COMMUNITY INVESTMENT STRATEGY

DEPARTEMENT COMMUNAUTES

Revision:	Date revised:	Reason for revision:	Revised by:	Checked by:	Approved by:
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Glossary of Terms

5YIP	5-Year Implementation Plan
ALUE	Agriculture, Land Use, and the Environment
ANAIM	Agence Nationale d'Aménagement des Infrastructure Minières (National Agency for the Management of Mining Infrastructure)
CI	Community Investment
CBG	Compagnie des Bauxites de Guinée
CIS	Community Investment Strategy
CFP	Professional Training Centers
CLO	Community Liaison Officer
ECOWAS	Economic Community of West African States
EGA	Emirates Global Aluminium
ESMP	Environmental and Social Management Plan
Excom	GAC's Executive Committee
GAC	Guinea Alumina Corporation
GDP	Gross Domestic Product
GIS	Geographic Information System
GNF	Guinean Franc
GoG	Government of Guinea
HIV/AIDS	Human Immunodeficiency Syndrome / Acquired Immunodeficiency Syndrome
HSSEC	Health, Safety, Environment & Community
HSSMP	Health, Safety and Security Management Plan
IFC	International Finance Corporation
IFC PS	International Finance Corporation's Performance Standards
IRD	Integrated Regional Development
KAP	Knowledge, Attitudes, Practives
KCT	Kamsar Container Terminal
KPI	Key Performance Indicator
LDA	Local Development Agreement
LDF	Local Development Fund
LDP	Local Development Plan
MA	Mine Area
MME	Ministry of Mines and Energy
MoM	Minutes of Meeting(s)
MoU	Memorandum of Understanding
Mtpa	Million tonnes per annum
NGO	Non-Governmental Organization
PA	Port Area
PAP	Project Affected Person(s)
PIIM	Project-Induced In-Migration
PIIMS	Project-Induced In-Migration Management Strategy
PS	IFC Performance Standard
RC	Rural Commune

SA	Site Assessment
RAP	Resettlement Action Plan
RDP	Regional Development Plan
RGA	Revenue Generating Activities
SEIA	Social and Environmental Impact Assessment
SEP	Stakeholder Engagement Plan
SEMP	Social and Environmental Management Plan
SME	Small and Medium-sized Enterprise
SMI	Small and Medium-sized Industry
SP	Sub Prefecture
STD	Sexually Transmitted Disease
STI	Sexually Transmitted Infection

1 GAC'S COMMUNITY INVESTMENT STRATEGY

1.1 INTRODUCTION

1.1.1 Purpose and justification

In light of Emirates Global Alumina (EGA) and Guinea Alumina Corporation's (GAC) overarching business objectives with respect to sustainable development and corporate social responsibility, as well as GAC's specific commitments under its 2015 Social and Environmental Impact Assessment (SEIA), GAC has commissioned ERM/rePlan to prepare a Community Investment Strategy (hereinafter 'CIS').

The CIS is intended to guide company decision making with respect to managing social impacts, contributing to socio-economic development, enhancing GAC's reputation, and improving GAC's social license to operate. The CIS describes GAC´s community investment approach, and will become the basis for community investment over the next five years (2017-2021).

1.1.2 Document structure

The document is organized into three sections:

Section 1: GAC's CIS

This section presents the CIS background, business case and policy requirements as well as the local and regional context. It then sets the Strategy's organizational context, describes the identified investment areas and the process for identification, approval, planning, and implementation of CI projects.

Section 2: the CIS Five-Year Implementation Plan

Section 2 then describes a Five-Year Implementation Plan comprised of a CI governance structure, implementation model, investment strategy, specifying investment focus areas along with recommendations for budget allocation. The final section consists of a plan summarizing intended outcomes and outputs for each investment area, as well as current and potential future activities, and the target locations for investment for the construction and operations phases, respectively

Section 3: CI Monitoring Framework

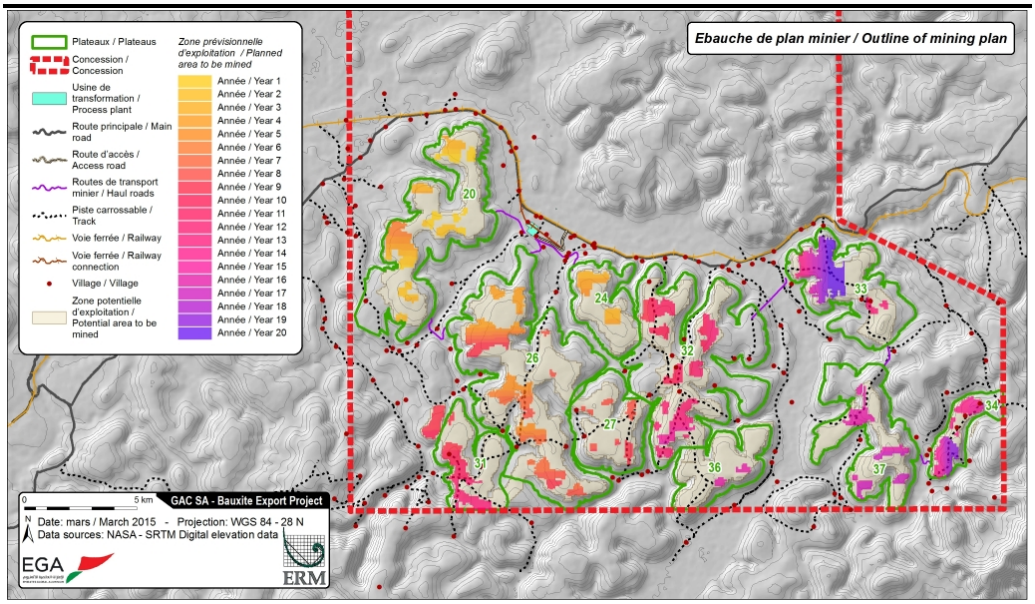
This last section presents the monitoring and evaluation defines a framework monitoring program for GAC's planned CI outcomes and outputs, including key performance indicators (KPIs), sources, methods and frequency of data collection.

1.2 BACKGROUND

1.2.1 Project Overview

Guinea Alumina Corporation S.A. (GAC) signed a concession agreement in 2004 with the Government of the Republic of Guinea to develop a bauxite mining and refining project ("the Project") in the sous-préfecture of Sangarédi, préfecture of Boké, in the north-west of Guinea. The agreement was amended in 2013. The agreement also includes a port concession in the coastal city of Kamsar, to allow for the shipping of production onto the international market. While the original Project planned mining in the northern part of the concession, the current Project focuses on the southern part. The current mining plan is shown in *Figure 1.1* below.

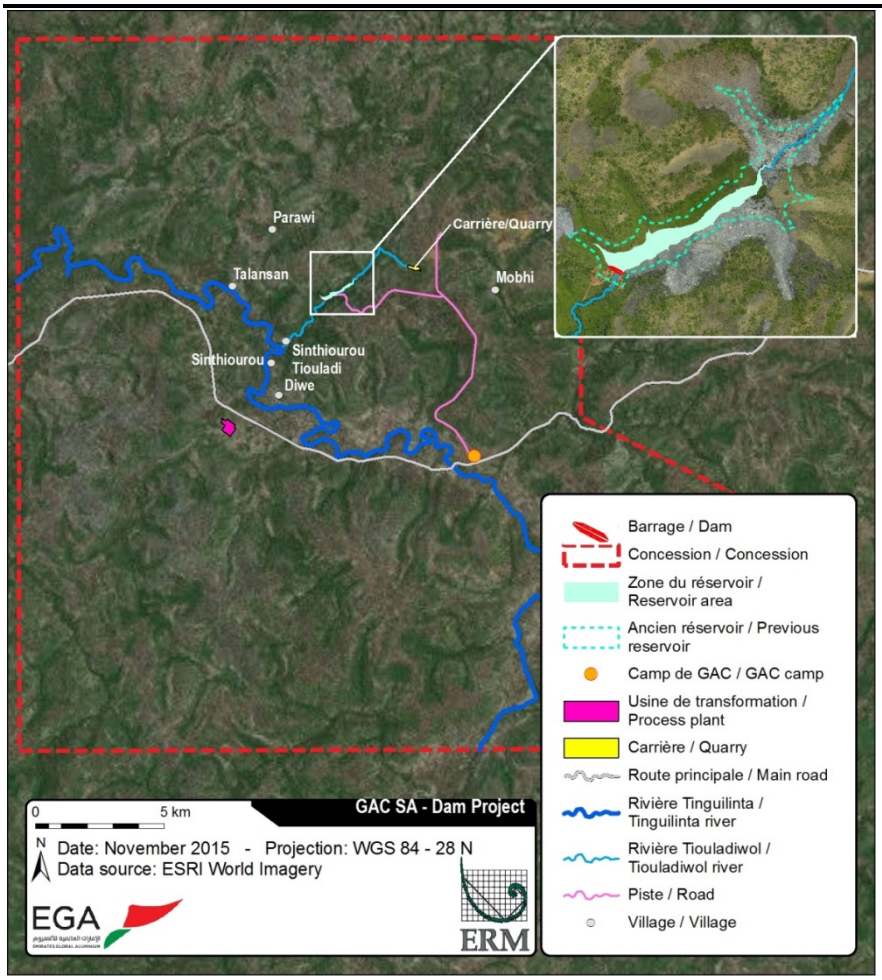
Figure 1.1 Outline of indicative mining plan



Source: EGA, modified by ERM, 2015.

As an initial phase of this development, GAC is developing a bauxite export project in the southern part of the GAC concession with a Project life of at least 20 years and annual production potentially reaching 17 Mtpa (dry) in 2020. Bauxite extracted from the mine will be transported to the port of Kamsar will through the existing ANAIM rail line from Sangarédi to Kamsar (the rail infrastructure upgrade/expansion is covered under a separate project). At a later stage, the Project also foresees the construction of a Water Supply Reservoir in the northern portion of the concession to secure water supply for mining operations during the dry season (see *Figure 1.2* below). The Bauxite Export Project is currently in the construction phase (2017-2019).

Figure 1.2 Water Supply Reservoir location



Source: DAM SEIA Update, ERM, July 2016

In parallel, GAC has also launched its Market Bauxite Sample Project (MBS) for the exploitation and export of several bauxite samples of 250,000 to 300,000 tons per year over a period of 2 to 3 years as of July 2016. The MBS project only exploits bauxite located north of Plateau 20, located west of GAC's southern concession in the sub-prefecture of Tanéné. The transport of the bauxite to the Kamsar Container Terminal (KCT) at the port will be done by road via trucks and not by train, until the upgrade to the railroad infrastructure is implemented.

1.2.2 *Area of Influence and Affected Communities*

The GAC Project area extends over more than 136 km, from the mine concession area located in the Sub-Prefecture of Sangarédi, to the Sub-Prefecture of Kamsar where the port is located. The Project area of influence is composed of two areas, the mine and the port, which were studied as part of the 2015 SEIA Report, as well as the corridor of the national road from the Sub-Prefecture Tanéné to the Sub-Prefecture of Kamsar associated with the MBS Project and studied as part of the MBS SEIA Addendum.

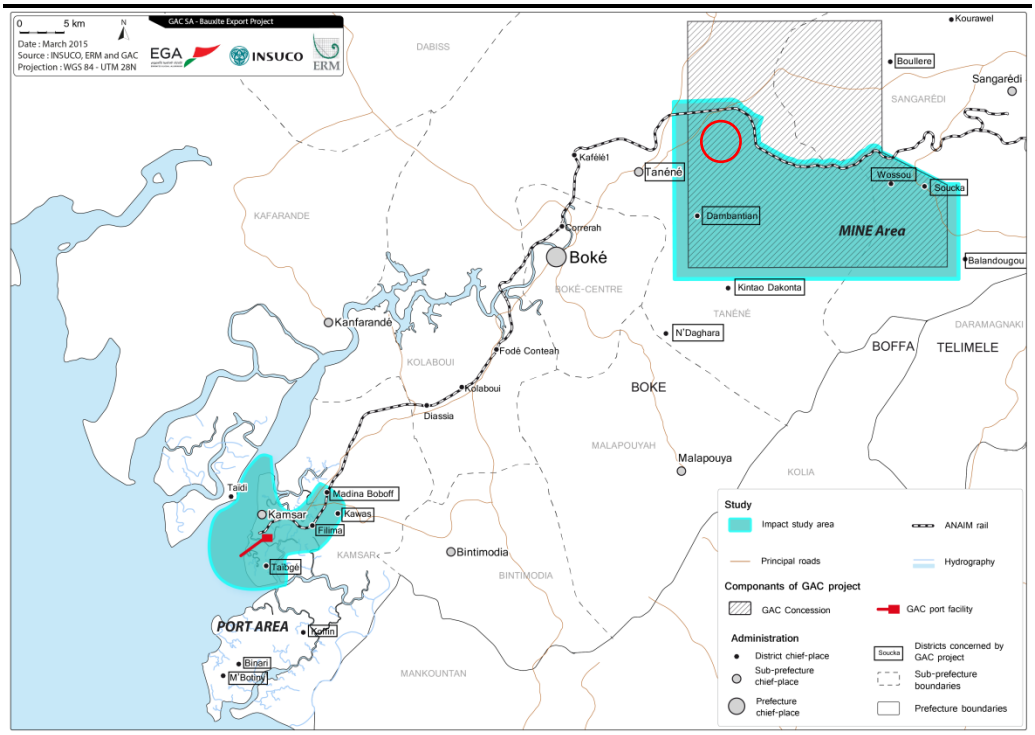
- The Mine Area is located in the southern portion of the mine concession area, over a surface of approximately 390 km².

- The Port Area includes the town of Kamsar, the fishing villages and settlements to the south of the GAC Project area and part of the Rio Nuñez estuary.

- The Road Area is a third area of influence that follows the national road from the Mine Area (north of Plateau 20) to the Kamsar Container Terminal (KCT) at the port of Kamsar.

Figure 1.3 below shows an overview of the Project area of influence.

Figure 1.3 Overview of GAC's Bauxite Export Project in the Préfecture of Boké



Source: INSUCO
Note: the approximate location of Plateau 20 to be exploited in the context of the MBS project is circled in red.

The Mine Area extends to the Sub-Prefectures and Rural Communes (RCs) of Sangarédi and Tanéné which are physically and administratively separated by the river Tinguilinta. Both are situated within the Boké Prefecture (Boké administrative region). In the context of the 2015 SEIA, a total of 155 localities (villages, hamlets and settlements) as well as temporary camps of cattle herders were identified, with a total of 2,605 households and 17,786 inhabitants. The largest settlement, Tinguilinta has 1,054 inhabitants while the smallest hamlet, Balahoun Grenier, only has one inhabitant.

The Port Area encompasses the town of Kamsar (especially the "Kamsar Centre" district), the surrounding villages to the south (in the Taïgbé, Binari, M'Botiny and Kouffin districts) and a portion of the Rio Nuñez estuary.

Considering the limited impacts expected from the MBS project along the road corridor, the Road Area is not covered in this CIS.

Figure 1.4 hereinafter shows the Mine Area with the bauxite plateaus and surveyed localities as part of the 2015 SEIA, while *Figure 1.5* illustrates the footprint of the Port Area.

