

REPORT OF THE:

INCEPTION WORKSHOP

OF

NATIONAL COORDINATING COMMITTEE

OF

GHANA DAMS DIALOGUE

Kpong GS Conference Hall,

AKUSE, 7-8th MARCH, 2011

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INCEPTION WORKSHOP OF NATIONAL COORDINATING COMMITTEE (NCC) OF THE GHANA DAMS DIALOGUE

1.0 BACKGROUND & CONTEXT

Ghana Dams Dialogue (GDD) was established in Ghana in 2006 by local initiatives responding to the World Commission on Dams (WCD) recommendations and its subsequent issue-based Workshops.

GDD's third phase was from 2009-10. Based on extensive consultations towards the end of this phase, the outgoing National Coordinating Committee (NCC) proposed and finalized the future direction and form of GDD. These proposals were then shared with more than 120 participants during the 4th GDD Forum in Oct. 2010 where these were unanimously endorsed with some suggestions, which were taken on-board. Also, the outgoing NCC approved a Concept Note laying out the strategic and programmatic pillars for the fourth phase, using its experience over the years. The Secretariat was asked by the outgoing NCC to prepare a draft Action Plan for two years and get it approved by the new NCC.

With the end of the third phase in Dec. 2010, the term of the NCC too came to an end. The outgoing NCC had already proposed the key institutions to be members of the NCC. The Secretariat contacted the selected institutions and obtained nominations of their representatives for a new NCC. While the format of representation of six of the seven stakeholder groups¹ into the NCC remains essentially unchanged, some of the institutions within stakeholder categories or their representatives, have changed to accommodate the new directions of the Ghana Dams Dialogue (GDD) in this new phase.

In order for this new NCC to lay down the Strategic Vision and an Action Plan for GDD, the Secretariat planned the first NCC meeting as a two day residential Inception Workshop at Akuse from 6-8th March 2011. In order to ensure objective and vigorous discussions leading to decisions, as well as to provide a team building experience, the Secretariat invited, Rajeev Ahal, an Organisation Development expert to support them in the design and the facilitation of the Inception Workshop.

2.0 OBJECTIVES OF THE NCC INCEPTION WORKSHOP

The purpose of this Inception Workshop was to:

1. Clarify the strategic direction and implementation agenda of GDD for the next two years.
(Output: Strategic Plan and Action Plan approved)
2. Clarify the legal status of GDD and its sub structures best suited to the proposed role.
3. Clarify and enhance the institutional mandates, roles and responsibilities of NCC and Secretariat, and other mechanisms of GDD, in pursuance of the agreed transformation.
(Output: an informal constitution developed)
4. Assess capacity development needs for enhancing individual and organizational effectiveness and efficiency.

¹ Government Agencies (including Dam Authorities); Dam Affected Communities (DACs) and Traditional Authorities; Local Level Institutions (Local Governments and Members of Parliament); Non-Governmental Organisations and Media; Private Sector; Research Institutions; International Development Community.

3.0 APPROACH & METHODOLOGY

The Organisational Development (OD) approach used by the consultant was the integrated application of Gestalt Organisational Development. It is based on the principles of appreciative inquiry, systems thinking, group process, emotional and social intelligence as well as personal growth and mastery to enhance learning and the management of change at all levels of system in a multi-cultural environment. The facilitation process pays particular attention to individual and sub-system resistance, not as an impediment, but as energy for growth and change. It supports the organisation to deal with change issues (benefits & fallouts), develop an ownership of what is acceptable and needed, and then, not only propose the way forward, but also be involved in the management of the change itself. It believes that if the change process is managed correctly, the organisation would come out stronger and not weaker (fear, de-motivation etc.). Given the complex nature of a national platform composed of a wide spectrum of stakeholders, dealing with controversial and divisive positions on an issue such as sustainable dam development, to use OD analyses and approaches was a good decision.

The consultant also used Action-Research approaches where necessary, using the rich diversity of embedded knowledge of participants, allowing surfacing, acknowledging and using their knowledge for shared learning and solution finding.

Keeping with this ethos, the introduction was a very unique process, whereby, each participant selected a partner and both inquired about four aspects of each other. Each partner introduced the other and this process led to bonding at a personal level, forming of professional linkages and sharing of aspirations about GDD. They also had some fun, through the secrets and information participants revealed about themselves to each other. The list of participants is in Annexure 1.

4.0 GROUND RULES FOR CONDUCT OF WORKSHOP

GDD is a platform for dialogue and thus establishing the rules to guide a healthy, safe, participatory, respectful culture for it is the most crucial element. The facilitator strengthened the NCC as a learning community. The facilitator thus led the participants to develop their own ground rules for this workshop to ensure naming of key values, but more importantly, setting down systems to ensure them. These are:

- We should hear every view and opinion and listen well to understand what is behind it.
- Respect other member's views and opinions.
- Always ask for clarifications.
- There is no right or wrong view or perception (multiple realities must be recognised and respected).
- Members should adhere to time schedules.
- There should be responsible use of mobile phones (put on silent and return calls during the breaks).
- There must be transparency in the sharing of information equally to all NCC members.
- Consensus building should be pursued but when it fails and decisions need to be taken on time, then the majority view should hold. Otherwise, more information should be shared, negotiations enhanced and more time should be given to forge a consensus.
- The Secretariat needs to provide adequate information before and during the meeting to enable the NCC to take decisions. The minutes of meetings, reports of workshops etc. should be sent to the NCC members within one week of the activity.

