

# Ghana Dams Dialogue Newsletter

Contributing towards well-informed decision-making and sustainable planning and management of dams in Ghana

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## Welcome Message

So fast, too soon, the current phase of the Dialogue process will come to an end on the 31<sup>st</sup> of December, this year. This phase has been very eventful with seven National Coordinating Committee (NCC) meetings, two annual meetings of Dam-Affected Communities (DACs), two Forum meetings, resolution of two potential conflicts for the Akosombo and Bui projects, five institutional networking meetings, coordination of two research papers on institutional analysis and livelihood challenges of the Bui project, and assisting the Hydropower Sustainability Assessment Forum (HSAF) in the trialling and consultation of their protocol.

The NCC, realizing the importance of the Dialogue process and the fact that more needs to be done to consolidate and institutionalize the process which was started in 2006, used the last two quarters of this phase to plan for the form, structure and role the Dialogue should assume in the subsequent phases. As a result, an exit strategy workshop was held, three different Dialogue forms were studied and one was selected at an NCC meeting, and the results were endorsed not only by members but also by invited guests and ministers of state at the Fourth Ghana Dams Forum which just ended.

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At this stage of the process, I would like to thank all those who have helped nurture it, including members of the NCC and its chairpersons (Dr. (Mrs.) Cecilia Amoah and Mr. Minta A. Aboagye), the Secretariat hosted by the International Water Management Institute (IWMI) (Mr. Edmund Kyei Akoto-Danso) and members of the Forum. Special thanks go to Dr. Liqa Raschid-Sally (aka Afua Bui) who tightly anchored the project (according to her daily schedules) from its inception to this stage, and our sponsors Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (formerly Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH) who provided the required lubricant to the engine of the process for the past four years. The consultants to the process

(Prof. Chris Gordon, Ms. Maija Hirvonen and Mr. Rajeev Ahal) have been wonderful, producing good reports even with the type of funding we could afford.

It is my fervent wish that both old and new partners will continue to give their best as the process transits from this to the next phase(s).



**Richard Twum-Barimah Koranteng**  
Executive Director  
Volta Basin Development Foundation

## Activities of the Dialogue Process in the Third and Fourth Quarters of 2010

### Tenth, Eleventh and Twelfth Meetings of the National Coordinating Committee



NCC members at the Tenth Meeting of the NCC.

During the last half of the year, the NCC of the Ghana Dams Dialogue (GDD) met three times to steer and plan for activities of the Dialogue process.

At the Tenth Meeting of the NCC, members were informed of the preparations that were made towards the Second Annual Meeting of the DACs, and the development of an Action

Plan for the last part of the Dialogue process and the future phases. The objectives of the action plan were agreed upon as being; to define and establish a consensual basis for continuing the GDD process into the future; to design the mechanism (structure/s, roles and responsibilities) for the way forward; and to develop a proposal for the Dialogue process which will serve as a link between this phase and the next. Three potential forms for the Dialogue were discussed. Members accepted that the three models should be detailed and requested feedback on completion.

The Eleventh Meeting of the NCC had a high level of participation (10 members and 7 observers). Members were briefed on the outcomes of

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the Second Annual Meeting of DACs and the Institutional Networking Meeting with the Media (see news items below). A short progress report on the livelihood and impact study was made by the team from the Centre for Settlements Studies (CSS), College of Architecture and Planning, Kwame Nkrumah University of Science and Technology (KNUST). One key item discussed at the meeting was the preparation made towards the Fourth Ghana Dams Forum scheduled for October 12, 2010, with the theme "Empowering Multi-stakeholder Platforms – Consolidating the Ghana Dams Dialogue" and the programme for the day being detailed and finalized by those present.

#### *Organization and Systems Development & Process Facilitation*

A large part of the meeting was devoted to the presentation and discussion of the Action Plan. Mr. Rajeev Ahal, Organization and Systems Development & Process Facilitator, made the presentation on "Developing Models for the Future Ghana Dams Dialogue". He reiterated the need expressed by the NCC during the Exit Strategy Meeting held in July which could be captured in one phrase, *'The work on Sustainable Dams Dialogue is a long road and we have not arrived at the destination...'*

He then outlined some of the key expectations of the GDD, namely strengthening its separate and independent identity through a non-partisan, non-confrontational approach, enhancing implementation, providing capacity building support to members, and moving beyond advocacy into lobbying. He said there has also been a feeling of increasing involvement of government and private sector stakeholders. Also, one additional point was the expectation that evidence-based research would be the tool to drive decision making.

Mr. Rajeev Ahal presented the functional subsystems of the future GDD. He identified three functional areas – leadership, management, and engagement and action functions. The roles and forms of the functional areas were thoroughly explained and discussed.

The Twelfth Meeting of the NCC was the last meeting for the third phase of the Dialogue process. There was an excellent turnout of members, invited guests and observers. The findings of the evaluation of Phase III, which was conducted by Mr. Rajeev Ahal, were first discussed, followed by the Concept Note for the next phase of the GDD which was approved by members of the meeting. The Chairperson, Dr. (Mrs.) Cecilia Amoah, and the Project Leader, Dr. Liqa Raschid-Sally, gave valedictory speeches to close the current phase of the GDD. The meeting ended with a cheerful presentation of certificates, by the co-chairs to members of the NCC and other personalities and organizations who have contributed to the successful implementation of the third phase of the Dialogue process.

For complete minutes of the meeting, visit the Ghana Dams Dialogue website ([ghanadamsdialogue.iwmi.org](http://ghanadamsdialogue.iwmi.org)).

### **Second Annual Meeting of Dam-Affected Communities**



Leaders of DACs pose with some members of the GDD.