Figure 1.4 Districts and villages within the Mine Area

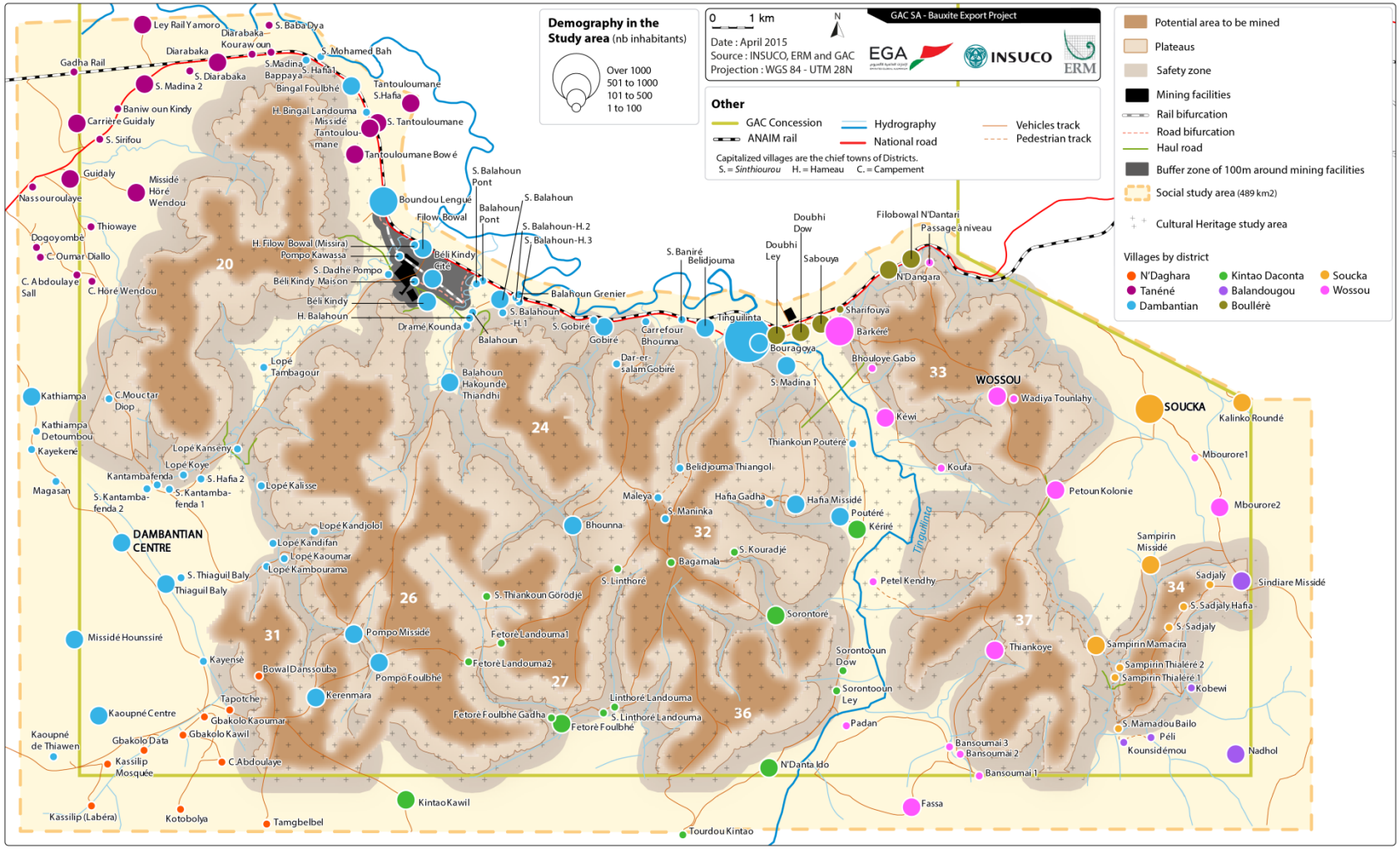


Figure 1.5 Districts and villages in the Port Area

Source: INSUCO

The areas of influence and affected communities considered within the scope of the CIS are discussed in *Section 1.3.3* below.

1.2.3 *Environmental and Social Impacts Summary*

The CI-related environmental and social impacts identified in GAC's Bauxite Export Project SEIA Study (2015) are summarized in the table below.

Table 1.1 CI-Related Environmental and Social Impacts (GAC SEIA 2015)

Environmental Impacts	
• Impacts on local air quality due to power generation, mobile equipment and train exhaust emissions, dust emissions, and nuisance odors from any temporary sorting of wastes and wastewater treatment. • Impacts on ambient acoustic conditions due to the noise emissions from project activities (in particular blasting at the mine) and movement of vehicles, the train, and mobile equipment. • Impacts on underwater noise and vibration affecting marine fauna behavior due to marine construction works, maintenance dredging, and regular passage of cargo vessels transporting minerals. • Impacts on surface water due to storm water runoff from mine/port infrastructure and/or contaminated areas, handling of chemicals, sewage treatment and discharge, accidental spills, and mine excavation and operation. • Impacts to groundwater resources during construction and operation, namely, soil & groundwater contamination, reduction of groundwater levels, disruption recharge, and reduction in water quality due to improper waste handling and unplanned spills. • Impacts on seawater including increased water turbidity, impacts to sediment physio-chemistry, and to seabed geomorphology from dredging activities. • Landscape and visual impacts are foreseen including nightlight pollution due to the lights from mobile equipment, worksite installation and presence of machinery at worksite, and finally mining activities on the plateaus. • Loss of agricultural and fallow vegetation, mangrove vegetation at the port, habitat fragmentation and loss, primarily as a result of vegetation clearing, dust deposition on pants, facilities clearance but also as a result of construction activities. Loss of aquatic flora in the Port Area is also an impact from dredging. • Impacts on fauna due to habitat destruction/ fragmentation and loss of breeding and nesting resources, loss of mangrove habitats at the port, loss of benthic communities, and increased mortality due to traffic and influx-induced hunting. Project marine footprint and underwater noise will also impact fish and other vertebrates' behavior. Increase in overfishing is also an issue due to the presence of workers and in-migration. • Impacts on freshwater ecosystems translated into the deterioration of freshwater habitats, changes in fish biodiversity, due to increased erosion on water catchments and increased activities along watercourses. • Impacts related to waste and pollution due to waste generation and handling, and the degradation of soils and water quality due to erosion and turbid runoff caused by physical footprint overburden.	
Social Impacts	
Demographics and Social Dynamics	• Change in the traditional family structure due to the physical and economic displacements of populations and due to the expected influx of migrants in search of employment opportunities in the project area. • Increase in social tensions due to population resettlement and influx and associated competition for employment opportunities. • Pressure on persons benefiting from a salaried job.
Governance and civil society	• Weakening of methods of traditional governance associated with land management due to land take by the project for construction and subsequent resettlement. • Increase in the risk of poor financial management by local authorities and tensions between communities and local administrative authorities.
Land use	• Increase in land prices and tensions on the land resource due to the influx of migrants and the physical displacement and resettlement of communities in the project footprint. • Inequality of access to land between displaced communities, in-migrants, and host communities and the different possible uses for land and natural resources (agriculture, cattle herding, fishing, hunting, wood collection, etc.)
Agriculture and cattle herding	• Fall in the bovine breeding practice and household income due to the physical footprint of Project infrastructures (in the Mine Area). • Fall in agricultural production and household income and increased food insecurity due to the physical footprint of Project infrastructures. • Increase in conflicts between farmers and cattle herders around the use of land.

	• Increase in the cost of farm labor in relation with in-migration and due to the attractiveness of employment opportunities with GAC as an alternative.
Fishing and access to natural resources	• Deterioration of the access to surface water due to the physical footprint of project infrastructure. • Degradation of the quality of surface water and pressure on the resource due to in-migration and accidental spills. • Fall in economic opportunities and income related to consumption of natural resources (fishing, forest non-timber products, fuel wood, etc.) due to the physical footprint of Project infrastructures. • Increase in food insecurity due to the fall in economic opportunities and income related to consumption of natural resources. • Reduction in fishing due to dredging activities and infrastructure construction and operations (Port Area).
Local socio-economic context	• Fall in household income in relation land related livelihood activities and access to natural resources due to the project footprint. • Inflation of commodity prices and the price of other products due to in-migration and the physical footprint of the Project. • Increase in economic inequalities between households in relation to employment opportunities. • Increase in demand and in outlets for local produce, diversification of economic opportunities, and strengthening of local entrepreneurship as a result of influx. • Employment opportunities and skills enhancement particularly at local level. • Increase in public revenues of local authorities and associated increases in local development initiatives.
Health and Safety	• General increase in safety risks and diseases transmission due to project operations • Outbreak of diseases related to water and sanitation due to project activities and in particular in relation to expected in-migration. • Emergence of new diseases related to the displacement of populations and in-migration. • Decreased road safety and increased risk of accidents due traffic increase, in particular during the first three years of the CIS (MBS project and construction phase). • Decreased maritime security due to maritime traffic increase in the Port Area.
Education	• Decrease of household budget allocated to education and limited access to education due to the loss of income of certain households at the start of the construction works. • Improved access to education as a result of an increase in the national and local budget.
Mobility, flows and transport	• Isolation of settlements during construction and operations, in particular for Taigbé in the Port Area. • Restricted movements during construction works and due to terrestrial and maritime traffic increase. • Improved transport infrastructure as a result of the Project's contribution to the local development budgets and investments.
Cultural Heritage	• Direct and indirect impacts to cemeteries, Djinn locations, archeological sites, or non-replicable archeological anomalies from ground disturbing activities.
Cumulative Impacts	
	• Impacts on land-based livelihoods, fishing and access to natural resources. • Increased pressure on social infrastructure and service delivery; • Increased price inflation. • Increased potential for habitat degradation / land use change. • Physical and social sense of place. • Health community and safety.

Source: ERM, 2015

1.3 CIS OVERVIEW

1.3.1 Mission

In line with EGA's core value to "provide" by "*contributing meaningfully to the communities where we operate*", the CIS's mission is to improve GAC's contribution to the sustainable development of Project-impacted communities by strategically funding projects and programs that address Project impacts, optimize Project opportunities, and assist in achieving the development aspirations expressed in national development policy and local development plans.

From an internal GAC/EGA perspective, this Strategy aims at enhancing GAC's image and reputation in Guinea and among local communities and authorities, thereby strengthening its social license to operate.

1.3.2 Guiding principles

The CIS will be guided by a set of principles including:

- *Active participation and ownership:* The strategy will empower local stakeholders (communities & authorities) to drive the socio-economic development of their communities through involvement in the identification, implementation, and management of projects, building ownership, responsibility capacity to manage social investments in the process. The Strategy will be used to transition from a full compensation mind-set towards a more participatory approach to local development.
- *Income generation and capacity building:* the Strategy shall build on revenue-generating opportunities and local capacity building by enhancing existing skills and knowledge and local institutions; and supporting new skills development opportunities where required.
- *Sustainability:* projects shall be designed to promote self-reliance and avoid dependency whilst creating opportunities for government support and partnerships with other development actors; they will have a clear sustainability strategy.
- *Measureable outcomes*: project outcomes for GAC and beneficiaries shall be measureable using outcomes and impact indicators to measure change.
- *Transparent*: community investment shall be governed by GAC's Code of Business Conduct and shall be transparent and auditable.

1.3.3 Scope

1.3.3.1 Timeframe

The CIS will cover both the construction and operations phase of GAC's Bauxite Export Project. It should be noted that community investment (CI) during the three years of construction (2017-2019) is voluntary while the CI

during the operations phase is a requirement under GAC's basic convention with the government of Guinea.

1.3.3.2 Geography

The geographic scope of the CIS is primarily local with a focus on the Mine Area and Port Area. The scope may also extend to specific regional in-migration hotspots as identified in the Project-Induced In-Migration (PIIM) management plan.

Mine Area

For the Mine Area, the CIS focuses primarily on the affected communities included in the 8 districts of the southern portion of the concession as shown in *Figure 1.4.* Community Investment in these communities will be conducted progressively following the mining plan (*Figure 1.1*). Specifically, in the first 5 years of the strategy, community investment will start with the districts of Tanéné and Dambantian. It should be noted that the villages that are included in the 8 districts but that are not located within the Mine Area of influence are not considered affected and therefore are not covered under this CIS.

To a lesser extent, the CIS will continue cover the 20 communities in the district of Boulléré north of the concession. These communities have been the focus of GAC's community investment activities to date, in accordance with the initial Mining Plan for the exploitation of the Northern portion of the concession. A gradual re-direction of investment from these communities to more impacted communities of the southern concession is preferred to an abrupt shift. In addition, certain communities in the northern concession will continue to experience project impacts associated with existing project infrastructure (workshop access road, quarry, etc.), and with the development of new project infrastructure, such as the Water Supply Reservoir's location (see *Figure 1.2*)

Port Area

In the Port Area, the CIS will focus primarily on the districts most impacted by the Project: Kamsar Centre and Taïgbé.

Road Area

Considering the limited social impacts expected from the MBS project along the road corridor, the road area is not the focus of this strategy. Nevertheless, a road safety awareness campaign is currently being conducted for communities located along the road corridor as a measure to mitigate the potential increase in road accidents as stated in the 2015 SEIA's Social and Environmental Management Plan.

Regional hotspots

Community Investment may extend to in-migration hotspots such as Boké, Tanéné, Kolaboui or Sangarédi to manage project-induced in-migration. As GAC's PIIM strategy describes, hotspots will strongly depend on the location and configuration of the project workforce as determined through GAC management decisions on worker recruitment, accommodation and transportation during construction and operation. The specific location of these hotspots will be determined through GAC decisions on each of these key topics in the coming months.

1.3.4 Methodology

The CIS was developed following a 4-step approach, as follows:

1.3.4.1 Step 1: Desktop review

The ERM/rePlan team conducted a review background documents to gain a better understanding of 1) local context and project impacts; 2) development needs and priorities at the local level; and 3) community investment approach to date. Key findings were then summarized and the identified gaps addressed during Step 2: Internal Consultations with the relevant GAC departments.

The background documents reviewed include GAC's:

- SEIA (2015)
- Stakeholder Engagement Plan (SEP) (2015)
- Project Induced In-Migration Management Strategy and Conceptual Regional Development & Planning Strategy (2016)
- Annual Social Investment Report (2016)
- Quantitative and Qualitative Perception Studies (2011 + 2016)
- Commune Local Development Plans (LDPs) of Sangarédi, Tanéné, and Kamsar (Various).

1.3.4.2 Step 2: Internal consultations

Internal consultations were held with relevant GAC departments in Conakry and Tinguilinta following pre-established questionnaires to fill specific gaps including with respect to GAC's CSR framework and linkages with the CIS, potential synergies with other work streams and departments, compliance considerations, GAC's local employment and procurement procedures, the status of ongoing CI projects, the current process for identification, approval and implementation of CI projects and the involvement of government bodies and local authorities in that process.

Internal consultations were held with the following departments:

- Community Department
- Environment Department
- Resettlement (RAP) Department
- Communications and Government Relations

- Governance and Compliance (Legal Counsel)
- Local Government Relations
- Local Procurement

1.3.4.3 Step 3: CIS draft preparation and internal validation

The key points of the Strategy were drafted and presented to the relevant departments for feedback and validation. This involved:

- confirming and refining the strategy mission and guiding principles;
- confirming and refining priority investment areas highlighting synergies with other work streams;
- defining and confirming the CI process and governance structures; and
- defining and confirm the implementation approach and investment strategy for the next 5 years.

1.3.4.4 Step 4: External consultations

External consultations with local communities and local authorities in the mine and Port Area were undertaken to introduce the CIS and obtain feedback on the proposed investment pillars. The guiding principle of participation was stressed to underscore the role and responsibilities of local communities and authorities with respect to socio-economic development. Key messages and guidance notes for the consultations are presented in Appendix A of this document.

Considering time constraints for this mission and based on the mining plan for the 5 upcoming years (*Figure 1.1*), external consultations in the Mine Area focused exclusively on the Rural Commune of Tanéné and its four districts (Tanéné Centre, Dambantian, Kintao Dakonta, N'Dangara). Sangarédi was not included, as it is not expected to be impacted by Project activities within this time frame and will therefore only benefit from limited community investment. Similarly, in the Port Area, the focus was on the districts of Kamsar Centre and Taïgbé as the two most significantly impacted districts in the upcoming years.

