Appendix 4 Communications and Stakeholder Engagement Strategy

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1. Introduction

This document describes the Stakeholder Engagement Strategy (the strategy) for the Moto Gold Project (the Project). The strategy takes into account the current socio–economic and political environment of the Democratic Republic of Congo (DRC) and the Eastern part of the country in particular (as already discussed in the main report). In addition, it incorporates and addresses views and issues raised by stakeholders in previous engagements.

Stakeholder engagement is a tool for managing two-way communication between the project and its stakeholders. Its goal is to improve decision-making and build understanding by actively involving individuals, groups and organisations with a stake in the project. This involvement will increase a project's long-term viability and enhance its benefits to locally affected people and other stakeholders[1].

The aims of this document are to:

- outline the objectives for communication and stakeholder engagement within the Moto Gold Mines Community;
- identify the stakeholder groups (target audiences);
- identify the channels of communications for these stakeholders;
- outline potential communication tools and the key messages;
- define the means of monitoring feedback and evaluating the success of communications activities

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Stages and Elements of the Framework for Quality Stakeholder Engagement

Thinking and Planning

- Identify Stakeholders
- Initial Identification of material issues
- Determine and define engagement objectives and scope
- Establish engagement plan and period schedule

Preparing and engaging

- Determine and define ways of engaging that work
- Build and strengthen capacity
- Understand material aspects, identify opportunities and risk

Responding and measuring

- Operationalise and internalise learning
- Measure, monitor, and assess performance
- Assess, redefine and re-map

AccountAbility, AA1000 Stakeholder Engagement Standard, 2006

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[1] Doing Better Business Through Effective Public Consultation and Disclosure: A Good Practice Manual, IFC

1.1. Objectives of Engagement

The objectives of engagement are to:

- nurture relationships between Moto Gold Mines and its stakeholders to foster mutual trust and understanding regarding the project;
- ensure that stakeholders are kept informed and understand the objectives of the project and its activities;
- gather views and issues of concern to stakeholders regarding the project that can be fed into management and decision making plans;
- ensure that government, business, local communities and NGO are timeously and regularly informed of developments in the Moto Gold Project in relationship to the following:
    o Environmental and Social Impact Assessments (ESIA)
    o Socio-economic baseline studies
    o Resettlement of project affected people
    o Project related activities that can impact on stakeholders or which can be affected by stakeholder actions.
- raise awareness about the contribution of Moto Gold Mines in Watsa , the Kibali Sector and the DRC as a whole; and
- ensure that stakeholders are listened to and that they have appropriate channels to feedback their ideas and concerns, raise issues, ask questions and find out more information about the project.

1.2. Strategic Approach

The strategy will be focused on the effective engagement of stakeholders, taking into account risks and opportunities associated with the project (see main report for assessment of risks and opportunities).

This strategy builds on the stakeholder engagement undertaken during a two week site visit in October 2008, including protocol meetings held by Moto Gold Project with government representatives (provincial and local), community representatives and OKIMO (see Appendix 1 for details). It also takes into account previous stakeholder engagement processes undertaken by Moto.

As stipulated in DRC legislation, and IFC Performance Standards, public disclosure and consultation is required as part of an Environmental and Social Impact Assessment, and is a vital part of developing a resettlement action plan (RAP).

2. Stakeholder Identification

Stakeholder identification is an ongoing process for the project. Alongside the existing knowledge of issues and stakeholders within the project context, engagement with stakeholders was and is central to the identification and verification of stakeholders and their relation to project issues.

When identifying and prioritising stakeholder groups the following criteria are recommended:

- *Responsibility* – stakeholders to whom the project has potential legal, financial or operational responsibilities through national or international regulations, policies, codes of practice or guidelines
- *Influence* – stakeholders with influence or decision making power on the project
- *Proximity* – stakeholders that the project/project shareholders currently has the most interaction with, or will interact with most in the future
- *Dependency* – stakeholder directly or in-directly affected by the project and the project's policies
- *Representation* – stakeholders who formally or informally legitimately claim to represent a group of stakeholders

All stakeholders identified should be consolidated into a single stakeholder database. This database will systematically capture stakeholder details and support effective implementation of the engagement plan.

The following groups of stakeholders have been identified as being important to the project:

Government Representatives (Group 1)

This stakeholder group consists of high level authorities, including the government representatives (national, provincial and local). They should be informed and engaged with during all phases of the project.

