



**MINISTRY OF ROADS AND HIGHWAYS**  
**DEPARTMENT OF FEEDER ROADS**

**GHANA MARKET ACCESS AND CONNECTIVITY PROJECT**  
**(GMACP)**  
**(P513708)**

**STAKEHOLDER ENGAGEMENT PLAN (SEP)**

**PROJECT FINANCING AGENCY: WORLDBANK**

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## GLOSSARY OF KEY TERMS

**Consultation** - The process of gathering information or advice from stakeholders and taking these views into account when making project decisions and/or setting targets and defining strategies.

**Engagement** - A process in which a company builds and maintains constructive and sustainable relationships with stakeholders impacted over the life of a project. This is part of a broader “stakeholder engagement” strategy, which also encompasses governments, civil society, employees, suppliers, and others with an interest in the Project.

**Grievance Mechanism** - a process for receiving, evaluating, and addressing project-related complaints from citizens, stakeholders, and other affected communities.

**Stakeholders** - Persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively; workers, local communities directly affected by the project and other stakeholders not directly affected by the project but that have an interest in it, e.g., local authorities, neighboring projects, and/or nongovernmental organizations, etc.

**Stakeholder Engagement Plan** - A plan which assists investors with effectively engaging with stakeholders throughout the life of the project and specifying activities that will be implemented to manage or enhance engagement.

**Complainant**- An individual, group, or organization that submits a verbal or written complaint.

**Grievance/Complaint** - An expression of dissatisfaction that stems from real or perceived issues, typically referring to a specific source of concern and/or seeking a specific solution. For the purpose of this GRM, real and perceived impacts are treated equally and given the same due process. The term grievance and complaint are used interchangeably in this document.

**Sexual exploitation**- any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another. In World Bank (WB) financed operations, sexual exploitation occurs when access to or benefit from Bank-financed goods, works, non-consulting services or consulting services is used to extract sexual gain.

**Sexual abuse** - actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions

**Sexual harassment**- Any unwelcome sexual advances, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might be reasonably expected or perceived to cause offense or humiliation to another when such conduct interferes with work; is made a condition of employment; or creates an intimidating, hostile, or offensive work environment.

**Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH):** SEA occurs against a beneficiary or member of the community. SH occurs between personnel/staff and involves any unwelcome sexual advance or unwanted verbal or physical conduct of a sexual nature. The distinction between the two is important so that agency policies and staff training can include specific instruction on the procedures for report each incidence.

**Survivor** - A survivor is a person who has experienced the SEA/SH incident in the context of this GM

## ACRONYMS

<b>AIT</b>	Agency Implementation Team
<b>CHRAJ</b>	Commission for Human Rights and Administrative Justice
<b>CWSA</b>	Community Water and Sanitation Agency
<b>DFR</b>	Department of Feeder Roads
<b>DGC</b>	District Grievance Committee
<b>ECG</b>	Electricity Company of Ghana
<b>EPA</b>	Environmental Protection Agency
<b>ESCP</b>	Environmental and Social Commitment Plan
<b>ESF</b>	Environmental and Social Framework
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ESMF</b>	Environmental and Social Management Framework
<b>ESMP</b>	Environmental and Social Management Plan
<b>ESS</b>	Environmental and Social Standard
<b>GBV</b>	Gender-Based Violence
<b>GCLS</b>	Grievance and Complaints Logging System
<b>GES</b>	Ghana Education Service
<b>GFC</b>	Ghana Forestry Commission
<b>GHS</b>	Ghana Health Service
<b>GIDA</b>	Ghana Irrigation Development Authority
<b>GM</b>	Grievance Mechanism
<b>GMACP</b>	Ghana Market Access and Connectivity Project
<b>GRC</b>	Grievance Redress Committee
<b>GRO</b>	Grievance Redress Officer
<b>GTA</b>	Ghana Tourism Authority
<b>GWC</b>	Ghana Water Company Limited
<b>ILO</b>	International Labour Organization
<b>LMP</b>	Labour Management Procedures
<b>LVD</b>	Land Valuation Division

<b>MDAs</b>	Ministries, Departments and Agencies
<b>MMDAs</b>	Metropolitan, Municipal and District Assemblies
<b>MOF</b>	Ministry of Finance
<b>MOFA</b>	Ministry of Food and Agriculture
<b>MRH</b>	Ministry of Roads and Highways
<b>NEDCO</b>	Northern Electricity Distribution Company
<b>NRSA</b>	National Road Safety Authority
<b>PAP</b>	Project Affected Person
<b>PCU</b>	Project Coordinating Unit
<b>RAP</b>	Resettlement Action Plan
<b>RPF</b>	Resettlement Policy Framework
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SEP</b>	Stakeholder Engagement Plan
<b>SH</b>	Sexual Harassment
<b>TSIP</b>	Transport Sector Improvement Project
<b>VAC</b>	Violence Against Children
<b>WB</b>	World Bank

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## 1. INTRODUCTION

### 1.1 Project Description

The Ghana Market Access and Connectivity Project (GMACP) seeks to expand critical national infrastructure through the construction of 1000km of all-weather access roads—including upgrading, rehabilitation and spot improvements of existing routes to enhance the overall network connectivity and performance within selected districts in Ghana. The project focuses on strategic feeder and farm access roads to unlock high food producing enclaves, improve the movement of produce from farm gates to market centers, and facilitate the efficient flow of inputs, equipment and labor to farms. By reducing post-harvest losses, eliminating localized gluts, and strengthening the national food supply chain, the project directly addresses a root cause of food inflation, contributing to greater price stability, improved food security and higher agricultural productivity. In addition, the project seeks to stimulate job creation, build local contracting capacity, and enhance linkages with domestic manufacturing, agro-processing and construction industries. Ultimately, the project seeks to promote equitable development by connecting people, markets and opportunities across the country.

### 1.2 Project Objectives

The GMACP aims to enhance connectivity in selected areas of Ghana to support key agricultural value chain development and establish a sustainable maintenance mechanism.

### 1.3 Project Components

The Ghana Market Access and Connectivity Project (GMACP) is expected to be structured around three (3) main components below:

- i. Component 1: Feeder road rehabilitation
- ii. Component 2: Road maintenance and sustainability.
- iii. Component 3: Project Management, Monitoring and Evaluation

***Component 1: Feeder road rehabilitation.*** This component will support the rehabilitation of about 1000km of feeder roads into paved and unpaved surfaces within selected regions of Ghana. The selection of the project locations and roads will be based on a multi criteria framework approach which will further be tested for economic viability through a cost benefit analysis. The design of the feeder roads will be informed by climate vulnerability assessment studies that will propose innovative solutions for climate-smart and resilient infrastructure as well as solutions for the operations and maintenance of these infrastructures. The project will involve several civil works with potential for significant environmental and social impacts requiring the deployment and monitoring of social and environmental plan. This component will be implemented by DFR.

***Component 2: Road maintenance and sustainability.*** This component will support government's effort to maintain feeder roads and strengthen the financing and governance of the road maintenance. Activities to be undertaken under the component include: i) technical assistance to support the ongoing Road Maintenance Trust Fund reform already started by the GoG through the new maintenance trust fund bill enacted in July 2025, ii) funding support to the annual national road maintenance plan, and iii) strengthening of efficient road asset management practices by aligning maintenance planning with revenues from the Road Maintenance Trust Fund and other sources.

***Component 3: Project Management, Monitoring and Evaluation.*** This component will support the project implementation by key implementing agencies including consultancy services, implementation of GRM, and capacity-building and other targeted technical assistance to improve project delivery. The component will also support monitoring and evaluation of the project.

The GMACP will be implemented in thirteen (13) regions in Ghana. These regions are Upper West, Northern, Savana, Oti, Volta, Bono, Ahafo, Bono East, Ashanti, Central, Eastern, Western and Western North as highlighted in the maps in **Annex 9**.

The GMACP is being prepared under the World Bank's Environmental and Social Framework (ESF).

## **2. DESCRIPTION OF STAKEHOLDER ENGAGEMENT PLAN (SEP)**

This Stakeholder Engagement Plan (SEP) has been developed to guide the communication of information for the Ghana Market Access and Connectivity Project (GMACP) cycle with stakeholders.

The SEP has been prepared according to Environmental and Social Standard 10 (ESS-10) on Stakeholder Engagement and Information Disclosure of the World Bank's Environmental and Social Framework (ESF). It covers the whole life of the Project. This SEP is a living document and would be updated anytime during project implementation to capture issues that could arise due to addressing changing circumstances and uncertainties.

### **2.1 Objective of Stakeholder Engagement Plan**

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the Department of Feeder Roads will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

### **3. STAKEHOLDER IDENTIFICATION AND ANALYSIS**

#### **3.1 Methodology**

Stakeholder identification and analysis is the systematic process of identifying individuals, groups, or organizations that can impact or be affected by a project, and assessing their interests, influence, and impact.

For the GMACP, the following stakeholders have been identified and analyzed per project component. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4).

#### **3.2. Affected Parties**

Affected parties include local communities, community members and other parties that may be subject to direct impacts from the Project. This category includes

- i. Communities along project roads including farmers, residents, landlords/homeowners, business owners, business tenants, market women/men, religious bodies, traditional leaders who are owners or custodians of lands)
- ii. Traveling public (including private drivers, Transport Unions, Okada and Tricycle riders.)
- iii. Metropolitan, Municipal and District Assemblies (MMDAs) along project roads

During project implementation, the Project Coordinating Unit (PCU) in consultation with the Ministry of Roads and Highways (MRH) will identify and include other stakeholders who may need to be included.

#### **3.3. Other Interested Parties**

The projects' stakeholders also include parties other than the directly affected communities. These include Stakeholders with interests in the project or those with potential to influence the outcomes of the Project. They may not experience direct impacts from the project but they may consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation. These stakeholders include but not limited to;

- Ministry of Food and Agriculture (MOFA),
- Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA)
- Ministry of Labour, Jobs & Employment (Department of Factories Inspectorate (DFI), National Labour Commission (NLC))
- Ministry of Gender, Children and Social Protection
- Ministry of Trade, Agribusiness and Industry
- Ministry of Lands and Natural Resources (Minerals Commission & Forestry Commission)
- Environmental Protection Agency (EPA),
- National Road Safety Authority (NRSA),
- Land Use and Spatial Planning Authority
- Lands Commission
- Water Resources Commission
- Ghana Museums and Monuments Board
- Ghana Police Service (MTTD & DOVVSU)
- Driver and Vehicle Licensing Authority (DVLA)

- National Council for Persons with Disability (NCPD)
- Ghana National Fire Service (GNFS)

There exist other statutory, private and non-public institutions that would be identified and consulted such as Utilities Agencies (ECG, NEDCO, CWSA, Ghana Water Company, Telecommunications, etc), Faith Based Organisations, media, civil society & Non-Governmental Organisation operating in the localities, Metropolitan, Municipal, and District Assemblies (MMDAs), Traditional & community leaders and Youths. These stakeholders can help play a role in the identification of risks, potential impacts and opportunities for to consider and address in the assessment process.

### **3.4. Disadvantaged / Vulnerable individuals or groups**

Within the project, disadvantaged or vulnerable groups are defined as individuals or communities that may be disproportionately affected or further marginalized by the Project compared to others due to their vulnerable status. This stakeholder category may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project(s). These groups include persons with disabilities, the elderly, women, youth, marginalized and minority populations/ethnic groups. It is worth noting that socio-culturally, rural Ghana is deeply communal, traditional, and agrarian, heavily influenced by customary authority, strong family ties, and religious beliefs. It is characterized by subsistence farming, gendered labor roles, rich oral traditions, and, increasingly, challenges from youth out-migration and limited access to modern infrastructure. Therefore, project activities have disproportionately adverse impacts on women and girls, particularly within the ages of 15-35, roadside squatters, land users/ owners (without recognized interests or formal documentation), people with limited literacy and encroachers and persons with disabilities.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in section 4.2.

## 4.0 STAKEHOLDER ENGAGEMENT PROGRAM

The Stakeholder Engagement Program outlines the timing, methods, and responsibilities for engaging with stakeholders throughout the Project life cycle, in accordance with the World Bank Environmental and Social Framework (ESF), particularly Environmental and Social Standard 10 (ESS10). The Program is designed to ensure timely information disclosure, meaningful consultation, and inclusive participation of all relevant stakeholders, including disadvantaged and vulnerable groups.

### 4.1. Summary of project stakeholder needs and methods, tools and techniques for stakeholder engagement.

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations, and target stakeholders. The World Bank and the DFR do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

*Table 1: Stakeholder Engagement Plan Table*

Target Stakeholders	Topic of consultation /message	Method of engagement	Responsibilities	Frequency
<b>Preparation Stage</b>				
MMDAs (incl Development planners, Engineers, Social welfare Officers)	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>ESMF, SEP, RPF, LMP disclosure</li> <li>Land acquisition process and compensation</li> <li>Project E&amp;S principles</li> <li>Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>Formal meetings</li> <li>One-on-one interviews</li> </ul>	DFR/PCU	Bi-monthly and as and when need be
Utilities Agencies	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>Possible relocations of utility facilities</li> </ul>	<ul style="list-style-type: none"> <li>Official Letters</li> <li>Formal meetings</li> <li>One-on-one interviews</li> </ul>	DFR/PCU	Initial meeting and as and when need be
Decentralized agencies (incl Agriculture, Police, Health, Education, etc.)	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>Expected project impacts</li> <li>Developing collaborations between DFR and service providers</li> <li>Modalities for assessing services from facilities</li> <li>GBV/SEA/SH service mapping</li> </ul>	<ul style="list-style-type: none"> <li>Official Letters</li> <li>Formal meetings</li> <li>One-on-one interviews</li> </ul>	DFR/PCU	Initial meeting and as and when need be
Forestry Commission	<ul style="list-style-type: none"> <li>Project scope and rationale</li> </ul>	<ul style="list-style-type: none"> <li>Official Letters</li> <li>Formal meetings</li> </ul>	DFR/PCU	Initial meeting and as and when need be

Target Stakeholders	Topic of consultation /message	Method of engagement	Responsibilities	Frequency
	<ul style="list-style-type: none"> <li>• Possible forest reserves within project areas</li> <li>• Permit acquisition where required</li> <li>• Tree planting plans</li> </ul>	<ul style="list-style-type: none"> <li>• One-on-one interviews</li> </ul>		
Traditional & Communities Leaders	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• ESMF, SEP, RPF, LMP disclosure</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Land acquisition process and compensation</li> <li>• E&amp;S rationale</li> <li>• Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR /Project MMDAs/ PCU	Bi-monthly and as and when need be
Communities (Youths, Women, Household heads, Disabled, Other Vulnerable, etc)	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• ESMF, SEP, RPF, LMP disclosure</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Resettlement process and compensation</li> <li>• E&amp;S rationale</li> <li>• Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/ Project MMDAs/ PCU	Bi-monthly and as and when need be
Farmers	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• ESMF, SEP, RPF, LMP disclosure</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Resettlement process and compensation</li> <li>• E&amp;S rationale</li> <li>• Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/ Project MMDAs/ PCU	Monthly and as and when need be
Drivers/ Transport operators	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Road Safety</li> <li>• Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/MMDAs/ regional EPA offices	Monthly and as and when need be

Target Stakeholders	Topic of consultation /message	Method of engagement	Responsibilities	Frequency
Farm Produce Traders	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Resettlement process and compensation</li> <li>• Proposals to enhance the project to boost the trade</li> <li>• Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	DFR/Project MMDAs /PCU	Bi-monthly and as and when need be
Agro-processors	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Resettlement process and compensation</li> <li>• Proposals to enhance the project to boost the trade</li> <li>• Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	DFR/Project MMDAs /PCU	Pre-construction meeting and as and when need be
Market Women / men, Business owners & Tenants	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Resettlement process and compensation</li> <li>• Proposals to enhance the project to boost the trade</li> <li>• Grievance mechanism process</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	DFR/Project MMDAs/PCU	Bi-monthly and as and when need be
<b>Implementation Stage</b>				
Contractors and Supervision Consultants	<ul style="list-style-type: none"> <li>• Land acquisition process and compensation</li> <li>• Grievance mechanism</li> <li>• E&amp;S Requirements</li> <li>• Health and Safety Impact</li> <li>• Local Employment</li> <li>• Environmental Concerns</li> <li>• Training on Safeguards Requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Formal meetings</li> <li>• Site visits/ meetings</li> <li>• Trainings</li> <li>• Letters</li> </ul>	DFR/Regional DFR/PCU	Throughout the project implementation

Target Stakeholders	Topic of consultation /message	Method of engagement	Responsibilities	Frequency
	•			
MMDAs (incl Development planners, Engineers, Social welfare Officers)	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Land acquisition process and compensation</li> <li>• Grievance mechanism</li> <li>• Health and Safety Impact</li> <li>• Employment Opportunities</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Formal meetings</li> <li>• One-on-one interviews</li> <li>• Site visits</li> </ul>	DFR/PCU/Supervising consultant/Contractors	Bi-monthly and as and when needed
Utilities Agencies	<ul style="list-style-type: none"> <li>• Relocations of utility facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Official Letters</li> <li>• Formal meetings</li> <li>• Site visits</li> </ul>	Regional DFR/PCU/Supervising consultant/Contractors	As and when required
Forestry Commission	<ul style="list-style-type: none"> <li>• Possible forest reserves within project areas</li> <li>• Permit acquisition where required</li> <li>• Tree planting implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Official Letters</li> <li>• Formal meetings</li> <li>• Site visits</li> </ul>	Regional DFR/PCU/Supervising consultant/Contractors	Semi-annual meeting and as and when needed
Traditional & Communities Leaders	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Project impacts and progress of mitigation</li> <li>• Land acquisition and resettlement</li> <li>• Grievance mechanism</li> <li>• Health and Safety Impact</li> <li>• Employment Opportunities</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/PCU/supervising consultant/Contractors /MMDAs	Quarterly and as and when needed
Communities (Youths, Women, Household heads, Disabled, Other Vulnerables, etc)	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Project impacts and progress of mitigation</li> <li>• Land acquisition and resettlement</li> <li>• Grievance mechanism</li> <li>• Health and Safety Impact</li> <li>• Employment Opportunities</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/PCU/supervising consultant/Contractors/MMDAs	Bi-monthly and as and when needed

