



## Stakeholder Mapping, Analysis and Engagement Plan 2020

Addendum to MFC Stakeholder Engagement Plan 2015mn





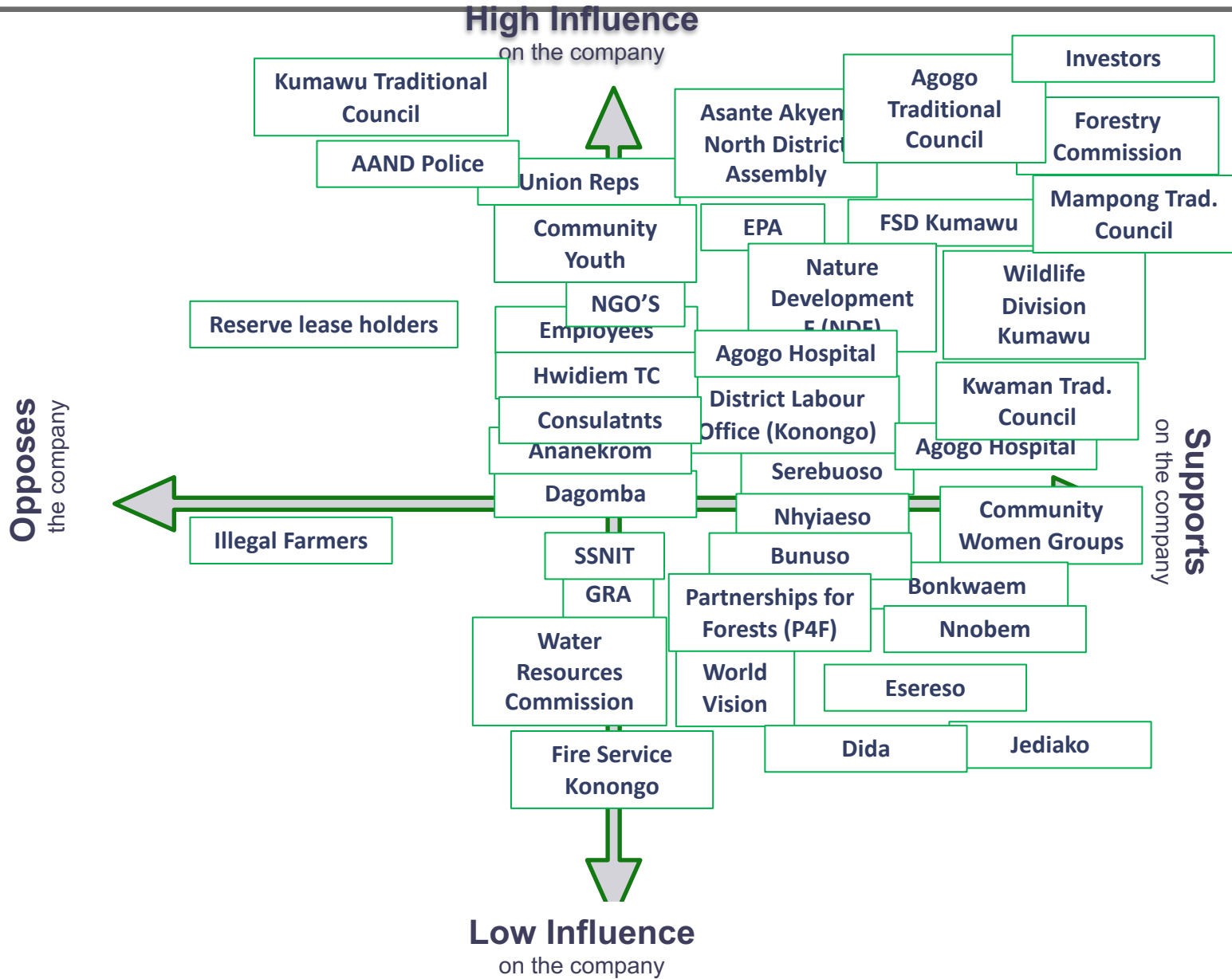
## Stakeholder Engagement Plan Ghana 2019