At the beginning of each phase, it is important to have meetings with these stakeholders to inform them of the next phase and the implications and impacts of the phase. It is proposed that at these briefings the following people should be present:

- Representatives from OKIMO management team
- Representatives from Moto management team
- National House of Parliament representatives
- Representatives from Regulatory Authorities, the ministry.
- Representatives from administrative and traditional authorities from Watsa territory and Kibali sector
- Haut Uele District authorities of the Oriental Province authorities

Local Leaders (Group 2)

This group of stakeholders consists of;

- Village Chiefs
- OKIMO
- Watsa Administrator
- Community delegated leaders
- Sages or village elders

This group of stakeholders needs to know about and agree on the various studies that will be conducted at different phases of the project. They also need to be kept informed of project development, timings, and any changes to the schedule. These representatives will share this information with others. These meetings should be held on a regular basis in a location that is appropriate for each stakeholder group, i.e. so that no group or individual feels intimidated by the surroundings. These meetings are also an opportunity for the project to gauge public sentiment towards it and to identify any issues of concern that could develop into potential tensions if not addressed.

Impacted Groups (Group 3)

This group consist of stakeholders that will be either directly or indirectly affected by the project. This group can provide information about community livelihoods. These people will be engaged during the baseline studies in each community through focus groups.

This group also needs to be kept informed of project developments in the same way that Group 2 is. (See above)

Advisers on Resettlement (Group 4)

This stakeholder group consists of:

- OKIMO
- Watsa Administrator
- Chiefs of Kibali and Mongbutu Sectors
- Chiefs of orpailleurs (artisanal and small scale miners) - 30 sites
- Bishop of Catholic Church
- City of Watsa - ''Mayor''
- Durba Centre - ''Mayor''
- Sages representatives

This stakeholder group will provide specific information about the issues associated with the proposed mine especially on resettlement and post resettlement.

NGOs (Group 5)

This stakeholder group consist of NGOs (International, national and local). NGOs are an important stakeholder group within the community and must be engaged as partners in the project's social activities. In addition, International NGOs actively monitor the extractive industry in the DRC and are an important target of this strategy.

[i]Over the last decade, non-governmental organisations (NGOs) and multi-lateral organisations (MLOs) have become increasingly influential both at corporate and world affairs and at community and local levels. They have set the agenda on issues governing conditions of labour, environmental sustainability, corporate social responsibility and human rights. NGOs and MLOs are able to influence either negatively or positively the corporate image as well as the business activities of corporations.

Also, due to their operational presence on the ground NGOs and MLOs have intimate knowledge of the communities that they work in as well as familiarity with the conditions on the ground. NGOs are generally experts in their area of work. Their experience and the lessons they have learnt can contribute to a better community development plan for Moto Gold Mines. They would also be able to assist in the implementation of a plan.

Given the potential risk in adverse relationships with NGOs as well the benefits to the core business that could arise from forming partnerships with NGOs it is imperative to prioritise engagements with this sector.

General Public (Group 6)

