



**MINISTRY OF LANDS AND NATURAL RESOURCES
(MLNR)**

ANNUAL PROGRESS REPORT – 2011

**IMPLEMENTATION OF GHANA SHARED GROWTH AND
DEVELOPMENT AGENDA (GSGDA)**

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1.0 INTRODUCTION

The 1992 Constitution provides a long-term national development framework for Ghana. Based on this broad framework, sectoral policies are developed aimed at ultimately improving the lives of its people and social infrastructure. These policies are enshrined in short, medium and long-term national development policy frameworks.

In fulfillment of the constitutional provision, Ministries, Agencies and Departments are to implement Government's programmes based on a national development policy framework. This is to ensure that the policy framework is effectively linked to the budget and implemented by MDAs and MMDAs, in accordance with sections 1, 10 and 11 of the National Development Planning (System) Act 1994, (Act 480). The current policy framework is the Ghana Shared Growth and Development Agenda (GSGDA), 2010 to 2013.

The Ghana Shared Growth and Development Agenda (GSGDA) **policy framework has** anchored themes which are further categorized into key focus areas and policy measures. The Ministry of Lands and Natural Resources, as pertains to its statutory mandate is therefore reporting based on the Sector Medium Term Development Plan (SMTDP) which is aligned to the GSGDA (2010–2013) under the Sustainable Natural Resource Management thematic area.

The Ministry of Lands and Natural Resources (MLNR) is established under Section 11 of the Civil Service Law 1993 (PNDCL 327). The broad aim of the Ministry is to provide leadership and guidance in the Management of our Natural Resources through effective policy formulation, market regulation, asset management and some level of service provision. The Ministry consists of three sub-sectors: the Lands, Forestry and Mines.

LANDS SUB-SECTOR

The lands sub-sector is made up of Lands Commission and the office of the Administrator of Stool Lands. The Lands Commission consists of the following Divisions:

- Survey & Mapping Division

- Land Registration Division
- Land Valuation Division
- Public & Vested Lands Management Division

FORESTRY SUB-SECTOR

The Forestry sub-sector is managed by the Forestry Commission and has the following Divisions:

- Forest Services Division
- Wildlife Division
- Timber Industry Development Division

MINING SUB-SECTOR

The mining sub-sector is made up the following:

- Minerals Commission
- Geological Survey Department (GSD), which is responsible for the regulation and management of the utilization of the mineral resources of Ghana and the co-ordination of the policies in relation to them.
- Precious Minerals Marketing Company (PMMC), which operates under the purview of the Ministry, is a wholly state-owned enterprise that provides official marketing services for small scale gold and diamond miners. It also promotes the development of the precious minerals and value addition (jewellery) industries in Ghana.

Drawn from its mandate and in order to support the attainment of the overall objective of the GSGDA, the Ministry is expected to pursue policies that will ensure efficient stewardship of our natural resources. The policy objectives under implementation based on the GSGDA are:

- Promote Sustainable extraction and use of mineral resources
- Ensure the restoration of degraded natural resources
- Build institutional frameworks for sustainable extractive and natural resources management

- Reduce the loss of biodiversity
- Maintain and enhance the protected area system
- Strengthen the legal framework on protected areas
- Reverse forest and land degradation
- Encourage appropriate land use and management
- Enhance community participation in environmental and natural resources management by awareness creation
- Enhance community participation in governance and decision making
- Adapt to the impacts and reduce vulnerability to Climate Variability and Change

This Annual Progress Report (APR) is therefore being prepared to track progress of policy implementation and effectiveness as well as to identify bottlenecks associated with the implementation for early redress.

The process of preparing Sector Annual Progress Report (SAPR) is part of the overall national agenda to institutionalise the act of monitoring the implementation of development policies particularly at the local level, as well as establish an efficient national Monitoring and Evaluation (M&E) system capable of generating accurate data on a timely basis to inform national policy decision.

1.2 The Monitoring and Evaluation (M&E) Mandate of MLNR

Section 10, sub-section 6 and 7 of the National Development Planning System Act 1994, Act 480 requires the Ministry/Sector to monitor the implementation of the Sector's Medium Term Development Plan (SMTDP) and submit a monitoring report at intervals in the prescribed form to the National Development Planning Commission (NDPC).

The roles and responsibilities of MLNR with regard to M&E are:

- The development and implementation of the Sector M&E Plans
- M&E capacity building within the MDA
- Creating the necessary supporting conditions for M&E in the sector

- Define and select sector specific indicators in collaboration with NDPC as core national indicators
- Demand and collate M&E data from her Agencies for production of the Sector APR
- Periodically visit key project sites and report on development progress at all levels
- Forward the Sector APRs to NDPC and facilitate its dissemination to all stakeholders
- Ensure that gender equality/equity indicators and other cross cutting issues, such as environment, vulnerability and exclusion are considered in the M&E Plans
- Facilitate evaluation of the SMTDPs and make recommendations for the review of
- policies and strategies

1.3 Objective of the Sector Annual Progress Report (SAPR)

Monitoring the progress of implementation of the sector policies on an annual basis involves the use of agreed set of indicators. These indicators are selected in such a manner to include those that will help track progress the Ministry is making towards the attainment of its objectives. To ensure effective analysis of the various dimensions of indicators, the possible level of data disaggregation, as well as the frequency of collection of data on each indicator is determined to allow the Ministry to put mechanisms in place to collect the required information.

The key instrument for reporting on the progress towards the implementation of the sector policies on annual basis is the Sector Annual Progress Report (SAPR). The SAPR reports on the progress against targets, provides information on resources that are released by Government to implement key activities, and the key activities implemented within the reporting year that has possibly impacted on the attainment of targets or otherwise. The outcome of this monitoring process is to, primarily provide continuous and regular data analysis to help make informed decisions on the way forward regarding implementation of the planned objectives.

1.4 Organization of the Report

Apart from Chapter 1, the rest of the report is arranged according to the performance of the key agencies under the Ministry of Lands and Natural Resources in view of the diverse mandates and

roles in achieving the objective of the GSGDA. However within each agency, the report is structured along: (i) a discussion on the status of key indicators; and (ii) the specific policy measures implemented for the attainment of the key indicator targets. The resource available for the implementation interventions in 2011; as well as the conclusions and challenges of agencies are treated in separate chapters.

The rest of the chapters are as follows: (i) chapter two discusses the progress made by the Mineral Commission in 2011 in achieving its key targets, and status of implementation of key policy measures; (ii) chapter three discusses the progress made by the Forestry Commission in 2011 in achieving its key targets, and status of implementation of key policy measures; (iii) chapter four discusses the progress made by the Office of Stool Lands Administration in 2011 in achieving their key targets, and status of implementation of key policy measures; (iv) chapter five discusses the progress made by the Lands Commission in 2011 in achieving their key targets, and status of implementation of key policy measures; (v) chapter six analysis resources made available to all agencies for implementation of key activities in 2011; and (vi) chapter seven is the conclusions drawn from the analysis of progress of implementation of activities by all agencies in 2011, as well as their respective challenges

CHAPTER TWO:

PROGRESS MADE BY THE MINERAL COMMISSION IN 2011

2.0 INTRODUCTION

The Commission is responsible for the regulation and management of the utilization of the mineral resources of Ghana and the co-ordination and implementation of policies related to mining. In line with its mandate, the Commission performs the following functions as stipulated in the Minerals Commission Act 1993, Act 450:

- a) To formulate recommendations of national policy for exploration and exploitation of mineral resources with special reference to establishing national priorities having due regard to the national economy;
- b) To advise the Minister of Lands and Natural Resources on matters relating to minerals;
- c) To monitor the implementation of laid down Government policies on minerals and report on this to the Minister;
- d) To monitor the operations of all bodies or establishments with responsibility for minerals and report to the Minister;
- e) To receive and assess public agreements relating to minerals and report to Parliament;
- f) To secure a firm basis of comprehensive data collection on national mineral resources and the technologies of exploration and exploitation for national decision making; and
- g) To perform such other functions as the Minister may assign to it.

In fulfilling its functions, the Commission engages in the following activities;

- Investigate the background, process applications for mineral rights and recommend their grant or otherwise to the Minister responsible for Mines;
- Review agreements relating to minerals;
- Collect, collate and analyse data on the operations of mining companies for decision making and for dissemination;
- Organise and attend workshops/seminars/conferences, as well as issue publications to promote mineral sector activities;

- Liaise with other governmental agencies, notably the Bank of Ghana, the Ghana Revenue Authority (GRA) among others to ensure that the spirit of the sector's fiscal regime is maintained;
- Liaise with other governmental agencies, notably the Geological Survey Department, and the Environmental Protection Agency, to monitor and ensure the adherence of mining companies to the terms and requirements of mineral rights granted to them.

To improve mining sector's contribution to sustainable development, the 2011 Annual Progress Report (APR) is being prepared to track progress of policy implementation and effectiveness as well as to identify challenges associated with the implementation for early resolution.

2.1 Broad Sector Overview

The mining sector has been an important part of our economy with gold accounting for over 90% of the sector. Ghana is a significant gold producer in Africa (second after South Africa) and globally, being the 9th largest producer in the world. Over the past decade, the price of gold has witnessed significant and sustained rise. From an average low of US\$279 in year 2000, the price rose to US\$445 in 2005, again to US\$1,225 in 2010 and then to an all time high of US\$1,895 in September, 2011.

Except year 2004, the mining sector was consistently the highest gross foreign exchange earner from 1999 to date as well as a provider of high quality employment to Ghanaians. Currently, the sector contributes about 17.5% of Ghana's total corporate tax earnings, 28.3% of government revenue and 6% GDP. The sector also employs 28,000 people in the large scale mining industry whilst over 1,000,000 people are engaged in the small scale gold, diamonds, sand winning and quarry industries. In 2011, Ghana produced 3,648,954 ounces of gold, the highest ever in the history of the country. It is significant to note that, small scale miners contributed some 28% of the total gold production in 2011. This resulted in export revenues of over US\$5billion. Total Foreign Direct Investment (FDI) into the minerals and mining sector from 1983 to 2011 amounted to US\$ 11.5billion.

Presently, nine (9) large scale companies are producing gold, while one (1) each are producing bauxite and Manganese. Also, over 600 registered small scale mining groups are engaged in the mining of gold, diamonds and industrial minerals. Companies currently engaged in exploration in Ghana can be divided into three groups:

- Major international mining companies,
- Junior international mining companies and
- Local companies.

The major international mining companies with interests in Ghana include; Gold Fields of South Africa, Newmont and Golden Star Resources from the USA, AngloGold of South Africa, Adamus Resources of Australia among others. The junior international companies are mainly from Canada, South Africa and Australia. These companies usually conduct exploration with the objective of quickly blocking out enough ore reserves to support a bankable feasibility study to raise funds for production or for disposal of the upgraded property to major companies.

The local companies usually lack the capital and technical expertise to conduct modern exploration work. They are usually unable to finance exploration beyond the reconnaissance stage; they then proceed to look for foreign partners in order to continue with the exploration work. As a result, most concessions held by the local companies and some foreign junior companies are possible joint-venture opportunities for major or junior international companies.

2.2 Mining Sector Policy and Objectives

Various policies in the mining sector have been consolidated into the draft national mining policy which is yet to be approved by Cabinet. This is aimed at securing the continued development of a thriving mining industry that will contribute to sustainable economic development based on the following objectives among others:

- Diversify the country's mineral export base and thereby increase foreign exchange earnings;
- Optimize tax revenue generation to support development;
- Generate skilled employment and develop local capacity for the mineral industry;
- Produce raw materials for local usage and create demand for local goods and services in the minerals and mining sector;

- Contribute to infrastructure development;
- Contribute to the transformation of mining, especially rural, communities;
- Serve as a catalyst for wider investment in the economy; and
- Collaborate in the harmonisation of mineral policy in ECOWAS and, indeed, in Africa.

2.3 Status of Implementation of Key Activities

This section covers achievements of some key activities based on the GSGDA policy objectives (GSGDA) for the mining sector as captured below.

- Ensure the restoration of degraded natural resources
- Promote sustainable extraction and use of mineral resources to facilitate equitable access, benefit sharing from and security to Land, Forest and mineral resources.
- Build Institutional framework for sustainable natural resource management

2.3.1 Ensure the Restoration of Degraded Natural Resources

Monitor exploration and mining activities to enforce compliance with Policies, the Minerals and Mining Law and Mining Regulations.

Achievements:

- New guidelines prepared for submission of returns by exploration and mining companies.
- 25 monitoring visits to all operating and developing mines
- 80 exploration companies monitored during the period
- 80 Monitoring visits to quarries and 496 small scale mining concessions
- The current total number of Expatriates and Ghanaians in the Mining industry (including Mine Support Service Companies) as at the end of December **2011 is 400 and 27,600** respectively.
- **500** officials were also examined for various **Certificates of Competency** to enhance health and safety, and productivity during the period.
- **2,017** inspections were conducted for health and safety of operating mines
- During the period, Workshops were organized for:

- ▶ Quarry and Service Companies within the Central, Eastern, Greater Accra, and Volta Regions to improve their knowledge in the Minerals and Mining Act 2006, Act 703, and the Mining and Explosives Regulation regarding their various operations.
- ▶ Salt and Exploration Companies to improve their knowledge in Industrial Safety/Health Hazards in of operations.

- Formation and Support to National Security sub Committee on Lands, Forestry and Mines to arrest illegal miners n the country
- Regional Task-Forces have been formed to deal with illegal mining in the country. Four (4) of such taskforces have already been inaugurated. Small scale miners associations have been formed countrywide. A national association was also formed and inaugurated. These associations will help Government in managing small scale mining in Ghana
- District Mining Committees have been formed and inaugurated in two mining communities to assist in the management of small scale mining in Ghana.
- Various monitoring, sensitization and educational programmes have been held to formalize the activities of illegal small scale miners.

Carry Out Educational Campaigns Aimed At Efficient Small-Scale Mining.

Achievements

Educational campaigns were carried out by District Officers at Mining communities and mining sites (both formal and informal) on best practices. Educational workshop on illegal mining was also organized for some selected members of the Judiciary to sensitise them on the effect of illegal mining on the environment and the need to pass deterrent sentences on convicted persons. In spite of the educational campaigns, illegal mining continues to be on the ascendancy. The involvement of the law enforcement agencies have been sought to quell the menace of the illegal activities. The following actions were carried out during the period under review:

- The Security Services under the directives of National Security Sub-Committee on Lands and Natural Resources carried out evictions of illegal miners in some forest reserves and on the rivers Ankobra and Bonsa in the Western Region.

- Regular meetings were attended with Security Agencies at the National Security Head Office and to strategize to curb illegal mining activities Country wide
- A meeting was held with the Commissioner of Police in charge of operations at the Police Headquarters to discuss the involvement of the Police to support the fight against illegal mining.

Reclamation of Areas Degraded by Illegal Small Scale Miners

Consultancy phase awarded for 2 areas; Juabo and Yakasa. Reclamation will be done to restore land and planted with economic trees.

Vigorously pursue plantation development in mining communities (Pilot Project in Prestea Huni-Valley District)

- The project covers five mining communities in the Prestea-Huni Valley District of the Western Region. So far 23,000 acres of oil palm plantation have been established under small farm holder scheme in the Prestea Huni-Valley District of the Western Region. Some of the palm trees have started fruiting. The project has so far employed about 23,000 people. So far, monitoring reports received from the field are satisfactory.
- Additionally, two nurseries were established to provide seedlings for the 2012 planting season.

2.3.2 Promote Sustainable Extraction And Use Of Mineral Resources

Develop Multi-Agency Approach To Enhance Resource Management And The Environment

In order to improve mining sector revenue collection, management and transparency, a multi-agency mining revenue task force was formed in 2008. Membership of this task force include; Minerals Commission, Ministry of Finance, Bank of Ghana, EITI Secretariat and Ghana Revenue Authority. The task force developed an Action Plan which has been in operation for the past 3 years. Under the Action Plan, the task force is to conduct mine audit using a Fiscal Model developed by a Consultant recommended by the World Bank (Prof. Jim Otto).

Below find the status of implementation of the Action plan:

- So far the Fiscal Model has been applied to five (5) mines namely; Chirano Gold Limited, Newmont Ghana Gold Limited (Ahafo Mine), Golden Star (Wassa mine), Ghana Manganese and Goldfields Ghana Limited, Tarkwa.
- In 2011, the Fiscal Model was applied to 2 additional mines namely; Ghana Bauxite Company (now Bosai minerals) and Gold Fields Gh. Ltd (Damang mine). Draft Report on the application of the model is ready.
- Recommendations from the work of the task force led to streamlining of Tax Administration on mineral right transfers as well as general amendment to the fiscal regime governing the mining sector.

