



STAKEHOLDER ENGAGEMENT PLAN

AFDB FUNDED CLIMATE RESILIENT WATER UTILIZATION PROJECT

Supervising Ministry:



MINISTRY OF WORKS, HOUSING AND WATER RESOURCES
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Implementing Agency:



GHANA WATER LTD.

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Abbreviations

AfDB	African Development Bank
AMI	Advanced Metering Infrastructure
CAW	Climate Action Window
CBO	Community Based Organisations
CES	Community Engagement Strategy
CLC	Community Liaison Committee
CLO	Community Liaison Officer
CSO	Civil Society Organizations
DAI	Disclosure and Access to Information
EA	Environmental Assessment
ESIA	Environment and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESF	Environmental and Social Framework



ESS	Environmental and Social Safeguards
FDG	Focus Group Discussion
FPIC	Free, Prior, and Informed Consultation
GHA	Ghana Highway Authority
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GWL	Ghana Water Limited
GMMB	Ghana Museums and Monuments Board
HSE	Health Safety and Environment
ISS	Integrated Safeguards System
KSI	Key Stakeholder Interviews
LC	Land Commission
LI	Legislative Instrument
LIUC	Low-Income Urban Community
LICSD	Low-Income Community Support Department
MMDA	Metropolitan, Municipal and District Assemblies
MWHWR	Ministry of Works, Housing and Water Resources
NEDCo	Northern Electricity Distribution Company
NGO	Non-Governmental Organisation
OS	Operational Safeguards
PAPs	Project Affected Persons
PADs	Project Appraisal Documents
PSC	Project Steering Committee
PURC	Public Utilities Regulatory Commission
RCC	Regional Coordinating Council



RoW	Right of way
RTI	Right to Information
SEP	Stakeholder Engagement Plan
VRA	Volta River Authority
WRC	Water Resources Commission
WSMTs	Water and Sanitation Management Teams



Executive Summary

The Stakeholder Engagement Plan (SEP) has been prepared for the African Development Bank (AfDB)–funded Climate Resilient Water System Utilization Project, to be implemented by Ghana Water Limited (GWL) across 37 low-income urban communities (LIUCs) in nine operational regions of Ghana. The project seeks to enhance access to safe, reliable, and climate-resilient water services while addressing the challenges of climate change and urban vulnerability.

The project consists of four main components:

1. Infrastructure Development – construction of robust climate-resilient pipelines, distribution points, and smart metering systems.
2. Capacity Building and Technical Assistance – strengthening GWL and institutional capacity for climate adaptation.
3. Community Engagement and Empowerment – ensuring inclusive participation, especially of women, youth, and vulnerable groups.
4. Monitoring, Evaluation, and Learning – tracking project performance and resilience outcomes.

The SEP provides a structured framework for continuous engagement with stakeholders throughout the project lifecycle, guided by principles of inclusivity, transparency, Free, Prior and Informed Consultation (FPIC), gender and social inclusion, cultural sensitivity, and grievance redress mechanisms (GRM).

Key stakeholders include regulatory agencies (EPA, Water Resources Commission, PURC), local authorities (MMDAs, RCCs), traditional leaders, project-affected persons (PAPs), civil society organizations, the private sector, and beneficiary communities. Vulnerable groups identified include low-income households, female-headed households, persons with disabilities, the elderly, and youth.

Engagement approaches will combine national-level coordination (Project Steering Committee) with community-level mechanisms (Community Liaison Committees and Community Liaison Officers) to ensure local ownership, timely information disclosure, and grievance management. Communication methods include public consultations, focus group discussions, key stakeholder interviews, culturally appropriate disclosure materials, and feedback systems.



The SEP is aligned with Ghanaian legal frameworks (EPA Act 2025, LI 2504, Local Governance Act 2016, RTI Act 2019), AfDB’s Integrated Safeguards System (ISS), and World Bank Environmental and Social Standards (ESSs), particularly ESS10 on Stakeholder Engagement and Information Disclosure.

Monitoring and reporting will be undertaken at all stages, with quarterly and annual reports produced, and findings shared back with communities. Record-keeping and transparent reporting will strengthen accountability.

In conclusion, this SEP provides the foundation for building strong, constructive, and trust-based relationships with stakeholders. By ensuring effective consultation, participation, and inclusion, the project will not only deliver climate-resilient water infrastructure but also promote sustainable, equitable, and community-owned outcomes for vulnerable urban populations.



Chapter 1: Introduction to Stakeholder Engagement Plan

1.1 Project Background

The goal of this project is to improve water services for vulnerable communities in Low Income Urban Communities (LIUCs) across Ghana through a transition towards a more climate-resilient source of water. The specific development objectives include enhanced water access for all, which ensures the delivery of clean and dependable water services to LIUCs. It emphasizes providing treated water for human consumption and agricultural use, supporting livestock hydration for holistic community development.

This project, envisioned as a standalone investment within a larger portfolio focusing on small-scale network extensions and subsidized water connections, aims to maximize existing water treatment capacities while introducing innovative climate resilience measures, potentially serving as a model for broader water management and climate resilience programs across African utilities. Leveraging previous investments in water treatment capacity, it integrates climate resilience features such as Advanced Metering Infrastructure (AMI) for water conservation that results in less energy consumption and resultant emissions reduction, and the use of drought-resistant pipeline materials, supported by grant funding to subsidize new service connections and enhance network expansion feasibility. The project, financed through contributions from GWL's development partners, with the Climate Action Window (CAW) grant acting as a catalyst, emphasizes climate resilience in infrastructure design and community water management practices. By defining the project as standalone, it enables focused implementation, monitoring, and evaluation, integrating climate risk assessments and resilience planning to address specific challenges in water access and climate resilience. The project's structure aligns with the CAW's focus on climate adaptation and resilience. Incorporating sustainable materials and community involvement, it demonstrates an innovative approach that can be replicated in other African utilities. The thorough planning and diverse components reflect the project's alignment with the Joint MDB methodologies for adaptation, ensuring its relevance under the CAW criteria. This comprehensive approach positions the project as a viable model for sustainable, climate-resilient water management in Africa.



1.2 Project objectives and Area of influence

The proposed project is a linear development that will be implemented in about thirty-seven (37) low-income urban communities in nine (9) GWL operational regions in Ghana. The project catchment includes the administrative municipalities and beneficiary LIUCs. The GWL Climate Resilient Water System Utilization project is a pipeline improvement works and installation of smart water meters. The project will have 4 components, described below:

Component 1: Infrastructure Development involves constructing robust, climate-resilient water infrastructures such as pipelines and distribution points capable of withstanding increased climate variability and extreme weather events, like floods and droughts.

Component 2: Capacity Building and Technical Assistance focuses on enhancing operational and managerial skills within GWL and LICSD to manage climate risks and implement adaptation strategies effectively.

Component 3: Community Engagement and Empowerment aim to involve local communities in water management with a focus on adapting to climate change impacts.

Component 4: Monitoring, Evaluation, and Learning ensures project effectiveness and adaptability to climate change, with a focus on tracking climate resilience outcomes and lessons learned.