<b>Target Stakeholders</b>	<b>Topic of consultation /message</b>	<b>Method of engagement</b>	<b>Responsibilities</b>	<b>Frequency</b>
Farmers	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Project impacts and progress of mitigation</li> <li>• Land acquisition and resettlement</li> <li>• Grievance mechanism</li> <li>• Health and Safety Impact</li> <li>• Employment Opportunities</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/PCU/supervising consultant/Contractors/MMDAs	Monthly and as and when need be
Drivers/ Transport operators	<ul style="list-style-type: none"> <li>• Project scope and rationale</li> <li>• Expected impacts of the project and mitigation proposals</li> <li>• Road Safety</li> <li>• Grievance mechanism process</li> <li>• Health and Safety Impact</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/PCU/supervising consultant/Contractors /MMDAs	Bi-Monthly and as and when need be
Farm Produce Traders	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Project impacts and progress of mitigation</li> <li>• Land acquisition and resettlement</li> <li>• Grievance mechanism</li> <li>• Health and Safety Impact</li> <li>• Employment Opportunities</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/PCU /supervising consultant/Contractors /MMDAs	Bi-monthly and as and when need be
Agro-processors	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Project impacts and progress of mitigation</li> <li>• Land acquisition and resettlement</li> <li>• Grievance mechanism</li> <li>• Health and Safety Impact</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/PCU /supervising consultant/Contractors /MMDAs	Quarterly and as and when need be

Target Stakeholders	Topic of consultation /message	Method of engagement	Responsibilities	Frequency
Market Women / men, Business owners & Tenants	<ul style="list-style-type: none"> <li>• Project progress</li> <li>• Project impacts and progress of mitigation</li> <li>• Land acquisition and resettlement</li> <li>• Grievance mechanism</li> <li>• Health and Safety Impact</li> <li>• Employment Opportunities</li> <li>• Environmental Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups discussions</li> <li>• One-on-one interviews</li> </ul>	Regional DFR/PCU /supervising consultant/Contractors /MMDAs	Bi-monthly and as and when need be

## 4.2 Proposed Strategy to Incorporate the Views of Vulnerable Groups

The project will implement differentiated measures to ensure the effective participation of project-affected parties identified as disadvantaged or vulnerable, focusing on tailored methods to meet the specific needs of these groups. The project will provide logistical support where necessary, such as transportation assistance or accessible meeting venues, to facilitate their involvement. Additionally, communication methods will be customised, using local languages, culturally appropriate formats, and accessible materials (e.g., Braille or sign language) to reach all stakeholders effectively. By doing so, the project will ensure that the voices of disadvantaged or vulnerable individuals are heard and considered in decision-making processes, minimizing the risk of disproportionate adverse impacts and promoting social equity. In addition, the project will work with local NGOs and civil society organizations with an intimate understanding of vulnerable and disadvantaged groups through their established mechanisms to ensure that differentiated needs of the vulnerable groups are identified and addressed to the extent possible under the project. The following measures will be taken in order to remove obstacles to full and enabling participation / access to information:

- i. **Comprehensive Mapping:** Identify all potential vulnerable groups (including hard-to-reach groups) and map them based on their level of impact
- ii. **Early Engagement:** Initiate contact early to build trust, rather than waiting until a crisis occurs
- iii. **Accessible Information:** Ensure information is available in local languages, in formats that are accessible to people with disabilities, and using clear, non-technical language.
- iv. **Two-Way Dialogue:** Create opportunities for feedback, such as Q&A sessions, ensuring stakeholders can respond rather than just receive information.
- v. **Transparency:** Be open about project goals, risks, uncertainties, and, importantly, what is and is not negotiable.
- vi. **Active Listening:** Acknowledge, record, and act on stakeholder concerns. Demonstrating how feedback has influenced decisions is crucial for building trust
- vii. **Confidentiality & Safety:** Implement a grievance redress mechanism that allows for anonymous feedback and protects stakeholders from retaliation
- viii. **Monitoring and Evaluation:** The Project will have a mechanism in place to monitor the consultation process and ensure that the view points of the vulnerable groups are considered in decision making. They can be done through the involvement of the Social Development Specialist.

Table 2: Tailored Approaches for Engaging Vulnerable Groups

Vulnerable Groups	Key Characteristics	Engagement Approach and Language Needs	Preferred notification	Specific needs
<b>Women/girls</b>	<p>Women/girls are often primarily responsible for household management, caregiving, and child-rearing. Women may have limitations about time of day or location for public consultation; they may need childcare for meetings or other additional support and resources to enable them to participate in consultations.</p> <p>They may have limited decision-making power within their households and communities, especially in patriarchal societies.</p> <p>Women may face gender-based violence, discrimination, and systemic barriers to accessing opportunities.</p> <p>Women may also participate less in community meetings and decision-making due to cultural norms or time constraints.</p>	<p>Women may require information in local languages or dialects, as literacy levels among women may be lower in certain areas.</p> <p>Simple and relatable language will be used to ensure comprehension.</p> <p>Visual aids and verbal communication are often effective, especially in contexts with lower literacy rates.</p> <p>Local language as appropriate</p>	<p>Verbal, community announcement, focused group meetings</p>	<p>Gender-sensitive Teaching and Learning Materials</p> <p>Scheduling meetings at times that do not conflict with women’s domestic responsibilities.</p> <p>Meetings in nearby locations within the communities</p> <p>Meetings with women facilitated by women</p>

<b>Youth/children with special needs</b>	<p>In pursuit of education, skills development, or employment, they may be more open to innovation and technology.</p> <p>Face high unemployment rates, limited access to economic opportunities, and barriers to higher education or vocational training.</p> <p>They feel excluded from decision-making processes and are eager for opportunities to have their voices heard and influence community development.</p> <p>Tech-savvy and highly connected to social media and digital platforms compared to older generations.</p>	<p>Information will be communicated in an engaging and relatable using straightforward and inclusive language.</p> <p>Using local languages or dialects is important for accessibility, especially in suburban areas.</p> <p>Multimedia content, like infographics and videos, is often more effective than traditional text-heavy communications.</p>	<p>Social Media Platforms: Facebook, Instagram, WhatsApp, TikTok, and Twitter are highly effective for engaging youth, especially for event invitations, campaigns, and announcements.</p> <p>SMS and Mobile Apps: Direct messaging through SMS or youth-specific apps can capture attention quickly.</p> <p>Community and Youth Groups: Leveraging youth associations, schools, and religious or sports groups to disseminate information.</p> <p>Workshops and Interactive Sessions: Hands-on, participatory methods allowing youth to engage and contribute ideas actively are preferable.</p>	<p>Employment opportunities, Empowerment, mentoring, skills sharing, co-designing, collective action</p>
<b>Elderly</b>	<p>Elderly individuals are typically 60 and older, often retired or nearing retirement. Weak, frail, often immobile, experienced, knowledgeable</p>	<p>Local language as appropriate</p>	<p>Verbal, community announcements, focused group meetings, etc</p>	<p>Meetings in nearby locations within the communities</p>
<b>Persons with disabilities</b>	<p>Hearing impairment (Hearing loss)</p> <p>Visual impairment</p> <p>(Low vision or blindness)</p>	<p>Braille, audio, sign language</p>	<p>Sign language, targeted announcements, impairment-responsive technology</p>	<p>Written information</p>

	Physical impairment (Mobility disabilities)			
<b>Illiterate persons</b>	Cannot read or write in any language	Local language as appropriate	Verbal, community announcements, focused group meetings, etc	Accessible venues, sign language translators/ interpreters
<b>Children</b> (including those with special needs)	Immature, game or fun-loving, inquisitive	Local language as appropriate	Role play, games	Television, drama  Limited assistive devices may be required
<b>Settlers and migrants</b>	These may not have integrated into the community and may be settled separately from the main settlement area of the community.	Their native language will be appropriate	Verbal announcements through their recognized local leaders and local NGOs/civil society	They will be invited to join community meetings
<b>Displaced persons, neighboring land users/owners without formal documentation or recognizable rights</b>	They face heightened exposure to economic and social risks and often lack the legal, institutional, and economic capacity to protect their interests during land acquisition and project implementation.	Local language as appropriate	Verbal, written information, community announcement, focused group meetings etc.	Targeted engagement, inclusive consultation, and proactive mitigation measures

### 4.3 Stakeholder Mapping

Stakeholder mapping, presented in Figure 4, was conducted to determine the appropriate level of engagement required during both the project preparation and implementation phases. Stakeholders were assessed according to their level of interest in the Project and their potential influence on its outcomes. The key findings are summarized below:

**Top Right Quadrant (High Interest / High Influence):**

Stakeholders in this category require close management. They should be proactively and consistently engaged, with focused efforts to maintain strong communication and collaboration. These stakeholders have significant interest in the Project and possess the capacity to influence its progress or overall viability.

**Quadrants 2 and 3 (Moderate Interest and/or Influence):**

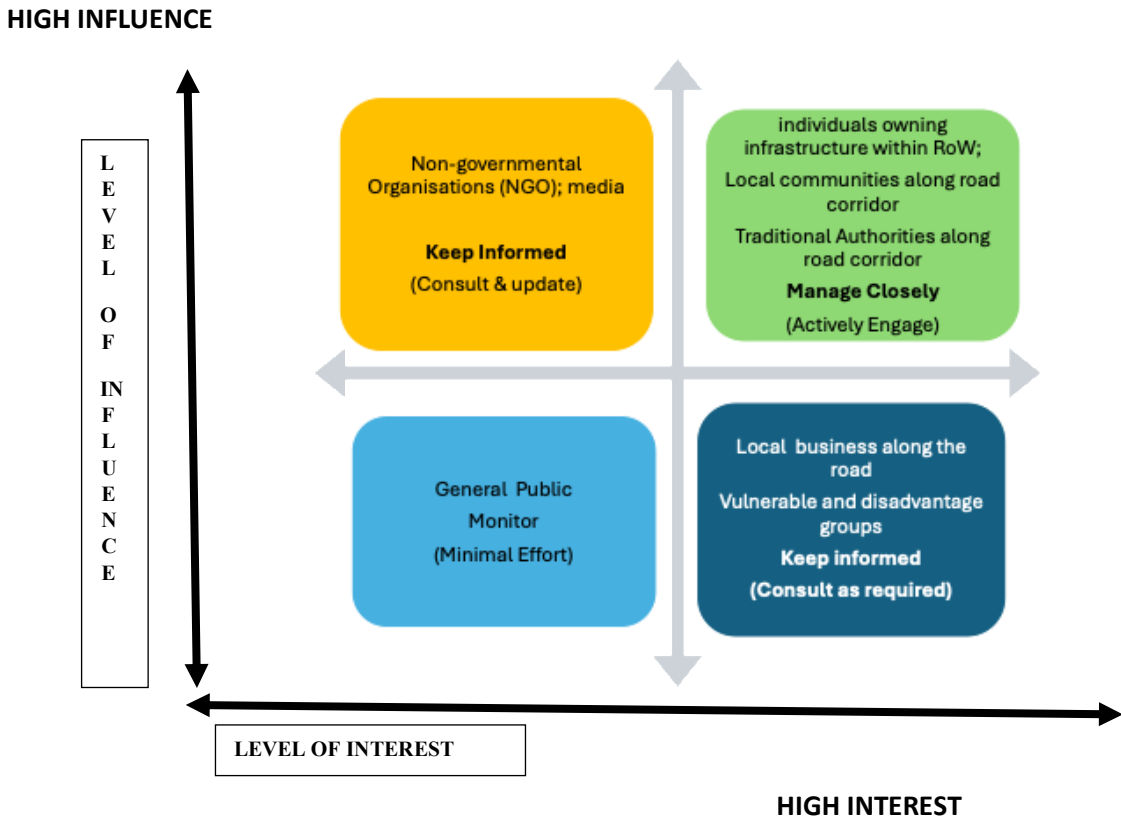
Stakeholders in these quadrants should be kept informed and consulted on matters relevant to their interests. Regular updates and opportunities for feedback are necessary to ensure their perspectives are considered.

**Quadrant 4 (Low Interest / Low Influence):**

These stakeholders require monitoring and periodic updates on key aspects of the Project. It is important to track any changes in their level of interest or influence that may warrant a revised engagement approach.

The stakeholder list, analysis, and mapping will be reviewed and updated throughout the planning and consultation process. Revisions will reflect ongoing feedback and input received from local, national, and international stakeholders involved in or affected by the Project. Figure 1 shows the GMACP Preliminary Stakeholder Mapping/interest categorization.

Figure 1: Stakeholder Analysis



#### 4.4. Summary of stakeholder engagement conducted during project preparation

Some Engagements have been conducted with Ministry of Food and Agriculture (MOFA), Ministry of finance (MOF), Ghana Tourism Authority (GTA), Ghana Irrigation Development Authority (GIDA), Ghana Health Service (GHS), Ghana Forestry Commission (GFC), Ghana Education Service (GES), Land Valuation Division (LVD) and Environmental Protection Agency (EPA). Mode of engagements are provided in **Table 3** below. Photographs of these consultations are annexed in this SEP (annex 10).

A summary of issues discussed during the engagements with relevant stakeholder as well as communities in the project regions are provided in **Annex 5**. Further engagements will be conducted with Ministries, Departments and Agencies (MDAs) and other stakeholders identified. Community engagements have also been planned to be conducted.

Table 3: Key issues arising from Stakeholder Engagements carried out

**National Level Stakeholders [Mar 2 – 12, 2026]**

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
<b>Regulatory Compliance &amp; Permitting</b>	Minerals Commission	Need for strict regulatory compliance in quarry and borrow pit operations under national mining laws	Project will integrate all permitting and compliance requirements into procurement documents and ESMPs in line with WB ESF and national regulations	PIU; Contractor; DFR	Procurement / Construction
	Environmental Protection Agency (EPA)	Contractors may have limited understanding of mining regulations and bypass permitting procedures	Mins. Commission representatives to participate in providing contractor orientation training at mobilization phase; Contractors will be required to demonstrate technical competence and compliance capacity, including qualified environmental and engineering personnel	PIU; Contractor; Supervising Consultant	Procurement Stage
		Risk of non-compliance with quarry and borrow pit permitting requirements	Project will enforce mandatory acquisition of all permits prior to extraction activities and include permit verification in supervision protocols	PIU; Minerals Commission; Contractor; EPA	Pre-construction / Construction
<b>Environmental Management (Quarry/Borrow Pits)</b>	Minerals Commission Environmental Protection Agency (EPA)	Preference for use of existing licensed quarries to reduce environmental and regulatory risks	Project will prioritize use of existing licensed quarries where feasible, subject to distance and cost considerations	Contractor; PIU	Design / Construction
	Minerals Commission Environmental Protection Agency (EPA)	Poor environmental and safety practices in quarry and borrow pit operations (dust, blasting, unsafe handling, abandonment of pits)	Project will enforce ESMP requirements including SOPs for blasting, dust control, traffic safety, and mandatory site rehabilitation	Contractor; PIU; Supervising Consultant	Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
	Minerals Commission Environmental Protection Agency (EPA)	Safety risks associated with borrow pits located near roads and settlements	Project will enforce siting guidelines, safety buffers, barricading, and inspection prior to approval of borrow pits	Contractor; Minerals Commission; PIU	Design / Construction
	Minerals Commission Environmental Protection Agency (EPA)	Need for proper reclamation and closure of borrow pits after extraction	Project will require reclamation plans and post-use rehabilitation in all borrow pit permits and contractor obligations	Contractor; PIU; EPA	Construction / Post-construction
	Ministry of Food and Agriculture (MoFA)	Borrow pits could be converted into productive water or agricultural assets	Project will explore multi-use reclamation options (water reservoirs, irrigation ponds, livestock watering points) where feasible	Contractor; PIU; Minerals Commission	Construction / Post-construction
<b>Land Acquisition, Compensation &amp; Resettlement</b>	Ministry of Food and Agriculture (MoFA) National Road Safety Authority (NRSA)	Potential displacement of farmers and crop loss due to road works	Project will implement RAPs in line with WB ESF and national laws ensuring compensation at replacement cost and livelihood restoration	PIU; RAP Teams	RAP Preparation
	Ministry of Local Government, Chieftaincy and Religious Affairs	Challenges such as land acquisition, compensation and disputes were noted as potential obstacles to road construction.	Strengthen land acquisition processes by ensuring early engagement with landowners, transparent compensation procedures and adherence to legal and social safeguard requirements to minimize disputes.	PIU; Contractor; DFR; Ministry of Local Government, Chieftaincy and Religious Affairs;	Pre-Construction phase
	Lands Commission	Inadequate recording of roads and land with the Lands Commission may lead to ownership disputes	Collaborate with the Lands Commission to ensure proper recording and updating of all road corridors and land parcels to minimize disputes and improve compensation processes.	PIU; Land Commission DFR	Pre-Construction phase