Ensure inter-agency collaboration on issues involving environmental management in the mining industry

It is noted that mining necessarily ends up depleting the resource it uses and is characterized by some negative impacts. On the other hand, it has significant potential for making positive impacts, as acknowledged in chapter 46 of the Johannesburg Plan of Implementation of the World Summit on Sustainable Development (WSSD). As it was especially noted, it is possible for mining to contribute to sustainable development through enhancing the benefits while mitigating the negative impacts both when mining is taking place. Therefore to ensure that the net impact of mining is positive, the Minerals Commission is collaborating with the Environmental Protection Agency (EPA) to regulate mining operations in the country. The following were achieved:

- An Environment and Mining Matrix has been developed based on the Mining Sector Support Programme (MSSP) Environmental Impact Assessment/Strategic Environmental Assessment (EIA/SEA) report and a review report by the Netherlands Commission for Environmental Assessment (NCEA). The matrix has five (5) main issues/themes to be implemented from 2012 to 2014. The issues are:
 - Mineral Licensing & Permitting Processes
 - Improved Performance by Authorities regarding licenses & permits for large scale mining
 - Small scale mining

- Environmental Impact of Mining Operations
 - Environmental Management in large scale mining operations
- Mine Community relations & Corporate Social Responsibility
 - Mine community relations, consultation & development
- Community Health
 - Baseline Studies regarding Health
 - Improved collaboration between mining companies & authorities
- Occupational Health & Safety Regulations
 - Improve OHS Systems at Mines through new policy & guidelines

Reduction In Dependency On Traditional Minerals (Diversification)

Achievements

Base Metal Potential: Enormous geo-scientific data has been produced from recent airborne geophysical/geological surveys conducted under the Mining Sector Support Programme. This led to the discovery of new mineral occurrences; Base metals – lead, copper, zinc.

Follow up detailed exploration work was carried out on the base metal occurrences at the Nkwanta area from 2010 to 2011. The field work which involved soil geochemical sampling on a grid of 500m x 500m in the first phase and 200m x 200m in the subsequent in-fill phase. 3100 and 2500 soil samples were collected respectively during the two soil sampling phases. Each sample collected at a given location consisted of a composite of about 1 kg comprising 3 sub-samples. The samples were analysed at the ALS Laboratory in South Africa for multi-element analysis using ICP-AES for 33 elements including base metals.

The elements are listed below in the table.

Aluminium	Barium	Arsenic	Scandium
Titanium	Strontium	Beryllium	Silver
Iron	Cobalt	Bismuth	Antimony
Magnesium	Chromium	Cadmium	Thorium
Calcium	Nickel	Gallium	Titanium
Sodium	Copper	Lanthanum	Uranium
Potassium	Zinc	Molybdenum	Tungsten

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manganese	Vanadium	Lead	
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Data returned from the laboratory were subjected to basic statistical analyses such as the mean and standard deviation which helped establish thresholds and subsequent geochemical anomaly maps for populations of soil data considered significant. In addition, correlation coefficients, Cluster and Factor or Principal Component Analyses (i.e. CA and PCA, respectively) were also obtained all of which helped greatly in data reduction and interpretation. Element distribution maps produced were finally integrated with available geological and geophysical data interpretations of which strongly suggest anomalous occurrences of some elements and/or element associations, particularly Ni, Co, Cu and Cr, in some parts of the project area.

After careful synthesis of the geochemical, geophysical and geological data, four distinct anomalous zones, three of which were mainly occupied by Ni, Co, Cu, Cr and, to some extent, Mn and Zn, were identified. The first, approximately 15km long by 2-3km wide zone of Ni-Co-Cu-Cr mainly occurs within Buem siltstones and sandstones in the northeastern half of the area; the second is also occupied by similar elements or element associations in a roughly 10km long by 2km wide area that runs nearly parallel to the underlying Buem rocks but close to the boundary with the Voltaian. The third zone, which actually straddles the Buem-Voltaian boundary, is mainly confined to the southern part of the project area and also encompasses an area apparently occupied by mapped pillow basalts.

The elemental occurrences are, just as in the first two, basically similar. The difference between the third and the first two zones appears to be that the latter are much more in conformity with the regional strike of the rocks much more than the former. The last zone, however, consists of a wider stretch of low-anomaly but isolated Fe distribution that is mainly confined to the northwestern portion of the project area. It would seem, therefore, that the area merits further detailed investigations to determine the depth extent and/or persistence of the surficial anomalies to facilitate evaluation of the metal occurrences. Due to the significant data generated, investors have expressed interest in acquiring prospecting licences to conduct detailed exploration to prove the base metal deposit in Ghana.

Iron Ore Potential: Following promotion of iron ore potential, a number of due diligence investigations have led to:

- Granting of a prospecting licence to a company to further investigate the Sheini iron ore deposit for an integrated iron and steel industry in Ghana.
- The Oppon Mansi iron ore deposit is also being processed for another company.

Limestone Potential: The Buipe Limestone deposit is under development for the production of clinker and cement

Bauxite Potential: Following promotion of bauxite potential, a number of due diligence investigations have led to:

- Grant of a prospecting licence to a private company for the development of an integrated alumina/aluminium industry using the Kibi and Nyinahin bauxite deposits.

Improve Corporate Social Responsibility (CSR) in mining communities and Others

- Guidelines for the implementation of CSR by mining companies in mining communities were developed through extensive stakeholder participation. The guidelines provide good practical guidance to large scale mining companies on how to engage and interact with mining communities.

Other guidelines and policies are:

- Compensation policies and guidelines
- Mine closure and post closure policies and guidelines
- Guidelines for the utilization of mineral royalties by Municipal and District Assemblies

Additionally, a workshop was held to sensitize key stakeholders in the implementation of the guidelines. These are: mining and exploration companies, municipal and district assemblies, traditional authorities among others.

Engagements With Civil Society Organizations' And The Press

Achievements

- During the year, a mining sub-sector group meeting was held to discuss among others some concerns raised by WACAM on the Minerals & Mining Act, 2006 (Act 703). Various stakeholders participated in the meeting. Most of the issues raised by WACAM were addressed.
- A number of road shows were organized in collaboration with the EITI Secretariat to sensitise stakeholders on the guidelines for the use of mineral royalty returned to the District Assemblies. Additionally provisions in the guidelines for implementation of Corporate Social Responsibility (CSR) projects in mining communities were also discussed.

Implement Guidelines with Tracking Mechanisms including Social Conflicts

Achievements

In order to track the incidence of social conflicts in mining communities, a study was conducted in some mining communities in the Prestea Huni Valley and Tarkwa Nsuaem Districts of the Western Region. A comprehensive report is available; however conclusions of the report are highlighted here.

Study Highlights

The study revealed that company activities have generally improved the socioeconomic life of the communities, but not without problems. Respondents noted improvements in infrastructure, employment, education, health etc. They, however, perceived that land issues, agricultural activity and the physical environment have always been a source of misunderstanding between the miners and host communities.

The analysis revealed that land (compensation) issues, frequent water shortages, perceived marginalization of local labour in employment, pollution of water sources, air and noise pollution, discriminatory practices, exclusion of communities both from corporate and governmental decision-making in respect of leasing community land, destruction of homes

(through blasting) and destruction of farm and crops, as identified in the baseline situation still persist in the study area.

Additionally, emerging areas of conflict identified by the study included:

- a. **Long Period of Casual Work.** Concerns were expressed by majority of the respondents about the period of casual employment by the companies. For example; some workers were employed as casuals for about six years continuously. However, this is in contravention of the Labour Act (2003). Specifically, article 78 of the Act defines a casual worker as a ‘worker engaged on a work which is seasonal or intermittent and not for a continuous period of more than 6 months and whose remuneration is calculated on a daily basis’.
- b. **Discriminatory Practices.** Closely related to the above are discriminatory practices as meted to casual workers at Anglogold Ashanti-Iduapriem (AGA). Casual workers at the focus group discussion accused management of AGA for ignoring them when Christmas bonus were been given. Although there is evidence of tremendous improvement in community engagement by AGA in 2011, the company needs to work hard to clear this perception of discriminatory practices. This is because it was identified in the 2010 baseline as an issue, only that it has emerged in another area of concern.
- c. **Delays in payment of wages to casual workers.** The study revealed that wages were sometimes in arrears of 3 to 4 months. This was confirmed by the Community Affairs Manager of AGA, but explained that the delays were generally due to systematic cross checking prior to payment. This could be key source of social conflict since it is the only means of livelihood for the individual and their dependants.
- d. **Concealing of Documents.** It was also noted that key information concerning the CSR of the companies are not made available to the communities. This makes them handicap when there is a need to make reference to those decisions. Concerns have been raised against this practice but it is been perpetuated by the companies.

Improve Support to Artisanal and Small Scale Miners

Achievements

Efforts made in improving support to ASMs include:

- Over 77 sites have been designated countrywide for small scale mining of precious minerals – gold and diamonds. Out of this, 3 areas (**140sq. Km**) are currently being geologically investigated to prove their viability for licensing to small scale miners. These are: Japa, Prestea and Kutukrom.
- For Japa, preliminary drilling results are very promising. Exploration to date on the Japa property involved line cutting, soil sampling, manual deep auger drilling and RC drilling. A total of 4,934 soil samples, 675 Auger samples and 583 RC samples have been collected.
- Work done to date has given several significant results, with the best interception recorded on the Adesu prospect include:
 - SSRC001 intercepted 3m at 5.61g/t Au from 54m
 - SSRC003 intercepted 3m at 2.4g/t Au from 54m
 - SSRC004 intercepted 9m at 1.0g/t Au from 21m
 - SSRC005 intercepted 9m at 26.47g/t Au from 52m

A programme of RC drilling of approximately 46 holes for 4,671m is currently on-going to test 3 additional targets.

Four (4) additional areas (**209 sq.km**) are currently been explored. These are:

- Akoase - 13.20 sq. km
 - Berekum - 84.80 sq. km
 - Awisam - 52.47 sq. km
 - Datoko - 68.00 sq. km
-
- If areas being explored prove viable, small-scale miners will be given financial assistance to purchase equipment for the exploitation of the deposit. This will contribute to reducing the menace of illegal mining in the country.
 - Eight (8) Additional areas are being processed for exploration in 2012.
 - Provision of Financial Support to one (1) small scale mining Co-operative group to purchase equipment to improve upon their operations.

- Two (2) new Mining District Offices have been created in Wa and Konongo to bring technical services closer to small scale miners. The Wa office takes care of small scale mining activities in the Upper West and parts of the Northern Region whilst Konongo supervises parts of Ashanti, Central and Eastern Regions.
- A strategic Framework has been developed through countrywide stakeholder consultations to improve small scale mining in Ghana.

Accelerate Promotion of investment into the Salt Industry to Meet West Africa Demand

Achievements:

(i) One of the policies of Government in the minerals and mining sector is the diversification of the country's mineral base. In line with this, salt development continues to receive prominence in the country. Government has introduced several interventions including financial and technical assistance to salt producers to enable them upgrade their salt facilities and knowledge on salt production.

(ii) During the period under review, six (6) field trips were undertaken to salt producing companies in the Central, Greater Accra and Volta regions of Ghana with the view to interacting with the producers to know more about issues affecting their operations and to offer them technical advice. In all, a total of Forty four (44) salt producing companies and two salt producers' associations were monitored. Several observations were made during the visits. These include the following:

- Almost all the saltworks visited were offering one form of assistance or the other to the communities in which they operate.
- Salt producers do not have a uniform standard for measuring salt as a bag of salt labelled as 50kg could weigh between 70kg and 100kg.
- There is lack of qualified salt managers at the sites visited and therefore a curriculum has to be developed in the educational institutions to deal with the issue.

(iii) The Commission continues to organise educational workshops for salt producers with the view to improving their efficiency and enhancing their knowledge on the application of the solar salt technology. A workshop was organised for salt producers at Gomoa Nyanyano in the Central

Region. In all, fifty (50) participants attended the workshop. Among the topics treated are the following:

- Design and Construction of saltworks (including methods of selecting areas for solar salt production)
- Brine Management and Environmental concerns in solar salt production
- Health and Safety concerns in solar salt production
- Salt Iodisation in Ghana – Issues and Challenges
- Procedure for Acquisition of Salt Winning Licence
- Planning and Record keeping: A Tool for Success in Business

(iv) A salt policy and road map are being developed for the salt industry in order to increase investment which is expected to also increase production among others.

Facilitate Passage of the Draft Mining Regulations

- The Commission has submitted the draft regulations through the Ministry of Lands and Natural Resources and the Attorney Generals Department to Parliament for consideration. The regulations are:
 - Mines (Compensation & Resettlement)
 - Mines (Support Services)
 - Explosives (Mining And Civil)
 - Regulations on Health And Safety
 - Mineral Licensing Regulations
 - Mining (General)

Implement Local Content Provisions in Act 703

Achievements:

There are still ongoing consultations with the Chamber of Mines, mining companies and other companies operating within the mining industry on the implementation of the localisation policy. During the period under review, seven (7) mining companies were requested to submit, in line with Sections 50 and 105 of Act 703, their localisation plans for training Ghanaian staff who will eventually take over from their expatriate counterparts. The companies are Goldfields Ghana Limited, Owere Mines Limited, AngloGold Ashanti Ghana Limited, Chirano Gold Mines Limited, Noble Mining Limited, Adamus Resources Limited, Bosai Minerals, Central Ashanti Gold Limited and Ghana Manganese Company Limited.

So far, Golden Star Resources Limited (GSR), Goldfields Ghana Limited (GGL) and AngloGold Ashanti Ghana Limited (Anglo) have submitted their Plans. Three of the seven companies namely; Owere Mines Limited, Noble Mining Limited and Ghana Manganese Company Limited have requested for more time to enable them work on their documents.

Following the submission of the Localisation Plans of GSR, GGL and Anglo, a tripartite committee comprising the Commission, Ghana Immigration Service and the mining companies was set up to review the documents and guide the companies to develop and implement appropriate comprehensive localization plans. The Committee has already engaged all the

companies involved over discussions on their Localisation Plans. Additionally, the companies were given the opportunity to do presentations on the succession planning processes, grading system as well as learning and development programmes which are pertained in their respective organizations.

So far, meetings have been held with AngloGold Ashanti Ghana Limited, Goldfields Ghana Limited and Golden Star Resources Limited on proposals of their localisation plans.

Maintain Comprehensive Data On Expatriates In The Mining Industry And Monitor Strongly the Localization Programme

Achievements

During the period under review, several applications for work/residence permit were received from companies operating **within** the mining industry on behalf of their prospective expatriates. The applications were vetted to ensure that only expatriates whose engagements are extremely necessary are recommended for grant of the necessary permit.

Majority of the applications were received from Newmont Ghana Gold Limited whose localization plan was approved in 2010. Those applications which were favourably recommended were made on condition that the expatriates will train and resource their Ghanaian counterparts to take over from them over stipulated periods.

Disseminate Information On High Volume Consumables To The Business Communities In Ghana For Active Participation In The Supply Chain To The Mining Industry

Achievements

- The Commission and the Chamber of Mines have signed a Memorandum of Understanding (MOU) to facilitate the procurement of local products by mining companies, mine support service providers and companies licensed to deal in gold.

- Under the MOU, the Chamber is expected to gather comprehensive data on all goods and services required by the mining companies, the required goods and services which are currently being produced locally, and goods produced locally which can be upgraded to comply with international standards.
- Some of the individual mining companies upon the request of the Chamber have submitted list of their various suppliers and the goods they supply for consideration along with the MOU.

Promote Investment into Mining and Allied Sectors

Achievements

- Preparation of packaged information for investment promotion i.e. a new investment promotion display material based on the new geology map was prepared. Additionally, new brochures were produced for minerals in the country.
- Participated in a number of conferences (Locally and Abroad) such as INDABA (South Africa), PDAC (Canada) etc. to promote investments in the mining sector.

2.3.3 Build Institutional Framework for Sustainable Natural Resource Management

Strengthen Inspectorate Division, Geological Survey Department and some Tertiary institutions Laboratories to enhance performance of their duties

- Equipment needs identified and gone through approval process of the Ministerial Tender Review Board for the award of contract to the successful bidder. Contract Negotiations are on-going for the supply of these equipment.

Co-Ordinate And Harmonize Policies And Programmes With Regional, International And Other Member States Of ECOWAS

Achievements

The Commission played a key role in the following:

- Preparation of the document on the Harmonization of Mining Policies in the ECOWAS sub-region. Subsequently, a workshop was organized in Ghana to inform stakeholders about

provisions in the document. The document has also been gazetted following its adoption by Government.

- Drafting of the ECOWAS Mineral Development Policy (EMDP)
- Participated in the “National Experts Workshop/Ad-Hoc Committee Meeting & Mineral Sector Ministers Meeting held in May/June 2011 with the following objectives:
 - Consider the Terms of Reference on the ECOWAS Mining & Oil Forum (ECOMOF)
 - Consider the draft ECOWAS Mineral Development Policy
 - Consider the draft proposal on the community-wide Cadastre system etc.

Status of Implementation of ECOWAS Directive on the Harmonization of Guiding Principles and Policies

During the review year, the Commission implemented provisions in the ECOWAS Directive on the themes as listed below.

Environment Protection

- Environmental Obligations
 - For example, a holder of a mineral right has to obtain all permits from the EPA, Water Resources Commission, Forestry Commission, Inspectorate Division before commencing operations.

