

Environmental and Social Impact Assessment Yaoure Gold Project, Côte d'Ivoire Social Management Plan



Submitted to

Perseus Yaoure SARL

Submitted By

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1 INTRODUCTION

The impact assessment identified a variety of measures that will avoid or minimize the social impacts and risks associated with the Yaoure Gold Project (the Project), and that will maximize the social benefits

This section describes how Perseus intends to operationalize these measures and to manage its overall social performance moving forward. It has been informed by the engagement activities carried out as part of the Environmental and Social Impact Assessment (ESIA) process and that are outlined the Stakeholder Engagement Plan that is a separate appendix to the ESIA Report.

Perseus recognises that social performance comprises a dynamic, continuous process that:

1. Forms part of its overall management system for the Project;
2. Involves regular employee participation and community engagement;
3. Comprises systematic planning and implementation activities; and
4. Enables continuous improvement.

This Plan proceeds as follows:

1. Goals and Principles
2. Framework
3. Management Plans
4. Organisational Arrangements
5. Work Plan and Schedule
6. Monitoring and Evaluation.

2 GOAL AND PRINCIPLES

The overall goal of this Social Management Plan is to promote the sound and sustainable social performance of the Project by:

- Minimizing the social impacts and optimizing the social benefits associated with the Project;
- Promoting cooperation and collaboration between the Project and its stakeholders;
- Identifying and responding as much as possible to the concerns of those stakeholders;
- Complying with Perseus's corporate policies, as well as with national requirements and international standards and best practices (i.e., IFC Sustainability Framework 2012) where feasible;
- Helping to catalyse broad-based sustainable development in the Project area.

The main principles that guide Perseus's approach to social performance are as follows:

- **Accountability and transparency** – Planning and implementation of social management activities are conducted in an environment of accountability and transparency with relevant stakeholders;
- **Appropriate distribution of project benefits** – People most likely to experience Project impacts receive priority in the distribution of Project benefits;
- **Evidence-based planning** – Planning is based on accurate baseline and monitoring information and a clear understanding of Project impacts and risks;
- **Participatory planning and implementation** – As much as possible, planning, implementation and monitoring of social management activities are undertaken in collaboration with those affected and an appropriate range of other stakeholders;
- **Adaptive management** – Planning and implementation activities adapt to ever-changing needs, challenges and circumstances on an ongoing basis;
- **Balanced internal responsibilities** – Responsibility for social performance are shared across the organisation, not just allocated to the Community Relations department; and
- **Sustainability** – Social performance is specific to the Project, but to the extent possible will seek to catalyse sustainable development that outlives the Project.

This Social Management Plan is dynamic in its nature and will continue to be developed and modified over time, in consultation with relevant stakeholders.

3 FRAMEWORK

This Social Management Plan comprises a set of initiatives that outline how Perseus intends to move forward with the mitigation measures identified in the impact evaluation section. These initiatives are as follows:

1. Stakeholder engagement program;
2. Livelihood restoration program;
3. Local economic participation program;
4. Influx management program; and
5. Community development program.

Given their immediate importance to the Project, Perseus has already elaborated – as part of its ESIA documentation – a comprehensive Stakeholder Engagement Program (Initiative #1 above) and a Framework Livelihood Restoration Program (Initiative #2), both of which have been included standalone documents as Appendices to the ESIA Report and are briefly described below.

Remaining initiatives (Initiatives #3 through #5) presented herein represent high-level framework plans that need to undergo detailed planning and implementation with appropriate stakeholders. This responds to the importance that Perseus gives to building and implementing a Social Management Program that is sustainable and benefits from informed consultation with and participation by community and other stakeholders.

Furthermore, Perseus recognizes that the ESIA approval process might require minor revisions to the design of the Project that could result on the review of mitigation measures. For this reason, Perseus has committed to working in a transparent and collaborative way with its stakeholders to review and modify the strategies proposed herein in case changes are needed.

The basic structure of each of the programs presented herein includes:

- Summary of impacts and mitigation measures to be addressed by the Plan, as identified in the impact assessment;
- Statement of goals and objectives specific to each Plan; and
- Description of broadly defined activities to be undertaken by Perseus.