Consultations were held from October 21st to 27th and were led by a team composed of ERM/rePlan, one GAC Community Relations officer, one GAC Community Development officer, and the GAC Local Government Representative. The stakeholder groups consulted included Sub-prefecture and commune level authorities, district level authorities, and community members. The Minutes of Meetings for these consultations including key findings, limitations, and next steps are presented in Appendix B of this document.

Feedback from local communities and authorities regarding the proposed CI focus areas has been integrated throughout this document, in particular in *Section 1.7* Investment Areas. It should be noted however that for logistical reasons, consultations held in Taïgbé did not leave enough time to collect

feedback and therefore the perspective of this community could not be integrated into this report at this stage. GAC's community department will be responsible for conducting a follow up session in Taïgbé to collect feedback and integrate it into this Strategy.

A complete summary of the stakeholder engagement process is appended in Appendix B: Stakeholder Engagement Plan.

1.4 COMPLIANCE AND POLICY REQUIREMENTS

1.4.1 GAC basic convention

Amendment 2 of the Basic Convention for the production and export of bauxite was signed in November 2013 between the Government of Guinea and GAC. Specifically, provision 28.2 of the Basic Convention (2004) covers GAC's requirement to contribute to local development.

According to this provision, GAC is required to contribute 500,000 USD per year to local development as of the start of commercial production until the end of the tax exemption period of 15 years. After the end of the 15-year exemption period, GAC will be required to increase its contribution to local development to 1,000,000 USD per year.

It should be noted that the convention does not specify any contribution requirement for the period prior to the commercial production phase, and therefore all social investment contribution by GAC before that date is voluntary (i.e. all investment made by GAC to date and in the next three years of construction) and therefore not subject to any requirement under this convention.

The article also states that the use of such contribution shall be defined in agreement with the parties to this Convention and local beneficiary communities.

The original text of the Basic Convention is presented in *Box 1.1* below.

Box 1.1 GAC Basic Convention – Contribution to local development requirement

28.2. : Contribution au développement local

28.2.1. : A compter de la Date de démarrage de la production commerciale et jusqu'à l'issue de la période d'exonération fiscale de quinze (15) ans visée à l'Article 29 §1 ci-après, la Société sera assujettie à une contribution au développement local de cinq cent mille (500.000) USD par an.

28.2.2. : A compter du premier exercice fiscal suivant la fin de la période d'exonération fiscale de quinze (15) ans visée à l'Article 29 § 1 ci-après, la Société sera assujettie à une contribution au développement local de un million (1.000.000) USD par an.

28.2.3. : Les conditions d'utilisation de cette contribution au développement local seront définies d'un commun accord entre les Parties aux présentes et les communautés locales bénéficiaires.

Cette contribution est déductible pour le calcul du bénéfice imposable.

Source: GAC Basic Convention (2004)

GAC's commitment is to comply with the basic agreement, annexes and amendments and the 1995 mining code. Any changes in Guinean legislation will only impact the project if: (i) they do not negatively impact the economics of the project, and (ii) introduced through the prescribed mechanism. The prescribed mechanism designates the process of discussions / negotiations between GAC and the Government in the context of the review program of mining concessions and titles, the terms of which are defined in Article 217 of the said new Code (2011).

1.4.2 International standards

International environmental and social sustainability standards applicable to the CIS include the following:

- International Finance Corporation's Environmental and Social Performance Standards (2012) or IFC PS and associated Guidance Notes (GN). In particular PS4 (Communities health, safety and security); PS5 (Land Acquisition and Involuntary Resettlement) in relation to the loss of access to natural resources and associated income; and PS6 (Biodiversity Conservation and Sustainable Management of Living Natural Resources) in relation to the "ecosystem provisioning services" of communities' natural resource assets.
- World Bank Group/IFC Environmental, Health and Safety General Guidelines (2007) and sector specific guidelines (e.g., for mining);
- African Development Bank's Integrated Safeguards System, Operational Safeguard (OS), in particular OS2 (Involuntary resettlement), OS3 (Biodiversity, renewable resources and ecosystem services), and OS5 (Labour conditions, health and safety).

Specific IFC PS requirements include:

- IFC PS 5 requirements relating to loss of access to natural resources stipulate either allowing "…continued access to affected resources…" or "…providing access to alternative resources with equivalent livelihood-earning potential and accessibility." Where this is not feasible, a Project should provide "alternative income earning opportunities…such as credit facilities, training, cash, or employment opportunities."
- PS 5 notes that "…benefits and compensation associated with natural resource usage may be collective in nature rather than directly oriented towards individuals or households" (para. 28).
- IFC PS 6 refers to natural resource assets of communities as 'ecosystem provisioning services' (i.e. products that people derive from ecosystems) or 'ecosystem cultural services' (i.e. nonmaterial benefits people obtain from ecosystems such as sacred sites and areas for recreation or aesthetic enjoyment).
- IFC PS 6 requires that Projects seek to avoid impacts on ecosystem services and when avoidance of impacts is not possible, minimize impacts and restore biodiversity and ecosystem services. Participation of communities that are likely to experience loss of access to ecosystem services in the determination of priority ecosystem services is prescribed (para. 28).

The Extractive Industry Transparency Initiative (EITI) is also applicable in the context of the CIS as it is a global standard that promotes revenue transparency. Guinea is declared compliant with the EITI standards since July 2014.

1.4.3 Applicable national laws

1.4.3.1 The Guinean Mining Code (2011) - 2013 Amendment

The Local Development Agreement and Fund

While the Basic Convention stipulates the amount to allocate to local development and that the use of such funds should be agreed with local communities, the convention does not specify a particular approach or framework for doing so.

The 2011 Mining Code, on the other hand, provides a framework for the participatory management of funds according to which the company is to sign a Local Development Agreement (LDA) with communities and create a Local Development Fund (LDF) through which local authorities would participate in the planning and implementation of development programs.

Box 1.2 Local Development Agreement in the Guinean Mining Code (2011)

> The purpose of the Local Development Agreement is to establish conditions that are conducive to the efficient and transparent management of the Contribution to Local Development paid by the holder of the Mining Operation Permit, and to strengthen the capacities of the Local Community in the planning and implementation of the community development program.

Source: Guinean Mining Code (2011) Article 130 – 2013 Amendment

As stated in the previous section, GAC is not legally bound by the provisions of the new code (2011) and is therefore not obliged to follow the designated fund management model prescribed in Article 130. This being said, Article 130 may eventually be introduced into GAC's Basic Convention through negotiations between GAC and the Government.

As such, in line with SEIA / SEMP commitments (*Section 1.4.2*) and considering that the model suggested reflects good industry practice in terms of sustainability and transparency principles, this strategy recommends the establishment of a CI Fund and a participatory management structure for the operations phase. This governance structure is described in greater detail in *Section 2.3*.

The Support Plan to Guinean SMEs/SMIs

In addition, the Mining Code also foresees the development of a Support Plan for Guinean SMEs/SMIs involving capacity building for local procurement of goods and services for Project activities (Article 30-II and Article 107).

1.4.3.2 Other applicable national laws

The cornerstone of environmental protection in Guinea is the Environment Code ("*Code de l'Environnement*"). It sets out the fundamental legal principles to be complied with to ensure the protection of environmental resources and the human environment and sets the requirement for the preparation of SEIAs and SEMPs of which Community Investment is a requirement.

Additional national laws may also apply in the context of the CIS.

- Social issues: the Code of Social Security Act, the Public Health Code and the Investment Code.
- Land: the Land and Estate Code, the Urban Planning Code, the Local Government Code.

1.5 LOCAL AND REGIONAL CONTEXT

1.5.1 Social baseline summary

1.5.1.1 Mine Area (MA)

The Mine Area is located in the Prefecture of Boké, in the sub-prefectures of Sangarédi and Tanéné, which have the same geographical boundaries as the Rural Communes (RCs) of Sangarédi and Tanéné. The MA is divided into eight Districts as shown in *Figure 1.4*. The governance structure is explained in more detail in *Section 1.5.5 CI Relevant Stakeholders*.

As described in *Section 1.2*, the Mine Area counts 155 localities with a total population of 17,786 individuals. Population density within 1.5 km of the national road represents about half of the total Mine Area, which may be explained by the migration flows resulting from trading and GAC's presence in the area of Tinguilinta. The Mine Area is mainly populated with Fula people (to the East in the sub-prefecture of Sangarédi) and Landouma people (to the West in the sub-prefecture of Tanéné).

Table 1.2 gives a summary of baseline sensitivities in the Mine Area, which can be found in greater detail in the 2015 SEIA for GAC's Bauxite Export Project.

Table 1.2 Overview table of baseline sensitivities in the Mine Area.

Theme	Sensitivity	Description
Demography and social dynamics	High	The population in the Mine Area (MA) is mainly rural comprised of towns and villages separated by vast unpopulated areas. The settlements along the road area (RA) are the most populated and attracted important migration as they host most of the job-seekers and workers of the informal services and commerce sector of the area. The primarily rural nature and the natural demographic dynamics in the MA are likely to be heavily impacted by the Project's arrival. The sensitivity of the affected receptors (i.e. persons and communities in which these people live) is high.
Power, governance and civil society	High	Power, governance and civil society have a high social sensitivity in the MA. The tension between traditional or religious authority and legal authority compromises their legitimacy among local populations. Both fear that the project will contribute towards further weakening of their power and legitimacy.
Land tenure	High	The notion of "property and right of use of the land" is essentially collective, not only within the same settlement but also between settlements. However, given the growing population pressure in the settlements of the road area, a land trading phenomenon has recently appeared and the essentially collective land rights are transitioning towards acquisition by private owners of land titles. Land tenure is therefore a problem that has a high social sensitivity in the area as access to land constitutes a major factor in social relationships within families, lineages and between settlements of the MA. This is also a central stake for the local economy.

Theme	Sensitivity	Description
Development of resource areas dedicated to agriculture	High	The sensitivity of the receptors is high in the area, insofar as agriculture is the primary livelihood activity practiced in the area and it influences social relationships within the settlements. Agriculture productivity is relatively low due to the limited access to agricultural inputs and the use of unsustainable practices such as slash and burn.
Development of resource areas dedicated to cattle herding	High	The social sensitivity of cattle herding is high in the MA, insofar as the activity is the primary source of income to dedicated herders who represent about 20% of the households of the MA. These herders are primarily from Fula communities (mostly from the sub-prefecture of Sangarédi) and seasonally pass through Landouma communities in the sub-prefecture of Tanéné. Nomadic cattle herders from neighboring territories also pass by and stop in the MA during large migrations. Conflicts over land use tend to arise frequently between farmers and herders as cattle herding requires extensive pasture land.
Consumption of natural resources	High	Access to natural resources is a problem with a high social sensitivity in the area, since many households rely on water supplies from surface water and depend on hunting and fishing activities and forest resources for household consumption or additional income.
Consumption of surface water	High	The sensitivity of surface water as a resource for the local communities in the MA is high, as more than 80% households in the area take their water from traditional wells or the surface water.
Hunting and fishing	High	The sensitivity of the receptor in the area is considered high, as almost a quarter of households hunt for food and additional income. Fishing is practiced to supply household protein.
Other types of consumption (Forest Products)	High	The sensitivity of the receptors in relation to the potential impact on the use of forest resources is high in the MA. Forest resources include firewood, timber for building, wild berries, and additional Non-Timber Forest Products such as medicinal plants.
Local economic context (mining industry, commerce and services)	High	The social sensitivity of the local economic context in the MA is high, insofar as the mining sector at present only represents a low proportion of the professional activities performed by the working population of the MA (0.5%) and expectations generated by the start of the Project in the MA are high, in terms of employment, growth of local economy and development of the area. Arts and crafts and small business are carried out, particularly in the RA, as an additional livelihood activity designed to provide a source of supplementary income for the household.
Health and safety	High	The sensitivity of the local populations with regards to problems related to health and safety is high in the area. Main fears are associated with the consequence of the inflow of migrants putting additional pressures on health centers and the risks of accidents related to the Project's activities.
Education	Medium	The social sensitivity of the theme is evaluated as medium. Most of the consulted communities in the MA mainly mentioned the risks of increased pressure on the schools and the risks associated with the movement of pupils in the area, given the opening of the Project's building sites.

Theme	Sensitivity	Description
Mobility, flows and transport	High	The social sensitivity of mobility is high in the area, particularly inland where many communities are counting on the Project to improve the access of their settlements to markets, healthcare facilities, schools, and other social infrastructure in the area.
Cultural heritage	High	The sensitivity on cultural heritage was evaluated as high during a baseline study in the MA. Cultural heritage may be impacted and includes historic living heritage sites, sites associated with the Muslim religion and "sacred" sites (sites for traditional animist practices).
Living conditions and landscape	Medium	The sensitivity in terms of living conditions and the landscape is medium in the MA. The populations have reported that the dust during the dry season and the noise related to the mining activities could significantly cause a deterioration of their living conditions, quality of their lifestyle and the landscape.

Source: ERM, 2015

1.5.1.2 Port Area (PA)

The Port Area is located in the Prefecture of Boké, in the sub-prefectures and Rural Commune of Kamsar. The primary districts considered in the context of the CIS are the Districts of Kamsar Centre and Taïgbé (*Figure 1.5*).

Kamsar is located in the Rio Nuñez estuary, along the Atlantic Ocean. It is located some 300 km from the national capital Conakry and 50 km from the capital of the Boké Prefecture. This former fishing village and its suburbs have grown since the industrial centre operated by *Compagnie des Bauxites de Guinée* (CBG) was developed in the 1970s. Kamsar currently extends over more than 10 km from the port along the national highway. However, development is uneven. It relies on a "Center-Suburb" spatial organization in terms of economy, land management or access to basic services. The development of Kamsar has always depended on its geographical location and the presence of mangrove areas to the north and south, where no development project is possible. Kamsar grows from west to east following a linear pattern.

In addition to the urban area, the Project area extends southwards and toward the Districts of Taïgbé, Kouffin, Binari and M'botiny, islands with rural populations that are only accessible crossing several river branches by canoe. However as stated previously, the focus of this CIS will be on Kamsar Centre and Taïgbé primarily.

The suburb encompassing the district of Kamsar Centre is characterized by characterized by varied economic activities, land management ruled by modern law, high-density housing and existing but poorly functioning basic infrastructures. The village of Taïgbé is the largest in the Port Area with a population estimated at 2,000 inhabitants in 2008 (*Knight Piésold Consulting, Executive Summary, 2008*). From Kamsar, Taïgbé is only accessible through a

small dirt track, and then a stretch of river must be crossed by canoe to reach the village.

Table 1.3 gives a summary of baseline sensitivities in the Port Area, which can be found in greater detail in the 2015 SEIA for GAC's Bauxite Export Project.

Table 1.3 Overview table of baseline sensitivities in the Port Area.

Thematic	Sensitivity	Description
Demography and social dynamics	Medium	The sensitivity related to the social dynamics in the Port Area (PA) is at a medium level. The social mix in the city is already quite large and the economy is based on port and mining activities from more than 50 years. Furthermore, the city of Kamsar is very heavily populated and access to basic services and lodging is already difficult.
Power, governance and civil society	Medium	Power, governance and civil society have a medium social sensitivity in the PA. Authorities have a strong legitimacy with the population. However, traditional authorities still have a key position both in urban areas and surroundings villages. Expectations regarding social impacts are high among the populations, but the local authorities are experienced in managing this type of issue since the arrival of other industries in the PA.
Land tenure	High	Land tenure is a problem that has an increased sensitivity in the city of Kamsar, where the population density and the lack of basic services in the peripheral quarters already pose a problem. In rural areas such as the island of Taïgbé land tenure pose a significant economic issue for local communities.
Agriculture	High (Taïgbé) Medium (Kamsar urban area)	The social sensitivity regarding the issue of agriculture in the Port Area is elevated for the inhabitants of the islands south of Kamsar, because a large part of their economy relies on local agriculture (mainly mangrove rice production and fishing). Many rice cultivation units are developed and cultivated each year on the Taïgbé island, mainly in the place known as Kassoussou, right to the south of the physical footprint of the future Project conveyor system. These units are interspersed with areas used for the production of salt during the dry season following rice harvesting, as an additional source of income. The populations living on the southern islands and in the Kamsar suburbs are also engaged in market gardening and horticulture for commercial and subsistence purposes. These activities mainly involve inhabitants of Kamsar, in the area nestled between the CBG facilities and the future GAC conveyor system, where mango trees, banana trees, cassava and maize fields or market gardens are located. Cashew and oil palm trees are key perennial crops on the Taïgbé island. Agriculture is at a medium sensitivity level for the urban area of Kamsar, where the economic activities are more diversified.
Consumption of natural resources	High	The social sensitivity regarding access to natural resources is high in the PA, since many households living in Kamsar and on the islands further to the south rely on fishing activities and wood harvesting. Fish catches are intended for self-consumption and surpluses are smoked by women and sold on the local market Water supply from surface water, traditional wells or support from companies is considered as a high priority in the area.