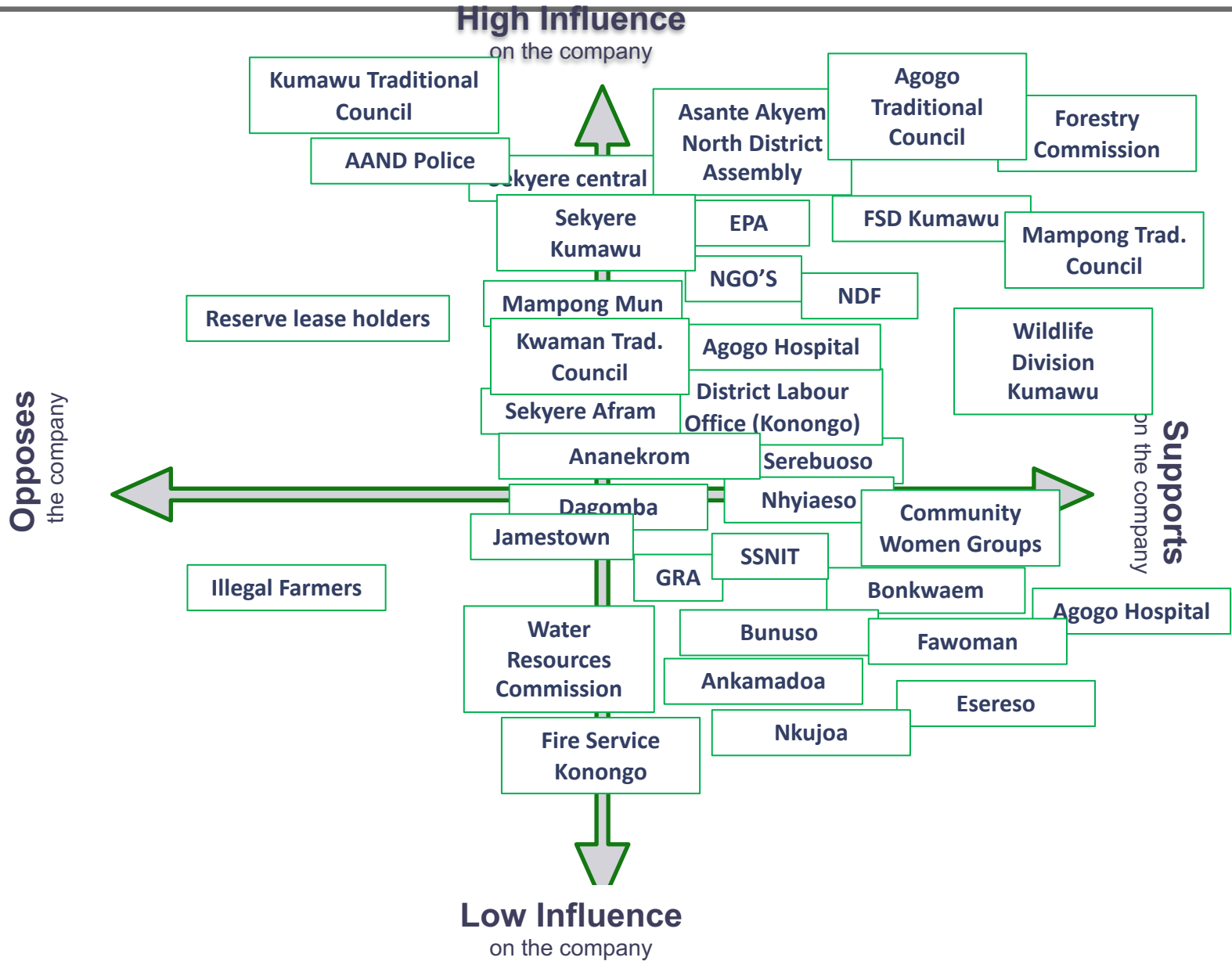
Major achievements in Ghana were:

- 100% positive feedback in FSC audit stakeholder engagement
- Successful CSR projects with positive feedback
- Minimal grievances, all closed within 30 days
- Successful stakeholder engagement with all parties
- Social risk assessments for new planting areas completed
- Continuation of women's groups capacity building
- Bee Keeping training workshop for selected community members of Ananekrom, Serebuoso and Nhyiaeso
  
- See CSR summary for full details on CSR plan

### Challenges

- Tricky relationship KTC , ongoing challenges, being addressed through continuous dialogue
- Logistical challenge, especially vehicle to do routine work