This Social Management Program does not include initiatives related to cultural heritage or to community health and safety. These topics are addressed in the Community Health, Safety and Security Management Plan and the Cultural Heritage Management Plan, that are appendices to the ESIA Report.

4 MANAGEMENT PROGRAMS

4.1 Stakeholder Engagement

Perseus understands stakeholder engagement to be the broad, inclusive, and continuous process of relationship-building between a given project and its stakeholders.

Perseus considers stakeholder engagement activities as cross-cutting measures to mitigate all negative impacts and enhance positive ones. Below, Table 4-1 illustrates all measures relating to stakeholder engagement activities that have been proposed in the social impact assessment section of the ESIA Report.

Table 4-1 Mitigation Measures relating to Stakeholder Engagement Activities

ECONOMIC AND EMPLOYMENT IMPACTS
<ul style="list-style-type: none"> • Engage with national and regional authorities to encourage cooperation in the governance system to maximize benefits for the impacted communities from induced economic growth and payment of royalties and taxes; • Support working groups within stakeholder management governance structure (i.e. any Local Economic Participation Working Group, Local Procurement Working Group) to help facilitate a participatory approach to planning and decision-making; • Work with local stakeholders to, where feasible: <ul style="list-style-type: none"> ○ Define "Local" and "Regional" for purposes of employment and procurement planning ○ Undertake a skills survey ○ Advertise positions locally (radio, local employment offices, etc.); ○ Provide skills upgrading programs and/or apprenticeships for local area youth or Project staff; ○ Support for local education initiatives; ○ Establish a Local Job-Seekers Database; ○ Facilitate access to information for procurement to help local businesses stay competitive; ○ Facilitate partnerships between regional finance and training providers with local businesses; ○ Undertake local business surveys; ○ Establishment a Vetted Local Supplier Database; and ○ Monitor and evaluate Project performances on employment and procurement.
ECONOMIC DISPLACEMENT IMPACTS
<ul style="list-style-type: none"> • Support working groups within stakeholder management governance structure (i.e. any Community Development Working Group) to help facilitate a participatory approach to planning and decision-making; • Work with local stakeholders to, where feasible: <ul style="list-style-type: none"> ○ Undertake definitive surveys; ○ Define entitlement matrix and type of entitlements; ○ Identify options for replacement (in cash or in-kind) of any built or planted assets lost due to land acquisition by the Project, including locational advantages and access; ○ Define livelihood restoration and improvement measures; ○ Identify viable alternative livelihood activities for non-restorable / improvable livelihoods; ○ Identify vulnerable people and categories affected by economic displacement; and ○ Monitor and evaluate Project performances on economic displacement impacts.
POPULATION AND COMMUNITY CHANGE IMPACTS
<ul style="list-style-type: none"> • Create permanent consultation forums with stakeholders (i.e. CCC) to allow for a participatory approach to planning and decision-making; • Cooperate with the UN bodies (i.e. ONUCI), where feasible, on national reconciliation programs and appeasement of local communities; • Work with local stakeholders to, where feasible: <ul style="list-style-type: none"> ○ Support the development of community infrastructure and services; ○ Reduce pressure on local goods and services where these are already scarcely available; ○ Ensure that induced inflation and pressure on local services and infrastructure does not unduly impact vulnerable households;

- Supporting the extension of policing services at sub-prefectural level to prevent the intensification of violent conflicts; and
- Monitor and evaluate Project performances on population and community change impacts.

As noted above, Perseus has already elaborated a complete Stakeholder Engagement Program (SEP), which forms the basis for how the Project will engage with its stakeholders moving forward into the construction phase and beyond. Specifically, the SEP builds upon the engagement activities conducted to date, including during the ESIA process, and seeks to:

- Ensure that Project affected communities and other stakeholders are well informed about the Project, its potential environmental and social impacts, and proposed mitigation measures;
- Consult widely with stakeholders on the above and both solicit and incorporate their informed input regarding Project design, environmental and social performance, and other community initiatives;
- Facilitate the active participation of stakeholders in the planning and implementation of the Social Management Plans presented herein; and
- Reduce the stress and uncertainty associated with the rapid change underway in the Project area, and better position residents to benefit as much as possible from the opportunities afforded by the Project and to be impacted as little as possible by its challenges.