The Second Annual Meeting of DACs in Ghana was held on July 30, 2010, at Volta River Authority (VRA) Cinema Hall, Akuse, Ghana, between 8:00 and 14:00 GMT. The meeting was organized by the GDD for the National Association of the 52 VRA Resettlement Townships (NAVRART-52). A total of 88 participants attended the meeting comprising of representatives from the VRA; district chief executives (DCEs); paramount chiefs divisional chiefs; subdivisional chiefs; and heads of DACs of the Akosombo, Kpong and the Bui Hydropower dams. The meeting which was themed "Building Synergies and Cohesion between Dam-Affected Communities" was aimed to provide a platform for the DACs to deliberate on issues affecting them, and to also position themselves well into a situation where there were no funds to support their annual meeting. The meeting was also used to give feedback from the Hydropower Sustainability Assessment Protocol (HSAP) Consultation to the DACs in Ghana who had actively participated in trialling the protocol.

One of the key resolutions from the meeting was the request made to the GDD to financially support the newly created 27 member executives, which were drawn from all the DACs of Akosombo, Kpong and Bui Hydropower dams to meet during the Fourth Ghana Dams Forum. They will use the meeting to structure the unified group of the DACs.



Dr. Liqa Raschid-Sally addressing participants during the meeting of the DACs.

In wrapping up, Dr. Liqa Raschid-Sally talked about how fruitful the discussions have been so far. In her view, one key outcome was the unanimous decision of all the participants to unite which is a healthy sign of progress. She felt that the communities have now moved from enumerating problems in the various communities to providing pragmatic solutions, which

was a positive sign. She then said that, as a first step, they should find a way of self-financing to establish the association, and prepare a proposal which could then be used to look for financial assistance from donors and financiers within and outside Ghana.

### **Institutional Networking Meetings with the Local Level Institutions**



Hon. Isaac Agbo-Tetteh leading discussions at the networking meeting.

On August 19, 2010, the GDD facilitated an Institutional Networking Meeting with some local level institutions hosted by the Lower Manya Krobo District Assembly, Eastern Region, Ghana. The meeting was part of a process of institutional networking where focused meetings are held with key stakeholder groups to discuss issues on dam

development in the country that are of direct pertinence to themselves, and to forge a way forward. Participants who attended the meeting comprised representatives of the Members of Parliament of the Asuogyaman and Yilo constituencies; and DCEs and Coordinating Directors of the Dangme West, Fanteakwa, Yilo Krobo, Upper Manya Krobo and Lower Manya Krobo District Assemblies. Also in attendance were representatives from the VRA and the VRA Resettlement Trust Fund.

Three presentations were given during the meeting. Dr. Raschid-Sally gave a presentation on the background, outputs and impacts of the GDD. She said, "the way forward for the VRA Resettlement Trust Fund for DACs must be clarified, and the relationship between DACs and DAs must be strengthened. She added that the governance of water and energy resources development must be fortified in such a way that there is space for public participation, capacity building and empowerment as well as mechanisms for monitoring and evaluation." Mr. Richard Twum Koranteng focused on capacity building of DACs, and the final presentation by Ms. Patience Asem from the VRA Trust Fund provided the rationale for, and activities of, the Trust Fund, and outlined some of the challenges that it is facing in realizing its objectives.

Discussions from the meeting revealed that many of the problems faced by the DACs and also the DAs could be resolved by a better process of communication. It was recommended that the DAs should identify these communication gaps and try to work towards addressing them. The meeting also recognized that there are other fundamental issues preventing the DAs from properly absorbing most of the DACs and recommended a common platform for all stakeholders to discuss these issues. Members, together with the VRA, unanimously agreed and recommended the creation of a joint committee comprising members of DAs and DACs to resolve some of the identified issues.

## Institutional Networking Meetings with the Media



Pressmen interacting with a member of the Ajena community.

On September 21, 2010, a group of journalists from about 10 media houses embarked on a field trip to the Akosombo and Kpong hydropower projects and some resettlement towns at the invitation of the GDD. The overall objective of the trip was to build the capacity of the participants for effective reporting on dam development issues. It also allowed the participants to assess the impact of the two historic projects and learn firsthand about efforts being instituted to address some of the challenges. The group also reflected on the lessons learned which could be useful for the ongoing Bui hydropower project. After the visits, a short press conference was held to inform them of the forthcoming Fourth Ghana Dams Forum.

The team was gladly received by all the visited communities. The communities used the opportunity to bring up some of their unresolved issues. Considering the issues that were brought up, the Secretariat of the GDD in collaboration with the VRA team visited the Town Manager of Akosombo, Mr. Meister Afriyie, to give him the opportunity to respond to some of the issues raised by the communities.

## Fourth Ghana Dams Forum



Group photo of participants at the Fourth Ghana Dams Forum.

On October 12, 2010, the GDD held the Fourth Ghana Dams Forum in Accra, Ghana. The Forum saw increased attendance and participation over previous years, which was a sign of a well coordinated national dialogue. This is also recognition of the fact that it is the first successful dialogue on dam development in West Africa.

The GDD is a non-confrontational dialogue platform that comprises stakeholder representation from diverse groups. Participants at the forum from the Government of Ghana included the Chairman of the National Development Planning Commission, the Minister of Food and Agriculture, deputy ministers from the ministries of Environment, Science and Technology, Ministry of Finance and Economic Planning, the Ministry of Energy, and the Director of Water, representing the Minister for Water Resources, Works and Housing. Officials of other key government departments also attended. The Chief Executive Officers (CEOs) (or their representatives) of the two largest dam projects in Ghana, the Akosombo and Bui dams, engaged in the discussions alongside numerous traditional chiefs and representatives of nongovernmental organizations (NGOs). The meeting shared recent scientific research relevant to dam development and provided a platform for continued dialogue over contentious dam-related issues. The participants concluded with an agreement that the GDD should be sustained beyond this current phase (January 2009–December 2010).