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
		and challenges in compensation verification.			
		Gaps exist in the comprehensive documentation of allodial, leasehold and customary land interests, affecting clarity of ownership.	Undertake systematic documentation of all land tenure types (allodial, leasehold and customary) within project areas to improve clarity of ownership and safeguard project implementation.	PIU; Land Commission DFR	Pre-Construction phase
<b>Livelihoods &amp; Agriculture</b>	Ministry of Food and Agriculture (MoFA)	Need to integrate agricultural production, irrigation, and climate considerations into road prioritisation	Project will integrate MoFA data (crop production, irrigation zones, market systems) into multi-criteria road selection	PIU; Feasibility & Design Teamsn; MoFA	Feasibility Stage
	Ministry of Food and Agriculture (MoFA)	Risk that irrigation zones and agricultural systems may not be fully captured in prioritisation	Project will validate agricultural datasets through MoFA collaboration and ground-truthing during feasibility studies	PIU; MoFA; Feasibility & Design Teams	Feasibility
		Concerns about inadequate crop compensation methodologies not reflecting production value	Project will adopt improved valuation approaches considering yield, input costs, and replacement value principles	PIU; Valuation Division; RAP Teams	RAP Preparation
		Risk of livelihood disruption beyond cash compensation effectiveness	Project will implement livelihood restoration measures including farm re-establishment and alternative livelihood support	PIU; Business Advisory Centres (BACs); RAP Teams	RAP Implementation
		Opportunity to support agricultural productivity through alternative livelihood programs	Project will integrate livelihood enhancement measures such as agro-processing, livestock, and agribusiness support	PIU; MoFA; BAC	RAP Implementation

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
	Ministry of Trade, Agribusiness and Industry	Poor road connectivity continues to restrict farmers and agribusiness operators from accessing major markets efficiently	Prioritize the rehabilitation of feeder roads linking major agricultural production areas to market centers to improve accessibility and reduce travel time for farm produce.	PIU; Ministry of Trade, Agribusiness and Industry; DFR	Pre-Construction phase / Construction phase / post-construction phase
		Inadequate transport infrastructure contributes to delays and increased post-harvest losses, especially in remote agricultural areas.	Improve road conditions in key agricultural corridors to ensure timely evacuation of farm produce and reduce delays that contribute to post-harvest losses.	PIU; Ministry of Trade, Agribusiness and Industry; DFR	Construction phase/ Post Construction phase
		Poor road conditions lead to increased cost of transporting goods, reducing profit margins for farmers and traders	Upgrade and maintain feeder roads to reduce vehicle operating costs and improve transport efficiency for farmers, traders and agribusiness operators.	Ministry of Trade, Agribusiness and Industry; DFR	Construction/ post-construction phase
		Gaps in linking production, processing and distribution systems reduce the overall efficiency of agribusiness activities	Align road infrastructure planning with agribusiness value chain priorities to ensure connectivity between production, processing, and market centers.	PIU; Ministry of Trade, Agribusiness and Industry; DFR	Pre-Construction phase
<b>Occupational Health &amp; Safety (OHS) and Labour</b>	Ministry of Labour, Jobs and Employment	Potential non-adherence to labour and occupational health and safety requirements under ESS2 (Labour and Working Conditions) and ESS4 (Community Health and Safety).	Ensure full alignment with ESS2 and ESS4 by integrating labour and safety requirements into all project documentation and contractor agreements.	PIU; DFR; Contractor	Construction phase / post-construction phase
		Common risks include wage non-compliance, informal hiring practices, excessive working hours and potential child labour issues.	Embed clear labour clauses, including wage standards, working hours, and prohibition of child labour, into bidding documents and contracts.	Ministry of Labour, Jobs and Employment; DFR	Construction phase / post-construction phase

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
		Lack of a comprehensive labour database and weak reporting mechanisms for tracking workers and compliance.	Establish a comprehensive database capturing worker identity, employment status, skills, and contract details to improve transparency and workforce management.	Contractor; Ministry of Labour, Jobs and Employment	Construction phase / post-construction phase
		Limited structured collaboration between implementing agencies and labour authorities for inspections and enforcement.	Establish a Memorandum of Understanding (MoU) between the Department of Feeder Roads and the Ministry of Jobs and Labour Relations to facilitate labour inspections, compliance monitoring, and enforcement of regulation	Ministry of Labour, Jobs and Employment; DFRs	Construction phase
<b>Community Health, Safety &amp; SEA/SH</b>	Ministry of Food and Agriculture (MoFA)  National Road Safety Authority (NRSA)	Risk of communicable diseases, SEA/SH, and social disruption due to construction activities	Project will implement community health and safety mitigation measures including health awareness, SEA/SH Action Plan, and community protection measures	Contractor; PIU; District Health Directorate	Construction
	Environmental Protection Agency (EPA)	Increase in social risks associated with infrastructure projects, protection of vulnerable groups, resettlement and displacement and sexual exploitation and harassment	Resettlement Action Plan (RAP) will be prepared which will include the Compensation Policy Framework (CPF) and Environmental Management Framework to address environmental and social impacts	PIU; DFR	Pre-construction stage
	Ministry of Food and Agriculture (MoFA)	Risk of population influx leading to social pressure, crime, and resource stress	Project will integrate community risk management measures including monitoring of influx-related impacts	PIU; District Assemblies; Contractor	Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
<b>Road Safety &amp; Traffic Management</b>	National Road Safety Authority (NRSA)	High vehicle speeds generating dust clouds, reduced visibility for drivers, limited road markings such as center lines or pedestrian crossings, maintenance challenges for road signs due to dust accumulation, dust clouds generated by speeding vehicles may also pose health risks, including respiratory problems, and may affect transported agricultural	Regular dousing of dusty roads to reduce dust emissions. Contractors will put signs and indicators of ongoing construction. Potential interventions discussed included installation of pavement blocks in selected areas to reduce dust, vegetation clearing and grass cutting to improve visibility along road corridors.	PIU; NRSA, EPA, Contractor	Construction
		Disruption of economic activities and distortion of regular life activities due to constructions and	The National Road Safety Authority recommended creating temporary side paths or alternative access routes for residents	PIU; NRSA, DFR, Contractors	Construction
		Conduct traffic counts to ensure safety planning		PIU; RAP Teams, NRSA	RAP Preparation
<b>Natural Resources &amp; Biodiversity</b>	Forestry Commission	Depletion of forest reserves and biodiversity	Collaboration between DFR, FC and DESIGN TEAM to come up with a design that preserves our resources, like meandering around the water body	PIU; FC, DFR	Design stage
		Disposal of merchantable trees used for timber	Consult FC for all information and measures to be taken concerning fallen trees.	PIU; FC	Feasibility stage
<b>Climate Resilience &amp; Hydrology</b>	Water Resources Commission	Risk of erosion, water pollution, oil spillage, construction runoff	The Commission advised maintaining buffer zones between roads and water bodies. Measures must be implemented to prevent contamination of water bodies.	Contractors, WRC	Construction

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
		Construction in sensitive areas such as wetlands, marshes, and natural springs	Overall construction in these areas should be halted and not undertaken. No filling of wetlands to promote longevity of the project	PIU; WRC	Design stage
		Extreme weather events like flooding caused by climate change are on the rise. This should be taken into consideration during road designs	Roads must be designed to withstand flooding through adequate drainage systems, properly sized culverts and elevated road designs where necessary	PIU; DFR	Design stage
	Environmental Protection Agency (EPA)	Environmentally sensitive areas like water resource areas will be negatively affected by the construction	There should be little to no construction undertaken in such areas	PIU; EPA, Contractor	Construction
<b>Institutional Coordination &amp; Governance</b>	Minerals Commission	Weak coordination between regulators and project implementers in past projects	Project will establish formal coordination mechanisms with Minerals Commission regional offices and inspectors throughout implementation	PIU; Minerals Commission	Ongoing
	Ministry of Food and Agriculture (MoFA)	Need for coordination with agricultural extension, crop, livestock, and gender units for livelihood interventions	Project will establish institutional coordination with relevant MoFA technical directorates for livelihood support design and implementation	PIU; MoFA	Ongoing
	Ministry of Local Government, Chieftaincy and Religious Affairs	Limited financial resources were identified as a key challenge affecting the planning and execution of road projects at the district level.	Allocate dedicated funding to support local-level officers in carrying out project ensuring they have the necessary financial resources to effectively implement and monitor projects at the district level.	PIU; DFR	Pre-Construction / Construction phase
		Participants emphasized the need to leverage existing local governance systems to enhance community engagement, facilitate grievance management and	Actively involve local authorities and community leadership in project planning and implementation to support effective community engagement, Grievance Redress Mechanisms and	PIU; Ministry of Local Government, Chieftaincy and Religious Affairs; DFR	Pre-construction phase / Construction phase/Post Construction phase

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
		improve communication throughout project implementation.	timely dissemination of project information.		
		Weak coordination among relevant institutions was highlighted as a concern that could hinder efficient project implementation.	Establish clear communication channels and coordination frameworks among relevant institutions including regular stakeholder meetings and defined roles and responsibilities to improve collaboration.	DFR; Ministry of Local Government, Chieftaincy and Religious Affairs	Pre-Construction phase / Construction phase
	Lands Commission	Insufficient availability of up-to-date cadastral and geospatial data for project districts hinders accurate planning and implementation.	Enhance access to and integration of cadastral and geospatial data across implementing agencies to support accurate planning, mapping and decision-making.	PIU; Land Commission; DFR	Pre-Construction /Post-construction phase
		Lack of clearly defined procedures and timelines for registering land interests affected by infrastructure projects may delay project delivery.	Develop and enforce clear procedures and timelines for the registration of land interests affected by infrastructure projects to reduce delays and improve efficiency.	PIU; Land Commission; DFR	Pre-Construction phase
		Inadequate coordination between the Department of Feeder Roads the Lands Commission and regional/district offices affects data sharing, local participation, and smooth implementation of the GMACP.	Establish strong coordination mechanisms among the Department of Feeder Roads Lands Commission, and regional/district offices, including designated focal persons, to improve data sharing, stakeholder engagement and smooth project implementation under GMACP.	PIU; Land Commission; DFR	Pre-Construction phase/ Construction Phase

## Package 1: Regional & District Level Stakeholders [Apr 8 – 10, 2026]

### Stakeholders Engaged:

- *Regional Coordinating Councils (RCCs)*: Northern, Savannah & Upper West Regions
- *Regional Department of Feeder Roads (Reg. DFRs)*: Northern, Savannah & Upper West Regions
- *District Assemblies*: Sagnarigu Municipal, Tolon, Kumbungu, Sawla-Tuna-Kalba, Bole, and Wa East Districts

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
<b>Institutional Coordination &amp; Governance</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> <li>• Regional DFRs</li> </ul>	Risk of weak coordination, fragmented decision-making, and duplication of road investments across GoG/World Bank and other programs	Project will establish a coordinated multi-level governance framework ensuring harmonisation of road selection, alignment with MTDPs, and avoidance of duplication through cross-checking with existing GoG and donor-funded investments	PIU; DFR; RCC; District Assemblies; Feasibility Team	Feasibility / Ongoing
	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Uncertainty and contestation over road selection, prioritisation criteria, and kilometer allocation per district	Road prioritisation will be based on transparent multi-criteria analysis (agriculture, market access, social services, equity) with participatory validation at regional and district levels	PIU; Feasibility and Design Teams	Feasibility Stage
		Risk of politically influenced or non-technical road selection and exclusion of locally important roads	Project will adopt participatory validation and technical screening to ensure objectivity and alignment with local development priorities	PIU; Feasibility Team; District Assemblies	Feasibility
		Weak communication, limited information flow, and poor stakeholder engagement in previous projects	Project will implement a Stakeholder Engagement Plan (SEP) with continuous, structured communication, disclosure, and feedback mechanisms.	PIU; DFR; District Assemblies	Ongoing

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
	<ul style="list-style-type: none"> <li>Regional DFRs</li> <li>District Assemblies</li> <li>RCCs</li> </ul>	Limited institutional capacity (staffing, safeguards, monitoring, planning) at regional and district levels	Project will strengthen institutional capacity through appointment of focal persons, training, and institutional strengthening measures under project components	PIU; Regional DFRs & District Assemblies	Ongoing
	<ul style="list-style-type: none"> <li>RCCs</li> <li>District Assemblies</li> </ul>	Unclear roles, responsibilities, and resource requirements for implementation support	Institutional roles will be formalised in the Project Implementation Manual (PIM) and ESMP with defined coordination and reporting structures	PIU; DFR; District Assemblies	Project Setup
		Weak contractor performance, poor supervision, and inefficiencies from excessive contract packaging – based on previous experiences	Procurement will optimise contract packaging and introduce performance-based management to enhance supervision capacity	PIU; World Bank; Supervising Consultant	Procurement / Construction
		Weak monitoring and supervision capacity at field level	Project will decentralise monitoring through district focal persons, joint site inspections, and third-party supervision arrangements	PIU; Regional DFRs; District Assemblies; Supervising Consultant	Construction
		Potential exclusion of some regions and equity concerns in distribution of project benefits	Project scope reflects feasibility constraints but cases/recommendations may be made for potential future expansion phases	PIU; World Bank; MRH	Ongoing
		Risk of contractor-community conflict and weak contractor accountability	Contractor obligations will include structured community engagement and accountability measures	PIU; Contractor; District Assemblies	Pre-construction / Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
		Need for clear updates on project timelines and expectation management	Updates to project timelines will be disclosed and communicated through structured engagement channels	PIU	Ongoing
<b>Regulatory Compliance &amp; Permitting</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Weak enforcement of environmental and social safeguards and permit compliance by contractors – based on previous experiences	Project will enforce strict ESMP implementation, permit tracking systems, and regulatory compliance monitoring	PIU; Regional DFR, District Assemblies, Supervising Consultant, Contractor	Pre-construction / Construction
<b>Road Safety &amp; Traffic Management</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Road safety risks, accidents, and inadequate OHS management from past projects	Project will implement comprehensive Road Safety, Traffic Management Plans and OHS systems	PIU; Contractor; Road Safety Authorities	Construction
<b>Community Health, Safety &amp; SEA/SH</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Risk of sexual exploitation and abuse (SEA/SH) involving project workers	Project will implement SEA/SH Action Plan, Codes of Conduct, GBV referral systems, and confidential reporting channels	PIU; Contractor; GBV Service Providers	Construction
	<ul style="list-style-type: none"> <li>• District Assemblies</li> </ul>	Health risks including communicable diseases and inadequate sanitation during construction	Community health and safety measures will be implemented	PIU; Contractor; District Health Directorate	Construction
<b>Grievance Redress &amp; Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Weak grievance redress systems and limited accessibility of complaint mechanisms	Project will establish a multi-tier GRM using local structures, with escalation procedures and possible NGO support	PIU; District Assemblies; NGOs	Pre-construction / Construction
<b>Land Acquisition, Compensation &amp; Resettlement</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Land acquisition delays, compensation disputes, and financing constraints affecting project timelines	RAPs will be implemented ensuring compensation at full replacement cost prior to access, with financing arrangements aligned to project schedule	PIU; Lands Commission; Ministry of Finance	RAP Preparation & Implementation

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
	<ul style="list-style-type: none"> <li>District Assemblies</li> </ul>	Potential compensation disputes between landowners, tenant farmers, and informal users	Project will apply transparent entitlement frameworks distinguishing land, crops, and livelihoods, supported by socio-economic surveys and grievance mechanisms	PIU; RAP Teams	RAP Preparation & Implementation
	<ul style="list-style-type: none"> <li>RCCs</li> <li>District Assemblies</li> </ul>	Encroachment within ROW and weak enforcement of road reservations	Project will enforce ROW protection through demarcation, awareness creation, cut-off dates, and compensation where applicable	PIU; Contractor; District Assemblies	Design / Construction
	<ul style="list-style-type: none"> <li>RCCs</li> <li>District Assemblies</li> </ul>	Potential livelihood disruptions including crop loss and informal economic displacement	Project will implement livelihood restoration measures with BACs-supported livelihood enhancement measures	PIU; RAP Consultants; BAC	RAP Implementation
<b>Occupational Health &amp; Safety (OHS) and Labour</b>	<ul style="list-style-type: none"> <li>RCCs</li> <li>District Assemblies</li> </ul>	Risk of child labour and labour rights violations during construction	Project will enforce labor and working conditions compliance through age verification, labour monitoring, and sanctions for non-compliance	PIU; Contractor; Supervising Engineer	Construction
<b>Spatial Planning &amp; Design Integration</b>	<ul style="list-style-type: none"> <li>RCCs</li> <li>District Assemblies</li> </ul>	Potential misalignment of road demarcation/design with spatial plans and local development schemes	Project will integrate spatial planning frameworks into design and ensure alignment with district physical plans and planning authorities	PIU; Feasibility & Design Teams	Feasibility / Design
<b>Livelihoods &amp; Agriculture</b>	<ul style="list-style-type: none"> <li>RCCs</li> </ul>	Need for adequate integration of agricultural production zones and economic corridors in prioritisation	Project will use spatial economic analysis incorporating agricultural productivity and market access data to guide road selection	PIU; Feasibility/Design Teams, E&S Consultants; MoFA	Feasibility

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
<b>Infrastructure Sustainability &amp; Asset Management</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Concern about sustainability and long-term maintenance of feeder roads	Project will incorporate lifecycle costing, maintenance planning, and justification of road surfacing options	PIU; DFR; MRH	Design

## Package 2: Regional & District Level Stakeholders [Apr 8 – 10, 2026]

### Stakeholders Engaged:

- *Regional Coordinating Councils (RCCs):* Volta and Oti Regions
- *District Assemblies:* Kadjebi, Adaklu, North Tongu Districts

