



Community Visioning, Governance Framework and Livelihood Development Plan

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1.1. Background

Sazani Consulting (UK) was contracted by Avesoro Resources (hereinafter also referred to as the “Company”, “Avesoro” or the “Client”) to undertake a community visioning exercise focusing on the relationship between their New Liberty Gold Mine (NLGM) and the New Kinjor community in Liberia, to produce a livelihoods development plan and accountability framework. The aim was to facilitate the necessary conditions and awareness amongst all stakeholders to engage in an active planning process to finalise the resettlement of New Kinjor.

The visioning process was designed to re-establish a positive relationship between the mine and the community, based on transparency and trust and to reduce the incumbent culture of dependency. This report documents the visioning process outcomes used to prepare the livelihoods development plan and accountability framework, together with a series of strategic recommendations to maintain the desired positive relationship between NLGM and the New Kinjor community.

Understanding the challenges observed by both the community and Avesoro and identifying the opportunities at hand, provides a platform for developing appropriate livelihoods and dealing with the discharging of obligations. Moving the client from their current relationship with the community as a local paternal entity which has given birth to the new settlement, through the resettlement phase, towards becoming a local development partner, also poses several questions.

1. What problems were Avesoro trying to address, existing or anticipate through the visioning process?
2. Are the internal relationships within the company best facilitated to deal with the complex multidimensional aspects of retaining social license?
3. What are community aspirations and concerns regarding what happens post resettlement?
4. What local livelihood opportunities are there for the community and are the community equipped to exploit them?
5. What are the socio-economic opportunities for Avesoro relating to the community and wider business environment to maintain a social licence?
6. What existing obligations need to be discharged to retain a social licence and reduce dependency on NLGM?
7. What measures and approach should Avesoro undertake to build such a social licence?
8. How is New Kinjor represented and what is their community's vision for change?
9. What obstacles need to be addressed and managed to prevent social license failure and reputational damage?
10. Which changes matter, what resources will need to be deployed and how will the process be managed?

Using these questions as a guide, Sazani undertook the community visioning, research in the local community and internally within Avesoro on site.

1.2. The Visioning Process: Scope Challenges and Changes

Sazani carried out a desk top review of available documentation and reports provided by Avesoro and SRK Consulting, as well as material related to Liberia's governance of natural resources and their usage, as well as the wider sociopolitical of Liberia as a fragile post conflict state. The review was then followed up with a series of interviews with key informants from NLGM and New Kinjor to scope a visioning approach that minimized potential for conflict and supported the building of confidence and relationships within the community and between the community and the client.

Engaging communities through a visioning process and extracting relevant information quickly was the aim. Bringing community participants along on a conceptual journey to detail what they want, was also necessarily compressed. Care in the visioning exercises was needed to ensure contestable issues were dealt with in a manner that did not complicate future engagement approaches. Other challenges faced by the process were the inclusion of a small number of participants from outside New Kinjor. These participants who currently live in the “down-stream” communities had to reconcile that their involvement in the process, was as observers although their contribution to wider issues was useful. Their involvement will have been useful if as part of a wider strategy of consultation, their own villages get to undertake visioning in the future. The fragmented nature of community interests and power coupled with the lack of a single centralized legitimate authority, meant the visioning had to explore community fault lines without entrenching attitudes and hamstringing future community development efforts. This necessitated building confidence with participants quickly whilst constantly ensuring that any conflict issue brought to the table was dealt with very quickly.

Following the visioning exercise, analysis was undertaken off site and verification of the process, using specially designed posters presented back to the community, was undertaken by the Avesoro community team in December 2018. Avesoro reported that the community engaged with the posters and were happy that they represented the priorities of which had been precipitated from the visioning workshops undertaken in October 2018.

1.3. Study Team

The study was carried out under the management and guidance of Sazani's CEO Mark Proctor. Mark is a livelihood and community development specialist who has worked with, in and for communities for over 25 years around the world. Mark was supported by a team of international social development professionals.

- Aminata Kamara (Development Consultant, 360 Consulting, Sierra Leone)
- Kindo Kamara (Researcher, 360 Consulting, Sierra Leone)
- Nick Hoad (Sazani GIS and Education Specialist, UK)

1.4. Report Structure

The report is structured to facilitate utility, with narrative kept to a minimum and a focus on the required outputs. Further to the Introduction, there is a section on the Project setting and development context. This is followed by a section illustrating the approach used and the visioning workshops facilitated. The next sections focus on the accountability framework the livelihood development (restoration) plan and finally a section describing development opportunities and recommendations.

2.1. Liberia

In 2003, Liberia emerged from a 14-year conflict that had crippled the country's economy, damaged physical infrastructure and undermined its institutional capacity. In late 2017 the country held its third post war presidential and legislative elections. Since 1944 this was Liberia's first peaceful political transition from a living incumbent and first non-violent transfer of power between political parties. This signaled a clear break from 100 years of authoritarian rule and ethnic polarization and progress towards becoming a stable multiparty democracy. However, corruption remains a pervasive and ongoing constraint to achieving sustainable development, economic growth and poverty reduction.

The previous Government promulgated a legal framework designed to increase transparency and accountability in the public administration and reinforce integrity of the public sector, however Liberia ranked 90 out of 137 countries in Transparency International's 2016 Corruption Perceptions Index¹ and remains one of the highest in Sub Saharan Africa.

Endowed in renewable and non-renewable natural resources, Liberia's climate, high rainfall, fertile land, inland valley swamps and water bodies, riverine and marine fisheries are well suited for agriculture, aquaculture and food production.

Liberia has about 4.3 million ha of lowland tropical forest accounting for just under 50% of the country's landmass. These forests are home to many rare and endemic species and listed as one of 34 global hotspots by IUCN². They also play an important role as a safety net for vulnerable and marginalized people, with the rural population of Liberia depending on the forests, their products and ecosystem services. Degradation and deforestation was less insidious during the civil war but with peace the pressure on the forests and their natural resources has been escalating, with illegal and uncontrolled logging, non-timber forest products such as charcoal, consumption of bush meat and overall poor management of the forest sector.

While Liberia has demonstrated an impressive resurgence in economic development, with an average Gross Domestic Product (GDP) growth of 7% between 2007 and 2014, it remains rich in natural capital and relatively poor in human and produced capital. More than half of the population live below the poverty line and around 20% severely food insecure.

This contributes to its vulnerability to external shocks such as the Ebola epidemic, which further exasperated the poverty context. Most of the population relies on subsistence agriculture and non-food export crops such as cocoa and rubber. The rural exodus during the civil war has fostered a reliance on food imports, so that staple foods such as rice and wheat make up the bulk of agricultural imports. Coastal seaports link producers and consumers to the global economy.

The United Nations Human Development Index (HDI) is an accepted measure of basic human development achievements in a country. In 2017 Liberia ranked 181 of 187 countries on the HDI, compared with 175th in 2014, 154th of 160 countries in 2017³, compared with 145th in 2014 in the Gender Inequality Index⁴. This highlights the ongoing extent of the country's poverty, lack of social development and growing inequality.

The Unsatisfied Basic Needs (UBN) which, establishes the extent to which rural and urban individuals and households can meet basic goods and services such as housing, ownership of assets, primary health care, potable water, basic education and employment, also shows how rural poverty is particularly acute in Liberia. The UBN in urban and rural levels are 48% and 75% respectively.⁵

The optimism for Liberia's transformation is based on its maintenance of the Peace Accord of 2003, re-stimulation of mining, cash crops and other renewable and non-renewable natural resource exploitation.

2.2. Grand Cape Mount County

New Liberty Goldmine is located in Grand Cape Mount is a county in the northwestern portion of the West African nation of Liberia. One of 15 counties that constitute the first-level of administrative division in the nation, it has five districts. Robertsport serves as the capital with the area of the county measuring 5,162 square kilometers (1,993 sq mi).^[1] As of the 2008 Census, it had a population of 129,817, making it the eighth most populous county in Liberia.^[1] The county is bordered by Gbarpolu County to the northeast and Bomi County to the southeast. The northern part of Grand Cape Mount borders the nation of Sierra Leone, while to the west lies the Atlantic Ocean. Grand Cape County accommodates National protected area of Lake Piso Reserve with an area of 97,159 ha (240,090 acres) and the national plantation of Industrial Trial Pulpwood Plantation, which occupies an area of 1,026 ha (2,540 acres).^[4] The Western part of the county has coastal plains that raises to a height of 30 m (98 ft) above the sea-level inward to a distance of 25 km (16 mi). These plains receive a very high rainfall ranging from 4,450 mm (175 in) to 4,500 mm (180 in) per year and receive longer sunshine with a humidity of 85 to 95 per cent. It is swampy along rivers and creeks, while there are patches of Savannah woodland. Rice and cassava interplanted with Sugarcane are the major crops grown in the region. The northern or the upper part of the highland has tropical forest which is usually 30 m (98 ft) above the mean sea level. The regions receive a bimodal rainfall with a gap of two weeks in between. Cocoa, coffee, Lofa, bong, Nimba, rubber, citrus oil and palm are the most common crops in the region. As of 2008, the county had a population of 127,812: 65,679 male and 62,133 female. The sex ratio was 105.7 compared to 89.2 in 1994 census. The number of households during 2008 was 18,143 and the average size of the households was 5.2. (Source Wikipedia)

¹ Transparency International 2016

² IUCN XXXX

³ UNDP HDI 2017

⁴ UNDP GII 2017

⁵ GoL Agenda for Transformation 2012-2017

⁶ SRK Proposal to Develop a Stakeholder Engagement and Grievance Data Management System for the New Liberty Goldmine, Liberia.