Inspired by both the process and findings of the World Commission on Dams (WCD), the GDD was created on the principle that increased interaction between key stakeholders in dam development was critical to sustainability. In Ghana, these stakeholders have been categorized under the following groupings: ministries, departments, agencies, DACs, national operators and the private sector, local level institutions, traditional authorities, international financial institutions (IFIs) and non-financial institutions (NFIs), NGOs, the media, and other research organizations. Since 2006, the GDD has brought together this broad spectrum of stakeholders to collectively deliberate on large dam development in Ghana and share information to support public policy.

For the communiqué from the Fourth Ghana Dams Forum and more project information, please visit the website ([ghanadamsdialogue.iwmi.org/publications--outputs.aspx](http://ghanadamsdialogue.iwmi.org/publications--outputs.aspx)).

## Cultural Harmony Meeting at Bui

The need to strengthen government commitment which clearly emerged from the last phase of the Dialogue process, through *in situ* discussion with key ministries and government agencies that have a major stake in dam planning, construction and operation, led to the design of institutional networking meetings. The mechanism is to bring these institutions on board and have more focused meetings for information exchange where synergies are built between the platform and the institutions. This was demonstrated after the Fourth Ghana Dams Forum where the issue of cultural harmony and integration emerged as being a very critical factor which required further discussion with stakeholders of the Bui Hydropower Project. This was to be facilitated by the GDD through its secretariat.

As a result, the meeting was scheduled to be held on November 25, 2010, with all the necessary arrangements being made by the Bui Power Authority (BPA) at their site office. Before the meeting, it was felt that there was the need to visit the resettlement 2 site due to the fact that one of the issues to be discussed at the meeting was the management of expectations on the utilization of township facilities. The team for the tour was led by no other person than the CEO of the BPA which clearly indicated the importance attached to the whole programme.

The meeting started well with all participants being present, beginning with the welcome remarks from the CEO and Dr. Liqa Raschid-Sally, followed by brief self-introductions. Thereafter, there was the main presentation by Mr. Koranteng on Cultural Harmony and Integration. The presentation basically touched on some of the socio-cultural issues arising from resettlement, the different levels described by the terms 'integration' and 'tolerance', and the need to respect individual rights. He concluded with a proposed framework for intervention. The discussion that followed led to some key resolutions. One important recommendation was that the pouring of libation was a sensitive issue that required further deliberations and follow-up, with the involvement of the correct parties.

The final presentation on managing expectations on the utilization of township facilities was delivered by the Resettlement Officer, Mr. Wumbilla. The presentation touched on the facilities to be provided by the Authority and the responsibility of maintaining these facilities. The aftermath of the discussion did not generate any tension as all the participants realized their responsibilities of maintaining the facilities once provided. However, there was the plea from the communities to the Authority to assist in wiring their houses as this was not part of the facilities to be provided.

The CEO, who participated in almost all the sessions of the meeting, thanked everybody present and indicated the willingness of the Authority to continue seeking the advice of the communities in running of the scheme as and when necessary.

## Straight Talk with the Project Leader - Dr. Liqa Raschid-Sally

### Kindly tell us about yourself.



"Afua Bui" (arrowed) poses with community members.

Professionally, I am a Senior Researcher of Sri Lankan origin working at the IWMI West Africa Regional Office in Accra, Ghana. I have worked in the water sector in Ghana since 2005. Personally, I have been given the name "Afua Bui," being "adopted" by the Bui community as a consequence of working with them through the GDD.

### How did you get involved in the GDD process?

I was representing my organization (IWMI) at the Steering Committee of the Global Dialogue on Dams and Development, which was hosted by the United Nations Environment Programme (UNEP). IWMI was nominated to the global platform to represent the stakeholder category of research organizations. The global process encouraged national dialogues. At the time the GDD had not started here, but I saw national

processes emerging in other countries though not always successfully. So, when I was posted to Accra and understood that a dialogue process on dams was emerging and was invited to take the lead through a funded project, I jumped at the opportunity to contribute towards something unique.

I would like to take this opportunity to explain why I think this process is unique. The GDD platform is the sum of its represented stakeholder groups. Thus, even as the VRA, BPA, DACs or the government ministries, departments and agencies (MDAs) (all of whom are represented in the different stakeholder categories) speak of the GDD in the third person, and mention how active “they” are, they are in reality talking about themselves and the synergies that have been created on the platform, which have led to a whole new and different way of addressing problems.

### **What do you consider as the most memorable achievements of the GDD?**

There have been many memorable achievements not related to the size of the event. But I will list a few...

- For instance, at the first NCC meeting, a simple action like bringing together two people who might never have met but for the Dialogue, resulted in a series of exchange visits which opened the eyes of the Bui DACs and my community chief, in particular, to the notion of the rights of affected people.
- When in its infancy, the confidence created by such a stakeholder platform, was utilized to avert a major demonstration in Ajena, where the communities were unhappy about a decision that was made concerning themselves; I almost did not believe that this could be achieved.
- Later, when the GDD was able to bring together all the DACs, it was a major triumph that they unanimously decided that they should think and act together as much as possible, leading to a discussion on the merging of NAVRART-52 (representing the Akosombo resettled townships), with the Kpong communities, the downstream communities and also the Bui communities.
- One more – when the GDD received renewed commitment from its stakeholders, the VRA and BPA; who have called upon the platform to facilitate some ongoing activities.

To explain these achievements you have to understand the dynamics on such a platform. For example, when a contentious issue is raised by one stakeholder group for discussion, in normal circumstances, there is an “accused” and a “defendant”. In the case of the GDD, the accused and the defendant are part of the same platform with various other stakeholders providing checks and balances through their different viewpoints and perspectives. It is amazing how this can be such a stabilizing influence in a discussion, leading to a transparent and non-confrontational resolution of the issue.