The SEP is provided as a standalone document (Appendix to the ESIA Report) and comprises the following:

- Definition of a Stakeholder Map, which identifies and analyses the key stakeholders that need to be engaged by Perseus moving forward;
- Identification of Principles, which shape the planning and implementation of all engagement activities for the Project;
- Design of appropriate, multi-stakeholder Consultation Forums to serve the primary vehicles for stakeholder consultation and participation moving forward, (i.e., Community Consultation Committee);
- Definition of other, complementary Engagement Activities, including those that share information with stakeholders (e.g., communications) and that provide opportunity for consultation and participation in a variety of formats;
- Description of related Protocols to ensure that engagement activities are planned, implemented and documented properly and in a meaningful fashion;
- Description of a Commitment Registry to help Perseus register, track and close-out all stakeholder related commitments; and

- Explanation of a Grievance Management System to help Perseus register, track and close-out stakeholder concerns and issues.

4.2 Framework Livelihood Restoration

Acquisition of the Project Footprint is likely to result in the economic displacement of a number of people, households and communities that rely on the assets contained within the Footprint as a means of livelihoods, namely agricultural lands, communal resource lands, and artisanal mining sites.

As noted above, Perseus has already elaborated a Framework Livelihood Restoration Program (FLRP), which defines how the Project will acquire the land it requires and manage the resulting economic displacement impacts in keeping with IFC Performance Standard #5 and relevant Ivorian legislation and regulation.

The FLRP is provided as a standalone document (an appendix to the ESIA Report) and comprises the following:

- Analysis of relevant international standards (i.e., IFC Performance Standard 5) and the Ivorian legal and institutional framework, identification of gaps between the two, and definition of gap-filling measures;
- Preliminary assessment of displacement impacts associated with Project land acquisition;
- Description of Perseus's approach to managing these impacts through a properly planned and executed livelihood restoration process;
- Definition of a livelihood restoration-specific stakeholder engagement program that complements and nests within the Project-wide stakeholder engagement program described in the FLRP;
- Outline of proposed eligibility and entitlement policies, including a preliminary entitlement matrix that sets out cash and in kind compensation entitlements for losses of specific immovable assets;
- Explanation of potentially required supportive programs to complement compensation entitlements, including a livelihoods restoration and improvement program and a vulnerable assistance program;
- Description of a grievance management system;
- Definition of a monitoring and evaluation program; and,
- Identification of next steps, including the requirement to complete a Resettlement Action Plan for the land acquisition activities undertaken.

4.3 Local Economic Participation

Perseus recognises that local participation in the economic opportunities generated by the Project can have significant benefits, including:

- Stronger relations with nearby communities;
- Higher contribution to local economic development;
- Reduced risks of operational delays, stoppages or protests;
- Improved supply chain and operating efficiencies; and
- Greater diversification and resilience of the local economy.

Perseus proposes to maximise the capture of Project-related employment and procurement opportunities by those living in communities within the Area of Local Direct Influence (ALDI) and, to a lesser extent, the Area of Local Indirect Influence (ALII) and the Area of Regional Influence (ARI).

To do so, Perseus proposes to collaborate with relevant stakeholders to prepare and implement both a Local Recruitment Program and a Local Procurement Program. These initiatives will be closely coordinated with other initiatives within the overall Social Management Plan.

4.3.1 Recruitment Plan

During construction and operation, the Project will provide employment for up to 900 people. During operation, it is currently assumed that approximately 400 people will find permanent employment at the Project. However, contractors and temporary jobs will add to this number and increase the overall employment opportunities that come with the Project.

During closure and post-closure, this number will obviously drop significantly.

Perseus proposes to collaborate with relevant stakeholders in the implementation of a Recruitment Program (RP) to maximise local capture of direct and indirect employment opportunities generated by the Project. Objectives include the following:

- Reinforce a transparent and effective local recruitment system that is based on a preference for the “most local” qualified candidate and fair distribution of opportunities;
- Ensure a constant and reliable source of local unskilled labour for the Project during construction and operations;
- Discourage influx migration into the region caused by expectations of employment with the Project;
- Avoid unduly straining the availability of labour for traditional livelihood activities (e.g., farming); and,

- Ensure that woman and other traditionally excluded groups are provided with equal access to employment opportunities.

