



# Report on Training Workshop: Advocacy, Negotiation, and Conflict Management and Resolution

Noda Hotel, Kumasi

October 29 - November 1, 2024



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## **1. Introduction**

This report outlines the training session dedicated to Advocacy, Negotiation, Dialogue and Conflict Management and Resolution, specifically designed for participants selected from communities affected by natural resource extraction issues.

The primary objective of the training was to enhance the participants' capacity by equipping them with the knowledge and skills essential for effectively addressing issues resulting from the extractive sector.

The *Nature and Development Foundation* organized these training sessions as part of the Building Resilient and Active Communities in Extractive Landscapes in Ghana (BRACE) project, in collaboration with the Building Active Actors and Systems to Support (BAASS) Deforestation Free Commodities initiative in Ghana and Liberia. Funded by the European Union, the BRACE project is implemented by WACAM, the Nature and Development Foundation, and is led by A Rocha Ghana. This three-year initiative aims to promote adherence to human rights, transparency, and accountability in mineral governance, contributing to sustainable and equitable environmental management and effective natural resource governance in Ghana.

Meanwhile, the BAASS project receives funding from UK Aid through the Forest Governance Markets and Climate (FGMC) Programme and is implemented by the Nature and Development Foundation, Knowledge for World Conservation (KWC) in Ghana, and the Liberia Chainsaw and Timber Dealers Union (LICSATDUN). The primary objective of BAASS is to enhance the capacity of both state and non-state actors to mitigate deforestation by promoting legal timber trade and responsible mining practices.

## 2. Workshop Details

The resource persons for the training were Michelle Akuffo, Valerie Agyei-Mensah, and Jamal Tonzua. Additionally, the session was facilitated by two project officers, Kingsley Twumasi and Wendy.



*Resource Persons with Project Officers*

To effectively manage the large number of participants and deliver focused, high-quality training, participants were strategically divided into two distinct batches. The first batch, targeting participants from the Eastern and Western regions, underwent training from October 29th to 30th.

The second batch convened from October 31st to November 1st, comprising participants from the Ashanti, Ahafo, Bono, and Western North regions. In total, 101 individuals participated in the training.

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Each session incorporated a blend of presentations, interactive discussions, and case studies specifically designed to address local issues and scenarios, thereby ensuring that the content remained both relevant and actionable for the attendees.





*Group Photo of Batch 1*



*Group Photo of Batch 2*

### **3. Setting the Tone for Discussion**

The workshop commenced with an informal session, marked by a warm welcome from Kingsley, the Project Officer at NDF. He outlined that the training would last for two days and extend into the following year. Kingsley requested that each sub-group nominate one individual who had not participated in previous training sessions to take part in next year's program. He also mentioned an upcoming exchange visit aimed at sharing experiences among participants which will be

implemented by A Rocha Ghana. Furthermore, he announced that meetings with CREMA were scheduled to occur at the end of November.

Participants reflected on their experiences from prior training sessions, sharing various insights. They noted that the training had facilitated progress within their communities, that the knowledge gained had been effectively applied in stakeholder engagements, and expressed gratitude for the valuable information received.

Suggestions for improvement were also put forward. Participants recommended that future training be conducted primarily in Twi, that certificates be provided as proof of participation, and that project t-shirts be distributed to attendees.

Lastly, Kingsley conducted a pre-knowledge assessment (attached as appendix 2). The assessment aimed to gauge the participants' understanding of various topics discussed on the previous day.



*Kingsley leading the informal session*

This initial session set a collaborative tone for the workshop, fostering an environment of learning and engagement among participants.

## **4. Introduction and Overview**

The formal session commenced with an opening prayer led by a participant. Following this, Mustapha Seidu, the Executive Director of the NDF, asked the participants to indicate by a show of hands how many had attended each of the previous training sessions. This activity revealed that many participants had engaged in more than one of the training sessions. Mustapha emphasized that the objective of the current training was to equip participants with knowledge on managing and resolving conflicts related to natural resource extraction in their communities, as well as skills for negotiating and advocating to ensure their concerns about the negative impacts of such

extraction were addressed. He further noted that the training would span two days and encouraged participants to fully engage in the activities planned.