1.3 Purpose and Objectives of Stakeholder Engagement Plan.

The purpose of this Stakeholder Engagement Plan (SEP) is to outline a comprehensive strategy for engaging with all project stakeholders throughout the entire project lifecycle. This includes providing public information and conducting consultations. A well-defined SEP establishes clear communication channels between the project team and stakeholders and provides a mechanism for stakeholders to voice concerns, provide feedback, and file complaints. By involving local communities, the project ensures smooth collaboration and minimizes potential environmental and social risks. The specific objectives of this SEP are to:

- **Identify and categorize** stakeholders based on their level of interest, influence, and impact.



- **Develop effective two-way communication channels** to facilitate dialogue between the project proponents and stakeholders.
- **Communicate key project information**, such as construction timelines and work schedules, to affected communities and individuals.
- **Provide opportunities** for stakeholders to offer their views and inputs into the project, ensuring their continuous involvement.
- **Establish a robust grievance mechanism** for receiving and addressing complaints in a timely and effective manner.

1.4 Guiding Principles for Establishing an SEP

Effective stakeholder engagement is built on a set of core principles that ensure the process is transparent, inclusive, and meaningful. These principles are crucial for building trust, minimizing conflict, and achieving project success. Key guiding principles include:

- **Inclusivity and Transparency:** Ensure all relevant stakeholders, especially vulnerable and marginalized groups, are identified and included in the engagement process. The project information must be disclosed in a clear, accessible, and timely manner.
- **Early and Continuous Engagement:** Stakeholder engagement should begin early in the project's planning phase and continue throughout its implementation. This allows for feedback to be incorporated into project design and enables ongoing dialogue.
- **Free, Prior, and Informed Consultation (FPIC):** For projects affecting indigenous peoples or communities with traditional ties to land, resources, and culture, consent should be obtained through a process of FPIC. This principle ensures stakeholders have sufficient information to make a decision and are consulted before project activities commence.
- **Culturally Appropriate Methods:** Engagement methods must be tailored to the cultural context of the communities involved. This includes using appropriate languages, communication styles, and meeting formats that are respectful and effective.
- **Gender and Social Inclusion:** Actively seek to involve women, youth, persons with disabilities, and other socially excluded groups in the consultation process. The SEP should address potential project impacts on different genders and social groups.



- **Grievance Redress:** Establish a clear and accessible Grievance Redress Mechanism (GRM) that allows stakeholders to raise concerns anonymously and without fear of retaliation. The GRM must be transparent, time-bound, and capable of addressing issues fairly.

1.5 Legal and Regulatory Requirements for an SEP

The establishment of a Stakeholder Engagement Plan (SEP) for a project of this nature must adhere to a combination of national regulations, international standards, and lender requirements.

a. Ghanaian Regulations

- **Environmental Protection Agency (EPA) Act, 2025 (Act 1124) and Environmental Assessment Regulations, 2025 (LI 2504):** The EPA mandates that projects undergo an Environmental and Social Impact Assessment (ESIA). Public consultation and stakeholder engagement are fundamental components of this process. Projects must demonstrate that they have consulted with affected communities and relevant public and governmental agencies.
- **Water Resources Commission (WRC) Act, 1996 (Act 522):** This act requires that projects impacting water resources engage with the WRC and other relevant stakeholders to ensure sustainable water management.
- **Local Governance Act, 2016 (Act 936):** This act emphasizes the role of Metropolitan, Municipal, and District Assemblies (MMDAs) in local development. Projects must engage with these local government bodies and involve them in the planning and implementation process.

b. World Bank Environmental and Social Framework (ESF)

The project, being financed by development partners, must comply with the World Bank's Environmental and Social Framework (ESF). The ESF is a set of ten Environmental and Social Standards (ESSs) designed to help borrowers manage risks and improve development outcomes. The most relevant ESSs for stakeholder engagement are:



- **ESS1: Assessment and Management of Environmental and Social Risks and Impacts:** This standard requires an integrated assessment of all project risks and impacts, which includes the development of a comprehensive SEP.
- **ESS10: Stakeholder Engagement and Information Disclosure:** This is the primary standard for stakeholder engagement. It requires borrowers to develop and implement a SEP that is proportionate to the nature and scale of the project. It emphasizes a structured and inclusive approach to engagement, public disclosure of information, and the establishment of an accessible GRM.

c. African Development Bank (AfDB) Integrated Safeguards System (ISS)

The AfDB's Integrated Safeguards System (ISS) provides a framework for managing environmental and social risks. The key operational safeguards relevant to this project are:

- **Operational Safeguard (OS) 1: Environmental and Social Assessment:** Similar to the World Bank's ESS1, this safeguard requires an assessment of environmental and social risks and impacts, which includes a requirement for stakeholder engagement and the development of an SEP.
- **Operational Safeguard (OS) 2: Involuntary Resettlement: Land Acquisition, Population Displacement and Compensation:** If the project requires land acquisition or leads to involuntary resettlement, this safeguard applies. It mandates meaningful consultations with affected people and communities to ensure they are adequately compensated and their livelihoods are restored.
- **Operational Safeguard (OS) 4: Community Health and Safety:** This safeguard requires measures to protect the health and safety of communities during project implementation, which often necessitates close engagement with residents.
- **Operational Safeguard (OS) 7: Vulnerable Groups:** This safeguard specifically addresses the heightened risks and impacts that projects can have on marginalized or disadvantaged groups, who may be less resilient to project-related changes. It mandates that borrowers identify these groups and implement specific measures to ensure they are



meaningfully consulted, and their needs are addressed, thereby preventing disproportionate negative impacts on them.

- **Operational Safeguard (OS) 8: Cultural Heritage:** This safeguard is designed to protect and preserve cultural heritage from the adverse impacts of project activities. It requires projects to conduct an assessment to identify any physical or tangible cultural heritage within the project's area of influence. It also mandates stakeholder consultations to understand the significance of cultural heritage to local communities and to ensure their input is incorporated into the protection and management plan. This is crucial for projects that may involve ground disturbance, such as pipeline construction, which could unearth historical artifacts or affect sites of cultural importance.
- **Operational Safeguard (OS) 10: Stakeholder Engagement and Information Disclosure:** This is the dedicated safeguard for stakeholder engagement. It reinforces the need for a comprehensive SEP and requires borrowers to engage with project-affected communities and other stakeholders in a transparent, timely, and meaningful manner. This safeguard also emphasizes the importance of public access to project information and the establishment of an effective grievance redress mechanism, ensuring that the voices of affected people are heard and addressed throughout the project cycle.

1.7 The Importance of Including Gender and Vulnerable Groups

The inclusion of gender and vulnerable groups in project planning and implementation is fundamental to achieving sustainable and equitable development. Failure to include these groups can lead to the marginalization of their needs and concerns, resulting in a project that may inadvertently cause harm or fail to deliver its intended benefits to those who need them most.

Gender inclusion acknowledges that men and women often have different roles, responsibilities, access to resources, and power dynamics within a community. In the context of a water project, women are typically the primary managers of household water, and their knowledge and perspectives are crucial for designing effective and culturally appropriate water solutions. By ensuring women's voices are heard, the project can better understand specific needs related to water collection, sanitation, and hygiene.