Protection of National Interest

- Stability Agreement
 - Government has set up a committee to review aspects of the Stability Agreement that are not in national interest.
- Fiscal Framework
 - Guidelines on use of mineral Revenues prepared for District Assemblies. Use of revenues to Stools and Traditional Authorities being prepared. 80% of mineral royalties to Government and 20% to Assemblies,
- Transferability of Capital

- Use of retained foreign exchange is for purchase of plant, equipment and machinery as well as for debt repayment (s. 30 of Act703)
- State Participation in Mining Operations
 - s.43 (1) of Act 703 has provision for Government. Government has divested its interest in some of the mining companies
- Localization Policy of Mining Operations
 - s.105 of Act 703 and draft Regulations deals with preference for local goods and services

Access to Information

- Duty to maintain Records
 - s.19 of Act 703 Mineral Right holders to maintain records
- Transparency, Good Governance and Public Access to Information
 - Ghana has signed unto to the EITI since 2004 and has been evaluated to be EITI compliant since 2010.

Human Rights Obligations and Mining Activities

- Human Rights Obligations
 - Mining Companies are not exempt from complying with State laws
- Sustainable Development and Local Community Interests
 - compensation and resettlement issues are negotiated with the host communities. Sustainable Livelihood Projects are undertaken by mining companies to assist communities

Dispute Resolution

- Complaints Procedure

- Directive has been Gazetted and published in local dailies. Citizens are aware of complaints procedures. The Courts have the final judicial powers in Ghana
- Settlement Procedure
 - Draft Regulations requires the provision of experts to assist communities in negotiations with mining companies

General and Final Provisions

- Publication
 - Ghana published the Directive in the National Gazette and also in the National Dailies. Copies of Gazette Notification available.

2.4 Tracking of National Indicators

The national indicators were tracked to establish achievements and progress made in the sector. Appendix 2.4 gives the details on baselines, targets, indicator levels and progress made by the Minerals Commission.

CHAPTER THREE:

PROGRESS MADE BY THE FORESTRY COMMISSION IN 2011

3.0 INTRODUCTION

The Forestry Commission (FC) is a Public Service Institution, set up subject to the provisions of the 1992 Constitution. The Forestry Commission was re-established by Act 571 of 1999 in order to bring under the Commission the main public bodies and agencies implementing the functions of protection, development, management and regulation of forests and wildlife resources and to provide for related matters.

The Forestry Commission as mandated by Act 571 functions broadly by:

1. Regulating the use of forest and wildlife resources
2. Managing the nation's forest reserves and protected areas
3. Assisting the private sector and other bodies with the implementation of forest and wildlife policies; and
4. Undertaking the development of forest plantations for the restoration of degraded forest areas, the expansion of the country's forest cover and increase in the production of industrial timber

The 1992 Constitution provides a long-term national development imperative for Ghana through a State policy requiring Government to pursue policies that would ultimately lead to improvement in the lives of its people and enhance social infrastructure. These policies are enshrined in a short, medium and long-term national development policy framework.

In fulfillment of the constitutional provision, Ministries, Agencies and Departments are to implement Government's programmes through a national development policy framework. The policy framework which is being implemented in phases, has been translated into the Ghana Shared Growth and Development Agenda (GSGDA), 2010 to 2013 under the auspices of the National Development Planning Commission (NDPC)

The Ghana Shared Growth and Development Agenda (GSGDA) have anchored themes which are further categorized into key focus areas and policy measures. The Forestry Commission, as pertains to its statutory mandate is therefore reporting based on the Sector Medium Term Development Plan (SMTDP) which is aligned to the GSGDA (2010–2013) under the Sustainable Natural Resource Management thematic area.

The State of Our Forests

Over a long period, collection and analysis of data to accurately update forestry statistics has been lacking. However, various estimations to indicate the state of the forest have been made.

Ghana has a land area of approximately 23.9 million ha, with about a third of the area comprising the High Forest Zone (HFZ). Within the HFZ, 204 forest reserves covering an area of 1.6 million ha have been gazetted, whereas in the savannah zone 62 reserves of 0.6 million ha are gazetted.

Of the 266 forest reserves, only 16% may be categorized as being in a good state, while the rest are in various stages of degradation. Unreserved closed canopy forests in the HFZ currently cover only about 0.4 million ha. There has been a rapid loss of forest resources from both the reserve and off-reserve forests since the early 1900s, culminating in over 75% of the area originally covered by forests being cleared by 1987. This corresponds with a deforestation rate of 0.84% of the total forest area (684 km²) per annum. The FAO (1988) estimated the deforestation rate within the forest zone at 220 km² per annum, while the deforestation rate for the whole country was 650 km² per annum.

The causes of deforestation are numerous, interrelated and complex in nature; these may be due to direct and/or indirect causes. Most causes can be linked to livelihood and development. The indirect causes are those factors that trigger the actual causes and these include; poverty, ignorance, corrupt practices of government security and other officials, weak institutions, inappropriate policies, lack of law enforcement, lack of concern from local communities, land tenure issues among others.

In order to obtain reliable data on forests so as to enhance effective management of the forest estate, the Government of Ghana in 2011 accessed a grant of US\$ 7.8m from the Government of Japan to embark on a 24 month duration Forest Preservation Programme (FPP). The overall objective of the FPP is to resource and builds capacity of the relevant institutions in GIS, Remote Sensing and forest resources monitoring and inventory to be able to collect and analyze forest data accurately.

The Forestry Commission under the 1994 Forest and Wildlife Policy and through the Ghana Shared Growth and Development Agenda (2010-2013) is currently embarking on various programmes and projects to address the depressive trends in the sector. These mainly include the National Forest Plantation Development Programme, Forest Law Enforcement and Climate change adaptation and mitigation.

The State of Ecotourism Development

Ankasa Conservation Area

A twenty-five (25) year tourism concession agreement was signed on 9th March, 2012 with Blackstar Eco-City to construct a ninety (90) bed tourists accommodation including forty (40) eco-lodges, thirty (30) Tented Camps and twenty (20) Tree-Houses. Other tourists' facilities to be developed by Blackstar Eco-City include a Zip line, Paintball Park, water rafting and ATV/Motorbike trails. The accommodation project would generate \$584,202.74 at the end of the 25-year concession period.

Mole National Park

Ecolodge Company Ghana has been awarded two concession sites to develop hundred (100) bed tourists accommodation. Each site would be made up of fifty (50) Luxury tented-camps. The first site's (i.e., Target Range) agreement of an initial term of twenty-five (25) years is ready for signatures. The second would be signed later in the year. Each concession period of 25 years would generate \$409,893.16 at the end of the initial term.

Kakum Conservation Area

Ecolodge Company Ghana has been awarded two concession sites to develop hundred (100) bed tourists accommodation. Each site would be made up of fifty (50) Luxury tented-camps. The concession agreements would be signed later in the year. At the end of the initial term of 25 years, \$819,786.32 revenue would be generated.

Land Tours, a tour operator in Ghana has also shown interest in developing luxury tented-camps. The Commercial Development Unit and a delegation from Land Tours visited some selected sites with the potential for the development of the Tented-Camps in Kakum National Park and Assin-Attandaso Reserves.

An American company has also shown interest in Kakum. This company is looking at constructing a two thousand two hundred (2,200) foot zipline.

To enhance variety of tourists' attractions in Kakum, three (3) project proposals have been developed by the Commission. These include Tree-Houses, Wilderness Experience/Animal Viewing and Butterfly Watching. Out of the estimated cost of GH¢248,733.00 for the three projects, a revenue amount of GH¢993,533.00 is expected to be generated in five years.

Shai Hills

A Memorandum of Understanding (MOU) has been signed with Leadership for Conservation in Africa (LCA), and this was followed with an inauguration of a Steering Committee to shove the affairs of the development of Shai Hills development. In addition, two sites have been identified and remapped for the development of tourists' facilities by the LCA.

The State of Timber Industry

Ghana realised Euro 7,187,938 from the export of 21,020m³ of wood products in December 2011. The corresponding figures for the same period in 2010 were Euro 8,265,642 and 26,421m³, showing decreases of 13.04% in value and 20.44% in volume respectively.

Primary products (Poles and Billet) accounted for Euro 4,844,040 (4.51%) and 27,525m³(8.61%) of the total wood export earnings of Euro 107,431,995 and 319,843m³ realised in Jan- December 2011 as compared to Euro 6,779,913 (4.92%) of the total exports of Euro 137,847,837 and 35,430m³ (8.79%) of 403,254m³ in Jan-December 2010 respectively . Tertiary products registered Euro 9,364,323 (8.72%) in Jan- December 2011 and Euro 10,223,279(7.42%) in Jan- December 2010. Secondary products contributed Euro 93,223,632 (86.77%) in Jan- December 2011 and Euro 120,844,645(87.67%) in Jan-December 2010

Africa recorded Euro 40,291,005 and 162,710m³ (37.50% and 50.87%) in value and volume of total wood exports for Jan-December 2011. Figures for the same period last year were Euro 53,520,865 and 191,435m³ (38.82% and 47.47%).

Europe accounted for Euro 31,203,779 (29.04%) and 63,892m³ (19.98%) in value and volume respectively of total wood exports in Jan- December 2011. Figures for the similar period in 2010 were Euro 40,031,245 and 85,304 cubic metres (29.04% and 21.15%) respectively. Key European markets included Italy, France, Germany, The United Kingdom, Belgium, Spain, Ireland and Holland.

The emerging markets in Asia/Far East: India, Malaysia, Taiwan, China, Singapore and Thailand together contributed Euro 15,216,551 (14.16%) to the total of wood export value in Jan-December 2011. Export value for Jan-December 2010 stood at Euro 23,812,440(17.27%).

The US accounted for 8.03% and 3.91% of the total export value and volume respectively of Ghana's wood export for Jan- December 2011 as compared to 6.69% and 4.48% in Jan-December 2010.

The ECOWAS market (mainly Nigeria, Senegal, Niger, Gambia, Mali, Benin, Burkina Faso and Togo) absorbed Euro 36,690,251(91.06 %) of Africa's Euro 40,291,005 wood imports from Ghana in Jan-December 2011.

The Middle East countries, notably Saudi Arabia, Lebanon, United Arab Emirate and Israel together contributed Euro 12,010,576(11.18%). Oceania (New Zealand and Australia) recorded Euro 90,000(0.08%) to the total export value for Jan- December 2011.

3.1 Status of Implementation of Key Activities Under GSGDA

The Ghana Shared Growth and Development Agenda (GSGDA) is targeted at accelerating employment creation and income generation for poverty reduction and shared growth. The policy measures are prioritized in seven thematic areas namely:

1. Ensuring and Sustaining Macroeconomic Stability
2. Enhancing Competitiveness in the Private Sector
3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management
4. Oil and Gas Development
5. Infrastructure, Energy and Human Settlement
6. Human Development, Productivity and Employment
7. Transparent and Accountable Governance

The Forestry Commission is categorized under **Thematic Area:** Accelerated Agricultural Modernization And Sustainable Natural Resource Management. The status of implementation of key programmes and projects are as presented in Appendix 3A of the report.

3.2 Status Key Indicators, Key Policy Measures And Strategies

3.2.1 Maintaining and Enhancing the Protected Area System

The core function of the forest sector agencies have mainly been employing the appropriate conservation measures to manage the natural forest so as to maintain its integrity and ecological balance; hence activities such as protection measures (i.e., boundary planting, cleaning and patrols), wildfire control as well as appropriate silvicultural treatments including enrichment planting have been routine.

Due to lack of accurate data on forests, the Government in 2011 accessed a grant of US\$ 7.8 million from the Japanese Government under a Forest Preservation Programme (FPP) to build the capacity of the forest sector agencies to collect and analyse data accurately so as to enhance forest management capabilities. Among the deliverables of the FPP, a major one is to generate Land use Land Use Change and Forestry (LULUCF) data for Ghana for the past 20 years (1990-2010) using GIS and remote sensing technology. This will among many other benefits enable the determination of “*percentage of degraded areas within areas under protection*” to effectively plan for the management of such areas.

Since the completion of the Wildfire Management Project to reduce the negative impact of bush fire on natural resource management, wildfire management has been mainstreamed into Forestry Commission’s core activities. Although the 2011 target of 50 incidences was not achieved, the trend of actual bush fire incidences from the 2009 baseline indicates a continuous decrease.

Table 3.1: Maintaining and Enhancing the Protected Area System

Indicator	Definition of Indicator	2009 Baseline	2011 Target	2011 Indicator Level	Progress Towards Target
Percentage of degraded areas within areas under protection	The area of land within protected areas that has been encroached /destroyed by causes such bushfires and other manmade causes expressed as a percentage of the total protected area	Na	Na	Na	Lack of data

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Indicator	Definition of Indicator	2009 Baseline	2011 Target	2011 Indicator Level	Progress Towards Target
Total number of protected area staff	The indicator measures total number of staff recruited	2,349	2,349	2,349	Target achieved
Number of recorded bush fire cases	Total number of recorded bushfire cases	355	50	69	Target not achieved

Key Policy Measures, Strategies And Activities:

The following specific policy measures were pursued in 2011 to maintain and enhance the protected area system:

- A total distance of 17,872 km forest reserve boundaries was inspected by protected area staff during the year
- Protected area staff carried out the following activities to maintain and enhance the protected area system
 - ✓ Destruction of illegal farms 1,014 ha
 - ✓ Control of illegal harvesting of plantation timber 1,672 trees and 1,881 billets
 - ✓ Control of illegal logging of natural forest timber 138 cases (1,080 trees, 1,497 billets, 124 logs)
 - ✓ Control of forest fires; 69 cases (2,810.13 ha damaged)
 - ✓ Prevention of illegal mining and sand winning: 40 cases (confirmed 50 ha damage)
 - ✓ Prevention of illegal chain sawing: 444 cases (875 trees, 44,532 logs, 567 boards, 1,274 billets)
 - ✓ Squatting in forest reserves/infrastructure dev. 9 cases (confirmed 3.5 ha damage)
 - ✓ Control of illegal charcoal production: 14 cases
 - ✓ Fire belt construction: 169.51 ha
- A total of 22,820.00km of both external and internal Forest Reserve boundaries were cleaned during the year out of a target of 32,000.00 km representing 71.31% achievement. The cleaning was done by FSD Forest Guards (19,016 km) and on contracts (3,814km)
- A total of 78 km of forest boundary was planted

3.2.2 Restoration of Degraded Forest and Land Management

The National Forest Plantation Development Programme (NFPDP)), which hitherto was largely implemented within degraded forest reserves, has been expanded to cover private lands located outside forest reserves. The introduction of a new component, the Expanded Program, which outsources plantation establishment and maintenance to private management service companies ensures that most of the District /Municipal Assemblies without degraded forest reserves would also benefit from the job opportunities being created through the NFPDP and hence reduce potential threats on their forests.

The NFPDP was expected to deliver the following key outputs in the year 2011: 10,000 Ha of degraded lands planted under the Expanded Program, Maintenance of 57,000 ha of established plantations coupes and the creation of 20,000 jobs. A total of 8,899.40 Ha representing 89% of the planting target was established nationwide under the Expanded Program creating some 13,310 jobs and an additional 10,000 jobs for the maintenance of the 2010 coupes.

Contracted seedling supplies to the Expanded Program sites nationwide, supplied a total of 16,424,934 planting materials for establishing the 8,899.40 Ha and for undertaking beating-up of previous year's establishment. Out of this total number of seedlings supplied countrywide, 95% were exotic timber and fuel wood species, 3% were indigenous timber species and 2% were fruit tree species.

Table 3.2: Restoration of Degraded Forest and Land Management

Indicator	Definition of Indicator	2009 Baseline	2011 Target	2011 Indicator Level	Progress Towards Work
Hectares of degraded forest, mining, dry and wet land rehabilitated/ restored: - Forest - Mining - Wetlands and Mangroves	Total area of lost forest, mining, dry and wetlands restored by Forestry Commission and Mining Companies	13,651 ha Na 20	10,000 ha Na Na	8,899 ha Na Na	89% achieved Lack of data Lack of data

Indicator	Definition of Indicator	2009 Baseline	2011 Target	2011 Indicator Level	Progress Towards Work
Rate of Deforestation	The rate of conversion of Forest to another land use expressed in percentage. Deforestation implies the long term loss of forest cover and its transformation into another land use	1.37%	1.37%	Na	Lack of data

Key Policy Measures, Strategies And Activities:

The following specific policy measures were pursued in 2011 to reverse environmental degradation and ensure efficient land management:

- Rehabilitated 265 ha of degraded forest reserve
- Established 8,899.40 ha of both On and Off-reserve under the national forest plantation development programme (NFPDP)
- Tended 52,106 ha of existing plantation
- Forestry Commission raised 339,056 seedlings plantation nurseries seedlings
- Procured 16.43 million seedlings for plantation establishment

3.2.3 Community Participation In The Management Of Natural Resources

The ongoing review of the 1994 Forest and Wildlife Policy has recognized that Civil Society Organizations as well as the local people are today much better organized and informed to engage decision-making locally and globally.

The review has hinted that the sector will have to ensure an effective management and protection of the remaining permanent estate of forest and wildlife reserves, move towards an African model of forest and wildlife management which incorporates both the non-utilitarian and utilitarian values of forest and wildlife and more accurately reflects the social, cultural and economic values of modern Ghana.

Hence the new focus of the sector places emphasis on leveraging community involvement to:

- (i) address poverty and maintain macro-economic stability;
- (ii) increase production and local employment;
- (iii) promote human resource development for community level initiatives,
- (iv) support the poor, vulnerable and excluded;
- (v) promote good governance through accountability and transparency,
- (v) promote forest enterprise development as a means of wealth creation in the rural areas and reversal of rural-urban migration and
- (vi) adapt to the impact of, and reducing vulnerability to climate variability and change.