2.3. New Liberty Gold Mine

The New Liberty Gold Mine operation is within the Bea Mountain Mineral Development Agreement (Bea-MDA) licence area in Grand Cape Mount County. Bea Mountain Mining Corporation (BMMC or the Company) is a subsidiary of Avesoro Resources Ltd and New Liberty Gold Mine (NLGM) is an operating gold mine. Construction activities started in late 2012/early 2013, pre-stripping mining activities commenced in October 2014 and the first gold pour occurred in May 2015.

The area around the mine was sparsely populated in 2014. There were two artisanal mining settlements, Kinjor and Larjor, comprising 322 households, that had to be relocated to make way for mining. The resettlement process is nearing completion and the affected households are in temporary accommodation. The new mine built accommodation is nearing completion but the “temporary” housing represent assets in great demand given the significant rise in population due to influx over the last few years. There are no mechanisms for regulating or allocating space (spatial planning) and no authority to enforce any such plan if one existed. There are also three settlements downstream of the mine, approximately 5 km, 11 km and 12 km down the river, the river which is the major livelihood resource for these communities. There has been significant influx with the population of New Kinjor now exceed 1000 households.

The whole population is situated on a relatively small parcel of land and the pressure of the population on the adjacent land leads to conflict with the owners and stewards of that land from whom the settlement area was purchased. There are a range of complicated and very sophisticated indigenous ownership/stewardship arrangements in place in the adjacent forest. The pressure for charcoal (cooking fuel) and access to other forest resources drives conflict between those inside and those outside the settlement. Those displaced people who hold title to the land bought for them by the client as part of the resettlement process are also in conflict with new community members who have swollen the population. A lack of a legitimate and coherent spatial plan makes disputes and conflict over land inevitable given it is a scarce and necessary resource. Mechanism for resolving conflicts over land in what can still be considered a fragile state, are not it appears captured by the State. Although there is a new police station in New Kinjor, built by the client, institutionalized conflict resolution and authority appear not to be the primary or the first selected method of dealing with conflict.

The livelihoods of people living in Kinjor and Larjor were largely based on artisanal mining and those associated with this livelihood appear to prefer to operate in a cash economy. The livelihoods of other villages in the area around the mine are largely based on subsistence agriculture and fishing from streams and rivers. New Kinjor has then a dominant culture of buying food rather than producing it and this is normally purchased by traders from the local market in the next village.

The client has already supported the set up several community based initiatives as alternative livelihood activities. There are already a series of contracting relationships between the mine and some people in the community. The intention for the Livelihood Development Plan (LDP) is to utilize existing opportunities, develop livelihoods independent of the mine and build capacity locally utilizing mine contracts as a resource. Influx of new community members to a contained space with scarce resources is a recipe for conflict and needs to be addressed. Influx management is an issue of concern for all factions in the community as well as the client.

2.4. Existing Obligations

Avesoro, through its investor portfolio and agreements with the Government of Liberia has committed to a number of existing obligations. Through the desktop review of reports a summary of the obligations was compiled and a status update was provided by the Community and Government Relations Team (CGRT) Manager. This is summarized in the table below.

Management of the obligations and utilizing a joined-up approach to environmental management and obligations and social management and consequential obligations. The linkages between livelihoods and localized environmental degradation is an opportunity to build positively in terms of meeting obligations. Understanding the obligations and status from the outset has informed the LDP to avoid duplication and to maximize potential opportunities.

Type of Agreement	Progress towards social obligations reported by the CGRT
Land lease	“Two of ten obligations have been met/completed, eight are yet to be started “
Obligations	Status
Upgrade 16km road	6km out of 16km completed; work stopped by community residents; company ready to complete work.
School building construction	No action
Clinic building construction	No action
Scholarship (for past 3 years)	No action
Construct 43 hand pumps	No action
15 toilet block construction	No action
Land rental	1st installment of 20K paid; next due
Minerals Development Agreement (MDA)	<i>“Five of the seven ‘social’ obligations described are cited by CGRT as being met, however, on closer scrutiny only two have in fact been met with a number of serious non-compliances affecting the future of the project, in particular obligation.”</i>
Obligations	Status
Employment	In-progress
Training of Liberians	No action
Project Linkage Plan	No action
Reporting Regime and use of Liberian services and materials	In-progress
Community Development Fund	Obligated Payment periods
	Contract Year 1 – 2, a contribution of \$100K paid
	Contract year 3 – 4, a contribution of \$150K due in 2019
	Contract year 5 – 10 a contribution of \$200K not matured
	Contract year 11 through, a contribution of \$250K not matured
Real Estate Sale Agreement	<i>“One of six obligations met/completed; five have been started but not completed”</i>
Obligations	Status
Construct a town hall in each of the 4 towns 30 ft by 25 ft	Incomplete
Construct a Mosque	Incomplete
Construct a toilet block	Incomplete
Construct a hand pump in each of the 4 towns	Incomplete
Reserved employment for residents of 4 towns	Incomplete
Survey of 150 acres	Incomplete
Relocate residents of Old Kinjor & Larjor	Completed
Construct 325 housing units	Completed
Provide 1,400 bundles of 32 – gauge alloy roofing sheet	Completed

Resettlement Action Plan (RAP)	<i>‘Seven of eighteen obligations have been met/completed. The remaining eleven obligations have been started but not yet completed’</i>
Obligations	Status
322 housing units	Completed
One clinic building	Completed
One primary school	Completed
One secondary school	Incomplete
One Church	Completed
One Mosque	Completed
One market building	Completed
3 garbage pits	Completed
Sports field	Completed
3 - hydraform machines	2 delivered, 1 due
Construct one Town Hall	Completed
Provide enough handpumps for community water supply	Completed
One Police Depot and dormitory	Completed
Electricity supply in social facilities	Completed
Support for vulnerable people	Incomplete
Grave yard relocation	Completed
Replacement of property or access to property	Completed
Replacement of kitchen & toilets	Completed
Replacement of food & cash crops and/or vegetable crops	Completed
Restoration/replacement of livelihoods lost	Incomplete
Replacement of access to business income	Incomplete
Priority employment for resettled residents	Ongoing
Community Development Plan (CDP)	<i>“None of the six obligations in the CDP have been completed, primarily because the plan was designated not fit for purpose post construction. A revised plan has not been prepared, however, some alternative initiatives have been attributed towards meeting these obligations, as detailed in the text below. “</i>
Obligations	Status
Food security	Incomplete
Livelihood development	Incomplete
Enterprise development	Started, but inadequate
Local employment	Ongoing
Influx Management Plan	Incomplete

The Visioning and Analysis Process

3

3.1. Approach

The use of participatory methodologies in supporting communities to clarify and articulate their complex concerns and work towards a consensus “vision”, is a well-trodden path in the context of international development and increasingly recognized as Good Industry International Practice (GIIP), in the mining sector. Participatory methodologies can be challenging for participants and consequently when working with communities which are fractured or that have a culture of conflict it is important to reach consensus to be able to develop a coherent vision and most importantly, not disrupt future developments through compounding those fractures.

In this case three skilled practitioners worked with these three, single identity (Women, Youth or Men) groups, selected by the CGRT. These three groups represented the men women and youth of the New Kinjor settlement. They had been selected to represent a range of interests within the community and they worked with the Study two day period.

3.1.1. Day One: Participatory Mapping and Issue Identification

Following an introduction by key mine staff and opening prayers, the first part of day one of the workshops utilized very large map/photos of the area. This type of participatory methodology has been utilized in the development sector for a number of years and managing the process is used to highlight community assets and underpinning conflicts. Working in single identity groups participants placed icons re conflicts, deficiencies in community infrastructure and defined key community assets on a large tabletop map. This engaged the groups and gave them a chance to talk on issues that concerned them. It also provided an opportunity to unpack information on local livelihoods as well as narratives around New Kinjor and build a legitimate sense that all community members should have an opportunity to speak. Facilitators could then ask open questions about identified conflict and test the validity of answers across the group, opening up dialogue and enabling a range of views. This was also a trust building process between group and facilitators. Closing this session, the groups were asked to discuss what new infrastructure was needed and place icons on the large maps, to spatially locate what they wanted. This forced decision making, forged consensus and elucidated what some of the key issues were for member of that group.

From the mapping it was clear to see that from a security perspective the mine perimeter was not an issue but land conflict and use of adjacent forestry resources need to be considered.

Map showing where the men’s group felt insecure or where there they thought it was appropriate to raise a security concern. The triangular icons with a gun and barbed wire where argued over and placed on the map below;



More examples of maps from the visioning can be seen in Appendix 3.

The second part of day one asked individuals to identify key issues in their relationship with the mine and in their community before ranking them collectively. The application of the appropriate participatory methodology in this case, enabled a collective assessment rather than the enabling or reaffirming of the loudest voice in the community. This designated a range of three key issues which each of the single identity group wanted to address. As well as these three key issues, all groups agreed that wider local governance and influx management should also be on the table for discussion as it underpinned numerous conflict issues discussed within the groups. Facilitators pointed out that many of the issues of concern outlined by all three single identity groups (Men, Women and Youth) were being compounded by the arrival of new community members and groups suggested a representative local body was best placed to deal with the challenges this presented. There was also general agreement that New Kinjor needed some form of widely recognized legitimate council.