Vulnerable groups are those who may be disproportionately affected by a project or are less able to cope with its impacts. These groups often include the elderly, persons with disabilities, female-headed households, and low-income populations. Their inclusion is essential to guarantee that the project's benefits are accessible to all and that potential negative impacts, such as increased costs or physical barriers, are identified and mitigated.

1.7.1 Identification of Vulnerable Groups in the Project Context

Identifying vulnerable groups is a crucial first step in developing an inclusive engagement plan. In the context of the Ghana Water Limited (GWL) Climate Resilient Water System Utilization project, which focuses on Low-Income Urban Communities (LIUCs), several groups can be considered vulnerable.

- **Low-income households:** These are the primary beneficiaries of the project, but they are also vulnerable to economic shocks, such as increased water tariffs or the cost of new connections, even if subsidized.
- **Female-headed households:** These households may have limited income and face unique challenges related to water management and infrastructure access, making their specific needs vital to address.
- **Persons with disabilities:** They may face physical barriers to accessing new water points or infrastructure, and their inclusion in the design phase is critical to ensuring accessibility.
- **The elderly:** They might have mobility challenges that make it difficult to access water sources, and they may be less aware of project information due to communication barriers.
- **Youth:** As future community leaders and innovators, engaging youth can ensure the long-term sustainability of the project and promote behavioural changes around water conservation.

1.8 Importance of Public Information Disclosure

Disclosure is a foundational principle of good governance and stakeholder engagement. It goes beyond simply making information available; it involves proactively providing relevant, timely, and accessible information to those who may be affected by or have an interest in a project. The benefits of this include:



- **Informed Participation:** Providing clear information on project activities, potential impacts, and mitigation measures allows stakeholders to give informed feedback and raise concerns. This leads to better project design that is more responsive to community needs.
- **Transparency and Accountability:** Public disclosure of project details, finances, and environmental and social assessments increases transparency. This helps to prevent corruption, mismanagement, and the spread of misinformation, thereby fostering public trust in the project proponents and government agencies.
- **Conflict Prevention:** A lack of information can lead to rumors and public opposition. By proactively disclosing information, a project can address community concerns early on, helping to prevent disputes and delays.
- **Empowerment:** When communities are well-informed, they are empowered to hold project implementers accountable for their commitments. This fosters a sense of ownership and encourages positive, long-term collaboration.

1.8.1 Legal Regime for Disclosure in Ghana

Ghana's legal framework for information disclosure is centered on the fundamental right to information and is guided by specific acts and regulations.

- **The Right to Information (RTI) Act, 2019 (Act 989):** This is the key law that operationalizes the constitutional right to information in Ghana. It gives all persons the right to access information held by public institutions, subject to certain exemptions. The act places a positive duty on public institutions to proactively disclose certain types of information, including information on projects that have a direct impact on the public. It mandates that information be provided promptly and in a format that is accessible and understandable to the requester.
- **The 1992 Constitution:** Article 21(1)(f) of the Constitution guarantees the right to information, while Article 18(2) protects the right to privacy. The RTI Act balances these rights, allowing for the disclosure of public interest information while protecting personal and confidential data.



- **Environmental Protection Agency (EPA) Regulations:** As part of the Environmental and Social Impact Assessment (ESIA) process, the EPA requires that project developers disclose environmental and social information to the public and conduct consultations with affected communities before project approval. This ensures that the public has a say in projects that could affect their environment and livelihoods.

1.8.2 African Development Bank (AfDB) Requirements for Disclosure

The AfDB's Disclosure and Access to Information (DAI) Policy governs how information related to bank-financed projects is made public. The policy is based on the principle of a "presumption in favour of disclosure," meaning all information should be made public unless it falls under a specific list of exceptions.

The DAI Policy requires the proactive disclosure of key project documents throughout the project lifecycle:

- **Project Appraisal Documents (PADs):** These are disclosed to the public at the same time they are distributed to the AfDB Board for approval. The PADs contain a detailed description of the project, its objectives, components, cost, and the environmental and social risks and mitigation measures.
- **Environmental and Social Impact Assessment (ESIA) Reports:** For projects with significant environmental and social risks (Category 1), the full ESIA report must be publicly disclosed well in advance of the Board meeting. This gives stakeholders sufficient time to review and comment.
- **Stakeholder Engagement Plan (SEP):** The SEP itself must be publicly disclosed to ensure communities are aware of how they will be consulted and how they can raise grievances.
- **Project Status and Completion Reports:** The AfDB requires regular updates on project implementation progress and outcomes to be made public. This maintains transparency and allows for continuous monitoring.



The policy also emphasizes that information must be disclosed in a manner that is culturally appropriate and easily understandable to the target audience. This includes using local languages and non-technical language to explain complex project information.



Chapter 2: Stakeholder analysis for Engagement

2.1 Methods for Stakeholder identification and analysis

Standard stakeholder mapping frameworks, such as the Power/Interest Grid, offer a useful starting point but are insufficient to capture the fluid, relational, and culturally derived nature of power in the Ghanaian context. A successful engagement strategy must therefore augment these tools with a nuanced understanding of local socio-cultural dynamics, particularly the collectivist nature of decision-making and the deeply entrenched patriarchal norms that often exclude women from formal leadership roles. Vulnerable groups, especially women and adolescent girls, are not merely passive recipients of aid but central actors in household water management. They bear the disproportionate burden of water collection, a task with severe negative impacts on their health, safety, and educational attainment, yet possess invaluable knowledge critical to project success. Effective project management hinges on a clear understanding of the stakeholder landscape. Stakeholder mapping provides a structured methodology to identify, analyse, prioritize, and develop tailored engagement strategies for all individuals, groups, and institutions that can impact or are impacted by a project. The Power/Interest Grid is a foundational tool that categorizes stakeholders along two axes: their level of power (ability to influence project outcomes) and their level of interest (degree to which they are affected by or concerned with the project). This categorization results in four distinct quadrants, each demanding a specific engagement approach.

- **High Power, High Interest (Manage Closely):** These are key players who must be fully engaged and involved in decision-making. For a water project, this quadrant would likely include senior officials at the GWL and major international funding partners.
- **High Power, Low Interest (Keep Satisfied):** These stakeholders have significant influence but may not be involved in the project's daily activities. They require sufficient information to ensure their support is maintained and their concerns are addressed promptly. This could include national-level government ministries not directly involved in water, but whose policies may impact the project.
- **Low Power, High Interest (Keep Informed):** This group includes the primary beneficiaries—the residents of LIUCs—and local Civil Society Organizations (CSOs). While they may lack formal power, their support is essential for project legitimacy and long-term success. They must be kept well-informed and their feedback actively solicited.
- **Low Power, Low Interest (Monitor):** These stakeholders require minimal effort but should

be monitored in case their power or interest levels change over the project lifecycle. The stakeholders are grouped according to their roles, interests, and influence on the project, as well as to the extent to which they will be negatively or positively impacted by the project. At this stage, using the Mendelow matrix methodological approach, a mapping highlighting category of stakeholders with different levels of interest and influence was conducted, as shown in Table 2-1 below.