- Decisions must be pragmatic and implementable and members should be held accountable to results or lack thereof.

These ground rules offer the guidelines for the future conduct of the GDD meetings and processes as well.

5.0 KEY OUTPUTS OF THE WORKSHOP

The workshop, despite its short duration, was productive in coming out with a host of critical decisions based on arrived consensus. The key ones are documented in this section, but the details are provided in the five documents in the Annexures.

5.1 Strategic Plan of GDD

One of key outputs of the intensive two day consultations was the Strategic Plan of GDD for 2011-16 (see Annexure 2). This lays down the future direction to be taken by GDD. After much debate, the NCC removed outputs around Options Assessments as these entailed looking at other energy sources as alternatives to dams. The house felt that GDD should focus and work on issues close to its existing competence on dams' issues.

5.2 Institutional Architecture of GDD

After very intensive discussions, it was agreed that GDD is a platform that was established in Ghana as a social response to the concerns and deliberations of World Commission on Dams. It has grown and become a phenomenon of great consideration² due to the goodwill and need felt by the six of the stakeholder groups and their representatives. After a very intensive discussion, the NCC opined that.

Mandate³: As a platform, GDD has a 'derived mandate' – that is, its mandate depends on the mandates of the participating organisations, for it is through them that GDD's consensus decisions must be implemented for aligning to national processes and mainstreaming into the national systems. Thus, as a corollary, the mandate of the GDD cannot supersede/or contradict those of the respective constituent organisation (because in that case they cannot participate on such a platform).

Authority: So while GDD has a mandate to engage on a dialogue, its authority to act on consensus is severely dependent on social and/or statutory pathways. A need was articulated by participants to leverage some authority, especially for ensuring the continued participation of the representatives into the NCC and AC, as well as seriousness in adoption of the deliberations and products of GDD. Only then can the GDD enhance its ability to engage with, and advocate into, the policy and implementation aspects of sustainable dam development. But the NCC also recognised the importance of retaining the independent (i.e. self-determining, self-sufficient, and impartial) and flexible (i.e. adaptable) nature of the GDD, which would mean that the jurisdiction or control of any one government ministry or statute has to be avoided. One possible way to do this is to seek recognition and support from the concerned legal frameworks of a diversity of concerned agencies

² continuing participation of such a widespread spectrum of key stakeholders in NCC and Forums, public endorsements made by key ministers of Government of Ghana during the last forum etc.

³ Mandate is being defined more as 'basis for initiating action' as different from authority which is 'power or ability to act'. Also, as a platform, mandate is being seen as 'a reason for existence' while authority is being seen as 'a power to act on decisions'.

such as National Water Resources Commission, Environment Protection Agency (EPA), National Development Planning Commission (NDPC) etc..

Legal Status: One key aspect central to GDD’s growth is to be able to access and utilise necessary funds and grants, as per the due process of Ghana’s laws. Thus GDD also needs to be a registered formally. One way to do so is for GDD to access and use funds through its secretariat, which is a registered non-government organisation called the Volta Basin Development Foundation (VBDF). Other options need to be explored further.

5.2.1 Sub Committee for Legal Status of GDD:

In order to think deeper, consult and develop pragmatic options on these and related issues, a sub-committee was established with the following Terms of Reference:

- Liaise with the office of the Registrar General to seek advice for possible legal framework/s for the institutionalization of GDD.
- Develop and propose options to NCC.
- Share its report with the NCC members by 31st of March, 2011.

Membership of the sub-committee

- Chairperson: Mr. Mintah Aboagyee
- Secretary: Richard Koranteng
- Dr. Nicholas K. Iddi
- Dr. Liqa Raschid –Sally

5.3 Institutional Structures of GDD

The workshop discussed the conceptual and strategic aspects of the various structures comprising the GDD in the plenary and came to a shared understanding. The membership on the NCC was discussed and the composition agreed upon. Inasmuch as in the previous phase, the NCC comprised 16 members representing the same 7 stakeholder groupings, the following composition of 16 members was agreed upon for the next phase.

| | | |
|--|---|-------------------|
| National MDAs | - | 5 members |
| National Operators and Private Sector | - | 2 members |
| Local Level Institutions | - | 1 member |
| Communities and Traditional Structures | - | 5 members |
| Local NGOs and Media | - | 1 member |
| Research Organizations | - | 2 members |
| TOTAL | - | 16 members |

The necessity of mainstreaming gender was discussed and the inclusion of both the Ministry of Women and Children’s affairs and at least one woman representative from the DACs was agreed upon.