*Mustapha Seidu delivering the welcome address*

## **5. Conflict Management and Resolution**

### *a. What is Conflict?*

The resource person commenced the session by inviting participants to articulate their perspectives on the concept of conflict. One participant defined conflict as "a misunderstanding between two or more people." The resource person elaborated, indicating that conflict constitutes a significant disagreement among two or more parties with differing opinions, interests, or needs. She emphasized that the training focuses on conflict management due to the project's objective of addressing the issue of galamsey, or illegal small-scale gold mining. Additionally, she highlighted insights from other people, who noted that some communities perceive galamsey as a source of hope. This divergence in perspectives illustrates that what one group may view as a significant challenge can be regarded as beneficial by another, thus giving rise to conflict. Participants identified the following conflicts associated with natural resource extraction in their communities.

## Conflicts Resulting from Galamsey

- Destruction of water bodies, which are the primary drinking water sources for many communities, leading to health problems.
- School dropout rates increase as children engage in galamsey due to its lucrative nature.
- Children involved in galamsey are exposed to social vices at mining sites.
- Young women in galamsey communities are losing their partners to men involved in galamsey who offer more money.
- Youth in galamsey communities often become disrespectful due to earning more money compared to those in other livelihood activities.
- Children who continue schooling while engaged in galamsey often sleep in class and develop a sense of pride due to their earnings.
- Galamsey negatively impacts farming activities by polluting water bodies used for irrigation.

## Conflicts Resulting from Sand Mining

- Post-extraction, the land becomes too hard for farming activities.
- Dust from sand mining operations pollutes the air, causing health issues.



*Resource person leading the discussion*



*b. Types of conflict in the extractive sector*

The resource person explained that there are four types of conflict that could arise in the extractive sector. These conflicts include:

- **Inter-community conflict:** This type of conflict occurs between different communities, often arising from competition over resources or differing interests related to the extractive activities in the area. Such disputes can lead to tensions and may hinder development efforts.
- **Intra-community conflict:** This conflict takes place within a single community. It usually involves disagreements among community members regarding the benefits and impacts of extractive activities. These internal disputes can undermine community cohesion and complicate negotiations with external parties.
- **Community-Company conflict:** This conflict arises between the local community and the companies involved in extraction. Issues may stem from grievances about environmental impacts, inadequate compensation, or failure to meet community needs. Such conflicts can lead to protests, legal disputes, and a breakdown in relationships.
- **Community-Government conflict:** This type involves tensions between the community and government authorities. Conflicts may emerge over policy decisions, regulatory frameworks, or the distribution of benefits from extraction. These disputes can affect governance and the overall welfare of the community.

The resource person emphasized the importance of understanding these conflicts to develop effective strategies for conflict resolution.

### *c. Causes of conflicts in the extractive sector*

The resource person elaborated on the various factors that can lead to conflict, emphasizing their significant role in creating tensions between individuals, groups, or communities. The following causes of conflict in the extractive sector were highlighted:

Firstly, disputes over land ownership and usage were identified as a major source of conflict. Different parties often have competing claims or interests regarding land, which can include agriculture, development, conservation, or indigenous rights. These competing interests can lead to disagreements and potential confrontations.

Secondly, environmental concerns were noted as another critical factor. Issues such as pollution, deforestation, and climate change can trigger conflicts, particularly when communities clash over the impacts of industrial activities or resource extraction. Such tensions are especially pronounced if one group's needs or rights seem to be overlooked.

The resource person also pointed out that resource distribution is a significant cause of conflict. When resources like water, minerals, or energy are scarce or unevenly distributed, competition for access or control can lead to disputes, particularly in areas where these resources are essential for survival or economic development.

Moreover, the dynamics between different community groups can contribute to conflict. Historical grievances, cultural differences, and social inequalities can create mistrust and animosity, escalating tensions into broader conflicts.



*Resource Person leading the discussion*

Lastly, communication gaps were identified as a factor that can exacerbate conflicts. When parties fail to communicate effectively, misunderstandings and misconceptions can arise, leading to increased hostility and difficulties in resolving disputes amicably.

In conclusion, the resource person emphasized that understanding these causes is crucial for addressing conflicts effectively. By identifying the root issues, communities and leaders can work towards sustainable solutions that promote peace and cooperation.