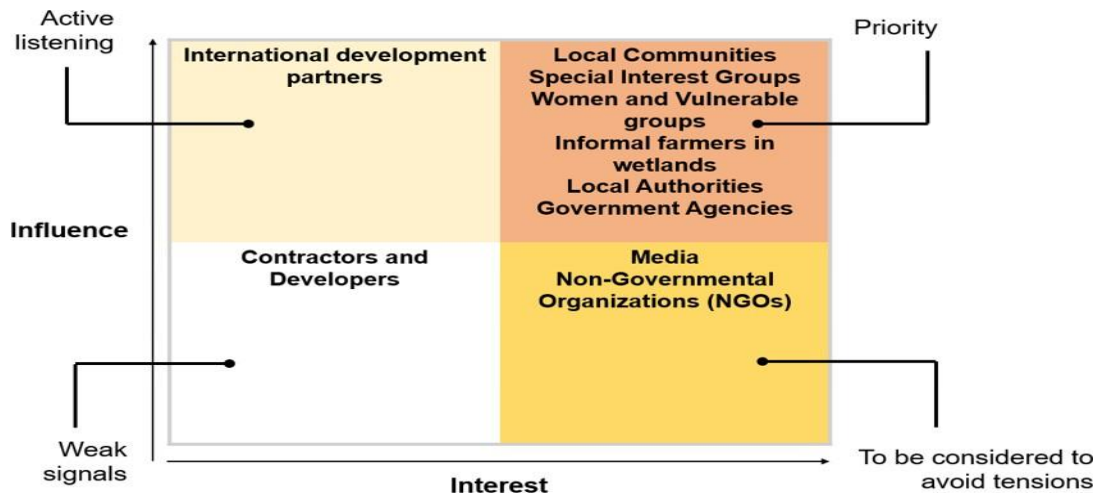


Figure 2-1 Stakeholder Mapping

The degree to which the identified stakeholders will be impacted by the project and the level of influence of the stakeholders on the project outcome are rated as *low*, *medium*, or *high* as defined below.

2.2 Degree of Impact on the stakeholder

Low	Based on an interaction with the stakeholder as well as a review of institutional mandates, the project is assessed to have low positive or negative impact on the stakeholder/ institution. For stakeholder institutions, positive impacts may include the institutional knowledge and experience to be gained from the implementation of the project and negative impacts may include possible losses and damage (e.g., financial, reputation) from the failure of the project.
Medium	The project will have measurable positive or negative impacts on the stakeholder/institution
High	The project will have significant positive or negative impacts on the



stakeholder/institution.

Degree of stakeholder influence/power on project outcome

Low	The stakeholder has minimal capability to positively or negatively influence the outcome of the project.
Medium	The stakeholder has a measurable capability to positively or negatively influence the outcome of the project.
High	The stakeholder has significant capability to positively or negatively influence the outcome of the project.

The stakeholders identified for the project are listed in Table 2-1, which additionally provides for their roles and level of influence/impact.

2.3 stakeholders identified

The project identified all the institutional stakeholders who would have some interest in one way or another in the project and analysed the power and level of influence. However, identifying vulnerable groups is a crucial first step in developing an inclusive engagement plan. In the context of the GWL Climate Resilient Water System Utilization project, which focuses on Low-Income Urban Communities, several groups can be considered vulnerable. Women frequently suffer disproportionately when development of a project is badly planned or executed, as they are often a disproportionately large number of the poor; have more limited access to resources, opportunities, and public services than men; and, as a result, rely more heavily on informal support networks within their existing communities.

- **Low-income households:** These are the primary beneficiaries of the project, but they are also vulnerable to economic shocks, such as increased water tariffs or the cost of new connections, even if subsidized.
- **Female-headed households:** These households may have limited income and face unique challenges related to water management and infrastructure access, making their specific needs vital to address.



- **Persons with disabilities:** They may face physical barriers to accessing new water points or infrastructure, and their inclusion in the design phase is critical to ensuring accessibility.
- **The elderly:** They might have mobility challenges that make it difficult to access water sources, and they may be less aware of project information due to communication barriers.
- **Youth:** As future community leaders and innovators, engaging youth can ensure the long-term sustainability of the project and promote behavioural changes around water conservation.



Table 2-1: Stakeholder identification and analysis

No.	Groups of stakeholders	Stakeholder(s)	Role of Stakeholder/ Relation to the Project	Impact	Influence (Power)
1.	Project Proponent	Ghana Water Limited (GWL)	<ul style="list-style-type: none"> Accountable entity responsible for successful implementation of the project including design, construction and operation of the project. 	High	High
2.	Regulatory Agencies	Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> EPA is responsible for regulating the environment. The Agency will issue a permit for the construction and operation of the facility and will monitor the project to ensure compliance to the permit conditions and adherence to the Environmental Assessment Regulations, 2025 (LI 2504) 	Low	High
		Water Resource Commission	<ul style="list-style-type: none"> Regulation, management, development and utilization of water resources in Ghana. Will issue water use permits for water abstraction as part of project implementation. 	Medium	High
		Public Utilities Regulatory Commission	<ul style="list-style-type: none"> Regulates utility prices for electricity and water consumption. PURC will monitor the standard of performance of GWL as utility service providers. 	Low	Low
3.	Right of Way Users/Owners	Ghana Highways Authority	<ul style="list-style-type: none"> Water supply infrastructure such as transmission lines will run parallel to roads or cross at some point and GHA is responsible for the construction and maintenance of these roads. 	Medium	Medium
		Volta River Authority (VRA) and Northern Electricity Distribution Company (NEDCo)	<ul style="list-style-type: none"> Owners of some underground electricity services. The water transmission lines will share the right-of-way with the power line. 	Medium	Low
		Telecommunication companies	<ul style="list-style-type: none"> These companies have buried network cables in the RoW that could be affect by project implementation especially installation of transmission lines. 	Medium	Low



No.	Groups of stakeholders	Stakeholder(s)	Role of Stakeholder/ Relation to the Project	Impact	Influence (Power)
		Lands Commission (LC)	<ul style="list-style-type: none"> The LC is a government authority that provides various land-related services including surveying and mapping, registering title to land and other interests in land, and assessing compensation upon compulsory acquisition. LC will be very instrumental when there are RAP issues 	Low	Low
		Ghana Museums and Monuments Board (GMMB)	<ul style="list-style-type: none"> The GMMB is the legal custodian of Ghana's material cultural heritage, both movable and immovable heritage. The GMMB would need to coordinate with the client/contractor in the event of any significant chance finds of archaeological material along the project RoW. 	Low	Low
4.	Administrative /Local Government Authorities	Regional Coordinating Council (RCC)	<ul style="list-style-type: none"> The RCC is responsible for coordination, harmonization, and provision of technical support to District Planning Coordinating Units in the execution of their policies and programs. 	Medium	Medium
		Metropolitan/ Municipal and District Assemblies (MMDAs)	<ul style="list-style-type: none"> The project is located in various MMDAs and the Assemblies are responsible for the political administration and development of the project communities. The assemblies are also responsible for security and dispute resolution as the Chief Executives chair the District Security Council. 	Medium	Medium
5.	Traditional Authority and local communities Chiefs	Traditional Council	<ul style="list-style-type: none"> Traditional Councils are the original traditional landowners and have traditional/ cultural oversight of local communities along transmission route. Traditional Council facilitates development and resolution of conflicts/ disputes among community members. Local communities along the transmission route use sections of the corridor for commercial activities. Also, there are sensitive cultural sites such as cemeteries along the route. 	Medium	Medium