# GHANA

## Stakeholder Analysis and Interest 2020



Organisation/ Group/ Individual	Interest/ Affect	Stakeholder Engagement Topics
Forestry Commission HQ	<b>Directly Interested</b> Managing and Monitoring authority of Boumfoum reserve	Reserve Restoration, plantation development, new land allocation, existing lease holders
Forest Services Division – Kumawu	<b>Directly Interested</b> Local enforcers and managers of reserve on behalf of FC	Reserve Restoration, plantation development, illegal farming activity
Wildlife Division – Kumawu	<b>Directly Interested</b> Managing and monitoring authority of neighbouring Bomfobiri wildlife sanctuary	Protection of wildlife and biodiversity through use of corridors
Agogo/Kumawu/Kwamang Traditional Councils	<b>Directly Interested</b> Interested in impact on local livelihoods (including food security and village development) and employment opportunities	Employment opportunities, benefit sharing agreements, CSR projects, agro-forestry programme, future plans
Hwidiem Chief	<b>Indirectly Interested</b> Interested in food security, community development, employment opportunities	Employment opportunities, CSR Projects, grievance mechanism procedure (GMP)
Asante-Akyem North District Assembly	<b>Indirectly Interested</b> Managing and monitoring unit reporting to national government	Employment opportunities, development plans, CSR projects
Agogo Presbyterian Hospital	<b>Indirectly Interested</b> Interested in the health and welfare of community including company employees	Information on agro-chemicals used, emergency response plan and employee welfare
Water Resources Commission	<b>Indirectly Interested</b> Government organisation responsible for protecting water bodies	Use and management of water resources, laws relating to water body compliance
Environmental Protection Agency	<b>Indirectly Interested</b> Government organisation responsible for granting Environmental Permits and ensuring environmental compliance	Environment protection, environmental regulation compliance
Member of Parliament (MP)	<b>Indirectly Interested</b> Interested in impact on local livelihoods (including food security and village development) and employment opportunities	Employment opportunities, development plans, CSR projects, benefit sharing agreements, GMP

Organisation/ Group/ Individual	Interest/ Affect	Stakeholder Engagement Topics
Local Farmers	<b>Directly Interested</b> Protection of their farm and farming livelihoods	Planting Plans, Legal status of forest reserve, agro-forestry
Local Community	<b>Directly Interested</b> Livelihoods, food security, employment	Employment benefits, benefits arising from approved infrastructure, direct effect of plantations on the village, grievance mechanism procedure, intercropping options, CSR Projects, bushfires, illegal activities, peaceful Co-existence
Village Chiefs	<b>Directly Interested</b> Elected leaders of village	Employment benefits, benefits arising from approved infrastructure, direct effect of plantations on the village, grievance Mechanism procedure, intercropping options, CSR Projects
Village Elders	<b>Directly Interested</b> Respected individuals in the community	Employment benefits, benefits arising from approved infrastructure, direct effect of plantations on the village, GMP, CSR Projects, illegal activities, bushfires
Village Women	<b>Directly Interested</b> Represent vulnerable group	Employment benefits, education benefits, healthcare, training workshops/capacity building, GMP, CSR Projects, bushfires, illegal activities, Waste management
Village Youth	<b>Directly Interested</b> Represent an important group	Employment benefits, potential training/education, GMP, bushfires, illegal activities
Employees	<b>Directly Interested</b> Majority of manual labourers reside in surrounding communities	Job security, progression, training opportunities, livelihood impacts and benefits, grievance mechanism
International NGO's present in Ashanti	<b>Indirectly Interested</b> Mostly interested with biological impacts or community wellbeing with an international voice	Conservation, healthcare, education , direct effect of plantation on the communities, CSR Projects
Other Reserve lease holders	<b>Directly Interested</b> Hold leases in other areas of the Forest Reserve	Communication with Forestry Commission, Peaceful co-existence,
District Police Service	<b>Indirectly Interested</b> Maintaining law and order in the district	Human Rights, Law enforcement, safety of community members, company-police relationship

Organisation/ Group/ Individual	Interest/ Affect	Stakeholder Engagement Topics
District Fire Service, Konongo	<b>Indirectly Interested</b> Protection of lives and properties from fires	Emergency response plan, fire fighting training
District Labour Office, Konongo	<b>Directly Interested</b> Interested in the welfare of employees	Employment opportunities, job security, workman compensation
Ghana Revenue Authority, Konongo	<b>Indirectly Interested</b> Interested in tax payments	Tax payments
Social Security & National Insurance Trust, Konongo	<b>Indirectly Interested</b> Interested in the payment of social security contributions of employees	Pension and Social security, new policies, issues related to members' contributions
Assemblyman (in charge of fringe communities)	<b>Indirectly Interested</b> Livelihoods, food security, employment opportunities	Employment benefits, benefits arising from approved infrastructure, direct effect of plantations on the village, grievance mechanism procedure, intercropping options
Forest Range Supervisor	Directly Interested Managing and monitoring activities in Boumfoum forest reserve	illegal farming activity , new land allocation, existing lease holders
Illegal Farmers	<b>Directly Interested</b> Livelihoods, food security, employment	Employment benefits, compensation, livelihood restoration , grievance mechanism procedure, intercropping options, conservation area management