It is expected that the vast majority of semi-skilled workers will be sourced from the regional area, and skilled workers from the country as a whole.

Key components of this process will include the following (see Table 4-2):

Table 4-2 Main Components and Key Activities - Recruitment Plan

Component	Actions to implement
Impacts and Enhancement	<p>The Recruitment Plan refers to the economic and employment impacts identified in the social impact assessment section. The following enhancement measures are to be reflected in this social management plan, where feasible:</p> <ul style="list-style-type: none"> • Local hiring for unskilled positions • Local preference accorded to local candidate with appropriate , competency and experience for project need • Positions advertised locally (radio, local employment offices, etc.) • Effective communication and engagement strategies on employment opportunities (type, duration, qualifications,etc.) • Skills upgrading programs for Project staff • Facilitate access for local employment for skilled positions • Apprenticeships for local area youth • Support for local education initiatives • Local professional skills survey and establishment of a Local Job-Seekers Database • Work with local governance structures (e.g. Working Group on Local Economic Participation)
Communications	<p>Establish a Local Recruitment Committee with representatives of local government, as required, and nearby communities. The Committee members should be selected by their respective communities.</p> <ul style="list-style-type: none"> • Update on any changes to Project recruitment processes. • Share current and projected recruitment requirements. • Report on Project recruitment statistics. • Discuss any concerns and challenges. <p>Prepare and distribute a public document that that summarizes final policies and procedures regarding recruitment of local workers.</p> <p>Explore the possibility to create a Local Recruitment Centre that is located within a local community. The Centre would act as a hub to disseminate information, hold workshops and community consultations, and serve as a venue for on-going training and technical assistance activities.</p> <p>Regular communications with local communities including the provision of regular updates on Project employment needs, recruitment policies, job descriptions, local employment statistics, etc.</p>
Local Recruitment Policies	<p>Review of Project staffing plans to identify current and potential opportunities for unskilled workers from the local area and establish clear minimum skills and experience requirements for each job type.</p>

Component	Actions to implement
	<p>Put in place clear application guidelines, selection criteria, and provide feedback to unsuccessful candidates.</p> <p>Define "local" for the purposes of distributing employment opportunities and a fair and transparent system for distributing opportunities within that geographical area.</p>
Local Recruitment Database	<p>Establish a database of candidate workers who are bona fide "locals" – i.e. verified through national ID – and who have been pre-screened and.</p> <p>Create a policy mandating use of the database for recruitment of all unskilled workers, by Perseus and its contractors.</p> <p>Provide pre-employment screening:</p> <ol style="list-style-type: none"> 1. Verification of residency and experience / skills; 2. Pre-Employment Medical;; 3. Literacy and numeracy testing; 4. Police clearance certificate (Carte du Judiciare); and 5. Confirmation of ability to work.
Skills Upgrading and Mentoring	<p>Identify skilled positions that can be filled through skills upgrading of and facilitate training of local employees. During the construction phase, local unskilled employees can be trained to assume semi-skilled and skilled positions during operations.</p> <p>Activities to facilitate skills upgrading could include:</p> <ul style="list-style-type: none"> • Flexible work schedules; • Support to access education finance; • Preferential recruitment for skilled positions to be given to internal local candidates; and • Provide financial literacy training for all employees.
Local Skills Development	<p>Consider extending the availability of vocational training programmes as part of Livelihood Restoration and Community Development Program to local residents on a cost-share basis.</p> <p>Examine potential use of apprenticeships to encourage skills development locally</p>

4.3.2 Local Procurement Plan

Similar to the above, Perseus proposes to work with local and regional communities, businesses, and government to design and implement a Local Procurement Plan that maximises the Project's local and regional content and focuses on locally produced or locally value-added products and services. Objectives include the following:

- Develop partnerships with local and regional businesses, as well as chambers of commerce, to maximise procurement of locally produced and locally value-added products and services;
- Create a transparent and reliable procurement system that is based on the principle of "most local preference" while maintaining quality, safety, and cost;

- Strengthen the resilience of the Project supply chain;
- Support the sustainable growth of local / regional businesses and local / regional economic development; and
- Discourage influx migration caused by business speculation through the development of local/regional businesses that are able to better meet Project procurement requirements.