3.1.2. Day Two: Determining Change Actions

Working with the priorities that the group identified in the previous day workshops, a matrix for action was created. This involved individual group member working together to develop an action plan to drive their priorities forward. This process involved the groups exploring what resources they needed, who should be involved and placed a range of timescales on their plans. The results from this as well as the scoring of issues can be found in Appendix 1 at the end of this report. Partly this process was about the community unpacking their priorities and secondly it was about the community recognizing that although the client may have a role to play in delivering their priorities, there are a range of other actors responsible, not least themselves. The timescales indicated by the community represent an impatience to get things moving and that impatience is something the client needs to take cognizance of.

3.2. Findings

Amongst men and women there was considerable commonality in main priorities and indeed all three groups identified training in new livelihood opportunities and access to credit as priorities. A clear marking of the boundary (cornerstone) was critical to reducing conflict between those inside and those outside the community and this sat within the wider context of spatial planning and ownership credentials in New Kinjor.

Marking the boundary was something that the mine should engage the State in finalizing as an advocate of the community. This also underpinned the importance of the establishment of a representative body of some type in New Kinjor. During the process Sando Wayne managed to address the men's group and deal with a rising tide of hostility concerning the apparent lack of land registration certificates for the displaced families. Notably there were community fractures between the "yellow painters" and the "blue painters" the former displaced people the second representing those that subsequently moved into the land allocated to the former.

Access to land to build a house on, for food production or other livelihoods was critical and the youth group that was exclusively male, wanted opportunity for artisanal mining. This is possibly the most problematic of all the requests and will need to be addressed through some alternative livelihood program which delivers cash through a non-agriculture type program.

Electric lighting in public space and the creation of usable lit public space in the evening also linked to the youth wanting some form of center to socialize in. Many felt their security was linked to lighting and given the relative paucity of access to toilet facilities for the population, lighting was linked to people's ability to access sanitation. Failure to enable people to use effective sanitation will result in the recurrence of preventable water borne disease. Given staff from the mine live in New Kinjor this is a significant risk for the client.

Land for farming was repeatedly discussed across groups and a subsequent trip to the village and to potential sites to be purchased for potential farming raised a number of issues which are addressed in the LDP.

This process of unpacking what the groups of men, women and youth want and who should provide it, continually challenged all the groups. Facilitators asked, "why should the mine do this, they are not your mother and they are not your father". This was an attempt to redefine the role of the mine in people's development. In the absence of a legitimate township authority, the mine is filling that space. The displacement of the previous settlements and the creation of New Kinjor is a product of the mine development and there is no disputing that fact. Where the client's obligation to support the people begins and ends is contestable with the communities, particularly given the precarious livelihood status of many of those living locally. The forest and the mine appear to be the primary livelihood resources and the relationship with both does not appear to be on a sustainable footing.

Notably there appeared little tension in terms of the mixed Islamic and Christian population and it was very positive to see both participants and the client's representatives working in an inclusive manner. Participants actively engaged in the process and worked diligently through a mix of vibrant discussion and reflection throughout the two days. For many of the participants this was the first time they had participated in such a structured yet informal setting where they got to both listen to and voice a range of perspectives.

3.3. Verification Of Findings

In acknowledgment of the low literacy levels in the community, three posters were created by Sazani to represent what we understood were the priorities of the groups as derived from the visioning process. The object of this was to present back to the community and ask them if we understood the priorities that came out of the visioning and if the posters illustrated a fair representation of what was discussed and consensus that was reached.

The verification process took place in December 2018, facilitated by the CGRT, through a series of community meetings, during which the posters were approved by the community representatives and the wider community of New Kinjor. The three posters presented to New Kinjor are illustrated below.



sazani consulting **AVESORO RESOURCES**

NEW KINJOR MEN – OUR TOP PRIORITIES

Support a representative body for all New Kinjor

Marking Cornerstone and make New Kinjor land plan.
Control influx of new people.

Access to vocational training, resources such as land for farming and credit.

Public lighting and private access to light and power.

This poster is a way to feedback to you what Sazani Consulting understood as your priorities for New Kinjor. It only details the top three issues for your group. Want to know more about how we work? Contact us via www.sazaniconsulting.com



sazani consulting **AVESORO RESOURCES**

NEW KINJOR WOMEN – OUR TOP PRIORITIES

Support a representative body for all New Kinjor

Marking Cornerstone and make New Kinjor land plan.
Control influx of new people.

Access to farmland, livelihood support and micro credit opportunity.

Women and men specific vocational training opportunities, credit and access to resources such as land and tools for farming.

This poster is a way to feedback to you what Sazani Consulting understood as your priorities for New Kinjor. It only details the top three issues for your group. Want to know more about how we work? Contact us via www.sazaniconsulting.com



sazani consulting **AVESORO RESOURCES**

NEW KINJOR YOUTH – OUR TOP PRIORITIES

Support a representative body for all New Kinjor

Access to vocational training, resources such as land for farming and credit.

Sports recreation centre and café bar

Opportunities for artisanal miners

This poster is a way to feedback to you what Sazani Consulting understood as your priorities for New Kinjor. It only details the top three issues for your group. Want to know more about how we work? Contact us via www.sazaniconsulting.com

4

Outputs from the Visioning Process

4.1. Accountability Framework

The Accountability Framework covers the governance framework of the roles and relationships of NLGM, New Kinjor, institutional stakeholders. It comprises two key elements:

- The eventual formal registration and acknowledgment of New Kinjor as a town with the state administration
- Establishment of a representative entity to oversee town and livelihood development

4.1.1. Kinjor Town

NLGM has supported the establishment of representative bodies such as a resettlement committee and various other collectives to support good governance. The Government of Liberia has appointed a township chief and he has his council, yet as New Kinjor is a new community and initially an amalgamation of two small informal artisanal mining settlements, it is yet to receive public acknowledgment or registration as a formal town. With a population in excess of 10,000 inhabitants, constitutionally it is regarded by the Government of Liberia as the responsibility of NLGM and in turn the client. NLGM staff have been pursuing formal registration with the government in Monrovia but it appears that this is unlikely to occur in the immediate future due to other constraints on government. NLGM recognizing formal registration is not in their have supported a process of elections locally to deal with conflict over a government based chief appointment.

The lack of formal government recognition nurtures the culture of dependency and contributes to many of the social issues in the community. The visioning process identified “Support a representative body for all New Kinjor” as a priority, by both men and women. Official registration of New Kinjor as a town and establishment of a representative governance body through an open and transparent democratic process is key to addressing New Kinjo’s dependency on the NLGM. Once the status of New Kinjor Town has been formalised and recognised by the state institutions, it will be possible to determine roles and responsibilities and for NLGM to move from being perceived as a care giver and provider to being acknowledged as a good neighbour and contributor to the development of Grand Capemount County and Liberia. In the meantime recognizing the limitations, NLGM are supporting the development of a local representative body.

4.1.2. Partnership Board

The existing resettlement committee has been deemed not fit for its original purpose, as a consultative group for the original inhabitants of Larjor and Kinjor as its membership has evolved to include a broader cross section of the New Kinjor community, than the original resettlers and its intent has become confused. What is apparent through its membership and through the visioning process is a need for a representative consultative group to oversee the delivery, monitoring and evaluation of livelihood development initiatives. Such a group or partnership board should become the mechanism for this with representation from NLGM; State administrative bodies; traditional leaders and landowners; local businesses; and civil society and community based organisations. The partnership board should comprise of a maximum of 15 members with up to three representatives from each of the five stakeholder groups.

Such a board will move NLGM away from potential allegations or favoritism, preferential treatment for key groups or in the worst case, allegations of corruption. It will also enable the CGRT to engage with and develop the capacity of the community to deliver their own development objectives. Such a board would have the potential to lever in additional resources from other State and non-state actors.

Through the establishment of the partnership board and a range of sub committees, such as community sanitation, lighting, communication to the community, business development, security, spatial planning New Kinjor Town will have a range of structures that gradually remove the onus from NLGM as the responsible entity. The partnership board and sub committees would facilitate community capacity building to engage a wider range of people in the towns development. Developing the capacity within the community provides space to develop a broader platform for engaging a wider range of people in debates.

In terms of due process, the Partnership board may decide to for example to approval a spatial plan but it will need to be ratified by the township council, that then is a space for community/community dialogue. Accountability Frameworks are bureaucratic because without bureaucracy you can have no governance.

For the client, supporting the establishment of such a form of bureaucracy could also an effective plank in a closure plan. Building it takes time it's operation should be a central part of NLGM community strategy.

4.2. Influx Management

In terms of influx management, there are three proposed strategies for delivering results for the client and the community. Firstly, the establishment of the accountability framework, secondly development of a New Kinjor Town spatial plan, thirdly payment to community based entities for environmental management outputs.