Thematic	Sensitivity	Description
Local economic context (mining industry, commerce and services)	High	The social sensitivity regarding the mining, commerce and service industries is higher in the Kamsar area that has a large urban concentration where a large part of the population gets its revenue from these three sectors. Expectations generated by the start of the project are very high.
Health and safety	High	The social sensitivity related to health and Safety is at high level. In the city of Kamsar, access to basic services is already problematic. The main fears include the consequences of flow of migrants into the area as well as the risk of accidents related to the activities of the Project.
Education	Medium	The social sensitivity of the problem of education is at a medium level, insofar as relatively diverse educational options are already present in the city. Public primary education is available in the village of Taïgbé and some villages further to the south. Conversely, pupils going to secondary school who are not living in Kamsar have to walk and take the canoe on the river Dougoufissa morning and evening. The closest higher education institutes are located in Boké: the vocational training center, the community healthcare training school, primary school, teachers training school and higher institute of mines and geology (financially supported by CBG).
Mobility, flows and transport	High	The problem of mobility reveals a high social sensitivity in the Port Area. Conditions of the boat traffic in the estuary and the rivers have a determining impact, in particular in the southern islands, on the mobility of the population, their access to health care, education and finally to the commercialization of the local products.
Cultural heritage	High	The social sensitivity associated with cultural heritage is high for the local populations. However, there are no cultural heritage sites in the direct vicinity of the physical footprint of the Project's future plants.
Living conditions and landscape	Medium	The social sensitivity of the problem of living conditions and landscape is medium in all phases of the Project. To the extent that Kamsar is already structured around CBG mining and port activities. In this respect, the project will increase the industrial vocation of the city.

Source: ERM, 2015

1.5.2 *Regional trends*

The development landscape in the Prefecture of Boké is changing with increased economic activity through the growing presence of the mining industry and the various opportunities emerging in terms of job creation and service provision. Demand for goods and services associated with the mining industry is set to grow, which is expected to result in in-migration and lead to changes in the social and economic context. In-migration management and regional development are addressed specifically in GAC's Project-Induced In-migration Management and Regional Development Plan (PIIM-RDP).

1.5.3 *Existing government development plans and priorities*

The Local Development Plans (LDPs) of the Rural Communes are the primary tools that articulate official development priorities at the local level. These plans provide guidance on various development aspects and government spending (budget allocation), and outline government priorities for the Communes over a 5-year period from 2014 to 2019. Based on the LDP 5'year development framework, Annual Investment Programs (AIP) are then developed with specific actions to implement throughout the year.

LDPs are developed through a participatory process involving the various districts and sectors of each commune. It should be noted however that the level of participation and representation in the LDP elaboration may vary from one Commune to another, with implications on the extent to which these plans are able to reflect real community needs.

Development priorities for Sangarédi, Tanéné and Kamsar may be summarized as follows:

- *Basic infrastructure development and urban planning*: Improving transport infrastructure and access to villages, water production and distribution, electricity distribution, waste management and sanitation infrastructure, as well as socio-cultural and leisure infrastructure.
- *Health awareness and access to healthcare*: Improving healthcare infrastructure and medical equipment; disease prevention including HIV/AIDS through awareness raising campaigns; capacity building and deployment of qualified personnel; promotion of hygiene and sanitation; and improving access to drinking water.
- *Education and Literacy*: Improving education infrastructure and equipment; capacity building and deployment of qualified education personnel; and strengthening literacy levels and informal education.
- *Economic activities and entrepreneurship*: Supporting and developing local SMEs, building the capacity of the local workforce and supporting youth employment, developing small trade and access to markets, supporting revenue-generating activities in particular for women; and supporting small trades and local crafts.
- *Agriculture and pastoralism*: Supporting the intensification and diversification of the agriculture and pastoral sectors through diversification of agricultural and pastoral production and revenue-generating activities, capacity building of local producers and cooperatives, improving land access conditions for producers, improving access to markets for local produce, supporting the development of fishing livelihoods.
- *Environment and access to natural resources*: supporting conservation and sustainable management of natural resources through improvement of soil quality, preservation of freshwater and marine environments, topsoil rehabilitation and revegetation, and sustainable management and use of forest products.

- *Institutional capacity and governance*: Strengthening local governance; improving public spending; building capacity around urban planning, preventing corruption and promoting accountability; and building the capacity of civil society organisations.

Government concerns and development priorities are also reflected in additional background documents including GAC's 2015 perception study conducted with local authorities in relation to GAC's social performance, as well as the stakeholder engagement activities undertaken in the context of the 2015 SEIA. The initial CIS consultations carried out in October 2016 have confirmed these findings and provided additional insights.

Additional government priorities and concerns were therefore identified, including the following:

- Information sharing and involvement of local authorities in the CI Process
- Community tensions from changes in social structure (host communities vs. in-migrants)
- Land use management and tensions over access to land (pastoralists vs. farmers)
- Waste management and sanitation (in the Port Area in particular)
- Road safety and development of road infrastructures

The CIS will coordinate with the local authorities to ensure efforts are integrated and to avoid duplication of efforts with other actors in the area. Relevant CI stakeholders to engage with throughout the CI process are presented in *Section 1.5.5*.

1.5.4 Community needs and priorities

Similarly, community needs and priorities have been identified based on a number of background documents including the 2015 SEIA Stakeholder Engagement Plan, the three Commune LDPs to the extent that they reflect community needs and priorities, and finally GAC's 2015 perception study conducted with local communities in relation to GAC's social performance. It should be noted that the SEIA SEP covers the current Project areas while the Community Perception Study was conducted in both the current Project area and the northern concession.

Employment and access to agricultural land and natural resources were the two primary concerns raised by communities both in the mine and in the Port Area, along with livelihood activities and income generation more generally (access to land, markets, etc.). Social infrastructure development was highlighted as a major source of satisfaction for communities with tangible improvements to the quality of life. Communities also demonstrated satisfaction about the adult literacy programs and health awareness campaigns conducted by GAC as part of previous CI efforts.

In the Port Area, the main community needs identified had to do with health, sanitation, and infrastructure development as well as socio-economic development through revenue-generating activities and agriculture, in particular in the island of Taïgbé. In the Mine Area, primary concerns had to do with socio-economic development and income generation and access to land.

Table 1.4 categorizes the primary community concerns and needs based on background review of previous engagement as well as the initial CIS consultations.

Table 1.4 Primary community concerns and needs

Socio-economic	Land and natural resources	Health and safety	Social dynamics and demographics	Education
Loss of livelihoods and reduction in household income	Access to land for crops and reduction in food security	Access to safe drinking water	Change to social dynamics and increased economic pressure on female-headed households	Reduced access to education in case of loss of income
Employment with the Project and contractors	Access to natural resources (surface water, fishing, fuel wood, forest products, medicinal plants)	Pressure on water resources and health infrastructure following the influx of migrants	Pressure on water resources, health and education infrastructure following the influx of migrants	Reduced access to education resulting from increase pressure on education infrastructure due to influx
Access to economic opportunities (distance from markets and main roads) due to resettlement and for remote villages such as Taïgbé in the Port Area or in-land villages in the Mine Area especially during the rainy season	Pollution of surface water and marine habitats and degradation of fisheries resources	Access to healthcare for remote villages such as Taïgbé in the Port Area or in-land villages in the Mine Area especially during the rainy season		Access to education for remote villages such as Taïgbé in the Port Area or in-land villages in the Mine Area especially during the rainy season

1.5.5 CI Relevant Stakeholders

For the purpose of this SEP, stakeholders are defined using the IFC's definition[1] as:

"persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses."

As such, CI stakeholders encompass a range of individuals and groups who may be directly or indirectly involved in CI activities, who may be impacted by the Project, who may influence Project activities, or who have an interest in the GAC CIS. The following sections list these main stakeholder groups which require stakeholder engagement throughout the CI process of project identification, planning, implementation, and monitoring and evaluation.

For the purpose of this CIS, relevant stakeholders include local and commune level authorities, district level authorities, civil society organizations, and local impacted communities.

A complete list of CI relevant stakeholders is provided in Appendix C – Stakeholder Engagement Plan.

1.6 CIS ORGANIZATIONAL CONTEXT

1.6.1 GAC's Corporate Social Responsibility Framework

GAC is currently developing a Corporate Social Responsibility (CSR) Strategy which will serve as framework and guidance for the CIS and other work streams.

CSR therefore set the direction for the CIS, in particular with respect to the following aspects:

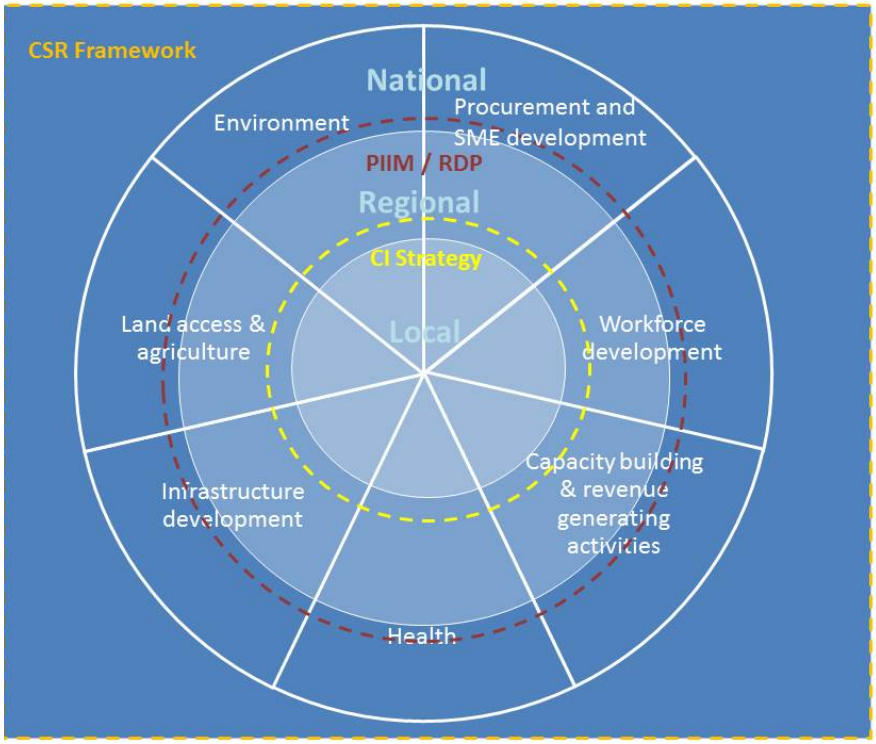
- Contribution to community sustainable development
- Local procurement and SME development
- Non-profit partners & community partnership development
- Contribution to environmental sustainability
- Workforce development and skill building

The CSR and CI strategies share a similar mission to contribute to the development of communities where GAC operates but have different scopes.

[1] IFC *Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets*, May 2007

The diagram in *Figure 1.6* below shows how CSR themes cut across national, regional, and local levels. The CSR framework provides guidance and direction at all three levels, while the PIIM/RDP focuses on the regional level, and the CIS focuses on the local level with some involvement in regional in-migration hotspots as identified in the PIIM/RDP.

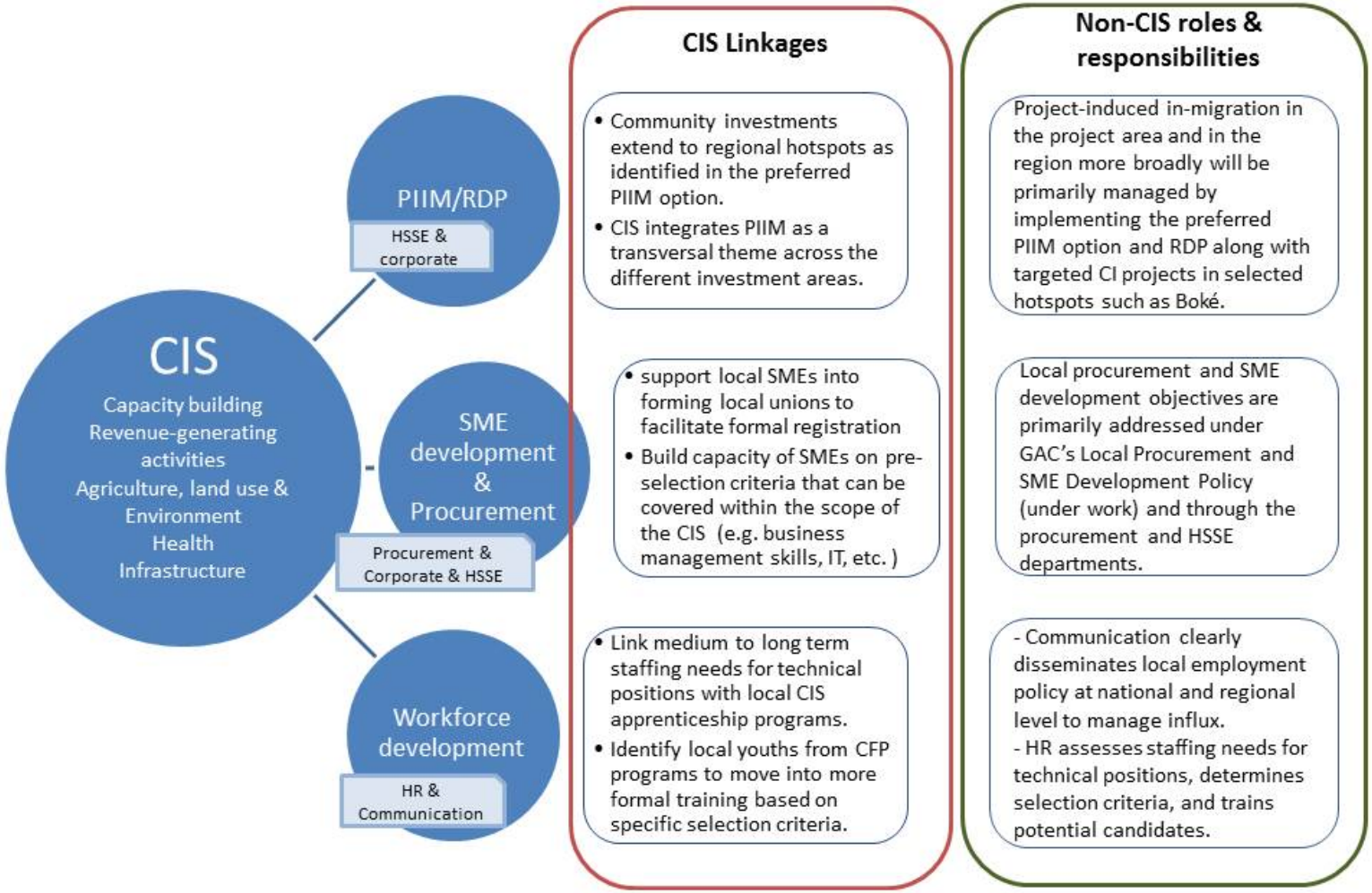
Figure 1.6 CSR Framework diagram



1.6.2 Linkages with other Work Streams

Figure 1.7 below presents the linkages between the CIS and three key work streams - specifically, SME development and local procurement, workforce development, and PIIM Management / Regional Development Planning. The diagram shows how CIS can contribute to each of these work streams within its own scope, while highlighting the roles & responsibilities of other departments in fulfilling the overall objectives of each work stream.