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
Institutional Coordination & Governance	RCCs; District Assemblies; Regional DFRs	Provision of entire resources needed for project monitoring. Examples were cited from other projects where vehicles were given to the VRCC but fueling was the responsibility of the RCC, which ended up affecting their effectiveness in monitoring of the project.	<ol style="list-style-type: none"> <li>1. GMACP is primarily a road project.</li> <li>2. Will be supervised and managed by DFR with oversight from the MRH.</li> </ol>	DFR	Construction
	RCCs; District Assemblies; Regional DFRs	Set up of Regional Technical Committee for the project outside of the RPCU per relevance of the professions/departments within the VRCC to aid communication	<ol style="list-style-type: none"> <li>1. GMACP is primarily a road project.</li> <li>2. Will be supervised and managed by DFR with oversight from the MRH.</li> </ol>	DFR	Construction
	RCCs; District Assemblies; Regional DFRs	Account specific for the project for regional technical team rather than through the general RCC accounts	<ol style="list-style-type: none"> <li>1. GMACP is primarily a road project.</li> <li>2. Will be supervised and managed by DFR with oversight from the MRH.</li> </ol>	DFR	Construction
	RCCs; District Assemblies; Regional DFRs	Management of political undertones on the GMACP	GRM was cited as one of the ways depending on the nature of the undertone	PIU: DFR, RCCs, DAs	Construction
	RCCs; District Assemblies; Regional DFRs	What next on the part of the VRCC	Make contact with DFR on further discussions needed on GMACP	RCC/DFR	

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
	RCCs; District Assemblies; Regional DFRs	Integration of institutions	Stakeholders being consulted include but not limited to MoFA, Tourism, Trade, Agribusiness and Industries, Irrigation	DFR	Feasibility
	RCCs; District Assemblies; Regional DFRs	How best to structure arrangements not to drag project, possibly avoid bureaucratic delays, confusion or ownership challenges: (i) clear roles for each involved institution; (ii) leaving out beneficiaries during engagements; (iii) engineers with the Assembly not having direct roles with the project	1. Stakeholder engagement is a requirement for the approval of the project by the World Bank. 2. Manual will spell out the roles for each institution.	DFR, RCCs, DAs	Feasibility/Planning
	RCCs; District Assemblies; Regional DFRs	Role of the Assembly on the GMACP	Support in monitoring and maintenance of project	DFR, DAs	Construction/Post construction
	RCCs; District Assemblies; Regional DFRs	What GMACP would do differently to ensure proper coordination with the Assembly	1. Notice to the Assembly of the contractor(s) awarded contracts prior to work implementation. 2. Funds for monitoring	DFR	Procurement/Construction
Land Acquisition, Compensation & Resettlement (ESS5)	RCCs; District Assemblies; Regional DFRs	Compensation on the project; land ownership and acquisition for project	Compensation will be paid by the project and prior to project implementation for some situations such as land acquisition and relocations	DFR	Pre-Construction
	RCCs; District Assemblies; Regional DFRs	Compensation payments will be the responsibility of whom	Project will cater for compensations	DFR	Pre-construction
	RCCs; District Assemblies; Regional DFRs	Challenge of rerouting of cattle herders through farms due to road construction which will affect crop production	Stakeholder engagement with cattle herders	DAs, DFR	Pre-construction/Construction

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
	RCCs; District Assemblies; Regional DFRs	Construction period and farming seasons conflict of local labour. Seasonal labour issues may upend cheap labour expectations as realities on the ground should be used as baselines	Local labour strategies would be looked into	DFR, Contractor	Construction
	RCCs; District Assemblies; Regional DFRs	Specific value addition by project if not processing	Road connectivity from/to agricultural production sites/farms, agro-processing sites and markets	DFR	Construction
	RCCs; District Assemblies; Regional DFRs	Age limit of farmers	GMACP is a road project hence will focus solely on the development of the road and its corridors	None	None
	RCCs; District Assemblies; Regional DFRs	Currently not all feeder roads end at farm gates. How would that be considered on the GMACP	The feeder roads development on the GMACP will service groups of farms as practical as possible, not individual farms	Feasibility/Planning	
	RCCs; District Assemblies; Regional DFRs	Criteria for roads to qualify as part of the project	Roads linking farms (or production sites of crops of interest), agro-processing sites and markets are considered priority	DFR, MoFA	Feasibility
Occupational Health & Safety (OHS) and Labour (ESS2)	RCCs; District Assemblies; Regional DFRs	Workman's compensation	The GMACP will comply with national and World Bank labour requirements; hence incident reporting to support such claims would be required and complied with	Contractor, DFR	Construction

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
	RCCs; District Assemblies; Regional DFRs	Prevalence of child labour across the districts in the region as mixed with the culture of the population in the region: (i) likelihood of involvement of children in construction; (ii) measures to bridge between the culture of children earning to support the home and poverty levels; (iii) lack of funds affecting responsiveness of child protection committees		PIU: RCCs, DAs, DFR	Construction
	RCCs; District Assemblies; Regional DFRs	Employment benefit	World Bank encourages employment within the vicinity, especially unskilled labour, and would be ensured in the contract	Contractor	Construction
	RCCs; District Assemblies; Regional DFRs	Primary resource for the road project: labour-based or mechanized	Mechanized method for construction due to the nature of road project	DFR, Contractor	Procurement/ Construction
Community Health, Safety & SEA/SH (ESS4)	RCCs; District Assemblies; Regional DFRs	Labour, social issues, gender-based violence, sexual harassment issues	(i) Grievance management structures will be implemented; (ii) RCC will help identify health spots within close proximity citing SOCO project as an example	RCCs, DAs, Contractors, DFR	Pre-construction/Construction
	RCCs; District Assemblies; Regional DFRs	Considerations of vulnerable people in designing the road and its furnishings, as well as a quota when sourcing local labour	(i) Availability of database for the vulnerable and aged; (ii) identify individuals for inclusion; (iii) counselling agencies to assist in their management	RCC, DA, DFR	Pre-construction/Construction
Project Design, Planning & Technical Considerations (ESS1)	RCCs; District Assemblies; Regional DFRs	Roads prioritized for the GMACP; still under consideration per criteria including crop priorities (cocoa, rice, maize, palm oil, prior irrigation project sites, agricultural processing sites and others)	If VRCC has differing opinions, they should provide verifiable data to support any changes	DFR	Pre-construction

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
	RCCs; District Assemblies; Regional DFRs	Clarification of the prioritized roads in alignment with District Assemblies' medium-term plans	Roads prioritized were in alignment with medium-term plans based on criteria	DFR	Construction
	RCCs; District Assemblies; Regional DFRs	Change in prioritized roads to align with District Assemblies' medium-term plan	The change requested must be backed by data in meeting the criteria for any road to be considered for a change	DFR, RCC, DA	Planning
	RCCs; District Assemblies; Regional DFRs	Tarring, bituminous seal of roads or otherwise	Depends on the engineering and design of the road which factors the number and types of vehicles among others; this determines the pavement structure including the seal, if any and type	DFR	Design Stage
	RCCs; District Assemblies; Regional DFRs	Studies of the roads and connectivity to markets	1. Consultations with stakeholders such as MoFA, GIDA and others assisted in the studies to determine the need to develop five thousand (5,000) km of feeder roads. 2. Currently one thousand, three hundred (1,300) km out of the estimated five thousand (5,000) km will be developed for the GMACP project	DFR	Feasibility
	RCCs; District Assemblies; Regional DFRs	Timelines of Project	GOG expects the GMACP implementation manual to be submitted to the World Bank for approval by June 2026. Project duration is 3–5 years	DFR	Feasibility/Planning/Construction
Financial Management & Procurement	RCCs; District Assemblies; Regional DFRs	Concerns about payment issues during implementation citing safety net as an instance	Payment issues were as a result of GOG's decisions, not a funding issue by the World Bank	GOG	None
	RCCs; District Assemblies; Regional DFRs	Which institution would be responsible for the procurement process and subsequent payment	DFR will lead the procurement and payment processes but with strong collaboration with the district	DFR	Procurement

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
	RCCs; District Assemblies; Regional DFRs	Citing Safety Net project as an example to comment on the distrust of beneficiaries of such World Bank project due to cease of funding	Unused loans by the end of project duration are returned and not the fault of the World Bank	GOG	None
Contractor Capacity & Sustainability	RCCs; District Assemblies; Regional DFRs	Capacity building of local contractors to bid for projects on the GMACP to help with the sustainability of the project post construction and increase the livelihood of the residents of Oti Region	Consideration for post-construction maintenance and sustainability could form part of the contractors' performance on the project	DFR	Procurement
	RCCs; District Assemblies; Regional DFRs	Maintenance plan under GMACP; institutional capacity for sustainability and maintenance post construction at district; funds for road maintenance constraints; financial constraints especially with no defined and adequate amount from the Assembly's Common Fund	Under consideration; possible options include similar output performance maintenance plan used on TSIP projects	DFR, DAs	Post construction
Corporate Social Responsibility (CSR)	RCCs; District Assemblies; Regional DFRs	Corporate Social Responsibility to the community on the project	(i) Currently not considered for the GMACP; (ii) hence, contractors will not be required to do so during project execution	None	None

### Package 3: Regional & District Level Stakeholders [Apr 8 – 9, 2026]

**Stakeholders Engaged:**

- *Regional Coordinating Councils (RCC):* Bono East Region
- *Regional Department of Feeder Roads (Reg. DFRs):* Ashanti, and Bono East Regions
- *District Assemblies:* Ejura Sekyedumase, Techiman, Wenchi, Nkoranza Municipal Assemblies
- *Other Regional Statutory/Sector Agencies:* National Road Safety Authority (NRSA) – Bono East, Environmental Protection Authority (EPA) – Bono East;

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
<b>Institutional Coordination &amp; Governance</b>	<ul style="list-style-type: none"> <li>• RCC</li> <li>• District Assemblies</li> <li>• Regional DFRs</li> </ul>	Risk of weak coordination, fragmented decision-making, and duplication of road investments across GoG/World Bank and other programs	Project will establish a coordinated multi-level governance framework ensuring harmonization of road selection, alignment with MTDPs, and avoidance of duplication through cross-checking with existing GoG and donor-funded investments	PIU; DFR; RCC; District Assemblies; Feasibility Team	Feasibility / Ongoing
	<ul style="list-style-type: none"> <li>• RCC</li> <li>• District Assemblies</li> </ul>	Uncertainty about road selection, prioritization criteria, and kilometer allocation per district	Road prioritization will be based on transparent multi-criteria analysis (agriculture, market access, social services, equity) with participatory validation at regional and district levels	PIU; Feasibility and Design Teams	Feasibility Stage
		Risk of politically influenced or non-technical road selection and exclusion of locally important roads	Project will adopt participatory validation and technical screening to ensure objectivity and alignment with local development priorities	PIU; Feasibility Team; District Assemblies	Feasibility
		Weak communication, limited information flow, and poor stakeholder engagement in previous projects	Project will implement a Stakeholder Engagement Plan (SEP) with continuous, structured communication, disclosure, and feedback mechanisms.	PIU; DFR; District Assemblies	Ongoing

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
	<ul style="list-style-type: none"> <li>Regional DFRs</li> <li>District Assemblies</li> <li>RCCs</li> </ul>	Limited institutional capacity (staffing, safeguards, monitoring, planning) at regional and district levels	Project will strengthen institutional capacity through appointment of focal persons, training, and institutional strengthening measures under project components	PIU; Regional DFRs & District Assemblies	Ongoing
	<ul style="list-style-type: none"> <li>RCCs</li> <li>District Assemblies</li> </ul>	Unclear roles, responsibilities, and resource requirements for implementation support	Institutional roles will be formalized in the Project Implementation Manual (PIM) and ESMP with defined coordination and reporting structures	PIU; DFR; District Assemblies	Project Setup
		Weak contractor performance, poor supervision, and inefficiencies from excessive contract packaging – based on previous experiences	Procurement will optimize contract packaging and introduce performance-based management to enhance supervision capacity	PIU; World Bank; Supervising Consultant	Procurement / Construction
		Weak grievance redress systems and limited accessibility of complaint mechanisms	Project will establish a multi-tier GRM using local structures, with escalation procedures and possible NGO support	PIU; District Assemblies; NGOs	Pre-construction / Construction
		Constructing roads that don't cater for the needs of the locals	Acquire information from the local knowledge inventory of the road should be taken into consideration for final roads are selected	PIU; DFR, Contractors	Design stage
		Need for clear updates on project timelines and expectation management	Updates to project timelines will be disclosed and communicated through structured engagement channels	PIU	Ongoing

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
		Potential exclusion of some regions and equity concerns in distribution of project benefits	Project scope reflects feasibility constraints but cases/recommendations may be made for potential future expansion phases	PIU; World Bank; MRH	Ongoing
		Weak monitoring and supervision capacity at field level	Project will decentralize monitoring through district focal persons, joint site inspections, and third-party supervision arrangements	PIU; Regional DFRs; District Assemblies; Supervising Consultant	Construction
		Concern about sustainability and long-term maintenance of feeder roads	Project will incorporate life cycle costing, maintenance planning, and justification of road surfacing options	PIU; DFR; MRH	Design
		Potential misalignment of road demarcation/design with spatial plans and local development schemes	Project will integrate spatial planning frameworks into design and ensure alignment with district physical plans and planning authorities	PIU; Feasibility & Design Teams	Feasibility / Design
<b>Road Safety &amp; Traffic Management</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> <li>• Regional DFRs</li> </ul>	Absence of warning signs and road signs	Road signs, barricades and warning signs should be placed at visible vantage points for road users to see to prevent the construction from being a death trap	PIU: Contractors	Construction
	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Road safety risks, accidents, and inadequate OHS management from past projects	Project will implement comprehensive Road Safety, Traffic Management Plans and OHS systems	PIU; Contractor; Road Safety Authorities	Construction
<b>Regulatory Compliance &amp; Permitting</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Weak enforcement of environmental and social safeguards and permit compliance by contractors – based on previous experiences	Project will enforce strict ESMP implementation, permit tracking systems, and regulatory compliance monitoring	PIU; Regional DFR, District Assemblies, Supervising Consultant, Contractor	Pre-construction / Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
<b>Land Acquisition, Compensation &amp; Resettlement</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Land acquisition delays, compensation disputes, and financing constraints affecting project timelines	RAPs will be implemented ensuring compensation at full replacement cost prior to access, with financing arrangements aligned to project schedule	PIU; Lands Commission; Ministry of Finance	RAP Preparation & Implementation
	<ul style="list-style-type: none"> <li>• District Assemblies</li> </ul>	Potential compensation disputes between landowners, tenant farmers, and informal users	Project will apply transparent entitlement frameworks distinguishing land, crops, and livelihoods, supported by socioeconomic surveys and grievance mechanisms	PIU; RAP Teams	RAP Preparation & Implementation
	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Encroachment within ROW and weak enforcement of road reservations	Project will enforce ROW protection through demarcation, awareness creation, cut-off dates, and compensation where applicable	PIU; Contractor; District Assemblies	Design / Construction
<b>Livelihoods &amp; Agriculture</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Potential livelihood disruptions including crop loss and informal economic displacement	Project will implement livelihood restoration measures with BACs-supported livelihood enhancement measures	PIU; RAP Consultants; BAC	RAP Implementation
	<ul style="list-style-type: none"> <li>• RCCs</li> </ul>	Need for adequate integration of agricultural production zones and economic corridors in prioritisation	Project will use spatial economic analysis incorporating agricultural productivity and market access data to guide road selection	PIU; Feasibility/Design Teams, E&S Consultants; MoFA	Feasibility
<b>Occupational Health &amp; Safety (OHS) and Labour</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Risk of child labour and labour rights violations during construction	Project will enforce labor and working conditions compliance through age verification, labour monitoring, and sanctions for non-compliance	PIU; Contractor; Supervising Engineer	Construction
<b>Community Health, Safety &amp; SEA/SH</b>	<ul style="list-style-type: none"> <li>• RCCs</li> <li>• District Assemblies</li> </ul>	Risk of sexual exploitation and abuse (SEA/SH) involving project workers	Project will implement SEA/SH Action Plan, Codes of Conduct, GBV referral systems, and confidential reporting channels	PIU; Contractor; GBV Service Providers	Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
		Risk of contractor-community conflict and weak contractor accountability	Contractor obligations will include structured community engagement and accountability measures	PIU; Contractor; District Assemblies	Pre-construction / Construction
	<ul style="list-style-type: none"> <li>District Assemblies</li> </ul>	Health risks including communicable diseases and inadequate sanitation during construction	Community health and safety measures will be implemented	PIU; Contractor; District Health Directorate	Construction
<b>Climate Resilience &amp; Hydrology</b>	<ul style="list-style-type: none"> <li>RCCs</li> <li>District Assemblies</li> </ul>	Erosion after perennial rains affects feeder roads	Try graveling and compacting, minor spot improvement so it lasts longer and are all weather accessible. Coverts should be constructed.	PIU; DFR, Contractors	Design stage

## Package 4: Regional & District Level Stakeholders [Apr 8 – 10, 2026]

### Stakeholders Engaged:

- *Regional Coordinating Councils (RCCs):* Western Northern Region
- *Regional Department of Feeder Roads (Reg. DFRs):* Ahafo, Western, Western, and Central
- *District Assemblies:* Asunafo South, Shama Komenda-Edina-Eguafo-Abrem, Adjumako-Enyan-Essiam Districts
- *Other Regional Statutory/Sector Agencies:* National Road Safety Authority (NRSA) – Western North, Environmental Protection Authority (EPA) – Western North