After this, they split up into three groups to discuss the draft document outlining the Roles and Job Descriptions of the key NCC positions. These were then presented back into the plenary and finalised as documented below, and also, as a part of the draft Constitution of GDD (Annexure 4), which has been developed by the facilitator based on discussions and decisions in this workshop.

5.3.1 GDD’s National Coordinating Committee (NCC)

The representatives of the following institutions are the members of the National Coordinating Committee for the term Jan. 2011- Dec. 2012:

| No. | Stakeholder Category represented | Institution Represented into the NCC | Name of Representative in the NCC |
|-----|---|--|--|
| 1. | Research Institutions | International Water Management Institute (IWMI) | Dr. Liqa Raschid-Sally |
| 2. | | Water Research Institute (WRI) | Dr. E.O. Bekoe |
| 3. | National Ministries, Departments & Agencies | Ministry of Energy (MoE) | Mr. Joseph Amakyi |
| 4. | | Ministry of Water Resources, Works and Housing (MoWRWH) | Mr. Mintah Aboagye |
| 5. | | Water Resources Commission (WRC) | Mr. Bob Alfa |
| 6. | | Ministry of Environment Science and Technology | Dr. Nicholas Iddi / Dr. Raymond Babanawo |
| 7. | | Ministry of Women and Children Affair (MOWAC) | TBD |
| 8. | National Dam Operators & Private Sector | Volta River Authority (VRA) | Mr. K.D. Bright Siayor |
| 9. | | Bui Power Authority (BPA) | Mr. George Tettey |
| 10. | Communities & traditional Structures | Dam Affected Communities (Bui 1) | Nana Kwadwo Wuo II |
| 11. | | Dam Affected Communities (Bui 2) | Togbe Emml. Agbesi Kpakpa |
| 12. | | Dam Affected Communities (Kpong) | Nene Tetteh Amoako IV |
| 13. | | Dam Affected Communities (male representative from NAVRART52) | Togbe Adom Drayi II |
| 14. | | Dam Affected Communities (woman representative from NAVRART52) | TBD |
| 15. | Local NGOs and Media | Volta Basin Development Foundation (VBDF) | Mr. Richard Koranteng |
| 16. | Local Level Institutions | Lower Manya Krobo District Assembly | Hon. Isaac Agbo-Tetteh |
| | Observers | Invited based on issues to be discussed | |

The Secretary shall be an ex-officio member of the NCC.

NCC also held the process of elections for the NCC. First the key positions that NCC should have (see below) were discussed and confirmed. Then the facilitator asked for nominations for the position of the Chairperson – it had been resolved that a secret ballot would be held in case more than one name was proposed. However, both the positions were nominated un-opposed with the following emerging as the office bearers for the next two years:

- **Chairperson** (Nominated) – Mr. Mintah Aboagye
- **Vice Chairperson** (Nominated) – Dr. E.O. Bekoe
- **Secretary** (Appointed) – Mr. Richard Koranteng

5.3.2 GDD Advisory Council

The NCC proposed the following as the Advisory Council (AC) members:

1. NCC Chairperson & NCC Team (Secretary + relevant members+ resource persons).
2. Chief Director, Ministry of Environment.
3. Chief Director, MoWRWH.
4. Chief Director, Ministry of Local Government and Rural Development.
5. CEO, Volta River Authority.
6. CEO, Bui Power Authority.
7. National Focal Point, Volta Basin Authority.

A discussion ensued as to the appropriate administrative level that should be called upon for the membership of AC. It was debated whether the ministerial level should be invited but this was finally vetoed in favour of the Chief Director and CEO level members. It was also discussed whether one or two persons of national stature in the dams debate should be included, but it was concluded that they should be called upon to accompany the NCC team as resource persons, as and when needed.

The Secretariat, with support of the Chairperson and other relevant members of NCC, will approach these institutions and seek the establishment of the AC within the next six months.

5.3.3 Staff of NCC Secretariat

A Salaries & Emoluments Sub Committee was established to:

- Propose the emoluments to functionalise the work of sub structures - NCC, AC, Sub Committees.
- Finalise the positions needed in the Secretariat and their Job Descriptions.
- Propose salary and benefits to the staff.

Membership of the Salaries & Emoluments Sub-Committee

- Chairperson: Mr. Mintah Aboagye
- Mr. Richard Koranteng
- Togbe Adom Drayii III
- Ms. Liqa Raschid-Sally.
- Mr. Edmund K. Akoto-Danso

5.4 Action Plan of GDD

The Action Plan of GDD for 2011-12 proposed by the Secretariat was discussed in four Working Groups (formed of – MDAs; Dam Authorities; Research Institutions; and, CSOs and Dam Affected Communities). The draft Action Plan based on their inputs is attached in Annexure 4.

