

GOLD FIELDS GHANA FOUNDATION

FIVE-YEAR STRATEGIC PLAN



2024 – 2028



GOLD FIELDS

Our Purpose Creating enduring value beyond mining



safety



integrity



respect



responsibility



innovation



collaborative
delivery



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EXECUTIVE SUMMARY

The Gold Fields Ghana Foundation (GFGF) is committed to fostering sustainable development in the communities surrounding its mining operations. Since its inception in 2004, GFGF – a registered company limited by guarantee, has invested over US\$96m toward the socio-economic development of these communities.

The day-to-day functions of the Foundation for several years since its establishment was performed solely by the Community Affairs departments of the Tarkwa and Damang Mines of Gold Fields Ghana (GFG). Assistance was sought from the Finance, Supply Chain and Engineering departments of GFG when the Foundation started implementing high budget infrastructure projects in the communities.

In 2022, the Trustees of the Foundation took a decision to establish a secretariat to exclusively manage the affairs of the Foundation. Among other reasons, this decision is intended to reduce the involvement of Gold Fields' departments in the running of the Foundation which sometimes lead to delays in implementing Foundation projects. This was to be done without compromising the quality of governance, transparency and Gold Fields strong social license with its stakeholder communities. The new structure was approved in January 2023 with the appointment of an Executive Secretary tasked with developing a strategic plan for the new phase of the Foundation.

This 5-year strategic plan outlines the vision, mission, strategic objectives, and action plan for the 2024-2028 period. It also includes a detailed budget for projects and programmes proposed for the period. The Foundation's primary focus is on education, health, economic development, infrastructure, and environment, as well as ensuring that our stakeholders are engaged in the decision-making processes.

This focus is consistent with Gold Fields' strategic objectives for 2030; especially as they relate to stakeholder value creation and gender. The plan is designed to contribute to Ghana's achievement of the Sustainable Development Goals.

VISION

To be the leading and most visible community development Foundation, ensuring the sustainable development of its host communities and beyond.

MISSION

The mission of GFGF is to promote and facilitate sustainable socio-economic development in order to improve the quality of life in Ghana.



SCOPE

GFGF will focus primarily on the communities around GFG operating Mines in Ghana (Gold Fields Ghana Limited and Abooso Goldfields Limited), particularly those directly affected by GFG mining activities and where GFG employees and their dependants live.

CORE VALUES

- Safety: To secure the safety, health and wellbeing of our host communities
- Partnership: Collaborate with host communities, government agencies, NGOs, and other stakeholders.
- Transparency: Ensure openness and accountability in all our operations.
- Sustainability: Support initiatives that deliver long-term positive impacts.
- Empowerment: Empower community members to drive their own development

SWOT ANALYSIS

Strengths

- Strong financial backing from Gold Fields Ghana Limited; soon to be the largest gold mine in Africa.
- Established track record of good community development initiatives and projects.
- Experienced and knowledgeable team with expertise in community engagement and development.
- Collaborative partnerships with local stakeholders, including government agencies and community organizations.

Weaknesses

- Dependence on funding from Gold Fields Ghana Limited only, which may be subject to fluctuations based on the mining industry trends or performance of the company.
- Potentially limited capacity for independence in decision-making, as the Foundation's activities may be influenced by the priorities of Gold Fields Ghana
- Potential conflict with communities in identifying areas needing priority investing

Opportunities

- Potential for national appeal. Expansion into new geographic areas by extending support to locations outside host communities (Accra, Kumasi, Takoradi).
- Leveraging partnerships with local stakeholders to increase the impact of community development projects.
- Development of new funding sources, such as partnerships with international development organizations for corporate social responsibility initiatives.
- Increasing public awareness and support for the Foundation's activities, through effective communication and outreach strategies.
- Leverage funding to incubate sustainable local businesses beyond mining.



Threats

- Regulatory changes that may affect the mining industry and the Foundation's funding. Including new tax regimes etc.
- Negative perceptions or backlash from community members or other stakeholders who may view the Foundation as a propaganda tool for the mining industry.
- Project delays due to community infighting or chieftaincy disputes.