Thematic Area	Stakeholder Group(s)	Consolidated Issue / Concern	Project Response / Action	Responsibility	Implementation Stage
Regulatory Compliance & Permitting	Environmental Protection Authority (Western North)	Involvement of EPA at the initial planning and construction phase. EPA Regional Office to be copied the ESIA reports. EPA should be involved in the selection of the roads.	Ministry of Roads and Highways and the Department of Feeder Roads will be responsible for preparing the ESIA and submit to EPA head office for approval and issuance of permit.	PIU; DFR; EPA; MRH	Preconstruction / Construction
		Risk of non-compliance with Environmental Permit Fees, quarry and borrow pit permitting requirements	Project will enforce mandatory acquisition of all permits prior to extraction activities and include permit verification in supervision protocols	PIU; Minerals Commission; Contractor; EPA	Pre-construction / Construction
	RCC; District Assemblies;	Weak enforcement of environmental and social safeguards and permit compliance by contractors.	Project will appoint dedicated E&S safeguard officers at regional DFR. Include E&S compliance in contractors' contract	PIU; E&S Team, Supervising Consultant, Contractor	Pre-construction / Construction
Environmental Management (including quarry/borrow pits)	Environmental Protection Authority (Western North)	Measures to prevent or reduce Impacts from project (Erosion control, waste management, dust, blasting and abandonment of its)	Project will enforce ESMP requirements including SOPs for, dust control, traffic safety, and mandatory site rehabilitation.	Contractor; PIU	Design / Construction
		Poor environmental and safety practices in quarry and borrow pit operations (dust, unsafe	All material sites require approved quarry/Borrow pit management plan	Contractor; PIU; Supervising Consultant	Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
		transportation and handling, abandonment of pits)			
		Need for proper reclamation and closure of borrow pits.	Project will require reclamation plans and post-use rehabilitation in all borrow pit permits and contractor obligations	Contractor; PIU; EPA	Construction / Post-construction
Community Health, Safety & SEA/SH	RCC; District Assemblies	How risk of sexual exploitation and abuse (SEA/SH) involving project be managed	Project Team will conduct mandatory GBV/SEA sensitization for all workers and communities and confidential reporting channels. Additionally, there will be a GBV/SEA/ SH expert on the Project	PIU; Supervising Consultant, Contractor; GBV Service Providers	Construction
	National Road Safety Authority (Western North)	Inadequate signages, road markings, warning signs, speed calming measures drainage related hazards, lack of road shoulders, warning signs on most of the constructional feeder roads.	Provision of safety infrastructures will be present.	PIU; DFR; MRH; Feasibility & Design Teams	Feasibility
Road Safety & Traffic Management	RCC; District Assemblies	Previous feeder roads are narrow and restricted causing accident. No proper drainage system, speed calming measures, warning signages, road line marking, guard rails etc.	Project will adopt and enforce maximum design standards for feeder road with proper camber and side drains, and road safety features. Incorporate speed rumps, warning signs, delineators, and line marking, guard rails where needed.	PIU; Feasibility and Design Teams	Feasibility Stage
	RCC; District Assemblies	Road safety risks, accidents, and inadequate OHS management on previous Feeder roads projects	Project will implement comprehensive Road Safety Audit, Traffic Management Plans and OHS Plan	PIU; Contractor; Road Safety Authorities	Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
Land Acquisition, Compensation & Resettlement	National Road Safety Authority (Western North)	Potential displacement of farmers and crop loss due to road works	Project will implement RAPs in line with WB/ESF and EPA national laws ensuring compensation and livelihood restoration	PIU; RAP Teams	RAP Preparation
	District Assemblies	Potential compensation disputes between landowners, tenant farmers, and informal users	Project will apply transparent entitlement frameworks distinguishing land, crops, and livelihoods, supported by socio-economic surveys and grievance mechanisms	PIU; E&S Safegaurds Teams	RAP Preparation & Implementation
	RCC; District Assemblies	Encroachment within ROW and weak enforcement of road reservations	Project will enforce ROW protection through demarcation, awareness creation, cut-off dates, and compensation where applicable	PIU; E&S Team, Contractor;	Design / Construction
Livelihoods & Agriculture	RCC	Prioritization should focus on better aligning agricultural production zones	The project will utilize spatial economic analysis, combining data on agricultural productivity and market accessibility, to support the selection of priority roads.	PIU; MoFA, Feasibility/Design Teams	Feasibility
	RCC	Risk of contractor not engaging community as workforce for the civil works	Organized community entry meeting to agree on labor hiring, material sourcing and other needed community involvement	PIU; Contractor; District Assemblies	Pre-construction / Construction
Occupational Health & Safety (OHS) and Labour	Environmental Protection Authority (Western North)	Safety risks associated with borrow pits located near roads and settlements	Project will enforce siting guidelines, safety buffers and inspection prior to approval of borrow pits.	Contractor; Minerals Commission; PIU	Design / Construction
	National Road Safety Authority (Western North)	Safety risks associated with borrow pits located near roads and settlements	Project will enforce siting guidelines, safety buffers, barricading, and inspection prior to approval of borrow pits	Contractor; National Roads Safety Authority; PIU	Design / Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
Institutional Coordination & Governance	Environmental Protection Authority (Western North)	Monitoring through implementation with collaboration with EPA	Project will establish formal coordination mechanisms with EPA regional offices and inspectors throughout implementation	PIU; Contractor; EPA	Procurement Stage
	National Road Safety Authority (Western North)	Weak coordination between regulators and project implementors in past projects	Project will establish formal coordination mechanisms with Minerals Commission regional offices and inspectors throughout implementation	PIU; Minerals Commission	Ongoing
	RCC; District Assemblies; Regional DFRs	No coordination between RCC and the DFR Regional offices on road investments across GoG/World Bank and other programs to avoid duplications	A multi-level governance framework will be established to harmonized road selection processes, align with MMDs and eliminate duplication through verification against existing GOG and donor-supported projects	PIU; DFR; RCC; District Assemblies; Feasibility Team	Feasibility/ Design stage
	RCC; District Assemblies	Weak communication, limited information flow, and poor stakeholder engagement in previous projects	Project will institute regular stakeholder forums and project communication plan	PIU; DFR; District Assemblies	Ongoing
	Regional DFRs; District Assemblies; RCC	Limited institutional capacity (E&S safeguards, monitoring) at regional and district levels	Project will strengthen institutional capacity through training, and institutional strengthening measures under project components	PIU; Head office DFR	Ongoing
	RCC; District Assemblies	Poor contractor performance, poor supervision, and inefficiencies from excessive contract packaging – based on previous experiences	Project will package contracts will be done to ensure manageable lot sizes and attract capable contractors.	PIU; World Bank; Supervising Consultant	Procurement / Construction
	RCC; District Assemblies	Inadequate on-site oversight capacity to ensure quality	Project will decentralize monitoring through regional DFR,	PIU; Regional DFRs;	Construction

<b>Thematic Area</b>	<b>Stakeholder Group(s)</b>	<b>Consolidated Issue / Concern</b>	<b>Project Response / Action</b>	<b>Responsibility</b>	<b>Implementation Stage</b>
		control and contract compliance	joint site inspections, and third-party supervision consultant	Supervising Consultant	
	RCC; District Assemblies	Potential of removing selected district after final selection has been done.	District that has been selected will not be replaced.	PIU; World Bank; MRH	Ongoing
Stakeholder Engagement & Grievance Redress	National Road Safety Authority (Western North)	Weak communication, limited information flow, and poor stakeholder engagement in previous projects	Project will adopt improved communication between Stakeholders	PIU; Valuation Division; E&S Teams	RAP Preparation
	RCC; District Assemblies	Weak grievance redress systems and limited accessibility of complaint mechanisms	Project will establish a multi-tier GRM using Online GLCS and local structures, with escalation procedures and NGO support	PIU; NGOs	Pre-construction / Construction
	Environmental Protection Authority (Western North)	Past community conflicts due to lack of consultation and land access agreements for borrow pits	Conduct prior and informed consultation with affected communities before opening of any borrow.	Contractor; District Assembly; PIU	Pre-construction
Project Planning & Selection Governance	National Road Safety Authority (Western North)	Risk of politically influenced or non-technical road selection and exclusion of locally important roads	Project will adopt participatory validation and technical screening to ensure objectivity and alignment with local development priorities and stakeholder input	PIU; Feasibility & Design Teams; MoFA	Feasibility Stage
	RCC; District Assemblies				

## 5.0 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT

### 5.1. Implementation Arrangements and Resources

The implementing agencies will be in charge of stakeholder engagement activities including documentation of engagement activities and reporting to the World Bank. Contractors will support engagement activities related to construction impacts and community health and safety, under the supervision of the implementing agency. Local authorities and community leaders will facilitate outreach and communication at the local level. The entities responsible for carrying out stakeholder engagement activities are; Project Implementation Team Head, Project Environmental Specialist, Project Social Development Specialist and the Contractor(s). The overall responsibility for SEP implementation lies with the Agency Implementation Team or Project Coordinating Unit (PCU) Head. The project’s stakeholder engagement implementation arrangements are shown in Table 4 below:

**Table 4: Stakeholder Engagement Implementation Arrangements**

INSTITUTION / LEAD PERSON	RESPONSIBILITY
Project steering committee	•Oversight responsibility for entire implementation team
Agency Implementation Team (Project coordinating Unit)	•Day-to-day project administration and coordination, including stakeholder engagement.
MRH, MoFA, GIDA, GTA, MLGCRA	•Implementation of stakeholder engagement plan as it relates to their specific project activities.
Environmental, GBV/SEA/SH and Social Specialists	<ul style="list-style-type: none"> <li>• Facilitate implementation of SEP</li> <li>• Incorporate SEP guidelines in consultants, service providers and contractors’ agreement</li> <li>• Organize and conduct national, regional and district level E&amp;S training</li> <li>• Develop manuals and modules for capacity building and awareness creation</li> <li>• Facilitate monitoring and coordinate monitoring activities</li> <li>• Strengthen and ensure effective implementation of GRM</li> <li>• Initiate and coordinate stakeholder engagement activities.</li> <li>• Keep written records on stakeholder engagement activities and on grievances.</li> <li>• Liaise with relevant institutions on environmental and social issues</li> </ul>
Regional DFR and Sector Agencies (MoFA, GIDA, GTA, RCC)	<ul style="list-style-type: none"> <li>▪ Oversight responsibility at the regional/MMDA level</li> <li>▪ Ensure effective implementation of the SEP at the regional/MMDA level</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Coordinate regional/MMDA level capacity building and training activities</li> <li>▪ Carry out periodic and surprise inspection in schools</li> <li>▪ Work to resolve conflicts at the regional/MMDA level</li> </ul>
Supervision Consultants	<ul style="list-style-type: none"> <li>• Supervise contractors.</li> <li>• Manage engagement activities during the construction phase.</li> <li>• Provide support to the Social Specialist to develop, implement, and monitor all stakeholder engagement strategies/plans for the Project</li> </ul>
Contractor	<ul style="list-style-type: none"> <li>• Initiate and facilitate stakeholder engagement activities.</li> <li>• Assign staff to keep written records on stakeholder engagement activities and grievances.</li> <li>• Monitor, resolve and/or report on grievances observed and being resolved in communities.</li> <li>• Report on stakeholder engagements or difficulties in engaging stakeholders.</li> <li>• Ensure the involvement of other implementing partners in the monitoring of SEP activities.</li> <li>• Follow and comply with all, E&amp;S guidelines</li> <li>• Keep records of all E&amp;S issues on site</li> </ul>

The stakeholder engagement activities will be documented through a variety of methods designed to ensure transparency and accountability. Key documentation methods include:

- **Minutes of Meetings:** Records of consultations, including date, location, attendees, and main points discussed.
- **Stakeholder Register/Database:** A central repository (such as a spreadsheet or CRM software) tracking contact information, engagement history, and stakeholder issues.
- **Progress/Annual Reports:** Periodic reports detailing engagement activities and outcomes.
- **Grievance Redress Mechanism (GM) Logs:** Specific documentation for tracking complaints and their resolution.
- **Field Visit Reports & Photos:** Evidence of on-ground consultations.
- **Communication Logs:** Records of emails

The budget estimate for the preparing and implementing SEP is **\$1,497,300.00**. The budget breakdown can be found in **Annex 2**.

## 6. GRIEVANCE MECHANISM

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner.

The MRH/DFR will respond to concerns and grievances raised by project-affected parties related to the environmental and social performance of the Project in a timely and effective manner. To this end, the MRH/DFR will establish, implement, and maintain a Grievance Mechanism to receive, assess, and facilitate the resolution of such concerns and grievances.

The Grievance Mechanism will be proportionate to the nature, scale, and potential risks and impacts of the Project, and will be accessible, inclusive, and culturally appropriate. Where feasible and appropriate, the mechanism will build upon existing formal or informal grievance redress systems, supplemented as necessary by project-specific arrangements.

The Grievance Mechanism will:

- i. Address grievances promptly and transparently, in a manner that is culturally appropriate, readily accessible to all project-affected parties, free of charge, and without fear of retaliation. The mechanism will not impede access to judicial or administrative remedies. Project-affected parties will be informed of the grievance process during community engagement activities, and a publicly available record documenting responses to all grievances received will be maintained; and
- ii. Ensure grievances are handled discreetly, objectively, sensitively, and in a manner responsive to the needs and concerns of project-affected parties. The mechanism will allow for anonymous grievances to be submitted and addressed.

The scope, scale, and type of Grievance Mechanism will be proportionate to the Project's potential risks and impacts and may include, but not be limited to, the following features:

Multiple channels for submitting grievances, including in person, by telephone, text message, mail, e-mail, or via a website;

- a) A grievance log in which all grievances are registered in writing and maintained in a database;
- b) Publicly disclosed procedures outlining expected timeframes for acknowledgement, response, and resolution of grievances;
- c) Transparency regarding the grievance process, governance structure, and decision-makers; and
- d) An appeals process, including referral to the national judiciary, for grievances that cannot be resolved through the mechanism.

Where appropriate, mediation may be offered as an option for complainants who are not satisfied with the proposed resolution.

## 6.1 Project Grievance Redress Mechanism

The GMACP will update and use the existing GRM developed for the Transport Sector Improvement Project. The online grievance system helps the MRH/DFR to comply with the GRM requirements of the project by recording, assessing, and resolving grievances and complaints in an efficient, effective, and transparent manner as possible.

The GRM consists of a four-tier system which include the following:

1. **Local (project site) level;** Each project community shall appoint a community focal person for receiving and recording grievances using the grievance Form. The focal person is the first point of contact for day-to-day grievance issues. The community focal person will provide an immediate acknowledgement of the complaint and will report all grievances immediately to the site Grievance Redress Officer for a formal response and documentation. The focal persons are at the community level and are trained by the PCU and MDAs representatives at the district levels as well as and the local NGO.
2. **District Level Grievance resolution:** For each district affected by the road project/sub-project, shall constitute a District Grievance Committee responsible for receiving, evaluating and addressing significant complaints at the district level. The District Grievance committee shall comprise stakeholder representatives as proposed by their constituents. The composition of district grievance committee shall include;
  - ✓ District Presiding member (Chair)
  - ✓ District development planning officer
  - ✓ Representatives of affected stakeholder group within the project area of influence
  - ✓ Site Grievance Redress officer(s)
  - ✓ Contractor's grievance redress officer
  - ✓ Community focal person(s) from which complaint has been received
  - ✓ Representative of Traditional authorities, if necessary
  - ✓ A DFR Management Unit representative, if necessary

The District Grievance Committee shall mediate all grievances that remain unresolved after site-based or local community level interventions.

3. **Project-level grievance resolution:** All project related grievances that remain unresolved at the district level are referred to project grievance redress committee for resolution as a third level grievance redress mechanism. The membership of the GRC shall draw primarily from nominated representatives of DFR Management Unit and Project Coordinating Unit (PCU) and the social safeguards specialist.
4. **National legal level:** If no agreement is reached at this stage, then the grievance is taken to the Commission for Human Rights and Administrative Justice (CHRAJ) or the court, whose verdict will be binding on the parties.

The centralized data management system allows the client to record and process complaints and grievances that arise from a project. The online system automatically receives complaints/grievances made online through the project website and also allow for the entering of complaints/grievances manually when received via other means (e.g. SMS, in person, by email, etc.). The manager of the GCLS prioritizes the complaints, categorizes them according to their cause (e.g. environmental, contractor related etc) and assign them to designated specialists for resolution (depending on the category of the complaint/grievance). Once the issue is satisfactorily resolved with the ‘complainant’, then the complaint will be closed. The complainant is notified in accordance with the procedures as documented in the GRM, and this will be recorded in the platform. A summary of the GM procedure is provided below:

**Table 5: Illustrative Table on the GM Steps**

Step	Description of process (e.g.)	Timeframe	Responsibility
GM implementation structure	<i>Provided above</i>		
Grievance uptake	<p>Grievances can be submitted via the following channels</p> <ul style="list-style-type: none"> <li>• Toll-free telephone hotline (to be acquired)</li> <li>• Short Message Service (SMS) to be acquired</li> <li>• In-person to a community focal person</li> <li>• In-person to a Project GRO</li> <li>• In-person at a physical facility at the project’s MMDAs.</li> <li>• Grievance or suggestion boxes to be located at vantage points such as market places and communities</li> <li>• Online at <a href="http://www.tsipmrgh.com">www.tsipmrgh.com</a></li> </ul>	Throughout the project implementation	DFR
Sorting, processing	<p>Any complaint received manually is forwarded to a Grievance Complaint’s Administrator<sup>1</sup>, who logs it into the GCLS, capturing key details such as the date received, nature of the grievance, location, and current status.</p> <p>The complaints are categorized according to the following complaint types:</p> <ol style="list-style-type: none"> <li>i. Contractor-related</li> <li>ii. Resettlement assistance / Compensation payment</li> <li>iii. Safeguards</li> <li>iv. GBV/SEA/SH/VAC</li> </ol> <p>The complaints are assigned to the responsible officer/committee for resolution.</p>	Upon receipt of complaint	GRO / Complaints Administrator / Social Development Specialist

<sup>1</sup> The complaints administrator would be a trained member of the local NGO responsibility for documenting and assigning complaints to dedicated officers/service providers for resolution.