Figure 1.7 CIS linkages with other key work streams



1.6.2.1 CIS & SME Development and Procurement

With respect to local SME development and procurement specifically, GAC's local providers of goods and services are required to be formally registered with the ministry of commerce as a pre-selection criterion. Formal registration falls outside the scope of the CIS and may be addressed through targeted CSR programs and/or through GAC's Local Procurement and SME Development Policy currently under preparation (note that Guinea's Mining Code 2013 requires that title holders develop a Support Plan for Guinean SMEs – See *Section 1.4.3.1.*).

The Procurement department has typically been involved in training and supporting local suppliers in complying with some of its pre-selection criteria such as setting up a bank account, formalizing registration with the Ministry, setting up an email address, etc. CIS contributions to SME development may include financing programs to build capacity of local SMEs around general technical and business management skills (accounting, production quantifying, pricing, order tracking, etc.) with the objective of generating business opportunities for local SMEs beyond contracting with GAC. The CIS will also support the creation of cooperatives and groupings of local producers and SMEs which can facilitate formal registration in later stages.

1.6.2.2 CIS & Resettlement and Livelihood Restoration

Other works streams presenting possible synergies with the CIS and not presented in *Figure 1.8 CIS linkages with other key work streams* include Resettlement and Livelihood Restoration, and Environment led by the RAP unit and Environment department respectively.

The mandate of the RAP unit is to ensure the success of resettlement, compensation and livelihood restoration measures in restoring livelihoods and improving quality of life of Project-Affected Persons (PAPs). Such measures are not considered Community Investment. GAC's community investments will however seek to complement, enhance, and improve upon RAP restoration and resettlement measures, aiming at "net gain" over and above impact mitigation. In addition, economically and physically displaced persons will continue to be prioritized in community development programs including revenue-generating activities, support to agriculture or cattle herding, and capacity building.

1.6.2.3 CIS & Environment

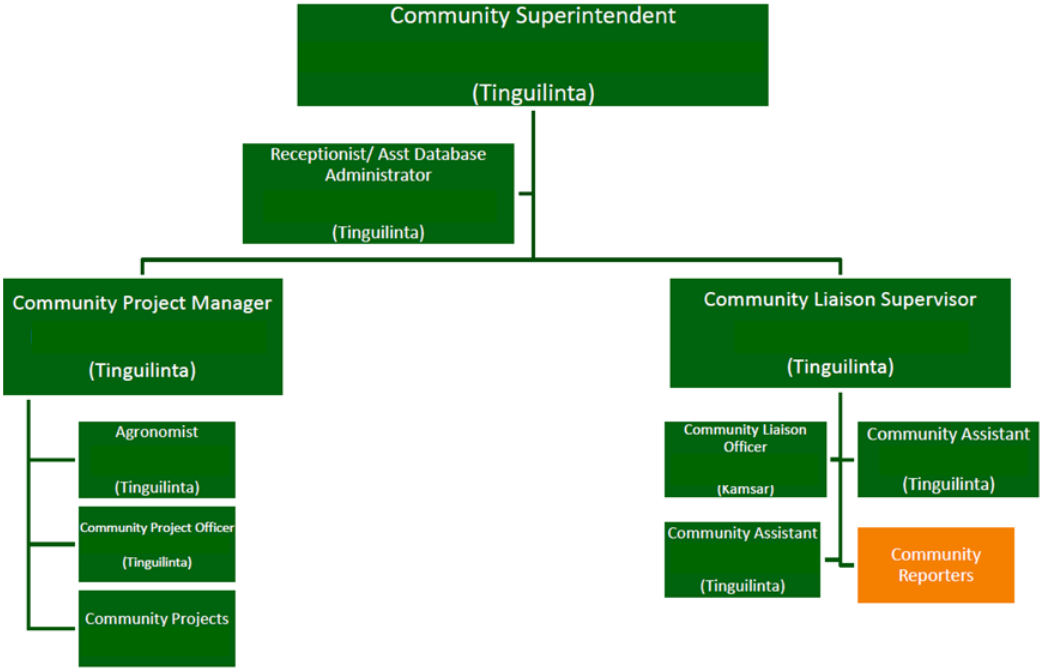
Many community projects may also present environmental benefits. The CIS will build on synergies in relation to projects with shared community and environment objectives, maximizing community participation and benefits. Agriculture, land use, natural resource management as well as waste management and sanitation may present good opportunities for collaboration with the Environment department. These are discussed further in *Section 1.7*.

1.6.3 *GAC' Community Department*

GAC's Community department is a sub-department of GAC's Health, Safety, Security, Environment, and Community Department (HSSEC) along with the Environment and RAP departments.

It is headed by a Community Superintendent and organized into two primary functions: community development projects and community relations covering both the Mine and Port Areas.

Figure 1.8 GAC's Community Department Organigram



Source: EGA, 2016

The Community Department also works closely with the Finance, Contracts, Construction, and Human Resources Department. Specifically, implementation of infrastructure community projects for example will depend on a number of factors such as budget approval from the Finance Department, Contracts Department approval for implementing partners, and Construction Department timeframes within GAC's Construction Department if the work is performed internally. The timing of Community operations strongly depends therefore on effective coordination and alignment of timeframes with other departments.

To date, the community department's efforts have focused primarily on the 20 communities of the Northern GAC concession and to a lesser extent on some communities of the South. Community investment programs in the Port Area have also been introduced only recently and to a small extent. Considering the geographical scope of the CIS for the next 5 years covering the Southern concession, primarily the Tanéné Commune, but also to a lesser extent

Sangarédi and the 20 communities of the north, as well as Kamsar, the human capacity of the department may need to be increased and partnerships with external implementing partners maximized.

Implementing partners will be required to demonstrate the necessary experience and skills in the relevant focus areas. Ideally, partners will be local and have a good knowledge of the local environment and culture. It is important that their interests be aligned with that of communities and with achieving the development outcomes of the Strategy.

1.7 INVESTMENT AREAS

1.7.1 CI area rationale

As discussed in Section 1.5 Methodology, the Community Investment focus areas were identified based on three primary factors:

- Expected project impacts as highlighted in GAC's SEIA studies (*Section 1.2.3*);
- Community needs and priorities identified primarily through the SEIA Stakeholder Engagement consultations of 2015 and the 2016 community perception study (*Section 1.5.4*) confirmed through the recent initial CIS consultations; and
- Development priorities of sub-prefectoral and communal authorities consolidated in the Local Development Plans (LDPs) of the Rural Communes of Sangarédi, Tanéné, and Kamsar (*Section 1.5.3*).

Based on these three factors, the CIS identifies five focus areas, which have been validated both internally (by the different departments of GAC) and externally by local authorities and communities during initial CIS consultations. Active stakeholder participation and ownership is a key pillar of all 5 investment areas. The CI focus areas are discussed in more detail in the sections below:

- Agriculture, Land Use, and the Environment
- Revenue-Generating Activities
- Capacity Building
- Infrastructure Development
- Health, Safety and Well-being

Table 1.5 below shows how each CI focus area responds to the community needs and local development priorities identified in *Sections 1.5.3* and *1.5.4*, while *Table 1.6* provides a summary of CI-relevant environmental and social impacts and mitigation measures, along with the associated CI Focus areas and potential linkages with other work streams. These tables demonstrate how the CIS will achieve its mission to contribute to mitigating Project impacts and assist in achieving the development aspirations of communities

and administrative authorities as expressed in national development policy and local development plans.

Table 1.5 CIS response to community needs and local development priorities

Community Needs and Development Priorities and Concerns	CIS Investment Areas	CIS Linkages & Cross-cutting themes
Priority needs and concerns		
Employment with GAC and contractors	Capacity building	Workforce development
Procurement of goods and services	Capacity building	SME development and local procurement
Livelihood activities and income generation	- Revenue-generating activities - Capacity building	SME development and local procurement
Agriculture, access to productive land, and food security	Agriculture, land use, & Environment	RAP, PIIM, SEMP/SEIA
Community tensions from changes in social structure	Agriculture, land use & Environment	RAP, PIIM, SEMP/SEIA
Information sharing & involvement of local authorities in CI process	Capacity building	PIIM
Areas for continued Investment*		
Social infrastructure and utilities (education, healthcare, water)	Infrastructure development	RAP, PIIM, SEMP/SEIA
Access to and from remote villages and distance to markets, healthcare, and education (transport)	Infrastructure development	RAP, PIIM
Health	Health & well-being	RAP, PIIM, SEMP/SEIA

Note: Areas for continued investment were highlighted in the perception studies as areas that have improved and which have been a source of satisfaction for communities, in particular in the northern concession. These areas have therefore been classified as areas requiring continued investment.

Table 1.6 Potential Project Impacts and Associated CI Focus Areas and Linkages

Potential impact	Activity/ Source	Mitigation measures[1]	CI Focus Area	Linkages with other works streams
Demographics and social dynamics				
Increase in social tensions	In-migration Recruitment /Employment	• Implement awareness programs by the specialized local or national NGOs to the community regarding the following subjects: dangers associated with prostitution and other risky behavior (STDs), teenage and/or unwanted pregnancies, consumption of drugs, etc.; • Continue using Project and / or donor funds for public infrastructure projects within the framework of a Local Development Agreement with the impacted communes and local authorities. • Implement and fund development projects in order to reinforce or create income generating activities for women and men with the objective to enhance economic opportunities and living conditions through the provision of trainings, materials, funding, etc.	• Health, safety and Well-being • Infrastructure Development • Revenue-Generating Activities	PIIM
Change in the traditional structure of the family	In-migration Physical and economic displacements Employment	• Develop and implement a Local Development Plan with the aim to support income-generating activities for the displaced persons and for vulnerable groups with the objective to enhance economic opportunities and living conditions.	• Revenue-Generating Activities	RAP
Power, governance and civil society				
Risk of tension between communities and local administrative authorities	Project development In-migration	• Ensure the transparency of the Project's participation in financing development activities (in particular basic infrastructure), when using own funds or through contribution to the public budgets as determined by the Basic Agreement and its Amendments between GAC and the GoG;	• Capacity building (good governance)	PIIM
Increased risk of poor financial management and corruption	Project development In-migration	• Rely on the establishment of a Local Development Agreement and community development plan in collaboration with local authorities that would involve a	• Capacity building (good governance)	PIIM

[1] Refer to GAC's SEIA 2015 Chapter 12, Social and Environmental Management Plan (SEMP).

Potential impact	Activity/ Source	Mitigation measures[1]	CI Focus Area	Linkages with other works streams
		principle of transparency and consultation (Article 130 of the Mining code). • Support the local authorities in their communication steps related to expenses related to the Local Development Fund. • Establish a framework of collaboration with regular meetings (sub-prefectural, communal and district authorities, GAC and representatives of the subcontracting companies) to discuss public development initiatives.		
Land Use				
Increased pressure and tensions around the land resource	In-migration Physical displacement and resettlement	• Assist local authorities in managing influx as an overarching mitigation measures to attenuate this impact, in particular by adequately developing facilities for new migrants. • Progressively rehabilitate mining plateaus to allow for re-vegetation or preparation of the land for agriculture, depending on stakeholder expectations, to limit the pressure on the resource. • During mining pits restoration and at Project closure, prioritize rehabilitation of previously cultivated areas into areas suitable for agriculture or into natural vegetated areas in consultation with local communities. • Support local authorities in undertaking urban planning and development in larger centers to accommodate in-migrants	• Infrastructure Development • Agriculture, Land Use, and Environment	PIIM, SEMP/SEIA
Agriculture and cattle herding				
Fall in agricultural production and household income from agriculture	Project footprint and construction and operation activities	• Implement programs in support of agricultural development (technical courses, provision of equipment and inputs, etc.) for the affected populations. • Implement economic diversification projects and favor the development of alternative income-generating activities, particularly for women (support to the transformation and selling of farm produce, specifically). • Progressively rehabilitate mining plateaus to allow for re-vegetation or preparation of the land for agriculture, depending on stakeholder expectations	• Agriculture, Land Use, and Environment • Revenue-Generating Activities	SEMP/SEIA
Fall in the cattle breeding practice and associated household income	Project footprint and construction and operation activities	• Progressively rehabilitate mining plateaus to allow for re-vegetation or preparation of the land for herding, depending on stakeholder expectations • Implement development programs to further support cattle herding in particular in the Mine Area.	• Agriculture, Land Use, and Environment	SEMP/SEIA

Potential impact	Activity/ Source	Mitigation measures[1]	CI Focus Area	Linkages with other works streams
Increase in conflicts between farmers and cattle herders	Physical footprint of the Project' infrastructures during construction and operations	• Help villages in securing the crop-growing areas (installation of fencing). • Help affected farmers and herders in finding specific areas for growing crops and others for cattle herding (thus enabling a shared fertility management scheme to be proposed).	• Agriculture, Land Use, and Environment	SEMP/SEIA
Increase in the cost of farm labor	In-migration Attractiveness of jobs in the mining industry	• Implement and fund development projects in order to improve agricultural productivity) resulting in a reinforced attractiveness of agriculture compared to uncertain/temporary jobs at the mine.	• Agriculture, Land Use, and Environment • Revenue-Generating Activities	PIIM SEMP/SEIA
Fishing and access to natural resources				
Deterioration of access conditions to surface water	Physical footprint of the Project' infrastructures during construction and operations	• Improve access to water and building improved water bodies near affected housing areas through stakeholder engagement (population proposed solutions such as types of works, locations, operating and maintenance conditions, etc.).	• Infrastructure development • Health and sanitation	
Fall in economic opportunities and income related to consumption of natural resources & increase in food insecurity	Physical footprint of the Project' infrastructures during construction and operations	• Develop programs in support of agricultural development and economic diversification and development of alternative income-generating activities. • Support the creation of community forests (protected areas, managed collectively by the communities in order to protect the access to various resources). • Support at community level, the breeding of rodents (agoutis) and fishing farming projects in order to compensate for the reduction in game and fishing products	• Agricultural, Land Use, and Environment • Revenue-Generating Activities	SEMP/SEIA (Biodiversity Management Plan)
Local socio-economic context				
Fall in income and increase in economic inequalities between households	Physical footprint of the Project' infrastructures	• Promote alternative income-generating activities (support to the transformation and selling of farm produce). • Build alternative tracks (and crossing points over watercourses) in order to avoid the isolation of settlements. • Enhance economic opportunities and living conditions, in particular by supporting the creation of income-generating activities, agriculture, fishing and herding (in the MA) and capacity building in alternative professions.	• Revenue-generating activities • Infrastructure development • Agriculture, Land Use and Environment • Capacity building	
Increase in demand and in outlets for local produce, economic diversification, and strengthening	In-migration Procurement	• Support the development of local entrepreneurship through training courses, particularly in terms of compliance with the quality, health and safety standards and ensure local preferential sourcing - this measure could be included in the Support	• Capacity building	Local Procurement GAC's SME Development and Local Procurement