### **Every process has its own challenges; can you expatiate on it with regards to the GDD?**

The main challenge was getting the platform to develop its own identity and gain confidence in its abilities to effect change – this is necessarily a slow process when you think that it’s a disparate group of stakeholders who comprise the platform. Simply expressed, these individuals or organizations are “strangers” who have to get to know each other first, recognize each other’s strengths and weaknesses, and then develop a common vision and identity. It has been an interesting experience watching this take root and grow.

The second major challenge was getting recognition for the achievements of the platform and using this recognition to achieve much more. This process is only starting now.

### **Are you satisfied with the progress of the GDD for the past three phases?**

I am most definitely satisfied. I think processes like this are very slow, and one always knows more with hindsight! Sure, if we as a group knew everything we know now, before we had started, then surely things would have moved faster. But each phase has learned from the

previous one and showed a marked difference from the previous one. Briefly put, we had an initiation, a gestation and a consolidation phase. And I hope we will be moving into a commitment and growth phase next.

### **After three phases of the GDD, what do you consider as the unfinished business?**

A lot has been achieved but there is much more to do as well. As Mr. P.V. Obeng said at the Fourth Ghana Dams Forum, the Dialogue is not over since dam building is not finished in Ghana. Perhaps the size of the dams may be smaller but similar issues as those that have been faced with the big dams are likely to arise. What a multi-stakeholder dialogue platform does is that it allows stakeholders who are not usually part of decisions around dams, to raise issues and make suggestions. In the best scenario such platforms can even influence the course of decisions. Some questions around unfinished business are:

- How can the sustainability of dams be achieved as a source of energy?
- How can management of dams be optimized?
- How can dams be utilized effectively as a response to climate change?
- How will our existing dams be affected by climate change?
- What are the long-term prospects for these dams?
- What are the dam safety issues?

The list is really long and the above only addresses the technical aspects. There are the social aspects of dam building which are equally important, for instance:

- How can the compensation models we are using be improved?
- How can compensation processes be better facilitated?
- How can capacities of resettled communities be built to respond to the new stresses they face?
- Can processes and frameworks for participation be improved?
- How can benefit sharing be implemented in the new Ghana?

### **What do you understand by participation? What can you say about participation in the development of the Bui Dam Project?**

Participation can vary from simply being asked to provide information, to consultation where you are heard but not heeded, or to actively participating in the decisions that affect you (citizen power). In effect, you can think of participation in terms of different degrees or even as steps in a ladder. Regarding participation aspects of the Bui Dam Project, I would like to respond by comparing it to the Akosombo experience of the sixties. In the latter, considering the institutional context of the sixties, the decisions and actions were all top-down – a job had to be done, an organization (VRA) was set up and the job got done. The people who made decisions about different aspects of the project thought they knew best and did not even attempt to have a wider consultation. Even the process of project development, in the case of Akosombo, was not accompanied by an environmental impact assessment (EIA) as such processes were not part of the legislative requirements.

Everything was very different in the Bui case. An EIA was mandatory, some degree of consultation with affected stakeholder groups was necessary, and even the development of the resettlement plan was more consultative. However, that initial process of consultation that the consultants undertook, was inadequate and there was room for improvement – the problem with consultations is that such processes are viewed as an add-on or a necessary evil and those mandated to carry them out do so to get it over with! This is, of course, not the right attitude. With Bui, a genuine effort is being made to involve the people to the extent possible within the given frameworks. If you speak to the communities, in spite of hiccups, I think the general consensus is that a good job is being done. Recently, the GDD was invited by the BPA to facilitate a meeting for achieving cultural harmony between resettled and host communities. Quite rightly the BPA realized that without the participation of the stakeholders nothing could be achieved. In brief, I think there has been a huge learning experience since Akosombo which has been put to good use in the case of Bui.

## You are familiar with the processes of the Akosombo and Kpong resettlement packages. How different is it from what is happening in the Bui Project?

I think there is a very big difference. First, in the case of Akosombo, the government had a very big job resettling about 80,000 people. They tried to provide better living conditions but did it without a real understanding of the requirements of the communities. The documentation and administration was also inadequate leading to queries even to this day. They also - rightly or wrongly - created a dependency syndrome by continuing to be responsible for the communities for a long time.

With Kpong there was an improvement and the communities (which were much smaller in number) were given land in the irrigation scheme so that they had an independent means of livelihood. The documentation and paperwork was also better.

In the case of Bui, the design of the latest settlements tries to respond to the needs of the community, they have been consulted (more in the case of the ongoing resettlement), the documentation is better and settling of compensation is also being streamlined better, having learned from the mistakes of previous dams. There is always room for more improvement, of course, as my Bui Chief would say!!

**For the past years, there has been agitation from the residents of the Resettlement Townships. Do you think there is the need for sensitization about the roles of the VRA and the DAs towards the resettlement communities? What can the GDD do with respect to this?**

From having discussed with different people to try to understand the issues, I think one central reason for this situation is that the new roles and responsibilities have been insufficiently clarified and communicated to the different groups and the different levels. The GDD, since it has representation from all parties on the platform, could as a body facilitate a meeting to clarify the real issues and move towards an "official handing over ceremony." This is just an idea I am throwing out, but we could also do it differently.