Step	Description of process (e.g.)	Timeframe	Responsibility
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by SMS	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	Each complaint is reviewed to determine the likelihood that it is project-related. Further investigation of the complaint is led by GRO. A proposed resolution is formulated by NGO/GRC/Consultant's Social Specialist and communicated to the complainant by the GRO.	Within 15 working days	Grievance Redress Committee
Monitoring and evaluation	Data on complaints on the GCLS monitored by the Supervision Consultant's Team Lead and reported to SDS monthly for further monitoring.	Monthly	Supervision Consultants and DFR (SDS)
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected via SMS.	Within 1 Working days after resolution	GRO / Complaints Administrator / Social Development Specialist
Training	All Grievance Actors from the Client's staff, Consultants and Contractors will be trained.	Prior to commencement of works	DFR (Safeguards Team)
If relevant, payment of reparations following complaint resolution	If the need be for payments, the following will be adopted: 1. Payment by MRH/DFR. This will follow payment procedures for RAP implementation. 2. Payment by contractor: Payments will be made directly to the complainant/PAPs in line with the resolution procedures; and in the presence of the GRC / GRO / Supervision consultant's Social Expert and the PAP's witness		
Appeals process	If grievance resolution is unsuccessful at the community level, it will be escalated to the District level. The District Grievance committee has 15 working days to resolve the grievance.  If resolution is unsuccessful at the District level, the grievance will further be escalated to the National level (DFR AIT). These have 10 working days to get resolution.  If resolution is still unsuccessful at the national level, the issue is then referred to the national legal system (CHRAJ / courts).	15 Working Days  10 Working Days	District GRC  DFR AIT

Step	Description of process (e.g.)	Timeframe	Responsibility
Protocol for Handling GBV/SEA/SH Cases	<p>The GCLS makes provision for the management of GBV/SEA/SH/VAC cases to ensure confidentiality and victim protection and support. It provides survival referral pathways for victims and these include medical support, legal / justice support, psychosocial, safety and security.</p> <p>GBV/SEA/SH/VAC Cases logged onto the GCLS is automatically assigned to a GBV expert. GBV cases are handled by the nation's security and legal systems. The GBV Expert contacts the complainant and provides every support required.</p>		GBV Expert (DFR AIT member)

## **7. MONITORING AND REPORTING**

### **7.1. Stakeholders Involvement in Monitoring Activities**

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

- (i) Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP)
- (ii) Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Assessment, Resettlement Plan, or SEA/SH Action Plan, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.
- (iii) Quantitative reporting based on the indicators included in the SEP. An illustrative set of indicators for monitoring and reporting is included in Annex 3.

### **7.2. Reporting back to stakeholder groups**

The SEP will be revised and updated as necessary during project implementation.

Information on public engagement activities undertaken by the project during the reporting period will be disclosed to stakeholders through biannual stakeholder engagement and progress update meetings, in line with the requirements of ESS10: Stakeholder Engagement and Information Disclosure. Any updates or revisions to this Stakeholder Engagement Plan (SEP) made during project implementation will be communicated to stakeholders in a timely and appropriate manner.

Quarterly summaries and internal reports on stakeholder grievances and enquiries, including the status of their resolution, will be compiled and incorporated into the project's regular progress and compliance reporting to the World Bank.

The project will monitor and report on Key Performance Indicators (KPIs) related to stakeholder engagement and grievance management on a regular basis. These indicators will include, at a minimum:

- Frequency and type of stakeholder engagement and consultation activities conducted

- Number of grievances received and resolved during the reporting period, disaggregated by gender, and the proportion of grievances resolved within the stipulated timeframe
- Number of information disclosure and communication materials (including press releases and media announcements) published or broadcast through local and national media channels.

**Annex 1: Template to Capture Consultation Minutes**

Meeting Details: Organisation	<i>Example: Meeting with the Environmental Protection Authority</i>				
Date		Time		Location	

MEETING NOTES	OUTCOMES / ACTIONS
<p><i>-Introduction/Background</i></p> <p><i>-Key discussions</i></p> <p><i>-Conclusions</i></p>	<p><i>- Key activities requiring follow-up with timelines</i></p> <p><i>E.g. EPA to share contacts with DFR by 30<sup>th</sup> April, 2026</i></p>

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Author(s):	
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Reviewed by		Approved by	
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**PHOTOS**

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**(Attach) ATTENDANCE SHEET**

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**Annex 2: Proposed SEP Budget Table**

Budget categories	Quantity	Unit costs	Times/ Years	Total costs USD	Remarks
<b>1. Estimated Staff salaries* and related expenses</b>					
1a. <i>Communications consultant</i>	4	\$2500/ month	24 Months	\$240,000	
1b. <i>Travel costs for staff</i>	8	\$400	120 Trips	\$384,000	60 trips each/year for 2 years
1c. <i>Estimated salaries for Community Liaison Officers</i>	4	\$800	24 Months	\$76,800	
<b>2. Consultations/ Participatory Planning, Decision-Making Meetings</b>					
2a. <i>Project pre-commencement meetings</i>	4*50 participants	Conference package (\$50 per head)	1	\$10,000	%0 participants per package
2b. <i>Organization of focus groups</i>	4*100	Transport \$40 per participant	4 (i.e. 2/yr for 2 years)	\$64,000	100 participants include the various focus groups
<b>3. Communication campaigns</b>					
3a. <i>Posters, flyers</i>	1	\$12,000 per year	2 years	\$24,000	
3b. <i>Media campaign</i>	1	\$9,600 per year	2 years	\$19,200	
<b>4. Trainings</b>					
4a. <i>Training on E&amp;S issues for PCU and contractor staff</i>	4 Facilitators & 50 participants for each of 4 packages	\$350 per day for facilitator  Venue and snack costs (\$85 per head) per day	2 days per training	11,200 + 34,000 = \$45,200	
4b. <i>Training on Gender-Based Violence (GBV) for PCU and contractor staff</i>	2 Facilitators & 200 participants for each of 4 packages	Same rates above	1	2,800 + 68,000 = \$70,800	
<b>5. Beneficiary surveys</b>					
<i>End-of-project perception survey</i>		<i>Ref. to costs used</i>			<i>This activity will be carried out</i>

		<i>under TSIP surveys and adjust per package</i>			<i>under the socio-economic studies</i>
<b>6. Grievance Mechanism</b>					
Updating and hosting of online GRM				\$30,000	
6a. <i>Training of GM committees</i>	4	\$8500 per package	2	\$68,000	
6b. <i>Suggestion boxes in villages</i>	200 boxes	\$100	1	\$2,000	50 boxes per package
6c. <i>GM &amp; GBV communication materials</i>	4	\$8000 per year	2	\$64,000	
6d. <i>Grievance investigations/site visits</i>	4	\$6000 per year	2	\$48,000	
6e. <i>GM Information System (setting up or maintenance)</i>	4	\$4000	1	\$16,000	
6f. <i>Other GM Logistical Costs (laptops, flip charts, transportation, notepads, etc)</i>	4	\$18000 per year	2	\$144,000	
<b>7. Other expenses</b>					
7a. GBV Expert	1	\$6000 per month	24	\$144,000	
Contingency (5%) of total budget				\$71,300	
<b>TOTAL STAKEHOLDER ENGAGEMENT BUDGET:</b>				\$1,497,300	

\*Note: Salary costs are indicative

### Annex 3. Sample Table: Monitoring and Reporting on the SEP

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Methods
<p><b>GM.</b> To what extent have project-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances?</p>	<ul style="list-style-type: none"> <li>• Are project affected parties raising issues and grievances?</li> <li>• How quickly/effectively are the grievances resolved?</li> </ul>	<ul style="list-style-type: none"> <li>• Usage of GM and/or feedback mechanisms</li> <li>• Requests for information from relevant agencies.</li> <li>• Use of suggestion boxes placed in the villages/project communities.</li> <li>• Number of grievances raised by workers, disaggregated by gender of workers and worksite, resolved within a specified time frame.</li> <li>• Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the project areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable)</li> <li>• Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant.</li> </ul>	<p>Records from the implementing agency and other relevant agencies</p>

<p><b>Stakeholder engagement impact on project design and implementation</b></p> <p>How have engagement activities made a difference in project design and implementation?</p>	<ul style="list-style-type: none"> <li>• Was there interest and support for the project?</li> <li>• Were there any adjustments made during project design and implementation based on the feedback received?</li> <li>• Was priority information disclosed to relevant parties throughout the project cycle?</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation of stakeholders in activities</li> <li>• Number of actions taken in a timely manner in response to feedback received during consultation sessions with project affected parties.</li> <li>• Number of consultation meetings and public discussions where the feedback and recommendation received is reflected in project design and implementation.</li> <li>• Number of disaggregated engagement sessions held, focused on at-risk groups in the project.</li> </ul>	<p>Stakeholder Consultation Attendance Sheets/Minutes</p> <p>Evaluation forms</p> <p>Structured surveys</p> <p>Social media/traditional media entries on the project results</p>
<p><b>Implementation effectiveness.</b></p> <p>Were stakeholder engagement activities effective in implementation?</p>	<ul style="list-style-type: none"> <li>• Were the activities implemented as planned? Why or why not?</li> <li>• Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not?</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of SEP activities implemented.</li> <li>• Key barriers to participation identified with stakeholder representatives.</li> <li>• Number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness.</li> </ul>	<p>Communication Strategy (Consultation Schedule)</p> <p>Periodic Focus Group Discussions</p> <p>Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives</p>

## Annex 4: Sample Grievance Recording Form for documenting complaints

<b>PART 1: CONTACT AND DETAILS</b>		<b>Grievance ID Number:</b>
<b>DATE:</b>		<b>RECORDED BY:</b>
<b>Place/method grievance was received:</b>		
Gender: M / F	Age:	
Anonymous (Y/N)	Complainant Name:	
Telephone number / email/ address:		
Method of contact:		
<b>PART 2: DESCRIPTION OF GRIEVANCE(S), attach supplementary information/ photos as required</b>		
Describe the grievance: <ul style="list-style-type: none"> <li>- When it occurred</li> <li>- Where it occurred</li> <li>- How it occurred and who was involved</li> <li>- Complainant(s)'s story and expectation</li> </ul>		
<b>Type/Category of complaint</b>	Compensation / Land Access / Inadequate Notification/ Disruption to Business or Property / Property Damage / Irrigation / Boundary Dispute / Environmental Damage / Construction Activities / Safety Risk /Traffic / Other	
<b>PART 3: GRIEVANCE SCREENING</b>		
The grievance will be ADDRESSED LOCALLY / REFERED TO ANOTHER COMMITTEE/ NOT LINKED TO PROJECT Preliminary response to be issued to claimant (within 7 days maximum)		
<b>PART 4: PROPOSED ACTION(S)</b>		
Describe the proposed response, including: <ul style="list-style-type: none"> <li>- Accepted/ Not accepted</li> <li>- Timeframe for implementing action: immediate, 14 days / 1 month / 3 months</li> <li>- Responsible PERSON for implementing action: [Name]</li> <li>- Date of final response to claimant</li> </ul>		
The claimant has ACCEPTED/SATISFIED the proposed action		YES / NO
Further action is required		YES / NO
<b>Signatures or thumb print</b>		
Recorder:	Date:	
Claimant:		

**Annex 5: Summary notes/issues from Stakeholder engagements carried out**

Stakeholders	Venue	Date	Method of engagement	Key Issues Discussed
MoFA	-	17/10/2025 30/10/2025	Official Letters	<ul style="list-style-type: none"> <li>• Introduction of GMACP to MoFA</li> <li>• Roads Prioritisation that promise the highest socio-economic returns</li> <li>• Agricultural potential areas including access to water and irrigation</li> <li>• Need to enhance farm-to-market connectivity and improving productivity of irrigated and high value crop production zones.</li> <li>• Verification of linkages between feeder roads and agricultural production areas and existing or planned irrigation infrastructure</li> <li>• MoFA confirmed areas for cocoa, rice, cassava, maize, yam, groundnuts and stable and cash crops.</li> <li>• Access to irrigated and rain-fed farmlands, markets, extension service points and farm-gate aggregation centres.</li> </ul>
GIDA	-	17/10/2025 3/11/2025	Official Letters	<ul style="list-style-type: none"> <li>• Introduction of GMACP to GIDA</li> <li>• Roads Prioritisation that promise the highest socio-economic returns</li> <li>• Agricultural potential areas including access to water and irrigation</li> <li>• Need to enhance productivity of irrigated and high value crop production zones.</li> <li>• Verification of linkages between feeder roads and existing or planned irrigation infrastructure</li> <li>• GIDA involved their technical team across the country to validate roads.</li> </ul>
GTA	-	17/10/2025 22/10/2025	Official Letters	<ul style="list-style-type: none"> <li>• Introduction of GMACP to GTA</li> <li>• Roads Prioritisation that promise the highest socio-economic returns</li> <li>• Verification of linkages between feeder roads and key potential tourism attraction zones</li> </ul>

				<ul style="list-style-type: none"> <li>• GTA requested for consideration of roads to selected tourist sites to support Ghana's broader tourism development agenda..</li> </ul>
GHS	-	10/11/2025	Official Letters	<ul style="list-style-type: none"> <li>• Introduction of GMACP to GHS</li> <li>• Roads Prioritisation that promises the highest socio-economic returns</li> <li>• Validation of feeder roads to specific health facilities to enhance emergency response, referral system and improve public health</li> </ul>
GFC	-	10/11/2025	Official Letters	<ul style="list-style-type: none"> <li>• Introduction of GMACP to GFC</li> <li>• Roads Prioritisation that offer the best socio-economic and environmental impacts</li> <li>• Roads selected to sustainable natural resource management especially in forestry zones and forest dependent communities</li> <li>• GFC provided information on forest zones and protected areas across the country to guide DFR in validating the roads.</li> </ul>
GES	-	10/11/2025	Official Letters	<ul style="list-style-type: none"> <li>• Introduction of GMACP to GES</li> <li>• Roads Prioritisation that offer the best socio-economic and environmental impacts</li> <li>• The need to improve accesses to essential social infrastructure particularly to educational facilities to promote inclusive development and human capital growth.</li> </ul>
LVD	Lands Commission Head Office	02/02/2026	Meeting	<ul style="list-style-type: none"> <li>• Introduction of GMACP to LVD</li> <li>• Planning for possible resettlement</li> <li>• Collaboration between DFR and LVD to minimise delays</li> <li>• Capacity and training of LVD valuers</li> <li>• Data collection for valuation</li> <li>• Stakeholder engagements with PAPs</li> <li>• Compliance with WB ESF</li> </ul>
EPA	EPA Head Office	11/02/2026	Meeting	<ul style="list-style-type: none"> <li>• Environmental permitting processes</li> <li>• Compliance requirements,</li> <li>• Environmental and Social Impact Assessment (ESIA) procedures</li> <li>• Preparation and implementation of Environmental and Social Management Plans (ESMPs)</li> </ul>

				<ul style="list-style-type: none"> <li>• Collaboration between DFR and EPA to ensure environmentally sustainable and socially responsible project implementation</li> </ul>
Traders & Okada riders engagements in the Eastern Region	Yaniama Community	15 <sup>th</sup> January 2026	Focus group Discussions	<ul style="list-style-type: none"> <li>• Informed them of an upcoming road construction project and wanted to get their views</li> <li>• They expressed joy with the developments and the team to consider the following:</li> <li>• The dust generated on the road during construction to be managed. Contractors should be mandated to douse the roads.</li> <li>• The women pleaded to be considered for engagements as unskilled labour for the construction works.</li> <li>• Requested for lay-bys</li> <li>• Okada Riders requested for provision of safe waiting place for picking passengers.</li> <li>• Requested for community entry engagement prior to commencement of works</li> <li>• Fridays are non-farming days as well as market days for Yaniama. However, contractors can work on these days.</li> </ul>
Community engagements in the Eastern Region	Agyena & Adumasa Communities	15 <sup>th</sup> January 2026	One-on-one consultations	<ul style="list-style-type: none"> <li>• Informed them of an upcoming road construction project and wanted to get their views</li> <li>• Most of them expressed joy with the developments and the team to consider the following:</li> <li>• Showed concern for demolition of properties should they be affected by the project. They requested for consultations and compensations if properties are to be affected.</li> <li>• The dust generated on the road during construction to be managed.</li> <li>• Local engagements of workers for the construction works.</li> <li>• Requested for lay-bys</li> <li>• Requested for community entry engagement prior to commencement of works.</li> </ul>

## Annex 6: Official Communications



**DEPARTMENT  
OF  
FEEDER ROADS  
HEAD OFFICE**

P.M.B, Ministries Post Office -Accra  
Digital Address: GA-143-2730  
Kindly quote this number and date on all correspondence  
My Ref. No. ADM/273/13  
Your Ref. No. \_\_\_\_\_  
Date: 17<sup>th</sup> October 2025

**REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

The Department of Feeder Roads (DFR), under the Ministry of Roads and Highways (MRH), intends to implement a transformative initiative titled the 5000km National Economic Feeder Roads Programme (NEFRP), with funding support from the World Bank under the IDA 21 facility. This Programme aims to upgrade 5,000 kilometres of feeder roads to bituminous surface standards across all sixteen (16) regions of Ghana.