No.	Groups of stakeholders	Stakeholder(s)	Role of Stakeholder/ Relation to the Project	Impact	Influence (Power)
6.	Project Affected Persons (PAPs)	Residents, business operators and land users within the communities running kiosks and shops within the RoW as well as squatters on GWL properties.	<ul style="list-style-type: none"> Operators of commercial businesses in kiosks, metallic containers, wooden structures along the RoW will be temporarily displaced for construction works. Walls and frontages of people's homes and shops will be affected temporarily. 	Medium	Medium
7.	Civil Society	NGOs, CBOs and CSOs	<ul style="list-style-type: none"> Responsible for development advocacy, wellbeing and protection of women, youth including job creation opportunities and protection of vulnerable people. 	Low	Medium
8	Security forces	Commanding officer of the regional or district police office	<ul style="list-style-type: none"> Local police commanding officers will benefit from general awareness of the Project as well as specific information about the timing of construction in each area, the location and size of construction camps, and any security incidents that occur. 	Low	Low
9	Media	Local newspapers, radio & TV	<ul style="list-style-type: none"> Interest in reporting on the Project to their local audience, including an overview of the Project and reporting on any material changes and milestones. 	Low	Low



2.4 Initial Pre-Project Stakeholder Engagement Activities

The preliminary processes of the project saw multiple engagement activities undertaken with different stakeholders such as the GWL, Regulators [Ministries, Environmental Protection Agency (EPA)], and Local Government Authorities (MMDAs) and Traditional Authorities. The outcome of the engagement is presented. So far, women and youth have actively participated in all community group meetings, while key informants from the community and some selected institutions were interviewed.

Training was organized for the staff of the GWL from the LICSU department, to undertake both focus group discussions and key informant interviews, which were structured as follows:

2.4.1 Focus Group Discussions (FGDs)

Purpose: To understand community perspectives, gather local environmental knowledge, and identify concerns and suggestions for mitigation of identified environmental impacts.

Participants expected:

- Community elders and leaders
- Women’s groups, youth groups, vulnerable populations

Procedure:

- i. Identify and invite participants (8–10) per group for manageability.
- ii. Develop a discussion guide with open-ended questions related to environmental and social issues.
- iii. Facilitate using participatory techniques (mappings, open discussion, ranking exercises).
- iv. Record discussions using notes and audio (with consent).
- v. Summarize key points and validate with participants.

2.4.2 Key Stakeholder Interviews (KSIs)

Purpose: To obtain in-depth perspectives from individuals with specialized knowledge, authority, or influence in environmental and social management.



Participants:

- a. Government officials in regulatory agencies (environment, water, etc)
- b. National and Regional level NGO representatives
- c. Municipal, Metropolitan, and District Assemblies

Procedure:

- i. Identify key stakeholders through a mapping exercise.
- ii. Schedule interviews in advance, explaining the purpose and scope.
- iii. Use semi-structured interview guides to allow flexibility.
- iv. Ensure confidentiality and respect for the interviewee’s time.
- v. Summarize and verify key findings with the interviewee.

Feedback from stakeholders was generally positive and showed goodwill for the project, as they believed it would contribute to the economic development of the project area. Opinions and concerns shared have been captured in the table below.

Table 2-2: Results from Stakeholder Engagements

Stakeholder	Power & Influence	Concerns & Issues
Girls (Age 12-21)	High Interest, Low Influence: As direct beneficiaries, they are highly enthusiastic about the project. Their collective support is crucial for local acceptance.	The report does not list specific concerns for this group, but it notes that their insights were shaped by their daily water access challenges.
Women (Age 18-49)	High Interest, Low Influence: As direct beneficiaries, they are highly enthusiastic about the project. Their collective support is crucial for local acceptance.	The report does not list specific concerns for this group, but it notes that their insights were shaped by their daily water access challenges.



Female-Headed Households	High Interest, Low Influence: As direct beneficiaries, they are highly enthusiastic about the project. Their collective support is crucial for local acceptance.	The report does not list specific concerns for this group, but it notes that their insights were shaped by their daily water access challenges.
Men	High Interest, Low Influence: As direct beneficiaries, they are highly enthusiastic about the project. Their collective support is crucial for local acceptance.	The report does not list specific concerns for this group, but it notes that their insights were shaped by their daily water access challenges.
Residents of Shared/Compound Housing	High Interest, Low Influence: As direct beneficiaries, they are highly enthusiastic about the project. Their collective support is crucial for local acceptance.	The report does not list specific concerns for this group, but it notes that their insights were shaped by their daily water access challenges.
Community/Religious Leaders	High Power, High Interest: As representatives of the community, they are crucial to project acceptance and can facilitate or impede implementation. The report explicitly mentions that "proper community entry and ongoing consultation" with them is a condition for community acceptance.	Their primary concern is proper engagement and respect for their traditional structures and their role in the community. They want to be included in an ongoing consultation process throughout the project.
Ghana Water	High Power, High Interest: This is the primary implementing body for the project and has a high degree of control over the project's execution.	The report does not detail the concerns of Ghana Water itself, but their role is to deliver the project effectively and address the concerns of the community.



<p>African Development Bank Climate Action Window</p>	<p>High Power, Medium Interest: As the funding body, it holds significant financial power over the project. Its interest is likely in the successful completion of the project and the achievement of its stated objectives rather than day-to-day operations.</p>	<p>The report does not list specific concerns for this group, but as a funding agency they are typically concerned with the project adhering to its budget, timeline, and intended outcomes.</p>
<p>Government</p>	<p>High Power, medium Interest: The government's role is mentioned in the report, with communities hoping they will "expedite works and provide financial assistance." This indicates they are seen as having the authority to speed up the process and provide support.</p>	<p>The report doesn't explicitly state the government's concerns, but it does reflect the public expectation for them to take immediate action on project implementation and address the needs of the community.</p>
<p>Workers</p>	<p>Low Power, Low Interest: They are on the front lines of implementation, but their power is limited to their specific tasks. Community members may send a message of encouragement for them to remain "dedicated and hardworking."</p>	<p>The report notes that communities will request "immediate action" to ensure the safety of open trenches during construction, which is a direct comment on the work practices and safety protocols of the workers.</p>



Figure 2-2: Pictures from stakeholder engagement with the youth in two beneficiary communities



Chapter 3: Plan for Continuous Engagement and Communication

Stakeholder consultation is a process and will be ongoing throughout the project. The project is carrying out various consultations to solicit concerns and suggestions of all the identified stakeholders listed above, especially residents close to the RoW and project-affected persons, and the outcome of the engagement and their concerns will be included and addressed in the ESIA. The project affected persons, local community, the traditional authorities, the district assembly, and the EPA will continue to be engaged during the implementation stage.