#### *d. Conflict Management and Resolution*

The session on conflict management was structured around several key topics. These included an exploration of the nature of conflict, various conflict management styles, conflict resolution specific to the extractive sector, the general conflict resolution process, essential conflict resolution skills, and tools for managing and resolving conflicts.

The resource person emphasized that conflict management encompasses a comprehensive approach to recognizing and addressing conflicts fairly and effectively. The primary objective is to mitigate the damage caused by disagreements while enhancing the likelihood of achieving satisfactory solutions.

Regarding conflict management styles, the resource person identified five main approaches: accommodating, avoiding, collaborating, competing, and compromising.

In the context of the extractive sector, the focus of conflict resolution is on identifying and addressing the root causes of disputes to develop sustainable solutions. This process may involve various methods, including mediation, negotiation, arbitration, and litigation.

The conflict resolution process was outlined in several steps. First, it involves analyzing the conflict by clearly defining the issue, the parties involved, and their interests. Next, open communication is encouraged to facilitate dialogue and understanding of different perspectives. A suitable resolution process is then selected, whether through mediation, negotiation, or arbitration. The parties are encouraged to explore options collaboratively to identify creative solutions that benefit everyone involved. The aim is to reach a mutually satisfactory agreement that addresses

the underlying issues, followed by follow-up actions to ensure that the resolution is implemented effectively and reassessed if necessary.

Essential skills for conflict resolution were highlighted, including active listening, empathy, a problem-solving approach based on interests, brainstorming, de-escalation techniques, setting ground rules, and building consensus.

It was noted that conflicts are a common occurrence, particularly in mining communities, and that effective management is crucial to preventing escalation and fostering peaceful resolutions. Common tools for conflict management were also discussed, including advocacy, negotiation, mediation, arbitration, and litigation. Each of these tools has its advantages and disadvantages, but the overarching goal remains to resolve conflicts fairly and with minimal harm.

## **6. Comments, Questions, Suggestions regarding conflict management and resolution session**

During the session on conflict management and resolution, key questions were raised regarding the focus of the discussion. The resource person explained that the session was centered on conflict management and resolution rather than conflict prevention because the project aims to tackle the ongoing issue of galamsey.

Another question addressed the difference between conflict and litigation. The resource person clarified that a conflict refers to a disagreement, while litigation is a legal process used to resolve conflicts through the court system.

In response to whether the order of conflict resolution methods is fixed, the resource person indicated that it depends on the nature of the conflict. Some cases may begin with mediation and progress to litigation, while others might start directly with litigation. However, the resource person pointed out that litigation is often costly, time-consuming, and does not always yield the desired outcomes.



When comparing arbitration and litigation, the resource person noted that although they share similarities, arbitration involves an expert rather than a judge, and both parties must agree on the arbitrator. The process may also incur financial costs.

On the topic of whether the settlement of conflicts by chiefs constitutes a form of arbitration, the resource person confirmed that there are laws regarding customary arbitration that allow chiefs to settle disputes.

In response to a question about the rapid extraction process, the resource person stated that litigation may be applied in such cases, particularly because criminal matters can only be resolved through litigation.



*Some participants asking questions*



*Resource person responding to questions*

The customary practice where young individuals are often compelled to apologize to adults, regardless of the circumstances that may have led to the conflict was also discussed. A participant inquired about the implications of this practice and how conflicts can be effectively resolved under such conditions. The resource person highlighted the importance of advocacy and negotiation in addressing these conflicts. He emphasized that these methods would be explored in greater detail in the forthcoming session, suggesting that they could provide alternative pathways for resolution that respect the perspectives of all parties involved.

Another key point of discussion revolved around the role of traditional authority figures, specifically chiefs, in conflict resolution within Ghanaian communities. It was noted that many conflicts are referred to chiefs for resolution, which often limits the exploration of diverse resolution styles. In response, the resource person acknowledged this limitation and clarified that when the chief's approach fails to resolve the conflict, it becomes essential to consider other resolution styles. This flexibility in conflict resolution methods could help in addressing issues more effectively and fostering a sense of fairness for all parties involved.

These questions underscored the complexities of conflict resolution in the and highlighted the need for a broader understanding of various conflict management strategies.