Without the first two measures in place there is no effective means to govern the space secured for New Kinjor or to control what happens where and who provides/requires what service. An official town council and development partnership board should be responsible for the development of a spatial plan, validated by the Government, to enable the local state authority (town council) to establish valid claims from non-valid claims. The failure of being able to secure such official recognition means it will be more difficult to secure a legitimate, representative board and this will present significant challenges to the community's team of NLGM. It is recommended that development of such a spatial plan be overseen by a sub-committee of the partnership board and that external consultants, with participatory GIS planning expertise mapping are contracted to prepare the Spatial plan. Once developed this spatial plan would need to eventually be formally accepted by Government of Liberia as a definitive map of ownership and compliance with land tenure legislation.

The third measure is the creation of a cooperative to undertake environmental works locally. This may lead on to the creation of entities capable of supporting the delivery of the client's proposed Biodiversity Offset Plan (BOP). At this stage it would be prudent to build capacity and utilize "environmental management" as a tool for skilling up members of the community to support local works around New Kinjor and the mine camp. This presents an opportunity to utilise the contracting of environmental outputs to defend areas which may be settled by newcomers. Identifying and securing these areas through offering contracts to existing community members could be a useful mechanism to discourage, contain or stop influx.. There needs to be an exploration of the viability of securing vulnerable (to settlement) forest areas, collaboration with forest landowners and a viable metric developed supporting community based forest management and payments from NLGM. Ownership and government approved stewardship of the land would be a prerequisite before any influx management control can be applied. There is precedent for forest stewardship by communities and attendant legislation in Liberia.

4.3. NLGM Social Management System

Currently within NLGM, a range of different departments have interactions with New Kinjor and neighbouring communities. Local people work at the mine. Some have contracts on or off site, security, CGRT, environmental, health and safety, technical services, procurement staff and management interact with different inhabitants and members of the New Kinjor town community. That the mine is not hermetically sealed off from the community while positive could be managed to maximise the benefits of these interactions and reduce negative incidences. Combined the team leaders/heads of Community and Government Relations, Security, Human Resources and Procurement, while having different priorities have the greatest internal influence of achieving and maintaining a social licence.

Currently CGRT and the EHS teams meet and departmental/team managers meet regularly but there does not appear to be a designated space for the coordinated mitigation and management of social risk and associated issues that contribute to NLGM's social licence to operate.

A weekly meeting attended by the leaders/managers of Community and Government Relations, Security, Procurement, Human Resources and Health and Safety should be conducted, to last no more than an hour unless specifically requested by head of security or head of community relations. The meeting should focus on community focused achievements, challenges, lessons learned and planned activities for the next week as well as dealing with any grievances recorded through the grievance mechanism. It should not compromise existing relationships and should focus on actions, ie what people did, are doing and or planning to do. Decisions taken through bipartisan discussions between participants outside the meeting need to be brought back and recorded at the meeting the following week. All proposed community funding delivery, proposed recruitment, donations, planned mine operations which might in anyway impact outside the mine fence (noise/dust/transport etc.) should be processed through this group and recorded. Minutes should go to the country manager weekly and minutes should be no longer than one page of A4.

4.4. Livelihood Development Plan (LDP)

The Livelihood Development Plan focuses on building on the existing strengths of the community and supporting the utilization of existing livelihood assets whilst addressing obvious environmental and social issues. All of the initiatives in the plan have come from the review, key informant interviews and the visioning workshops. The proposed mechanisms for delivering the Livelihood Development Plan, are designed to support and link with the Accountability Framework. One of the key objectives of both is, whilst supporting the communities, challenging their developing dependency on the mine. Draft proposals for both the Accountability Framework and the Livelihood Development Plan were shared with key in country staff and this document incorporates their feedback.

The Livelihood Development Plan and Governance Framework is incorporates three phases and Appendix 1 contains a log-frame detailing the modality of delivery and indicating outputs and monitoring requirements. The phases build on each other and disaggregating them will cause difficulty. Their modality is about rationally delivering a comprehensive program and the client should resist the temptation to pick low hanging fruit or utilise existing organizational capacity to deliver aspects of the scheme whilst neglecting the more challenging governance aspects. Commissioning TVET training would be relatively straight forward whilst other aspects such as the Governance Framework and spatial plan are more challenging. The modular nature is then not just about phasing the creation of the LDP it is about building capacity and reducing dependency.

A breakdown of the Governance Framework and Livelihood Development Plan is outlined below.

4.4.1. Livelihood Development Plan Objective 1

The overall outcomes are designed to effectively deliver, directly or indirectly that which was requested by communities in the visioning. They are specifically designed to support local economic independence whilst recognising the mine offers opportunities for local added value.

4.4.1.1 Improved access to Technical and Vocational Training(TVET) and business development opportunities for the population of New Kinjor.

Success here will be indicated by the number of new trainees and enterprise established linked to the TVET provision. The expected outputs are Technical and vocational training programmes developed and procured, course providers contracted to deliver and community based space allocated and secured for training provision. This will be finalised toward the end of the third quarter of 2019.

4.4.1.2 To deliver a comprehensive TVET programme in New Kinjor.

This objective following on for the last and represents the delivery of the programme. Suggested indicators and activities are outlined in Appendix 1. Although it follows on parts of the delivery of this objective will need to commence early on in programming, TVET awareness and promotion being one example.

4.4.1.3 To enable skills based economic growth in New Kinjor.

This objective represents the transition from learning to economy. It is about creating community based enterprises and cooperatives engaged in range of activities, serviced by the establishment of a New Kinjor Credit Union and providing young learners an opportunity to gain semi-skilled employment opportunities at NLGM. Activities and monitoring methods are again outlined in Appendix 1.

4.4.2. Livelihood Development Plan Objective 2

Establish terrestrial governance mechanisms, environmental stewardship and improve conditions for the people of New Kinjor. This aspect for the plan pertains to governance and the ordering of the locality by the community for community advantage. As mentioned in the earlier narrative ideally many of the outputs from this section should be visibly recognised as legitimate by the State authorities in ensure their resilience in the face of those who may lose influence in the process.

4.4.2.1 To develop a New Kinjor Partnership board.

This objective relates to the establishment of a representative body, linked to the township council to supersede the existing resettlement committee. It will involve the production of procedural rules, defining roles and responsibilities and developing and agreed partnership body acknowledged as legitimate in New Kinjor. It also involves the creation of a Spatial plan. Activities, timings and monitoring schedules can be seen in Appendix 1.

4.4.2.2 Establish a subgroup of the partnership responsible for environmental stewardship.

This body will oversee and be involved in preparing an environmental stewardship assessment for New Kinjor with NLGM as part of the partnership. A motivated and capable subgroup will emerge and a resultant plan with zones should set the scene for contracts and training. More detail is available in Appendix 1.

4.4.2.3 Establish a Water Sanitation and Hygiene (WASH) Subgroup.

A motivated and capable sub group should be supported to emerge from the partnership. This group will create outputs such as a local Borehole and community toilet monitoring plan underpinned by the spatial plan. It will drive a New Kinjor clean up schedule and a borehole maintenance contract can be awarded linked to spatial planning the client could support reforestation and support a community based charity to access external charitable funds. More detail is available in Appendix 1.

4.4.3. Livelihood Development Plan Objective 3

New Kinjor has a food secure and vibrant economy benefiting but not dependent on NLGM. The output indicator here is a successful TVET programme running, the partnership board established and effective enterprises and credit unions initiated and running.

4.4.3.1 To enable New Kinjor to become food secure.

There is a need to develop a food security/resilience plan for New Kinjor given that failure in food supplies will hit not just the community by business operations. This type of analysis will also provide the partnership with valuable information in terms of identifying market opportunities for local cooperatives. A maternal nutrition and child health awareness programme will have a significant impact on the communities health and focusing on conservation agriculture over shifting existing forms of cultivation can have a significant impact on levels of production or food stocks and reduce some of the negative impacts on the biome. More detail is available in Appendix 1.

4.4.3.2 To link procurement opportunities at the mine with New Kinjor enterprises and cooperatives.

The objective here is to support new local cooperatives and enterprises to undertake contract and supply work related to the mine. Enterprises and cooperatives will be supported through a process to tender for NLGM contracts. Supporting cooperatives and enterprises to adhere to and maintain provision of quality products for NLGM will benefit these entities as it will enable them to ideally move beyond NLGM with contracts. More detail is available in Appendix 1.

4.4.3.3 To develop a safe and secure New Kinjor.

The expected outputs from the activities linked to this objective is that New Kinjor economy becomes market orientated, self-sufficient in skills for developing and maintaining the infrastructure, is food secure and conflict free. Once systems are in place and the capacity of the partnership develops, which takes time, a range of other opportunities will emerge. Opportunities for dealing with the effects of and drivers of deforestation such as charcoal production and consumption can be addressed. Supporting a range of relatively simple, newer technologies for producing charcoal more efficiently and reducing the high levels of methane and other greenhouse gases generated as a by product from traditional approaches, could enable a greening of the charcoal value chain in line with FAO (2017) recommendations. Bottled gas may be one alternative cooking source to utilise, once capacity and security issues are dealt with.

4.5. Development Opportunities and Blended Finance

“Development Opportunities and Context for mobilizing External Resources” deals with issues of scale, the development context for the Livelihood Development Plan (LDP). This also sets the LDP within a framework which the client could use to secure their social license credentials with both national and international level stakeholders. It gives many opportunities for the client to locate and align what is a pragmatic first step through the LDP with large externally funded programs that could effectively become extended tools for delivery of long term social license.

