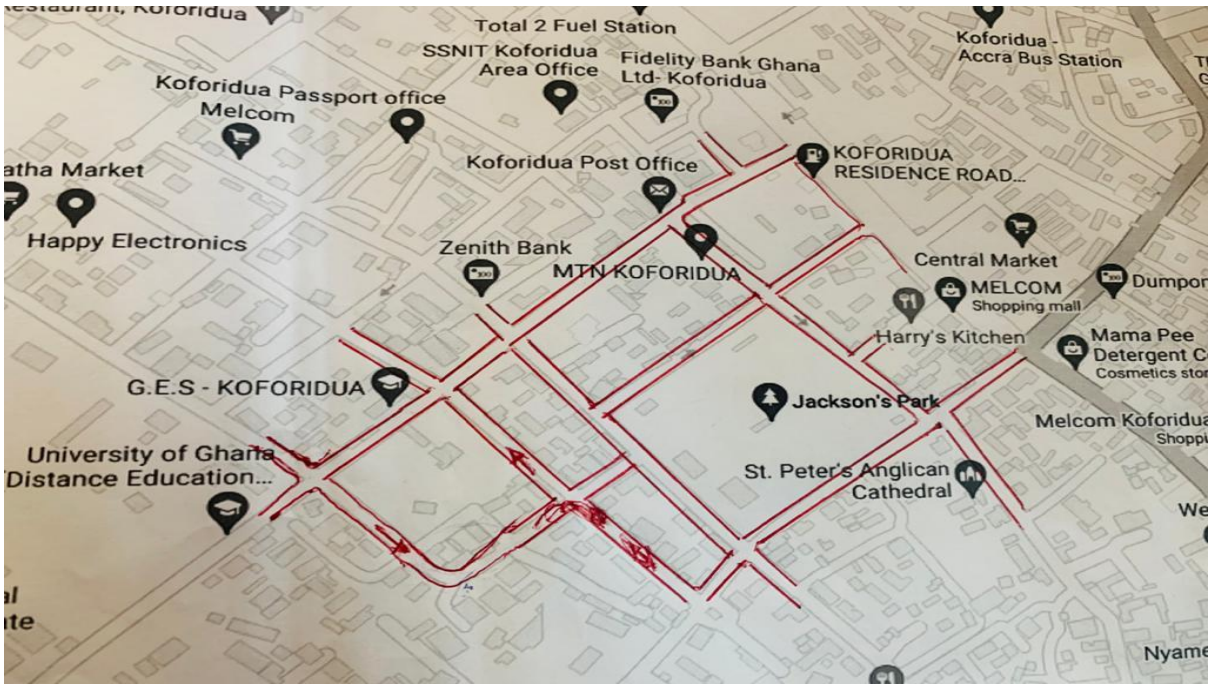
Table 5.1: Effect on PAP

Effect of Project	**Frequency**	**Percent**
Restriction of Access and disruption of livelihoods	211	100.0
Total	**211**	**100**

5.3 Compensation Matrix

Compensation in this ARAP would, largely, be in kind. The construction activities will inconvenience all categories of PAPs. The restitution arrangements are in line with the relocation arrangement/proposals provided for in the signed MoU between the PAPs and NJSMA provided in Appendixes 1, 2, and 3. The drivers will be allowed to use the closed roads around the Jackson Park as loading area after roads within the sub-project site had been closed to traffic. Upon completion, the new lorry station within the modern park will be assigned to the taxi operators subject to payment of agreed fees and tolls as captured within the approved Fee Fixing Resolution of the NJSMA.

Other PAPs, including food vendors and artisans will be provided with resettlement assistance to relocate to places of their choice. The resettlement assistance may be both cash and kind. Some of the PAPs have agreed to relocate to the market. The chop bar operator will be provided with cash assistance to establish in the location of her choice. Basketball and Volleyball Players will be relocated to the premises of Koforidua Senior High and Technical School. Community durbars will move to the Koforidua Jubilee Park. Patrons to the Central Business District will be directed to park at the premises of the SSNIT.



Map of agreed route for taxi operators during construction

The compensation/restitution matrix describes the type of restitution proposed for the different affected people, assets, and livelihoods. It includes the following: (i) Name of PAP/Entity (iii) Age of PAP (iii) Sex of PAP (iv) Contact of PAP/Entity (v) Ownership status (vi) Employment Type, (vii) Asset/Type of Structure, (viii) extent of impact, ix) Category of PAP/Entity and (xi) type of resettlement assistance or restitution.

Table 5.2: Compensation Matrix

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
1.	Kofi Frimpong	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
2.	Ofori Agyemang	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
3.	Joseph Gala	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
4.	Ayisi Felix	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
5.	Gabriel Nana Yaw Owusu	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
6.	Kwabena Agandaa	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
7.	Amoah Samuel	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
8.	Dennis Koranteng Laing	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
9.	Kwame Ofosu	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
10.	Christian Kwesi Kotoka	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
11.	Nicholas Kwesi Nketia	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
12.	Clement Owusu Boamah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
13.	Nyantsikah Seth	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
14.	Samuel Mensah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
15.	Samuel Dickson	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
16.	Oneal Osei Kissi	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
17.	Alex Alanyo	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
						association after completion of sub-project subject to the payment of agreed fees and tolls
18.	Godfred Gove	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
19.	Eric Asamoah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
20.	Evans K. Oppong	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
21.	Robert Osei Boamah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
22.	Samuel Daitey	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
23.	Joseph Tetteh	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
24.	Paul K. Asare	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
25.	Bismark Ewudzie	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
26.	Atta Danso	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
27.	Duodo Daniel	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
28.	Isaac Asare	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
29.	Isaac Danquah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
30.	Omar Hassibu	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
31.	George Baah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
32.	Charles Oteng	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
33.	Kwame Tabri	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
34.	Christopher Osei Foli	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
						association after completion of sub-project subject to the payment of agreed fees and tolls
35.	Appiah Emmanuel	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
36.	Arthur K. Isaac	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
37.	Emmanuel Avege	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
38.	Opare Eric	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
39.	Maxwell Acheampong	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
40.	Ofosu Richard	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
41.	Osman Adams	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
42.	Atiemo Apaw Derick	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
43.	Lartey Michael	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
44.	Sachie James	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
45.	Anane Agbovor			Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
46.	Yaw Yeboah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
47.	Daniel Demanya	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
48.	Isaac Asiedu	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
49.	Daniel Kamasa	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
50.	Yaw Amponsah	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls
51.	Obiaw Isaac	M		Driver	Temporary loss of loading area	Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
						association after completion of sub-project subject to the payment of agreed fees and tolls
52.	Gladys Ackah		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
53.	Salomey Asantewaa		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
54.	Emmanuel Addai	M		Carpenter	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
55.	Williamsa Marfo	M		Carpenter	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
56.	Mary Serwa		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
57.	Dede Koshe		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
58.	Comfort Agbonu		F	Food Seller	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
59.	Huletey Diana		F	Hair Dresser	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
60.	Priscilla Oforiwaa		F	Trader	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
61.	Albert Freeman Aikins	M		Vegetable Garden	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
62.	Doris Boaman		F	Hairdresser	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
63.	Akosua Pokua		F	Shoe Seller	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
64.	Emmanuel Owusu	M		Trader	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
65.	Emma Serwaa Ntow		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
66.	Tuffour Kwami	M		Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
67.	Margaret Acheampong		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
68.	Yaa Yeboah		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
69.	Lydia Williams		F	Food Vendor	Loss of trading area	Relocation to Agartha Market (to be paid for by NJSMA) and provision of supplementary assistance based on transportation rates for the transfer of structure.
70.	Basketball Club				Temporary loss of playing court	Temporary relocation of playing court at Koforidua Senior High Technical School compound for period of reconstruction and reinstatement of playing court at Jackson's Park following completion of redevelopment
71.	Volleyball Club				Temporary loss of playing court	Temporary relocation of playing court to Koforidua Senior High Technical School compound for period of reconstruction and reinstatement of playing court at Jackson's Park following completion of redevelopment
72.	Table Tennis Club				Temporary loss of space for playing tables	Temporary relocation of playing tables to Jubilee Park (at expense of NJSMA) for period of reconstruction and reinstatement of playing tables at Jackson's Park following completion of redevelopment

S/N	NAME of PAP/Entity	SEX		Occupation	Type of loss	Entitlement
		Male	Female			
73.	New Juaben Traditional Council/General Community				Temporary loss of durbar and recreational grounds	Temporary relocation of durbar ground to Jubilee Park for period of reconstruction; compensation for loss of share of monthly revenues accruing from fees and tolls on usage of durbar grounds; and reinstatement of durbar ground at Jackson's Park following completion of redevelopment

CHAPTER SIX
STAKEHOLDER ENGAGEMENT, PUBLIC CONSULTATIONS AND NEGOTIATIONS

6.0 Introduction

This chapter discusses public consultation processes adopted and the outcome of major stakeholder engagements after the consultations. The chapter also has a pictorial presentation of the consultative process.

The consultation process involved both formal and informal channels of communication. Community announcements were made using the community public information centres. Negotiation and consultations started with individuals and associations but the final decisions were agreed on with the blessing of the political and traditional authorities. This was to ensure that a parallel consultation process was not created in an attempt to solicit the concerns of project stakeholders. However, confidentiality of Project Affected Persons and key stakeholders were duly observed. There was no independent third party to witness the process during the engagements. However, a community CSO was engaged to validate all the negotiations and consultations. Please find attached report of Edu-Media Ghana at Appendix VI

At every stage of the process, full and complete information about the project and its implications such as temporary relocation, restriction of access to the park during construction were made available to all parties in public meetings and other stakeholder engagements as specified in the RPF. The RPF identified local processes as key to the success of all negotiations and as such project information were disseminated using the local language(s), ensuring that the community was fully aware of developments.

6.1 Stakeholder Identification and Analysis

The various key stakeholders, both national and local, who have a primary role to play in the execution of the project, through planning, implementation, monitoring and evaluation, have been analyzed under this subsection. The mapping of the key stakeholders is presented in Table 6.1.

Table 6.1: Stakeholder Identification and Analysis

STAKEHOLDER	INTEREST	ROLE
The World Bank	Secondary	• Maintain an oversight role to ensure compliance with the Banks safeguards policies, • Maintain an oversight role on the preparation and supervision of the ARAP implementation, and • Provide guidance to ensure overall compliance with safeguards
Ministry of Local Government, Decentralisation and Rural Development	Secondary	• Lead implementing Ministry for the GSCSP by providing policy guidelines and approval for all activities under the project

Ghana Secondary Cities Support Program (GSCSP), Project Coordinating Unit (PCU)	Primary	• The lead body spearheading the implementation of all components of the project with supervisory role in preparing TORs & monitoring safeguards action plans
Land Valuation Division (LVD) of Lands Commission (LC)	Secondary	Assess/validate and approve compensation amount to PAPs. • Receive valuation and verify documentation on affected properties. • Ensure that payments are not made to people who are not affected
Environmental Protection Agency (EPA)	Secondary	• Regulate all development undertakings and give clearance to ESIAs/ARAPs • Undertake periodic monitoring of implementation of safeguards measures • Validate Environmental/Social Audit Reports (EAR)
New Juaben South Municipal Assembly	Primary	• Coordinate activities at local level during ARAP preparation and implementation • Responsible for the appraisal of properties and livelihoods affected by the project. • Actual implementation of compensation, resettlement assistance and grievance redress and supervision of Environmental, Social, Health and Safety and Waste Management activities.
New Juaben Traditional Council	Primary	• Take decision on new locations for community social activities such as funerals, state durbars, traditional festivals etc.
Edu Media (CSO)	Primary	• Independent third party witness • Validate stakeholder agreements and Support ARAP Implementation
Contractor for sub-projects	Primary	• Construction of the Park and Ancillary facilities • Implement and comply with ARAP.
Association of Traders and Taxi Drivers Union	Primary	• Assist in identification of impacts. • Provide information for the preparation of the ARAP • Monitor implementation of the ARAP. • Represent collective interest of affected traders and taxi drivers and participation in restitution negotiation process and submission of complaints and grievances.
PAPs	Primary	• Assist in identification of impacts. • Provide information for the preparation of the ARAP • Participate in consultation on and negotiations of restitution measures • Monitor implementation of the ARAP. • Submit complaints.

6.2 Consultation Process and Stakeholders Consulted

The preparation of the ARAP was participatory, involving various stakeholders i.e. persons and institutions that have interest in the planning and execution of the project, including those positively and negatively affected. The stakeholders consulted were traders, Project Affected Persons (PAPs), New Juaben South Municipal Assembly, (Spatial Planning Department, Department of Urban Roads and Development Planning Officer, Municipal Works Engineer and Municipal Chief Executive). The stakeholder consultations helped in the determination and identification of impacts and their significance as well as mitigation measures. See Appendix V and VIII for Consultation Matrix and Pictures of stakeholder consultations respectively.

The consultation process included designing the appropriate stakeholder map as well as determining the channel of communication and disclosure. Different consultation processes and channels of communication were used to elicit the desired response from the stakeholders. The consultation process involved arranged meetings with stakeholders, official visits, courtesy calls and informal walk-in meetings. All the stakeholders were consulted separately and at different times. Persons who own properties along the proposed location were contacted individually and their concerns elicited. After the consultations, minutes and records of proceedings, including negotiated memorandums, were submitted to the stakeholders for verification and confirmation.