3.1 Principles for Stakeholder Engagement

The project's entire approach to stakeholder engagement will be founded on a set of core principles derived from international best practice and tailored to the Ghanaian context. These principles are not aspirational statements but actionable commitments that will guide the conduct of all project staff and contractors.

- **Inclusivity and Equity:** Proactively creating and defending spaces for vulnerable and marginalized groups, especially women, youth, and persons with disabilities, to participate meaningfully in discussions and decisions that affect them.
- **Transparency and Openness:** Committing to the timely, proactive, and accessible disclosure of all relevant project information in a manner that is free from manipulation, interference, or intimidation. This includes clear communication about project timelines, potential negative impacts, and the functioning of the grievance mechanism.
- **Responsiveness and Accountability:** Establishing clear and reliable channels for stakeholders to provide feedback and raise grievances, and demonstrating that this input is valued and actively used to influence project decisions and correct course when necessary.
- **Cultural Sensitivity:** Showing profound respect for local customs, traditions, and authority structures. This includes recognizing the spiritual and cultural significance of water bodies and engaging with traditional authorities for necessary rituals and consultations before any physical works commence.
- **Life-Cycle Approach:** Treating engagement not as a series of one-off events required for project approval, but as a continuous, iterative process that begins in the earliest design stages and extends through implementation, commissioning, and long-term operation and maintenance.



3.2 Approaches to Stakeholder Engagement

To ensure effective communication and decision-making across the diverse stakeholder landscape, a multi-tier structure of engagement platforms will be established and has been described as follows:

a. National and Municipal-Level Engagement: The Project Steering Committee (PSC)

- **Mandate:** The PSC will serve as the high-level forum for strategic oversight, policy alignment, and inter-agency coordination. Its primary function is to ensure the project remains aligned with national priorities and to resolve high-level bottlenecks that cannot be addressed at the local level.
- **Membership:** The PSC will be chaired by a senior official from the MWHWR and will include senior representation from GWL, PURC, the Ministry of Finance rep, and a representative of the lead MMDAs involved in the project.
- **Function:** The committee will meet on a quarterly basis to review overall project progress, address major challenges (e.g., delays due to regulatory hurdles), approve major strategic shifts, and ensure seamless coordination between the various government agencies involved.

b. Community-Level Engagement: The Community Liaison Committee (CLC) Model

- **Rationale:** While rural areas in Ghana often have established Water and Sanitation Management Teams (WSMTs), such formal community-level structures for water management are often weak, politicized, or non-existent in complex urban settings. Therefore, a dedicated Community Liaison Committee (CLC) will be established for each target community cluster to serve as the primary, recognized interface between the project and the community. This model is adapted from successful practices in other large-scale infrastructure projects in GWL.
- **Composition:** The CLC will be a representative body, not an elite one. Its membership will include the local Assembly Member, a representative nominated by the Traditional Authority, members of the local Unit Committee, and, most importantly, elected representative within the beneficiary community. The selection process will mandate representation from key demographic groups, including women, youth, and persons with disabilities, to ensure their voices are structurally included.



- **Role of the Community Liaison Officer (CLO):** The project will consider the recruitment and funding of a full-time Community Liaison Officer (CLO) for each cluster community. The CLO, preferably recruited from the local community to ensure local knowledge and trust, will act as the crucial day-to-day bridge between the contractor and the PIU on one side, and the community via the CLC on the other. The CLO's core functions are to build relationships, facilitate CLC meetings, disseminate information accurately and promptly, and serve as the first point of contact for community questions and grievances.
- **Functions of the CLC:** The CLC will meet monthly with the CLO and contractor representatives. Its functions will include discussing project progress and upcoming works, assisting in the identification of local labor for employment opportunities, co-designing the rules and management structure for public standpipes, and acting as the first and most accessible tier of the project's grievance mechanism.

3.3 Stakeholder Engagement Procedures

When selecting an appropriate consultation technique, culturally appropriate consultation methods and the purpose for engaging with a stakeholder group will be considered. Before any engagement event, the following steps will be followed:

- Preparation of standard 'question and answer' sheets tailored for specific stakeholder types (based on common issues raised in previous engagement).
- Planning/design of engagement action(s) with Project Implementation Units.
- Agree on the roles of parties during stakeholder engagement activities
- Selection of individual/group stakeholders with whom engagement will occur
- Selection of methods for engaging and disclosure of information (including such topics as format, language, and timing)
- Selection of location and timing for engagement activities, for PAPs, avoiding busy work times when special activities may be occurring.
- Agreeing mechanisms for ensuring stakeholder attendance at engagement activities (if required)
- Identification and implementation of feedback mechanisms to be employed



3.4 Communication and information disclosure plan.

This plan operationalizes the principle of transparency by providing a clear, time-bound roadmap for engagement. It moves the strategy from abstract principles to a concrete work plan, detailing what information will be shared, with whom, how, and when. This ensures accountability and prevents key engagement milestones from being overlooked during the pressures of project implementation.

Table 3.1 Communication Plan

Stakeholder Group	Category	Primary Interests	Level of Influence	Key Concerns & Potential Risks	Recommended Engagement Approach
Ministry of Works, Housing and Water Resources (MWHWR)	National	Successful project implementation, alignment with national policy (e.g., "Water for All"), and achieving SDG 6 targets.	High	Project delays, budget overruns, negative public perception, and failure to meet policy objectives.	Close partnership and regular reporting through the Project Steering Committee. Ensure strategic alignment.
Ghana Water Limited (GWL)	Municipal	Improved operational efficiency, increased revenue collection, reduction of Non-Revenue Water (NRW), and expansion of customer base.	High	Technical challenges, community resistance to connections/ payments, vandalism of new infrastructure, and inability to meet service standards.	Deep technical and operational collaboration. Joint planning for network integration and billing systems. Capacity building support.
Public Utilities Regulatory Commission (PURC)	National	Ensuring fair tariffs, protecting consumer rights, monitoring service quality, and ensuring utility viability.	High	Political interference in tariff setting, public outcry over tariff adjustments, and inability to enforce service standards on GWL.	Formal consultations on tariff models for low-income areas. Provide transparent data to support regulatory decisions.



Metropolitan/Municipal/District Assemblies (MMDAs)	Municipal	Alignment with local development plans, job creation for residents, improved public health, and positive political outcomes.	High	Project activities are causing local disruption, conflicts over land, and failure to deliver promised benefits to the community.	Formal partnership. MMDAs to play a key role in community mobilization, land acquisition, and grievance redress. Seat on the PSC.
Traditional Authorities (Chiefs, Elders)	Community	Upholding cultural norms, protecting community land and sacred sites (e.g., water bodies), and ensuring benefits for their people.	High	Disrespect for traditional protocols, destruction of cultural heritage sites, and inequitable distribution of project benefits or jobs.	Early, formal, and continuous consultation, beginning with courtesy calls. Seek their guidance and blessing. Involve them in conflict resolution.
Community Members (LIUC Residents)	Community	Access to affordable, reliable, safe water; time savings; improved health; fair treatment and voice in the project.	Medium (collectively)	High connection fees/tariffs, unreliable service, poor water quality, disruption from construction, and exclusion from decision-making.	Continuous engagement via the CLC and CLO. Use of culturally appropriate, accessible communication channels.
Women and Girls	Community (Vulnerable Group)	Safe and easy access to water, reduced time burden, participation in decision-making, and hygiene education.	Low (individually)	Water points being unsafe or far away, exclusion from CLCs, and tariffs are unaffordable for female-headed households.	Targeted empowerment strategies: women-only focus groups, mandated representation on CLCs, training, and economic support.