STRATEGIC OBJECTIVES

Education: Improve quality and access to education at all levels in the host communities. In keeping with the times, place special focus on innovation and ICT education.

Impacts:

Reading - The average language and reading scores of the P2 up to P5 students higher than national average of 38.7% by 2028.

Scholarship – At least 600 young people in the host communities granted access to tertiary education. At least 60% of post National Service scholarship graduates employed or pursuing further studies by 2028.

Education 4.0 – At least 1 innovation centre established to train students in ICT, Robotics, Data Analytics, AI, VR by 2027.

Health: Enhance accessibility and quality of healthcare services in the host communities

Impact: Increase OPD per Capita from 0.9 in 2022 to 1.0 by 2027 in the host communities

Training: Create opportunities for community members to set up their own businesses and in turn create non-mining jobs in the host communities. Create a pool of potential employees in skills that are lacking in the mining industry with special attention on AI, robotic and other technologies. Reduce the dependency on Gold Fields for employment.

Impact: At least 60% of persons trained in various vocations employed or doing their own jobs by 2028.

Economic Empowerment: Promote sustainable livelihoods and economic opportunities for local residents.

Impact:

YouHoP – 70% of the 262 beneficiaries in production with at least 10% increase in their household income by 2028.

Oil Palm Programme – At least 400 farmers receiving additional income from Oil Palm cultivation by 2028. At least 1 processing facility established to produce palm oil by the same time frame.



Infrastructure: Support the development of critical infrastructure, such as roads, water, and sanitation facilities. Develop sustainability plans for managing infrastructure projects.

Impact: 90% of host community members have regular access to water and sanitation facilities. 70% of host communities in charge of the maintenance of the facilities with no interventions from the Foundation.

Environment: Promote environmental conservation and responsible natural resource management.

Impact: A sustainable plastic waste management programme piloted in at least 3 host communities by 2028.

Stakeholder Engagement: Enhance collaboration and communication with all stakeholders, ensuring their participation in decision-making processes by leveraging on established community relations platforms.

Legacy Projects: Invest in self-sustaining and high impact projects whose benefits will outlive the Mines.

PROJECTS AND PROGRAMMES

Projects and programmes to be implemented are as follows:

Education: Programmes include Scholarship, Reading Programme and Provision of Educational Infrastructure.

- a) Construct or renovate schools and provide necessary learning materials.
- b) Upscale the scholarship programme to include internship opportunities with Gold Fields and other partner institutions.
- c) Incorporate workshops and seminars on the world of work to prepare beneficiaries for life after school.
- d) Support teacher training and capacity building programmes.
- e) Implement reading programme for basic schools.
- f) Invest in innovation and technology education such as programming, robotics and AI.

Training: The Foundation is currently running five (5) training programmes. The Community Apprenticeship, the Mine Apprenticeship, the Heavy Mining Equipment Training, the Precision Welding Training, and the Graduate Training programmes.

- a) Support beneficiaries of the Community Apprenticeship programme to set up businesses after training.
- b) Introduce soft skills training in the curriculum of the Mine Apprenticeship Training programme.
- c) Re-introduce Heavy Mining Equipment Training in Tarkwa while exploring the possibility of training on the use and maintenance of electric and hybrid trucks.
- d) Pilot Precision Drilling training for unemployed graduates in engineering.
- e) Continue Graduate Training programme with greater focus on graduate females in STEM.



Health: Includes creating awareness on health issues and improving access to healthcare.

- a) Build, renovate, or upgrade health facilities and provide essential equipment.
- b) Support community health outreach programmes and campaigns as well as adolescent reproductive health awareness campaigns.
- c) Provide training, capacity building and motivation for healthcare professionals in order to attract and maintain critical skills in the municipalities.
- d) Support initiatives to improve access to clean water and sanitation facilities.

Economic Empowerment: Programmes include YouHoP, Oil Palm Cultivation, Mine Apprenticeship and Traditional Apprenticeship.