An open forum was also held to provide an opportunity for both project stakeholders and the general public to discuss the issues relating to the project (see minutes/report attached in Appendix VII). During the stakeholder consultations, the major issues raised by stakeholders included disturbances during the construction phase of the project and safety of Project Affected Persons (PAPS).

6.3 Outcome of Consultations and Negotiations

As already stated under the methodology and approach, consultation was key part in the preparation of the ARAP with the main objectives of ensuring that (i) PAPs provide their inputs and concerns about the project; (ii) participate fully in the execution of the project; and (ii) promote stakeholders support and sustainability of the project. The stakeholders that were consulted include staff of the New Juaben South Municipal Assembly, project affected persons and traders and their associations at the project site. Confidentiality of Project Affected Persons and key stakeholders was duly observed. After the consultations, stakeholders unanimously endorsed and gave their support for the sub-project and an MOU was signed between the parties.

A summary of discussions and decisions taken at the stakeholder's consultations are captured in Table 6.1.

Table 6.1: Summary of Issues and Decisions from Consultations

STAKEHOLDER	CHANNEL	ISSUES DISCUSSED	AGREED ACTION

NJSMA	Formal meetings	- Traffic Impact of the sub-project on the Central Business District of Koforidua - Loss of community car park and impact on congestion within the CBD	- NJSMA to engage the MTTD to manage traffic impact during construction - NJSMA to consult SSNIT to secure the use of their premises as temporary parking space during the construction phase of the project
Traders	Formal meetings and one-on-one interactions	- Time for the commencement of construction activities - Disruption of livelihoods	- NJSMA to communicate timelines for project 1 month before commencement. - NJSMA to prepare relocation site in consultation with leaders of traders before commencement of sub-project
Taxi Drivers	Formal meetings and one-on-one interactions	- Time for the commencement of construction activities - Disruption of livelihoods	- NJSMA to communicate timelines for project 1 month before commencement. - NJSMA and MTTD to allocate new loading area for Taxi Drivers before commencement of sub-project
New Juaben Traditional Council	Formal meetings	- Temporary loss of communal durbar grounds and social events Centre - Likely loss of income to New Juaben Traditional Council and NJSMA	- All social and regional events to take place at Jubilee park during the construction phase of the project - Temporary relocation of durbar ground to Jubilee Park for period of reconstruction; compensation for loss of share of monthly revenues accruing from fees and tolls on usage of durbar grounds; and reinstatement of durbar ground at Jackson's Park following completion of redevelopment
Basketball and other sporting activities	Formal meetings and one-on-one interactions	- Restriction of access to field of play	- Temporary relocation of playing court to Koforidua Senior High Technical School compound for period of reconstruction and reinstatement of playing court at Jackson's Park following completion of redevelopment

6.4 Information Disclosure and Notification

All eligible PAPs were informed about the sub-project and the ARAP process. A cut-off date was established and advertised as part of the process of determining PAPs' eligibility. The RPF recommends that in special cases where there are no clearly identifiable owners or users of asset, the ARAP team must notify the respective local authorities and leaders. It also recommends a "triangulation" of information – affected persons; community leaders; and local government representatives to identify eligible PAPs. The Safeguards team notified all the PAPs about the agreed cut-off date (**3rd August, 2021**) and its significance verbally and through the public information centres.

All project related information were shared (and will be continued to be shared) with the community through the public information centres, announcement on community radio and through community durbars. The New Juaben South Municipal Assembly informed community elders and leaders and the affected persons of the restoration measures agreed to before memorandums were signed with the PAPs. The approved ARAP Report will be published on the website of MLGDRD and at World Bank Infoshop. Copies of the approved ARAP will also be deposited at offices of key stakeholders including PRCC, Traditional Council, Taxi Union and representatives of PAP. There will also be a publication of grievance redress process information posters at the project site.

6.5 Public Participation in the form of Voluntary Contribution

PAPs have the right to make voluntary contribution of their affected assets and structures without seeking or being given compensation. This can be justified as the redeveloped park and ancillary facilities may improve not only their livelihood activities but may also likely increase the value of their property and income. PAPs shall also be informed about their entitlement for any compensation and assistance i.e. labor and materials replacement. NJSMA and the ARAP consultants shall clearly inform the PAPs that they have right to voluntarily contribute or not to voluntarily contribute their affected assets and also have right to claim for project assistance if they want to. In the event if the PAPs opt for voluntary contribution of their affected assets without seeking compensation or forfeiture of restitution, an agreement shall be prepared and signed by the PAP and the project authority for future references and record.

CHAPTER SEVEN
ARAP IMPLEMENTATION ARRANGEMENTS AND BUDGET

7.1 Introduction

The institutional and administrative framework for preparation and implementation of resettlement associated with government projects was discussed in section 2.3. An analysis of key stakeholders for this subproject was presented in section 6.1. This chapter presents the specific arrangements for the planning, implementation, monitoring and evaluation of this ARAP. It also highlights the ARAP Action Plan (Implementation Schedule) which shows the duration and timeframes of the key milestones and tasks. The cost and budget of implementation, including monitoring and evaluation, are also captured in the chapter.

7.2 Implementation Schedule

The New Juaben South Municipal Assembly (NJSMA), through its Municipal Planning Coordinating Unit (MPCU), shall have oversight responsibility for the implementation of the provisions of the ARAP. The MPCU will report to the MLGRD and the World Bank through the GSCSP Project Coordinating Unit.

The implementation schedule will be carried out in phases. Before the commencement of works, payment of compensation to PAPs would have been completed in compliance with the Bank and EPA Resettlement Policies. The plan for the implementation of activities has been agreed between the NJSMA and the PAPs. These include the target dates for start and completion of all restitution measures before civil works for the proposed project start.

The implementation schedule defines the activities, and duration and timing of key milestones and tasks. For this ARAP, the schedule covers the period from the preparation of the ARAP to the conclusion of the proposed project and the time that the park will be available for full use. **Table 7.1** presents the proposed schedule of implementation of the restitution measures prescribed in this report.

Table 7.1: ARAP Implementation Schedule

MAJOR ACTIVITIES	TIMELINES							RESPONSIBLE ENTITY
	1 month after submission of Final Report by Consultant	Within 1 month after approval of ARAP	After 1 month of approval of ARAP to 20th month			1 month after project completion	To be determined by MLGD RD	
Approval of ARAP by WB and Disclosure of the ARAP reports								GSCSP/NJSMA/ WB
Formation and outdooring of ARAP Implementation Committee (AIC) and Local Grievance Redress Committee (LGRC)								GSCSP/NJSMA
Training and Orientation of Members of AIC and LGRC								GSCSP/NJSMA/ ARAP Consultant
AIC engages PAPs, communicates final restitution packages and explain basis of packages								AIC/NJSMA/AR AP Consultant
Processing of restitution and signing of individual agreements with PAPs								AIC/NJSMA
Continuous Stakeholder Consultation Programme								NJSMA/RCC/G SCSP
Grievance Redress Mechanism operational								LGRC/NJSMA/ RCC/GSCSP

MAJOR ACTIVITIES	TIMELINES							RESPONSIBLE ENTITY
	1 month after submission of Final Report by Consultant	Within 1 month after approval of ARAP	After 1 month of approval of ARAP to 20th month			1 month after project completion	To be determined by MLGDRD	
Preparation of alternative sites for displaced activities								GSCSP Civil Works Consultant/Works Engineer NJSMA
Relocation of PAPs (Permanent & Temporary)								AIC/NJSMA
Implementation of Civil Works								GSCSP Civil Works Consultant/Works Engineer NJSMA
Completion of Park Redevelopment								GSCSP Civil Works Consultant/Works Engineer NJSMA
Return of community durbar activities, taxi station and recreational activities								AIC/NJSMA
Performance Monitoring								MLGRD/GSCSP/WB
ARAP Completion report (includes an assessment of whether objectives of ARAP has been achieved)								GSCSP/WB

MAJOR ACTIVITIES	**TIMELINES**							RESPONSIBLE ENTITY
	1 month after submission of Final Report by Consultant	Within 1 month after approval of ARAP	After 1 month of approval of ARAP to 20th month			1 month after project completion	To be determined by MLGDRD	
External Evaluations (Including Completion Audit)								MLGRD/GSCSP/WB

7.2.1 Approval of ARAP and Disclosure

Within a week of the submission of the final ARAP to the World Bank, the Bank will approve and disclose the ARAP on its website and other locations. In addition, the NJSMA will disclose the ARAP through all forms of media (including, the local library, newspapers, websites etc.) in the project area. Officials of NJSMA will also help in publicizing the resettlement activity to the general public in the project area and all other stakeholders involved.

Again, the ARAP will be disclosed during public meetings in the project municipality. Considering the current COVID-19 situation, public meetings and physical face to face meetings with critical stakeholders and PAPs will be limited to necessary cases for a maximum of 20 people and subjected to strict health & safety conditions. This will enable community members express their views and concerns on the resettlement while minimizing any chances of COVID-19 community spread.

In addition, hard copies of the ARAP document will be placed in the offices of NJSMA. This will allow the general public to view and update themselves throughout the project implementation. Again, the ARAP will be disclosed during public meetings in the project locality.

7.2.2 Formation of ARAP Implementation Committee (AIC) and Local Grievance Redress Committee (LGRC)

Immediately following approval of the ARAP by the World Bank, NJSMA will constitute an ARAP Implementation Committee (RIC) to facilitate the smooth implementation of the plan. This committee will be responsible for organizing and ensuring that restitution due PAPs are delivered on time and in line with the provisions and procedures set out in this ARAP and the larger project RPF.

Membership of the AIC would comprise the following; (a) Development Planning Officer of NJSMA, (b) Assemblyman responsible for the park area, (c) Physical Planning Officer of NJSMA, and (d) Works Engineer of NJSMA. Other members of the AIC would include the following: (e) a representative of Traders, (f) a representative of taxi drivers, (g) a representative of sporting clubs team, (h) a representative of Traditional Council, and (i) two (2) representatives from the PAPs (1 female and 1 male).

A seven-member Local Grievance Redress Committee (LGRC) will be constituted by NJSMA within the same timeframe to receive grievances at the subproject level and ensure that they are resolved amicably using all available legal means. The membership of the LGRC will include the: (1) Assembly Member for the Ogua Electoral Area where the sub-project is situated; (2) a representative of traditional Council (preferably a respected Chief of the area where the project is taking place); (3) a representative of traders; (4) a representative of taxi drivers; (5) a representative of the sporting clubs; (6) the Municipal Gender Desk Officer and (7) the Municipal Development

Planning Officer. The LGRC will be the first point of contact between the project and the public and their role/mandate will include providing project information to stakeholders and resolving minor grievances. The Environmental and Social Safeguards Team of MLGRD, through the GSCSP, will prepare a TOR for the LGRC. The ToR will outline the purpose, responsibilities and procedures to be used by the committee to guide its work.

NJSMA, with the support of GSCSP, will engage PAPs to introduce the membership of the AIC and LGRC and also outdoor the tasks of the two critical implementation support committees. The engagements will also outline the procedure for payment of compensation and other restitution measures and the established complaints and grievance redress mechanisms in case any PAP has additional issue of concern.

7.2.3 Training and Orientation of AIC and LGRC

To facilitate smooth implementation of the ARAP, the Environment and Social Safeguards teams of GSCSP and NJSMA shall organize a training and orientation workshop for the membership of the AIC and LGRC. The workshop will focus on the content of the ARAP and the specific roles and responsibilities of the two committees, and the specific processes, procedures and tools to facilitate their work.

7.2.4 AIC Preliminary Engagement, Communication of Restitution and Signing and Submission of Acceptance Letters by PAPs

Following the completion of the training and orientation of the AIC on the contents of the ARAP, the AIC shall start a series of engagements with PAPs to communicate the final restitution packages and explain the basis of the packages to facilitate smooth implementation. NJSMA (working through AIC) shall prepare and distribute offer letters to all PAPs, stating the type and nature of restitution measure being offered. The contents of the letters will be explained to PAPs in languages they understand. PAPs shall be given a period of one (1) week after receipt of the offer letters to accept or reject offer, offer a counter claim and seek redress under the grievance procedures established. Those who accept shall be required to sign and submit the acceptance letters for their restitution measures to be certified (or compensation paid if applicable). Those who do not accept have the right to make a counter offer and will be invited for negotiations with NJSMA to be facilitated by the AIC. The offer and acceptance activity will go on for a period of one month following the initial engagement.

7.2.5 Delivery of Entitlements

The certification of in-kind restitution measures (or payment of compensation where applicable) shall be done by NJSMA in the presence of the AIC and an independent witness of the affected person/opinion leader. This process will start one (1) week following communication of first offer to PAPs. The process will be ongoing until all PAPs have had their in-kind restitution measure

certified (or have been duly paid where applicable). Any disagreement regarding eligibility will be referred to the GRM. The AIC, NJSMA and MLGRD (GSCSP safeguards team) will ensure that due process has been followed in preparing and paying of the appropriate compensation or in-kind restitution measure.