Table 3.3: Community Participation in The Management Of Natural Resources

Indicator	Definition of indicator	2009 Baseline	2011 Target	2011 Indicator Level	Progress towards Target
The number of Social Responsibility Contracts (SRC) signed	The number of written agreements which corporate organization operating in the Forestry sub-sector are expected to commit to during the course of their operation. It specifies their obligation to the community where they operate	0	Na	Na	Lack of data
Proportion of timber royalties going to resource owners	The percentage distribution of total timber royalties among resource owners including the District Assemblies, stools and traditional authorities and forestry sector agencies	50:50 (On reserve) 50:50 (Off reserve)	50:50 (On reserve) 60:40 (Off reserve)	50:50 (On reserve) 60:40 (Off reserve)	Target achieved
Number of communities involved in sustainable afforestation and reforested programmes	The number of communities involved in afforestation and forested programmes	Na	Na	Na	Lack of data

Key Policy Measures, Strategies and activities

The following specific policy measures were undertaken in 2011 to ensure effective community participation in the management of resources:

- Stakeholder workshops on the implementation of the Voluntary Partnership Agreement/Forest Law Enforcement Governance and Trade (VPA/FLEGT) protocols.
- Stakeholder discussions on the development of the Domestic Market Wood Supply and the Public Procurement Policies
- Signing of 154 benefit sharing agreements on plantations with Forestry Commission on one part and Modified Taungya/Commercial plantation operators on the other part
- Seven Hundred and Sixty (760) Property Marks for Natural forests were renewed in 2011
- Royalty disbursement - the Commission paid Royalties to its stakeholders (stool owners, traditional council and district assembly) amounted to GHC3.2m for the 2011 financial year up till the second quarter
- Sensitization of 23 communities on creation of Community Resource Management Areas (CREMAs).
- An independent National Forest Forum has been fully established to assist Forestry Commission in forest governance and is presently operational
- Organized 10 workshops to create awareness of the Non-Legally Binding Instrument (NLBI) - the NLBI deals with a wide range of issues regarding forest management, aiming at establishing a coherent regime of sustainable forest management and covering all types of forests.

CHAPTER FOUR:

**PROGRESS MADE BY THE OFFICE OF THE ADMINISTRATOR OF STOOL LANDS
(OASL) IN 2011**

4.0 INTRODUCTION

The Office of the Administrator of Stool Lands (OASL) is responsible for the collection and disbursement of stool land revenue as mandated by Article 267 (2, 6-8) of the 1992 Constitution and Act 481 and is to report to Parliament. The Office exists to enhance stool lands revenue mobilization and disbursement in an equitable accountable and transparent manner and to facilitate the efficient management of stool lands for present and future generations.

The formula for disbursement of revenue mobilized by the Office is as prescribed in Article 267 (6) of the Constitution.

Apart from administering stool land revenue, the Office consults and co-ordinates with the relevant public agencies, stools, traditional authorities on matters relating to administration and development of stool lands and research into stool land issues.

Vision – To excel as the major source of stool land revenue mobilization agency, for the development of stool land owning communities and to help alleviate poverty

Mission – Enhance stool land revenue mobilization and disbursement, to facilitate sustainable development and efficient management of stool land for the benefit of present and future generations.

Goal – Improve Service Delivery through Sustained Stakeholder Engagement

Objective – Promote sustainable natural resource management

Functions

The functions of the Office of the Administrator of Stool Lands as provided for under Article 267(2, 6-8) of the 1992 Constitution and Sections 2, 9 and 10 of Act 481 of 1994 are:

1. Establishment of a Stool Lands account for each stool into which shall be paid all rents, dues, royalties, revenue or other payments whether in the nature of income or capital from stool lands.
2. Collection of stool lands revenue and accounting for same to the beneficiaries.
3. Disbursement of stool land revenue to beneficiaries in the proportion of 25% to the Stool through the traditional authority, 20% percent to the traditional authority and 55% to the district assembly within the area of authority of which the stool land is situated. The Office also retains 10% as administrative charges.
4. Consultation with stools and other traditional authorities on matters relating to the administration and development of stool lands.
5. Co-ordination with the Lands Commission and other relevant Public Agencies and other stakeholders in preparing policy framework for the rational and productive development of stool lands.
6. Facilitation of the establishment of Land Secretariats for traditional authorities

4.1 Status of Implementation of Key Activities under GSGDA objectives

Policy objectives:

- a. To develop and retain human resource capacity at national, regional and district levels
- b. To strengthen and develop local capacity to participate in the management and governance of natural resources
- c. To ensure efficient internal revenue generation and transparency in local resource management

Strategies For Achievement of Policy Objectives (Performance Targets)

To achieve the aforementioned objectives, the Office focused its attention on the following:

- a. Developing staff capacity through various training programmes to build up capacity and recruiting new staff members.
- b. Public education and collaborating with Traditional Authorities and land owners in all the Regions and Districts to enhance the operations of the Office.
- c. Review of rents and the distribution of rent demand notices to lessees.

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- d. Updating of Stool land data
- e. Adopting strategies to retrieve rents owed to the Office.
- f. Expanding the areas of operations and constructing/renovation of Offices.
- g. Developing staff capacity through various training programmes to build up capacity and recruiting new staff members.
- h. Publication of mineral royalties to improve transparency.
- i. Monitoring and evaluating the activities of Customary Land Secretariats and assisting in the implementation of Land Administration Project (LAP).

Achievements of Policy Objectives

The activities undertaken by the OASL and highlighted in this report were carried out with the primary aim of achieving its policy objectives for the year 2011. The programmes and activities for the year 2011 have been categorized under the following headings:

Objective 1 - Develop and retain human resource capacity at national, regional and district levels

Indicator	2011	Western	Ashanti	GAR	BAR	Eastern / Volta	Central	Northern	UER
No. of Staff	268	68	54	24	46	43	25	20	2
No. of staff trained in (various disciplines) both locally and abroad	98		1 Masters in Land Admin & Governance Australia 1 Masters ITC 1 Advance Corporate Gov. Wkshp 1 Women in Mgt	1 Law Studies- Univ. of Ghana 1 Budgeting & Fin. Mgt- GIMPA	1 SLO inducted into GhIS	1 Executive MBA – ongoing 1 Masters in Australia 1 ASLO inducted into GhIS	1 Budgeting & Fin. Mgt- GIMPA	1 Short course in Land Mgt & Informal Settlement in Netherlands	
No. of people employed	20								
No. of commission collectors engaged	55	7	40		2	2	1	2	
Rate of staff (attrition) turn over minimize	14	2 Retired 1 Deceased	–	1- Retired 1-Resign	2- Retired 1- Resigned	1- Retired	1- Resigned 1- Retired	1- Deceased	
No. of new district	1 office Opened	Secured Office	–	1 Collection point	Office space	–	–	In the process of	

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Indicator	2011	Western	Ashanti	GAR	BAR	Eastern / Volta	Central	Northern	UER
offices/collection points for rent collection established	1 Collection point 4 Office space secured yet to be opened	space at Ahanta West DA for collection point.		at Tema Aplaku. Yet to start operation	secured at Kukuom TC building			securing Office space at Gonja & Bole DAs	

Objective 2 - To strengthen and develop local capacity to participate in the management and governance of natural resources

Indicator	2011	Western	Ashanti	GAR	BAR	Eastern / Volta	Central	Northern	UER
Public education and awareness creation on rent and natural resource management	2 Public education Wksps in Ho & Kpando for family land owners on teak plantation and how teak revenue is disbursed Over 300 Communities and 60 MMDA's sensitized	Sekondi Metro, Tarkwa MA, Sefwi Wiawso District, Asankragua, Agona Nkwanta etc	Public Educ. in 101 communities in 16 Districts including Kumasi Metro Nkawie, Nyinahin, Kodie, Adansi North /South and Atwima Nwabiagya Districts.	Door to door Public Education in Weija & its environs Sensitized Ga Chiefs & Family Heads at Annual Homowo School Visited several Companies eg. Voltic, Panbros etc	Public Education on FMs Stations in Sunyani Municipality, Techiman, Kintampo, Nkoranza & Tano Districts	Education with ISD van in Oyoko, New & Old Tafo, Jumapo, Suhyen, etc Akim Oda, Nwenang, Atimatim & others	Swedru, Kasoa & Breman Asikuma and its environs	In Tamale Metro. Fuo, Kpambero, Gbewaa, Gurugu, Kanvilli, Gbolo Kpalsi residential area etc	Bolga Muni & Kasena Nankana East District with video cinema van
Consultation with Stools, District Assemblies (DAs), Traditional Councils (TCs) etc	ASL, consulted with 4 Traditional Authorities in the W/R and BAR. 40 Stools and Traditional Authorities		Consulted Several stools including Dompoase & Fomena stools Obogu & Mampong TCs New Edubiase DA, Adansi North /South DAs	Consulted DAs & Families in Ga South, Ledzokuku Krowo MAs, Shai TC etc	Consulted 11 TCs including Kenyasi 1 & 2, Badu & Yeji TCs as well as Asutifi DA	Consulted New Juaben Municipality, New Abirem DA and Kwahu TC	Visited Several Stools eg. Diaoso, Etsi Sweduro & Ayanfuri DAs eg. Agona East & Assin North MAs	Visited 4 Paramount Chiefs including Yo Na, & Kpembi Wura Visited East Gonja DA	-
No of awareness creation workshops/durbars on natural resource management for stakeholders held	12	2 workshops held	3 workshops held	1 workshop held	2 workshops held	2 workshop held	1 workshop held	1 workshop held	

Objective 3 - To ensure efficient internal revenue generation and transparency in local resource management

	2011	Western	Ashanti	GAR	BAR	Eastern/ VR	Central	Northern	UER
No of demand notes sent out	89,326	10,850	45,021	10,905	7,450	6,600	8,500		
No of publication on mineral royalty disbursed to MMDA's	2								
Data capture, updates & compilation	18,064 data captured and updated	795 new data captured 11,300 data updated	1200 data updated	2079 data updated	1000 captured	757 data updated	657 new data captured	Captured & computerized data on 276 lessees	
No. of times statement of account are submitted to beneficiaries	2	2	2	2	2	2	2	2	2
No. of rent demand notice published (print media)	2 Daily Graphic and Times								
Guideline on utilization of stool land revenue by MMD developed	Draft guidelines developed								
No of Internal Auditing undertaken in the Regions and Districts	Through-out the year	5	7	3	5	8	7	3	1

PLEASE DO SAME FOR OTHER TABLES!!!!

4.2 Indicator Analysis

4.2.1 Public Education And Awareness Creation On Rent And Natural Resource Management

Public education campaigns over the years have been an effective strategy used by the Office to create public awareness about its operations and remind lessees of their obligation of to pay ground rents. These activities help to increase stool lands revenue mobilization. Intensified public education and collaborated with Traditional Authorities and land owners in all the Regions and Districts to enhance the operations of the Office.

The **Eastern Regional Office** in its bid to start ground rent collection in the New Juaben Municipality, the Office embarked on a sensitization exercise in Oyoko, Jumapo, Suhyen, New & Old Tafo and Akwadum in collaboration with Information Services Department (ISD).

In the **Ashanti Region**, public educational campaigns were undertaken in a number of districts namely Nkawie, Nyinahin, Mampong and Agona, Kumasi (Apatrapa, Nyankyerenease and Kokosu and Kodie to sensitize residents on the payment of stool land revenue. A total of sixty-three (63) communities were visited aimed at eliciting stakeholders support towards improving revenue mobilization during the period. Officers also met with the Landlords Association of Ampabame to deliberate on how to improve on rent payment in the area.

The half year under review also saw the **Greater Accra Regional Office** intensifying its outreach and educational programmes. Some of the major industrial facilities visited during the outreach programme included Voltic Ghana Limited, Pambros Salt and G and J Plastics. During these visits, officers educated the officials on ground rent and assessed their rent due for payment. The response to these activities has been positive.

Public education on the payment of ground rent was undertaken by the **Western Region Office** in the Sekondi Metropolis, Tarkwa-Nsuem Municipality and Sefwi Wiawso Districts. This was aimed at educating lessees and users of stool lands on the payment of their rents, especially ground rent. Those without documents on their lands were encouraged to document and register their interests to ensure security of tenure.

In the **Northern Region**, the Regional Office organized Public Educational Programmes with public address systems in the Tamale Metropolis which covered suburbs such as Kpambero, Fuo, Fuo-Kalpohin and Nyanshegu extension. Officers visited majority of the telecom operators in the Northern region and interacted with them with the aim of getting them to pay ground rent. This move by the officers was informed by persistent pressure from land owners with varied complaints of telecom companies operating on their land.

The **Brong Ahafo Regional** Office undertook public education through radio announcements and live programmes on Space FM, Dinpa FM, Sky FM and Ark FM in the Sunyani Municipality with the aim of increasing revenue generation. Officers were also hosted by Classic FM in Techiman on radio talk-show programmes with the aim of educating and sensitizing the people.

In a move to create and improve awareness about the operations of the Office and to sensitize citizens on the payment of rent, the **Central Regional** Office facilitated educational programs in Swedru, Kasoa and Breman Asikuma districts.

The Officer in the **Upper East Region** conducted public education programmes with information van in the Bolgatanga Municipality and also at the Kassena-Nankana East District Assemblies from May to June 2011

4.2.2 Consultation with Stools, District Assemblies (DAs) Traditional Councils (TCs)

Consult with Chiefs, Stools, land owning families in all the regions as required by the OASL Act (1994) 481. The Administrator and Chief Executive Officer paid working visits to the **Brong Ahafo Region**. During their visit, they paid courtesy calls on selected District Assemblies including the Sunyani West District Assembly and some Traditional Councils including Awua Domase (Odomase No.2). Parties discussed matters of mutual importance on efficient management of Land. They also discussed the Phase II of the on-going Land Administration Project.

The Regional Stool Lands Officer and a Stool lands Officer in the Brong Ahafo Regional Office on a different occasion visited Asutifi District and interacted with the Presidents of Kenyasi No. 1 & 2 Traditional Councils as well as the District Chief Executive for Asutifi.

In the **Northern Region**, Officers visited three Paramount Chiefs: the Yo Na, Sanerigu Gbonglana and Kpembu Wura and the Savelugu-Nanton and visited the East Gonja District Assemblies as part of stakeholder collaboration efforts. During these visits, the teams discussed

matters relating to efficient land management, revenue mobilization and sustainable management of land resources. The team also took the opportunity to request for an Office accommodation to house a district office for the area.

Officers in the **Greater Accra Regional** Office interacted with the Ledzokuku-Krowor Municipal Assembly (LEKMA), Ga South Municipal Assembly, Dangme West District Assembly. Officers also interacted with the Shai Traditional Council.

In the **Central Region**, visits were paid to some 32 Stools and District Assemblies within the Awutu Traditional Area, Ayanfuri, Diaso, Amponsem, Nana Tufuhene, Duakwa and Etsi Soaduro Stools. Also visited were the Asikuma Odoben Brakwa, Twifo Hemang Lower Denkyira Awutu, Upper Denkyira East and Agona East and West District and Municipal Assemblies. The Agona Nyarkrom and Apimanim Traditional Councils were consulted on land management and revenue mobilization issues.

During the period, Officers from the **Eastern Regional** Office attended the general meeting of the Kwahu Traditional Council upon an invitation. The Officers interacted with the Traditional Council and educated Nananom on land administration issues. Officers later interacted with the Asamankehene, his Sub-Chiefs and caretaker chiefs to educate them on how best the office can be assisted in its revenue mobilization drive. Whiles in the **Ashanti Region** working visits were paid to Sekyere South District (Agona).

4.2.3 To expand area of operation and to embark on activities to help increase revenue mobilization.

Strategies to increase and retrieve outstanding revenue included, opening of more district Offices and the establishment of revenue collection points in all regions. The **Greater Accra Regional** Office intensified its quest to open up more offices and collection points in the Region to enhance revenue mobilization. The Dodowa District Office is operational. The Office has secured an Office space in the Land Registry Office in Tema to operate as a collection point. The **Northern Region** revisited its request to the District Assemblies of Bole and East Gonja for an

office space and signals from the Assemblies was quite positive. The Regional Office is therefore hopeful of obtaining space to establish offices in the two districts in the near future.

4.2.4 Improve Data on Stool Lands (Data capture and update)

Update stool land data in all regions to boost revenue mobilization and land management and administration. Regional Offices continued to compile new data on stool/family lands, lessees and land users from the records of the Lands Commission and during field visits as well as update existing data to help increase revenue mobilization. Over sixty thousand data have been captured, compiled and stored electronically to enhance land management and revenue mobilisation.

Rent ledgers and computerized rent data were also updated throughout the regions and districts to ensure that data kept by the Office were accurate and up to date. Software developed by the Information Technology (IT) Officer is at the final stage of being operationalise after its review at the mid-year meeting.

CHAPTER FIVE:
PROGRESS MADE BY THE LANDS COMMISSION IN 2011

5.0 INTRODUCTION

The Lands Commission is established by Article 258 of the 1992 Constitution and the Lands Commission Act, 2008 (Act 767) as a body corporate with perpetual succession, a common seal and may sue and be sued in its corporate name.