Advisor’s environmental and social management priorities could focus on the rural development of their project affected communities but they are currently planned and implemented in isolation of the nations development priorities or international development initiatives. Sazani has summarized several existing development interventions that, if considered, could improve the effectiveness of the client’s environmental and social

management plan implementation once the initial Accountability Framework is actioned. This requires a long term strategic plan and support for the local community's team to enable the client to drive the process forward. It is understood that Avesoro are cautious about being snared in the development sector's workings long term and that is understandable.

The World Bank Group (WBG) Board of Executive Directors has approved a six-year Country Partnership Framework (CPF) to support Liberia's effort to achieve sustainable, resilient pro-poor economic growth and development.

The CPF responds to the country's strategic priorities in its Pro-Poor Agenda for Prosperity and Development strategy and incorporates views from a wide range of stakeholders following consultations held across the country.

Liberia has made significant achievements after the restoration of peace and stability 15 years ago, the Bank said in a statement on the approval done on Tuesday, November 27.

It said the medium-term growth prospects remain positive, although substantial downside risks remain. GDP growth is projected to recover at an annual average rate of 3.8% over the period 2018-2020.

The recovery is expected to be largely driven by agriculture, manufacturing and services sectors, as the economy begins to reap the benefits of improved access to roads and cheaper sources of electricity.

Inflation is projected to decline from 11.5% in 2018 to 9.5% by 2020. Additionally, in line with projected improvements in the economy, poverty is expected to fall from 50.5% in 2018 to 48.6% in 2020.

The CPF focuses on human development and intangible capital, while keeping the balance with investments in infrastructure to consolidate successes of the previous Country Partnership Strategy (CPS) and reinforce the impact of the WBG program aimed at building human capital and boosting private sector development.

Specifically, the statement noted, the CPF will place emphasis on strengthening institutions and creating the enabling environment for inclusive and sustainable growth through transparency and accountability in the public sector, support for commercial agriculture, and the development of micro, small and medium enterprises.

The CPF will support infrastructure investments to foster more equitable nationwide development to improve access to basic services.

"This CPF is designed to have a balanced approach to support the country to build human capital, to strengthen public institutions and governance, and to consolidate progress in filling the significant infrastructure gaps. We are encouraged to see a strong commitment of the government to the Human Capital agenda and advancements towards a digital economy in Liberia," said Henry Kerali, World Bank Country Director for Ghana, Liberia and Sierra Leone.

In building human capital to seize new economic opportunities, the CPF will improve access to quality education, create income opportunities for youth and women, and improve maternal and child health.

"The CPF aims to support the most vulnerable in the society. We will invest, more and better, in health and education to give young Liberians and women a better chance to shape their own future," said Larisa Leshchenko, World Bank Country Manager for Liberia.

The role of the private sector in financing development is critical. The CPF will therefore seek close collaboration between the International Development Association (IDA), International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA), and harness the role of the private sector in financing development in Liberia.

"The private sector is critical in accelerating economic growth and development. The IFC will work along with the Liberian Government to develop good policies and vibrant institutions to attract investments for the resuscitation of the economy," said Adamou Labara, IFC Country Manager for Liberia.

The CPF emphasizes the importance of shifting the focus of the WBG program from being infrastructure intensive towards a more balanced approach with greater attention on education, agriculture, economic empowerment of women and youth, and maternal and child health.

The CPF builds on the lessons from the CPS for FY13-FY17, although well designed and relevant, its implementation was disrupted by the Ebola crisis, thereby adversely affecting both the delivery of the lending program and portfolio performance. Despite the changes made to the WBG program to respond to the Ebola epidemic, most of the original outcome targeted by the CPS was achieved.

4.5.1. Liberia Agenda for Development (AfD)

In line with Liberia's AfD pillars to guide Liberia's poverty reduction strategy, there are significant bilateral and multilateral donors that have committed to supporting Liberia to action the AfD. The Liberia Development Assistance Report states that the Government of Liberia urges its Development Partners to structure their programs to match the Agenda for Transformation.

Official Development Assistance (ODA) through bilateral donors include: USAID, UKAID, Government of Norway, Sweden and Germany (GIZ) together with the International Finance Institutions (IFI) such as International Development Association (IDA), African Development Bank(AfDB), European Union(EU), the International Fund for Agricultural Development (IFAD), United Nations System, European Investment Bank(EIB) are supporting the five pillars. In 2016 the breakdown of support per pillar is summarized in Table 0-1.

Table 0-1: Liberia's Agenda for Development Pillars and support

Pillar	Focus Area	Bilateral and IFI support
Pillar One	Peace and Security	USD 4 million
Pillar Two	Economic Revitalization	USD 283 million
Pillar Three	Infrastructure and Basic Services	USD 259 million
Pillar Four	Governance and Public Institutions	USD 76 million
Pillar Five	Cross-cutting Issues	USD 83 million

4.5.2. The Sustainable Development Goals (SDGs)

The national development agenda links to the international development agenda as defined by the United Nations Sustainable Development Goals (SDGs), the 2030 Agenda for Sustainable Development. This agenda includes 17 Sustainable Development Goals (SDGs) complete with targets and indicators by which country-level progress will be tracked.

These goals are timely measurements for Liberia as it aims to transition from a low-income country to a middle-income one. The timeline for Liberia to align its Poverty Reduction Strategy with the SDGs is the target deadline of 2030. In effect, progress on the SDGs will directly reflect domestic progress on the national pillars.

Critically, all stages of mining (from exploration to production to mine closure) are considered to directly impact all 17 SDGs, and this sector has the potential to contribute to the achievement of SDGs if managed sustainably. Given the significance of mining to Liberia in terms of contribution to GDP, it is likely that the World Bank will push this agenda to support alignment with those projects it supports.

4.5.3. Reducing emissions from deforestation and forest degradation (REDD+)

REDD+ is a mechanism developed by Parties to the United Nations Framework Convention on Climate Change (UNFCCC). It creates a financial value for the carbon stored in forests by offering incentives for developing countries to reduce emissions from forested lands and invest in low-carbon paths to sustainable development.

Liberia has developed its REDD+ strategy and is accelerating the implementation of remaining REDD+ readiness activities. A REDD Technical Working Group (RTWG) was established in 2009 with the aim of leading REDD+ policy coordination among different stakeholders across

Strengthening of forest sector governance and recognizing and safeguarding forest resources and land rights were among the main medium-term actions are key priorities to support achievement of the goal of the REDD+ process in Liberia.

The RTWG is currently finalizing the Readiness Preparation Proposal (R-PP), preparation and submission of Liberia's Readiness Plan Idea Note (R-PIN) and the development of Liberia's National REDD+ and several other REDD+ policy initiatives.

There is significant scope for the work of the client to feed into REDD+ development in the region which has been marked as a Liberian priority. Given the increasing concerns around climate change and deforestation the opportunities are likely to develop further in this area.

4.6. Blended Finance

Blended finance is the strategic use of development finance for the mobilization of additional finance towards sustainable development in developing countries. Blended finance presents an opportunity for the client to collaborate with ODA institutions in Liberia.

The Organization of Economic and Cooperative Development (OECD), has identified the need for significant additional in addition to ODA to achieve the SDG's. The international community has accorded a prominent place to private sector participation. The vision underpinning the UN SDG 2030 Agenda is broad and ambitious, requiring an equally broad and ambitious financing strategy.

Relating this back to Liberia's AfD, Pillars Two and Three currently receive the bulk of ODA funding. These are also the two pillars which the client's social development plans are most closely aligned with although Pillar four could also be seen to be supported by work implementing the Accountability Framework. An effective legitimate New Kinjor Partnership board as outlined later in the Accountability Framework, would be a useful vehicle for the client to assist this type of approach locally.

4.7. Key Performance Indicators and Resource Allocation.

Viewing both the Accountability Framework and the Livelihoods Development Plan it may be useful to utilize a set of performance indicators when designing proposed community investments and allocating metrics to indicate their performance. In terms of positioning proposed actions locally on social development there is a need for the client to have a strategic view. Strategically Sazani would suggest that the overall aim should be to retain Social License and discharge the client's obligations to the State and Lenders. It may be appropriate to design delivery of the Livelihoods Development Plan in a manner which reviews Sazani's proposal and assesses the scale of investment required. This is ultimately a strategic business decision taking political, economic and social data into consideration.

OECD Evaluation Criteria may be useful in this instance;

- OECD Evaluation Criteria summarized (OECD, 2006) in Table 0 2 provide a coherent and straight forward framework to guide development of key performance indicators.
- Furthermore, applying such criteria to proposed actions and the plans resulting from the internal review process would facilitate consideration of the AfD and in turn the SDGs. This would also enable identification for blended finance opportunities.

Table 0-2: OECD Evaluation (Key Performance) Criteria

Relevance	Are we doing the right thing? How important is the relevance or significance of the intervention regarding local and national requirements and priorities?
Efficiency	Are the objectives being achieved economically by the development intervention? How big is the efficiency or utilization ratio of the resources used?
Effectiveness	Are the objectives of the development interventions being achieved? How big is the effectiveness or impact of the project compared to the objectives planned?
Impact	Does the development intervention contribute to reaching overall objective? What is the impact or effect of the intervention in proportion to the overall situation of the target group or those effected?
Sustainability	Are the positive effects or impacts sustainable? How is the sustainability or permanence of the intervention and its effects to be assessed?