## Engagement Methods, Frequency and Responsibility



Stakeholder	Engagement Methods	Frequency	Responsibility*
Forestry Commission HQ	Scheduled meetings with senior management	Continuous	General Manager, Business Manager
	Follow up to any issues raised	As Required	
Forest Services Division – Kumawu	Scheduled meetings with senior management	Continuous	General, Silviculture, Planning , Business Manager
	Follow up to any issues raised	As Required	
Wildlife Division – Kumawu	Meetings with senior management	As Required	General Manager, ESS Manager, Business Manager
	Follow up to any issues raised	As Required	
Agogo, Kumawu, Kwamang Traditional Councils	Regular meetings with C &SAO	When requested by either party, on a quarterly basis minimum	General Manager, Business Manager, Comm. Manager
	Follow up to any issues raised	Continuous	General Manager, Business Manager, Comm. Manager
Districts and Municipal Assemblies	Scheduled meetings	When requested by either party, on a quarterly basis minimum	General Manager, Business Manager, Comm. Manager
Water Resources Commission	Scheduled meetings	Annual basis	ESS Manager, Environmental Manager
	Follow up to any issues raised	As Required	
Environmental Protection Agency	Scheduled meetings (Annual Reporting, EPA renewal etc.)	Bi-annual basis	ESS Manager
Employees	Consultations with representatives/ unions	As Required	General Manager, HR Assistant
	Information Sessions	Monthly	HR Assistant

## Engagement Methods, Frequency and Responsibility cont.

Stakeholder	Engagement Methods	Frequency	Responsibility*
Local Farmers	Awareness programmes on specific issues	Continuous	Comm. Manager, Comm. Rel. Asst
	Formal meetings with representatives/ individual farmers	Monthly in run up to land development	
	Formal feedback sessions	As Required	
	Informal meetings	Monthly in run up to land development	
	Posters, signs, notices	As Required	
Local Community	Awareness programmes on specific issues	Continuous	Comm. Rel. Manager, Comm. Rel. Asst
	Formal meetings with representatives of different groups (women, youth)	Monthly	
	Formal feedback sessions	As Required	
	Informal meetings	Monthly	
	Posters, signs, notices	Notice Boards updated monthly	
Village Chiefs	Formal meeting	Monthly	Comm. Rel. Manager, Comm. Rel. Asst
	Formal feedback sessions	Within 1 month after scheduled meeting	
Village Elders	Formal meeting	As Required	Comm. Rel. Manager, Comm. Rel. Asst
	Formal feedback sessions	Within 1 month after scheduled meeting	
Village Women	Formal meeting with representatives	Quarterly	Comm. Rel. Manager, Comm. Rel. Asst
	Women specific feedback session	Within 1 month after scheduled meeting	
	Awareness programmes on specific issues	Quarterly	

# Engagement Methods, Frequency and Responsibility cont.



Stakeholder	Engagement Methods	Frequency	Responsibility*
Other Reserve lease holders	Scheduled meetings with members	Continuous	General Manager
	Follow up to any issues raised	As Required	
District Police Service	Scheduled meetings with senior management	Continuous	General Manager, ESS Manager, Business Manager, Comm. Manager, Safety Officer
	Follow up to any issues raised	As Required	
District Fire Service, Konongo	Regular meetings	When requested by either party, on a half-yearly basis minimum	General Manager, OHS Officer
	Follow up to any issues raised	Continuous	
District Labour Office, Konongo	Scheduled meetings	When requested by either party, on a half-yearly basis minimum	HR Assistant, Workers Union Executives
Ghana Revenue Authority, Konongo	Monthly meetings	When relevant (collaboration potential)	Finance Manager
Social Security & National Insurance Trust, Konongo	Monthly meetings	Annual basis	Finance Manager

- Based on stakeholder engagement to date the following concerns are apparent, highlighted below are the potential mitigation measures for these and the role of the SEP in addressing them