The current Lands Commission, as part of the public sector reform programs and the Land Administration Project, has been substantially remodeled by Act 767 to increase its efficiency and effectiveness. Four (4) agencies, the Old Lands Commission, Land Valuation Board, Land Title Registry and Survey Department have been integrated into one Corporate Agency, the Lands Commission, and now comprise four divisions, namely The Survey and Mapping Division, The Public and Vested Lands Management Division, Land Valuation Division and the Land Registration Division. The new structure creates a Corporate Head Office with an Executive Secretary as Chief Executive Officer, two Deputy Executive Secretaries and other ancillary Senior Officers. A new organogram is under consideration. However, the New Head Office structure has to be created and resourced to become operational.

Objectives of the Commission

The objectives of the Commission are to

- (a) promote the judicious use of land by the society and ensure that land use is in accordance with sustainable management principles and the maintenance of a sound eco-system; and
- (b) ensure that land development is effected in conformity with the nation's development goals.

Functions of the Commission

The Commission's functions are as follows:

- (a) on behalf of the Government, manage public lands and any other lands vested in the President by the Constitution or by any other law and any lands vested in the Commission;
- (b) advise the Government, local authorities and traditional authorities on the policy framework for the development of particular areas of the country to ensure that the development of individual pieces of land is coordinated with the relevant development plan for the area concerned;
- (c) formulate and submit to Government recommendations on national policy with respect to land use suitability or capability;
- (d) advise on, and assist in the execution of, a comprehensive programme for the registration of title to land throughout the country;
- (e) register deeds and instrument that affect land throughout the country;
- (f) facilitate the acquisition of land on behalf of Government;
- (g) establish standards for and regulate survey and mapping of the country;
- (h) provide surveying and mapping services where necessary;
- (i) license practitioners of cadastral survey;
- (j) provide land and land related valuation services;
- (k) ensure that through sound, sustainable land use planning, socio-economic activities are consistent with sound land use through sustainable land use planning in the long term national development goals;
- (l) in collaboration with other bodies instill order and discipline into the land market through curbing the incidence of land encroachment, unapproved development schemes, multiple or illegal land sales, land speculation and other forms of land racketeering;
- (m) in collaboration with other bodies minimise or eliminate, where possible, the sources of protracted land boundary disputes, conflicts and litigations in order to bring their associated economic costs and socio-political upheavals under control;
- (n) promote community participation and public awareness at all levels in sustainable land management and development practices to ensure the highest and best use of land;

- (o) promote research into all aspects of land ownership, tenure and the operations of the land market and the land development process;
- (p) impose and collect levies, fees, charges for services rendered;
- (q) establish and maintain a comprehensive land information system, and
- (r) perform other functions the Minister may assign to it.

Vision of the Commission

The vision of the Commission is to become a centre of excellence for land services delivery.

Mission Statement

To provide high quality, reliable and efficient services in geographic information, guaranteed tenure, property valuation, surveying & mapping through teamwork and modern technology to our valued stakeholders.

a. Strategic Goals

- An Integrated Land Administration Services with enhanced Service Delivery Process and Channels;
- Enhanced Financial Sustainability of the Commission;
- Develop Tiered and Tailored Service Offerings to meet the different needs of stakeholders
- A Fully Digitised and Good Working Environment.
- Enhanced Positive Image and Perception
- Well equipped, motivated and committed staff.

b. Strategic Objectives

- Establish a comprehensive, robust, motivated & sustained human resource base and management system for efficient land services delivery
- Provide high quality, streamlined, transparent and timely delivery of services to support the public and private sectors

- Employ modern technology in the operations of the LC to satisfy stakeholders
- Achieve financial self-sustainability for its entire operations and value for money for our clients
- Attain high positive public image for the LC

5.2 Status Of Implementation Of Key Activities Under GSGDA

The Ghana Shared Growth and Development Agenda (GSGDA) seek to accelerate employment creation and income generation for poverty reduction and shared growth. The policy measures are prioritized into seven thematic areas namely:

1. Ensuring and Sustaining Macroeconomic Stability
2. Enhancing Competitiveness in the Private Sector
3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management
4. Oil and Gas Development
5. Infrastructure, Energy and Human Settlement
6. Human Development, Productivity and Employment
7. Transparent and Accountable Governance

The Policy objectives of the Land Sector seek among other things to achieve the following:

- a. To ensure that Ghana's international boundaries are maintained at all times and cross border activities are managed jointly;
- b. To ensure that every socio-economic activity is consistent with sound land use through land use planning in the long term national interest
- c. To facilitate equitable access to land and security of tenure based on registered titles and
- d. To protect the rights of landowners and their descendants from becoming landless or tenants on their own lands.

The status of implementation of key programmes and projects are outline in the table below:

The Land Commission has been executing land administration reforms under the Land Administration Project (LAP), to stimulate economic development, reduce poverty, and promote

social stability by improving security of land tenure and to simplify the process in land acquisition.

The first phase of the Land Administration Project which was the main instrument for the reforms ended in June 2011.

Major accomplishments under the project include:

- Streamlining land administration institutions by the passage of the Lands Commission Act, 2008 (Act 767) which merged four land sector agencies into a single entity – the Lands Commission.
- Decentralization of the Deeds Registry to **nine (9)** regional capitals, effectively bringing the registration of deeds closer to the clients with a reduction in time for registration from 36 months to about three months.
- Establishment and strengthening of 37 customary land secretariats to facilitate management and records keeping by customary authorities of land allocations and transactions within their traditional areas. These have improved the administration of land at the traditional level.
- Inventory of state acquired/occupied lands to ascertain the status of those lands in the following thirteen districts:–Yilo Krobo, Lower Manya Krobo, Upper Manya Krobo, Suhum Kraboa Coal Tar, Birim Central, Birim South, Atwima Nwabiagya, Sekyere Central, Sekyere West, Sunyani Municipality, Amansie East, Techiman and Wenchi Districts and the entire Greater Accra Region.
- Modelling of land use planning at three levels - preparation of spatial development frameworks, structure plans and local plans. This is being piloted in six districts including Awutu-Senya, Amenfi West, Ejisu-Juaben, and Dangbe East.
- All the deeds in the Accra Land Registry have been scanned as part of the process to computerise the operations of the Lands Commission. This process will facilitate easy access to information on land registration.
- Improving adjudication of land cases through support to the Judiciary in the form of automation of the land courts, provision of logistics and capacity building.

- Piloting of Systematic Title Registration which is expected to deliver 10,000 parcels of land for title registration. This is the first attempt at a systematic approach to land titling in the country.
- Piloting Customary Boundary Demarcation of allodial boundaries in ten traditional areas across the country. These traditional areas are Wassa Amenfi, Anum, Sogakope, Juaben, Ejisu, Dormaa Ahenkro, Gulkpegu, Builsa, Wassa Fiase and Asebu. This exercise will improve security of tenure and certainty of land ownership and also serve as an incentive for attracting investment.
- Developing a Lands Bill and a Land Use Planning Bill to create new legal frameworks for land administration and land use planning. Both Bills are at advanced stages of preparation.
- The Ministry also supported the demarcation of some farm lands in selected regions. In the Brong Ahafo Region for instance, over 300 farmers on Sankore lands in the Asunafo area were supported to properly demarcate their farm lands as a way of alleviating the problem of conflicting land ownership claims. In all, over 3000 acres of farm lands were successfully demarcated
- The Ministry continued to mediate in Land ownership and boundary disputes through Alternative Dispute Resolution (ADR) mechanisms in a bid to promote peaceful co-existence among land-owning groups and communities for National socio-economic development. One obvious advantage of this is the reduction of land cases sent to the court.

The policy of compulsory acquisition of lands without compensation left landowners almost landless and poor. This has given rise to disputes between the state and Customary/ Private Land holders.

To address and reverse this situation, in 2011, 60% of lands acquired in 1942 for the Nungua Farms covering 976.45 acres to the Nungua Stool was returned. Fifty percent (50%) of the lands acquired for the Madina Social Welfare, Accra Training College, and West Africa Secondary School were also returned to the original owners. All the necessary documentation for the return has been completed.

A total amount of Eleven Million, Fifty Six Thousand, Three Hundred and Sixty Three Ghana Cedis (GH¢ 11,056,363.00) was paid as compensation to land owners in respect of the following acquisitions:

- Volta Dam Project - Dedeso Wireko No.1 Resettlement Site.
- Volta River Flooded Area for Pai, Krachi, Apaaso, Ahamandi and Makango.

The second phase of the 5-years Land Administration Project (LAP-2) was launched on 14th September 2011. This phase seeks to address the major outstanding issues of LAP-1. The objective is *‘to consolidate and strengthen land administration and management systems for efficient and transparent land service delivery.’*

See Appendix 5.1 for details of implementation of the 2011 annual action plans.

**CHAPTER SIX:
RESOURCE ANALYSIS**

6.0 INTRODUCTION

Resource analysis will help the Ministry track and measure its operational inputs and outputs and most importantly assist to evaluate where resources can be conserve to reduce costs and risks – improving both environmental performance and business profitability.

6.1 Resource Use Analysis – Minerals Commission

6.1.1 Human Resource Analysis

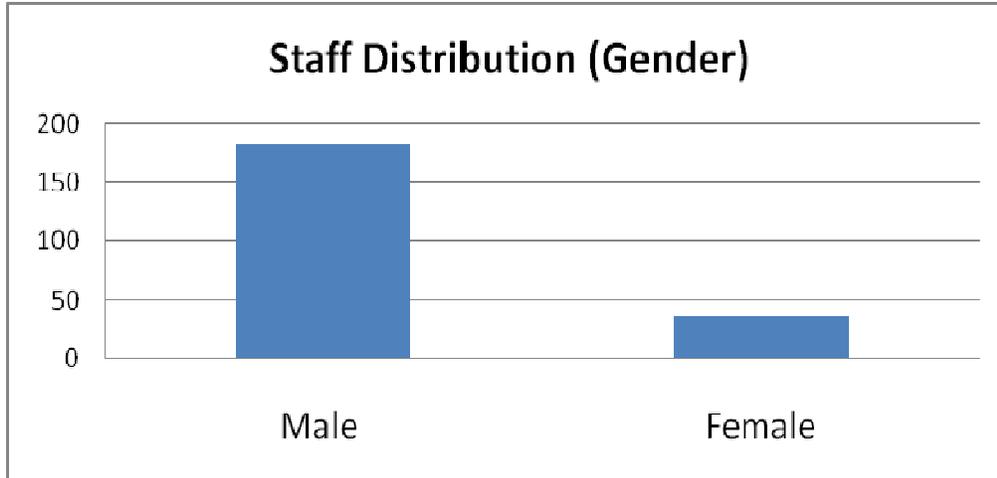
The achievement of the mandate of the Commission depended largely on the dedication and the skills and competencies of the available staff.

Staff Strength

The Commission had total staff strength of two hundred and nineteen (219) as at 31st December, 2011 who contributed to the implementation of the objectives under the GSGDA. Of the total staff of 219, 50% (110) were junior officers giving a proportion of one (1) senior officer to one (1) junior officer. From the gender perspective there were about 84% (183) male officers as against 16% (36) female officers in the ratio of 1 female staff to 5 males.

The following charts show the staff distribution by age and gender.



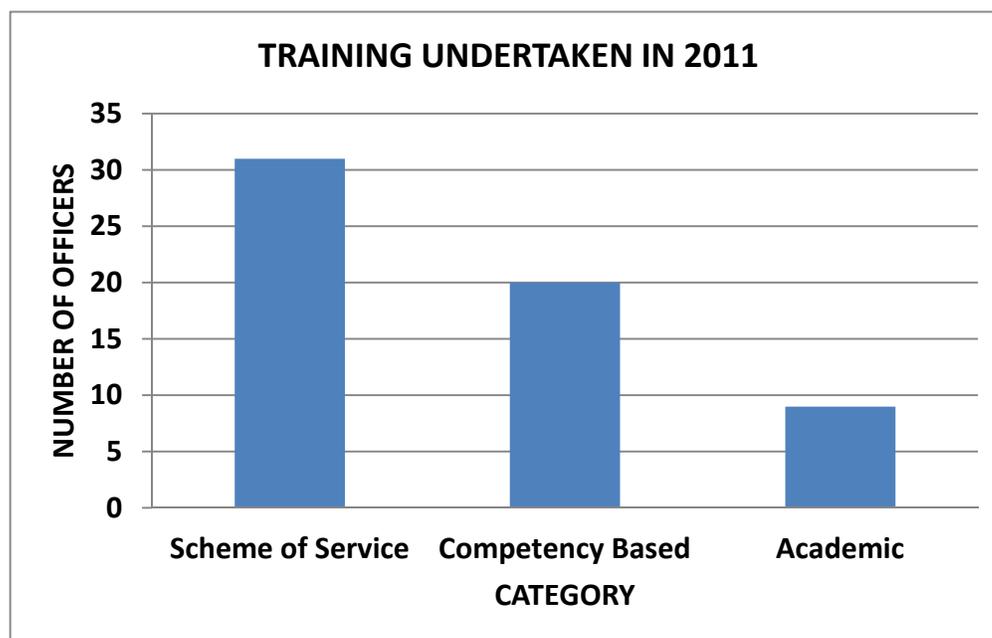


Training Planned and Carried Out

A total of sixty (601) officers attended various short courses to upgrade their skills during the year in addition to long term academic programmes. Some of the courses undertaken by these officers were:

- Financial Management
- Statistical Procedures & Methods for Monitoring and Evaluation
- Strategic Human Resource Management
- Managing Human Resources for Strategic Outcomes
- Information Communications and Modern Records Management
- Records Management
- Finance & Accounting for Public Sector
- Fleet Users
- First Aid and Blasting Certificate of Competency
- Human Resources Management - (Personnel Management)
- The Art of Leadership and Team Building
- Management & Administration Program for Executive Secretaries and Administrative Assistants
- File Management
- MSc in Mining Engineering
- Natural Resources Law

- Public Administration



Recruitment

A total of twenty two (22) junior and senior officers were recruited to augment the staff strength of the Commission in 2011. The newly recruits consists of Assistant Finance Officers, Assistants Mining Engineers, Secretaries among others.

6.1.2 Financial Performance

SOURCE	2010			2011		
	Approved Budget	Actual Receipts	Actual Expenditure	Approved Budget	Actual Receipts	Actual Expenditure
	GH¢	GH¢	GH¢	GH¢	GH¢	GH¢
GOG	2,689,821	NIL	NIL	2,626,498	NIL	NIL
IGF	4,559,000	8,938,747	7,401,676	5,559,000	13,217,277	10,614,201
DEV'T PARTNERS NREG	9,257,877	9,257,877	4,283,009	21,487,249	NIL	6,275,983
COMMON FUND	NIL	NIL	NIL	NIL	NIL	NIL
OTHER	NIL	NIL	NIL	NIL	NIL	NIL
Total	16,506,698	18,196,624	11,684,685	29,672,747	13,217,277	16,890,184

6.2 Resource Use Analysis – Forestry Commission

6.2.1 Human Resource Analysis

Staff Strength

As at the December 2011, the total staff strength of the Forestry Commission (FC) was Three thousand Five Hundred and Seventy-Six (3576). The breakdown is as follows:

1. Forest Services Division (FSD) – 2,137
2. Wildlife Division (WD) – 1,048
3. Timber Industry Development Division (TIDD) – 167
4. Wood Industry Training Center (WITC) – 36
5. Resource Management Support Center (RMSC) – 104
6. Corporate Head Office – 84

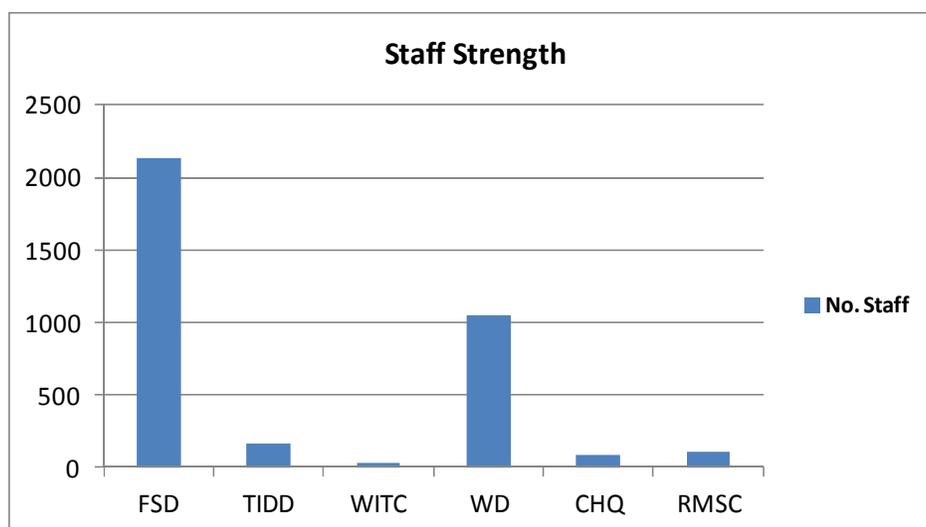


Table 6: The Forestry Commission Staff Strength

Division/ Unit/Office	Management			Non-Management		Total
	Executive/ Directors/ Functional Heads	Operations	Support Services	Operations (Field Staff)	Support Services (Administrative/ Clerical)	
Forest Services Division	9	144	86	1577	321	2137
Timber Industry Devpt Division	5	20	11	61	70	167
WITC	1	3	5	21	6	36
Wildlife Division	10	72	13	863	90	1048
Corporate Head Office	18		43		23	84

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Division/ Unit/Office	Management			Non-Management		Total
	Executive/ Directors/ Functional Heads	Operations	Support Services	Operations (Field Staff)	Support Services (Administrative/ Clerical)	
RMSC	7	20	3	36	38	104
Grand Total	50	259	161	2558	548	3576
Demographic Ratios (Staffing % Ratio)	1.4	7.2	4.5	71.5	15.3	100
Division/Unit/Office (%Ratio)	FSD	TIDD	WD	RMSC	WITC	CHQ
	59.8	4.7	29.3	2.9	1.0	2.3

Training Plan

The Forestry Commission (FC) recognizes that training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and providing them all the information they need to perform those jobs. In view of the above a training plan was put in place and executed in the year 2011. The FC training plan is as indicated at Appendix 6.