## **7. Advocacy**

At the beginning of the session, the resource person engaged participants by soliciting their perspectives on advocacy. Participants were asked to share their definitions of advocacy and whether they had previously applied it in their experiences.

The responses revealed a common understanding among participants that advocacy serves as a means to articulate grievances. Several individuals noted that they had utilized various forms of media and organized protests to express their concerns. This discussion set a foundational context for exploring the broader implications and methodologies of advocacy throughout the session.

The resource person clarified that advocacy involves taking action to promote or defend a cause, particularly those that influence public policy, societal norms, or decision-making processes. It serves to raise awareness, engage stakeholders, and drive actions to tackle critical issues.

The importance of advocacy was emphasized as it amplifies community voices on both national and international platforms. It plays a crucial role in defending human and environmental rights by raising awareness about these rights and empowering communities to combat exploitation. Additionally, advocacy influences policies and regulations by prompting lawmakers to address pressing issues, fosters understanding and unity among communities facing shared challenges, and encourages problem-solving and participation, leading to collective actions such as protests, petition presentations, and discussions on key issues.

Regarding the types of advocacy, the resource person outlined three categories: self-advocacy, where individuals advocate for their own interests; individual advocacy, which focuses on the interests of one person or a small group; and systems advocacy, which addresses broader societal issues with the aim of influencing laws and policies for long-term systemic reform.

Furthermore, several methods of advocacy in natural resource conflicts were discussed. These include letter-writing and petitions, which allow community members to express their concerns to local authorities or policymakers; research and evidence gathering, where communities collaborate with experts to present accurate and persuasive information regarding the environmental and social impacts of mining; and public awareness initiatives, which utilize peaceful protests, community meetings, and workshops to share stories, educate others, and mobilize support for sustainable mining practices.

Digital advocacy was also highlighted as a means to extend awareness beyond local communities through platforms like Facebook, Twitter, and Instagram, often utilizing hashtags to amplify efforts. Lastly, the role of community radio was noted, as these stations can discuss local challenges and advocate for change, thereby broadening the reach of advocacy campaigns and ensuring marginalized voices are heard.

## **8. Negotiation**

The resource person stated that negotiation consists of a back-and-forth discussion aimed at reaching an agreement through the influence of parties involved. The primary objective of negotiation is to address interests and needs in a collaborative and peaceful manner. Unlike other Alternative Dispute Resolution (ADR) methods, negotiation focuses on a voluntary and cooperative approach, encouraging parties to work together to find mutually acceptable solutions.

The advantages of negotiation include its cost-effectiveness, as it is often less expensive than other methods; its timeliness, which helps avoid the delays often associated with court proceedings; its ability to preserve relationships, as it can enhance interactions between parties; and a high success rate, since parties are generally more likely to accept negotiated outcomes.

However, there are also disadvantages associated with negotiation. A power imbalance can disadvantage one party, as unequal power dynamics may affect the negotiation process. Additionally, unlike arbitration, negotiation does not lead to a binding decision. The success of negotiation is also highly dependent on the willingness of the parties to engage in the process.

The resource person outlined two primary types of negotiation. Distributive negotiation, also referred to as Win-Lose or positional bargaining, involves each party striving to maximize its own gain, often at the expense of the other, which can lead to short-term solutions but may strain relationships. In contrast, integrative negotiation, known as Win-Win or interest-based bargaining, seeks to understand the underlying interests of each party and explore ways to satisfy those interests, making it particularly effective in community settings where long-term relationships and cooperation are essential.



The principles of negotiation include voluntariness, as participation is typically voluntary and parties choose to engage rather than resort to adversarial methods like litigation; mutual benefit, which aims to provide advantages for all parties involved; effective communication, which is crucial for clear dialogue; a problem-solving focus, emphasizing the resolution of the issue rather than personal attacks; and trust and respect, which are vital components in fostering a productive negotiation environment.

Finally, the resource person highlighted several negotiation strategies and skills. These include understanding interests rather than positions, developing a Best Alternative to a Negotiated Agreement (BATNA), building rapport and trust, utilizing objective criteria, making clear and realistic demands, leveraging legal and policy frameworks, and employing effective communication, diplomacy, and active listening skills.