**When dams are built, in the light of climate change/variation, how fragile are communities upstream and downstream of dams and what should be the government's responses?**

Dam sensitivity to climate change is quite complex and this, in turn, influences whether a community is vulnerable or not. For instance, too much rainfall might require sudden releases of water beyond the design capacity of channels and this can result in flooding of downstream areas. If water is not released then there can be flooding in upstream areas and dam safety is in question. When there is too little water as in the case of droughts, then the dam cannot serve its purposes of electricity generation, irrigation and water supply, making all dependent communities vulnerable. So community vulnerability has to be looked at in the context of general climate change and not specifically in relation to the riparian communities only. Government responses should be directed to addressing climate change primarily but also paying special attention to riparian communities. Beyond that, in relation to climate change there may be other "non-dam-affected communities" who are possibly worse off.

**What has been the role(s) (education, knowledge sharing, research, etc.) played by IWMI in climate change/variation issues in Ghana?**

IWMI's core function is research on land and water management for agriculture, and in this context, climate change and variation are two factors that have to be addressed. So, our research is about adapting and responding to these through studying different types of water storage, exploiting and managing water resources more optimally, and sharing this new knowledge and building capacities of local organizations and communities to use this new knowledge.

**How can communities be sensitized about the impacts of climate change/variation?**

Sensitization on climate change and variation should not be just for DACs but for everyone. However, the messages can be different depending on how they are affected by climate change or even how

they affect climate change. Sensitization messages should be based on a study of the communities and their problems vis-à-vis climate change so that they can be tailored to suit their needs.

## Feature

### Ghana Dams Dialogue: An Ever-growing Alliance for Sustainable Dam Development in Ghana



Mr. Rajeev Ahal (left) interacting with the Chief of Ajena (Nana Korkorowa) during the evaluation process.

The GDD was established in 2006 and its early years saw its initiation and gestation phases in terms of institutional development. The third phase of the project from January 2009 to December 2010, which was financially supported by GTZ (now GIZ), has just undergone an evaluation.

The objectives of the evaluation were to undertake the end-of-project evaluation of the process of growth and evolution of the GDD; to document key experiences and lessons learned; and to provide recommendations for the next phase of the GDD (2011-2013). Sixteen institutions representing all the seven stakeholder groups were selected, of which only 13 were available to meet with the consultant to participate in this evaluation.

Starting off as a time-bound research project in phase one, the GDD has taken on a life of its own as a multi-stakeholder platform (MSP). The specific contribution of the third phase has been the Consolidation and more effective actions, building on the earlier two phases. The systemic continuity on the original mandate and significant institutional maturation are key hallmarks of the third phase, while creating a supportive environment for the BPA to develop beyond the lessons learned from the Akosombo and Kpong dams, is the other defining impact of this phase. The GDD undertook a number of activities in support of the four main objectives of this phase, leading to an ever-growing impact that was recognized and appreciated by all the respondents. Everybody acknowledges that without the GDD, the movement towards sustainable dam development (SDD) in Ghana would not be possible. Based on the lessons learned and ongoing discussions for the fourth phase (2011-2013), some of the key recommendations of the evaluation are:

- 1. Establishment of a decentralized project-level engagement by the GDD:** Initiation of regular meetings and eventually organize MSPs of four key stakeholders at the three local project levels (bringing together - DACs (including Traditional Council as an institution); concerned Dam Power Authorities (VRA, BPA, etc.); government and communities represented through the Member of Parliament (MP); local government (DAs, DCEs, etc.); enhanced use of Newsletter; Sensitization and outreach support by DAs; and supporting dam power authorities (VRA, BPA) to be more effective in their roles.
- 2. Broadening GDD's horizontal/thematic engagement:** Extending scope to upstream and downstream areas of dams. Also, initiating engagement with the newly proposed hydropower projects in Ghana. Expanding new emerging issues (e.g., health, environmental impacts, etc.), the GDD could develop and propose a new and broader policy perspectives to the Government of Ghana on SDD, and how to effectively implement and monitor it, including a possible National Grievance Redressal Forum.
- 3. Being strategic in advocacy:** The GDD's carefully built neutrality and space for open dialogue needs to be nurtured. The Advocacy function can be well served by strategic tools: Becoming a Knowledge Manager on Water Sector in Ghana; use of Advisory Council; establishment of National Federation of DACs; use of Subcommittees (SC) (GDD's internal SCs, decentralized SCs at project MSP level and national SCs, e.g., joint Parliamentary SCs).

4. **GDD's strategy to safeguard its independence:** This should be based on its Independent NCC (a six stakeholder-based NCC and an independently hosted secretariat support) and a basket of funds (especially core grants that do not predetermine interventions, in-kind support from stakeholders, and mixing international funding with national funding opportunities, including soliciting funds from dam power authorities).
5. **GDD's strategy to strengthen its accountability:** Transparency of decisions made and decision-making process within the NCC, and accountability of the Secretariat to the NCC; discuss basic tenets of transparency and accountability within the NCC; and develop a 'Memorandum of Association' or an 'informal constitution'. A simple but all encompassing monitoring and evaluation (M&E) system should be established.
6. **Institutional management:** Improved design, recording of minutes and dissemination of NCC meetings; follow-up, review and feedback of agreed actions within the GDD; hold forums twice a year with each forum held over two days; and incremental and capacity development-based transition of secretarial responsibilities to Volta Basin Development Foundation (VBDF) needs to be done.

The detailed Evaluation Report will be uploaded to the project website ([ghanadamsdialogue.iwmi.org](http://ghanadamsdialogue.iwmi.org)).

Rajeev Ahal

Consultant

Organization and Systems Development & Process Facilitation

### Effects of the Bui Dam Resettlement Project on Livelihoods in the Catchment Area



The reality of resettlement shown on the faces of residents.

The construction of the Bui Hydropower Dam at the Bui gorge will affect a number of communities in the dam catchment area due to the permanent inundation of about 440 square kilometers of land. As part of the efforts to ensure the successful implementation of the Bui Dam Project, it has become necessary to

resettle a number of communities that are presently located within and around the project area. The issue of taking care of the affected communities, which includes the provision of alternative livelihoods, has been of concern to all stakeholders involved in the project including the GDD. It is against this backdrop that the GDD contracted the CSS, College of Architecture and Planning, KNUST, to conduct a baseline study on livelihoods as well as to assess the current impact of the dam project on the households of the affected communities.