During the year under review some selected FC staff were sponsored to participate in various training programmes as indicated below:

- Organized two In-House training programme for 140 Forest/Wildlife personnel
- Enrolled 25 Non Management staff to sandwich degree programmes for under Commission initiated programme to upgrade their skills
- Sponsored 40 staff to pursue Development programmes for Office Assistant by GEA/GIMPA
- Enrolled 7 non Management / management to pursue degree/post graduate programme under self initiated training.

6.2.2 Financial Performance

The total revenue generated by the Commission did not show any significant improvement as the Commission could not obtain any external inflows through the NREG budget support and the Donors. However, the Commission through its prudent financial management policies was able

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to redeem an amount of GHC 18.8m during the period from investment to help meet its operational activities and to support the National Plantation programme.

The Revenue generated by the Forestry Commission during the full year was GH¢26.6 million representing 31.4% of the budgeted revenue of GH¢84.8 million.

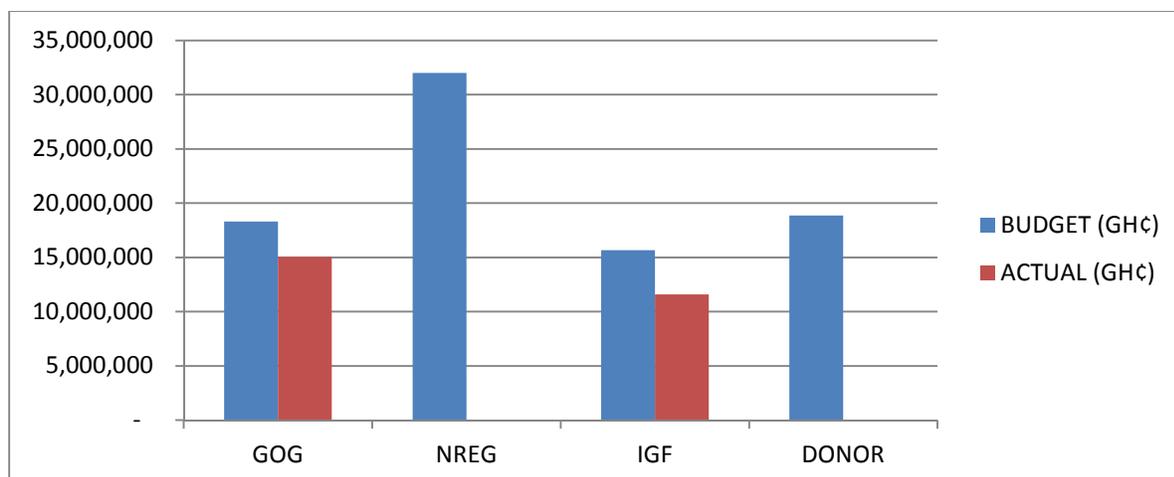
Sources of Revenue

The Forestry Commission derives its revenue from:

1. Subvention from Government of Ghana (covering Personnel Emoluments, Administration, Services and Investment);
2. Internally Generated Fund (including income from Stumpage, Plantation Sales, Export levies, Zoos and Parks entrance fees and others);
3. Donor's contribution (including cash, assets and technology consolidated into NREG).

Summary of Revenue Sources

Source	Budget (Gh¢)	Actual (Gh¢)	Variance (Gh¢)
GOG	18,300,000	15,050,885	(3,249,115.00)
NREG	32,000,000	-	(32,000,000.00)
IGF	15,650,242	11,590,514	(4,059,728.00)
DONOR	18,873,136	-	(18,873,136.00)
TOTALS	84,823,378.00	26,641,399.00	(58,181,979.00)



IGF

A total amount of GH¢11.6million was realized from IGF during the year as against a budgeted amount of GH¢15.6million representing 74.4% over the budget. The shortfall was due to the late implementation of the revise fees, low activity in the export market and non implementation of the proposed Stumpage fees in 2010 financial year.

GoG Subvention

The total amount received from the Government of Ghana as Subvention for Salaries for the full year ending December 31st 2011 was GH¢15.1m as against a budgeted of GH¢18.3m. This represents 82.5% of the budget.

Donor

There were no Donor inflows for the period. The amount budgeted for NREG was GH¢32million for 2011 financial year, but later in the year the NREG Donor Partners rather renegotiated to give the Commission GH¢16million out of the total budget of GH¢32million. However, the Commission could not realize any amount till the beginning of 2012 when an amount of GH¢8million was released.

Expenditure

The poor revenue generation as a result of no inflow from our external sources during the period 2011 financial year had an adverse effect on our operational activities. The Commission had to redeem all its investment during the period to a tune of GH¢18.8million to finance part of its operational activities. The poor revenue generation accounted for the suspension of some of our major operational activities and deferred others to 2012 financial year.

Management had to control expenditure on procurement and major renovation activities which were so crucial to the Commission's Operations. As a result the expenditure fell far below the budgeted amounts.

The Commission's expenditure is grouped as Personnel Emoluments, Administrative expenses, Service expenses and Investments. During the fourth quarter ending December 31 2011, the Commission incurred a total expenditure of GH¢8.7million as against a budgeted expenditure of GH¢17.5million. This represented 49.7% of the budget.

The Total actual expenditure incurred by the Commission during the full year 2011 was GH¢28.4million as against a budgeted expenditure of GH¢69.8million, representing 41% of the budget expenditure.

Personnel Emolument

During the financial year ending 31 December 2011, the Commission incurred a total expenditure on personnel emolument to a tune of GH¢15.1million as against a budgeted expenditure of GH¢18.3million, representing 82.5% of the budget. The Commission was migrated onto the single spine by March 2012.

Administration Expenses

The Commission during the financial year ending December 31 2011, incurred a total administrative expenses amounting of GH¢7.1million as against a budgeted expenditure of GH¢9.9million. The variance was as a result of lack of funding from NREG and other Donor inflows.

Service Activity

A total amount of GH¢5.3million was actually spent on service activity by the Commission during the full year under review as against a budgeted expenditure of GH¢25.9million representing only 20.4% of the budget.

Investment Activities

For the full year ending December 31 2011, an amount of ¢0.9million was actually spent by the Commission on this activity as against a budgeted amount of GH¢15.9million representing 5.7% of the budget. The organization could not meet its expenditure due to lack of funds from NREG and other donor contribution. The low revenue generation resulted in poor investment activities during the 2011 financial year.

6.3 Resource Use Analysis – Lands Commission

6.3.1 Human Resource Analysis

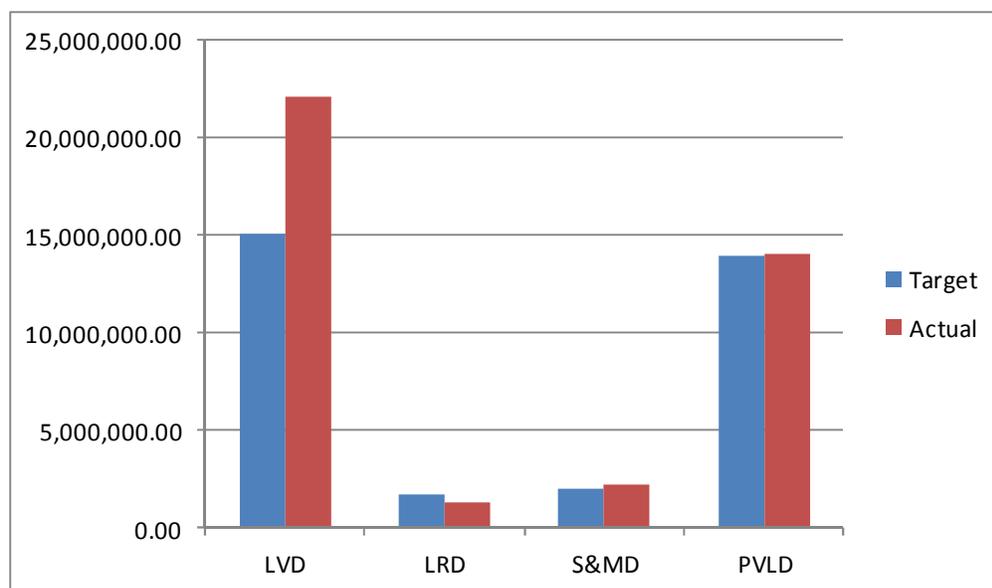
6.3.2 Financial Performance

Revenue

No.	Division	Target	Actual	Variance
1	LVD	15,057,808.00	22,136,877.61	47% more
2	LRD	1,734,730.00	1,335,265.50	23% below target
3	S&MD	2,000,000.00	2,190,489.59	9.52% more
4	PVLD	14,000,000.00	14,045,051.00	0.32% more
	Total	32,792,538.00	39,707,683.70	

The various divisions exceeded their revenue target with the exception of the Land Registration Division that was 23% below target.

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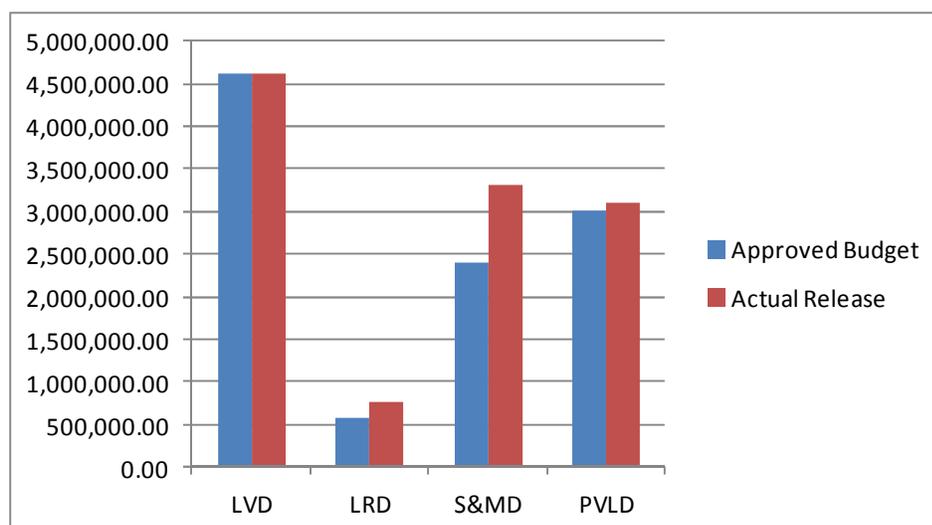


There is great potential to generate revenue but much will depend on the availability of modern equipment such as computers to facilitate data capturing and retrieval. Also, there is an urgent need to provide a conducive office accommodation. When analyzed against the total revenue generated for the period, budgeted amounts releases from GoG suggest that the divisions get far less releases than what they generate internally.

If the Commission is able to pursue the Ministry of Finance and Economic to approve its request for proposed increases in fees and rates charged, they will be able to increase revenue generation in subsequent years.

Budget Performance

No.	Division	Approved Budget	Actual Release	Variance
1	LVD	4,622,630.00	4,609,799.00	(12,831.00)
2	LRD	567,668.00	758,743.32	191,075.32
3	S&MD	2,406,428.00	3,318,857.26	912,429.26
4	PVLD	3,005,945.00	3,106,752.00	100,807.00
	Total	10,602,671.00	11,794,152.58	1,191,480.58



6.4 Resource Use Analysis - OASL

6.4.1 Human Resource Analysis

Staff Strength

OFFICE OF THE ADMIN OF STOOL LANDS	DISTRIBUTION		TOTAL
	MALE	FEMALE	
	195	73	268

Training - Scheme of Service related Training Programmes 2011

No. of Attended	Course of Study	Duration	Institution
3	Advance Corporate Governance Workshop	2 Days	State Enterprise Commission

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No. of Attended	Course of Study	Duration	Institution
3	AFRES Education Seminar For West Africa	2 Days	KNUST
1	Accountant Conference	2 Days	Capital View Hotel, Koforidua
2	Workshop On Transparent & Efficient Public Financial Management	4 Days	Gnat Hall-Accra
2	Annual Internal Audit Forum	3 Days	Accra International Conference Centre
1	Agra Policy Workshop	2 Days	Africa Regent Hotel
8	Refresher Course For Trainee Surveyors	2 Days	Ghana Institution Of Surveyors

Competency Based Training Undertaken in 2011 (Institution Specific)

No. of Attended	Course of Study	Duration	Institution
2	Computer Training	6 Months	IPMC
1	Ethical Leadership & Quality Productivity	2 Weeks	Civil Service Training Centre
2	Budgeting & Financial Management	4 Weeks	GIMPA
2	Project Planning & Management	4 Weeks	GIMPA
4	Women In Management Middle Level	2 Weeks	GIMPA

Academic Training Programmes

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No. of Attended	Course of Study	Duration	Institution
2	EMBA	2 Years (Modular)	GIMPA
1	MSC. Geo-Information	2 Years	ITC Netherlands
1	Post Graduate In Natural Resources Management	2 Years	Adelaide University Australia
1	Post Graduate Course In Environment & Sustainability	2 Years	Monash University
4	Bsc. Land Economy	4 Years	KNUST
	Bachelor Of Law (LLB)	2 Years	University Of Ghana

Promotion Undertaken 2011

No. Promoted	Previous Grade	Promoted To
1	Asst. Stool Lands Officer	Stool Lands Officer
2	Snr. Exe. Officer	Prin. Exe. Officer
1	Stenographer GD. I	Stenographer Sec.
1	Rev. Coll.	Rev. Inspector
1	Driver GD. I	Heavy Duty Driver
2	Driver GD. II	Driver GD. I

Recruitment undertaken 2011

No. Appointed	Grade
2	Asst. Stool Lands Officer
	Stool Land Inspector
1	Higher Rev. Inspector
	Rev. Coll

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6.4.2 Finance - Revenue Returns for 2011

For the year 2011, the Office mobilized and disbursed a total amount of **GH¢20,387,626.13 (Twenty Million, Three Hundred and Eighty-Seven Thousand, Six Hundred and Twenty-Six Ghana Cedis and Thirteen Pesewas)** to accredited beneficiaries in accordance with the 1992 Constitution and the Office of the Administrator of Stool Lands Act, Act 481 of 1994.

The total amount for the year 2010 was **GH¢20,110,112 (Twenty Million, One Hundred and Ten Thousand, One Hundred and Twelve Ghana Cedis)**. In absolute terms, the total amount mobilized and disbursed for the year 2011 shows an increase of

GH¢ 277,514.13 (Two Hundred and Seventy-Seven Thousand, Five Hundred and Fourteen Ghana Cedis and Thirteen Pesewas) when compared to the amount collected and disbursed in the 2010. This works up to **1.38 %** decrease over total revenue mobilized for the period in 2010.

Regions	Mineral Royalties	Timber Royalties	Ground Rent	Sand Dues	Farm Rent	Others	Total
HEAD QUARTERS	1,107,795.99	0.00	0.00	0.00	0.00	0.00	1,107,795.99
ASHANTI	1,017,073.03	687,811.83	1,483,229.09	0.00	233,997.40	67,357.50	3,489,468.85
WESTERN	6,575,226.25	1,940,247.51	568,591.85	0.00	465,594.55	0.00	9,549,660.16
EASTERN	29,144.35	401,281.50	258,737.43	0.00	148,954.73	0.00	838,118.01
CENTRAL	815.97	393,991.12	185,657.45	0.00	166,670.46	0.00	747,135.00
BRONG AHAFO	2,314,452.80	739,361.62	351,006.96	9,723.50	185,279.90	300,000.00	3,899,824.78
NORTHERN	0.00	0.00	92,809.50	0.00	28,190.97	0.00	121,000.47
UPPER EAST	900.00	0.00	37,181.10	0.00	0.00	763.20	38,844.30
UPPER WEST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GREATER ACCRA	32,551.50	152.50	402,740.61	0.00	0.00	18,384.42	453,829.03
VOLTA	0.00	141,949.54	0.00	0.00	0.00	0.00	141,949.54
TOTAL	11,077,959.89	4,304,795.62	3,379,953.99	9,723.50	1,228,688.01	386,505.12	20,387,626.13

**CHAPTER SEVEN:
CONCLUSION, RECOMMENDATION AND WAY FORWARD**

7.0 INTRODUCTION

7.1 Minerals Commission

The following key challenges have characterized the sector.