- a) Implement entrepreneurship development programmes for all economic empowerment interventions, training, and scholarship programmes.
- b) Support local businesses through capacity building and access to credit.
- c) Promote agribusiness and sustainable agricultural practices. Transition Oil Palm Cultivation programme to Palm Oil Processing, Soap making and other value chain possibilities.
- d) Establish partnerships with relevant organizations such as the Business Resource Centres of the Assemblies, Junior Achievement (JA) Ghana, and other institutions to create capacity building opportunities.

Infrastructure: Infrastructure development remains the primary responsibility of the State. The Foundation's support in this area includes:

- a) Construction, maintenance, or improvement of roads and transportation networks.
- b) Provision of clean water and sanitation facilities in partnership with institutions such as Global Communities etc.
- c) Collaboration with local authorities to develop solutions for the maintenance of community roads.
- d) Development and implementation of a sustainability plan in collaboration with the Municipal Assemblies for all infrastructure projects.
- e) Development and implementation of a QA/QC plan that guarantees the delivery of quality infrastructure projects.

Environment: Support the activities of Water and Sanitation (WATSAN) teams.

- a) Implement environmental education and awareness campaigns.
- b) Support reforestation and biodiversity conservation projects.
- c) Collaborate with stakeholders to develop strategies for responsible waste management including innovative reuse or recycling of plastics.

Stakeholder Engagement: All Community Stakeholder Engagement activities will be led by the Community Relations departments of the Tarkwa and Damang Mines. The Foundation will provide support for these.

- a) Conduct regular consultations with community leaders and members through the Tarkwa and Damang Mine Community Consultative Committee platforms.
- b) Establish and maintain strong relationships with government agencies, NGOs, and the private sector.



- c) Create platforms for community members to voice their concerns and contribute to decision-making processes regarding projects in their communities.
- d) Communicate the Foundation's progress and impact through various channels, including annual reports, traditional and social media.
- e) Manage expectation of community leaders and members on the Foundation. Regularly explain the Foundation's mandate as a promoter of development and not a self-styled government responsible for all development projects.

Shared Value and Legacy Projects: Tarkwa and Abosso (T&A) Stadium, UMaT Hospital, Rubber Component Manufacturing Project.

- a) Collaborate with Engineering Projects department to complete and hand over T&A Stadium project.
- b) Assist the Municipal Assembly and the National Sports Authority to develop and implement a plan for managing the T&A stadium that makes it self-sustaining.
- c) Deliver all legacy projects that the Foundation has committed to in line with its cash flow.



ACTION PLAN

Focus Area	Strategic Objective	SDGs	Desired Impact	Project / Programme	Partners/Stakeholders	Measure	When
Education	<p>Improve quality and access to education at all levels in the host communities with special attention on women and persons with disabilities.</p> <p>In keeping with the times, place special focus on innovation and ICT education.</p>	4 & 5	<i>The average language and reading scores of the P2 and P5 students higher than national average.</i>	CODE	CODE / Olinga / GES	Annual Status of Education Report (ASER) test score	2028
		4 & 5	<i>At least 600 young people in the host communities granted access to tertiary education.</i>	GFGF Scholarship	Universities and other Tertiary Institutions	Number of beneficiaries	2028
		4, 5 & 8	<i>At least 60% of post National Service scholarship graduates employed or pursuing further studies by 2028.</i>	GFGF Scholarship		Percentage of beneficiaries employed (including self-employment) or pursuing further studies.	2028
		4, 5 & 9	<i>At least 1 innovation centre established to train 500 students in ICT, Robotics, Data analytics, AI, VR etc.</i>	Education 4.0 Smart lab & Virtual Library Project	Corel Reef Innovation Centre	Number of students trained in Education 4.0 skills	
		4	<i>All persons with disability (PWD) aged 12 and below provided access to education at all levels. (DE&I)</i>	GFGF Scholarship	Association of Persons with Disability (Tarkwa Nsuaem and Prestea Huni-Valley)	Number of persons with disability (PWD) provided access to education at all levels	