During the session, a significant number of participants shared their evolving viewpoints regarding the role of negotiations in resolving conflicts within the extractive sector. Initially, many believed that negotiations were ineffective in addressing the complexities and disputes typical of this industry. However, as discussions progressed, participants acknowledged a shift in their opinions, recognizing that negotiation could indeed serve as a viable mechanism for conflict resolution.

## **9. Comments, Questions, and Suggestions regarding Negotiation and Advocacy Sessions**

One of the primary questions addressed was: "At what point must one apply advocacy or negotiation?" The resource person emphasized that the appropriate timing for advocacy or negotiation is contingent upon the specific nature of the conflict at hand. This suggests that understanding the context and dynamics of the situation is crucial in determining the most effective approach.

Another significant inquiry posed was: "Is protest a form of advocacy?" In response, the resource person affirmed that protest indeed serves as a legitimate means of expressing concern over an issue. This acknowledgment underscores the importance of various forms of advocacy in raising awareness and prompting action regarding social or political matters.

Furthermore, key question posed was whether an individual could negotiate with miners to operate on their land without the knowledge of the community chief. The resource person clarified that in Ghana, such actions are not permissible, emphasizing that any negotiations must involve the chief.

It was reiterated that all minerals in Ghana are owned by the government. Consequently, any directives allowing miners to operate must originate from governmental authorities, underscoring the legal framework governing mineral resources.

A participant raised a question regarding the common perception that chiefs are responsible for approving the operations of illegal miners, commonly referred to as "galamseyers." Another participant responded by stating that this belief stems from the fact that chiefs often benefit financially from the proceeds of such operations. This assertion was supported by a queen mother participant, who confirmed that chiefs, including herself, do indeed receive benefits from these activities.

There was a divergence of opinions concerning the rights of chiefs over land. Some participants argued that chiefs possess limited rights (40%) compared to property owners, who hold the majority stake (60%). However, a participant chief contested this viewpoint, suggesting that the rights of chiefs should not be underestimated.

## **10. Case Study and Exercise 1**

### **Case Study**

Benkumkurom is a small community located near a rich gold deposit, attracting the attention of a large mining company, GoldLands co. The company has obtained the necessary permits to begin mining operations, but the community is concerned about the potential environmental impact.

Benkumkurom has promised to implement 'standard environmental protections', but the community wants stronger commitments. They want the company to go beyond basic requirements and invest in long-term environmental restoration programmes. On the other hand, GoldLands Co., is eager to start mining and is concerned that further environmental obligations could delay the project and increase costs. The community leaders must now negotiate with Goldlands Ltd. to

reach an agreement that protects the community and ensures the project moves forward responsibly.

To facilitate a rich dialogue, attendees from each batch were divided into two distinct groups: one group represented the interests of the community, while the other represented the miners. This division allowed each faction to delve deeply into their respective negotiation needs and priorities.

During the breakout discussions, participants engaged in thoughtful exchanges, articulating their positions and identifying key objectives they wished to achieve in the negotiation process.

Following these discussions, each group selected two representatives tasked with synthesizing their group's findings and presenting the negotiation outcomes to the entire assembly.



*Participants group discussions and presentations*

### Feedback on Exercise for Batch 1

The resource person for the exercise provided positive feedback on the performance of both groups. One group received a score of 10 out of 10, while the other scored 7 out of 10. Below are key observations made by resource person regarding the presentations from each group:

- The seating arrangement for the negotiation was effective, as it demonstrated a collaborative atmosphere.
- The resource person recommended that groups allow the opposing party to present their requests first in future negotiations.
- The group representing the miners made a strong impression by bringing their Environmental Impact Assessment (EIA) report to the discussions.
- It was commendable that the miners' group committed to discussing the community group's requests with their board.
- The community group made an oversight by requesting resettlement and compensation, which is legally mandated for the miners.
- The community group's inquiries about the mining group's track record were insightful and well-received.
- The community group's intention to further consult regarding the submitted EIA report was a positive step.
- The request for the mining group to hire 50% of local youth was a constructive suggestion from the community group.
- The community group's plan to develop compensation criteria and establish a reclamation board was noteworthy.
- However, the community group missed the opportunity to ask for technology transfer and training, which would have been beneficial.