5.5 Resource Mobilisation

Adequate and independent resources support is needed by GDD to implement its Action Plan, especially after the no-cost extension period of GIZ support which ends in June 2011. The most appropriate way is to identify, follow up and secure a broad basket of funding from diverse sources to ensure lack of dependence and strengthen autonomy of GDD. Some of the possibilities that emerged from the consultations are:

1. **Grants:**
 - a. Donors and development partner funds and programmes- e.g. STAR Ghana to which GDD has already sent in a proposal.
 - b. Undertake joint projects with Government MDAs.
 - c. Project based grants in the medium and long term from the Corporate Social Responsibility funds of BPA.
2. **Delegated cooperation:** based on activities proposed by NCC, a member organisation undertakes that activity directly through its own funds without channelling those funds through GDD. GDD can play an advisory and M&E role.
3. **In kind support:** support through hosting of meetings and workshops at partner venues (as in the case of this Inception Workshop where VRA supported with this venue).

6.0 CONCLUSION & WAY FORWARD

The first day of the Inception Workshop (6th March) was a Public holiday. Despite that, the workshop was characterised by a very high turnout, a very committed participation and very intensive and frank engagement and debate, with high quality of outputs. The NCC modelled the non-partisan and non-confrontational culture of engagement (which has come to define GDD). It also reflected well the duality of such a platform with a diversity and divergence of individual/institutional positions on one side and the convergence and consensus on common areas as a GDD, on the other. The level of brainstorming to explore the nuances and then agree on a consensus approach was engaged very energetically by the participants and lays a sound basis for future discourse on complex issues in the SDD aspects.

The representatives will need to share in detail the key processes and products of this workshop with their parent organisations to seek a shared understanding and support from their superiors for the expectations and commitments made in the NCC.

Dr. Liqa Raschid-Sally of IWMI thanked the NCC members for the great learning she had imbibed during her years in the NCC and bade goodbye as she is contemplating heading back home to Sri Lanka by June 2011. The participants recognised the key and foundational role played by herself and the IWMI, and wished her well in her next phase of life. The approach and methodology used by the facilitator was also appreciated by the participants. The workshop was closed with remarks by Dr. Bekoe (as the Chairperson) and vote of thanks was given by Mr. Bright Siayor on behalf of the VRA (which supported GDD through the provision of the venue for this workshop at Akuse).

In terms of the way forward, the Secretariat, led by the Secretary in consultation with the Chairperson, will need to act on the following:

1. Legal Status Sub Committee meetings to be held to develop, propose and share options with the NCC by the 31st of March 2011.
2. Salaries and Emoluments Sub Committee meetings to be held to develop, propose and share options with the NCC in the next meeting in May 2011.
3. Send the soft copy of the Strategic Plan document to Togbe Adom Drayii and Mr. Bob Alfa for them to finalise the Outputs.
4. Draft the Action Plan and share it with NCC.
5. Initiate meetings for the establishment of Advisory Council.
6. Continue the key task of resource mobilisation based on the Strategic and Action Plan.
7. Next NCC Meeting to be organised at end May 2011. One of the NCC partner institutions can be asked to host the meeting. Some of the Agenda issues are:
 - Consider and approve the proposals of the Legal Status Sub Committee.
 - Consider and approve the proposals of the Salaries and Emoluments Sub Committee.
 - Approve the GDD Action Plan.
 - Amend and adopt the constitution of GDD.
 - Review progress on establishment of Advisory Council, resource mobilisation etc..
 - AOB

Annexure 1: List of participants of the workshop

| No | Name | Organization | Position |
|----|---------------------------|---|------------------------------|
| 1 | Dr. Raymond Babanawo | Ministry of Environment, Science and Technology | Technical Assistant |
| 2 | Dr. Liqa Raschid-Sally | International Water Management Institute | Researcher |
| 3 | Mr. K.D. Bright Siayor | Volta River Authority | Manager, Project Management |
| 4 | Mr. George Tettey | Bui Power Authority | Financial Controller |
| 5 | Mr. Harrold Clottey | Ministry of Water Resources, Works and Housing | Director, Water |
| 6 | Dr. Nicholas Iddi | Ministry of Environment, Science and Technology | Project Coordinator |
| 7 | Dr. E.O. Bekoe | Water Research Institute | Research Scientist |
| 8 | Mr. Bob Alfa | Water Resources Commission | Water Resources Engineer |
| 9 | Hon. Isaac Agbo-Tetteh | Lower Manya Krobo District Assembly | District Chief Executive |
| 10 | Mr. Richard Koranteng | Volta Basin Development Foundation | Executive Director |
| 11 | Togbe Adom Drayi II | Resettlement Community - Akosombo | Chairman, NARVRAT 52 |
| 12 | Nana Kwadwo Wuo II | Resettlement Community - Bui | Chief, Bui |
| 13 | Togbe Emml. Agbesi Kpakpa | Resettlements Community - Bui | Chief, Akainyakrom |
| 14 | Nene Tetteh Amoako IV | Resettlements Community - Kpong | Chief, Natriku |
| 15 | Mr. Mintah Aboagye | Ministry of Water Resources, Works and Housing | Director, Water |
| 16 | Rajeev Ahal | Consultant | Facilitator for the Workshop |
| 17 | Edmund Kyei Akoto-Danso | International Water Management Institute | Junior Research Officer |
| 18 | Mr. Kupualor Ebenezer | Volta Basin Development Foundation | Administrative Assistant |
| 19 | Mr. Adjabeng Stephen | Volta Basin Development Foundation | Director, Operations |
| 20 | Mr. Stephen Tetteh | Lower Manya Krobo District Assembly | |