Where payment of cash compensation is involved, the following process is recommended to ensure prompt payment to affected persons and entities:

- Cheques shall be the preferred and first mode of payment; however, payment may be by banker's draft; or mobile money where the amounts involved are less than Ghs1,000. NJSMA shall make arrangements with the nearest banks to effect payments by banker's draft where that is agreeable with the PAPs;
- PAPs will be required to produce a GoG issued ID for identification purposes. PAPs will also be required to sign an agreement indicating that the compensation payable is the full and final amount due PAP, and sign a payment receipt acknowledgement form. A picture will be taken of the PAP displaying the issued cheque or bankers draft for the records;
- Proper receipts will be issued by the NJSMA and copies given to the affected person, the Accounts Department of the NJSMA and MLGRD; and
- Comprehensive reports on payment made will be submitted by the NJSMA for review by MLGRD at the close of every week until all compensation is duly cleared.

Where in-kind restitution measure is the preferred option, a picture of the first and certified pages of the agreement shall be taken with an embossed passport picture of the PAP.

7.2.6 Preparation of Alternate Locations for Displaced Activities

NJSMA shall work with the affected traders, taxi drivers and other users of the park to identify suitable sites to relocate affected activities. Upon completion of preparation of alternate sites, and up to one week after receipt of compensation or certification of in-kind restitution measure, NJSMA and the AIC will supervise PAPs with temporary structures to relocate the structures to designated new locations. As soon as the first group of PAPs vacate the site, civil works can commence.

7.2.7 Demolition of Structures and Redevelopment of Park

Depending on the severity of impact, owners of immovable structures will be given up to one (1) month to effect transportation of their chattels to the relocation sites to pave way for demolition of their structures. This will be done after the receipt of their compensations or the certification of their in-kind restitution measure. The process will be supervised by officials from NJSMA and the AIC under the guidance of project contractors.

7.2.8 Completion of Park Redevelopment and Return of Activities

The park redevelopment schedule indicates that 20 months is needed for the completion of reconstruction and other ancillary works. NJSMA shall ensure that works remain on schedule without any slippages.

During the redevelopment period, NJSMA shall work with the AIC to develop modalities for the return of eligible activities once the works are completed. Eligible PAPs shall be given the first options in the return process if they express the interest.

7.3 ARAP Implementation Reporting

The first ARAP implementation report, to be prepared by the NJSMA MPCU Team, shall be due one (1) month after implementation activities have commenced. Subsequent reports will follow at monthly intervals for entire duration of the subproject implementation. The monitoring will focus on the restoration of livelihood process of all project impacted entities, potential and actual issues and concerns related to the ARAP, corrective actions which need to be taken, any lessons learnt as also of the effectiveness of the consultation/disclosure as well as grievance redressed.

7.4 Monitoring and Evaluation of the Living Standards of PAPs

The NJSMA, with support from MLGDRD (GSCSP Environmental and Social Safeguards Team) shall conduct regular check-in and assessment of the living standards of the PAPs in the post-resettlement period semi-annually for a duration of two years post project completion.

7.5 ARAP Completion Report

Once NJSMA and AIC has fully completed implementation of all restitution activities, the MLGDRD (GSCSP Environmental and Social Safeguards Team) shall prepare and submit a ARAP Completion Report to the World Bank. This will report on the processes used for the payments, any outstanding issues and grievances yet to be addressed and any other matter which is considered important.

7.6 ARAP Completion Audit Report

Once all activities (including livelihood restoration and developmental activities, if any) have been completed, GSCSP (through a contracted external auditing and evaluation Consultant) shall commission a ARAP Completion Audit and submit the report to the World Bank.

7.7 Costing and Budgeting

The financial implication for implementing this ARAP, is **One Hundred and Nineteen Thousand Ghana Cedis (GH¢ GH¢ 119,000.00).** The costing and budget components include: resettlement assistance, relocation costs, and support for implementation of ARAP, sensitization and grievance

management (including contingency for additional claims during implementation), monitoring and evaluation, and other administration costs. Table 5.5 presents the costing details.

Table 7.2: Budget for ARAP Implementation

Item	**Amount (GH¢)**	**Source**
ARAP IMPLEMENTATION		
Cost of renovation of Agartha market to accommodate food venders and other traders	54000	NJSMA
Cost of road markings and signage to prepare temporary loading area for taxi drivers	42000	NJSMA
Cost of resettlement assistance	3000	NJSMA
Cost of orientation for members of GRC	5000	GSCSP
Cost of Grievance Redress Activities (including meetings and printing of communication materials)	5000	GSCSP
ARAP Management, Implementation and Disclosure	10000	GSCSP
GRAND TOTAL	**GH¢ 119000.00**	**GSCSP**

CHAPTER EIGHT
GRIEVANCE REDRESS MECHANISM (GRM)

8.1 Introduction

Implementation of the sub-project has the potential of generating complaints and grievances. It is important that the ARAP provides mechanisms through which the PAPs can express their grievances or seek clarifications about the project. This chapter discusses the grievance redress mechanisms for implementing the ARAP. Members for Grievance Redress Committees were selected in a participatory and transparent manner and taking into cognizance gender balance issues.

8.2 Grievance Redress Mechanism (GRM)

A grievance is any query, call for clarification, problems, and concerns raised by individuals or groups related to activities undertaken or processes applied by the sub-project. When addressed, these grievances are expected to ensure support, as well as help achieve results and sustainability of project activities. A Grievance Redress Mechanism (GRM) is therefore a system by which queries or clarifications about a project are responded to, problems that arise out of implementation are resolved and grievances are addressed efficiently and effectively.

An effective and efficient GRM should have multiple avenues or channels for lodging complaints, transparency, promptness and timeliness of responses and clear procedures. Addressing and resolving grievances also include implementing agreed actions, clarifying issues and responding to questions. Grievances that are well addressed and/or resolved are expected to ensure support, help achieve results and guarantee sustainability of project.

8.3 Expected Grievances

The consultation processes showed that the execution of the project will generate environmental and social concerns which are linked to the health and safety, and livelihoods of the affected population. These impacts include dust and noise generation, restriction of access to assets, relocation, obstruction of access/movement, disturbance of business activities among others. While thorough consultations have been carried out to provide data for the mitigation of these impacts, some grievances may be anticipated.

8.4 Institutional Basis of Grievances Redress Mechanism

Investigation conducted in the project environs shows that there are existing mechanisms for voicing grievances and getting resolutions. A person with a grievance in Koforidua first complains to an elderly person or an opinion leader for resolution. If a satisfactory resolution is not attained, the person may lodge a verbal complaint to a local chief or Assembly member with authority over the area where the grievance emanated. If a satisfactory resolution is not attained, the person may

move forward to lodge a formal complaint at the Municipal Assembly and a meeting of the Public Relations and Complaints Committee is activated to resolve the grievance. Also, within the various transport unions, there are procedures for grievance redress. A person not satisfied with a situation may lodge complaints to the chairman or any of the executive officers of the union. Complaints submitted to either the chairman or other executive officers are resolved amicably. Checks from the unions revealed that all grievances emanating from the members are resolved amicably without resorting to the law court. Mostly in the Ghanaian society, the courts serve as the final conflict resolution Centre.

Ghanaian laws as well as World Bank policies recognize the right of individuals and organizations to own property, and as such there are institutions created to ensure that the right of individuals and groups are protected to ensure that people are not denied their right. Under the Local Governance Act, 2016 (Act 936) and policies of the Ministry of Local Government Decentralization and Rural Development, District Assemblies have Public Relations and Complaints Committee (PRCC). The Public Relations and Complaints Committee is chaired by the Presiding Member and it is expected to amicably settle complaints and grievances of the public regarding activities being undertaken by governmental agencies or normal complaints from residents about nuisance and abuse of rights.

8.5 Grievance Redress Process

For the purpose of this project, a four tier grievance redress process has been developed to manage grievances. These are:

5. A Seven-Member Grievance Redress Committee;
6. Municipal Public Relations and Complaints Committee (PRCC);
7. The Eastern Regional Coordinating Council (ERCC); and
8. The Law Court.

8.5.1 Seven-Member Grievance Redress Committee

The first level involves a Seven-Member Grievance Redress Committee that will receive grievances and process them for resolution (see Table 8.5.3 for Proposed schedule for Grievance Redress). The membership will include the (1) Assembly Member for the Electoral Area where the sub-project is situated; (2) representative of traditional Council (preferably a Chief of the area where the project is taking place); (3) representatives of PAPs; (4) representative of taxi drivers; (5) Municipal Gender Desk Officer, (6) Municipal Development Planning Officer and a CSO. The Seven-Member Grievance Redress Committee will be the first point of contact between the project and the public and their role/mandate will include providing project information to stakeholders and resolving minor grievances. If a grievance submitted to this group does not receive satisfactory resolution, the second tier (PRCC) is activated.

8.5.2 Public Relations and Complaints Committee

The second tier, the Municipal Public Relations and Complaints Committee, is a semi-formal and semi-adjudicatory structure within the Assembly that receives complaints and amicably resolves them. The Municipal Public Relations and Complaints Committee is chaired by the Presiding Member and it is expected to amicably settle complaints and grievances of the public with regard to adverse environmental and social impact. The Municipal Public Relations and Complaints Committee takes up grievances when the Seven-Member Grievance Redress Committee is unable to resolve a grievance submitted to them. Membership of the PRCC is determined by the Local Governance Act, 2016, Act 936, Section 26 as follows:

(a) five members of the District Assembly elected by the members of the District Assembly;
(b) a representative each of the district offices of the following:
(i) National Commission for Civic Education,
(ii) Commission on Human Rights and Administrative Justice,
(iii) Information Services Department, and
(iv) civil society organisations in the district selected by the civil society organisations.

8.5.3 The Eastern Regional Coordinating Council (ERCC)

The third level shall be the Eastern Regional Coordinating Council (ERCC) whose functions under the Local Governance Act, 2016 (Act 936), at section 188 (2c), includes:

> the resolution of any conflicts between a District Assembly in the region and any agency of the central Government, public corporation, statutory body, non-governmental organisation or individual;

Unresolved grievances that the NJSMA PRCC reports to the ERCC shall be collaboratively investigated and resolved following the schedule in Table 8.1 involving and canvassing the expertise of all relevant state agencies, traditional authorities and civil society organizations. A person dissatisfied with the outcome of complaint to the PRCC has the right to seek legal remedy at a court of law.

8.5.4 Court of Law

The four tier for grievance redress is the Court of Law. By the laws of Ghana, when all the forms of alternative dispute resolution fail, the law courts represent the last resort for an aggrieved person. Under this project the courts also represent the last resort when the first, second and tiers fail to bring a satisfactory outcome.

Note: PAP always have the right to directly go to court as a civil right under national law and are not to be forced to first use the GRM.

It is anticipated that the number of cases which may need to be referred for redress will be relatively small, and that only the first and second tiers of the redress mechanism may need to be activated. The Ghana Secondary Cities Program shall offer training on basic safeguards issues using the national system and the World Bank Safeguards instruments to equip members of the grievance redress Committee. Major stakeholders have been briefed on the grievance redress process and how to activate them but further sensitization would be carried out within Koforidua Township to foster a better understanding among the residents.

The grievance redress process shall follow the chain below in resolving grievances, including introducing any other initiatives that could compliment the effectiveness of the process:

(ix) Receive grievances;
(x) Grievance assessed and logged
(xi) Acknowledgement of grievances;
(xii) Follow-up and Processing;
(xiii) Develop response;
(xiv) Verification, Investigation and Action;
(xv) Monitoring and Evaluation; and
(xvi) Feedback

8.5.5 Proposed Schedule for Grievance Redress

The schedule is summarized in the Table 8.1 below which suggests a period of about 3 to 14 working days to identify and resolve project grievances. It is recommended that a maximum of two weeks should be set for completion of the grievance review process.

Table 8.1: Flow of Grievance Redress Process

Step	Process	Description	Time frame (Days)	Other information
1	Receive grievances	Face to face; phone; letter, e-mail; recorded during public/community interaction; others	1	Email address; hotline number
2	Grievance assessed and logged	Significance assessed and grievance recorded or logged (i.e. in a log book)	1	Significance criteria Level 1 –one off event; Level 2 – complaint is widespread or repeated; Level 3- any complaint (one off or repeated) indicating breach of law or policy
3	Acknowledge grievance	Acknowledgement of grievance through appropriate medium	2	GRC

4	Develop response	-Grievance assigned to appropriate party for resolution, response development with input from management/ relevant stakeholders	1	GRC
5	Response signed off	Redress action approved at appropriate levels	1	Social Safeguards focal person should sign off
6	Implement and communicate response	Redress action implemented and update of progress on resolution communicated to complainant	3	GRC
7	Complaints Response	Redress action recorded in grievance log book. Confirm with complainant that grievance can be closed or determine what follow up is necessary	1-2	GRC
8	Close grievance	Record final sign off of grievance If grievance cannot be closed, return to step 2 or recommend third-party arbitration or resort to court of law	1-2	Final sign off by Project Coordinator of GSCSP in Ghana

Aggrieved parties shall report directly to any of the grievance redress process through any medium suitable to him/her, including verbal narration, telephone calls, text messages and letters. The duration for resolving a grievance shall normally be a maximum of two weeks. Every person/institution that activates the grievance redress process should be given every opportunity to present his or her case through a process that is fair, just and transparent. Services rendered by the grievance redress process should be free of charge, be friendly, accessible, efficient and expeditious.

All PAPs have been informed about how to register grievances or complaints, including specific concerns about compensation and resettlement assistance. PAPs have also been informed about the dispute resolution process, specifically about how the disputes will be resolved in an impartial and timely manner and the hierarchy of the Grievance Redress Process.