This stakeholder group consist of the general public. These are stakeholders in the surrounding communities. This group will be engaged mainly through public meetings, newsletters and the media.
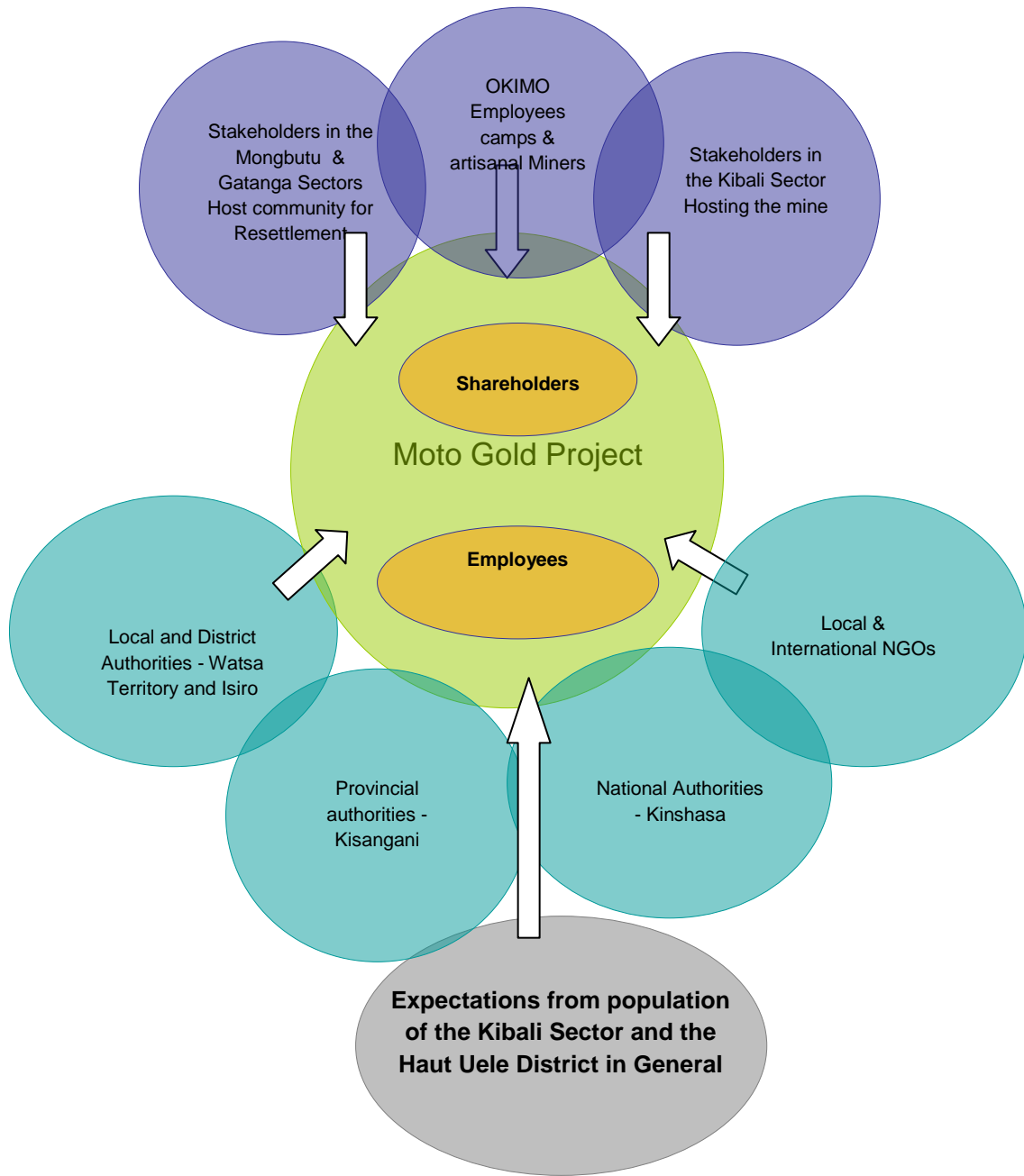
Employees (Group 7)

This stakeholder group consists of The Moto Gold Mines employees and their union representatives will also help in disseminating information and must be included in awareness raising.

2.1. Stakeholder Influence Mapping

The diagram below shows interactions between stakeholders and their potential influence on Moto Gold Mines Project.

Stakeholder analysis and mapping

Stakeholders in the Mongbutu & Gatanga Sectors Host community for Resettlement

OKIMO Employees camps & artisanal Miners

Stakeholders in the Kibali Sector Hosting the mine

Shareholders

Moto Gold Project

Employees

Local and District Authorities - Watsa Territory and Isiro

Local & International NGOs

Provincial authorities - Kisangani

National Authorities - Kinshasa

Expectations from population of the Kibali Sector and the Haut Uele District in General

3. Communication Strategy

It is essential to have a clear communication strategy that is followed by all project representatives. One of the most common causes of tension between mining projects and their stakeholders is miscommunication and misunderstanding. Expectations among stakeholder groups are often unrealistically high. To manage these expectations the communications strategy needs to be clear and implemented by all.

3.1. Key messages

Confusion arises when one person contradicts what another has said. Key messages ensure that the project is communicating a clear and **consistent** message. Key messages should be designed for each important event or new phase of the project. Key messages need to be developed on certain specific issues that are of particular interest to stakeholder groups. For example, the local community will be particularly keen to know about employment opportunities and how the project intends to address recruitment; or how the company plans to support local development. Importantly, these key messages are intended not only for the social aspects of the project but for all issues that might impact or be of interest to stakeholders.

Guiding questions for developing key messages when raising <u>awareness</u> about the Project:	Guiding questions for developing messages for those <u>involved</u> in the Project
Who is Moto Gold Mines?	What is the new strategy to be implemented?
What are Moto Gold Mines' values?	Why is it being implemented?
What is the Project?	How is it going to be implemented?
What are the project phases and timings?	When is it going to be implemented?
How is the project likely to impact this group of stakeholders (positive and negative impacts)?	