Annexure 2: Strategic Plan of GDD (2011-16)

Vision: The vision of GDD is to be:

A platform of excellence of key stakeholders for enhancing sustainability of dam development and management in Ghana.

Mission: The Mission of GDD is to:

Develop capacity and enhance the socio-economic rights and equity of key stakeholders and influence policy through promotion of research and knowledge management, non partisan dialogue, advocacy and lobbying.

| Strategic Objectives | Outcomes | Outputs |
|--|---|---|
| 1. <u>Lead</u> a national level <u>Dialogue</u> process on Sustainable Dam Development (SDD) | Key stakeholders work together more effectively and develop consensus on issues to resolve conflicts and positions. | <ol style="list-style-type: none"> 1. Regular meetings of NCC held and minutes shared with stakeholders. 2. Approved Action Plan of GDD (outlining areas of consensus and types of issues that require intervention). 3. Pilot project/s between NCC & government department and agencies (e.g. ongoing projects of ministry of environment etc.) designed and implemented. 4. Advisory Council meetings held (as per schedule with active participation of members). |
| | The GDD is strengthened and capacitated to be an independent and transparent entity. | <ol style="list-style-type: none"> 1. Workshops on conflict management, transparency & accountability issues held. 2. Informal constitution of GDD established. 3. Annual external evaluations held and reports (especially on these aspects) disseminated to stakeholders. |
| 2. Undertake evidence based and focussed <u>Advocacy</u> and <u>Lobbying</u> to push current policy and legal envelopes. | Evidence based research informs the consultations and decisions within the dialogue and is shared widely with all stakeholders. | <ol style="list-style-type: none"> 1. Position paper/s by GDD on various sustainability issues around dam development in Ghana developed and policy directions formulated for action on: <ol style="list-style-type: none"> a. Social-integration. b. Resettlement Act (including Benefit Sharing). c. Comprehensive Options Assessment. d. Status paper on all types of dams in Ghana. 2. Communication tools rolled out: <ol style="list-style-type: none"> a. Newsletters. b. Website. 3. Research findings introduced into Forums and workshops. |

| | | |
|--|---|--|
| | Government (MDAs) & Local Governments understand alternatives better and use them to influence and improve policy, plans and programmes etc.. | <ol style="list-style-type: none"> 1. Issue based sub-committees set up at local level under the umbrella of the district assemblies 2. Status paper/s on SDD elements in Ghana disseminated. 3. Policy/Issue Briefs disseminated (e.g. compensation paper). 4. Proceedings of Parliamentary Joint Committees and Parliamentary Sub Committees etc., capture key issues raised by GDD. |
| 3. Support improved <u>Implementation</u> of selected key sustainability aspects of Dam development in Ghana | Emerging and outstanding environmental and social issues related to the existing projects are addressed and lessons learnt are incorporated into the plans for other projects. | <ol style="list-style-type: none"> 1. Project-area level Multi Stakeholder Platforms activated for the three dam areas. 2. Sub-committees produce action plans for addressing outstanding issues including those of downstream DACs. 3. Volta River Authority Trust Fund & Community Development Initiative analysed & improved. |
| 4. Capacitate Dam Affected Communities on <u>voice</u> and <u>accountability</u> aspects. | Concerned stakeholders, especially DACs have a better understanding of the dam development in Ghana and are capacitated to voice their concerns and issues into the national debate and discussions and seek accountability from mandated institutions ⁴ . | <ol style="list-style-type: none"> 1. Joint National Federation of all DACs established. 2. Education and leadership skills training for DACs. |

Annexure 3: Draft Constitution of GDD

DRAFT FOR DISCUSSION:

CONSTITUTION

OF THE

GHANA DAMS DIALOGUE

First Drafted by:

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1.0 ARTICLE 1-NAME OF ORGANISATION:

The organization shall be called Ghana Dams Dialogue (GDD).

2.0 ARTICLE 2-TYPE OF ORGANISATION:

2.1 GDD is an independent, not for profit organization.

2.2 It is a multi stakeholder platform of representatives from seven stakeholder groups.

3.0 ARTICLE 3-ORGANISATIONAL VISION:

The vision of the GDD is to be:

A platform of excellence of key stakeholders for enhancing sustainability of dam development and management in Ghana.