As part of preparatory activities for the NEFRP, the Department has developed a Road Prioritisation Index to guide the selection of roads that promise the highest socio-economic returns. A key consideration in this process is the agricultural potential of the areas these roads serve, including access to water resource facilities for irrigation.

In this regard, the Department has compiled a provisional list of roads using data from the Ghana Statistical Service Multidimensional Poverty Index and indicators of job-creation potential across sectors such as agriculture, mining, manufacturing, construction, and tourism to reduce unemployment. Also included in this list are roads rehabilitated under the Transport Sector Improvement Projects (TSIP) and roads for which design studies have been carried out, all submitted under the Ghana Agricultural Sector Improvement Programme (GASIP).

We kindly request the technical input of the Ministry of Food and Agriculture (MOFA) to verify and confirm the linkages between the listed roads, major agricultural production areas, and existing or planned irrigation infrastructure. Your expert validation is critical to ensuring that the NEFRP strategically supports the agricultural sector by enhancing farm-to-market connectivity and improving productivity in irrigated and high-value crop production zones.

Please direct all correspondence and queries to the Ag. Director at [sybanini@gmail.com](mailto:sybanini@gmail.com) or call 0242906926, and kindly copy Ing. Castro Elorm Nyoagbe at [elormnyoagbe@gmail.com](mailto:elormnyoagbe@gmail.com) and Ing. Isaac Darkwah Asare at [nanayaw114@gmail.com](mailto:nanayaw114@gmail.com).

The provisional list is attached herewith for your kind review and validation. We look forward to your favourable response and collaboration on this transformative national initiative.

SAMUEL Y. BANINI  
AG. DIRECTOR 17/10/25

**THE CHIEF DIRECTOR  
MINISTRY OF FOOD AND AGRICULTURE  
ACCRA**

**Attention**  
The Director  
PPMED, MOFA  
Accra



**MINISTRY  
OF  
FOOD AND  
AGRICULTURE**

P.O. BOX M37, Accra  
Digital Address: GA-110-2028  
Kindly quote the number and date on all correspondence  
My Ref. No. KA 373/12/01  
Your Ref. No. \_\_\_\_\_  
Date: 20<sup>th</sup> OCTOBER, 2025

**THE AG. DIRECTOR  
DEPARTMENT OF FEEDER ROADS  
MINISTRY OF ROADS AND HIGHWAYS  
ACCRA**

**ATTN: ING. S. Y. BANINI**



**VALIDATION OF FEEDER ROADS UNDER THE 5,000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

Reference is made to your letter No. ADM/373/3 dated 17th October 2025 on the above subject matter (copy attached).

The Ministry of Food and Agriculture (MoFA) has thoroughly reviewed the provisional list of feeder roads submitted by the Department of Feeder Roads for validation under the 5,000km National Economic Feeder Roads Programme (NEFRP).

Upon assessment and consultation with the relevant regional and district agricultural directorates, the Ministry confirms that all the proposed roads are located within major agricultural production zones. These areas serve as vital corridors for the movement of farm produce and inputs, particularly cocoa, cassava, rice, maize, yam, groundnuts, and other staple and cash crops. The roads also provide access to irrigated and rain-fed farmlands, input markets, extension service points, and farm-gate aggregation centres.

The Ministry is satisfied that the prioritisation of these roads aligns strongly with MoFA's strategic objective of enhancing farm-to-market linkages, improving post-harvest handling, and reducing transportation costs for smallholder farmers. The proposed interventions will significantly boost productivity and income levels among farming communities, particularly in the Savannah, Northern, North East, Oti, Western North, Upper East, and Central regions.

Accordingly, the Ministry of Food and Agriculture hereby validates and approves the selected feeder roads for immediate action under the NEFRP and pledges full collaboration with the Department of Feeder Roads and the World Bank Task Team in the successful execution of this initiative.

Please accept the assurances of the Ministry's highest consideration.

PAUL SHAMEH  
AG. CHIEF DIRECTOR  
for: MINISTER

Tel: +233 (0) 547 993 076  
+233 (0) 547 985 424  
Email: [info@mofa.gh](mailto:info@mofa.gh)  
Website: [www.mofa.gov.gh](http://www.mofa.gov.gh)



**DEPARTMENT  
OF  
FEEDER ROADS  
HEAD OFFICE**

P.M.B, Ministries Post Office -Accra  
Digital Address: GA-143-2730  
Kindly quote this number and date on all correspondence  
My Ref No: ADM/373/11  
Your Ref No: \_\_\_\_\_  
Date: 17<sup>th</sup> October 2025

**REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

The Department of Feeder Roads (DFR), under the Ministry of Roads and Highways (MRH), intends to implement a transformative initiative titled the 5000km National Economic Feeder Roads Programme (NEFRP), with funding support from the World Bank under the IDA 21 facility. This Programme aims to upgrade 5,000 kilometres of feeder roads to bituminous surface standards across all sixteen (16) regions of Ghana.

As part of preparatory activities for the NEFRP, the Department has developed a Road Prioritisation Index to guide the selection of roads that promise the highest socio-economic returns. A key consideration in this process is the agricultural potential of the areas these roads serve, including access to water resource facilities for irrigation.

In this regard, the Department has compiled a provisional list of roads using data from the Ghana Statistical Service Multidimensional Poverty Index and indicators of job-creation potential across sectors such as agriculture, mining, manufacturing, construction, and tourism to reduce unemployment. Also included in this list are roads rehabilitated under the Transport Sector Improvement Projects (TSIP) and roads for which design studies have been carried out, all submitted under the Ghana Agricultural Sector Improvement Programme (GASIP).

We kindly request the technical input of the Ghana Irrigation Development Authority (GIDA) to verify and confirm the linkages between the listed roads, major agricultural production areas, and existing or planned irrigation infrastructure. Your expert validation is critical to ensuring that the NEFRP strategically supports the agricultural sector by enhancing farm-to-market connectivity and improving productivity in irrigated and high-value crop production zones.

Please direct all correspondence and queries to the Ag. Director at [sybanini@gmail.com](mailto:sybanini@gmail.com) or call 0242906926, and kindly copy Ing. Castro Elorm Nyoagbe at [elormnyoagbe@gmail.com](mailto:elormnyoagbe@gmail.com) and Ing. Isaac Darkwah Asare at [nanayaw114@gmail.com](mailto:nanayaw114@gmail.com).

The provisional list is attached herewith for your kind review and validation. We look forward to your favourable response and collaboration on this transformative national initiative.

SAMUEL Y. BANINI  
AG. DIRECTOR

**THE CHIEF EXECUTIVE OFFICER  
GHANA IRRIGATION DEVELOPMENT AUTHORITY  
ACCRA**

Cc: The Task Team Leader  
World Bank Office, Accra



**GHANA IRRIGATION  
DEVELOPMENT  
AUTHORITY  
(GIDA)**

P.O.Box M 154, Accra  
Digital Address: GL-090-6133  
Kindly quote this number and date on all correspondence  
Our Ref. No: 10/ADM-2213/2  
Your Ref. No. \_\_\_\_\_

3<sup>rd</sup> November, 2025

**RE: REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP).**

With your reference to the letter ADM/373/1 dated on the 17<sup>th</sup> October 2025, Management of Ghana Irrigation Development Authority (GIDA) has acknowledged your request for validation of information of provisional list of roads for the initiative titled **"the 5000km National Economic Feeder Roads" project.**

After reviewing the provisional list of roads and considering the agricultural potential and access to water resource facilities for irrigation along some of the selected roads, the technical team across the country were contacted to validate the data.

We have validated some of the data and will continue to validate to capture all existing irrigation projects carried out by Development Partners, NGOs and other agencies to obtain comprehensive data to enhance farm-to-market connectivity for sustainable agricultural development.

GIDA will support this great initiative which will link major agricultural production areas to enhance agricultural sector crop productivity and improve market connectivity to reduce post-harvest losses.

We look forward for collaboration on this transformative national initiative.

Yours faithfully,

Ing. Richard Opong-Boateng  
Chief Manager-Irrigation Technology and  
Innovations  
For: Acting Chief Executive

The Acting Director  
Department of Feeder Roads  
P.M.B, Ministries Post Office, Accra

Cc: The Task Team Leader  
World Bank Office, Accra



**MINISTRY OF FOOD  
AND  
AGRICULTURE**

GL-090-6133 off 4th Giffard St.  
Nr. Mothersare School Cantments, Accra  
Tel: +233 (0) 302 960 766 / 960 666  
Email : [ghanairrigation@gmail.com](mailto:ghanairrigation@gmail.com)  
Website : [www.gida.gov.gh](http://www.gida.gov.gh)



**DEPARTMENT  
OF  
FEEDER ROADS  
HEAD OFFICE**

P.M.B, Ministries Post Office -Accra  
Digital Address: GA-143-2730  
Kindly quote this number and date on all correspondence  
My Ref. No. ADM/373/2  
Year Ref. No. 17th  
Date: October 2025

**REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

The Department of Feeder Roads (DFR), under the Ministry of Roads and Highways (MRH), intends to implement a transformative initiative titled the 5000km National Economic Feeder Roads Programme (NEFRP), with funding support from the World Bank under the IDA 21 facility. This Programme aims to upgrade 5,000 kilometres of feeder roads to bituminous surface standards across all sixteen (16) regions of Ghana.

As part of the preparatory activities for the NEFRP, the Department has developed a Road Prioritisation Index to guide the selection of roads that promise the highest socio-economic returns. A key consideration in this process is the potential of these roads to unlock growth in sectors such as tourism, mining, manufacturing, construction, and agriculture.

In this regard, the Department has compiled a provisional list of roads, using data from the Ghana Statistical Service's Multidimensional Poverty Index and indicators of job-creation potential, to help reduce unemployment and promote inclusive development. The list also includes roads previously rehabilitated under the Transport Sector Improvement Projects (TSIP) and roads with completed design studies submitted under the Ghana Agricultural Sector Improvement Programme (GASIP).

We respectfully request the technical input of the Ghana Tourism Authority (GTA) to assist in validating the linkages between the listed roads and key tourism attraction zones across the country. Your expert insights will be instrumental in ensuring that the NEFRP strategically enhances accessibility to tourism sites, supports local economies, and contributes to Ghana's broader tourism development agenda.

Please direct all correspondence and queries to the Ag. Director at [sybanini@gmail.com](mailto:sybanini@gmail.com) or call 0242906926, and kindly copy Ing. Castro Elorm Nyoagbe at [elormnyoagbe@gmail.com](mailto:elormnyoagbe@gmail.com) and Ing. Isaac Darkwah Asare at [nanayaw114@gmail.com](mailto:nanayaw114@gmail.com).

The provisional list is attached herewith for your kind review and validation. We look forward to your favourable response and collaboration on this transformative national initiative.

SAMUEL Y. BANINI  
AG. DIRECTOR

**THE CHIEF EXECUTIVE OFFICER  
GHANA TOURISM AUTHORITY  
ACCRA**

Cc: The Task Team Leader  
World Bank Office, Accra



**Ghana Tourism Authority**

HEAD OFFICE: No. 2, Halle Selassie Street, Ridge P. O. Box GP 3106, Accra  
GhanaPost GPS: GA-053-3602 TEL: 233-0302-985069, FAX: 233-0302-682510  
EMAIL: info@gtat.gov.gh WEBSITE: www.visitghana.com, www.ghana.travel

GTA/DEDO/MIN-025B

22<sup>ND</sup> OCTOBER, 2025

SAMUEL Y. BANINI  
THE AG. CHIEF DIRECTOR  
DEPARTMENT OF FEEDER ROADS  
HEAD OFFICE  
P.M.B. MINISTRIES POST OFFICE  
ACCRA.



Dear Sir,

**RE: REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

With compliments from the Ghana Tourism Authority.

We acknowledge receipt of your letter referenced ADM/373/2 dated 17th October 2025 on the above subject matter, and wish to inform you that the listed roads linking key tourism attraction zones across the country have been duly reviewed and validated.

Furthermore, we recommend that the access roads to the identified tourism sites, as detailed in the attached document, be given the necessary consideration to enhance connectivity and support Ghana's broader tourism development agenda.

We appreciate your cooperation and continued collaboration.

Yours faithfully,

EKOW SAMPSON  
DCEO/OPERATIONS  
FOR: CHIEF EXECUTIVE OFFICER

CC: THE TASK TEAM LEADER  
WORLD BANK OFFICE, ACCRA





**DEPARTMENT  
OF  
FEEDER ROADS  
HEAD OFFICE**

P.M.B, Ministries Post Office –Accra  
Digital Address: GA-143-2730  
Kindly quote this number and date in all correspondence  
My Ref. No. ADM073/17  
Your Ref. No. \_\_\_\_\_  
Date: 12<sup>th</sup> November 2025

**REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

The Department of Feeder Roads (DFR), under the Ministry of Roads and Highways (MRH), is implementing a transformative initiative titled the 5000km National Economic Feeder Roads Programme (NEFRP), with funding support from the World Bank under the IDA 21 facility. The Programme seeks to upgrade 5,000 kilometres of feeder roads to bituminous surface standards across all sixteen (16) regions of Ghana.

As part of preparatory activities, the Department has developed a Road Prioritisation Methodology to guide the selection of roads that deliver the highest socio-economic and environmental impact. A key consideration in this process is improving access to essential social infrastructure, particularly health facilities, to enhance healthcare delivery and promote inclusive socio-economic development.

In this regard, the Department has compiled a provisional list of feeder roads using data from the Ghana Statistical Service's Multidimensional Poverty Index and other socio-economic indicators, including health, education, agriculture, mining, manufacturing, construction, and tourism. This list also includes roads rehabilitated under the Transport Sector Improvement Project (TSIP), as well as roads for which design studies have been completed or submitted under related development programmes.

The Department kindly requests the technical input of the Ghana Health Service to verify and confirm or otherwise that these roads lead to major health facilities, including district hospitals, health centres, CHPS compounds, and clinics. We would appreciate it if the Ghana Health Service could indicate in the remarks column of the attached road list the specific health facilities each road serves. Your expert validation will ensure that the NEFRP strategically supports equitable access to healthcare services, enhances emergency response and referral systems, and improves public health outcomes through safer and more reliable transport connectivity.

Please direct all correspondence and queries to the Ag. Director at [sybanini@gmail.com](mailto:sybanini@gmail.com) or call 0242906926, and kindly copy Ing. Castro Elorm Nyoagbe at [elormnyoagbe@icloud.com](mailto:elormnyoagbe@icloud.com) and Ing. Isaac Darkwah Asare at [nanayaw114@gmail.com](mailto:nanayaw114@gmail.com).

The provisional list is attached herewith for your kind review and validation. We look forward to your favourable response and collaboration in advancing this national initiative for sustainable infrastructure and improved healthcare access.

ING. DR. SAMUEL Y. BANINI  
AG. DIRECTOR 12/11/25

THE DIRECTOR GENERAL  
GHANA HEALTH SERVICE  
ACCRA

Cc: The Task Team Leader  
World Bank Office, Accra

Tel: +233 (0) 302 66 30 47  
Email: [info@df.gh](mailto:info@df.gh)  
Website: [www.dfr.gov.gh](http://www.dfr.gov.gh)



**DEPARTMENT  
OF  
FEEDER ROADS  
HEAD OFFICE**

P.M.B, Ministries Post Office –Accra  
Digital Address: GA-143-2730  
Kindly quote this number and date in all correspondence  
My Ref. No. ADM073/18  
Your Ref. No. \_\_\_\_\_  
Date: 10<sup>th</sup> November 2025

**REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

The Department of Feeder Roads (DFR), under the Ministry of Roads and Highways (MRH), is implementing a transformative initiative titled the 5000km National Economic Feeder Roads Programme (NEFRP), with funding support from the World Bank under the IDA 21 facility. The Programme seeks to upgrade 5,000 kilometres of feeder roads to bituminous surface standards across all sixteen (16) regions of Ghana.

As part of preparatory activities, the Department has developed a Road Prioritisation Methodology to guide the selection of roads that offer the best socio-economic and environmental impact. One of the key considerations in this process is the contribution of the roads to sustainable natural resource management, particularly in relation to forestry zones and forest-dependent communities.

In this regard, the Department has compiled a provisional list of feeder roads using data from the Ghana Statistical Service's Multidimensional Poverty Index and other socio-economic indicators, including agriculture, irrigation facilities, mining, manufacturing, construction, tourism, and forestry. This list also includes roads rehabilitated under the Transport Sector Improvement Project (TSIP), as well as roads for which design studies have been completed or submitted under related development programmes.

The Department kindly requests the technical input of the Ghana Forestry Commission to verify and confirm or otherwise that these roads lead to major forest reserves, plantation zones, timber processing areas, and forest-fringe communities. We would therefore appreciate it if the Forestry Commission could indicate in the remarks column of the attached list if any of the road links traverse any specific forest reserves, plantation zones, timber processing areas, and forest-fringe communities and further provide the corresponding shapefiles of the locations. This request is made especially regarding environmental and social impact considerations of the Programme, and your expert validation will ensure that the NEFRP, where necessary, strategically supports sustainable access to forest resources, enhances the monitoring and protection of forest reserves, and promotes eco-friendly livelihood opportunities within forest-dependent communities.

Please direct all correspondence and queries to the Ag. Director at [sybanini@gmail.com](mailto:sybanini@gmail.com) or call 0242906926, and kindly copy Ing. Castro Elorm Nyoagbe at [elormnyoagbe@icloud.com](mailto:elormnyoagbe@icloud.com) and Ing. Isaac Darkwah Asare at [nanayaw114@gmail.com](mailto:nanayaw114@gmail.com).