Key components include the following (see Table 4-3):

Table 4-3 Main Components and Key Activities - Procurement Plan

Component	Actions to implement
Impacts and Enhancement	<p>The Local Procurement Plan refers to the economic and employment impacts identified in the social impact assessment section. The following enhancement measures are to be considered in this social management plan:</p> <ul style="list-style-type: none"> • Provide information on Perseus procurement processes to help local and regional businesses meet company supplier requirements • Facilitate partnerships between regional finance and training providers and local / regional businesses • Local enterprise development activities to support the establishment of sustainable local / regional businesses • Local business surveys and establishment of a Vetted Local Supplier Database
Communications	<p>Consider establishing a technical Local Procurement Committee consisting of local and regional businesses, local government officials, and representatives of local communities.</p> <ul style="list-style-type: none"> • Prepare and communicate a document that details Project local procurement policy and commitments. <p>Organize information sessions to local communities to:</p> <ul style="list-style-type: none"> • Provide updates on changes to Project procurement processes – provide trainings and guidelines • Share current and projected procurement requirements • Support businesses to apply for open procurement • Report on procurement statistics for the past period • Register any businesses in database • Discuss any concerns and challenges; and • If requested, provide more detailed information around why a business was not selected for a tender to be provided (private or public as appropriate).
Project Procurement Requirements and Policy	<p>Classify and categorise Project procurement requirements:</p> <ol style="list-style-type: none"> 1. Compile a master list of existing and project procurement requirements – construction and operation. 2. Determine minimum and preferred technical requirements for each item – standards and specifications. 3. Categorize each item with regards to the following categories: <ul style="list-style-type: none"> • Critical / Complex – international and national procurement of pre-vetted suppliers.

Component	Actions to implement
	<ul style="list-style-type: none"> • Not Critical / Not Complex –national and regional procurement through established suppliers. • Not Critical / Not Complex – regional 'set aside' with local preference for trade services. Not Critical / Not Complex – local 'set aside' for value added goods that can be produced locally. <p>Establish a process to prioritize local procurement first from ALDI, then from ALII, and finally from the ARI.;</p> <p>Develop a tiered procurement process that allows local and regional businesses to apply while maintaining integrity and outcomes of Project procurement requirements (i.e. competitive process).</p>
Local Supplier Database	<p>Support the Local Procurement Committee (or relevant technical group) to conduct a local business survey to establish a baseline of local businesses, their capabilities, and challenges / opportunities. As a technical procurement survey, this process should involve Project procurement, contracts, and community relation staff.</p> <p>Establish a Vetted Supplier Database</p> <ol style="list-style-type: none"> 1. Application based. Local businesses must apply to be included. 2. Each business must indicate what goods and services it can provide and prove it meets the necessary requirements. 3. At a minimum, businesses must be registered with the relevant local government authorities. 4. Local suppliers must be registered within the local area (ALDI, ALII, and ARI). 5. Local suppliers are categorised based on their capacity and experience. <ul style="list-style-type: none"> • Develop a tiered procurement process that allows local and regional businesses to apply while maintaining integrity and outcomes of Project procurement requirements (i.e. competitive process).
Facilitate Access to Technical and Financial Business Development Services	<p>Provide information to businesses to help them meet the administrative and financial capacity requirements in order to be vetted and included on the Supplier Database or to improve their ability to compete for larger and more complicated contracts.</p> <ol style="list-style-type: none"> 1. Identify local and regional vocational training providers. 2. Consider supporting technical businesses to receive necessary accreditation and qualifications for technical goods and services. <p>Support the development of partnerships between financial providers and local businesses – particularly around the area of securing capital to allow local businesses to qualify for larger procurement contracts.</p>

4.4 Influx Management Plan

Perseus recognises that the Project will result in both direct and indirect influx impacts. The Project will add to existing in-migration trends from current artisanal mining. Project factors that contribute towards influx include Project employees from outside of local communities as well as job seekers and entrepreneurs that provide services to the mine and mine employees. If not properly managed, rapid in-migration, or influx, often results in unsustainable pressure on local

infrastructure and services, which in turn can impact community and individual health, social cohesion, and economic growth.