- **Inadequate linkages between the mining sector and the rest of the economy.** A conscious promotional drive as well as enforcement of local content provisions in the mining regulations (which is about to be passed by Parliament) will be required;
- **Limited Diversification of the Sector.** A focus on only a few minerals, notably gold bauxite manganese and diamonds but especially gold. Need to diversify into other minerals which Ghana has potential to produce;
- **Management of Artisanal and Small Scale Mining, especially the menace of illegal mining (galamsey):** Finding suitable areas as well as the creation of awareness among such miners to regularize their operations and to operate legally, efficiently and in an environmentally friendly manner would be required;
- **Monitoring and evaluation of fiscal and financial flows** within the sector to ensure efficient and equitable mobilization and distribution of the benefits of mining;
- **Frequent conflict between mining communities and mining companies.** The conflict normally begins as complaints from the inhabitants about environmental issues, blasting related problems, etc. However later investigations would normally reveal that the real motives are demands for:
 - Compensation claims
 - Social amenities
 - Land for “galamsey” activities, etc.
- **Speculative activities:** Speculative activities of community members wherever crop and land compensation issues are concerned;
- **Landuse Conflicts:** There is a serious conflict of land use around quarries operating in the urban areas. Land owners continue to allocate plots within the area of influence of

quarry blasts to estate developers. Quarrying operations then become difficult as the landlords and/or occupiers turn to complain about the negative impact from the operations.

Though there are challenges in the mining industry, some progress has been and continues to be made. It is therefore hoped that even as Ghana continues to receive support from and works with Development Partners in these and other emerging areas, the sector would more sustainably contribute to the development of not just the current generation but also lay the foundation for the development of future generations.

Particularly for Artisanal and Small Scale Mining (ASM), there is the need to:

- Establish an ASM Competency Training Centre. This centre is envisaged to offer training to small-scale miners in proper mining practice, proper support systems, ventilation and drainage for underground works and safe blasting practice;
- This form of institutional support to the small-scale mining sector will contribute to curb the incidence of illegal activities, facilitate improved mining practice and safety of small scale miners, drastically reduce the numerous occurrences of serious and fatal accidents, control the illegal acquisition and use of explosives and reduce the environmental degradation associated with their operations.

Key Conclusions

- **Persistence of Conflicts:** The implication of these concerns is the mistrust and suspicion identified in the study communities. While communities strongly blamed the companies for these negative impacts, the companies dismissed, denied and shifted blame about communities' perceived negative perceptions of their activities. These perceptions have contributed to the belief that companies were insensitive to the plight and welfare of communities.
- **Inadequate Stakeholder Engagement by Companies:** Mining projects, arguably, do bring economic benefits to communities, but it also raises environmental and sustainability concerns. Some of the concerns are well founded. Others are based on

myths and misconceptions, and it is important for companies to acknowledge these fears and deal with them in order to further enhance their positive relationship with communities. Incidents, including violent attack on miners, political motivation, community/company relationship, impeded access, human right abuses mentioned in the baseline were not found by the study as potential sources of conflict.

- **Community Expectations.** The study revealed that employment and community development were communities' high priority areas. Communities want companies to regard these expectations as their responsibilities. Respondents' main reasons for their high expectations as referred to in the analysis were that communities bear the negative impacts of the mines' operation, and provide the land on which the mineral resources are mined to sustain the companies and therefore must share the benefits. They also thought their expectations were within the context of corporate social responsibility. The study further revealed that the companies dismissed and branded most of the communities' expectations as unrealistic based on public perception that mining companies are rich. These included employment for all local labour, on-the job training and certain social provisions. The study revealed that companies regarded community assistance as voluntary because they paid royalties to the central government, part of which were meant for community development. The study also showed that the companies had a solid understanding about the level of community expectations of them.
 - However, unlike physical environmental management, the absence of legislation for companies' obligation to community development, made companies use their discretion with limited community consultation to decide which community demands were reasonable, and which were not. The decisions are often based on companies' budget availability to social development program and genuine commitments to corporate social responsibility. However, it is fair to state that there is some evidence of consultation but highly insignificant.
- **Realistic vs. Unrealistic Demands.** The study revealed that the perceptions of companies and communities regarding realistic versus unrealistic demands are potential sources of conflict. The major sources of these contentions centered on local employment, perceived inadequate and delayed crop compensation, perceived frequent

water shortages, blasting and small-scale mining activity. Despite the above enumerated negative perception, the study is of the view that communities welcome the presence of the mines in their area because of development projects they had received from the companies and the potential for future benefits. In a remark by the Damang chief, it would be highly unfair for me to state that the company (referring to Goldfields Ghana Limited-Damang) has done nothing at all to improve the community. According to him, if for nothing at all, there has been major infrastructure developments (schools, toilet facilities & clinic), provision of water and also employment for the youth.

Recommendations

Company Responsibilities: It is recommended that both companies and communities must erode inherent suspicion and mistrust of each other's and strived for mutual understanding and co-existence, for mining has come to stay and communities have their life to lead. Since companies are 'guests' to communities, companies must first demonstrate commitment for community interest and concerns if they want communities to fully accept them. To this end, the study suggests that companies be more accommodating to their communities by listening to their concerns and make frantic efforts to address them. Companies should also recognize communities as very important stakeholders and involve them in all decision-making processes and ensure that their views are clearly identified in implemented decisions. Community relation outfits must institutionalize youth education on operations of the mines and once a while organize community visit to the mines in order to demystify some perceptions carried by communities. It is also suggested that investment advice be given to displaced farmers before cash compensation is paid to them. In this way, there could be some assurance that monies paid as compensations would be used profitably which would also go a long way to ease pressure on the mines.

- An example is worth mentioning is an initiative of AngloGold Ashanti-Iduapriem. The company organizes "Business Clinic" for the youth where many business opportunities are exposed in their catchment area.
- Another area which needs critical attention is provision of water in the communities. Companies must find a lasting solution to the perennial water problems in their

communities. Communities must be told if there is going to be an interruption in water supply; miners must not wait for communities to demonstrate before water is provided. Water is very essential commodity for human existence, without it there is no existence and miners should be able to recognize that.

Transparency in the Management of Social Development Funds: It is further recommended that companies increase transparency in management of the “Social Development Fund” by making sure that at least a community member is among the signatories to the community development accounts. Again, annual review of the fund is recommended at a community wide meeting. The fund if used and distributed with circumspection including granting scholarships to students, skill development training programs and other development projects, could help minimize employment conflict because community members would see the worth of “outsiders” in community development but not as enemies who compete with them for employment.

Community Responsibilities: Communities, (especially the youths) should also take advantage of the skill development programs offered by the companies in order to acquire employable skills. Communities must be appreciative of the efforts companies have made and continue doing to improve their lives. Suspicion and mistrust could only cause the community to miss out essential opportunities.

Impact of Blasting and Dust from mining operations: There should be an intensive and systematic study of the area by the companies to ascertain whether or not cracks developed in buildings and alleged diseases associated to dust are as a result of blasting activities by the companies. For the time being, the study recommends that companies obey and stick to the periods certified by the EPA for blasting, if for some reasons; it becomes necessary to go beyond that, it is only fair that the communities be made aware.

Outlook for 2012

Programmes for 2012 were developed based on the Ghana Shared Growth and Development Agenda (GSGDA). Key Objectives expected to be achieved during 2012 include the following:

- Diversification of mineral production base of the country
- Improving information availability and sector promotion
- Reduce social conflicts in mining communities by implementing guidelines for; Corporate Social Responsibility Projects for mining companies in mining communities, Compensation Policies by mining companies, use of mineral royalties by District and Municipal Assemblies;
- Improve support to Artisanal and small scale mining (ASM) and implement strategies to deal with illegal mining
- Improve mining sector revenue collection, management and transparency
- Enhance policy and regulatory framework and effective coordination among key government agencies to improve the performance of the mining sector
- Enhance international and regional cooperation

Some of the strategies to be used to achieve the above objectives include the following;

- Geological exploration to prove areas for small scale mining operations would be undertaken in Datoko (Upper East Region), Awisam and Akoase (Eastern Region) and Berekum (Brong Ahafo),
- Monitoring visits would be intensified to illegal small scale mining sites to educate miners with the aim of mainstreaming their activities,
- Small Scale Mining Associations would be formed in mining districts to increase the Commission's engagement with miners,
- Implement the ASM strategy developed to improve small scale mining in Ghana
- Implementation of guidelines with annual tracking mechanisms to include social conflicts,
- Implementation, monitoring and evaluation of use of mineral royalties by District Assemblies and Municipal Assemblies (using annual tracking mechanisms),
- Development of guidelines for mine decommissioning plan and mine closure reports (in collaboration with Environmental Protection Agency and others).

7.2 Forestry Commission

Challenges

In carrying out its mandate, the FC encounters challenges either through the implementation of its strategies or through emerging issues that need to be taken on board. Among the current key challenges being grappled with are:

- Increasing illegal logging and/or chainsawing to satisfy the demand gap in wood products
- Increasing encroachment of reserved forest for farming and mining as well as settlements on wildlife protected areas for grazing and poaching for bush meat and other products
- Inadequate frontline technical staff leading to rampant forest offences
- Inadequate logistic supplies with serious health and safety implications
- Delayed release of funds affecting activities that are strictly time-dependent
- Lack of technical knowhow necessary for adapting to climate change
- Forest/wildlife sector investment opportunities remain unattractive to the private sector which is severely affecting plantation and ecotourism development
- Slow rate of value addition in industry thus limiting the forestry sector's direct contribution to GDP and job creation

Outlook for 2012

It is important to emphasize that harvesting the natural forest is no more economically attractive since the yield is too low and difficult to sustain industry needs if based on natural regeneration alone, amidst the ever increasing population of the nation and the resultant demand for wood.

It is therefore imperative that a workable strategy for effective establishment of industrial plantations is aggressively pursued. Plantations grow much faster, yielding about 30m³/ha annually if well managed compared to the natural forest that delivers only 5m³/ha.

Whilst focusing on industrial plantations for the benefits of curbing industry's raw material shortage as well as other vital benefits of improving forest cover, readily creating jobs and delivering Clean Development Mechanism advantages, it is rather more valuable for the natural forest to be planned for use in mainly protective and environmental functions that also guarantee climate change benefits (through REDD and REDD+ mechanisms) and ecotourism opportunities as currently being pursued by most tropical forest countries.

By this approach, the sector can, without jeopardizing the perpetual existence of our forest and wildlife resources, sustainably contribute to the economy and create the much needed employment to reduce poverty, a major underlying factor for forest decimation, particularly within forest fringe communities.

7.3 Office of the Administrator and Stool Lands (OASL)

7.3.1 Challenges / Constraints

- Myriad of chieftaincy problems and litigation with claims and counter claims by contenders which affected revenue disbursement to stools. In these cases it is difficult determining the recognized occupant.
- Boundary disputes amongst some tenant farmers as a result of the absence of registered plans.
- Refusal of some land users and owners to pay their ground and farm rents despite repeated reminders
- Chieftaincy disputes (Unclear boundaries between Stools)
- Changing stool lands to family lands by statutory declaration
- Refusal of some land users and owners to pay their ground and farm rents despite repeated reminders

7.3.2 Outlook for 2012

- The Office proposes to collaborate with the National House of Chiefs to strengthen their capacity in Alternative Dispute Resolution (ADR) mechanisms and good governance to enable them resolve cases as quickly as they are reported.
- The Office is encouraging forest communities to embrace the National Forest Plantation Programme.
- Replacement of staff is carried out timely so that staff strength does not fall below acceptable levels.

- The Office is proposing a cost sharing programme to assist willing traditional areas to survey and demarcate rural farm lands for tenant farmers.
- Engagement of National Service and NYEP personnel to assist in its operations and boost revenue mobilization.
- Collaboration with Local courts to prosecute rent defaulters which has yielded positive results as most defaulters have settled their debts
- Education of Traditional Authorities and families on the implications of these conversations

7.3.3 Conclusion

The OASL during the period under review made significant achievements. The Office has put in place effective operational measures in the Regions to expand its revenue collection base and intensify revenue collection in order to meet the objectives for 2012.

7.4 Lands Commission

7.4.1 Challenges

- Inadequate staff with the requisite qualifications and skills. There is still the urgent need for more professional staff to expedite service delivery
- Poor infrastructure and inadequate office equipment.
- Inadequate information to clients on defined roles of staff at the Division.
- Conflicting court judgments hamper land administration services
- Difficulty in determining land owning groups.
- Inadequate storage facility for files. This has led to improper filing of documents, making retrieval of files for processing very difficult.
- Absence of functional M&E unit

7.4.2 Outlook For 2012

The key activities to be undertaken will include the following:

- Complete the Land and Land Use Planning Bills and their accompanying Legislative Instruments to provide a new legal framework for land administration.
- Extend the operations of the Land Courts to improve the adjudication of land cases.
- Decentralize and improve business and land service delivery processes to 40 districts over the five year period.
- Establish and build the capacity of more Customary Land Secretariats.
- Complete the Business Process Re-engineering started under LAP-1 to shorten the time taken to deliver services and to reduce the face-to-face contacts between clients and the staff of the Lands Commission.
- Develop a sustainable spatial information service by producing up-to-date base maps and other spatial products.
- Develop policies for surveying and mapping and other spatial activities.
- Undertake customary boundary demarcation on demand and upon agreement between the Ministry and customary authorities based on guidelines to be developed.
- Support the preparation of National Spatial Frameworks, Regional Structure Plans and Local Plans for selected districts, cities and towns based on a cost sharing arrangement.
- Revaluation of properties in selected districts.
- Build the capacity of the staff of the land sector including customary authorities in all aspects of land services delivery. This will include the construction of a new regional office for the Lands Commission and OASL in Kumasi.
- Implement the Gender Strategy prepared under LAP-1.
- Undertake comprehensive public education on land issues in the country.

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APPENDICES

Appendix 2- Minerals Commission

Appendix 2A - Gives the details on baselines, targets, indicator levels and progress made by the Minerals Commission

Indicator	Baseline (2009)	2010 Target	2010 Level	2011 Target	Indicator Level 2011	Progress
15. Statistical Overview of the Mineral Sector						
a. Mineral Production						
Gold (ounces)	3,119,832.00	3,321,688.00	3,391,587.00	3,622,346.00	3,648,954.00	
- Diamonds (carat)	354,443.00	312,706.00	308,679.00	280,113.00	283,369.00	
- Bauxite(Mt)	420,477.00	600,688.00	595,092.00	500,000.00	409,929.00	Relatively low production (-18%) due to challenges with Western Rail line). Company resorted to road haulage which was too expensive
- Manganese(mt)	1,007,010.00	1,574,745.00	1,564,628.00	1,642,851.00	1,757,387.00	
b. Labour						
- Large Scale (Expatriate and local) ; Male and Female	27,481.00	27,000.00	27,100.00	27,900.00	28,000.00	
- Small Scale (legal)	200,000.00	250,000.00	250,000.00	400,000.00	450,000.00	
- Small Scale (illegal)	600,000.00	550,000.00	550,000.00	550,000.00	550,000.00	
c. Foreign Direct Investments (in U.S. Million)	762.26	770	770	800	779.6	
d. Benefits of Mining (Mineral Revenue (GH¢ Million)						
- Royalties	94,186,626	100,700,543	144,697,345	219,939,440	222,024,705	
- Taxes	319,022,67	351,429,447	410,398,124	801,021,140	828,411,976	
Corporate Social Responsibility (US\$)	9,424,312	10,000,000	17,590,471	10,000,000		
Contribution to total merchandise exports (US\$) million	2,618.90	3,594.00	3,888.42	5,024.95	5,036.54	
e. Repatriation of mineral revenue						
- % mineral revenue returned into the Ghanaian economy (BOG and Commercial Banks)	54.09	58	66.01	64	61	
- % mineral revenue spent on local goods	Na	Na		Na		

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Indicator	Baseline (2009)	2010 Target	2010 Level	2011 Target	Indicator Level 2011	Progress
f. Mineral Rights Granted (Mining Lease, Prospecting, Reconnaissance, Salt, Quarry, Clay, Sand Winning, Small Scale Gold/Diamond, Mica)	199	350	374	360	366	

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Appendix 3: Forestry Commission