The provisional list is attached herewith for your kind review and validation. We look forward to your favourable response and collaboration in advancing this national initiative for sustainable infrastructure and forest resource management.

ING. DR. SAMUEL Y. BANINI  
AG. DIRECTOR 12/11/25

THE CHIEF EXECUTIVE  
GHANA FORESTRY COMMISSION  
ACCRA

Cc: The Task Team Leader  
World Bank Office, Accra

Tel: +233 (0) 302 66 30 47  
Email: [info@df.gh](mailto:info@df.gh)  
Website: [www.dfr.gov.gh](http://www.dfr.gov.gh)



REPUBLIC OF GHANA

**DEPARTMENT  
OF  
FEEDER ROADS  
HEAD OFFICE**

P.M.B, Ministries Post Office -Accra

Digital Address: GA-143-2730

Kindly quote this number and date on all correspondence

My Ref. No. ADM/273/19

Your Ref. No.

Date: 10<sup>th</sup> November 2025

**REQUEST FOR VALIDATION OF FEEDER ROADS UNDER THE 5000KM NATIONAL ECONOMIC FEEDER ROADS PROGRAMME (NEFRP)**

The Department of Feeder Roads (DFR), under the Ministry of Roads and Highways (MRH), is implementing a transformative initiative titled the 5000km National Economic Feeder Roads Programme (NEFRP), with funding support from the World Bank under the IDA 21 facility. The Programme seeks to upgrade 5,000 kilometres of feeder roads to bituminous surface standards across all sixteen (16) regions of Ghana.

As part of preparatory activities, the Department has developed a Road Prioritisation Methodology to guide the selection of roads that deliver the highest socio-economic and environmental impact. A key consideration in this process is improving access to essential social infrastructure, particularly educational facilities, to promote inclusive development and human capital growth.

In this regard, the Department has compiled a provisional list of feeder roads using data from the Ghana Statistical Service's Multidimensional Poverty Index and other socio-economic indicators, including education, agriculture, mining, manufacturing, construction, and tourism. This list also includes roads rehabilitated under the Transport Sector Improvement Project (TSIP), as well as roads for which design studies have been completed or submitted under related development programmes.

The Department kindly requests the technical input of the Ghana Education Service to verify and confirm or otherwise that these roads lead to educational facilities, including basic, secondary, and technical institutions, as well as teacher training colleges and other learning centres. We would appreciate it if the Ghana Education Service could indicate in the remarks column of the attached road list the specific educational institutions each road serves. Your expert validation will ensure that the NEFRP strategically supports equitable access to education, enhances school connectivity, and improves learning outcomes through safer and more reliable transport infrastructure.

Please direct all correspondence and queries to the Ag. Director at [svbanini@gmail.com](mailto:svbanini@gmail.com) or call 0242906926, and kindly copy Ing. Castro Elorm Nyoagbe at [elormnyoagbe@icloud.com](mailto:elormnyoagbe@icloud.com) and Ing. Isaac Darkwah Asare at [nanayaw114@gmail.com](mailto:nanayaw114@gmail.com).

The provisional list is attached herewith for your kind review and validation. We look forward to your favourable response and collaboration in advancing this national initiative for sustainable infrastructure and improved educational access.

**THE DIRECTOR GENERAL  
GHANA EDUCATION SERVICE  
ACCRA**

ING. DR. SAMUEL Y. BANINI  
AG. DIRECTOR 10/11/25

**Cc: The Task Team Leader  
World Bank Office, Accra**

Tel: +233 (0) 302 56 30 47  
Email: [info@dfr.gov.gh](mailto:info@dfr.gov.gh)

## Annex 7: Participants of Engagements Carried outs

**Table 7A: List of Participant at LVD Engagement on 2<sup>nd</sup> February, 2026**

NO.	NAME OF OFFICER	DESIGNATION	AGENCY	TEL. NO.
1	Efua Akwetea-Mensah	Chief Engineer	DFR	0244793954
2	Dr. Theodora Mantebea Mends	Director	LVD	0244691871
3	Kwabena Owusu	Valuer	GHA	0244465800
4	Barbara Hayford	NSS	DFR	0558814802

**Table 7B: List of Participants at EPA Engagement on 11<sup>th</sup> February 2026**

NO.	NAME	RANK	Agency
1	Peter Nana Ackon	Director	EPA
2	K. Omane-Brimpong	Deputy Director Maintenance	DFR
3	Efua Akwetea-Mensah	Chief Engineer	DFR
4	Juliet Wirekoa Amponsah	Principal Engineer	DFR
5	Selina Asante	Assistant Planning Officer	DFR

**Table 7C: List of Community Members Engagement 15<sup>th</sup> January 2026**

No	Name	Community	Position	Contact No.
1	Yaniama Community members	Yaniama	Community member	
2.	Ohene Bernard	Yaniama	Community Elder	0593045455
3.	Ansah John Quaye (Resident)	Yaniama	Community member	0551817525
4.	Seth Ofori	Agyena	Assemblyman	0246907241
5.	Yaa Agyekumwaa	Agyena	Community member	0556949328

<b>No</b>	<b>Name</b>	<b>Community</b>	<b>Position</b>	<b>Contact No.</b>
6	Elias Kojo	Agyena	Community member	0240680673
7.	Edward Agyekum	Adumasa	Community member	0246683517
8.	Seth Agyekum	Adumasa	Community member	0555013189
9.	Sarah Agyarkobea	Adumasa	Community member	0247268714
10.	Judith Kpogo	Adumasa	Community member	0249255800
11.	Hannah Noertey (Resident)	Adumasa	Community member	0593155396

**Annex 8: Photographs of Engagements Carried out**

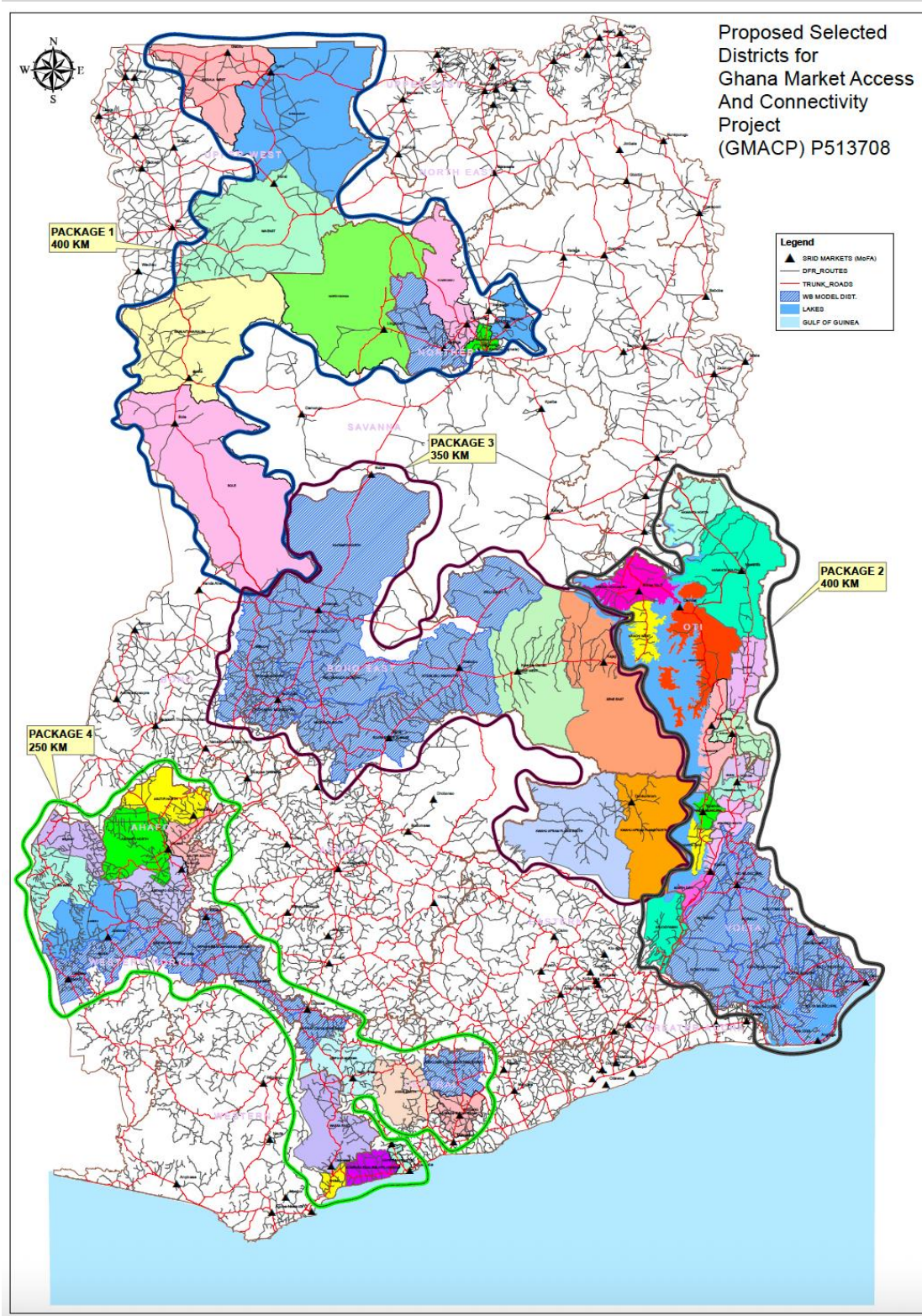


**Engagements With some community members in the Eastern Region**



**Meetings held with LVD (Left) and EPA (Right)**

**Annex 9: Maps showing beneficiary regions and districts**



ANNEX 10: STAKEHOLDER CONSULTATION PHOTOGRAPHIC RECORD  
*Stakeholder Consultations – Preparatory Phase*  
*Mar - April, 2026*

**National Level Stakeholders [Mar 2 – 12, 2026]**



**Meeting with Minerals Commission, Head Office – Accra [Mar 4, 2026]**



**Meeting with EPA, Head Office - Accra (4th March, 2026)**



**Meeting with Ministry of Trade, Agribusiness and Industry, Head Office - Accra (4th March, 2026)**



**Meeting with National Road Safety Authority (NRSA), Head Office - Accra (9th March, 2026)**





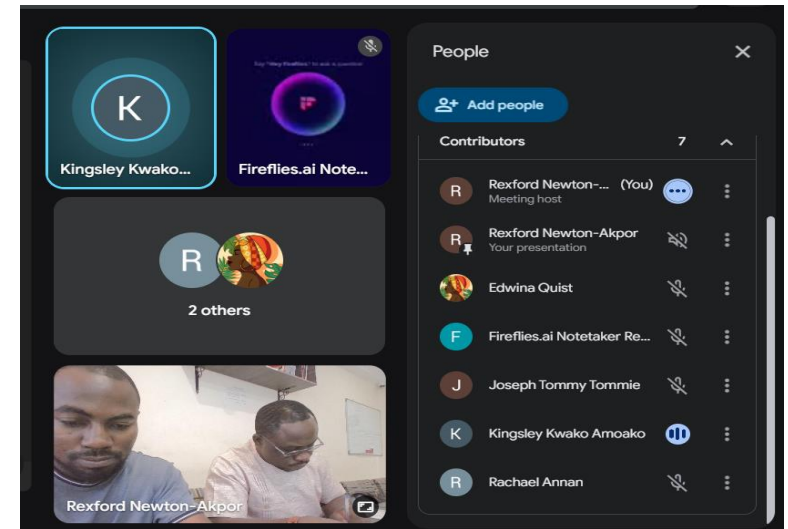
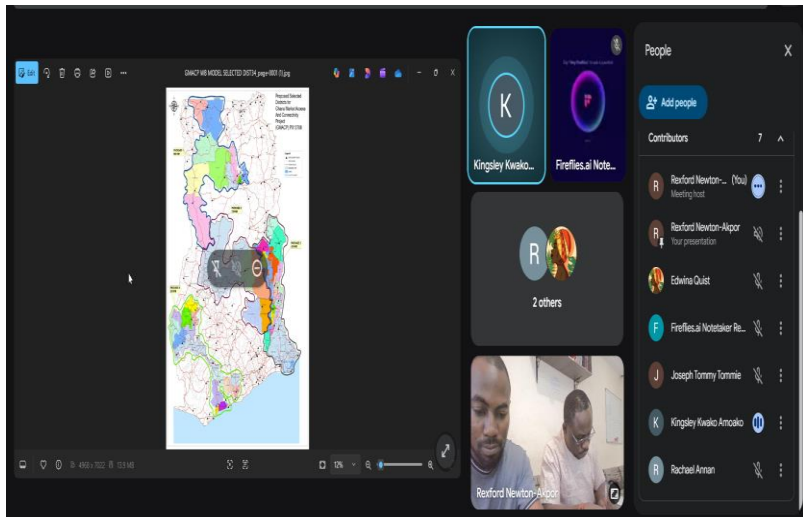
**Meeting with Lands Commission, Head Office - Accra (10th March, 2026)**



**Meeting with Ministry of Jobs, Labour and Employment, Accra (11th March, 2026)**



Meeting with Water Resources Commission, Accra (11th March, 2026)



Virtual Meeting with Ministry of Food and Agriculture (MoFA), Head Office – Accra [Mar 11, 2026]



**Meeting with Local Government, Chieftaincy and Religious Affairs, Accra (12th March, 2026)**



**Meeting with Forestry Commission, Head Office - Accra (12th March, 2026)**



## Package 1: Regional & District Level Stakeholders [Apr 8 – 10, 2026]

### Regional Level Stakeholders



Meeting with Northern Regional Department of Feeder Roads, Tamale [Apr 8, 2026]



Meeting with Northern Regional Coordinating Council, Tamale [Apr 8, 2026]



Meeting with Savannah Regional Coordinating Council, Damango [Apr 9, 2026]



Meeting with Upper West Regional Department of Feeder Roads, RCC & Wa East Municipal Assembly, Wa [Apr 10, 2026]

District Level Stakeholders



Meeting with Sagnarigu Municipal Assembly, Sagnarigu [Apr 8, 2026]



**Meeting with Tolon District Assembly, Tolon [Apr 8, 2026]**



**Meeting with Kumbungu District Assembly, Kumbungu [Apr 9, 2026]**



**Meeting with Sawla-Tuna-Kalba District Assembly, Sawla [Apr 9, 2026]**



**Meeting with Bole District Assembly, Bole [Apr 9, 2026]**

## Package 2: Regional & District Level Stakeholders [Apr 8 – 10, 2026]

### Regional Level Stakeholders



Meeting with Oti Regional Coordinating Council (26th March, 2026)



Meeting with Volta Regional Coordinating Council (27th March, 2026)



District Level Stakeholders



Meeting with North Tongu District Assembly (25th March, 2026)



Meeting with North Adaklu District Assembly (25th March, 2026)



**Meeting with Kadjebi District Assembly (26th March, 2026)**

### **Package 3: Regional & District Level Stakeholders [Apr 8 – 9, 2026]**

#### **Regional Level Stakeholders**



**Meeting with Bono East Regional Coordinating Council (8th April, 2026)**



**Meeting with National Road Safety Authority (NRSA), Techiman (8th April, 2026)**





Meeting with EPA, Techiman (8th April, 2026)

District Level Stakeholders



**Meeting with Techiman South Municipal Assembly, (8th April, 2026)**



**Meeting with Wenchi Municipal Assembly, (8th April, 2026)**



**Meeting with Nkoranza South Municipal Assembly (9th April, 2026)**



Meeting with Ejura Sekyedumase Municipal Assembly (9th April, 2026)

## Package 4: Regional & District Level Stakeholders [Apr 8 – 10, 2026]

### Regional Level Stakeholders

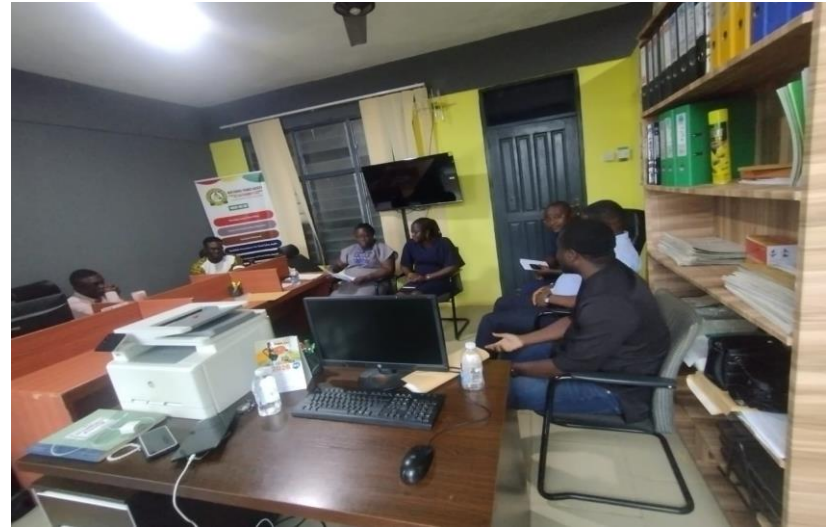


Meeting with Western North RCC (9th April, 2026)



Meeting with EPA, Western North (9th April, 2026)





**Meeting with National Road Safety Authority (NRSA), Western North (8th April, 2026)**

**District Level Stakeholders**



**Meeting with Asunafo South District Assembly (8th April, 2026)**



Meeting with Shama District Assembly (10th April, 2026)



Meeting with Ajumako Enyan Essiam District (10th April, 2026)





**Meeting with Komenda – Edina Eguafó – Abrem (10th April, 2026)**