Potential impact	Activity/ Source	Mitigation measures[1]	CI Focus Area	Linkages with other works streams
of local entrepreneurship		Plan to Guinean companies whose implementation is imposed by the Mining Code (Article 30-II).		Policy
Capacity building and professional development	Capacity Building	• Open up training opportunities to persons who were not able to be recruited, in order to support the development of their professional potential.	• Capacity building	Local employment (HR)
Increase in local development initiatives	Local development	• Involve the communities and local authorities during the construction of basic infrastructures or the implementation of development projects, in order to find out their specific needs (recording of investments within the framework of the Local Development Plan of the communes). • Develop and respect a local development agreement (LDA) and a community development plan on a collaborative basis with the competent authorities and widely circulate information on this tool.	• Capacity building (good governance and participation) • Infrastructure Development	
Health and Safety				
General health and safety considerations	Project activities In-migration	• Financially support the construction of the healthcare infrastructures in the settlements impacted by in-migration, in partnership with the government and the competent authorities. • Support campaigns raising the awareness of the Project's workers and communities on hygiene, health problems and communicable diseases, in collaboration with national and/or international NGOs. • Support local authority in developing and implementing an Influx management plan in particular by supporting the local authorities in managing migration flows and the associated urban planning; and	• Health, Safety, and Well-Being • Infrastructure Development	PIIM
Outbreak of diseases related to water and sanitation, safety risks, and access to health care	In-migration Physical displacement of populations	• Support the local authorities in managing migration flows and in the associated urban planning: definition of a waste management system, installation of sanitation infrastructures in public places, installation of improved water bodies, etc. in particular in Kamsar • Support the authorities and civil society to implement awareness-raising campaigns on hygiene, sanitation and public health problems, and unsafe practices. • Anticipate the reinforcement of Kamsar's healthcare infrastructures in collaboration with competent authorities in relation to the arrival of migrants. • Construct improved water bodies in order to propose alternative solutions to the surface water supply of surrounding populations.	• Health, Safety, and Well-Being • Infrastructure Development	PIIM RAP

Potential impact	Activity/ Source	Mitigation measures[1]	CI Focus Area	Linkages with other works streams
Improvement of health care services in accordance with priorities as determined by local authorities in the Commune LDPs.	Project Development	• Maximize the positive impacts of investment and assist in funding in collaboration with third parties in the healthcare sector in accordance with priorities as determined by local authorities. • Involve the communities and local authorities during the construction of basic infrastructures or the implementation of development projects, in order to find out their specific needs	• Infrastructure Development	
Reduced access to healthcare in the southern islands (Taïgbé)	Project Development	• Participate, in collaboration with the local administrative authorities (within the framework of a Local Development Plan), in the renovation of public health infrastructures in the southern islands).	• Infrastructure Development	
Decreased road safety	Increased traffic	• Put a campaign in place to raise the awareness of the project affected populations on road safety issues.	• Health, safety and well-being	
Education				
Improvement of education services and access to education	Project Development In-migration	• Develop in collaboration with the competent authorities (prefectoral, sub-prefectoral and local) a strategy for the development of the educational offer in the area in accordance with the needs and capacities of the government • Collaborate in the building of one or more colleges in the area in order to encourage the secondary education of young people (particularly girls whose parents refuse to educate in the town). • Participate, in collaboration with the local administrative authorities, in the construction of new schools and in the renovation of old ones depending on the new requirements (concerted approach within the framework of a Local Development Plan). • Prioritize spending on education facilities. • Favor the construction of new infrastructure in less advantaged sections of the city. • Put in place in collaboration with concerned families a study bursary system for the pupils and students of the poorest households and for those living in particularly isolated areas, particularly girls. • Participate, in collaboration with the local administrative authorities, in the construction of a middle school in the Districts south of the SP (Taïgbé).	• Infrastructure Development	PIIM

1.7.2 *Agriculture, Land Use, and Environment*

Description

The Agriculture, Land Use, and Environment (ALUE) CI area is primarily covered under GAC's Sustainable Agriculture Strategy which is currently being developed. This Investment area seeks to develop programs that promote sustainability in agriculture practices, land use management, and use of natural resources towards shared community and environment objectives. The focus is on increasing production and revenues while reducing environmental degradation and moving away from unsustainable practices such as slash and burn agriculture. Activities covered under this category include agriculture, cattle herding, fishing, and collection of fuel wood and non-timber forest products such as medicinal plants, wild berries, etc.

Synergies and linkages

This investment area presents clear synergies with GAC's Environment Department and will build on opportunities for collaboration in design, planning and implementation of CI ALUE projects with the aim to achieve shared community and environment objectives. Projects led and financed by the Environment department and that present a community participation component will also be built on to maximize community participation and benefits and support CI ALUE objectives. Relevant environment projects may include community managed forests and protected areas such as nurseries, as well as community-led land rehabilitation and land use management.

Similarly, the ALUE CI area also presents synergies with GAC's RAP department through which CI can complement and enhance RAP efforts with respect to land-based livelihood restoration for loss of communal land and access to natural resources in displaced and host communities.

Finally, this CI area will also seek to reduce pressure on land resources through appropriate land use management programs, and thereby contribute to effective PIIM management in in-migration hotspots.

Primary beneficiaries

The Primary beneficiaries of this CI area are the physically and economically displaced communities and host communities in the mine and Port Area (as a complement and added value to RAP mitigation efforts), as well as the host communities in PIIM hotspots.

Other beneficiaries will include communities whose livelihoods depend primarily on agriculture, cattle herding, fisheries, or access to natural resources. In the Mine Area, these communities are primarily located in-land and away from the main road, while in the Port Area, they are primarily located in the outskirts of Kamsar Center and in the southern islands including Taïgbé.

Ongoing Investments

Ongoing CI projects in this area include the following:

- *Sustainable agriculture and breeding training program:* This training program for young people in Boffa is a pilot project initiated in 2016 for the promotion of sustainable agriculture and breeding techniques to encourage sustainable agricultural practices and land use and move away from slash and burn. Participants are expected to develop and initiate an agricultural / breeding project at the end of the training period with GAC's approval and support in implementation.
- *Progressive development of agricultural domains in Touldé and Pétoun Djiga:* These two villages are located in the district of Boulléré in the northern concession and were displaced by the Project in 2008. This program was initiated in 2015 over a 3-year timeframe in order to support the displaced villages in securing and developing the 40 hectares of agricultural land around the resettlement villages, and to contribute to restoring agricultural productivity and improving livelihoods for these communities.

Community feedback

During initial CIS consultations with local communities and authorities, the loss or reduced access to agricultural land was highlighted as a major concern, especially given the limited employment opportunities for unskilled labor with GAC. The ALUE CI area was therefore welcomed by local communities. Agriculture, fisheries and salt production were also highlighted as priorities for the island of Taïgbé, in particular the need to develop CI projects combining environmental conservation and community development objectives (e.g. conservation of mangroves and fish smoking).

Recommendations

Considering the above, the following recommendations for the ALUE CI area can be made:

- Reproduce the agricultural development project of Touldé and Pétoun Djiga in the south concession and in Kamsar (adapting project scale to available land and productivity potential). Develop and maximize existing arable land to increase productivity along with revenues and food security (fencing, land preparation and development, input provision, technical support, etc.).
- Reproduce and scale up the pilot project for the training of young people around sustainable agricultural and herding techniques to increase yield while preserving the soil and maximizing its potential. This project involves youth in learning new skills that can be applied directly to increase productivity and revenues, which also compensates for the limited employment opportunities for unskilled labor with the GAC.

- Maximize synergies with the Environment and RAP units in projects with shared environment, livelihood restoration, and community development outcomes including sustainable agricultural techniques and sustainable use of community land and natural resources.
- Support production of high value perennial crops such as cashews to create a stable source of revenue to address community concerns with respect to the limited employment opportunities.
- Encourage individual farmers and herders to join existing cooperatives or to form news ones and provide a mix of technical support and business management training to boost productivity as well as capacity to bring local produce to market.

1.7.3 Support to Revenue-Generating Activities

Description

This CI area will support the development of Revenue-Generating Activities (RGAs) in order to promote entrepreneurship and self-reliance and reduce dependency of local communities on employment with GAC and its contractors. RGAs may be land-based or not. Activities may include small trades and local crafts, agricultural transformation and processing activities (rice hulling, fruits and vegetable production, etc.), as well as other activities aimed at improving household revenues such as beekeeping, soap making, dyes, palm oil, "athiéké[1]" production, etc.

These RGAs may take various forms including community-led micro-projects, as in the 20 communities of the northern concession where GAC has been investing, micro-finance projects, support to local cooperatives, development of new local products and their introduction into the market, increasing market access for existing products, etc.

Synergies and linkages

This CI area presents synergies with GAC's RAP unit through which CI can complement and enhance RAP efforts with respect to land-based livelihood restoration and the development of alternative livelihood programs for displaced communities. This can also help reduce pressure on land in host communities or PIIM hotspots and therefore contribute to sustainable land and natural resource use.

Primary beneficiaries

Same as for the Agriculture, Land use, and Environment CI Area, RGAs will prioritize physically and economically displaced persons and host

[1] Athiéké is cassava-based semolina originally produced in Ivory Coast and sold in Guinea. Production started in Guinea around 2012, primarily by women.

communities. RGAs will also benefit communities with limited access to arable land and who may need to rely on alternative livelihood sources.

Within these communities, women will be the primary beneficiaries, along with youth to a lesser extent. In fact an important number of RGAs are traditionally taken up by women as an additional source of household income. Women empowerment and capacity building around small trades and local crafts, small scale agriculture and farming, and other RGAs is therefore key to economic development and increased autonomy of local communities.

Similarly, youth may also benefit from RGA investments supporting the development of small trades and the establishment of local businesses, allowing young people to make use such skills as those taught at the Professional Training Center of Boké (masonry carpentry, metal welding, plumbing, electricity, etc.). More information on capacity building for youth and SMEs is presented in *Section 1.7.4*.

Ongoing Investments

For the past three years, from 2013 to 2015, GAC has been implementing "micro-projects" in 20 communities of the northern concession, primarily in the district of Boulléré. These projects seek to support revenue-generating activities for local communities and rely on the active participation of communities throughout the different stages of project process from identification and design to approval, implementation, monitoring and evaluation. Examples of approved micro-projects implemented in 2015 include a community storage space for agricultural produce and equipment; fencing around crops, creation of a solar-powered video club, purchase of a rice huller, among others.

Villages submit project proposals (see *Appendix D Micro-Project Proposal Form*) to a community-led assembly composed of representatives from all the villages that have submitted proposals and the sector chiefs. The projects are assessed in relation to a predefined list of selection criteria previously established with communities, and selected projects are then vetted by GAC. Implementation and monitoring is led by the communities themselves, who are also required to contribute financially to the project, with technical and financial support from GAC. The projects are evaluated at an end of year meeting where lessons learned are discussed and success stories shared to encourage other villages to replicate good management practice.

Replicable micro-project eligibility criteria include:

- Proposed project should not exceed $10,000 USD.
- Proposed project should demonstrate broad community benefits.
- Proposed project should demonstrate revenue-generation objective and potential.
- Other GAC Community Investment in the applying village should be maximized and maintained (infrastructure maintenance primarily).
- Applying village should demonstrate that previously approved projects have been successfully completed and well managed.

Community feedback:

Local communities and authorities consulted during the CIS process were positive with respect to their participation and involvement in the CI process. Most demonstrated a good understanding of the CIS participatory approach and the importance of community involvement in both project identification and implementation. Communities specifically showed a strong support for revenue-generating activities for women and youth, and stressed the importance of access to market for local products.

Recommendations

Considering the above, the following recommendations for the RGA CI area can be made:

- Replicate the micro-project model in the south concession and in Kamsar – with a specific focus on resettled or economically impacted PAPs - and use as framework for the development of RGA CI projects as applicable. This approach requires extensive participation of communities and communal authorities in the entire project process from selection and planning to implementation and monitoring. This ensures community ownership and therefore legitimacy and acceptance, especially given that project selection criteria are established jointly with the communities. It also encourages direct involvement of sector chiefs in the decision-making and monitoring process, which helps build institutional capacity around participatory processes, transparency, representation and good governance in general.
- Develop beekeeping and honey making as an alternative to farming and agriculture for communities where arable land is scarce. Beekeeping may also benefit the youth through the involvement of other trades such as carpentry to build the hives and metal welding for the bee smoker. This generates alternative revenue sources for households, increases social cohesion in the community and at the same time assigns a monetary value to the land which contributes to environmental sustainability objectives where slash and burn is avoided.

- Increase access to market for new and existing products. Remote villages in the Mine Area (e.g. Kintao Dakonta and N'Dangara districts) and in Kamsar (Taïgbé) have limited access to markets to sell local products, even more so during the rainy season in the Mine Area. Market access for these local producers may be increased in a number of ways, such as supporting the development of new markets in strategic locations for remote villages, or improving transport and communication infrastructure (roads, tracks, bridges, etc.) around these villages in collaboration with local authorities. Infrastructure development is discussed in *Section 1.7.5.*
- Encourage the creation of cooperatives grouping together local producers, traders, craftsmen, etc. and provide support with respect to technical and business management aspects as well as increased market access where possible. This is further discussed in the following Section on *Capacity building* around RGAs and local SME development.

1.7.4 Capacity building

Description

Competencies and skills are necessary prerequisites of economic development and are clearly seen as such by local communities and authorities in the Project area. GAC has therefore committed to building the capacity of local communities to take advantage of the changing economic environment and of associated revenue-generating and business opportunities in the area. Capacity building is therefore geared towards increased economic autonomy through revenue generation, employment (independently from GAC), and entrepreneurship.

In addition to economic capacity building, this CIS also recognizes the importance of institutional capacity building around good governance and transparency as a vehicle for socio-economic development.

Capacity building is a transversal topic cutting across all CI areas. It is organized into the following three categories:

- *Youth vocational training and professional development*: Increasing youth competencies and skills to encourage revenue generation, entrepreneurship and employment. Capacity building areas include technical skills, small trades, sustainable agriculture and cattle herding techniques, etc.
- *Support to RGAs and local SME development:* Technical skill-building around RGAs, primarily for women, learning of small trades, support to local cooperatives, and business management capacity building (accounting, invoicing, production quantification, order tracking, etc.).
- *Institutional capacity building:* Empowering and building capacity of local authorities, technical services and elected officials to lead development

planning through participation in the CI process. This involves strengthening community representation through transparent and clear participatory mechanisms, and building capacity around good governance, transparency and accountability for gradual involvement in the CI process.

The Capacity Building CI area also includes education and professional development as general themes intended to benefit the largest number of people across the Project area.

Synergies and linkages

This CI area presents potential synergies with a number of other work streams. Capacity building can enhance RAP efforts through the development of alternative RGAs for PAPs. Similarly, capacity building may also contribute to local procurement through the development of local SMEs around specific procurement pre-selection criteria in collaboration with the procurement department. Finally, capacity building can contribute to the employment of local labor with GAC or its subcontractors, but only to a certain extent considering the limited employment opportunities for unskilled labour.

Primary Beneficiaries

Capacity Building programs will primarily benefit the physically and economically displaced to compensate for associated losses of livelihoods and equip them with the skills needed to adapt to changes in their environment.
More specifically, youth and women will be the primary targets of these programs. Other beneficiaries also include government officials and local authorities.

Ongoing investments

There are currently two ongoing capacity building programs:

- *The youth vocational training program at Boké's professional training center (CFP):* This is a 6-month training program for youth from the Project area around the learning of small trades primarily in the growing construction sector (carpentry, masonry, metal yielding, plumbing, mechanics, electricity, etc.). The objective is to allow Project-affected youth to pursue employment opportunities outside GAC, either independently as entrepreneurs or with established local businesses. Participants receive a stipend of 150,000 GNF (approximately 16 USD) per month to cover basic expenses (transport, rent, food). At the end of the training period, participants are handed a toolkit providing them with minimum equipment to pursue employment opportunities or start their own businesses.
- *Computer skills training* computer skills training is provided to 50 youth throughout the concession and in Kamsar.

- *Scholarship programs* scholarships are provided to nine girls in the Mine Area.
- *Adult literacy* is another ongoing CI project which was initiated in 2015 for a period of three years. This program targets all Project areas including the northern concession.