The Project's approach to managing these direct and indirect influx impacts will be closely aligned with the Project's other social management plans (SMPs).. These plans all contain policies and activities that are designed to minimise influx and address the impacts of any influx that may occur. The main objectives of the Influx Management Plan are to:

- Minimise Project induced direct and indirect in-migration;
- Reduce the potential risks and enhance the benefits of any population growth;
- Support national, regional, and local governments along with communities to better plan and manage population growth in nearby communities; and
- Increase the active participation of all stakeholder groups – including women, businesses, and youth – in the planning and management of population growth.

As noted in other SMPs, the Project will minimise influx by:

- Putting in place and enforcing clear local recruitment guidelines to disincentivise job-seekers from relocating into the area;
- Managing the Project's approach to worker accommodation in such a way as to minimise the impact of rapid employment during construction through on-site camp accommodations to minimise contact between temporary employees and local communities; and

Additional components of the Influx Management Plan are the following (see Table 4-4):

Table 4-4 Main Components and Key Activities - Influx Management Plan

Component	Actions to implement
<p>Impacts and Mitigation</p>	<p>The Influx Management Plan refers to the population and community change impacts identified in the social impact assessment section. The following mitigation measures are to be considered in this social management plan:</p> <ul style="list-style-type: none"> • Procure goods and services locally whenever feasible; • Support the development of community infrastructure and services; • Stay informed of on-going in-migration; • Monitor local economy (livelihoods) and health and consult regularly with local communities; • Work with consultations forums of stakeholders to ensure a participative approach to planning and decision making; • Manage all employment opportunities via off-site Employment Offices. Do not offer any employment directly at Project sites or work areas; and • Support the sustainable development of the local economy through the Local Economic Participation Plan.

Component	Actions to implement
Communications	Regularly consult with the Community Consultation Committees on influx issues and the delivery of related commitments and activities. Specifically to: <ul style="list-style-type: none"> • Discuss changes to local population growth, health and social changes, and the status of local service and infrastructure. • Discuss any concerns and challenges.
Local Development Plans	Support those local communities to be most impacted by influx to put in place Local Development Plans. <ul style="list-style-type: none"> • Involve relevant National and Regional Government and Line Ministries. • Identify local service and infrastructure development plans – in particular health, water and sanitation, and police / security. • Support local communities as they monitor population growth and demand on local services and infrastructure. <p>In accordance with Project environmental commitments, ensure the re-vegetation and agricultural intensification activities are designed in such a way as to maximise the ability of local communities to sustainably maintain access to natural resources.</p>

4.5 Community Development Plan

The Community Development Plan aims to bring local communities, government, businesses, and other stakeholders together to identify challenges and opportunities faced by local communities and to propose solutions to address them in a sustainable manner. As a result, the Community Development Plan is closely linked with, and will enable the implementation of, the Project's other Social Management Plans.

In addition to the mitigation commitments outlined above, the Project will commit to an annual financial contribution to community development activities as required by law, and to providing technical and managerial expertise to guide investment where possible, and will look to its partners to make similar contributions (financial, in-kind, or otherwise).

The objectives of the Community Development Plan are to:

- Establish a forum and community driven process to identify, design, implement, and monitor community development strategies and activities;
- Provide an overarching mechanism for the Project to better deliver and build upon social mitigation commitments such as improvements to local services and infrastructure;
- Support local and regional government to better understand household livelihoods and prepare longer-term policies and programs that strengthen government service delivery; and
- Ensure that all groups – including women, outsiders, youth, and other vulnerable and/or marginalised groups are able to fully participate in development planning and benefits.