Health	Enhance the quality and accessibility of healthcare services in the communities surrounding our operations.	3	<i>Increase OPD per Capita from 0.9 in 2022 to 1.0 by 2027 in the host communities.</i>	Medical Outreach Programme	Rotary Club Project C.U.R.E.	Disease prevalence rate	2028
				Health Awareness Radio Programmes	Local Radio Stations		
				International Health Awareness Programmes	Ghana Health Services Ghana Education Service		
				Adolescent Sexual and Reproductive Health Education Programme			
Economic Empowerment	Promote sustainable livelihoods and economic opportunities for host communities	1, 2 & 8	<i>70% of beneficiaries in production with at least 10% increase in their household income.</i>	YouHoP	Ministry of Food and Agriculture (MoFA). Municipal Assemblies	<ul style="list-style-type: none"> Number of beneficiaries retained in production. Percentage increase in beneficiaries' income 	2026
			<i>At least 500 farmers receiving additional income from Oil Palm cultivation. At least 1 processing facility established to produce palm oil.</i>	Oil Palm Programme		<ul style="list-style-type: none"> Processing facility availability Number of beneficiaries enjoying additional income 	2028
			<i>10% increase in the income of 600 beneficiaries.</i>	Cocoa Farmers' Support Programme	Cocoa Health and Extension Division of Ghana Cocoa	Percentage increase of beneficiaries' income	2025



Training	Create opportunities for community members to set up their own businesses.	1, 2 & 8	<i>700 host community members receive training in employable skills</i>	<ul style="list-style-type: none"> Graduate Training programme Heavy Duty Equipment Training programme Community Apprenticeship programme Mine Apprenticeship programme DTI Precision Welding programme 	<ul style="list-style-type: none"> E&P BCM Ghana National Association of Garages DTI Mac Partners 	<ul style="list-style-type: none"> Number of community members trained Percentage increase in non-mining jobs created Number of trainees employed. 	2028
	<p>Create non-mining jobs in the host communities.</p> <p>Create a pool of potential employees in skills that are lacking in the mining industry.</p> <p>Reduce the dependency on Gold Fields for employment.</p>		<i>At least 60% of persons trained in various vocations employed or doing their own by 2028.</i>				



Infrastructure	<p>Support the development of critical infrastructure, such as roads, water, and sanitation facilities.</p> <p>Develop sustainability plans that ensures regular maintenance of infrastructure projects.</p>	3 & 6	<p><i>90% of host community members have regular access to potable water and sanitation facilities.</i></p> <p><i>70% of host communities in charge of the maintenance of the water facilities with no interventions from the Foundation.</i></p>	<p>Rehabilitation/Construction of roads.</p> <p>Provision of Small-Town Water Supply Systems.</p> <p>Wash Programme with Global Communities</p>	<ul style="list-style-type: none"> Global Communities Municipal Assemblies World Vision 	<ul style="list-style-type: none"> Percentage of community members with access to potable water Reduction in the dependency on the Foundation for maintenance of water facilities 	2028
Environment	<p>Promote environmental conservation and responsible natural resource management.</p>	3 & 15	<p><i>A sustainable plastic waste management programme piloted in at least 3 host communities by 2028</i></p>	<ul style="list-style-type: none"> Cleanest Community Competition WATSAN Teams Support programme Afforestation programme (World Environment Day) 	Municipal Assemblies	<ul style="list-style-type: none"> Success of sustainable plastic waste management programme. 	2028



FOUNDATION INCOME

The Foundation's income is received from the voluntary contribution of funds from Abosso Goldfields Limited and Gold Fields Ghana Limited. The formula for calculating contributions to the Foundation is based on the quantity of Gold produced by the two operations and profits declared.

This strategy will be financed by the Foundation with support from the Gold Fields' current operations as well as any other operation that will become part of its portfolio in Ghana.

MONITORING AND EVALUATION

To ensure the success of this strategic plan, Gold Fields Ghana Foundation has developed a robust monitoring and evaluation framework that tracks progress against defined indicators. This is included in the action plan. Monitoring and evaluation will cut across all interventions including soft programmes in health, education and economic empowerment as well as infrastructure development.

Monitoring will be carried out in collaboration with local government institutions.

An independent mid-term review of the plan will be carried out in 2026 while a final assessment that compares achievement to plan will be done after the 5 years, in 2029.