As previously stated, capacity building is a cross-cutting theme, with programs included in other CI areas, including the ongoing sustainable agriculture and cattle herding youth training pilot projects in Boffa.

Community feedback

During the CIS external consultations, local communities and authorities demonstrated strong support for vocational training programs and stressed the need to scale up CFP programs in order to generate more employment opportunities for youth of affected communities, whether with GAC or independently. Involvement of women in these programs was encouraged. Similarly, capacity building around RGAs and literacy trainings were also recognized as important factors of socio-economic development and received strong support. Finally, participants pointed out that some of their needs and recommendations were not reflected in the Local Development Plan (LDP) of the Commune, which highlights the need to reinforce and improve the mechanisms in place for the participation of communities and local authorities at all levels in the preparation of LDPs.

Recommendations:

- Scale up professional development and vocational training programs targeting youth and women from the Project area while giving priority to impacted communities as determined by the SEIA and the mining plan. The selection process for participants should be transparent and based on clearly defined and community-backed criteria. For the CFP programs in particular, it is recommended to revise the stipend yearly to take inflation into account and ensure expenses are adequately covered to avoid drop-outs. As pointed out in *Section 1.6.3*, coordination with the finance department to ensure stipend payments are on time is also key to the success of these programs.
- Build on linkages with the HR department to contribute to local employment through workforce development. Link medium to long-term staffing needs for technical positions (unskilled labor) with vocational trainings and apprenticeship programs targeting youth of affected communities (*Figure 1.7*)
- Improve technical skills around specific high revenue-potential RGAs identified jointly with beneficiary communities, particularly women.
- Develop and strengthen business management functions of local SMEs (accounting, preparation of bills, taking orders, production quantification and tracking, product pricing, etc.) Internal consultations within GAC

showed that local producers and providers of goods and services often lacked basic business management skills which hindered their ability to obtain work, including with GAC.

- Build institutional capacity of local authorities to strengthen the LDP preparation process to ensure transparency and participation of stakeholders at different levels. Also, considering that LDPs are developed on a 5-year basis, intermediate mechanisms such as the AIP (annual investment plans) should also be reinforced with the participation of communities to ensure that the changing realities on the ground are reflected.

1.7.5 Infrastructure development

Description

This CI area focuses on improving existing social infrastructure in the Project area and developing new ones as needed, particularly in response to the influx of migrants and the resulting pressure on social infrastructure and basic services. Infrastructure development includes construction, equipment provision (for health centers and schools for example), and infrastructure maintenance led by local communities and authorities themselves.

Infrastructure investments are determined in concert with local authorities and in accordance with Local Development Plan (LDP) priorities for infrastructure development. Local authorities are responsible for staffing, overseeing operations, and ensuring adequate maintenance of the infrastructure.

Social infrastructures may be categorized as follows:

- Basic infrastructure and utilities: Water, sanitation, electricity
- Transport and communication: roads, tracks, crossings
- Education: schools, professional centers, training or multi-purpose centres
- Health: health centers and health posts

Infrastructure development is driven by a number of factors, including expected Project impacts such as resettlement and access to infrastructure and services, identified in-migration hotspots, and most importantly, community needs and government priorities as reflected in the LDPs.

As discussed earlier, the LDP preparation process will be strengthened through institutional capacity building to ensure that LDPs are representative of community needs and are therefore reliable guides for Community Investment and infrastructure development in particular.

Synergies and linkages

The Infrastructure Development CI area will build on synergies with PIIM to reduce potential pressures on infrastructure and utilities in planned and expected in-migration hotspots. Infrastructure development also presents an opportunity to build on RAP efforts to improve access to social infrastructure and basic services around resettlement villages.

Primary beneficiaries

Infrastructure development will primarily benefit impacted communities in as determined by the Mining Plan, while prioritizing communities with more limited access to infrastructure as identified in the 2015 SEIA and Commune LDPs. To a lesser extent, infrastructure development activities will also target PAPs to enhance RAP efforts on specific aspects such as access to markets or access to drinking water. Preferred in-migration hotspots will also benefit from such investments to respond to potential pressures on existing infrastructure.

Community feedback

Project stakeholders have expressed general satisfaction with GAC's infrastructure investments to date (primarily in the northern concession), which, based on community perception studies, are ranked as most life-changing investments. This CI area is therefore clearly and important component of GAC's social license to operate. Specific infrastructure development needs and priorities that communities and authorities have highlighted include:

- The development of roads and bridge (communication infrastructure) to improve access to and from remote villages in the district of Tanéné, in particular during the rainy season. Kintao Dakonta and N'Dangara districts have limited accessibility.
- Access to drinking water and electricity were raised as priorities in Kamsar. The lack of access to drinking water for the Filima Secondary school in Kamsar, which is the largest secondary school in Guinea with a capacity for over 1000 students, was also a major concern. Recommendations were made to take advantage of Filima's favorable geological conditions to drill water wells there and extend a water supply network to other districts of Kamsar and to the islands.

Recommendations:

Considering the importance given to infrastructure development and the positive feedback of communities and local authorities in this regard, this CI area is clearly an important component of GAC's social license to operate and should benefit from continued investment, particularly in the southern concession where investment have been limited.

As highlighted in the SEIA study, access to infrastructure (healthcare, schools, and markets) is a particularly sensitive issue for Taïgbé considering the potential impacts associated with the construction of the rail conveyor which could block access to and from the southern islands between the Dougoufissa River and the city of Kamsar depending on the latest project design. Similarly, the footprint of the ANAIM-CBG railway may also block access in particular for users of the Salamaya port. These aspects should be monitored and taken into consideration in the decision-making process regarding infrastructure development in the southern islands.

Considering the above, the following recommendations can be made:

- Focus on health and education infrastructure development in the southern concession and in Kamsar in accordance with LDP priorities and based on expected Project impacts. Prioritize districts with limited accessibility.
- Contribute to the improvement of transportation networks for remote villages to increase access to basic infrastructure and services (healthcare and education) and markets.
- Consider providing access to drinking water for the Filima secondary school as a priority need.
- Where community needs that are not covered in the LDPs are expressed, support community participation in the LDP and AIP mechanisms to voice their concerns using appropriate channels. Assist in making the LDP process more representative and transparent through institutional capacity building (see *Section 1.7.4*).

1.7.6 Community Health, safety, and well-being

Description

This CI Area has three primary objectives:

- to prevent health problems in the communities and reduce the risk of pandemics through awareness raising campaigns and health and hygiene education;
- to maintain or improve the level of safety in local communities through road and rail safety awareness and awareness raising around risky and unsafe behaviors in particular in relation to the influx of migrants and Project workforce in the area (prostitution, unwanted teenage pregnancies, consumption of drugs, etc.); and
- to improve living standards for local communities in a participatory way, primarily through sanitation improvements and waste management.

The main health issues in the Project area include HIV/AIDS, Malaria, and waterborne diseases (e.g. diarrhea). The introduction of additional diseases

due to the influx of migrants may also become an issue, which underlines the importance of health awareness and the promotion of safe behaviors.

The Ebola awareness campaign of 2015 provides a good example of a successful participatory approach. Local authorities ensured community mobilization and helped raise initial awareness, and health technical services provided training to NGO community agents. Authorities were also involved in the monitoring process through engagement in midterm evaluation of challenges with NGOs and identification of corrective action.

Synergies and linkages

This CI area presents clear linkages with PIIM and RAP where health and safety awareness on the dangers associated with population movements are most needed. Synergies with the Environment department can also be built on with respect to sustainable waste management and sanitation.

Primary beneficiaries

Community health and safety and well-being programs and activities will benefit local communities in the Project area generally speaking. Specifically, promotion of community safety will focus on PIIM hotspots and communities along the road corridor (including road safety awareness and awareness around risky behavior). Sanitation improvement and waste management programs will benefit affected communities in the Project areas based on the priorities reflected in the PDLs and through community consultations.

Community feedback

Waste management and sanitation were raised as priority concerns in Kamsar. Specifically, waste collection and transport to the landfill seemed to be a major concern for the municipality. The need for health and hygiene awareness was also highlighted, in particular in schools. Finally, road security was a major concern in Kamsar and in the district of Tanéné in particular in the context of MBS.

Recommendations

Considering the above, the following recommendations can be made:

- Continue general health and hygiene awareness activities throughout the Project area and focus on PIIM hotspots and host communities.
- Continue to conduct awareness raising campaigns around risky and unsafe behaviors (STDs, prostitution, unwanted pregnancies, drug consumption, etc.) in expected PIIM hotspots and host communities where Project workforce will be based.
- Scale up road safety awareness campaigns for local communities in the mine and Port Areas located along the main road, in particular during the MBS Project.

- Prioritize waste management and sanitation in Kamsar as well as hygiene awareness raising in schools.

1.8 COMMUNITY INVESTMENT PROJECT PROCESS

This section presents the different steps of the CI project cycle from identification, selection, and approval to implementation, monitoring and evaluation. This project cycle generally applies to both construction and operations phases with primary differences in the **Project Prioritization and Design** and **Project Approval** steps and the underlying governance structure. Specifically, project approval during the construction phase is internal to GAC and is led by an internal CI Steering Committee. During the operations phase however, the approval process combines internal and external processes, with the introduction of a CI Fund Management Committee composed primarily of external stakeholders. The proposed governance structures and the rationale behind each are presented in detail in *Section 2*.

In addition, to ensure participation and information sharing with external stakeholders in a timely manner, stakeholder engagement activities are run in parallel throughout the different steps of the cycle. This applies in particular to the construction phase to ensure transparency and external stakeholder buy-in when the process is overseen by an internal Committee.

Table 1.7 and *Table 1.8* below show the overall CI project cycle for the construction and operations phases respectively, highlighting inputs and outputs for each step and the parties involved along with the approximate timeframe.

Table 1.7 CI Project Process – Construction Phase

COMMUNITY PROJECT PLANNING – CONSTRUCTION										
Steps		*Inputs / Sources*	*Process / Engagement*	*Responsibility / Engagement*					*Output*	*Timeframe*
				GAC Community Department	CI steering Committee (CR, RAP, ENV, Fin)	Local Authorities	Local Communities	EXCOM		
1	Project Identification	1. Local Community Channels - Regular consultations with communities - Specific requests from Communities through CLOs and the Grievance Mechanism - Consultations with sector chiefs - Community Perception Surveys 2. Local Authorities Channels - Commune LDPs and related consultation with local authorities - Regular meetings with local authorities at various levels - Authorities Perception Surveys 3. GAC Studies / Reports - SEIA/SEMP - PIIM / RDP - Sector field studies (conducted on a needs basis) - KAP & Audit Reports - GAC's Sustainable Agriculture Strategy	1. Documentation review and analysis to identify project opportunities. 2. Local communities and authorities provide input on a regular basis through the appropriate community and authorities channels.	1	2	2	2	-	Summary of Key Findings and Project Options	Ongoing - Output end of April

COMMUNITY PROJECT PLANNING – CONSTRUCTION										
Steps		*Inputs / Sources*	*Process / Engagement*	*Responsibility / Engagement*					*Output*	*Timeframe*
2	Project Prioritisation & Design	1. Summary of Key Findings and Project Options 2. Mining Plan 3. RAP & ENV Synergies 4. Other initiatives in the area	1. Once the key findings from the different identification channels are pooled together, meetings with local authorities (sub-prefects & mayors) and local community representatives (district presidents & sector chiefs) are held in the mine and port areas to consolidate and validate these findings. 2. Prioritization and design of selected projects.	1	2	3	3	-	Community Project Charters	May - June
3	Project Approval	1. Community Project Charters	1. Project assessment based on project selection criteria and budget approval criteria. 2. Maximization RAP & ENV synergies	2	4	-	-	4	1. Approved Project Charters 2. Approved Annual Community Investment Plan & Budget	July - Sept
4	Project Planning	1. Approved Project Charters 2. Approved Annual Community Investment Plan & Budget	1. Produce project ToRs and set KPIs2. Analyse and select tenders from implementing partners3. Inform local stakeholders of the projects that were approved and about the roll-out / implementation process through meetings with local authorities and community representatives in the mine and port areas.	1	2	3	3	-	1. Contracts and SoW; 2. Project Register	Aug. - Oct.

COMMUNITY PROJECT PLANNING – CONSTRUCTION										
Steps		*Inputs / Sources*	*Process / Engagement*	*Responsibility / Engagement*					*Output*	*Timeframe*
5	Project Implementation	1. Contractors project schedule, intermediate objectives, and monthly activities planning 2. Community Department weekly/monthly project planning	1. Community beneficiaries and local authorities are involved in Project implementation as per the Project ToR.	1	2	3	3	-	1. Project Master Plan 2. Contractors Progress Report 3. GAC Activity Reports	Nov - Nov. (12 months)
6	Project Monitoring	1. Contractors Progress Reports 2. GAC Activity Reports	1. Quarterly monitoring meetings are held. 2. Community beneficiaries, relevant local authorities, and implementing partners are involved in monitoring and participate in quarterly monitoring meetings.	1	2	3	3	-	1. Monthly project dashboards 2. GAC monitoring reports 3. Meeting MoMs, recommendations and next steps	Nov-Nov (12 months)
7	Project Evaluation	Contractors Final Report	1. End of Project Evaluation 2. Meeting with local authorities and communities. 2. Community beneficiaries, relevant local authorities, and implementing partners participate in end of year evaluation meeting.	1	2	3	3	-	1. GAC Annual Evaluation Report 2. GAC Annual Community Report	Project end date + 1 to 3 months.

Note: 1=initiate / lead; 2= provide input; 3=inform/engage; 4=approve
Source: GAC 2016, modified by ERM.

Table 1.8 CI Project Process - Operations Phase

COMMUNITY PROJECT PLANNING – OPERATIONS											
Steps		*Inputs / Sources*	*Process / Engagement*	*Responsibility / Engagement*						*Output*	*Timeframe*
				GAC Community Dept.	CI Steering Committee (ENV, RAP, CR, FIN)	CI Fund Management Committee	Local Authorities	Local Communities	EXCOM		
1	Project Identification	1. Local Community Channels - Regular consultations with communities - Specific requests from Communities through CLOs and the Grievance Mechanism - Consultations with sector chiefs - Community Perception Surveys 2. Local Authorities Channels - Commune LDPs and related consultation with local authorities - Regular meetings with local authorities at various levels - Authorities Perception Surveys 3. GAC Studies / Reports - SEIA/SEMP - PIIM / RDP - Sector field studies (conducted on a needs	1. Documentation review and analysis to identify project opportunities. 2. Local communities and authorities provide input on a regular basis through the appropriate community and authorities channels.	1	2	-	2	2	-	Summary of Key Findings and Project Options	Ongoing - Output end of April

COMMUNITY PROJECT PLANNING – OPERATIONS											
Steps		*Inputs / Sources*	*Process / Engagement*	*Responsibility / Engagement*						*Output*	*Timeframe*
		basis) - KAP & Audit Reports - GAC's Sustainable Agriculture Strategy									
2	Project Prioritization & Design	1. Summary of Key Findings and Project Options 2. Mining Plan 3. RAP & ENV Synergies 4. Other initiatives in the area	1. Prioritization and design of selected projects.	1**	2;	1	-	-	-	Community Project Charters	May - June
3	Project Approval	1. Community Project Charters	1. Project assessment based on project selection criteria and budget approval criteria. 2. Maximization RAP & ENV synergies	2	4**	4	-	-	4**	1. Approved Project Charters 2. Approved Annual Community Investment Plan & Budget	July - Sept
4	Project Planning	1. Approved Project Charters 2. Approved Annual Community Investment Plan & Budget	1. Produce project ToRs and set KPIs 2. Analyze and select tenders from implementing partners 3. Inform the CI Fund Management Committee (external stakeholders) about the roll-out / implementation process.	1	2	3	-	-	-	1. Contracts and SoW 2. Project Register	Aug. - Oct.