Private Water Vendors/ Tanker Operators	Community	Maintaining livelihood and customer base; profitability.	Medium	Loss of income due to new piped connections; being pushed out of the market. Risk of spreading misinformation about the project.	Engage early to explore new roles (e.g. managing public standpipes, becoming official distributors). Offer business development training.
Project Contractors	Project	Timely project completion, profitability, and maintaining a good relationship with the community to avoid work stoppages.	Medium	Community protests, labor disputes, vandalism of equipment, and delays caused by unresolved grievances.	Mandate hiring of a local Community Liaison Officer (CLO). Enforce strict adherence to social and environmental safeguards in contracts.

3.5 SEP Implementation Strategy

The implementation of the SEP will be integrated into project execution to ensure that stakeholders are engaged in all phases of the project. The institutions/persons responsible for implementing the SEP for all phases are explained in the following sub-sections. The responsibilities of the various actors involved in the implementation of the stakeholder engagement plan are explained below.

a. Preparatory Phase

The preparatory phase activities of the project include feasibility studies and survey works, engineering design, ESIA study, and all the associated studies to facilitate smooth implementation. Effective stakeholder engagement and consultation at this phase is very critical to the success of the project, as it enables stakeholders to better appreciate the project benefits and impacts. It also presents the best opportunity for inclusive participation and engagement of stakeholders, as their input can be incorporated into the project design. Any stakeholder concerns that have the potential to hinder the success of the project may be identified at this stage and adequately addressed.



The responsible institutions/persons and their roles for stakeholder engagement at the preparatory phase are presented in Table 3-2 below.

Table 3-2: Responsibilities for Stakeholder engagement during Preparatory Phase

No.	Institution/ Organization	Responsibility
1.	GWL	<p>Collaborate with ESIA consultant to develop appraisal criteria that ensures selected contractor(s) meet minimum standards for stakeholder engagement and public participation.</p> <p>Provide leadership in the process of stakeholder identification especially project affected persons (PAPs) and ensure effective engagement during the project design and preparatory phase, including ESIA studies.</p> <p>Ensure required protocols are followed for proper community entry and obtain right of entry to the project site for ESIA Consultant.</p> <p>Ensure consultants and teams conducting feasibility studies, surveys among other studies respect the rights of communities and other stakeholders.</p> <p>Collaborate with relevant institutions in finalizing project designs.</p>
2.	EPA	<p>Collaborate with GWL in organizing public participation events e.g. public hearing as part of the ESIA process.</p>
3.	Lands Commission	<p>Provide advice on land acquisition processes where required. Assist in resettlement planning and implementation, ensuring land acquisition process is timely and valuation of assets and properties is fair (considering vulnerable groups) and consistent with applicable regulations.</p>



4.	ESIA Consultant	<p>Conduct stakeholder engagements and consultations as part of the ESIA study. Provide information about the proposed project to stakeholders. Educate stakeholders on the need for the proposed project. Provide opportunities for stakeholders to discuss their issues and concerns and keep records of outcomes</p> <p>Enhance the project designs and implementation by learning from, and incorporating the expertise of individuals, professionals, communities and organizations.</p> <p>Incorporate stakeholders' inputs and concerns in developing appropriate mitigation, monitoring and management measures and facilitate and maintain dialogue with key stakeholders throughout the project implementation phase.</p>
5.	Municipal and District Assemblies	Assist with community sensitization/ engagement for the project.

b. Construction Phase

Stakeholder engagement during the construction phase will relate to construction activities along the project corridor and the utility service route; delivery of construction materials and equipment to the site; conduct of the Contractor and construction workers, as well as associated project impacts during the construction phase, as stated in the ESIA. Effective engagement of stakeholders, particularly persons whose livelihoods and/or properties will be affected along the utility RoW, is necessary at this phase of the project to:

- Provide project information, including:
- Purpose and nature of construction activities.
- Duration of construction works and plan for specific activities.
- Identified impacts during the ESIA study and mitigation measures; and
- Channels for reporting and addressing grievances.



- Assess the effectiveness of mitigation/management measures put in place to address construction phase impacts.
- Receive and address grievances related to construction activities and impacts, as well as any unresolved grievances from the preparatory phase; and
- Manage stakeholder expectations such as job creation for communities; and
- Identify and address any additional construction phase impacts.

Effective stakeholder involvement and engagement at the construction phase will enhance the acceptability of the project by stakeholders, particularly PAPs and neighbouring communities, and ensure the sustainability of the project during the operational phase. The Works Contractor(s) have the primary responsibility for stakeholder engagement and public participation during the construction phase. Institutions such as GWL and the EPA will provide support or perform regulatory duties. The specific roles for the various institutions are presented in Table 3-3 below.

Table 3-3: Responsibilities for Stakeholder Engagement during Construction Phase

No.	Institution/ Organization	Responsibility
1.	Works Contractor(s)	<ul style="list-style-type: none"> • Implement effectively the Stakeholder Engagement Plan (SEP) for the project to ensure the concerns, issues and interest of stakeholders are addressed. • Develop programs to train construction workers to ensure respect for the rights of stakeholders including ensuring issues of interest to them are given needed attention. • Engage an officer (Community Liaison Officer) who will be in charge receiving and addressing site specific grievances and effectively communicating resolutions to complainants. • Develop programs to ensure construction workers have high professional ethics and standards to relate with communities and affected persons • Provide key project information such as timelines, schedule of specific project activities, and procedures for reporting and



		<p>addressing grievances to project affected persons and communities.</p> <ul style="list-style-type: none"> • Adhere to all the mitigation measures prescribed in the ESMP.
2.	Community Liaison/Complaints/ HSE Officer of Works Contractor(s)	<ul style="list-style-type: none"> • Lead the implementation of the SEP developed for the project. • Collaborate with Engineering Supervisor to resolve grievances reported at the project site. • Lead the training of construction workers to ensure they have high • professional ethics and standards in relating with communities and affected parties and respect the rights of the stakeholders.
3.	Supervising Engineer	<ul style="list-style-type: none"> • Provide technical support to Works Contractor(s) to ensure effective implementation of their SEP and in areas of non-compliance. • Facilitate and provide support to the Works Contractor(s) in resolving grievances received.
4.	GWL	<ul style="list-style-type: none"> • Facilitate and provide support to Works Contractor(s) in the implementation of their SEP. • Provide support to Works Contractor(s) in addressing grievances promptly in accordance with the established grievance and redress mechanisms.
5.	EPA	<ul style="list-style-type: none"> • Monitor activities of Works Contractor to ensure compliance with environmental permit conditions and adherence to Environmental Assessment Regulation LI 2504 (2025) and EPA Act 2025 (Act 1124), including sections relating to stakeholder engagement and consultation.
6.	Metropolitan, Municipal and District Assemblies	<ul style="list-style-type: none"> • Assist with community sensitization/ engagement on the project.



c. Operational Phase

Stakeholder engagement is still important during the operational phase to manage impacts from the operations of the project facilities and maintenance activities. Operational activities will also have impacts on neighbouring communities, traffic, etc., and will require effective stakeholder engagement to manage the issues. This will include a plan to:

- Inform stakeholders and the general public, particularly project communities, of activities and management measures to reduce/minimize the impacts.
- Educate/sensitize the public on safe practices and emergency response plans, including emergency contact numbers to be used by neighbouring communities and the public to report any observations/emergencies.
- Assess the effectiveness of mitigation/management measures put in place to address operational phase impacts.
- Receive and address grievances related to the operations of the pipelines.
- Identify and address any additional operational phase impacts.