After the initial discussion with the client, the CSS constituted a team made up of all Research Fellows in the Centre for implementation of the study. As a prelude to the main survey there was the need for the team to conduct a background survey in the affected communities to enable the Centre to have firsthand information on the existing situation. The scope of the survey was to cover all the communities that have already been resettled and those that have yet to be resettled. It was also to determine the total number of households involved.

In all, four communities, Brewohodi, Dam Site, Agbegikuro and Lucene, which have been resettled at Jama (Jama resettlement community), were visited. The sites where they were located were very critical to the commencement of construction work, hence their immediate resettlement by BPA. The team also visited Bui Camp, Bui Village and Akanyakrom. However, the team could not visit Dokokyina, because

it has been cut off from the rest of the communities by flood waters from the tributaries of the Black Volta. Sources from the BPA indicate that Dokokyina will not be inundated, but a large track of their land for crop cultivation, grazing, hunting and collection of forest products will be submerged. In addition, it will be surrounded on three sides, south, west and east by the reservoir.

A number of data collection tools were employed for the survey. Reconnaissance survey was first conducted after which the data collection instruments were tested. Secondary data sources include the review of literature and visits to key institutions identified as stakeholders. Primary data was collected using a structured questionnaire, interview guide for key informant interviews, focus groups and group discussions. For the quantitative data, 136 households representing every household at the Jama resettlement community, Bui Village and Akanyakrom were interviewed at the time of the survey.

Findings from the study revealed that most households desire to branch into other livelihood areas. The livelihood options that the community indicated included the following: fish farming, gari processing, skills training in dressmaking, tie-and-dye making, hairdressing, carpentry and masonry, soap manufacturing, cream making and baking. The resettled communities have already started a "susu" scheme to give micro-finance assistance to members. It is, therefore, not out of place for further assistance from micro-finance institutions. The fear of lack of security of tenure in the new community was indicated by the residents whilst others indicated the fear of being unemployed and the loss of assets due to construction of the dam.

The preliminary findings of the study were presented at the Fourth Ghana Dams Forum in Accra on October 12, 2010, where comments from the Forum were to be incorporated and further validated at the community level at Bui.

### Communiqué from the Fourth Ghana Dams Forum

**Ghana Dams Dialogue**  
Contributing towards well-informed decision-making and sustainable planning and management of dams in Ghana.

**COMMUNIQUÉ ISSUED BY PARTICIPANTS OF THE 4<sup>TH</sup> GHANA DAMS FORUM ON 12 OCTOBER 2010**

The World Commission on Dams brought together representatives from a wide range of sectors all with a common stake in large dam development. It conducted a global, comprehensive study covering both the technical aspects, and the governance contexts and societal relations that underpin such infrastructure projects. The Commission's final report outlined five core values that should form the basis of future large dam development: equity, sustainability, efficiency, participatory decision-making and accountability.

We, the 135 participants of the 4<sup>th</sup> Ghana Dams Forum on the theme **Empowering multi-stakeholder platforms** consolidating the Ghana Dams Dialogue, have resolved as follows:

1. The Dams Dialogue and Forum should be established and strengthened as an independent body.
2. Implementation capacity of the Ghana Dams Forum has to be improved, and capacities of members built, to be able to move beyond advocacy into influencing policy that ensures sustainability in all aspects related to dams.
3. The involvement of government and private sector stakeholders in the dams and development discussion should be enhanced.
4. The Forum should retain a non-partisan, non-confrontational approach in its deliberations.
5. Evidence-based research should be the driving factor in decision-making, in order to make informed decisions for sustainability.
6. Improved communication and sharing of information with all stakeholders at different levels is critical for consensus building.
7. The Forum should play an integrative role for developing and defining national perspectives on critical issues relevant to the dams debate.

Inspired by both the process and the findings of the World Commission on Dams, the Ghana Dams Dialogue (GDD) was created on the principle of increased interaction between key stakeholders in dam development. Since 2006, the Ghana Dams Dialogue has brought together a broad group of stakeholders to collectively deliberate on large dam development in Ghana and share information to support public policy. The GDD is the first successful dialogue on dam development in West Africa.

Project Facilitated by:  
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Volta Basin Development Foundation

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For more information about the project, please visit:  
<http://ghanadamsdialogue.iwmi.org>

### Excerpts of Speeches Given at the Fourth Ghana Dams Forum

#### ☛ Hon. P. V. Obeng, Chairman, National Development Planning Commission

*"... all of us who believe in dams (whether for power generation, agriculture, feeding cattle or fish farming) will have to come together to see how we reconcile our interests as we attempt to harness water. So, as we meet to talk about dams and seek to identify all who have an interest in damming for good or bad, we need to work together to see how we can also coexist as the water tries to coexist with the dam that harnesses it. In the case of the water, it's the physical structure that harnesses it and allows coexistence to come upon compulsion. For us as human individuals with various thinking orientations and with self and group interest conflicting with each other,*

we need to find one common reason why we, as stakeholders, must think together. This is because if we don't think together, we may struggle over it as it serves as a blessing or a curse. I do believe that, the Fourth Ghana Dams Forum will form the basis for the next stage of the process for sustainable dam development..."

🗣️ **Dr. Alhasan Iddrisu on behalf of Hon. Kwabena Duffour, Minister of Finance and Economic Planning**

"...it is gratifying to see that such a forum is taking place today on dams since we cannot do much in our development process without water.

From the perspective of the Ministry of Finance and Economic Planning, dams are viewed as banks where excess water is stored for future use for national development.