Appendix 3A - Status of Implementation of Key Activities

GSGDA Policy Objective	Programmes/Projects	Status of Implementation
Ensure the restoration of degraded natural resources	Plantation Development:	
	Establish 10,000 ha	8,849.40 ha established
	Create 20,000 Jobs	23,310 jobs created
	Undertake audit of 36,152 ha of 2004-2009 plantations	17,158.60 ha found successful
	Maintain 56,000 ha of existing plantations	52,106 ha maintained
Build institutional frameworks for sustainable natural resources management	Computerized M&E system: Develop and deploy a computerized M&E system	Web-base M&E application developed and piloted at regional level
Reduce the loss of biodiversity	Establishment of Community Resource Management Areas (CREMAs): Inaugurate 4 and establish 2	 1 inaugurated and sensitization carried out in 23 communities
Maintain and enhance the protected area (PA) system	Ecotourism Development: Sign 3 Concession agreements (CAs) for Mole, Kakum, Ankasa and an MOU for Shai Hills	 1 CA signed for Ankasa; MOU signed for Shai Hills; negotiations near completion for Mole and Kakum
	Upgrade park infrastructure	Maintenance of a Tree hide and Game viewing platform in Mole National Park carried out
		47.5 km of access roads and a bridge rehabilitated and maintained in Mole National Park.
		Larabanga-Mole Park Head Quarters road and internal roads within Mole National Park rehabilitated.
		Seventeen (17) km of new access roads opened in Kogyae Strict Nature Reserve
	Payment for environmental services	Concept paper developed; further consultation to be carried out
Strengthen the legal framework on protected areas	VPA/FLEGT Implementation: Establish TVC	 LI to establish the TVC and to secure legal backing for the provisions under the VPA to be adopted by July 2012
	Implement Legality Assurance System (LAS)	Tenders ready for Ministerial tender review board approval on wood tracking system; WTS should be ready and deployed by December 2012
	Develop domestic market policy	Approved by Ministry; to be forwarded for Cabinet approval
	Develop public procurement policy	Submitted to Ministry for approval
	Establishment of Law enforcement Unit	
	Rapid response unit (RRU)	49 men trained and commissioned into the RRU; yet to be deployed to hotspots
	FC staff to prosecute offenders	Seeking approval from Attorney General's Office
	Environmental courts	Not done yet
Reverse Forest and land degradation	Logs importation	Negotiations with potential regional suppliers on-going; delegation preparing to visit Cameroun.
	LUS Development	TIDD/FORIG collaboration added 2 more

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GSGDA Policy Objective	Programmes/Projects	Status of Implementation
	Rubberwood/Bamboo/Rattan Development	LUS and undergoing research and promotion TIDD identified companies to be assisted in development and promotion of rubberwood from GREL plantations; local SME's being assisted under BARADEP by way of training on utilization and regeneration of bamboo/rattan resources
Sustainable use of wetlands	Ramsaar Site Management: Management plans reviewed	Not done
	Management committees reconstituted	Not done
Enhance community participation in environmental and natural resources management by awareness raising	Stakeholder connectivity	VPA stakeholder engagements TIDD consultations on domestic market and public procurement policies Regional forest fora engagements
Enhance community participation in governance and decision-making		
Strengthen and develop local level capacity to participate in the management and governance of natural resources	Benefit Sharing Agreements: Sign 100 agreements (70 commercial and 30 MTS)	154 agreements (49 commercial and 105 MTS) signed
Adapt to the impacts and reduce vulnerability to Climate Variability and Change	Climate Change Adaptation: Develop National REDD+ Strategy	Stakeholder consultation on-going for the development of the National Strategy
	Pilot 5 REDD+ projects	17 potential projects evaluated and 7 selected to be piloted
	Develop and implement a Monitoring, Verification and Reporting (MRV) system	Draft MRV and reference levels developed based on on-going recommendations from UNFCCC negotiations; ToR developed for consultants to undertake studies to design the national and sub-national MRV system.
	Forest Preservation Programme: Procure satellite imageries	Imageries covering whole country from 1990-2010 procured
	Supply logistics	90 motorbikes supplied; 3 cross-country Nissan Patrols delivered; GIS and Remote Sensing analytical software and equipment delivered; 39 pickups expected by mid-April 2012
	Build capacity	Training on GIS, Remote Sensing and Forest resources inventory on-going; Practical fieldwork to commence by mid-April 2012
Mitigate the impacts of Climate Variability and Change	Public awareness on climate change	Stakeholder meetings conducted at Tamale, Sunyani, Kumasi, Ho

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Appendix 3B - Forestry Commission Training Plan

No	Target Group	Course Outline	Training Schedule												Prog Duration	Venue	No. of Persons	Training Providers/ Resource Persons	
			J	F	M	A	M	J	J	A	S	O	N	D					
1	Executive, Directors & Functional Heads	Finance for Non Financial Managers														2 days	WITC	15	FC Resource Persons/ External Consultants
3		Effective People Management														2 days	WITC	15	FC Resource Persons/ External Consultants
4		Strategic Leadership and Team Management Programme														2 days	WITC	15	FC Resource Persons/ External Consultants
5		Corporate Risk Management and Internal Control														2 days	WITC	15	FC Resource Persons/ External Consultants
6		Forestry and Wildlife Laws														2 days	WITC	15	FC Resource Persons/ External Consultants
10		Succession and Retirement Planning														2 days	WITC	15	FC Resource Persons/ External Consultants
11		Speech Making and Presentation Skills														1 day	WITC	15	FC Resource Persons/ External Consultants
1	Management Staff	Finance for Non Financial Managers														2 days	WITC	25	FC Resource Persons/ External Consultants
2		Introduction to REDD, REDD+, CDM														2 days	WITC	25	FC Resource Persons/ External Consultants
7		Conservation/ Biodiversity Management														2 days	WITC	25	FC Resource Persons/ External Consultants
8		Speech Making and Presentation Skills														2 days	WITC	25	FC Resource Persons/ External Consultants
10		Succession and Retirement														2 days	WITC	15	FC Resource Persons/ External Consultants

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No	Target	Course	Training Schedule												Prog	Venue	No. of	Training
		t Planning																
9		Developm ent of Managem ent Plans													2 days	WITC	25	FC Resource Persons/ External Consultants
10		Proposal and Report Writing													2 days	WITC	25	FC Resource Persons/ External Consultants
11		GIS Training													2 days	WITC	25	FC Resource Persons/ External Consultants
12		Natural Resource Managem ent for Non Natural Resource Managers													2 days	WITC	25	FC Resource Persons/ External Consultants
1	Junior Staff	GIS Training													2 days	WITC	40	FC Resource Persons/ External Consultants
2		Range/Wi ldlife Managem ent													2 days	WITC	40	FC Resource Persons/ External Consultants
3		Forest Mensurati on													2 days	WITC	40	FC Resource Persons/ External Consultants
4		Introducti on to Forest and Wildlife Operation Manuals													2 days	WITC	40	FC Resource Persons/ External Consultants
5		Driving Managem ent Science													2 days	WITC	40	FC Resource Persons/ External Consultants
6		Forestry and Wildlife Laws													2 days	WITC	40	FC Resource Persons/ External Consultants
7		Legal Issues													2 days	WITC	40	FC Resource Persons/ External Consultants
8		Developm ent and Implemen tation of Forest and Wildlife Managem ent Plan													2 days	WITC	40	FC Resource Persons/ External Consultants
9		Office Managem ent and Administr ation													2 days	WITC	40	FC Resource Persons/ External Consultants
10		Advanced Managem ent Skills for for													2 days	WITC	40	FC Resource Persons/ External Consultants

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No	Target	Course	Training Schedule										Prog	Venue	No. of	Training		
		Administrative Officers																

Appendix 4 – Lands Commission

Appendix 5.1 - Status of Implementation of the 2011 Annual Action Plan

(Status of Projects/Programmes Implemented in 2011)

S/N	SECTOR KEY ISSUES	STRATEGIES	ACHIEVEMENTS	REMARKS
1	Massive encroachments on public lands and forest reserves	<p>Complete inventory of all state lands commenced under Land Administration Project Phase One to obtain a complete picture of lands unallocated and unoccupied.</p> <p>Complete documentation of occupied but un-acquired lands</p> <p>Undertake field inspection in order to reference and survey lands to capture the extent of encroachments on public lands</p> <p>Procure logistics and relevant equipment to facilitate inspections and build data base on public lands</p> <p>Secure control over un-encroached lands by providing appropriate boundary marks</p> <p>Engage encroachers in discussions to resolve outstanding issues leading to encroachments</p> <p>Implement public awareness programmes aimed at protecting and preserving public lands</p> <p>Intensify inspections of lands to monitor uses and ensure effective information update</p>	<p>Completed and reports of the inventory being analyzed</p> <p>Mining of internal data to obtain a picture of uncompleted acquisition nationwide commenced and 25% completed</p> <p>Being done</p> <p>Partly done (approx. 20%)</p> <p>Not commenced.</p> <p>Three meetings held in GAR with identifiable encroachers in various estates</p> <p>Three radio and TV programmes on public education on the protection of public lands</p> <p>Being undertaken</p>	<p>The exercise aims to retrieve cases of uncompleted acquisition from the Regions</p> <p>This is a regular activity that provides an update on all public estate in the estate management process</p> <p>Some equipment and vehicles have been procured but this is still inadequate to serve all regional offices of the divisions, Has improved surveillance of public estates</p> <p>To be implemented in 2012</p> <p>This is being done in compliance with Cabinet decision on return of public lands not needed</p>

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S/N	SECTOR KEY ISSUES	STRATEGIES	ACHIEVEMENTS	REMARKS
		<p>Enforce measures that will compel beneficiaries to utilise lands allocated to them</p> <p>Prepare and publicise guidelines for public institutions on their responsibilities for the control of lands allocated to them</p> <p>Undertake compensation valuation on outstanding compulsory acquisitions</p> <p>Revise values on delayed and unpaid compensation</p> <p>Facilitate the payment of compensation for acquisitions of public lands</p>	<p>Being undertaken</p> <p>Workshop organised to collate views for preparation of guidelines and Committee set up to draft guidelines</p> <p>Compensation valuations on properties along N1 Highway, Ofankor Road as well as Legon - Adenta Roads completed</p> <p>Being done</p> <p>Being done</p>	<p>This is a regular activity of the PVLMD as part of its management of public estates</p> <p>This is a regular activity of the PVLMD as part of its management of public estates</p> <p>To be implemented in 2012</p>
4	Unsustainable use and management of natural resources	<p>Effectively plan the use of public lands prior to the passage and implementation of the land use and management process to be implemented under the Land Administration Process Phase Two.</p> <p>Synchronise public sector land needs against demands for acquisition</p>	<p>Law not passed</p> <p>Not done</p>	
6	Lack of Geographic Information and Mapping Systems for effective planning and management of natural resources	<p>Build capacities in appropriate modern mapping techniques</p> <p>Procure logistics for surveying and mapping</p> <p>Expand the appropriate mapping infrastructure by way of the GRN and CORS Stations to cover the whole of Ghana</p> <p>Develop capacities in Geographic Information Systems and develop capacities in data management</p> <p>Develop appropriate GIS software</p> <p>Undertake systematic mapping throughout the country and produce maps at the appropriate scales for various uses</p>	<p>Not done</p> <p>55% complete</p> <p>Two CORS Stations were established One in Bolga and one in Tamale Radio antenna mounted in Accra, testing of 27 NET R4 TRIMBLE GNSS equipment conducted Reoccupation of all GRN beacons on WAR OFFICE elipsoid war commenced (25% completed)</p> <p>5 officers trained GIS+-</p> <p>Not done</p> <p>Started in parts of Accra, Kasoa, Tema,</p>	<p>No funds available</p> <p>Slow procurement process</p>

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S/N	SECTOR KEY ISSUES	STRATEGIES	ACHIEVEMENTS	REMARKS
		<p>Establish systematic database on land and property values</p> <p>Develop user friendly valuation models and templates for effective service delivery</p> <p>Revise property and crop rates annually</p>	<p>A trial version of a creditable database in an electronic medium developed</p> <p>An Automated Property Valuation System developed</p> <p>Revised compensation rates (values) for 47 crops undertaken</p>	to be undertaken as part of 2012 activities
7	Inadequate public awareness on climate change issues and its impact on natural resources	<p>Develop capacities in the appreciation of climate change issues</p> <p>Develop management strategies of land resources taking account of climate change factors</p> <p>Undertake public awareness programmes on the impacts of climate change on land resource</p> <p>Collaborate effectively with other MDAs to mitigate the impacts of climate change through land use activities</p> <p>Undertake research on the impact of land use activities such as housing, road construction, etc on climate changes</p>	<p>Not done</p> <p>Not done</p> <p>Not done</p> <p>Not done</p> <p>Not done</p>	<p>Inadequate capacities</p> <p>Inadequate capacities</p>
8	Weak institutional and regulatory framework for natural resource management and environmental governance	<p>Facilitate the passage of a Lands Act to consolidate fragmented laws which commenced under the first phase of the Land Administration Project</p> <p>Facilitate the formulation and enforcement of appropriate regulations to operationalise the various laws-Land Act, Lands Commission, OASL Act, and the Land Use Act;</p> <p>Effectively enforce laws and regulations pertaining to land</p> <p>Decentralise land administration activities to the districts level and strengthen district offices commenced under LAP 1</p> <p>Complete the functional integration of the four Divisions under the Lands Commission Act 2008 (Act 767)</p> <p>Harmonise and rationalize the functions of the Lands Commission to promote efficient and effective service delivery</p>	<p>Not done</p> <p>Not done</p> <p>Continuous activity</p> <p>Blueprint on District Offices formulated (Completed)</p> <p>Organogram completed</p> <p>50% undertaken</p>	<p>To be undertaken under LAP2</p> <p>To be undertaken under LAP2</p> <p>Regular aspect of land magt.</p> <p>Draft divisional manuals</p>

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S/N	SECTOR KEY ISSUES	STRATEGIES	ACHIEVEMENTS	REMARKS
		<p>Develop business plan and implement it.</p> <p>Strengthen the ICT Unit to improve uptake of modern technology in the delivery of service</p> <p>Develop a human resource development plan to ensure smooth succession</p> <p>Establish a Research Statistics and information Management Unit within the Lands Commission</p>	<p>A draft Business plan been procured</p> <p>Two additional staff recruited and ten (10) computers obtained from LAP 1</p> <p>Draft Human resource plan prepared</p> <p>Not done</p>	<p>prepared</p> <p>This will require wider stakeholder consultation</p> <p>Late approval of organogram and approvals for recruitment not obtained yet. Deferred to 2012.</p>
9	Weak enforcement of regulations and laws governing the management of natural resources	<p>Publicise the Lands Commission's operational Manual to ensure public appreciation of work processes in the Commission</p> <p>Publicise all laws and regulations pertaining to land management</p> <p>Provide stricter sanctions for personnel who fail to enforce decisions and regulations of the Lands Commission</p> <p>Provide stricter sanction for persons flouting land laws and encroaching on public lands</p> <p>Collaborate with security agencies to curb non-compliance with land laws and regulations</p>	<p>Not done</p> <p>Not done</p> <p>Disciplinary measures undertaken</p> <p>Demolition exercises and encroachment notices served</p> <p>Demolition exercises and encroachment notices served</p>	<p>Operational manual not yet developed</p> <p>Inadequate resources</p>
10	Unpredictable revenues from natural resources	<p>Enforce strict monitoring of revenue flows from land management revenue sources</p> <p>Update and rationalise the fee regime for various services of the Lands Commission</p> <p>Develop an effective database for revenue management</p> <p>Build human capacity for effective land revenue management</p> <p>Develop new land based products to increase revenue mobilization</p> <p>Charge competitive fees for land administration service</p>	<p>On-site bank established to check leakages in revenue</p> <p>Proposals on reviewed fees submitted to MOFEP for approval</p> <p>Not done</p> <p>Not done</p> <p>Not commenced</p> <p>Proposals on reviewed fees submitted to MOFEP for approval</p>	<p>To be incorporated in 2012 training plan</p>

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S/N	SECTOR KEY ISSUES	STRATEGIES	ACHIEVEMENTS	REMARKS
11	Unsustainable and unpredictable funding sources for the management of natural resources sector	<p>Undertake need assessment to assess operational and other costs of the Lands Commission</p> <p>Engage MoFEP and Development Partners to develop strategies for sustainable budgetary allocations</p> <p>Streamline the budgeting system for effective integration</p> <p>Undertake an inventory of debtors and design mechanisms for effective collection of unpaid revenues</p> <p>Build capacity of staff to improve competencies in the management of funds to minimise risks</p>	<p>Not done</p> <p>Proposal submitted to MOFEP on IGF retentions</p> <p>Not done</p> <p>Commenced</p> <p>Not done</p>	<p>To be undertaken as part of 2012 activities</p> <p>List of debtors being compiled</p> <p>To be done as part of 2012 training activities</p>
10	Inadequate participation of stakeholders in natural resource management	<p>Create platform for regular dialogue between the Lands Commission and its stakeholders</p> <p>Collaborate and consult with stakeholders regularly</p>	<p>Being done</p> <p>Being done</p>	These are activities that are done on an ad hoc basis
11	Weak enabling environment for investment in natural resources	<p>Institute measures to improve service delivery and discourage rent seeking activities</p> <p>Provide property performance indicators annually</p> <p>Streamline land administration procedures for efficient service delivery</p> <p>Promote Public-Private-Partnership in land administration</p> <p>Implement attitudinal change strategies for Lands Commission to become results oriented and clients focused</p> <p>Establish an effective communication channel to boost investors confidence in the land sector</p>	<p>turnaround time for key products reduced LTR: from 2 years to eight months Consents: Six months to one month Searches: from 6 months to one month</p> <p>not done</p> <p>turnaround time reduced as above</p> <p>Being done</p> <p>being done</p> <p>not done</p>	<p>This is done as and when requests are made</p> <p>Activities including games staff durbars change management programmes undertaken</p> <p>Communication specialist being recruited</p>