#### Feedback on Exercise for Batch 2

1. Representation in Negotiations: It was observed that the individuals representing the miners and the community during negotiations were not ordinary members of their respective groups. This ensures trust among the representatives from both sides.

2. Presentation of the EIA Report: The miners successfully presented their Environmental Impact Assessment (EIA) report to the community representatives. This was seen as a positive step towards transparency and fostering trust between the miners and the local community.

3. Request for Mapping: The community's request for a map outlining the area designated for mining operations was viewed favorably. This request is crucial for ensuring clarity and understanding of the spatial implications of mining activities on the community.



4. Healthcare Needs: It was noted that the community should have advocated for a specialist hospital rather than a general hospital. This would better address the specific health needs of the community.

5. Financial Contribution Board: The community should have mentioned the establishment of a board that would advocate for a percentage of the mining proceeds. Such a board could help ensure that the community benefits financially from the mining operations.

6. Employment Opportunities: The community should have insisted that the mining company prioritize the employment of qualified local youth. This would not only enhance local employment rates but also strengthen community ties to the mining operation.

This collaborative exercise not only fostered a deeper understanding of the differing perspectives within the case study but also highlighted the complexities of negotiation in real-world scenarios.

## **11. Strategic Planning**

The formal session of day two commenced with an introduction to strategic planning. The resource person emphasized that strategic planning is a process in which an organization's leadership articulates its vision for the future while identifying the organization's goals and objectives. It also involves the establishment of a long-term strategy, requiring organizations to have specific long-term goals to guide their priorities and resource allocation for community-led activities.

The significance of strategic planning was highlighted, noting that it is crucial for an organization's survival and must be adaptable enough to endure volatile scenarios. Agility and adaptability were described as essential tools that organizations need to navigate changes in modern society. By embracing these tools, organizations can ensure long-term success through continuous reassessment of their strategies in response to external changes.

Key aspects of strategic planning were outlined, which should be included in a strategic plan's roadmap. These aspects comprise a mission statement that provides a sense of purpose and

direction, the establishment of SMART goals—Specific, Measurable, Achievable, Relevant, and Timebound—alignment with short-term goals that facilitate everyday decision-making in line with the overall strategy, and the necessity for periodic evaluation and revision to adjust the plan as conditions change.

The resource person also discussed the steps involved in strategic planning. First, it is vital to identify core issues that communities face, prioritizing them based on urgency and impact, such as water pollution and deforestation. Next, communities must set clear goals, deciding on their desired outcomes, which could include changes to environmental regulations or a halt to illegal mining activities. Action planning was introduced as the development of a detailed plan outlining how the community will achieve its goals, including identifying advocacy activities, assigning roles and responsibilities, and establishing a timeline for actions and milestones.

Lastly, the importance of monitoring and evaluation was stressed, with a reminder that it is essential to regularly assess progress and make necessary adjustments. Setting measurable targets to track success in achieving environmental and socio-economic justice was underscored as a critical component of the strategic planning process.

## **12 Case Study and Exercise 2**

In this session, the resource person facilitated a comprehensive discussion on a relevant case study, focusing on community engagement and strategic planning. Each batch of participants was divided into two groups, encouraging collaborative learning and problem-solving.

Each group was assigned the task of utilizing the strategic planning steps to develop a plan aimed at enabling the community in the case study to effectively halt a project.

This exercise was designed to enhance participants' understanding of strategic planning processes and to foster critical thinking skills in addressing real-world challenges.

## Case study

The government of Ghana has approved a large-scale mining project in the town of Kominini. The project is expected to bring economic benefits through job creation. However, Kominini is home to a sensitive ecosystem and several endangered species, including marine and migratory birds. Local fishing communities also depend on the coastline for their livelihoods. Despite the concerns, the Government of Ghana issued a mining license and the Environmental Protection Agency (EPA) also issued an environmental permit for the project without conducting a full environmental impact assessment (EIA), arguing that the project is of “national economic interest” under the Environmental Protection Act. The people of Komini are also concerned about the negative effects which the project will have on the people.