4.0 ARTICLE 4-ORGANISATIONAL MISSION:

In line with the above vision, the Mission of GDD is:

To develop capacity and enhance the socio-economic rights and equity of key stakeholders and influence policy through promotion of research and knowledge management, non partisan dialogue, advocacy and lobbying.

5.0 ARTICLE 5-ORGANISATIONAL STRATEGIC OBJECTIVES:

GDD shall:

5.1 Lead a national level Dialogue process on Sustainable Dam Development (SDD).

5.2 Undertake evidence based and focussed Advocacy and Lobbying to push current policy and legal envelopes

5.3 Support improved Implementation of selected key sustainability aspects of Dam development in Ghana

5.4 Capacitate Dam Affected Communities on voice and accountability aspects.

6.0 ARTICLE 6- CORE ORGANISATIONAL VALUES:

6.1 The GDD is founded and operates on consensus driven decisions. Consensus building should be pursued, but when it fails and decisions need to be taken on time, then the majority view should hold. Otherwise, more information should be shared, enhanced negotiations and more time should be given to arrive at the consensus.

6.2 Other desirable values are: **we can list more** – e.g. non-confrontational, non-partisan, transparent,

7.0 ARTICLE 7- ORGANISATIONAL GOVERNANCE:

7.1 The GDD shall have a National Coordinating Committee (as a Governing Board), an Advisory Council, Sub Committees, and shall be served by a Secretariat with Officers.

7.2 **National Coordinating Committee (NCC):**

7.2.1 The National Coordinating Committee shall be the highest governing body of the GDD, providing leadership to GDD.

7.2.2 Its Role shall be:

- Setting the vision, mission and direction.
- Strategic decision making.
- Annual planning for GDD.
- Sourcing and overseeing expenditure of funds.
- Coordinating and managing all structures of GDD.

7.2.3 The members of the National Coordinating Committee shall be selected to represent the six stakeholder groups listed below, through a process of institutional nomination, for a two year term, which may be renewed for a limitless number of terms. The Secretary shall be the ex office secretary of the NCC.

| | |
|---|-----------|
| National Ministries, Departments and Agencies | 5 members |
| National Operators and Private Sector | 2 members |
| Local Level Institutions | 1 member |
| Communities and Traditional Structures | 5 members |
| Local NGOs and Media | 1 member |
| Research Organizations | 2 members |

7.2.4 In the event of resignation, transfer, permanent inability to perform his/her duties or non-availability of a NCC member, (s)he shall be replaced by another appropriate representative from the concerned institution.

7.2.5 NCC will meet at least once in two months (with a two week notice period). Emergency meetings can be called at short notice.

7.2.6 In keeping with good practices of learning communities, the NCC shall invite observers from time to time. These can be resource persons who can add to topic/s being discussed in that meeting and also representatives of donor organisations supporting the GDD.

7.2.7 The Chair and Vice Chair of the National Coordinating Committee shall be elected for a two year term by the National Coordinating Committee, from amongst itself, at the first meeting of the newly constituted National Coordinating Committee. The key and most desirable skill-set of the Chairperson and the Vice Chairperson of the NCC is facilitation skills (technical expertise is not the key). They must be neutral and objective in terms of their primary interests, should have a demonstrated commitment, ability to give time, be team players and have a proven leadership quality. If the elected representatives feel a conflict of interest may arise between their role as the Chair of the NCC of GDD and also representing their parent institution's interests, they can ask NCC to allow separate and additional representation from their parent institution.

7.2.8 The Chairperson of NCC shall be the lead person of GDD and will be answerable to the NCC. S/he shall be responsible, in particular for:

- Convening and chairing the meetings of the NCC.
- Facilitating the convening of the Advisory Council and be its Secretary (assisted by his/her own secretary)
- Chairing other meetings specified by the NCC.
- Overseeing the work of the Secretariat through the Secretary.
- Ensuring the timely planning, implementation, Monitoring & Evaluation of the projects and its resources.
- Ensuring strategic perspectives are brought to bear on the activities of GDD.

7.2.9 Vice Chairperson of NCC will act in the absence of the Chairperson.

7.3 **Secretary**

7.3.1 The National Coordinating Committee shall engage a Secretary for the overall management of the GDD. S/he may be supported by a Secretariat composed of other officers managing specific portfolios. They shall all be paid due remuneration in view of their tasks. The role of the Secretariat shall be:

- Provide Administration & logistical support to GDD constituents as per decisions of the NCC.
- Undertake day to day implementation of the Action Plan and decisions of NCC.

7.3.2 The Secretary shall be accountable to the NCC through the Chairperson and shall be responsible for the following:

- Coordinate and oversee all resources, operations and personnel of Secretariat as per the agreed Annual and Work Plans.
- Ensure implementation of each planned activity and generation and dissemination of the reports to concerned stakeholders.
- Prepare all inputs for, and records the minutes of, the NCC, AC and other specified meetings.
- Follow up on decisions of NCC and report on actions taken to Chairperson.
- Manage partner relationships and grants mobilisation.
- M &E of planned programmes and activities.
- In the specific context of transitional processes for this proposed Strategic Repositioning, s/he will be the supervisor of the change management process from IWMI to VBDF.
- Facilitate some of the key workshops and stakeholder meetings.
- Provide strategic inputs based on policy analysis to NCC.
- Oversee selection and management of consultants for research and other inputs.