CHAPTER NINE
MONITORING AND EVALUATION

9.1 Introduction

The EPA and World Bank require project sponsors to monitor and report on the effectiveness of ARAP implementation, including the physical progress of resettlement and rehabilitation activities, the disbursement of compensation, the effectiveness of public consultation and participation activities, and the sustainability of income restoration and development efforts among affected persons. The primary objective is to provide the project authorities with feedback on ARAP implementation and to identify problems and successes as early as possible in order to allow for timely adjustment of implementation arrangements.

9.2 ARAP Monitoring and Evaluation Arrangements

In the M&E plan, three components will be monitored. These are: (i) Performance Monitoring (Internal Monitoring), (ii) Process or Impact Monitoring and (iii) Completion Audit.

General monitoring indicators shall include: (i) public consultation, (ii) grievance procedures in place and functioning, (iii) timely execution of compensation arrangements, (iv) compensation to rightful persons; and (v) the physical progress of resettlement. Table 8.1 illustrates the general ARAP Monitoring and Evaluation Framework.

Table 9.1: General ARAP Monitoring and Evaluation Framework

Component Activity	Type of Information/Data Collected	Source of Information/Data Collection Methods	Responsibility	Frequency of Reporting
Performance Monitoring	Input, outcome indicators and budget	Compensation Implementation Reports	RIC, including local representatives.	Quarterly
Impact Monitoring	PAPs satisfaction with inputs, processes and outputs.	Quarterly/Semi-annual surveys.	GSCSP	Annually
Completion Audit	Measurement of output indicators such as productivity gains, livelihood restoration and developmental impact against baseline.	External Completion Audit Report. Independent Surveys and consultation with affected persons.	External M&E Consulting Agency.	On completion of ARAP timetable.

Table 9.2 Performance Monitoring

Issue	Indicator	Means of Verification (Data Sources/ Data Collection Method)	Monitoring Frequency	Responsibility

Baseline Census of PAPs	Confirmation of the census survey of PAPs in various categories	ARAP Inception Report	As required by the ARAP management team	Safeguards Specialist
Consultation/Public meetings held	Public consultations	Minutes of Meetings, including pictures.	As required by the ARAP management team	Safeguards Specialist
Compensation and Resettlement Assistance	Timely execution of compensation. Compensation rewarded to the correct parties.	Field Survey	Monthly or as required by the ARAP management team.	Safeguards Specialist
Restoration of Livelihoods Affected.	Implementation of mitigation measures during construction by the contractor	Field Survey	Daily	Safeguards Specialist
Physical progress of relocation	Relocation of people completed	Field Survey	Before construction	Safeguards Specialist
Grievance Mechanism	Grievance procedures in place and functioning	1. Grievance Resolution Report, including resolution forms 2. Interviewing aggrieved affected people	Monthly or as required	Safeguards Specialist
Monitoring and Evaluation	Monitoring and evaluation reports submitted.	Field Survey	Monthly or as required	Safeguards Specialist and M&E Specialist

9.2.1 Performance Monitoring

Performance monitoring will be an internal management function allowing the RIC to measure physical progress in activities against milestones set out in the ARAP implementation/action plan. Performance milestones to be monitored are summarized in Table 8.2.

9.2.2 Process or Impact Monitoring

Impact Monitoring measures the effectiveness of the ARAP and its implementation in meeting the needs of the affected population. Its purpose is to provide GSCSP and the World Bank with data on the effects of resettlement to: verify internal performance monitoring; and identify adjustments in the implementation of the ARAP as required.

The effects of the ARAP implementation will be tracked against the baseline conditions of the population prior to project implementation, which has been established in the census and socio-

economic survey. Verifiable indicators will be both quantitative and qualitative. The main quantitative indicator will be the economic wellbeing of PAPs, including daily/monthly incomes and employment/livelihoods. The qualitative indicators will be used to assess (i) the satisfaction of PAPs and the adequacy of these initiatives, especially with the functioning of the grievance redress mechanism, (ii) consultation and people's participation, (iii) transparency and accountability in the resettlement and compensation process, and (iv) information dissemination and communication with the affected population. It is important to include affected people in the identification and measurement of baseline indicators. The quality monitoring method will involve direct consultation with the PAPs through meetings, focus group discussions, or similar forums established by the project's management for participation as part of the consultation framework. The impact monitoring should be conducted by an external consultant or the project management unit of the GSCSP.

9.2.3 ARAP Completion Audit or End Evaluation

This end-term evaluation will be undertaken by an independent third party to assess whether the outcome of the ARAP complies with the involuntary resettlement policy. The key objective of this external evaluation or completion audit will be to determine whether the efforts made to restore the living standards of the affected population have been properly conceived and executed. The audit will verify how far the physical inputs and services committed in the ARAP have been delivered.

In addition, the audit will evaluate whether the mitigation measures prescribed in the ARAP have had the desired effect. The socio-economic status of the affected population will be measured against the baseline conditions of the population before the displacement, established through the census and socio-economic studies. This evaluation will be undertaken after all ARAP inputs and other supplementary development initiatives have been completed prior to the Project's closure.

REFERENCES

1. The 1992 Forth Republican Constitution, Republic of Ghana;
2. Local Governance Act, 2016, Act 936;
3. Lands (Statutory Wayleaves) Act, 1963, Act 186;
4. Project Appraisal Document, Ghana - Secondary Cities Support Program Project, Sep 04, 2018, World Bank Group Ghana;
5. Final Environmental and Social Systems Assessment (ESSA) - Ghana Secondary Cities Support Program, May 01, 2018, World Bank Group Ghana;
6. New Juaben South Municipal Assembly, Medium Term Development Plan (2018 - 2021),
7. Land Use and Spatial Planning Act, 2016 (Act 925),
8. Environmental Protection Agency Act, 1994, Act 490,
9. Lands Commission Act, 2008 (Act 767).
10. The Land Act, 2020 (Act 1036)

APPENDIX I:
PICTURES OF RESETTLEMENT ASSISTANCE



Plate 1: PAP receiving a cheque from management of NJSMA



Plate 1: Cheque amount given to madam Margeret Acheampong as resettlement assistance

The Municipal Chief Executive
New Juaben South Municipal Assembly
Koforidua

ACKNOWLEDGEMENT LETTER

I Margaret Acheampong acknowledge the receipt of an amount of Two Thousand Ghana Cedis only (GH₵2000.00), from New Juaben South Municipal Assembly in respect of the relocation of my structure at the Jackson park to relocate to my new location to operate my chop bar.

Am very grateful



Margaret Acheampong

Plate 1: PAP receiving a cheque from management of NJSMA

APPENDIX II: MOU BETWEEN NJSMA AND PAP

NEW JUABEN SOUTH MUNICIPAL ASSEMBLY

All Correspondence should be addressed to:
THE MUNICIPAL CHIEF EXECUTIVE
TEL: (03420) 23014 /22581
FAX: (03430) 22790

Office of the Municipal Administration
Post Office Box KF 199
Koforidua E/R
Ghana

Our Ref: _____

Your Ref: _____

REPUBLIC OF GHANA

_____ 20____

APPENDIXES
MEMORANDUM OF UNDERSTANDING (MOU) MADAM MARGARET ACHEAMPONG AND NEW JUABEN SOUTH MUNICIPAL ASSEMBLY (NJSMA) ON THE REDEVELOPMENT OF JACKSON'S PARK

THIS Memorandum of Understanding (MOU) is made on the 26TH APRIL, **2021** BETWEEN **New Juaben South Municipal Assembly** (hereinafter called the **"ASSEMBLY"**) acting by its Municipal Chief Executive, **HON. ISAAC APPAW-GYASI** of the one part and Madam Margaret Acheampong (Chopbar Operator) of the other part.

We covenant that there has been extensive consultation between the New Juaben South Municipal Assembly and all stakeholders on the Redevelopment of Jackson's Park and that all the consultation activities were done in an atmosphere of cooperation where members were allowed to seek clarification on pertinent issues such as details scope of works and possible environmental and social impacts of the undertaking and that we are all bound by the agreements reached.

ALL STAKEHOLDERS, INCLUDING MADAM MARGARET ACHEAMPONG unanimously AGREE TO THE COMMENCEMENT OF THE REDEVELOPMENT OF JACKSON'S PARK UNDER THE FOLLOWING TERMS:

1. That Madam Margaret Acheampong has found a permanent place to relocate.
2. That the New Juaben South Municipal Assembly will compensate her with an amount of Two Thousand Ghana Cedis (GH¢2,000.00) to cover for the cost of her relocation.
3. That she had agreed she would not be relocated back to Jackson's Park after the project is completed.

IN WITNESS whereof the parties hereto have hereunto set their hands and names the day and year above written.

SIGNED BY **HON. ISAAC APPAW-GYASI)**
MUNICIPAL CHIEF EXECUTIVE)
For and on behalf of **NJSMA** herein in the presence of)

WITNESSED BY:.....

1.SIGNATURE:.....

2. NAME: .....

3.POSITION:.....

FOR AFFECTED PERSON

NAME: Margaret Acheampong

PHONE NUMBER: 0249764331

SIGNATURE/THUMBPRINT:.....

WITNESS

NAME:.....

PHONE NUMBER:.....

SIGNATURE/THUMBPRINT.....

APPENDIX III: MOU BETWEEN NJSMA AND TAXI OPERATORS

NEW JUABEN SOUTH MUNICIPAL ASSEMBLY

All Correspondence should be addressed to:
THE MUNICIPAL CHIEF EXECUTIVE
TEL: (03420) 23014 /22581
FAX: (03430) 22790

Office of the Municipal Administration
Post Office Box KF 199
Koforidua E/R
Ghana

Our Ref: CONF 99/01[A]

Your Ref: _____

REPUBLIC OF GHANA

22/06/ 2021

APPENDIXES

MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN TAXI UNION EXECUTIVES AND NEW JUABEN SOUTH MUNICIPAL ASSEMBLY (NJSMA) ON THE REDEVELOPMENT OF JACKSON'S PARK

THIS Memorandum of Understanding (MOU) is made on the 26TH APRIL, **2021** BETWEEN **New Juaben South Municipal Assembly** (hereinafter called the **"ASSEMBLY"**) acting by its Municipal Chief Executive, **HON. ISAAC APPAW-GYASI** of the one part and Members of the Taxi Union (hereinafter called the "Union) of the other part.

We covenant that there has been extensive consultation between the New Juaben South Municipal Assembly and all stakeholders on the Redevelopment of Jackson's Park and that all the consultation activities were done in an atmosphere of cooperation where members were allowed to seek clarification on pertinent issues such as details scope of works and possible environmental and social impacts of the undertaking and that we are all bound by the agreements reached.

ALL STAKEHOLDERS, REPRESENTED BY THEIR VARIOUS LEADERS, unanimously AGREE TO THE COMMENCEMENT OF THE REDEVELOPMENT OF JACKSON'S PARK UNDER THE FOLLOWING TERMS:

1. That the New Juaben South Municipal Assembly shall allow the Drivers to use an access road at Ghana Revenue Authority (GRA) as their temporal Taxi Station;
2. That vehicles at the main Koforidua Taxi Station will use the Regional Co-ordinating Council (RCC) road as their exit point from the Central Business District (CBD) instead of the Jackson's Park road to avoid interference with the project;
3. That the New Juaben South Municipal Assembly shall inform the MTTD and the Municipal Guards of the Agreements to prevent unauthorised arrest;

4. That any damage caused by the sub-project contractor to properties of Drivers and other stakeholders will be paid for by the New Juaben South Municipal Assembly;
5. That the New Juaben South Municipal Assembly shall supervise the sub-project Contractor to adhere to project timelines,
6. That upon completion of the sub-project, the Taxi Union will be brought back to the newly constructed Taxi Terminal at no extra cost to the Union except the normal Municipal rental charges to all transport operators captured in the Fee Fixing of the Assembly,
7. That as a contribution to the success of the project, Drivers waive their rights to compensation for inconvenience. However, members reserve the right to compensation if any damage is cause to their properties; and
8. That all disputes arising out of this agreement between the Driver Unions, New Juaben South Municipal Assembly and other third party contractors shall be settled following the grievance redress mechanism adopted for the project.

IN WITNESS whereof the parties hereto have hereunto set their hands and names the day and year above written.

SIGNED BY **HON. ISAAC APPAW-GYASI)**
HON. MUNICIPAL CHIEF EXECUTIVE)
For and on behalf of **NJSMA** herein in the presence of)

MUNICIPAL CHIEF EXECUTIVE
NEW JUABEN SOUTH MUN. ASSEMBLY
KOFORIDUA - E/R.

WITNESSED BY:.....
MUNICIPAL CO-ORDINATING DIRECTOR
NEW JUABEN SOUTH MUN. ASSEMBLY
KOFORIDUA - E/R.

1.SIGNATURE:.....

2. NAME: Kofi Amoaten Ineeron

3.POSITION: Ag. M.C.D.