*Participants presentations*

## Feedback on Case Study Exercise for Batch 1

The resource person provided valuable feedback on the performances of both groups involved. The following key observations were noted by the resource person regarding each group's presentations:

- **Timeframe for Goals:** It was commendable that both groups outlined a timeframe for achieving their respective goals. However, it was noted that the timeframe proposed by one group was deemed too short, suggesting a need for further consideration of realistic deadlines.
- **Use of Visual Aids:** One group effectively utilized placards during their presentation, which was recognized as a strong point. The use of visual aids not only enhanced their communication but also engaged the audience more effectively.
- **Petition to Financiers:** The suggestion made by one of the groups to send a petition to the project's financiers was highlighted as an excellent initiative. This approach indicates a proactive stance in seeking support and resources for their objectives.
- **Broader Outreach:** It was suggested that the groups should also consider extending their outreach by indicating plans to send petitions not only to financiers but also to parliamentary representatives and international organizations, such as the Convention on Biological Diversity. This could enhance their advocacy efforts and gain wider recognition for their cause.

#### Feedback on Case Study and Exercise for Batch 2

1. **Timeframe for Goals:** One of the groups failed to specify a timeframe for the execution of their proposed plan. Clearly defining a timeline is essential for establishing accountability and measuring progress.
2. **Use of Visual Aids:** The group that focused on a protest did not utilize any visual aids to illustrate their cause effectively. The incorporation of visual elements could significantly enhance the impact of their message and engage the audience more effectively.
3. **Petition to Financiers:** A notable suggestion from one of the groups was to send a petition to the project's financiers. This initiative was highlighted as an excellent strategy, demonstrating a proactive approach in seeking support and resources essential for achieving their objectives.
4. **Broader Outreach:** The facilitator recommended that the groups expand their outreach efforts. It was suggested that they consider sending petitions not only to financiers but also to

parliamentary representatives and international organizations, such as the Convention on Biological Diversity. This broader approach could enhance their advocacy efforts and increase recognition for their cause on a larger scale.

Overall, the feedback provided by the resource person emphasized the strengths of groups while also offering constructive suggestions for improvement in their presentation strategies and outreach initiatives.

Following the case study and exercise was a post assessment session (attached as appendix 3).

### **13. Conclusion**

In conclusion, the training session on Advocacy, Negotiation, and Conflict Management and Resolution has successfully equipped participants from communities impacted by natural resource extraction with essential skills and knowledge. Over the course of two days, participants engaged deeply with the complexities surrounding conflict in the extractive sector, explored practical negotiation techniques, and developed advocacy strategies tailored to their unique community needs. The workshop fostered an environment of collaboration and active learning, resulting in a shared understanding of the multifaceted nature of conflicts arising from activities such as illegal mining and sand extraction.

The feedback gathered from participants reflects a strong appreciation for the training, with many expressing confidence in applying their newfound skills to address local environmental concerns and advocate for their communities. The strategic planning session emphasized the importance of adaptability in navigating the challenges faced by these communities, while the case studies provided practical insights into real-world applications of the concepts discussed.

As participants return to their communities, they carry with them not only the skills learned but also a commitment to fostering dialogue, resolving conflicts peacefully, and advocating for sustainable practices. To enhance future training sessions, suggestions such as improving communication and providing accommodations for distant participants should be considered.

Overall, this workshop marks a significant step forward in empowering local communities to take charge of their environmental futures and engage effectively with stakeholders.



## **Appendix 1: List of Participants**

## Appendix 2: Pre-Assessment

Below are the questions posed along with the distribution of responses across different categories.

### Batch 1

#### 1. Understanding of Advocacy in Mining Communities:

- Limited: 5
- Basic: 12
- Intermediate: 27
- Advanced: 0

#### 2. Understanding of Negotiation in Mining Communities:

- Limited: 6
- Basic: 19
- Intermediate: 19
- Advanced: 0

#### 3. Understanding of Conflict Management and Resolution in Mining Communities:

- Limited: 10
- Basic: 17
- Intermediate: 15
- Advanced: 2

#### 4. Key Challenges Facing Mining Communities:

- Environmental Degradation: 21
- Health Risks: 12
- Economic Exploitation: 7
- Social Displacement: 3

#### 5. Confidence in Engaging with Stakeholders on Mining Issues:

- Not Confident: 13
- Somewhat Confident: 24
- Very Confident: 7

#### 6. Participants expectations:

- Gain knowledge on negotiation techniques - 14.
- Enhance understanding of conflict management - 12
- Acquire skills to protect my property - 4.
- Gain transferable knowledge to share with youth in the community - 10.
- Obtain information to empower women in the community upon return - 4