5

Conclusions and Recommendations

The Governance Framework and Livelihood Development Plan are products of Sazani as community development and livelihood specialists extracting from the community what their priorities are using well tested participatory methodologies and designing a response based on existing local resources. The Framework and the Plan are integral and need to be delivered together in to create the necessary synergies within the community and the business sector.

Sazani are aware that some of the recommendations in the LDP have been tried before in New Kinjor and that there has been varying levels of success. The dedication of resources to engaging staff and creating both a local government framework and local economy which is orientated to addressing the critical concerns of local people is critical to maintaining long term social licence. The client will need to audit their existing human resource base to ensure that they have sufficient numbers and adequately positioned and trained staff to deliver.

For and on behalf of Sazani Consulting (UK) Limited



Mark Proctor,
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Appendix 1

Livelihood Restoration Framework Plan

Outcome 1:	Improved access to Technical and Vocational Training (TVET) and business development opportunities for the population of New Kinjor.		Time frame	Data collection method	Data collection responsibility
Outcome Indicators:	Numbers of trainees and enterprises established linked to TVET provision.		Annually up until Q1 2022	ME reviews	External
Specific Objective 1.1	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
To develop a series of TVET opportunities for project affected people	1. Technical and vocational training programmes developed/procured.	1. Number of courses developed/procured aligned with visioning outcomes.	Q2 2019	Documentation	NLGM
			Q3 2019	Documentation	
	2. Course providers contracted to deliver.	2. Number of trainers contracted to deliver TVET.	Q3 2019	Documentation	
	3. Community based space allocated and secured for training provision.	3. Evidence of contract for training venue.			
Suggested Activities:	Locate and upgrade a community space to provide secure teaching venue				
	Engage with other TVET providers to support programme delivery				
	Develop/procure series of 8 - 12 week TVET courses that support functional literacy in three key areas:				
	A1 Vehicle maintenance and mechanics				
	A2 Electrical engineering and solar power				
	A3 Plumbing and sanitation				
	A4 Welding and metal working				
	B1 Sustainable/conservation agriculture and agroforestry				
	B2 Market gardens and agricultural extension training				
	B3 Poultry keeping (meat and eggs)				
	B4 Appropriate food processing and food hygiene				
	C1 Enterprise and business development				
	C2 Cooperative management skills				
C3 Rotating savings and credit schemes					
C4 Administration and book keeping					
Contract training providers to deliver three rolling programmes of option A and C or B and C courses					

Specific Objective 1.2	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
To deliver a comprehensive TVET programme in New Kinjor	<ol style="list-style-type: none"> 1. A targeted TVET promotion campaign delivered 2. Multiple TVET courses delivered in New Kinjor 3. Cross section of New Kinjor population register and complete TVET courses 4. Young learners combine TVET with technical experience at NLGM 	<p>Promotional materials produced and distributed</p> <p>Enrollment and completion numbers and demographic statistics of learners recorded</p> <p>Number and demographics of learners accessing technical experiences</p>	<p>Q3 2019</p> <p>Q4 2019</p>	<p>Materials produced</p> <p>Records of attendance</p> <p>Records of registrations and completion</p>	NLGM, Community
Suggested Activities:	<ul style="list-style-type: none"> • Prepare a TVET awareness and promotion campaign in New Kinjor. • Determine course fee and materials costs, including raw materials, equipment and PPE. • Invite applicants for TVET scholarship programme depending on residential status i.e. Yellow paint -free, Blue paint-50% scholarship, Other residents 25% scholarship, non-residents/new residents - full fee. • Rolling programme of TVET options A and B , both with C courses delivered. • Meet with NLGM technical managers to agree duration and scope for learner's technical experience. 				
Specific Objective 1.3	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
To enable skills based economic growth in New Kinjor	<ol style="list-style-type: none"> 1. Community based enterprises and cooperatives engaged in range of activities 2. Establishment of a New Kinjor Credit Union 3. Young learners gain semi-skilled employment opportunities at NLGM 	<p>Number and variety of community-based enterprises and cooperatives registered</p> <p>Credit union membership numbers; savers and borrowers</p> <p>Number of young trainees employed at NLGM</p>	<p>Q4 2019</p> <p>Q1 2020</p> <p>Q2 2020</p>	<p>Focus group discussions with PAPs,</p> <p>Records of attendance</p> <p>Records of registrations</p> <p>Record of loans and repayment</p> <p>Employment records</p>	NLGM, Community
Suggested Activities:	<ul style="list-style-type: none"> • Contract a third party provider to support cooperative development and registration in New Kinjor, including quarterly support workshops • Organise a 'Start up Fayre' for all TVET completers to explore and promote enterprise opportunities • Work with the existing successful microcredit groups to merge and establish a New Kinjor Credit Union • Liaise with HR and technical managers to identify apprenticeship opportunities for TVET completers 				

Outcome 2:	Establish terrestrial governance mechanisms, environmental stewardship and improve conditions for the people of New Kinjor.		Time frame	Data collection method	Data collection responsibility
Outcome Indicators:	Production of and adherence to the New Kinjor spatial plan and management system.		Annually up until Q1 2022	ME reviews	External
Specific Objective 2.1	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
To develop a New Kinjor Partnership board	<p>Establishment of a representative body, linked to the township council to supersede the existing resettlement committee.</p> <p>Procedural rules, roles and responsibilities defined and agreed.</p> <p>Partnership body acknowledged in New Kinjor.</p> <p>Spatial plan developed.</p> <p>NLGM agrees to establish a five year fund to support New Kinjor Development.</p>	<p>Body elected and members acknowledge this replaces the resettlement committee.</p> <p>A constitution is produced that is signed up to publicly.</p> <p>The partnership is responsible for distributing funds and is recognized as a legitimate body.</p> <p>Spatial plan.</p> <p>Financial plan, budget and partner contributions agreed.</p>	<p>Q2 2019</p> <p>Q2 2019</p> <p>Q2 2019</p>	<p>Minutes of meeting</p> <p>Documentation</p> <p>Documentation and media</p>	NLGM
Suggested Activities:	<ul style="list-style-type: none"> Review existing community structures and committees to determine which work well and why Meet with newly elected township council, resettlement committee and tribal elders committee to discuss partnership board set up; Seek agreement on make up of partnership board, roles and responsibilities and how they will support existing structures Prepare a draft constitution and establish board with broad and equitable representation from existing New Kinjor community structures Once established, engage a third party to facilitate preparation of a spatial plan, using participatory mapping techniques. Create a spatial plan and reinstate New Kinjor Corner Stones Extend existing structures to establish Partnership sub committees focusing on environmental stewardship; water, sanitation and hygiene Partnership board to agree which communal areas should have solar lighting and liaise with TVET providers for students to install and maintain as part of their training 				

Specific Objective 2.2	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
Establish a subgroup responsible for environmental stewardship	Preparation of environmental stewardship assessment for New Kinjor. A motivated and capable subgroup	Subgroup have plan with zones identifying environmental hazards; waste, deforestation, location of sanitation and potable water. Subgroup develop strategies and outputs for each zone.	Q3 2019 Q3 2019	Documentation Photographs	NLGM
Suggested Activities:	<ul style="list-style-type: none"> Extend the spatial planning activity to develop an environmental stewardship plan for New Kinjor and surrounding area. Provide environmental awareness training for Environmental Subgroup Promote urban food tree planting in residential areas. Review impact of population influx on the local environment Promote climate smart enterprise opportunities at 'Start up fayre' such as gas bottles as alternative to fuel wood. 				
Specific Objective 2.3	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
Establish a Water Sanitation and Hygiene (WASH) Subgroup	A motivated and capable sub group A Borehole and community toilet monitoring plan New Kinjor clean up schedule Borehole maintenance contract awarded	Evidence of meetings held and matters discussed Functioning boreholes and toilets Organised village waste disposal	Q3 2019 Q4 2019	Minutes and records of meetings Monitoring records of borehole and community toilet Numbers registered for village clean ups Evidence of maintenance contract	NLGM, Community
Suggested Activities:	<ul style="list-style-type: none"> Extend the spatial planning activity to develop a WASH plan for New Kinjor and surrounding area. Provide WASH awareness training for the subgroup Review impact of population influx on existing infrastructure Promote WASH enterprise opportunities at 'Start up fayre' such as borehole handpumps and community toilet maintenance. 				