FOR UNION EXECUTIVES

NAME	UNION	POSITION	SIGNATURE	CONTACT
Kwame Ofosu	PROTOA	Vice Chairman		0244103450

Bosompem Philip	Project STATION Master	Station Master		0547652755
Okang Frempong	Heritage Adweso	Chairman		0541014052
Sherif Bello	Heritage Adweso	Vice Chairman		0247964602
OFOSU NYANTAKYI	Heritage Jack park	vice Chairman		0244097672
NICHOLAS KWASI HKETIA	HERITAGE JACKSON PARK	SECRETARY		0559481220 0243811691

APPENDIX III: ALBUM OF TAXI DRIVERS: JACKSON PARK KOFORIDUA

ABBREVIATED RESETTLEMENT ACTION

NO.	NAME	AGE	OCCUPATION	UNION	CONTACT	PICTURE	SIGN/THUMB PRINT
1.	KOFI FREMPONG	39	DRIVER	PROTOA	0594127624		
2.	OFORI AGYEMANG	47	DRIVER	PROTOA	0273544556		
3.	JOSEPH GALE	61	DRIVER	PROTOA	0546636178		

4.	AYISI FELIX	27	DRIVER	PROTOA	0542745562		
5.	GABRIEL NANA YAW OWUSU	35	DRIVER	HERITAGE	0246229631		
6.	KWABENA AGANDAA	39	DRIVER	PROTOA	0243165859		

7.	AMOAH SAMUEL	45	DRIVER	PROTOA	0208355398		
8.	DENNIS KRANTENG LAING	61	DRIVER	HERITAGE	0244725262		
9.	KWAME OFOSU	56	DRIVER	PROTOA	0244103450		
10.	CHRISTIAN KWASI KOTOKA	55	DRIVER	PROTOA	0554931360		

11.	NICHOLAS KWASI NKETIA	62	DRIVER	HERITAGE	0559481220		
12.	CLEMENT OWUSU BOAMAH SNR.	33	DRIVER	PROTOA	0553338922		
13.	SETH NYANTSIKAH	37	DRIVER	PROTOA	0550387784		

14.	SAMUEL MENSAH	55	DRIVER	PROTOA	0243310319		
15.	SAMUEL DICKSON	44	DRIVER	PROTOA	024477771		
16.	ONEAL OSEI KISSI	30	DRIVER	PROTOA	0543906143		

17.	ALEX ALANYO	25	DRIVER	HERITAGE	0557746338		
18.	GODFRED GOVE	28	DRIVER	HERITAGE	0247412269		
19.	ERIC AMOAH	47	DRIVER	PROTOA	0544890184		

20.	EVANS K. OPPONG	59	DRIVER	HERITAGE	0543548154		
21.	ROBERT OSEI BOAMAH	43	DRIVER	PROTOA	0247775425		
22.	SAMUEL DEITEY	44	DRIVER	HERITAGE	0244455359		

23.	JOSEPH TETTEH	44	DRIVER	PROTOA	0540392922		
24.	PAUL K. ASARE	41	DRIVER	PROTOA	0242064794		
25.	BISMARK EWUDIE	29	DRIVER	HERITAGE	0551833276		

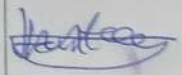
26.	ATTA DANSO	41	DRIVER	PROTOA	02475205122		
27.	DWODU DANIEL	48	DRIVER	HERITAGE	0240033841		
28.	ISAAC ASARE	52	DRIVER	PROTOA	0205578975		

29.	ISAAC DANQUAH	45	DRIVER	HERITAGE	0550376595		
30.	OMAR HASSIBU	33	DRIVER	HERITAGE	0244628481		
31.	GEORGE BAAH	59	DRIVER	HERITAGE	0240929430		

32.	CHARLES OTENG	27	DRIVER	HERITAGE	0549895333		
33.	KWAME TABI	43	DRIVER	HERITAGE	0557063148		
34.	CHRISTOPHER OSEI-FOLI	26	DRIVER	PROTOA	0549671331		

35.	APPIAH EMANUEL	33	DRIVER	HERITAGE	0243797555		
36.	ARTHUR K. ISAAC	30	DRIVER	HERITAGE	0549007089		
37.	EMANUEL AGAVE	43	DRIVER	HERITAGE	0554927985		

38.	OPARE ERIC	30	DRIVER	HERITAGE	0248486769		
39.	MAXWELL ACHEAMPONG	61	DRIVER	HERITAGE	0246408139		
40.	OFOSU RICHARD	34	DRIVER	HERITAGE	0593013040		

41.	OSMAN ADAMS	29	DRIVER	HERITAGE	0261635618		
42.	ATIEMO APAW DERRICK	25	DRIVER	-	0542139185		
43.	LARTEY MICHAEL	38	DRIVER	PROTOA	0242662753		

44.	SACHIE JAMES	52	DRIVER	HERITAGE	0204005110		
45.	ANANE AGBEVOR	46	DRIVER	PROTOA	0243401671		
46.	YAW YEBOAH	52	DRIVER	HERITAGE	0242145302		

47.	DANIEL DEMENYA	43	DRIVER	HERITAGE	0247686006		
48.	ISAAC ASIEDU	56	DRIVER	-	0543547527		
49.	DANIEL KAMASA	42	DRIVER	PROTOA	0577019360		
50.	YAW AMPONSAH	43	DRIVER	HERITAGE	0243753400		

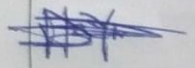
51.	OBIAUO ISAAC	60	DRIVER	-	0206602855		

ALBUM OF PAP TRADERS

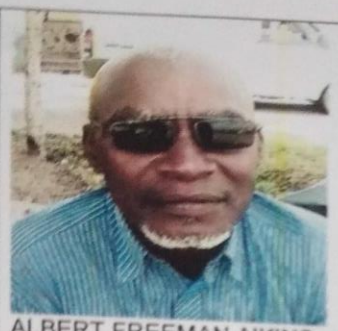
No	Picture and Name	TEL. NO.	AGE	SEX	EDU. LEVEL	OCCUPATION	PROPERTY TYPE	SIGN/ THUMBPRINT
01	 LYDIA WILLIAMS	05410002795	50	F	BASIC	FRUITS	TABLE	
02	 GLADYS ACKAH		53	F		FRUITS	TABLE/4	
03	 YAA YEBOAH		58	F		ROASTED PLATIAN	TABLE	

04	 MARGARET ACHEAMPONG	0249764331	60	F	BASIC	CHOP BAR	SHED AND TABLE	
05	 SALOMEY ASANTEWAA	0543514430	40	F	BASIC	CHOP BAR	TABLE	
06	 EMMANUEL ADDAI	0241236150	44	M	SECONDARY	CARPENTARY	TABLE	

07	 WILLIAMSA MARFO	0245108812	37	M	SECONDARY	CARPENTARY	TABLE	
08	 DEDE KOSHE	0249568901	60	F	BASIC	FOOD VENDOR	SHED	
09	 MARY SERWA		69	F		FOOD VENDOR	TABLE	

10	 COMFORT AGBONU	0558460012	66	F		FOOD SELLER	SHED	
11	 HULETEY DIANA	0554541018	27	F	SECONDARY	HAIRDRESSER	TABLE	
12	 TUFFOUR KWAMI	0543101394	24	M	BASIC	SHOE SELLER	SPREAD	

13	 PRISCILLA OFORIWAA	0541679745	28	F	SECONDARY	PROVISIONS	TABLE	
14	 EMMA SERWAA NTOW	0246819582	50	F	BASIC	BREAD	TABLE	
15	 EMMANUEL OWUSU	0277070070	19	M	TERTIARY	FRUITS	TABLE	

16	 ALBERT FREEMAN AIKINS	0548886663	65	M	TERTIARY	VEGETABLE GARDEN		
17	 DORIS BOAMAN	0247688613	46	F	BASIC	FOOD SELLER	TABLE	
18	 AKOSUA POKUA	0245160848	41	F	BASIC	FRUITS	TABLE	

APPENDIX IV: MOU BETWEEN NJSMA AND BASKETBALL PLAYERS

NEW JUABEN SOUTH MUNICIPAL ASSEMBLY

All Correspondence should be addressed to:
THE MUNICIPAL CHIEF EXECUTIVE
TEL.: (03420) 23014 /22581
FAX: (03430) 22790

Office of the Municipal Administration
Post Office Box KF 199
Koforidua E/R
Ghana

Our Ref: CONF/99/01A

Your Ref: _____

18/08/ 2021

MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN UNITY VOLLEYBALL AND BASKETBALL CLUB EXECUTIVES AND NEW JUABEN SOUTH MUNICIPAL ASSEMBLY (NJSMA) ON THE REDEVELOPMENT OF JACKSON'S PARK

This Memorandum of Understanding (MOU) is made on the 26TH APRIL, **2021** BETWEEN **New Juaben South Municipal Assembly** (hereinafter called the **"ASSEMBLY"**) acting by its Municipal Chief Executive, **HON. ISAAC APPAW-GYASI** of the one part and Members of the Basketball and Volleyball Club (hereinafter called the "Unity Volleyball and Basketball Club") of the other part.

We covenant that there has been extensive consultation between the New Juaben South Municipal Assembly and the Basket and Volleyball Club of Koforidua on the Redevelopment of Jackson's Park. That all the consultation activities were done in an atmosphere of cooperation where members were allowed to seek clarification on pertinent issues such as detailed scope of works and possible environmental and social impacts of the undertaking. Both parties are all bound by the agreements reached below.

ALL STAKEHOLDERS, REPRESENTED BY THEIR VARIOUS EXECUTIVES, unanimously AGREE TO THE COMMENCEMENT OF THE REDEVELOPMENT OF JACKSON'S PARK UNDER THE FOLLOWING TERMS:

1. That the New Juaben South Municipal Assembly shall allow the Volleyball and Basketball players to use Koforidua Senior High and Technical School as their temporal Playing Field;
2. That upon completion of the sub-project, the Volleyball and Basketball players will be brought back to the newly constructed Volleyball and Basketball fields at no extra cost to the Club.

3. That the New Juaben South Municipal Assembly shall supervise the sub-project Contractor to adhere to project timelines.
4. That all disputes arising out of this agreement between the Club, New Juaben South Municipal Assembly and other third-party contractors shall be settled following the grievance redress mechanism adopted for the project.

IN WITNESS whereof the parties hereto have hereunto set their hands and names the day and year above written.

SIGNED BY (HON. ISAAC APPAW-GYASI)

MUNICIPAL CHIEF EXECUTIVE
NEW JUABEN SOUTH MUN. ASSEMBLY
KOFORIDUA - E/R

MUNICIPAL CHIEF EXECUTIVE

(For and on behalf of **NJSMA** herein in the presence of)

WITNESSED BY:

NAME: IRIS DALABA

SIGNATURE:

MUNICIPAL PLANNING OFFICER
NEW JUABEN SOUTH MUN. ASSEMBLY
KOFORIDUA - E/R

FOR CLUB EXECUTIVES

NO.	NAME	CLUB	POSITION	SIGNATURE
1.	OTU GYAMERAH	Unity Volleyball and Basketball Club	CAPTAIN	
2.	Dennis Offei	Unity Volleyball and Basketball Club	Member	

WITNESSED BY:

NAME: HON OSEI AMPADU SAMUEL

SIGNATURE:

APPENDIX V:

EDU-media GHANA

"Knowing brings development"

Date: 10/02/2020

SUBMISION OF VALIDATION REPORT ON CONSULTATIONS

WITH PROJECT AFFECTED PERSONS.

We submit herewith the above-mentioned report on the redevelopment of the Koforidua Jackson's Park for your study and necessary action.

Thank you.

The Hon. Minister

MLGDRD

Accra

Nana Akuamoah Yaw

(Programes Director)

EDU-MEDIA GHANA
P. O. BOX KF 1133
KOFORIDUA

Attention

Program Coordinator

GSCSP

ACCRA

P.O. BOX KF 1133, KOFORIDUA. TEL# 020-8768167/ 024 0575830. Email: edumediaghana@gmal.com

EDU-MEDIA GHANA

22ND DECEMBER, 2021

VALIDATION REPORT
PROCESS OF CONSULTATIONS AND NEGOTIATIONS TOWARDS THE PREPARATION OF ABBREVIATED RESETTLEMENT ACTION PLAN (ARAP) FOR THE REDEVELOPMENT OF THE KOFORIDUA JACKSON PARK BY EDU-MEDIA GHANA.

A community based CSO has been engaged to validate the negotiations and consultations. Please find attached a report of Edu-Media Ghana.

Introduction

Edu-Media Ghana, a Civil Society Organization with focus on education, human rights and vulnerability issues was tasked to validate the process of consultations and negotiations towards the preparation of an Abbreviated Resettlement Action Plan (ARAP) for the redevelopment of the Koforidua Jackson Park as an independent third party by the New Juaben South Municipal Assembly.

Process of validation

A team from Edu-Media met the management of New Juaben South Municipal Assembly and the ARAP Consultant (Augustine Ampoma) to discuss the comments on the Draft Report of the ARAP from the World Bank (WB). At the meeting, Edu-Media agreed to validate the content of all the agreement reached between the New Juaben South Municipal Assembly and the Project Affected Persons (PAPs) which was supervised by the Consultant.