7.4 **GDD Advisory Council**

7.4.1 The Advisory Council shall be constituted to foster strategic engagement between the NCC and the Ministries, Departments and Agencies.

7.4.2 Through a strategic mix of crucial stakeholders, who have a better understanding of issues around sustainable dam development in Ghana, the Advisory Council will seek to support GDD recommendations for policy advocacy, and programme implementation.

7.4.3 The members of the Advisory Council shall be nominated from institutions selected by the NCC for a two year term. In their first meeting, the Advisory Council shall elect/nominate a Chairperson for its term.

7.4.4 The Chairperson of the NCC shall be the Secretary of the Advisory Council (supported by the Secretary of the NCC).

7.5 Sub Committees

7.5.1 The NCC shall establish Sub Committees from time to time, for specified terms of reference and time periods. Each shall be constituted from NCC members and any other designated experts or persons selected by the NCC. The Chairperson of the Sub Committee shall report to the NCC, which shall be the final authority and issuer of decisions emanating on the said issue.

7.6 The GDD shall be bound by such signatures of its NCC, Officers and staff as may be specified from time to time by the National Coordinating Committee.

8.0 ARTICLE 8- MEMBERSHIP OF THE ORGANISATION:

8.1 Members of the GDD, represented in the Forum meetings, shall be:

8.1.1 Institutionally designated representatives of organisations falling in the seven stakeholder groups named below:

8.1.1.1 Ministries, Departments & Government Agencies

8.1.1.2 Dam Affected Communities (DACs) and Traditional Authorities;

8.1.1.3 Local Level Institutions (Local Governments and Members of Parliament);

8.1.1.4 Non-Governmental Organisations and Media;

8.1.1.5 National Operators & Private Sector;

8.1.1.6 Research Institutions;

8.1.1.7 International Development Community (observers only)

9.0 ARTICLE 9- RESOURCES:

9.1 The funds for the GDD shall be furnished by:

9.1.1 Members' contributions in terms of resources (time, knowledge and skills, as resource persons, literature, etc);

9.1.2 Donations, subscriptions, legacies and grants;

9.1.3 Sponsorships;

- 9.1.4 Fund raising activities to fund specific activities; and
- 9.1.5 Other related sources.

10.0 ARTICLE 10- TRANSPARENCY & ACCOUNTABILITY AND GENDER EQUITY

- 10.1 The Secretariat, through its Secretary, shall be responsible for ensuring that all information (minutes, reports, findings etc.) is shared urgently, regularly and equally with all the NCC members. Use of IT means such as emails and websites shall be maximised in pursuance of this purpose.
- 10.2 The Secretary and staff shall be accountable to the NCC through its Chairperson. The Chairperson shall be accountable to the NCC as the highest level body of GDD. The NCC is accountable indirectly to forum members and donor partners.
- 10.3 In line with the GDD mission of equity, gender considerations will be mainstreamed into representation at all levels, and into all actions undertaken.

11.0 ARTICLE 11- AMENDMENTS TO THIS CONSTITUTION:

- 11.1 This Constitution shall be the informal governing law of the GDD and nothing shall be done which is contrary to this Constitution.
- 11.2 Any amendments to this constitution shall be effected by not less than two-thirds majority of members of the NCC, documented in writing and disseminated to all members of GDD.

Annexure 4: Draft Action Plan of GDD (2011-13)

| Outcomes | Output | Responsibility (Lead) | Activities | Timelines | Budget (\$) | Potential donors |
|---|---|---|---|------------------------------|-------------|------------------|
| Objective 1: <u>Lead</u> a national level <u>Dialogue</u> process on Sustainable Dam Development (SDD). | | | | | | |
| 1A. Key stakeholders work together more effectively and develop consensus on issues to resolve conflicts and positions. | 1. Approved Action Plan of GDD (outlining areas of consensus and types of issues that require intervention). | Secretariat | Two days retreat of NCC | 15 th March, 2011 | | GIZ |
| | 2. Minutes of 12 NCC meetings. | Secretariat | Organized regular meetings of NCC and share minutes with stakeholders. | June, 2013 | | |
| | 3. Programme/project/s between NCC & government department and agencies (e.g. ongoing projects of ministry of environment etc.) designed and implemented. | Secretariat, EPA, WRC and NDPC. | 1. Consultation with relevant institutions (WRC, MoEnv.) 2. Design, Implementation and monitoring. | 1 year. | | |
| | 4. Advisory Council meetings held (as per schedule with active participation of members). | Chairperson + Action Team + Secretariat. | 1. Target meetings with proposed members of AC. 2. Establishment of AC. 3. Four Advisory Council meetings | End of Sept. | | |
| 1B. The GDD is strengthened and capacitated to be an independent and transparent entity. | 1. Two day capacity building workshops on conflict management, transparency & accountability issues held. | <u>Secretariat</u> + NCC | Two Day retreat of NCC | May 2012. | | |
| | 2. Constitution and legal architecture of GDD established. | Secretariat + <u>Chair of Sub Committee</u> | Two Sub Com. Meetings Two Institutional meetings 2 nd NCC Meeting (for adoption) | May, 2011 | | |
| | 3. Evaluations and reports (especially on these aspects) disseminated to stakeholders. | Secretariat | One report of internal evaluation. One report of external evaluation. | | | |
| | 4. Resource mobilization strategy | | 1. Prepare a resource mobilisation strategy | | | |