Outcome 3:	New Kinjor has a food secure and vibrant economy benefiting but not dependent on NLGM.		Time frame	Data collection method	Data collection responsibility
Outcome Indicators:	TVET programme running, partnership board established and effective enterprises and credit unions initiated and running.		Annually up until Q2 2022	ME reviews	External
Specific Objective 3.1	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
To enable new Kinjor to become food secure	1. Food security/ resilience plan	Evidence of community involvement in plan preparation	Q3 2019	Documentation	Community
	2. Maternal nutrition and child health awareness programme	Increased awareness on the importance of nutrition for child development	Q4 2019	Focus group discussions with expectant mothers	External NLGM
	3. Conservation agriculture prioritised over shifting cultivation	Reduction in land cleared for cultivation in place of conservation agricultural approaches	Q1 2020	Focus group discussions with farmers	
	4. Local cooperatives and enterprises involved in food production and processing	Increased access to nutritious food Food being produced and sold locally			
Suggested Activities:	<ul style="list-style-type: none"> • Map volumes and routes of food stuffs (processed and unprocessed) sold and accessed in New Kinjor • Engage a third party to deliver conservation agriculture extension support • Encourage TVET trainees to access start up loans from credit union to extend and diversify their farming activity • Determine which food stuffs can be grown locally and sold to NLGM and in the town market • Support New Kinjor to host the rotating markets 				

Specific Objective 3.2	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
To link procurement opportunities at the mine with New Kinjor enterprises and cooperatives.	<ol style="list-style-type: none"> 1. New local cooperatives and enterprises undertaking contract and supply work related to the mine. 2. Enterprises and cooperatives supported to tender for NLGM contracts 3. Cooperatives and enterprises adhere to and maintain provision of quality products for NLGM 	<p>Contracts being undertaken and procurement policy aligned with livelihood program.</p> <p>Cooperatives engaged with community's team and procurement in a dialogue over standards.</p> <p>Percentage of food stuff and other products sourced from New Kinjor.</p>	<p>Q1 2020</p> <p>Q3 2019</p> <p>Q4 2019</p>	<p>Documentation</p> <p>Procurement documentation detailing standards required for designated service contracts</p> <p>Documentation and evidence of successful contracts</p>	NLGM Community
Suggested Activities:	<ul style="list-style-type: none"> • Revise local procurement plan to include future procurement and service needs and develop a 3 year plan to determine what can be procured locally. • Engage with communities transparently on up and coming opportunities. • Participate in 'start up fayres' to promote supply opportunities • Allocate NLGM human resources to supporting contract relationships 				
Specific Objective 3.3	Expected Outputs	Output Indicators	Time frame	Data collection method	Data collection responsibility
To develop a safe and secure New Kinjor	<p>New Kinjor economy becomes market orientated</p> <p>New Kinjor is self sufficient in skills for developing and maintaining the infrastructure</p> <p>New Kinjor is food secure</p> <p>New Kinjor is conflict free</p>	<p>Market turnover and local contribution to the partnership board</p> <p>Amount of infrastructure in good working order</p> <p>Number of recorded cases of malnutrition</p>	<p>Q4 2020</p> <p>Q4 2020</p> <p>Q1 2020</p>	<p>Community focus groups</p> <p>Video evidence and focus groups</p> <p>Documentation</p>	External
Suggested Activities:	<ul style="list-style-type: none"> • Regular communication and liaison with food producers • NLGM adopts observer status on the partnership board and has representation on each sub group • Set up NLGM young apprentice scheme for TVET completers • Ongoing agricultural extension through farm field peer education and support • Administer bi annual rolling election to the partnership board and limit individual terms to a maximum of 5 years 				

Appendix 2

Monday, 22nd October 2018

Issues identified	Views of the Community	Company's Perception	Facilitators' Perception
Deforestation	Jobs for PAPs	To add 3 communities downstream and 3 communities along the road in the workshop.	Ecosystem services – possibility to develop woodlots and sell carbon credit
Influx of people	Live skills/ vocational training	New camp well developed with necessary structures.	Company to revisit the water system and sanitation
Water and sanitation	Water wells dry up in the dry season- wells were dug in the rainy season.		Improve environmental practices
	Influx – unadvertised jobs to community highly responsible.		Over expectations from PAPs
	No land for agriculture		
	Establishment of water company for business		
	Construction of road in the community		

Livelihood Workshop for Bea Mountain Mining Corporation Operational Communities

Conducted from 23rd to 24th October 2018 at Staff Canteen/Training Center Area

YOUTH GROUP

What are the good things that happened in your community for the past 5 years?

GOOD THINGS	RATING
Clinic	8
School	8
Mosque	9
Church	3
Hand pump	1
Town hall	2
Administrative building	0
Housing unity	3
Pit latrine	1
Inclusive Wood workshop	4
Village saving and loan	3
Football field	4
Local market	1
Police Station	0
GSM Companies	1

5 TOP MOST:

Mosque – 9

Clinic – 8

School – 8

Inclusive Wood workshop – 4

Football - 4

YOUTH GROUP

What are the bad things that happened in your community for the past 5 years?

BAD THINGS	RATING
Criminal rate high	1
Land conflict	18
High rate of unemployment	15
Sickness/Diseases e.g. Malaria, typhoid	2
House cracking	0
No Resettlement benefit package	0
Lack of electricity	7
Lack of Recreational center	0
Poor Medical service	0
High rate of drug addiction	1
High rate of prostitution	0
High rate of teenage pregnancy	0
Maternal mortality is high	0
No Agriculture opportunity	0
Poor sanitation condition	1
Bad labour and employment policy at BMMC	3

5 TOP MOST:

Land conflict – 18

High rate of unemployment – 15

Lack of electricity – 7

Bad labour and employment policy at BMMC – 3

Sickness/Diseases e.g. Malaria, typhoid – 2

YOUTH GROUP

What would we want to happen in our community for the next 5 years (2023)?

THINGS TO HAPPEN	RATING
Good road connectivity	3
Availability of electricity	3
Skills/vocational training center	4
Recreational center	4
Improved and modern health service	2
Free of land conflict	3
Improved sanitation system	3
Modern school/standard high school	2
Business opportunities	2
Access to top soil washing	4
Modern houses opportunity to get contract from BMMC	1
Advance Agricultural opportunity	2
Employment opportunity for the affected youth	4
Additional micro – finance opportunity	2
Modern sport stadium	2

5 TOP MOST:

Skills/vocational training center – 4

Recreational center/sport bar and restaurant – 4

Access to top soil washing – 4

Employment opportunity for the affected youth – 4

Improved sanitation system - 3

WOMEN GROUP

What are the good things that happened in your community for the past 5 years?

GOOD THINGS	RATING
Village saving	2
Toilet	2
Clinic	11
School	14
Pharmacy	1
Market	1
Hand pump	7
Town hall	1
Estate houses	1
Church	3
Mosque	12
Tailor shop	1
Employment	10
Electricity (private)	0
Wood shop (carpentry)	0
Police station	0
Football field	0
Rice mill	0
Animal husbandry (goat and sheep)	0
Shops	0
Night club	0
Video clubs	0
Guest house	0
Peace building	0
Communication network	0
Internet café	0
Photocopy machine	0
Business center	0
Marriage	0

5 TOP MOST:

School – 14

Clinic – 11

Employment – 10

Mosque – 12

Hand pump – 7

WOMEN GROUP

What are the bad things that happened in your community for the past 5 years?

BAD THINGS	RATING
Poor sanitation	3
Unemployment for women	13
Poor water system	2
Mosquitoes	1
No drugs	8
Ebola outbreak	1
No Agricultural benefit	12
No Resettlement package	16
Chemical destroyed water, fish, Agriculture and livelihood	10
No toilets in temporal houses	0
Modern houses opportunity to get contract from BMMC	1
Advance Agricultural opportunity	2
Employment opportunity for the affected youth	4
Additional micro – finance opportunity	2
Modern sport stadium	2

5 TOP MOST:

Unemployment for women – 13

No Resettlements package – 16

Chemical destroyed water, fish, Agriculture and livelihood – 10

No drugs – 8

Poor sanitation – 3

WOMEN GROUP

What would we want to happen in our community for the next 5 years (2023)?

THINGS TO HAPPEN	RATING
Survey land and plant corner stone	15
Skills training for men and women	6
Pharmacy	4
High school and scholarship	5
Electricity	1
Employment for women in African kitchen	4
Company to give top soil to wash	2
Sanitation including toilet	2
Payment for Agriculture benefit	7
Cold storage	1
Award petty contract	1
More teachers	1
Making hand pumps that run throughout the year	1
Training and employment	1
Bridge	1
Vacation student money	2
Assistance for old people and widows	1
Payment for Resettlement benefits	4
Renovate toilets and bathrooms	1
Training for company work	1
Empower tailor shop	1
Help for mosque	2
Extension of church	1

5 TOP MOST:

Survey land and plant cornerstone – 15

Payment for Agriculture benefit – 7

Skills training for men and women – 6

High school and scholarships – 5

Employment for women in African kitchen – 4

MEN GROUP

What are the good things that happened in your community for the past 5 years?

Job creation	1
Sport	0
Town hall	2
School	5
Police compound	1
Market building	3
Town chief compound	1
Church	0
Mosque	2
Housing units constructed	6
Pump construction	4
Health center	5
Trip to mecca	2
Processing cooperative	0
Tailor cooperative	0
Football field	0
Providing Ambulance	0
Guest house	0

5 TOP MOST:

House unit construction – 6

School – 5

Health center – 5

Pump construction – 4

Market building – 3

MEN GROUP

What are the bad things that happened in your community for the past 5 years?

BAD THINGS	RATING
No light	7
High price of local commodities	1
Land issue	4
No women empowerment program	0
No water/sanitation program	2
No benefit	0
Information dissemination	0
Jobs facilities lacking	6
They do not care about our welfare	0
No assistance to the church and mosque	0
No farm land	4
No training center	3
The school not up graded to high school	1
Bad road	2
No medicine in the clinic	5
No good care	1
The company attending 10% of the RAP agreement	1
No Resettlement package	3
No radio station	3
No access to topsoil from the mine	3

5 TOP MOST:

No light – 7

Lack of job facilities – 6

No medicine in the clinic – 5

No Resettlement package – 4

No farm land - 3

What would we want to happen in our community for the next 5 years (2023)?