Community Concerns	Mitigation Measures	How the impact can be addressed through the SEP
Loss of farming land leading to increased food insecurity	<ul style="list-style-type: none"> <li>• Information Dissemination</li> <li>• Agro-forestry initiatives</li> <li>• Additional income opportunities through employment</li> <li>• Grievance Mechanism</li> </ul>	The overall issue here relates to land development. As the company continues to develop the land it has been leased by the Forestry Commission, illegal farmers and communities complain about the loss of farming land. Through the dissemination of clear messaging by the CR Manager and through regular informal and formal meetings, issues can be discussed and information disseminated; such as the legal status of the land, inter-cropping access, recruitment policy and access to the grievance mechanism
Land for village expansion	<ul style="list-style-type: none"> <li>• Information Dissemination</li> </ul>	This is the case for one community only (Ananekrom). Concern was voiced over space for expansion of the village, through the CLO. The legal status of the land (being part of the forest reserve) should be made clear as well as accessibility to the grievance mechanism procedure
Reduced access to forest reserve for traditional rights	<ul style="list-style-type: none"> <li>• Access still allowed to the reserve</li> <li>• All significant sites demarcated</li> </ul>	Through regular informal and formal meetings the CR Manager can disseminate the company's commitment to preserving traditional rights
Personnel Health & Safety Risks	<ul style="list-style-type: none"> <li>• Health and Safety Policy w/ regular meetings</li> <li>• PPE</li> <li>• Health awareness campaigns</li> <li>• Grievance Mechanism</li> </ul>	As part of the SEP, H&S personnel and management must disseminate OHS messages to employees on a regular basis, Best Operating Practices (BOP's) to be disseminated, weekly Toolbox Talks
Provision of basic social services	<ul style="list-style-type: none"> <li>• Community Development Plan based on consultation</li> </ul>	The plan to be disclosed to stakeholders and community members as part of the SEP through workshops and meetings
Employment opportunities	<ul style="list-style-type: none"> <li>• Prioritise Local employees</li> <li>• Recruitment within communities</li> </ul>	Job opportunities should be advertised within the local communities first as part of the SEP

- Based on stakeholder engagement to date the following concerns are apparent, highlighted below are the potential mitigation measures for these and the role of the SEP in addressing them

Stakeholder Concerns	Mitigation Measures	How the impact can be addressed through the SEP
Land disputes, incorrect forest reserve demarcation	<ul style="list-style-type: none"> <li>• Information Dissemination</li> <li>• Grievance mechanism</li> <li>• FC</li> </ul>	The FC should lead the boundary demarcation process with involved parties to make sure there is a common understanding of where one boundary ends and where one begins.
Reallocation of compartments by FC	<ul style="list-style-type: none"> <li>• Information Dissemination</li> <li>• Background of allocated compartments</li> </ul>	There could be background checks on newly allocated compartments to know the history behind them. Old lease holders must be made aware of the reallocation on time.
Company Perception, Company Future	<ul style="list-style-type: none"> <li>• Information Dissemination</li> </ul>	Annual reports, major management decisions/statements should be well disseminated to all stakeholders to avoid negative perceptions about the company.
Lack of donations	<ul style="list-style-type: none"> <li>• Information Dissemination</li> <li>• CSR projects/Community Development Plans</li> </ul>	Stakeholders must be made aware of the existence of CSR plans and how the plan works.
Presence of Fulani	<ul style="list-style-type: none"> <li>• Collaboration with Rapid Response Task Force</li> <li>• Attempt to engage with Fulani</li> </ul>	The Fulani issue keeps coming up at community meetings. Community members feel unsafe with the Fulani around. They are entreated to try as much as possible to avoid any confrontations with the herdsmen for the sake of their own safety.

# Responsibilities and Information Management

- The company's community department is currently made up of Community Relations Assistant reporting to Community Relations Manager who also reports to the Business Operations Manager (BOM) for SEP deliverables. The BOM in turn reports to the Group EHSS Director
- Stakeholder Engagement is managed on a daily basis by the Community Relations Manager, reviewed and supervised by the BOM
- Progress and setbacks are reported to management at weekly management meetings. A summary of stakeholder engagement and any changes to the plan are reported at the quarterly Environmental, Social and Governance (ESG) Committee meeting.

Information Item	Status	Responsibility	Timeline & Frequency
Stakeholder database / contact register	Exists	CR Manager	Completed February 2019, reviewed annually
Stakeholder maps and other analytical data	Exists	CR Manager, EHSS	Reviewed annually, next review in Jan 2020
Stakeholder engagement and communication plans	Exists	CR Manager	Continuous
Social Risk Assessment	Exists	CR Manager	Reviewed in line with forestry operations
Communication materials (posters, annual reports, employee handbook etc.)	Exists	HR, Comp Dir	Ongoing, posters required
Internal communications tools (approved key messages, FAQs, etc.)	Required	HR, General Manager, BM, CEO, Comp Dir	Ongoing
Grievance Register	Exists	HR, ESS, CR Manager	Ongoing , updated monthly
Grievance Mechanism Procedure	Exists	CR Manager, Comp Dir	Ongoing
Stakeholder meeting minutes / notes	Exists	CR Manager	Ongoing/ continuous