| Objective 2: Undertake evidence based and focussed <u>Advocacy</u> and <u>Lobbying</u> to push current policy and legal envelopes. | | | | | | |
|---|---|--------------------------------|---|------|--|--------------|
| 2A. Evidence based research informs the consultations and decisions within the dialogue and is shared widely with all stakeholders. | 1. Undertake research on various sustainability issues around dam development in Ghana to influence policy directions for action on: I. Social-integration. II. Resettlement Act (including Benefit Sharing). III. Status paper on all types of dams in Ghana. IV. (e.g. compensation paper). | Secretariat + NCC | 1. Organise 2 DAC meetings 2. Commission Research Consultancies on Social Integration, Land Acquisition and ownership 3. Disseminate results at Forum and DAC meetings. | | | |
| | 2. Communication tools rolled out: I. Newsletters. II. Website. | Secretariat | Four Editions of Newsletter | | | |
| | | | Regular update of website | | | |
| | 3. Research findings presented at Forums and workshop discussions. | NCC and Consultant | Two Forum Meetings. | | | |
| 2B. Government (MDAs) & Local Governments understand alternatives better and use them to influence and improve policy, plans and programmes etc.. | 1. Issue based sub-committees set up at local level under the umbrella of the district assemblies | Secretariat | 1. Setting up committees as needed at local level | | | |
| | 2. Status paper/s on SDD elements in Ghana disseminated. | | Preparing status papers by resource persons | | | |
| | 3. Policy/Issue Briefs disseminated (e.g. compensation paper). | | Preparation of policy briefs | | | |
| | 4. Engage parliamentary sub committees on GDD key issues. | Chairperson+ Secretariat + NCC | Six Parliamentary Visits. | June | | |
| Objective 3: Support improved <u>Implementation</u> of selected key sustainability aspects of Dam development in Ghana | | | | | | |
| 3. Outstanding environmental and social issues related to | 1. Project-area level Multi Stakeholder Platforms activated for the three dam areas. | NCC (Sub Committee) | Four MSPs for Akosombo. Two MSPs for Kpong. Four MSPs for Bui | | | VRA and BPA. |

| | | | | | | |
|---|---|---|--|-------|--|--|
| the existing projects are addressed and lessons learnt are incorporated into the plans for other projects. | 2. Sub-committees produce action plans for addressing outstanding issues including those of downstream DACs based on agreed issues. | NCC (Sub Committee) | | | | |
| | 3. Volta River Authority Trust Fund & Community Development Initiative analysed & improved. | NCC (Sub Committee) | | | | |
| Objective 4: Capacitate Dam Affected Communities on <u>voice</u> and <u>accountability</u> aspects. | | | | | | |
| 4. Concerned stakeholders, especially DACs, have a better understanding of the dam development in Ghana and are capacitated to voice their concerns and issues into the national debate and discussions and seek accountability from mandated institutions. | 1. Joint National Federation of all DACs established. | Secretariat, NAVRART 52, LVB Rep. and Bui Community Reps. | Two Capacity Building DAC Workshops Four Meetings of Working Group. | April | | |
| | 2. Education and leadership skills training for DACs. Well equipped leaders of DACs. | Secretariat. | Two Training Workshops for Leadership of DACs. | | | |

Annexure 5: Draft Job Descriptions of Secretariat Staff

To be finalized by the Salaries and Emoluments Sub Committee.

- a. **Programme Coordinator:** reports to the Secretary and is responsible for the programmatic dimensions of the project, in specific for:
 - i. Coordination of agreed project activities (meetings etc.).
 - ii. Timely generation of progress and M&E reports.
 - iii. Supports research process.
 - iv. Responsible for knowledge management within stakeholders. Specifically responsible for website management and production and dissemination of newsletter and other products.

- b. **Administrative Coordinator:** reports to the Secretary and is responsible finance and administration aspects of the project, in specific for:
 - i. Management of correspondence
 - ii. Data management, including filing, archiving,
 - iii. Procurement of goods and office infrastructure and its maintenance.
 - iv. Stores and inventory management
 - v. Financial management (including account keeping).
 - vi. Administrative and logistics support to all events and mechanisms of GDD.