The team from Edu-Media comprised of;

1. Nana Akuamoah Yaw - Programmes Director
2. Frank Odei Anim - Operations Officer
3. Peter Mireku - Assistant Operations Officer
4. Ibrahim Salifu Dipama - Community Relations Officer
5. Alfred Yaw Kissi - Active Member

The team visited all the categories of the project affected persons, including:

1. Petty Traders,
2. Food Vendors,
3. Volley Ball Clubs,
4. Basket Ball Clubs, and
5. Taxi Drivers.

FINDINGS

The following observations were made during the exercise;

Traders and Food Vendors

1. Representatives of the Municipal Assembly visited and informed them of the project and the impending relocation
2. A questionnaire was administered to traders and food vendors capturing their name, age, sex, educational levels, property type and levels of education
3. After the questionnaires were administered an information van from the Assembly informed them of a meeting between the Assembly and the consultant.
4. The meeting was chaired by the Municipal Chief Executive.
5. Various options were provided by the assembly to the traders, including relocation to:
   - Agartha Market,
   - Zongo Market and
   - An area around the Koforidua Central Police Station
6. The traders were given ample time of about four months to relocate.
7. The traders agreed to relocate after Christmas of the year 2020.
8. Most of the traders, with assistance from the Assembly, willingly relocated to the optional areas whiles others also relocated to other parts of the municipality to do their businesses.
9. A chop bar operator at the facility by name Madam Margeret Acheampong was supported with an amount of Two Thousand Ghana Cedis (GH. 2,000.00) to resettle at a place of her choice with an MOU agreed between the two parties to allocate one of the lockable stores to her after the completion of the project.

Volleyball /Basketball Clubs/Players

The Municipal Assembly met the clubs and agreed to relocate them to the Koforidua Secondary Technical School (SECTECH) and Koforidua Technical University sports complex with an agreement to bring them back after the completion of the project.

Taxi Drivers

An agreement was reached with the Taxi Drivers Union that the Phase One of the project will not affect their activities. They were informed that they would be temporarily relocated to the main road in front of the Big-T Restaurant during the Second Phase of the project. They agreed to form

a Grievance and Complaints Committee which would comprise the Assembly and the Drivers Union to deal with complaints and other grievances during the construction process.

Traditional Council

Due to a culturally sensitive circumstance ongoing at the Traditional Council, the team from Edu-Media could not validate engagements issues with the traditional council as a key stakeholder.

Conclusion

We wish to state that our interaction with the Project Affected Persons confirms the agreement submitted to us by the New Juaben South Municipal Assembly.

Recommendations

We recommend the following:

1. The Assembly should stick to the Memorandum of Understanding (MOU) signed with the various stakeholders after the completion of the project to curtail any future disagreement between the parties.
2. Urgent steps should be taken by the safeguard of the Assembly to trading along the project area.
3. Milestones agreed with Taxi Drivers Union should be fast-tracked to ensure smooth implementation of the Second Phase.
4. Edu- Media recommends that the Grievance and Complaint Committee should include a CSO member.

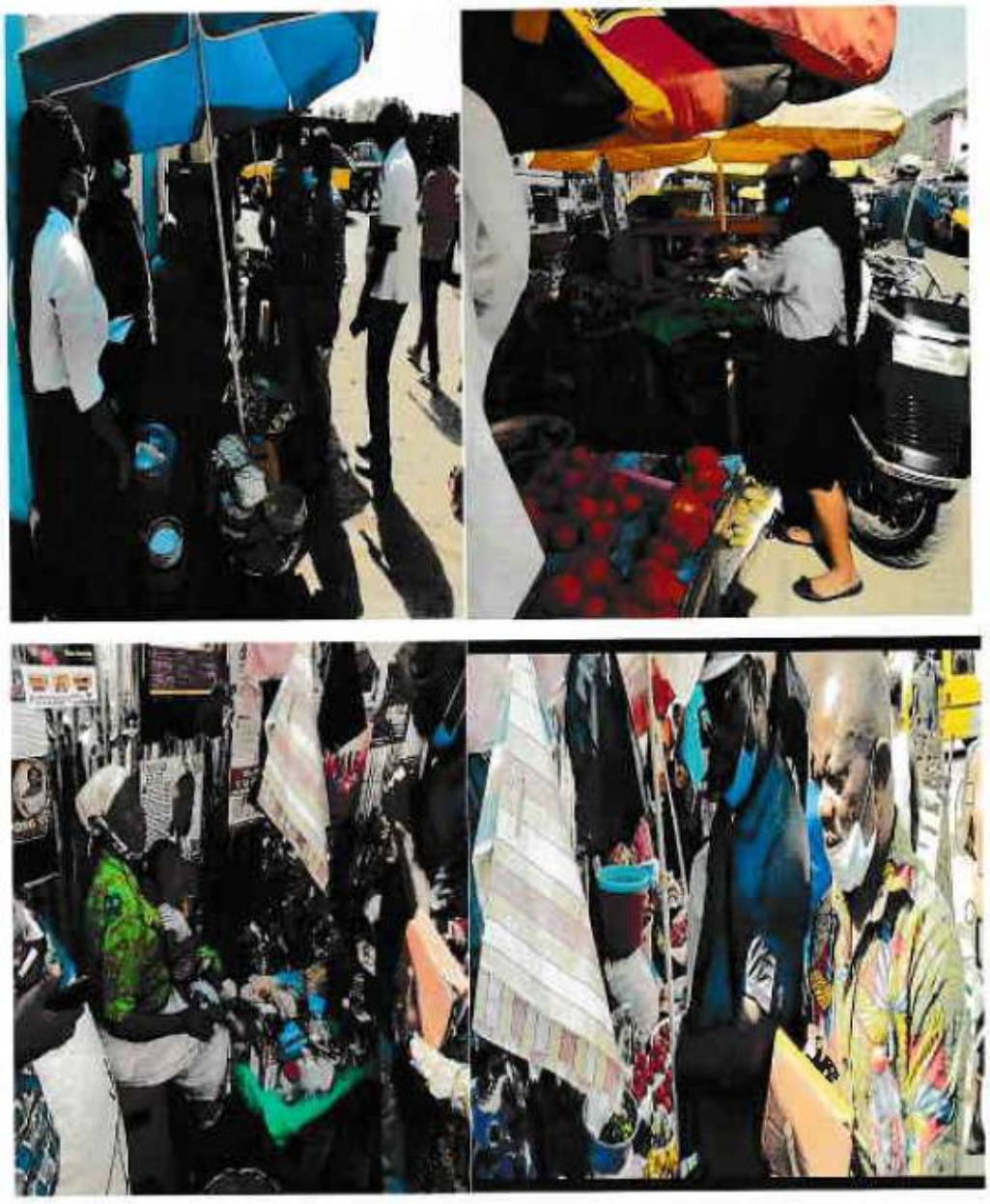
We are of a high belief that if all concerns and recommendations listed above are given prompt attention, the Koforidua Jackson Park will be fully functional and help the Assembly generate the needed revenue from the facility and to create space for businesses in order to decongest the central business district of Koforidua.

EDU - MEDIA TEAM MEMBERS

Nana Akuamoah Yaw	- Programmes Director	0244986244
Frank Odei Anim	- Operations Officer	0243972894
Peter Mireku	- Assistant Operations Officer	0244688675
Ibrahim Salifu Dipama	- Community Relations Officer	0207558026
Alfred Yaw Kissi	- Active Member	0244532262

PHOTO GALLERY

MEETING WITH TRADERS





MEETING WITH CHOP BAR OPERATOR



MEETING WITH TAXI DRIVERS



CSO's MEETING WITH THE ASSEMBLY



APPENDIX VI:
REPORT OF MEETING WITH NEW JUABEN TRADITIONAL COUNCIL

REPORT ON MEETING HELD ON 18TH DECEMBER 2020 AT THE NEW JUABEN TRADITIONAL COUNCIL

RECEIVED
08 JAN 2021
KOFORIDUA E.R.

❖ INTRODUCTION

The Ghana Secondary Cities Support Programme was designed to be implemented within five years. For 2020 and 2021, New Juaben South Municipal Assembly project is for the re-development of the Jackson's Park. As courtesy demands, the Assembly deemed it fit to consult the views of the Traditional Authority for the design of the project. Management of the Assembly met the Traditional Council on the 18th of December 2020 at the Omanhene's Palace to seek their views for the kick-start of the project.

❖ OBJECTIVES

The main objective of the meeting was to inform the Traditional Authorities about the redevelopment of Jackson's Park and also receive their inputs.

❖ MCE's ADDRESS

The Municipal Chief Executive began by greeting the house and observed all protocols. He told the house about his commitment to make sure that, New Juaben South Municipality develops. He also added that, it takes a visionary leader to embark on meaningful developmental projects that will be beneficial to future generations. He informed the Traditional Leaders about some on-going projects such as the construction of a new three-storey office complex for the Assembly, and the proposal to develop the Juaben Serwaa Market which has been in existence for a very long time. He added that, the Zongo market project which he earlier discussed with them was progressing steadily. He added that, land had been secured at Atekyem which would be used to constract a new Court complex for the municipality.

❖ PRESENTATION

The consultant for the project, Soman Consult, made a presentation on the concept of Jackson's Park.

❖ QUESTIONS AND ANSWERS

One of the Chiefs present wanted to know how long the redevelopment of the Jackson's Park process would take place. In response to this, the consultant said that, the renovation will be in two phases. The first phase will span from 2020 to 2021 whereas the second phase will span from 2021 to 2022.

Another question asked was to know the space that would be apportioned for funeral activities. The consultant's response to this was that enough space, had been created to be used for multi-purpose activities such as funerals, weddings, engagements and any other social gatherings.

Another concern raised was on the issue of electricity. One person wanted to know how the electricity revenue collection arrangement would be done when functions were being held at the Jackson's park. The consultant's response to this was that arrangements had been made for handling electrical issues.

❖ RECOMMENDATIONS

The Gyasehene advised the Municipal Chief Executive that he should be committed to making sure that the Jackson's Park project will be completely on time.

❖ CONCLUSION

In conclusion, the meeting between the Chiefs and the staffs of New Juaben South Municipal Assembly was a success. The Municipal Chief Executive assured them of his commitment to develop the New Juaben South Municipality. The chiefs also assured the Municipal Chief Executive of their support and prayers.

❖ PHOTO GALLERY









Management of New Juaben South Municipal Assembly together with the Consultants for the Safeguard, Soman Consult, the Presiding Member and the Chief Whip of the Assembly.

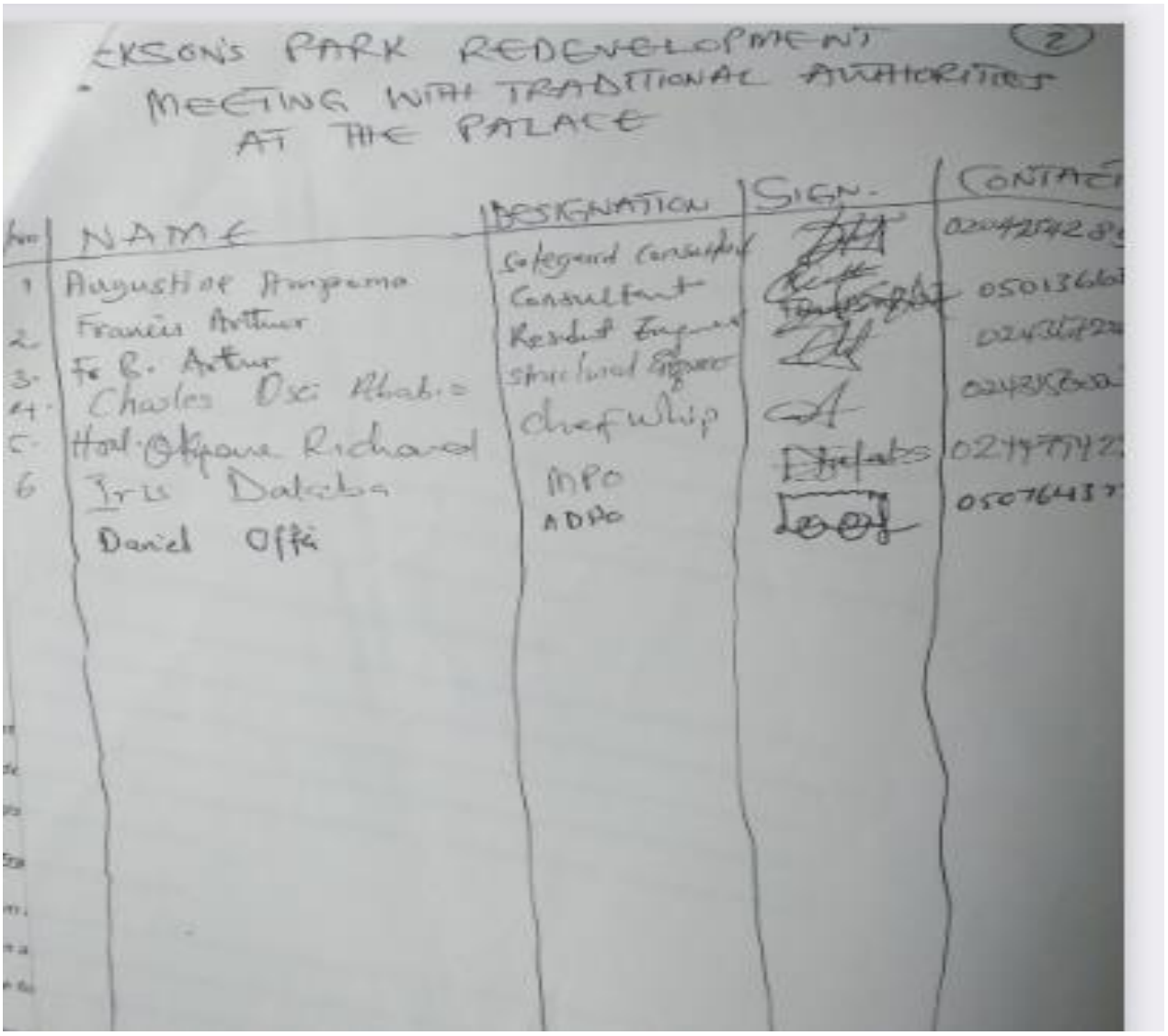
Prepared by:

ANTHONY AYUMU
(NSS PERSONNEL)

JACKSON'S PARK REDEVELOPMENT

MEETING WITH TRADITIONAL AUTHORITIES ON FRIDAY 18/12/2020

NO	NAME	DESIGNATION	SIGN	CONTACT
1	[illegible]	[illegible]	[illegible]	[illegible]
2	[illegible]	[illegible]	[illegible]	[illegible]
3	[illegible]	[illegible]	[illegible]	[illegible]
4	[illegible]	[illegible]	[illegible]	[illegible]
5	[illegible]	[illegible]	[illegible]	[illegible]
6	[illegible]	[illegible]	[illegible]	[illegible]
7	[illegible]	[illegible]	[illegible]	[illegible]
8	[illegible]	[illegible]	[illegible]	[illegible]
9	NANA BAASH	[illegible]	[illegible]	[illegible]
10	Nana Obugya Asantehene	Asumtumhene	[illegible]	[illegible]
11	[illegible]	[illegible]	[illegible]	[illegible]
12	[illegible]	[illegible]	[illegible]	[illegible]
13	[illegible]	[illegible]	[illegible]	[illegible]
14	[illegible]	[illegible]	[illegible]	[illegible]
15	[illegible]	[illegible]	[illegible]	[illegible]
16	[illegible]	[illegible]	[illegible]	[illegible]
17	[illegible]	[illegible]	[illegible]	[illegible]
18	[illegible]	[illegible]	[illegible]	[illegible]
19	[illegible]	[illegible]	[illegible]	[illegible]



EKSON'S PARK REDEVELOPMENT (2)

MEETING WITH TRADITIONAL AUTHORITIES AT THE PALACE

Nos	NAME	DESIGNATION	SIGN.	CONTACT
1	Augustine Ampema	Safeguard Consultant		0244242489
2	Francis Arthur	Consultant		0501366
3	Fe E. Artur	Resident Engineer		024347229
4	Charles Osei Kwabena	Structural Engineer		0243K6
5	Hon. Okpoe Richard	Chief Whip		024777429
6	Iris Dateba	MPO		0507643
	David Offe	ADPO		

APPENDIX VII:
MINUTES OF MEETING WITH TAXI UNION EXECUTIVE MEMBERS

GHANA SECONDARY CITIES SUPPORT PROGRAM(GSCSP)
REDEVELOPMENT OF JACKSON'S PARK
MINUTES OF MEETING WITH TAXI UNION EXECUTIVES ON MONDAY, 26TH APRIL, 2021 AT THE MCE'S OFFICE

S/N	NAME	DESIGNATION
1.	HON. ISAAC APPAW-GYASI	MUNICIPAL CHIEF EXECUTIVE
2.	ELIZABETH OWUSU	DEPUTY CHIEF GUARD
3.	SAGBADZI AMEVI	HERITAGE TRANSPORT
4.	OHENE FREMPONG ERIC	HERITAGE TRANSPORT
5.	OBENG EMMANUEL	SAVE LIFE PROTOA
6.	KWAME OFOSU	SAVE LIFE PROTOA
7.	GODSON ASIAMAH	MUNICIPAL TRANSPORT OFFICER/ ASSISTANT DIRECTOR
8.	CHARLES ARKOH	MUNICIPAL WORKS ENGINEER
9.	IRIS DALABA	MUNICIPAL PLANNING OFFICER
10.	DANIEL OFFEI	ASSISTANT DEVELOPMENT PLANNING OFFICER
11.	GODFRED NETTY	ASSISTANT URBAN ROADS ENGINEER

S/N	MINUTES	ACTION BY
1.0	**OPENING** The meeting started at 1:25pm with an opening prayer by Mr. Godson Asiamah, an Assistant Director.	
2.0	**REMARKS/BRIEFING BY MCE** The Municipal Chief Executive, Hon. Isaac Appaw-Gyasi in his remarks thanked the Transport Union executives in particular for their swift response to the meeting even at a shorter notice. He then briefed them on the purpose of the meeting. During his briefing, he reminded them on earlier encounters between the Assembly, Traders and Taxi Unions concerning the redevelopment of Jackson's Park and their relocation. He also said final approval for the project had been given and that the construction process will begin in a month's time. He made it clear that the project would be completed within 10 months.	
3.0	**DELIBERATIONS ON RELOCATION OF TAXI STATION AT JACKSON PARK** The Executives were given the chance to choose a preferred temporal location to be converted as their taxi station. They were told to choose a location which would not hinder the construction process. After deliberations, the following decisions were made; • Union Executives agreed to use an access road at Ghana Revenue Authority (GRA) as their temporal Taxi Station. • It was also agreed that, vehicles at the main Koforidua Taxi Station use the Regional Co-ordinating Council (RCC) road as their exit point from the Central Business District (CBD) instead of the Jackson's Park road to avoid interference with the project. The MCE thanked the Executives for their support for the project and assured them of relocating them back to the Jackson's Park after the	

project has been completed. To back his claim, he said a Memorandum of Understanding (MoU) will be signed between the Assembly and the Taxi Unions before the project commences.

He also tasked the Executives to serve the Assembly with their membership.

4.0

CLOSING

The Municipal Chief Executive commended the Taxi Union Executives for a successful deliberation. The meeting came to a close at 2:20pm with a closing prayer by Mr. Godson Asiamah.

Recorded by;

DANIEL OFFEI
(ADPO)

GALLERY



Redevelopment of Jackson Park on 26th April, 2021
Meeting With Taxi Station Executives At MCE's Office

ATTENDANCE SHEET

S/N	NAME	DESIGNATION	CONTACT	SIGNATURE
1	Hon. ISAAC [illegible]	MCE	0208116922	
2	Elizabeth Owusu	Deputy C. guard	0247229072	
3	Sagbadzi AMEVI	HERITAGE Transport	0243165828	
4	Okere Frempong Eric	" "	0541014052	
5	OBENG EMMANUEL	SAVE LIFE PROTOA	0249445450	
6	Kwame Ofosu	" " "	0244103450	
7	Gibson [illegible]	ASI/TO	0243187707	
8	Charles Arkoh	HOW-NJSMA	0244597909	
9	Iris Dalaba	MPO - NJSMA	0244774296	
10	Daniel Offei	ADPO	0507643772	
11	Godfred Matty	Urban Roads	0246849444	

GHANA SECONDARY CITIES SUPPORT PROGRAMME (GSCSP)

REDEVELOPMENT OF JACKSON'S PARK

REPORT ON MEETING ON DISCUSSION OF OPERATION OF TAXI DRIVERS AROUND JACKSON'S PARK ON THURSDAY, 5TH AUGUST AND FRIDAY, 6TH AUGUST 2021 AT THE MUNICIPAL CHIEF EXECUTIVE's OFFICE

1.0 INTRODUCTION

New Juaben South Municipal Assembly, a beneficiary of the Ghana Secondary Cities Support Programme funded by the World Bank has decided to channel its Urban Development Grant (UDG 2) funds into the Redevelopment of Jackson's Park. Due to this, the Assembly carries the responsibility of relocating affected people who directly utilized the park on daily basis as part of safeguard requirement in the Abbreviated Resettlement Action Plan (ARAP). The Assembly and key stakeholders had a two (2) day meeting with the Taxi Union Executives who ply their trade at Jackson's Park to deliberate on issues concerning their relocation.

2.0 OBJECTIVE

The objective of the meeting was to discuss and build consensus on areas to relocate the Taxi Drivers and routes they will ply to enter and exit their temporal station without interference with the ongoing project.

3.0 MCE's OPENING REMARKS

The Municipal Chief Executive, Hon. Isaac Appaw Gyasi started by welcoming members to the meeting. He reminded them of the earlier sod-cutting ceremony that was held some time ago prior to the site handing over to the contractors. He added that, the meeting was very important to meet safeguard requirement in the ARAP report.

4.0 BRIEFING BY MUNICIPAL PLANNING OFFICER (MPO)

The Municipal Planning Officer, Iris Dalaba in her briefing said that the Assembly was to fully implement the ARAP report even before the project commenced and failure to do so may lead to a halt of the project by the Ministry of Local Government, Decentralization and Rural Development (MLGDRD) and to avoid such a situation, the Assembly is intensifying its efforts to fully implement the ARAP prepared by the Safeguard Consultant.

She added that, in order to meet safety requirements at the project site, the monitoring team will visit the site to ensure all contractors fully adhere to all safety measures.

5.0 DISCUSSION ON RELOCATION OF JACKSON's PARK TAXI DRIVERS

Discussions were held with the Taxi Union Executives on issues concerning their relocation. After deliberations, the following consensus were built;

- That Taxi drivers will continue to remain at where they are currently.
- That their rout of entry into the station will be through the National Investment Bank (NIB) road instead of the previously used KOVOC school Complex road. Whilst the contractors will use the KOVOC school complex road as their entry and exit rout.
- That their point of exit will be through the Prudential Bank road.
- That taxis at the main Taxi Station will use the Nightingale road as their point of exit instead of the previously used Prudential Bank Road.
- That Taxi Drivers who queue from Oteng House to Jackson's Park will now queue from Oteng House to MTN road.

After consensus were built with the Taxi Unions, the MCE said that in order to fully implement it, the Assembly will rely on the Municipal Motor Transport and Traffic Directorate (MTTD) of the Ghana Police Service to help ease traffic that will arise. The Regional Police Commander said that although MTTD personnel were very limited, his office will collaborate with the Municipal Assembly's City Guard to train them to compliment the MTTD.

The Urban Roads Engineer, Mr. Godfred Netty was tasked by the MCE to immediately put road signs around the affected routs to inform vehicle owners. Mr. Godfred Netty added that one side of the road in front of All Nations University could be marked as parking space for private vehicle owners.

Members then went to the project area to have an idea on how the agreements made would be implemented.

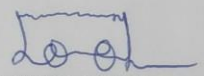
6.0 CLOSING REMARKS

The MCE in his closing remarks thanked members for attending the meeting and commended the Taxi Union Executives for their understanding and support for the project. He also assured them that the Assembly will also fulfil their part in ensuring they are successfully relocated.

7.0 CONCLUSION

The meeting was generally successful as parties involved had fruitful discussions. It was the hope of the MCE that, officers involved implement what was agreed as soon as possible for the project to continue. Without further deliberations, the meeting came to a close with a closing payer by Mr. Godson Asiamah.

Recorded by;



DANIEL OFFEI

(AMPO)

GALLERY

PARTICIPANTS AT THE MEETING





MEMBERS AT THE PROJECT SITE





DEMONSTRATION TO TAXI UNION EXECUTIVES ON THEIR NEW ROUTES



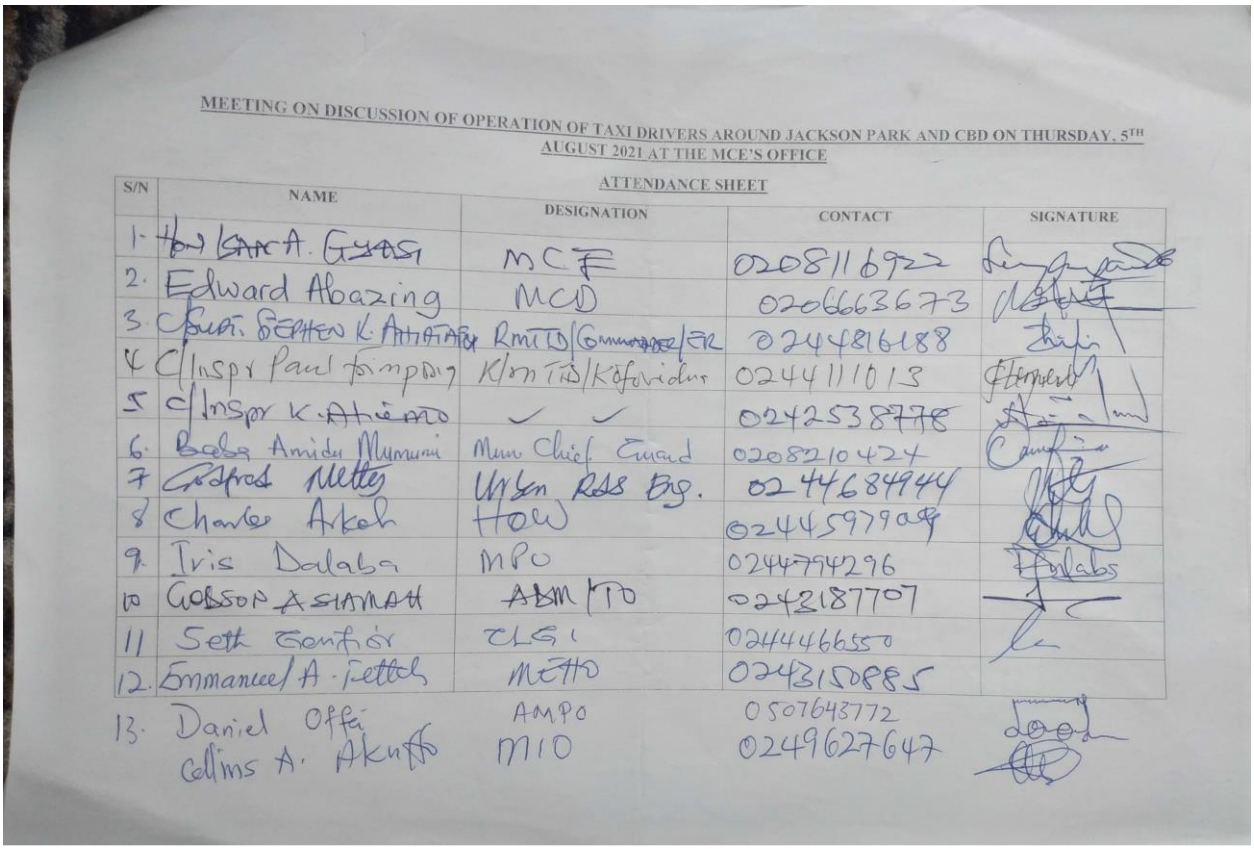


MEETING ON DISCUSSION OF OPERATION OF TAXI DRIVERS AROUND JACKSON'S PARK AND CBD ON FRIDAY, 6TH AUGUST, 2021 AT THE MCE'S OFFICE