The major customers to these water banks (dams) are farmers who use them to irrigate their farms and also the vegetation which uses them for their food; and industries that use hydroelectric power they produce and also use some to cool their plants. The major profits of these dams are the variety of crops they produce as well as the electric power we see and use in our industries and homes.

It is worth noting that bilateral and multilateral development financing agencies have helped finance studies needed for dam construction. This gesture is highly welcome and especially matched against our water policy and strategic directions as set out in the draft of Ghana's shared growth and development agenda.

Better management of dams will contribute to the achievement of a better Ghana."

🗣️ **Mr. Minta A. Aboagye on behalf of Hon. Alban Sumana Kingsford Bagbin (MP), Minister for Water Resources, Works And Housing**

".....As I indicate in my 100 Days Statement of Intent in June, we would make conscious efforts at promoting 'dialogue' and 'partnership', especially in intersectoral coordination and alliances that would not just be about bringing management to the grassroots level, but also to broaden the basis of representation towards our quest for the sustained use, management and development of our water resources.

It is against this background that the government encouraged the initiative taken by the GDD; by promoting a national dialogue process among various stakeholders on the sustainable development and management of dams in Ghana. We see it as critical private sector support needed by the government in its policy development process. I am also reliably informed that the GDD is the first successful Dialogue surrounding dam development in our subregion, West Africa. Accept my congratulations."

🗣️ **Dr. Edward Omame Boamah on behalf of Ms. Sherry Ayttey, Minister of Environment, Science and Technology**

".....The Ministry of Environmental, Science and Technology is very interested in issues of sustainable development. Much as we will support hydroelectric dams in terms of greenhouse effects, as a nation we should also look at nuclear options for hydropower and this is how the Ghana Atomic Commission is persistently perusing nuclear options."

🗣️ **Hon. Inusah Fuseini (MP), on behalf of Hon. Dr. Oteng Gyasi, Minister of Energy**

"I am personally aware of the outstanding efforts being made by the International Water Management Institute to increase interaction among stakeholders in dam development. A Multi-Stakeholder Platform for dam and water management must move beyond the simple partnership and participation arrangements; it must include a dialogue of diverse ideas and interests among all stakeholders.

Proponents of dam construction argue that large dams are essential to satisfy the growing global demand for water, energy and food, especially in developing countries, like ours. On the other hand, opponents of dam construction point to the negative social impacts of dams, and cite serious environmental damages associated with their construction. Thanks to the outstanding work being done by organizations such as IWMI, all stakeholders now have the opportunity to discuss their concerns.

Development must, above all else, be people-centered and reaching decisions based on an inclusive framework of risks and rights among all stakeholders is paramount. It is now abundantly clear that dam planning and management should involve not only the 'experts' but also all stakeholders."

🗣️ **Hon. Kwesi Ahwoi, Minister of Food and Agriculture on behalf of H. E. The Vice President of Ghana**

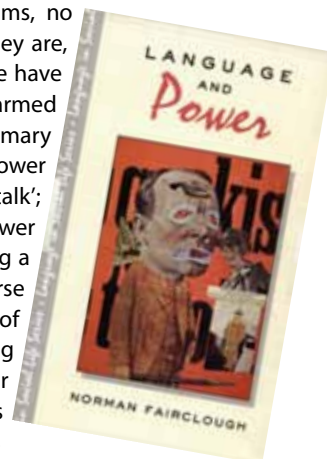
"The biggest CHALLENGE facing mankind and which will continue to face mankind in the years ahead is the availability of water and food in both quantity and quality. Water is the main component of life and therefore water is life. Food on the other hand is a prime factor for the sustenance of life. However, mankind cannot provide his food needs without water. Simply put, without water there is no life.

We must construct and manage our dams properly to ensure sustainability and thus conservation of our water resources. It is only through realistic management of these resources that we can be assured of food security and sustainable life. It is now time for public-private partnerships for construction, operation and maintenance of these facilities. Let us all combine our forces for effective and efficient management of these facilities that we ourselves have provided and we will be blessed with a sustainable good life. I wish all stakeholders fruitful deliberations and hope that you will provide the required support for the development of informed public policy."

### Book Review - Language and Power

Interested in discourse? Few people are, but you should be. Most people think 'discourse' is just a word to describe talking. In fact, there are a few areas of knowledge that are more practical than an understanding of discourse. Every discussion on dams, no matter where they are or what size they are, involves a range of stakeholders. Some have more power than others. Short of armed intervention, discourse is the primary means by which one group exerts power over another. Discourse is more than 'talk'; it is the means by which those with power shape reality. Those in favor of building a dam usually try to manage a 'discourse of benefits', which includes a strategy of minimizing, marginalizing or ignoring the voices of concern, caution or dissent. Understanding the mechanics of discourse empowers those voices and gives them a greater chance of being heard and having influence. Change the discourse and you change the relationships of power.

If the idea piques your interest, *Language and Power* by Norman Fairclough is a good place to start. As the title suggests, *Language and Power* is about how language functions in maintaining and changing power relations and about ways of analyzing language to reveal these processes. Fairclough is a 'critical linguist', a branch of sociolinguistics that aims to bridge the gap between linguistic analysis and social theory. It includes a theoretical description of the connections between language, power and ideology, and practical tools for critical analysis. A variety of discourse types are examined, including police interviews, counselling, advertising and political discourse. Fairclough is regarded as one of the founders of critical discourse analysis and is currently emeritus Professor of Linguistics at Lancaster University in the UK. *Language and Power*, first published in 1989, was reprinted in 2001. Fairclough writes in a straightforward style free of linguistic jargon, so don't be afraid. *Language and Power* is part of the Language and Social Life Series published by Macquarie University in Sydney Australia. You can try ordering it from Macquarie University's Centre for Language in Social Life ([www.ling.mq.edu.au/clsl/resources.htm](http://www.ling.mq.edu.au/clsl/resources.htm)) or from Amazon ([www.amazon.com](http://www.amazon.com)). Enjoy!