3.2. Evaluating Communication

The project should evaluate its communication activities to ensure it is meeting the desired objectives. Evaluation feedback mechanisms will be simple to ensure sufficient comments are received in order to:

- help steer the content of future communications plans
- capture the needs of the audience
- ensure the information being communicated is being received by the targeted group
- check that the information being communicated is understood by the targeted group
- help identify solutions to problems
- gauge resistance
- ensure expectations are being managed

It is envisaged that evaluation will take place at different levels. This could be undertaken through a number of routes including:

- telephone or e-mail surveys
- feedback from staff and communities (de-brief events, use of stakeholder analysis, informal and verbal feedback etc.)
- actual attendance at events, and numbers of requests for further information
- willingness and enthusiasm for further involvement (number of requests for and formal expression of interest in involvement)
- focus groups – these would be established with regular stakeholder groups to access regular feedback on communications in general.
- open channels – e.g. generic email and/or intranet contact for people to provide feedback and ideas at any time
- use of key stakeholders for feedback through their regular contact with impacted communities.

The key communication outcomes to be evaluated may include:

- Within three months of the implementation the strategic stakeholders will be aware of the Project
- Public is aware of the ESIA and RAP
- Stakeholders informed of developments in the Project
- All questions and concerns about the project are addressed timeously and recorded in the stakeholder database.

3.3. Key communication channels

There are a number of media which can be employed to implement the strategy. The channels of communication will be determined by availability, practicality, cost and appropriateness.

Suggested regular communication channels are listed below:

- Website, press releases, newsletters, promotions materials
- Community notice board,
- Stakeholder workshops
- Mine events/visitors programmes, open days
- Project presentations (public meetings, radio and television, newspapers, and other forums/mediums)
- Community walk-abouts by community liaison officers
- Grievance mechanism, which may incorporate any of the above

4. Strategy Implementation Plan

Table 1 below outlines actions to implement the strategy

Table 1 Implementation Actions

Stakeholder Group	Project Phase			
	Exploration	Construction	Operations	Closure
	Implementation Actions			
Government reps. (Group 1) National mining minister, regulatory authority, high level authority representatives	Awareness raising meetings. Reaching agreements on public disclosure of ESIAs, resettlement, partnerships and responsibilities.	Regular update on progress and feedback from stakeholders.	Invitation to events and open day. Review commitments and progress.	Meetings to conclude the closure process Meetings to conclude the closure process.
Local Leaders (Group 2) Village Chiefs, OKIMO, Watsa Administrator, Community delegates leaders, Sages	Awareness meetings. Consultation meetings about ESIA, socio-economic baselines studies, resettlement, community investments projects etc			
Impacted Groups (Group 3) Communities either directly or indirectly affected by the project. Community groups and institutions, community leaders.	Focus group meetings to raise awareness and get input, participation and feedback Consultation on ESIA, resettlement and community investment projects. Participate in public events hosted in the community.	Focus group feedback and updating. Participates in public events hosted in the community.	Focus group feedback and updating meetings as and when required. Invitation to events and open days at the mine. Participate in public events hosted in the community.	

Stakeholder Group	Project Phase			
	Exploration	Construction	Operations	Closure
	Implementation Actions			
Advisers on resettlement (Group 4) OKIMO, Watsa Administrator & Assistant, Chiefs of Kibali and Mongbutu Sectors, small scale miners, religious leaders, mayor	Awareness and involvement meetings. Consultation on ESIA, resettlement and social investment projects Focus groups focusing on affected miners and way forward.	Regular updates with face to face meetings with chiefs etc. Evaluation and monitoring meetings with miners.	Regular updates, invitation to events and open days at the mine Monitoring meetings with miners.	Engagement as early as possible in the closure process. Involvement in retrenchment solutions/ options.
NGOs (Group 5)	Awareness Meetings with local NGOs Consult and engage on ESIA, socio-economic baseline studies, resettlement, community investment projects etc	Ongoing engagement.	Ongoing engagement.	
General Public (Group 6)	Town hall meeting for general public to raise awareness and answer questions. Public disclosure of ESIA, socio-economic baseline studies and RAP Updates on the Project through newsletters, electronic and print media.	Updates through newsletters, electronic and print media.	Updates through newsletters, electronic and print media. Invitation to events and open days at the mine.	
Employees and Union representatives (Group 7)	Awareness raising activities in the workplace. Regular information updates on progress. Invite feedback from all staff whatever their level.	Ongoing engagement and involvement in project progress.	Ongoing engagement and involvement in project progress.	

5. Conclusion

A stakeholder engagement plan should be treated as a live document. Over the next three years, it needs to be regularly updated and reviewed in line with outcomes and lessons learnt during the stakeholder engagement process.

Identification and prioritisation of stakeholders and issues will be an ongoing and evolving process, as issues arise and the project moves on.

In addition a more thorough outcomes based evaluation methodology will have to be developed to evaluate the success of the objectives set out in this strategy at the end of every year.