Key components of the Community Development Plan are:

Table 4-5 Main Components and Key Activities - Community Development Plan

Component	Actions to implement
Impacts and Enhancement	<p>The Community Development Plan refers to the population and community change impacts and economic and employment impacts identified in the social impact assessment section. It is a mandatory requirement established by the 2014 Mining Code. The following enhancement measures are to be reflected in this social management plan:</p> <ul style="list-style-type: none"> • Identify community needs and development opportunities; • Define a participatory approach that keeps into account the views of all the stakeholders, including vulnerable categories; • Work with permanent consultations forums of local and regional stakeholders to ensure a participative approach to decision making.
Communications	<p>Establish a Community Development Committee that includes regional and local government representatives as well representatives from local communities and, where possible, representatives from vulnerable and/or marginalised groups.</p> <ul style="list-style-type: none"> • Provide regular updates on the planning and implementation of community development activities; • Discuss any concerns and challenges; and • Identify any emerging concerns and future priorities. <p>Regular community workshops to present Local Development Plans, development priorities, and to review any Project actions and contributions.</p>
Local Development Plans	<p>Building upon the Local Development Plans to:</p> <ul style="list-style-type: none"> • Support regional and local government to identify development priorities in a participatory manner that includes vulnerable and/or marginalised groups; • Identify potential resources according to development priorities – can include funding as well as in kind contributions; • Support local government to establish partnerships with other development and business actors to implement development priorities; and • Areas of intervention may include infrastructure; local governance improvements; natural resource management; agricultural production; health; education and training; housing quality; water and sanitation; and electricity, among other key areas. <p>Communicate preferred criteria for Project contribution to Local Development Plans.</p> <ul style="list-style-type: none"> • Prioritise interventions that contribute towards Project Social Management Objectives and, in particular, minimise negative impacts (i.e. influx, etc.); • Put in place a principle of cost-sharing to avoid dependency on the Community Development Fund and to encourage the participation of other stakeholders; • Prioritise support to those interventions that directly target vulnerable and/or marginalised groups; • and • Communities within the ALII and ARI may be the target of specific initiatives but would not be eligible for Local Development Planning support.

5 ORGANISATIONAL ARRANGEMENTS

Perseus will make appropriate organisational arrangements to undertake the activities outlined herein. This will involve the creation of an in-house Community Relations (CR) Department, led by an experienced Manager, with primary responsibility for the sound and sustainable social performance of the Project, along with all the mitigation commitments outlined herein.

More specifically, the CR Department will lead the planning and implementation of the following program areas:

- Stakeholder Engagement Program;
- Livelihood Development Program;
-
- Influx Management Program; and
- Community Development Program.

In addition, the CR Department will coordinate the stakeholder engagement dimensions of the local Recruitment and Procurement Programs. Planning and implementation of these programs, however, will be the primary responsibility of the Human Resource and Procurement Departments.

More specific organisation arrangements for the SEP and FLRP are provided in the appropriate section of each standalone document.

6 WORK PLAN AND SCHEDULE

An indicative work plan and schedule for further elaboration and implementation of the social management programs will be developed once the final project design is finalised.

7 MONITORING AND REPORTING

Monitoring and evaluation have the following general objectives:

1. Monitoring of specific situations arising from implementation, and of compliance with objectives and methods set out in the Social Management Plans;
2. Evaluation of the mid- and long-term impacts of the SMPs on impacted household livelihoods, environment, local capacities, economic development, and settlement.

Monitoring and evaluation reference documentation include:

- Environmental Impact Assessment for the Project, including the baseline information, impact assessment and action plans presented herein;
- 2014 National Census;
- Ivorian laws and regulations; and
- Applicable World Bank and IFC Safeguard Policies.

The SMP will be a “living document,” which will be updated regularly using the results of monitoring and evaluation activities. Thus, the results of the monitoring and evaluation activities will serve to guide the adaptive management of the SMP and the social environment of the Project Area.

The identification, monitoring, and participation of vulnerable and marginalised groups is of particular concern for the Project and all Project Monitoring and Evaluation activities will prioritise the inclusion and focus on these groups.

7.1 Monitoring

Monitoring will be carried out by Perseus but with close participation from the Consultation Committee/s. Together, the Project and the Consultation Committees will participate in the selection, design, and application of methods and indicators for monitoring.

The purpose of monitoring is to provide Perseus, the Committee and other stakeholders with timely and concise information that indicates whether the SMPs are on track to achieve their objectives.