The responsible institutions/officers and their roles for stakeholder engagement during the operational phase are provided in Table 3-4 below.

Table 3-4: Responsibilities for Stakeholder engagement during Operational Phase

No.	Institution/ Organization	Responsibility
1.	GWL	<ul style="list-style-type: none"> • Responsible for operating the water supply system and managing stakeholder involvement, engagement, and consultation throughout the life of the project. • Develop and implement a Community Engagement Strategy (CES) to guide effective engagement, sensitization, and relations with all stakeholders, particularly project-affected communities, throughout the life of the project. The CES should include, among others: <ul style="list-style-type: none"> a. Communicating activities, planned or unplanned, that could have substantial impacts on the communities;



		<ul style="list-style-type: none"> b. Educating communities on the grievance redress mechanism for the project’s operation; and c. Community sensitization programs on safe practices and emergency response measures. This may be done in collaboration with the ISD of the respective Assembly. <ul style="list-style-type: none"> • Ensure grievances received are addressed and feedback provided to the complainant in a timely manner. • Provide training/sensitization programs to workers on community relations and respecting the rights of stakeholders in their daily work activities.
2.	EPA	<ul style="list-style-type: none"> • Monitor activities to ensure compliance with environmental permit conditions and adherence to Environmental Assessment Regulation LI 2504 (2025) and EPA Act 2025 (Act 1124), including sections relating to stakeholder engagement and consultation.
3.	Metropolitan, Municipal and District assembly	<ul style="list-style-type: none"> • Assist with community sensitization/ engagement on the operation of the project.



Chapter 4: Monitoring and Reporting

4.1 Monitoring

Monitoring will ensure that the stakeholder engagement, participation, and communication measures proposed in this SEP are effectively implemented for the sustainability of the project. Monitoring by an institution/officer different from the implementing institution/officer increases accountability of the project and the credibility of monitoring results. It also enhances the trust of stakeholders. The responsibility for monitoring at all phases of the project is presented in the table 4-1 below.

Table 4-1: Monitoring responsibilities

No.	Monitoring Institution	Responsibility	Project Phase
1.	GWL	<ul style="list-style-type: none"> Overall responsibility for monitoring public/community relations and associated reporting for the project. Ensure consultants/teams conducting feasibility studies follow the necessary protocols in engaging stakeholders. Ensure that ESIA and other studies are carried out with the active participation and engagement of stakeholders, and their views, inputs, and concerns are adequately addressed and captured in the studies/reports. Monitoring the operations of the Works Contractor(s) to ensure effective implementation of the SEP. 	Preconstruction and construction
2.	Lands Commission	<ul style="list-style-type: none"> Monitor to ensure that due processes are followed in acquiring the land for the project 	Preconstruction



		<ul style="list-style-type: none"> Ensure adequate and fair compensation is paid, and any land-related issues during the acquisition are amicably addressed. 	
3.	EPA	<ul style="list-style-type: none"> Monitor to ensure due processes are followed in acquiring a permit for the project. Monitor the Works Contractor(s) to ensure compliance with environmental permit conditions and adherence to Environmental Assessment Regulation LI 2504 (2025) and EPA Act 2025 (Act 1124), including sections relating to stakeholder engagement and consultation. 	Preconstruction, Construction & Operational phases
4.	Works Supervising Engineer/ Consultant	<ul style="list-style-type: none"> Ensure consultant/teams undertaking various tasks follow the necessary protocols in engaging stakeholders, such as the vulnerable. Collaborate with GWL in monitoring the operations of the Works Contractor to ensure effective implementation of their SEP. 	Preconstruction & Construction
5.	Metropolitan, Municipal and District Assembly	<ul style="list-style-type: none"> Monitor to ensure that issues of concern to affected communities, particularly PAPs, are amicably resolved. 	Preconstruction, Construction & Operational phases



4.2 Reporting

(i) Quarterly Reports

The GWL will prepare brief quarterly reports on stakeholder engagement activities which will include:

- Stakeholder activities conducted on a quarterly basis;
- Public outreach activities (meetings with stakeholders);
- Entries in the grievance register
- Newly identified stakeholder groups.
- Emerging new issues or challenges

(ii) Annual/final Stakeholder Engagement Reports

The GWL will compile a report summarizing SEP results on an annual basis. This report will provide a summary of all public consultation issues, grievances, and resolutions. The report will provide a summary of relevant public consultation findings from informal meetings held at community level. These evaluation reports should be submitted to the appropriate institutions, and a summary of the results will be provided for the annual report.

(iii) Reporting Back to the Communities and third parties

It will be GWL's responsibility to report back to the communities on matters relating to:

- Main findings from the annual monitoring that were circulated among project stakeholders; and
- Sharing and publishing reports and having them available on the website and copies sent to stakeholders (District, local authorities, GRCs, etc.).

In the ESIA, there will be a review of the engagement activities conducted; levels of stakeholder involvement (particularly for affected communities, women, youth and vulnerable people/groups); the issues discussed and outcomes; and the extent to which stakeholder priorities, issues, and concerns are reflected in the reports, particularly with respect to mitigation and monitoring strategies contained in the ESMP section.



4.3 Record-keeping

Record-keeping will be planned and will follow specific procedures:

- Electronic and hard copy filing systems will be maintained for all external relations activities.
- Issues raised and commitments made at meetings will be recorded and distributed to relevant parties.
- Attendance registers will be completed at all meetings, and, as possible, digital photographs and/or video recordings will be made of all meetings.
- A comprehensive record for reporting purposes will be kept of: All meetings (dates, venues, attendees, objectives), and all comments, compliments, grievances, and responses to these.
- Times and content of media advertisements and radio broadcasts.



Chapter 5: Conclusion

The effective implementation of this Stakeholder Engagement Plan will build a strong, constructive, and responsive relationship with stakeholders, particularly project-affected people and communities, which is essential for the success of the project. It will promote accountability and transparency and enhance trust among all stakeholders. By embracing this comprehensive and adaptive approach, the project can navigate the inherent complexities of the Ghanaian urban water sector and deliver not just pipes and pumps, but a sustainable and equitable water service that genuinely improves the lives of the urban poor.

Appendix 1: Selected Photos of Stakeholder Engagement



Volta Region Engagement



Upper West Engagement



Bono Region Engagement