## Pictorial Report of the Fourth Ghana Dams Forum



Strong presence from the BPA in the first row, including the CEO.



Hon. Kwesi Ahwoi, Minister of Food and Agriculture, delivering a speech on behalf of the Vice President of Ghana.



Hon. P. V. Obeng, Chairman, National Development Planning Commission, who chaired the session, speaks during the first session of the Forum.



The NCC members leading the second session of the Forum.



Mr. Jabesh Amissah-Arthur (CEO of BPA) responding to questions posed by participants.



Me. E. A. Kalitsi (former Chief Executive of VRA) making a point at the Forum.



Dr. Liqa Raschid-Sally (middle) poses with invited guests at the Forum.



A group photograph after the Forum.



## Pictorial Report of Other Activities in the Third and Fourth Quarters of 2010



Group photograph of participants of the Second Annual Meeting of Dam-Affected Communities.



Community leaders of affected communities posing with representatives of the GDD.



Mr. Rajeev Ahal presenting the development models for the future of the GDD.



Hon. Isaac Agbo-Tetteh (the host) leading a meeting with the Local Level Institutions.



Members at the Eleventh meeting of the NCC.



Ms. Patience Asem of the VRA Resettlement Trust Fund making a presentation to participants of the meeting of Local Level Institutions.



The Akosombo Town Manager of the VRA, Mr. Meister Afriyie, sensitizing media men.



Mr. John Chobbah (Public Relation Officer) leading pressmen through the Akosombo Hydropower Dam.

## Pictorial Report of the Bui Mediating Meeting



CEO and Financial Controller of the BPA, opening the meeting.



Mr. Richard Twum-Barimah Koranteng and Dr. Liqa Raschid-Sally discussing the presentation for the meeting.



Mr. Wumbilla Salifu making a presentation at the meeting.



Some community leaders and representatives at the meeting.



Officials of the BPA and GDD Secretariat touring resettlement 2 site.



Some buildings at the resettlement 2 site.



Bird's-eye view of the Black Volta before the dam showing areas of possible inundation.



The current stage of the construction of the Bui Hydropower Project.

## Pictorial Report of the Twelfth NCC Meeting



Mr. Rajeev Ahal making a presentation at the meeting.



NCC members at the meeting.



NCC members at the meeting.



Presentation of certificate to Dr. Liqa Raschid-Sally.



Presentation of certificate to Mr. Minta A. Aboagye.



Mr. E. A. Kalitsi (Former CEO of VRA) receiving his certificate.



The Leadership of the GDD – Dr. Mrs. Cecilia Amoah, Dr. Liqa Raschid-Sally and Mr. Minta A. Aboagye.



Group photograph of participants at the meeting.

The National Dialogue on Dams and Development in Ghana would like to extend its heartfelt appreciation to the following individuals and organizations in recognition of the support provided to the Ghana Dams Dialogue (January 2009 – December 2010).

## Individuals

	Name	Institution
1	<b>Dr. E. O. Bekoe</b>	Water Research Institute
2	<b>Dr. Liqa Raschid-Sally</b>	International Water Management Institute (IWMI)
3	<b>Nene Tetteh Amoako IV</b>	Natriku Community
4	<b>Togbe Emmanuel Agbesi Kpakpa</b>	Akanyakrom Community
5	<b>Mr. Richard Koranteng</b>	Volta Basin Development Foundation (VBDF)
6	<b>Dr. (Mrs.) Cecilia Amoah</b>	Volta Basin Research Project
7	<b>Mr. Bob Alfa</b>	Water Resources Commission
8	<b>Mr. S. A. Appenteng</b>	Association of Ghana Industries
9	<b>Mr. Minta A. Aboagye</b>	Ministry of Water Resources, Works and Housing
10	<b>Mr. Mike Anane</b>	Ghana Journalists Association
11	<b>Togbe Adom Drayi II</b>	NAVRART-52
12	<b>Mr. S. Ayeh-Dartey</b>	Ministry of Energy
13	<b>Mr. K. D. Bright Siayor</b>	Volta River Authority (VRA)

	Name	Institution
14	<b>Mr. Sylvester Zigah</b>	Bui Power Authority (BPA)
15	<b>Nana Kwadwo Wuol II</b>	Bui Community
16	<b>Hon. Isaac Agbo-Tetteh</b>	Lower Manya Krobo District Assembly
17	<b>Prof. Chris Gordon</b>	University of Ghana
18	<b>Ms. Patience Asem</b>	VRA Resettlement Trust Fund
19	<b>Mrs. Rhoda Arthur</b>	Volta River Authority
20	<b>Mr. Edmund Kyei Akoto-Danso</b>	International Water Management Institute
21	<b>Mr. Ben Sackey</b>	Volta River Authority
22	<b>Mr. Ben Ofori</b>	Volta Basin Research Project
23	<b>Mr. E. A. Kalitsi</b>	Kalitsi and Associates
24	<b>Mr. Rajeev Ahal</b>	Consultant, Organization and Systems Development & Process Facilitation
25	<b>Ms. Maija Hirvonen</b>	Consultant

## Organizations

1	Volta River Authority (VRA)
2	Bui Power Authority (BPA)
3	Ministry of Energy
4	Ministry of Environment, Science and Technology
5	Ministry of Finance and Economic Planning
6	Ministry of Food and Agriculture
7	Ministry of Lands and National Resources
8	Ministry of Local Government and Rural Development
9	Ministry of Water Resources, Works and Housing

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