## Batch 2

### 1. Understanding of Advocacy in Mining Communities:

- Limited: 2
- Basic: 33
- Intermediate: 19
- Advanced: 2

### 2. Understanding of Negotiation in Mining Communities:

- Limited: 7
- Basic: 18
- Intermediate: 21
- Advanced: 10

### 2. Understanding of Dialogue in Mining Communities:

- Limited: 7
- Basic: 18
- Intermediate: 21
- Advanced: 10

### 3. Understanding of Conflict Management and Resolution in Mining Communities:

- Limited: 18
- Basic: 23
- Intermediate: 9
- Advanced: 6

### Participants' Expectations:

- The participants shared a range of expectations for the workshop, including:
- Gaining knowledge on negotiation techniques.
- Enhancing their understanding of conflict management.
- Learning strategies for managing land disputes.
- Improving awareness of their rights.
- Acquiring skills to protect property.
- Learning methods for forest conservation.
- Gaining transferable knowledge to share with youth in the community.
- Obtaining information to empower women in the community upon their return.

## **Appendix 3: Post Assessment**

Below are summaries of participants' responses to various questions regarding their overall assessment, key learnings, and suggestions for improvement.

### **Batch 1**

#### **1. Overall Assessment of the Workshop**

Participants provided positive feedback regarding the overall experience of the workshop, with the general consensus being "Excellent."

#### **2. Key Learnings and Application of Knowledge**

Participants shared insightful reflections on what they learned during the workshop and how they plan to implement the knowledge in their communities. The following points were noted:

- One participant highlighted the acquisition of negotiation skills, indicating a commitment to applying these skills in local negotiations.
- Another participant expressed an understanding of conflict management and resolution techniques, which they intend to use within their community.
- A third participant mentioned learning about strategic planning, noting the potential to apply these strategies both personally and for community benefit.

#### **3. Ratings of Various Aspects**

The participants rated several elements of the workshop as follows:

- Participation Selection: Very good
- Participants' Contributions: Very good
- Facilitation: Excellent
- Venue: Very good
- Food: Good, although feedback indicated that the interval between lunch and supper was too short.

#### **4. Comments and Suggestions**

Participants provided additional comments and suggestions for future workshops:

- There was a noted lack of clarity regarding the mode of communication for participation, which could be improved for future sessions.
- It was suggested that participants traveling from distant locations should be offered overnight accommodations on the final day of the workshop to enhance their experience.
- Participants also mentioned that communication about the venue was unclear, specifically stating that the initial information indicated Ejisu without detailing the specific location.

## Batch 2

### 1. Overall Assessment of the Workshop

Participants expressed a high level of satisfaction regarding the overall experience of the workshop, with the general consensus reflecting an "Excellent" rating.

### 2. Understanding of Key Topics

Participants assessed their current levels of understanding in various areas related to mining communities as follows:

- Advocacy: Advanced
- Dialogue: Advanced
- Conflict Management and Resolution: Advanced

### 3. Expectations and Usefulness

The majority of participants confirmed that their expectations for the workshop were met, stating that the topics discussed were very useful.

### 4. Workshop Element Ratings

Participants rated several elements of the workshop, which included:

- Participation Selection: Excellent
- Participants' Contributions: Very Good
- Facilitation: Excellent
- Venue: While the conference venue and rooms were deemed excellent, there were concerns about the restaurant's spaciousness.
- Food:
  - Excellent: 47 participants
  - Very Good: 4 participants
  - Good: 5 participants
  - Poor: 0 participants

### 5. Comments and Suggestions for Improvement

Participants shared additional comments and suggestions for future workshops:

- Monetary incentives for supper could enhance participation, particularly for attendees who had to leave their jobs.
- There is a need for lawyers to provide further assistance when participants face issues related to workshop discussions in their communities.

- The timing for supper was considered late, especially for elderly participants.
- There were reports of food mismanagement.
- The location of the workshop was noted to be quite distant from town, which could affect attendance.
- Suggestions were made for dinner to be packed for convenience.