ATTENDANCE SHEET

S/N	NAME	DESIGNATION	CONTACT	SIGNATURE
1.	Hon. ISAAC A. GYASI	MCE	0208116922	
2.	Edward Abaaring	MCD	0206663673	
3.	C/Supt. STEPHEN K. ATHIATAH	RMTD/Commander/ER	0244816188	
4	C/Insp Paul Tsimpong	RMTD/Kofi Adus	0244111013	
5	C/Insp K. Atiemo	— —	0242538778	
6.	Seth Genfior	TLGI	0244466550	
7	George Bach	Heritage	0240929430	
8	Kwame Ofosu	PROTMA	0244103450	
9	Isaac Ameni Sagbadza	Heritage	0243165828	
10	Maxwll Acheampong	Heritage	0246408139	
11	George Boateng		0246481563	
12.	Samuel Nketia	Resident Engineer, Soman C.	0557196106	

S/N	NAME	DESIGNATION	CONTACT	SIGNATURE
13	[illegible] NETTEY	URBAN ROADS ENG	0244684944	
14	Iris Dalaba	MPO		
15	Godson ASUMAH	ADM /TO	0248187707	
16	Collins A. Akuffo	MIO /PRO	0249627647	
17	Baba A. Mumuni	M.C.G.	020-821-0424	
18	Charles Arkoh	HOM	0244597969	
19.	David Asomani	S.M	0559957111	
20.	Daniel Offei	AMPO	0507643772	
21.	Emmanuel A. Tetteh	MCHO	0243150885	



MEETING ON DISCUSSION OF OPERATION OF TAXI DRIVERS AROUND JACKSON PARK AND CBD ON THURSDAY, 5TH AUGUST 2021 AT THE MCE'S OFFICE

ATTENDANCE SHEET

S/N	NAME	DESIGNATION	CONTACT	SIGNATURE
1.	Hon [illegible] A. Gyasi	MCE	0208116922	
2.	Edward Abazing	MCD	0206663673	
3	Supt. Stephen K Attafuah	RMTD/Commander/ER	0244816188	
4	C/Inspr Paul Frimpong	K/Km TID/Koforidua	0244111013	
5	C/Inspr K. Atiemo	✓ ✓	0242538778	
6.	Baba Amidu Mumuni	Mun Chief Guard	0208210424	
7	Godfred Nettey	Urban RSS Eng.	0244684944	
8	Charles Arkoh	HOW	0244597949	
9.	Iris Dalaba	MPO	0244794296	
10	GOBSON ASAMAH	ABM/TO	0242187707	
11	Seth Gentsir	CLG	0244466550	
12.	Emmanuel A. Jettoh	MCHO	0243150885	
13.	Daniel Offei	AMPO	0507643772	
	Collins A. Akuffo	MIO	0249627647	

APPENDIX VIII: MATRIX OF DECISIONS TAKEN AT STAKEHOLDERS MEETING: PREPARATION OF ABBREVIATED RESETTLEMENT ACTION PLAN (ARAP) FOR THE REDEVELOPMENT AND UPGRADING OF JACKSON PARK

ACTIVITY: MEETING WITH PROJECT AFFECTED PERSONS
VENUE: JACKSON PACK, KOFORIDUA
DATE: 30TH NOVEMBER, 2020

Table 7: Matrix of Decisions

S/N	Issue	Decision	Responsibility	Timelines
2	Relocation Drivers	- Taxi drivers to be relocated and allowed to park and load from the road corridors near the municipal assembly Drivers will be brought back after completion of the redevelopment and upgrading of Jackson Park	NJSMA/Union Leaders	Before project commences
2	Relocation of sellers near the perimeter of the park	- Traders will be relocated to preferred locations within the Koforidua Township	NJSMA/Traders	Before project commences
4	Relocation of Volley and Basketball Courts	- Sporting activities at the Jackson park to be relocated to the Jubilee park until the completion of the new park - The new project shall incorporate sporting facilities, including Volley and Basketball Courts	NJSMA	Before project commences
5	Loss of parking area for workers and customers to Koforidua	- Use the premises of the Social Security and national Insurance	NJSMA/MTTD	Before project commences

	Commercial Business District (CBD)	Trust (SSNIT) as parking area during construction		
6	Grievance Redress Mechanism	- Publication of grievance redress process information posters at project site - Introduction and manning of grievance redress logbook at project site	NJSMA/Traders	Before project commences
7	Disclosure of information	- All project related information will be shared with the community through the public information centres, announcement in the community radio and through community durbars.	NJSMA/PAPs	Before project commences

APPENDIX IX: BIO DATA PROJECT AFFECTED PERSONS

S/N	NAME	SEX		AGE RANGE					MARITAL STATUS	NO. OF CHILDREN	EDUCATIONAL STATUS			
		M	F	18-25	26-34	35-44	45-54	55-64			NONE	BASIC	SECON-DARY	TERTIARY
DRIVERS														
74.	Kofi Frimpong	M				√			Single	0		√		
75.	Ofori Agyemang	M					√		Married	4			√	
76.	Joseph Gala	M						√	Married	3		√		
77.	Ayisi Felix	M			√				Single	0			√	
78.	Gabriel Nana Yaw Owusu	M				√			Single	2		√		
79.	Kwabena Agandaa	M				√			Married	5			√	
80.	Amoah Samuel	M					√		Single	0		√		
81.	Dennis Koranteng Laing	M						√	Married	5	√			
82.	Kwame Ofosu	M						√	Married	4		√		
83.	Christian Kwesi Kotoka	M						√	Married	6		√		
84.	Nicholas Kwesi Nketia	M						√	Married	3			√	
85.	Clement Owusu Boamah	M			√				Married	1		√		
86.	Nyantsikah Seth	M				√			Married	2	√			
87.	Samuel Mensah	M						√	Married	4		√		
88.	Samuel Dickson	M				√			Married	3		√		
89.	Oneal Osei Kissi	M			√				Single	1			√	
90.	Alex Alanyo	M		√					Single	0	√			
91.	Godfred Gove	M			√				Single	0	√			
92.	Eric Asamoah	M					√		Married	3	√			

93.	Evans K. Oppong	M						√	Married	5	√			
94.	Robert Osei Boamah	M				√			Single	2			√	
95.	Samuel Daitey	M				√			Married	3				√
96.	Joseph Tetteh	M				√			Married	6		√		
97.	Paul K. Asare	M				√			Married	2		√		
98.	Bismark Ewudzie	M			√				Married	2		√		
99.	Atta Danso	M				√			Married	1			√	
100.	Duodo Daniel	M					√		Married	4		√		
101.	Isaac Asare	M					√		Married	3		√		
102.	Isaac Danquah	M				√			Married	3		√		
103.	Omar Hassibu	M			√				Single	1		√		
104.	George Baah	M					√		Married	3		√		
105.	Charles Oteng	M			√				Single	0			√	
106.	Kwame Tabri	M							Married	4		√		
107.	Christopher Osei Foli	M			√				Single	0		√		
108.	Appiah Emmanuel	M			√				Married	1			√	
109.	Arthur K. Isaac	M			√				Single	0			√	
110.	Emmanuel Avege	M			√				Married	3		√		
111.	Opare Eric	M			√				Married	2		√		
112.	Maxwell Acheampong	M						√	Married	4		√		
113.	Ofosu Richard	M			√				Married	1		√		
114.	Osman Adams	M			√				Married	2			√	
115.	Atiemo Apaw Derick	M		√					Single	None			√	
116.	Lartey Michael	M				√			Married	3		√		

117.	Sachie James	M					√		Married	3			√	
118.	Anane Agbovor					√			Married	6		√		
119.	Yaw Yeboah	M					√		Married	4	√			
120.	Daniel Demanya	M				√			Single	2		√		
121.	Isaac Asiedu	M					√		Married	3		√		
122.	Daniel Kamasa	M				√			Married	1			√	
123.	Yaw Amponsah	M				√			Married	3			√	
124.	Obiaw Isaac	M						√	Married	3		√		
SELLERS AND TRADER ALONG THE PARK														
125.	Gladys Ackah		F				√		Married	3		√		
126.	Salomey Asantewaa		F			√			Married	2		√		
127.	Emmanuel Addai	M				√			Married	2			√	
128.	Williamsa Marfo	M				√			Single	0			√	
129.	Mary Serwa		F					√	Married	4		√		
130.	Dede Koshe		F					√	Married	3		√		
131.	Comfort Agbonu		F					√	Married	5			√	
132.	Huletey Diana		F		√				Single	0			√	
133.	Priscilla Oforiwaa		F		√				Single	1			√	
134.	Albert Freeman Aikins	M						√	Married	4				√
135.	Doris Boaman		F					√	Married	2		√		
136.	Akosua Pokua		F			√			Married	3		√		
137.	Emmanuel Owusu	M		√					Single	1				√
138.	Emma Serwaa Ntow		F				√		Married	3		√		
139.	Tuffour Kwami	M		√					Single	0		√		

140.	Margaret Acheampong		F					√	Married	4		√		
141.	Yaa Yeboah		F					√	Married	1			√	
142.	Lydia Williams		F				√		Married	3	√			

APPENDIX X: SAMPLE GRIEVANCE RESOLUTION FORM

Name (Filer of Complaint): _____
ID Number: _____ (PAPs ID number)
Contact Information: _____ (Village ; mobile phone)
Nature of Grievance or Complaint:
_____
_____

Date Individuals Contacted Summary of Discussion

_____ _____ _____
Signature_____ Date: _____
Signed (Filer of Complaint): _____
Name of Person Filing Complaint :_____(if different from Filer)
Position or Relationship to Filer: _____

Review/Resolution
Date of meeting: _____
Was Filer Present? : Yes / No
Was field verification of complaint conducted? Yes / No
Findings of field investigation:
_____
_____

Summary of Meeting
Discussion:_____
_____
_____
Issues _____
Was agreement reached on the issues? Yes / No
If agreement was reached, detail the agreement below:
If agreement was not reached, specify the points of disagreement below:
_____

Signed (Chairperson): _____ Signed (Filer): _____
Signed: _____
Date: _____

APPENDIX XI PICTURES OF STAKEHOLDER ENGAGEMENTS

Engagement with Management of NJSMA– Koforidua

Date: 6th August, 2021



Key Issues

1. Project scope and impacts on stakeholders
2. Stakeholders identification and mapping
3. Grievance redress processes and
4. Cost of relocation and resettlement assistance

Agreement reached

Temporary relocation of durbar ground to Jubilee Park for period of reconstruction; compensation for loss of share of monthly revenues accruing from fees and tolls on usage of durbar grounds; and reinstatement of durbar ground at Jackson's Park following completion of redevelopment

Engagement with New Juaben Traditional Council – Koforidua

Date: 18th December, 2020



Date: 18th December, 2020



Key Issues

1. Project scope and impacts on communal activities

2. Relocation of durbar grounds

Agreement reached

Temporary relocation of durbar ground to Jubilee Park for period of reconstruction; compensation for loss of share of monthly revenues accruing from fees and tolls on usage of durbar grounds; and reinstatement of durbar ground at Jackson's Park following completion of redevelopment

Engagement with taxi Operators

Date: 21st January, 2021



Date: 6th August, 2021



Key Issues

1. Project scope and impacts on communal activities
2. Temporary loss of loading area
3. Incorporation of loading area in project design

Agreement reached

Provision of temporary staging and loading station on closed roads during construction and provision of new lorry station to association after completion of sub-project subject to the payment of agreed fees and tolls

Engagement with traders and food vendors

Date: 9th December, 2020



Date: 9th December, 2020



Key Issues

1. Project scope and impacts trading activities
2. Permanent relocation to Agartha Market
3. Reintegration into Juaben Serwaah and Central markets
4. Resettlement assistance

Agreement reached Reintegration into Juaben Serwaah and Central markets Relocation to Agartha Market (to be provided or paid for by NJSMA) Supplementary Assistance based on: - transportation rates for the transfer of structure and - Reconnection of utility service lines at new site, where applicable.

Engagement with sporting clubs

Date: 23rd November, 2020	**Date:** 23rd November, 2020 
Key Issues 1. Project scope and impacts on communal activities 2. Temporary loss of playing court 3. Duration of project	
Agreement reached Temporary relocation of playing court to Koforidua Senior High Technical School compound (at expense of NJSMA) for period of reconstruction and reinstatement of playing court at Jackson's Park following completion of redevelopment	

A picture of a typical treading day at the Jackson Park