THINGS TO HAPPEN	RATING
Sanitation and toilet	0
Mark corner stone	13
Finalize Resettlement package	10
Light	11
Business development	9
Farm land	6
Jobs	5
Life skill training	4
Roads and drainage	2
Medical	1
Benefit from mine	1
Radio station	1
Tree planting	0
Additional micro – finance opportunity	2
Modern sport stadium	2

5 TOP MOST:

Mark corner stone – 13

Light – 11

Finalize Resettlement package – 10

Business development – 9

Farm land – 6

YOUTH GROUP

WHAT DO WE WANT TO CHANGE?	WHAT RESOURCES DO WE NEED TO MAKE IT HAPPEN?	US	WHO ELSE IS TO BE INVOLVED?	WHAT WILL BE THE PROCESS?	WHEN WILL WE DO IT?	HOW WILL WE KNOW IT IS DONE?
SKILLS/ VOCATIONAL TRAINING CENTER	<ul style="list-style-type: none"> Financial resources Material resources – sticks, stone, sand, cements etc. Human resources – Lecturers, Manpower etc. To identify type of skills we need in the community. 	✓	<ul style="list-style-type: none"> Investors. Non-Governmental Organizations (NGOs) Government Company Local Government. Community Members 	<ul style="list-style-type: none"> Community meeting and planning Identification of the site for construction Time frame Writing proposal Making follow – up on proposal Identification of needed skills to be offered Sensitization and awareness about the project. Identifying the project cost. 	<ul style="list-style-type: none"> Within 1 year (Nov 2018 – Nov 2019) 	<ul style="list-style-type: none"> Seeing the structure being erected. Seeing the equipment at the center. Seeing the Lecturers. Seeing youths attending classes at the skills center
RECREATIONAL CENTER (SPORT BAR & RESTAURANT)	<ul style="list-style-type: none"> Financial support Technicians Building Manpower /workforce 	✓	<ul style="list-style-type: none"> Government Local authority NGOs Community members Company 	<ul style="list-style-type: none"> Community awareness and sensitization Identification of site for the construction Sourcing out funding Identification of skill workers and hiring their services 	<ul style="list-style-type: none"> December 2018 – December 2020 	<ul style="list-style-type: none"> When the structure is built. When it is established and open to the public for business purpose.
ACCESS TO TOP SOIL WASHING	<ul style="list-style-type: none"> Material resources- shovels diggers, trucks, rogue, mercury, scale, washing box etc. 	✓	<ul style="list-style-type: none"> Company Local authorities Community leaders, youths, women, elders 	<ul style="list-style-type: none"> Community meeting with the Company to plan Community sensitization Arrangement between the company and community Signing of MOU To form corporative Putting safety measures into place Finding ideal area for operation/processing 	<ul style="list-style-type: none"> Nov 2018 – Jan 2019 When it is provided 	<ul style="list-style-type: none"> Seeing the proceeds Receiving cash from sales Means of transportation
EMPLOYMENT FOR THE AFFECTED YOUTHS	<ul style="list-style-type: none"> Required skills, training and education Physical fitness Good character Competency Honesty 		<ul style="list-style-type: none"> Company Government Local authorities NGOs Media 	<ul style="list-style-type: none"> Job advertisement in the community Application for the job Interview Follow – up 	<ul style="list-style-type: none"> When jobs are available Within two months 	<ul style="list-style-type: none"> Through induction Through medical Signing of contracts Receiving of PPE Receiving of salaries

WOMEN GROUP

WHAT DO WE WANT TO CHANGE?	WHAT RESOURCES DO WE NEED TO MAKE IT HAPPEN?	US	WHO ELSE IS TO BE INVOLVED?	WHAT WILL BE THE PROCESS?	WHEN WILL WE DO IT?	HOW WILL WE KNOW IT IS DONE?
SURVEY LAND AND PLANT CORNERSTONE	<ul style="list-style-type: none"> • Surveyor • Government • Landowners • Vehicles • Shovels • Cutlasses • Pick axes • Cement • Cornerstone • Radio announcement • Good security • Food, water cold soft drinks • Steel rod • Buckets, bowls • Meeting involving landowners, company and community. 		<ul style="list-style-type: none"> • District representative • District youth • District Chairman • Commissioner • Clan Chief • Senator • Town chief • Paramount Chief • Kinjor Chairlady • Gola Konneh • District Chairlady • General Town Chief • Police/security/law makers • Journalist • Company 	<ul style="list-style-type: none"> • Community meeting; • Community meets company; • Company meets landowner they bought land from; • Meet District Commissioner & other county authorities; • Liaise with Lawyer; Call mass meeting involving everyone that has stake on land; Call surveyor to come; 	<ul style="list-style-type: none"> • October 2018 to January 2019 	<ul style="list-style-type: none"> • Community meeting held; • Meet leaders for update; • Action of company; • When cornerstone is brought to site/land; • Surveyors come to watch/see land; • Bring surveyors, materials & cooking items to site; • Meetings to update
PAYMENT FOR AGRICULTURAL BENEFIT	<ul style="list-style-type: none"> • Land • Money • Agricultural tools & inputs • Training • Safety gears • Machines • Food, water • Meetings 		<ul style="list-style-type: none"> • Town chief • Elders • County authorities • Company • Landowner & Surveyors • Affected community 	<ul style="list-style-type: none"> • PAPs (Project Affected people) write company; • Hold meetings; • Invite company to give benefit promised; • Consultant to talk to company for our benefit • Ask company for Agricultural support 	<ul style="list-style-type: none"> • November 2018 to January 2019 	<ul style="list-style-type: none"> • Meeting with leaders & company in meeting
SKILLS TRAINING FOR MEN AND WOMEN	<ul style="list-style-type: none"> • Materials for soap making, gara tie dyeing, hair dressing, mechanic shop, bakery; • Land, teachers /trainers; • Finance, machines; • Building materials; • Safety gears 		<ul style="list-style-type: none"> • Company • Town chief • Chairlady • Elders • Youth chairman • Police • Kinjor citizens • Mechanics • Women 	<ul style="list-style-type: none"> • Proposal writing to company; • Meetings through chiefs, elders, chairlady; • Meeting with company; • Write UNDP • Ask company representative 	<ul style="list-style-type: none"> • November 2018 – 2019 and onwards. 	<ul style="list-style-type: none"> • Update meetings from leaders; • When materials are brought to site/ community; • Trainers are available; • Place for training given; • Women are called for training; • Meetings held

WHAT DO WE WANT TO CHANGE?	WHAT RESOURCES DO WE NEED TO MAKE IT HAPPEN?	US	WHO ELSE IS TO BE INVOLVED?	WHAT WILL BE THE PROCESS?	WHEN WILL WE DO IT?	HOW WILL WE KNOW IT IS DONE?
MARK CORNER STONE <ul style="list-style-type: none"> • Influx 	<ul style="list-style-type: none"> • Like women • Physical demarcation • Planning approach 	✓	<ul style="list-style-type: none"> • Like women working together to clear boundary • Senior Rep of GoL – to legitimise land purchase/ cornerstone • Ministry of IA 	<ul style="list-style-type: none"> • Like women • Identify/mark/legitimise • Engage with MIA + community + landowners • Participatory planning process to demarcate land 	<ul style="list-style-type: none"> • Like women • 1 month • 3 months 	<ul style="list-style-type: none"> • Like women • Physical marker 322 family have deeds – 322 Kinjor • Cornerstone/ spatial plan agreed Sign by MIA
FINALISE RESETTLEMENT PACKAGES <ul style="list-style-type: none"> • Agricultural benefit • Livelihood development prog • Micro credit/ bus dep/ com/subbie 	<ul style="list-style-type: none"> • New land? • Livelihood proposal pic. • Micro credit band 		<ul style="list-style-type: none"> • GoL+ landowners + mine + county • Sazani (Mark) + mine • Cooperative development • Mine/bank 	<ul style="list-style-type: none"> • Stakeholders engage – MOU land tenure • 1 producee Doc. • Mine engage Bank in talk on micro credit <p>Discussion on lease land pur. xxx</p>	<ul style="list-style-type: none"> • 3 months • 2 months • 4 months 	<ul style="list-style-type: none"> • Land purchased • Livelihood program + training happening • Business support in community pharmacy cold storage • A range of other business
LIGHT <ul style="list-style-type: none"> • Solar? – street light, public space light. • Generator – home light 	<ul style="list-style-type: none"> • Feasibility study: solar or Generator • M & March • Sustainability – vocational training • Participatory study • Implementation plan with company xxx • Identify expertise in village • Business training 		<ul style="list-style-type: none"> • Mine company/ community – use – Resettlement committee (RC) 	<ul style="list-style-type: none"> • Get resources to facility study. • Define term of reference of facility study. • Quantify resource required to deliver project (light). • Develop first phase of project (3 Phases). • Review progress. <p>Phase 2 Review Phase 3</p>	<ul style="list-style-type: none"> • Street light. • Light in home. • Light in public places. • 10 trained personnel. • A mechanism for financing repairs/ collecting money. 	<ul style="list-style-type: none"> • Mine inform community - xxx meeting of Resettlement Committee (RC) 2months • Participatory planning 3months. • Implementation planning 5months + identify expertise. • Design + set up vocational training 7 months. • Start installing 9 months. Project installation (xxxx offer).

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Appendix 3 Photos of Mapping Process



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