Monitoring will be based on a number of key performance indicators, which will be in the form of:

1. Simple audit observations of done / not done, present / not present, achieved / not achieved, etc.;
2. Easily measured numeric indices suitable for trend analysis; and
3. Collective judgments of the affected people, as revealed by participative socio-economic survey.

With regard to point #3 above, Perseus intends that a substantial proportion of monitoring will be participatory: i.e., that stakeholders contribute in determining what is important to monitor, either by themselves or with Company assistance, as well as the various methods and indices chosen for monitoring.

The monitoring will be linked to past surveys (baseline information) but will not use control areas. Where important baseline information is not available but a particular subject requires monitoring, the objective will be to identify any trends that emerge, year by year.

Monitoring is of necessity a long-term and potentially open-ended activity. Perseus and the Committee will define end-points and goals, which once achieved will allow monitoring to drop to a low level in those domains, while maintaining focus on other, less-accomplished areas.

While the monitoring exercise will specify if SMP implementation is on time and having the intended consequence, the monitors will avoid evaluation. Perseus will employ independent experts for evaluation.

Perseus will monitor both inputs and impacts, as follows:

1. Input monitoring will establish if agreed policy, procedure, rates, staff and other inputs were delivered on schedule and in the requisite quality. Examples include:
 - Schedule and implementation of negotiated agreements;
 - Organisation manning and operation;
 - Budgets of resources used in SMPs;
 - Recruitment of local workers;
 - Grievance number recorded and number resolved;
2. Impact monitoring will cover:
 - Social structures – e.g., formal social groups, neighbourhood networks for reciprocal help, family;
 - Economic status of local households, including vulnerable peoples – e.g., livestock holding, employment, non-agricultural enterprise, household assets;
 - Land use – e.g., cropland and pasture;
 - Availability of natural resources – e.g., potable water;
 - Cost of housing and other essentials in the area;
 - Access and use of public facilities – e.g., water supply, sanitation, health and education services;
 - Employment – e.g., loss and gain from Project, training/skills enhancement;
 - Health of project impacted persons and host communities – e.g., nutrition of vulnerable peoples and children specifically, morbidity of prominent diseases;
 - Public perception of the Project – i.e., judgments of the Project, prospects for place and community.

Monitoring data will be analysed on an ongoing basis by Perseus and the Committee to ensure that:

- SMP goals and objectives are being met, and

- No unforeseen Project impacts have emerged

Project monitoring will continue for the life of the mine with technical reports at varying frequencies plus an annual monitoring report released to the public. Annual reports notwithstanding, substantial task short-falls, unintended negative consequences, or trends will be brought to the attention of Project management as they become apparent.

7.2 Evaluation

The general purpose of evaluation is to bring to the attention of the Project, the Community Committee, and other key stakeholders the following:

- Whether the SMPs are realistic (relevant, right-sized, and likely to meet appropriate goals, by means commensurate with those goals), timely, of requisite quality, and at sensible cost; and, if this is not the case, to propose course corrections;
- Any emergent or inadequately attended risks or problems; and,
- Any necessary changes in SMPs to better achieve Project goals.

To accomplish this purpose during rapid examination requires a high level of professional expertise in socio-economics, health, and resettlement.

Evaluation efforts should cover organisational capacity, state of the SMPs including progress with implementation and budget.

Specific objectives of evaluation are to provide assessments of:

- Level of compliance in implementation of the SMPs with relevant laws and regulations, Project policies, and relevant international safeguard policies;
- SMP impact on income and standard of living/welfare;
- Actions taken as result of monitoring to improve impact of the SMPs and to mitigate any negative impacts.

The evaluation is not primarily a paper evaluation effort. The majority of time of an evaluation mission will be in local communities observing how the affected people are faring, in terms of their productivity, health, vision of the present and future, and the strength of their social structures.

Independent experts with experience in SMP implementation will do evaluation. The proximate purpose of each evaluation mission is a report of highest quality, provided in a unified draft before leaving the field. Each draft will be provided to the Project and elements of the final report may be communicated to relevant stakeholders.

To begin with, the Project has planned for an independent evaluation mission within the first 12 months.



In addition, the Project anticipates undertaking regular five-year evaluations, beginning in the fifth year following initiation of construction.