COMMUNITY PROJECT PLANNING – OPERATIONS											
Steps		*Inputs / Sources*	*Process / Engagement*	*Responsibility / Engagement*						*Output*	*Timeframe*
5	Project Implementation	1. Contractors project schedule, intermediate objectives, and monthly activities planning2. Community Department weekly/monthly project planning	1. Community beneficiaries and local authorities are involved in Project implementation as per the Project ToR.	1	2	1	3	3	-	1. Project Master Plan2. Contractors Progress Report3. GAC Activity Reports	Nov - Nov. (12 months)
6	Project Monitoring	1. Contractors Progress Reports 2. GAC Activity Reports	1. Quarterly monitoring meetings are held. 2. Community beneficiaries, relevant local authorities, and implementing partners are involved in monitoring and participate in quarterly monitoring meetings.	1	2	3	3	3	-	1. Monthly project dashboards 2. GAC monitoring reports 3. Meeting MoMs, recommendations and next steps	Nov-Nov (12 months)
7	Project Evaluation	Contractors Final Report	1. End of Project Evaluation Meeting with the CI Fund Management Committee. 2. Community beneficiaries and implementing partners also participate in end of year evaluation meeting.	1	2	1	3	3	-	1. GAC Annual Evaluation Report 2. GAC Annual Community Report	Project end date + 1 to 3 months.

Note: 1=initiate / lead; 2= provide input; 3=inform/engage; 4=approve.

**The cells in green refer to the internal process led by GAC's CI Steering Committee in parallel to the participatory process led by the CI Fund Management Committee.

1.8.1 *Step 1: Identification*

Overview

CAG's Community Department identifies a number of CI project options from three main sources: local communities, local authorities, and internal GAC documents. The information collected is then consolidated into a summary of key findings resulting in a first long list of project options.

Process

The three main input channels are the following:

- *Community Input Channels*: include regular consultations with local communities, community requests / recommendations voiced to GAC's Community Liaison Officers (CLOs) and through the Grievance Mechanism, consultations with Sector chiefs, and the recent Community Perception Survey conducted in the Project Area. Community input channels are particularly useful to identify ALUE, RGA and Capacity Building CI projects, and to confirm government priorities reflected in the LDPs.
- *Local Authorities Input Channels*: These channels include consultations with local authorities around the LDPs and the priority areas they have identified, regular meetings with local authorities at the sub-prefecture, communal, and district levels, and the recent local authorities Perception Study conducted by GAC. These input channels will be used as the main guide for identifying and selecting Infrastructure Development projects.
- *GAC Studies and Reports*: Studies and reports prepared by / for GAC also provide valuable information on community needs, project impacts, and sector potentialities. These include GAC's 2015 SEIA and SEMP, the Project PIIM / RDP, GAC's Sustainable Agriculture Strategy, specific sector studies, and the present CIS document.

The different input sources are pooled and analyzed, information is consolidated and a *Summary of Key Findings and Opportunities* is produced (See Appendix E), based on which project options are then highlighted.

To facilitate this process, all Minutes of Meetings (MoMs) documents will include a section highlighting key findings and project options. Similarly, LDPs, Perception Studies, and other documents coming out of these channels will be summarized and key findings extracted.

Timeframe, Role & Responsibilities

All three input channels are ongoing mechanisms throughout the Project's life cycle. The identification of CI projects takes place during the month of April. By the end of April, the summary of key findings and project options is prepared. This step is overseen by GAC's Community Department.

Stakeholder Engagement

Participation of local communities and authorities in the project identification stage is crucial to ensure that identified projects address real needs and priorities and that they have the buy-in and support of local communities and authorities. Stakeholder participation in the identification of project options is ongoing and covered through the community and local authority input channels discussed earlier. (See Box 1 of *Table 1.7)*.

During the construction phase, at the end of the identification process, the key findings from the different channels are consolidated into a single long-list project options summary document. Meetings with local authorities (sub-prefects & mayors) and elected officials (district presidents & sector chiefs) will then be held in the Mine and Port Areas to validate and obtain community input on prioritization of the project options. (See Box 2 of *Table 1.7*).

During the operations phase, the meeting to validate the long-list of project options will be held with the CI Fund Management Committee in Step 2: Prioritization and design.

1.8.2 Step 2: Prioritization and design

Overview

During the Construction phase, project options generated in Step 1 are prioritized, and selected projects are designed by GAC's Community Department with input from the Environment and RAP units as needed.

During the Operations phase, project prioritization will be undertaken by local communities and their elected officials through a CI Fund Management Committee with guidance from GAC's Community Department and NGO partners, as needed. The outcome of the prioritization process will be the production of two separate short-lists of project options: one list to be designed and approved (Step 3) by GAC, and the other to be designed and approved by the CI Fund Management committee.

Process

Identified project options are prioritized and designed taking into account the following background information:

- GAC's Mining Plan and Land Management Plan based on which impacted communities are identified;
- expected impacts as per GAC's SEIA and PIIM documents; and
- other development initiatives in the area and the partnership opportunities they present in terms of common objectives and resource-sharing.

During the Construction phase, prioritized projects are developed by the community department with input from the Environment and RAP units for projects with synergy opportunities, keeping in mind project approval criteria (See next step). During Operations, prioritized projects are developed by the CI Fund Management Committee with guidance from GAC's Community Department and NGO partners as needed.

At the end of the Prioritization and Design step, *Community Project Charters* are produced for each selected CI project. The project charters present a high-level description of the project, including project objectives, scope, business case, critical success factors, long-term impacts, outcomes, and KPIs, as well as the implementation strategy and resources needed (budget). Appendix F shows GAC's Community Project Charter template.

Timeframe, Role & Responsibilities

Prioritization and design is a 2-months process running from early May to end of June. During the Construction phase, it is led by GAC's Community Department with input from the Environment and RAP units as needed, while in the Operations phase it prioritization and design are split into two parts:

- One led by GAC's Community Department with input from the Environment and RAP units as needed
- One led by a CI Fund Management Committee with guidance from GAC and NGO facilitators as appropriate.

1.8.3 Step 3: Approval

As discussed previously, the community project approval process varies during Construction and Operations, the main difference being the underlying governance structures. This sub-section provides a general overview of the approval process for both phases, which are then described in greater detail in *Sections 2.2* and *2.3.2* of the 5-Year Implementation Plan.

In the approval step, the Community Project Charters and budgets of selected CI projects are reviewed, commented on, revised as needed, and approved taking into account the nine approval criteria presented in *Box 1.3* below.

Box 1.3 Project approval criteria

The proposed project should:

1. Align with **SEIA/SEMP recommendations**
2. Align with **LDP priorities**
3. Align with **community needs** and may come from specific community requests or recommendations
4. Demonstrate clear **community benefits**
5. Encourage **participation**/involvement of local authorities and communities
6. Include an M&E plan with SMART **KPIs**
7. Demonstrate **sustainability of outcomes** (long term social impacts and benefits, consideration for the environment, demonstrate necessary support and commitment from local partners, etc.)
8. Demonstrate a clear **business case** and cost-benefit analysis to justify budget.
9. Have an **annual timeframe** (longer-term projects may be developed through phases)

Note: Criteria 1, 2, and 3 are covered through the project identification step (step 1).

Once the Community Project Charters are approved, an *Annual Community Investment Plan (CIP)* (see Appendix F) is prepared providing an overall CI project and spending timeline for the year. The CIP includes a detailed project portfolio that will be implemented under each chosen theme.

Assuming that department budgets at GAC are approved by early September, the CI project approval process during the construction phase will start early July and end early September. See *Section 2.2* Implementation Model for the approval process flowchart and weekly timeframe. As for the operations phase, the approval process is detailed in *Section 2.2*.

1.8.4 Step 4: Project Planning

Overview

In this step, project implementation, monitoring and evaluation are planned out, and appropriate implementing partners are selected and mobilized.

Process

The Approved Project Charter is used as a guide to develop a detailed Request for Proposals (RfP) specifying project purpose and objectives, implementation timeframe and deliverables, as well as eligibility criteria and requirements. To the extent possible, RfPs should also encourage potential partners to include a participatory component in their bids (e.g. involvement of local authorities and communities in project implementation and monitoring).

The proposals received are then evaluated against these criteria and requirements and implementation partners are selected based on their qualifications and experience, proposed budget, and proposed project approach.

Once the implementing partners are selected, contracts and Terms of Reference (TORs) are signed, and implementing partners mobilized. TORs should be as specific as possible, including intermediate objectives and

specific KPIs to inform the monitoring process. A *Project Register* (Appendix H) is also created in GAC's database for project management and progress tracking.

Timeframe, Role & Responsibilities

Project planning is led by GAC's Community Department. It starts in August in parallel to the project approval process (RfP and TOR preparation) and ends in October with contract signing and mobilization of implementing partners after the budget is formally approved.

Stakeholder Engagement

Once projects have been planned-out and are ready to be implemented, local stakeholders are informed of the projects that were approved and of their upcoming implementation, highlighting and discussing expectations as to their participation and involvement in the process (See box 3 of *Table 1.7)*.

During the construction phase, meetings are held with local authorities (sub-prefecture & commune levels) and elected officials (district and sector levels) in the mine and Port Areas, whereas in the operations phase, these conversations are held directly with representatives of the CI Fund Management Committee.

1.8.5 Step 5: Implementation

Overview

During the implementation phase, project activities are undertaken according to the Project Schedule and Master Plan, and regular project progress reports are produced.

Process

The implementing partner develops a detailed project schedule with intermediate objectives and monthly activities, based on which GAC's community Department then develop a Project Master Plan with specific steps, project activities and roles and responsibilities for each, intended outcomes, and measurable KPIs.

Throughout the implementation phase, the Community Department produces *Monthly Activity Reports* and financial reports, and the implementing partners are required to deliver *Weekly, Monthly or Quarterly Progress Reports* (depending on the nature of the project) evaluating progress against project objectives and outcomes.

All implementation reporting documents will be recorded in the Project Register in GAC's community database.

Timeframe, Roles & Responsibilities

Project implementation starts in November and is expected to last 12 months. It is led by GAC's community department and implementing partners, in collaboration with the Environment and RAP units as appropriate, and with the participation of local stakeholders.

Stakeholder Engagement

Community beneficiaries and local authorities are involved in Project implementation as per the Project TOR (Box 4 of *Figure 1.13*).

1.8.6 Steps 6 and 7: Monitoring & Evaluation

Overview

Monitoring is the ongoing process of tracking project progress in relation to specific objectives and KPIs throughout the implementation phase. Regular monitoring also allows highlighting challenges and issues as they occur and taking corrective measures in a timely manner. Evaluation takes place at the end of the implementation phase to assess project performance with respect to overall objectives and KPIs and to generate and share lessons learned.

Process

Monitoring

Monitoring inputs are generated during project implementation and reviewed on a weekly, monthly, quarterly basis, depending on the nature of the project, as part of the monitoring process. The main monitoring input documents are the contractor's Weekly, Monthly, or Quarterly Progress Reports (frequency depending on the nature of the project) and the Community Department's Monthly Activity Reports which look at project progress on specific activities in relation to the planned schedule, outcomes and objectives.

The Community Department analyses these reports on a weekly, monthly and quarterly basis and measures progress against the outcome and objective KPIs that were developed in Step 4 during the planning phase. The results of this exercise are recorded in a *Monthly Project Dashboard* (Appendix I) showing progress made on the different KPIs, and a Quarterly Monitoring Report is produced highlighting challenges and introducing corrective actions as needed.

Monthly or, at minimum, Quarterly Monitoring Meetings are held with the implementing partner/Contractor, direct project beneficiaries and relevant local authorities to take stock of progress to date, discuss potential challenges and areas for improvement, make recommendations, and validate corrective measures in a participatory way. Recommendations are recorded and corrective measures fed into project implementation.

In addition, every 2-3 years, in conjunction with the *Perception Survey*, GAC's Community Department will conduct a *Knowledge, Attitudes and Practices* (KAP) survey focused on one or more of GAC's priority investment areas (e.g. Community Health, Safety and Well-Being, Revenue Generating Activities), to determine evaluate the overall success of implemented initiatives.

Finally, every five years, GAC will conduct a *Sample Household Survey* to collect data on KPIs that will not be acquired through regular monitoring of project activities, or by other parties (government technical services, NGOs, etc.). This information will be used to regularly update project's social baseline, and to chart progress in the achievement of the outcomes set out in *Section 3 CI Monitoring Framework.*

Evaluation

At the end of project implementation, the implementing partner or Contractor is required to produce a *Final Report* which is then analysed by the Community Department in relation to project KPIs and overall objectives and goals. During this step, consultations with project beneficiaries, local authorities and key prefecture-level technical service representatives, may be necessary to evaluate project performance relative to qualitative KPIs and to measure community perceptions.

Performance evaluation results are recorded in a draft *End of Project Evaluation Report*. Key findings and lessons learned are then discussed with project beneficiaries, relevant technical services and local authorities during an *End of Project Evaluation Meeting*. Stakeholder recommendations are recorded and integrated into the final *End of Project Evaluation Report* which is then shared with direct stakeholders.

In addition to the project-specific evaluation process, GAC's Community Department will also prepare an *Annual Evaluation Report* covering all projects implemented during the year. This report will be shared with stakeholders at all levels, either directly through the CI Fund Management Committee during the Operations phase, or individually with sub-prefects and mayors (local authorities), and district presidents and sector chiefs (elected officials). Sector chiefs will be responsible for sharing the information with local communities within an agreed timeframe.

Monitoring and Evaluation Budget

M&E costs should be covered in the overall budget of the community development project. M&E costs typically represent between 3 and 10% of the total budget amount depending on the size and nature of the development project in question. The M&E budget is determined during the initial project design and planning phase and is based on specific M&E functions and deliverables/outcomes as described above. These functions are costed in

terms of human and financial resources needed for each task. Certain M&E functions, especially monitoring, may also be include as part of the project's activities. Other functions such as independent evaluations, as needed, should be specifically budgeted.[1]

It should also be noted that while it is critical to plan for monitoring and evaluation together, it is recommended that resources for each function should be separate, which will reduce the risk of running out of resources for evaluation, which often takes place towards the end of implementation.[2]

Timeframe, Roles and Responsibilities

Monitoring and evaluation activities are led by GAC's Community Department and its implementing partners, while maximizing participation of project beneficiaries and relevant authorities, in particular in monitoring.

Monitoring activities are ongoing throughout the project timeframe with quarterly monitoring meetings to track progress and address challenges in a timely manner.

Performance evaluation takes place at the end of the project implementation phase and is usually completed in 1 to 3 months depending on project size and scope.

Stakeholder Engagement

Project beneficiaries, relevant local authorities, and implementing partners track project progress against specific objectives and KPIs. They are involved in quarterly monitoring meetings and the end of year evaluation meeting.

[1] IFRC, Project / Programme monitoring and evaluation guide, 2011
[2] UNDP, Handbook on Planning, Monitoring and Evaluation for Development Results, 2009

2.1 INTRODUCTION

The CIS five-year Implementation Plan covers the 3-year construction period (2017-2019) and the first two years of operations (2020-2021). Considering the mining plan for the first 5 years of the CIS (*Figure 1.4*), the Project area of influence for this period is mostly limited to the Commune of Tanéné to the West of the concession, and more specifically to the affected communities in the districts of Tanéné and Dambantian. The 5-Year Implementation Plan will therefore focus on the Commune of Tanéné, as well as the affected communities in the districts of Kamsar Centre and Taïgbé in the Port Area. The CI priority areas and budget distribution for the first 5 years of implementation are presented in the Investment Strategy (*Section 2.4*) with a focus on the first years of construction.

As discussed previously, the CI governance structure and project approval process differs from one phase to the other. During Construction, this Strategy recommends the establishment of an internal decision-making process led by a GAC CI Steering Committee (Section 2.2.1). During Operations, an external dimension is introduced with the establishment of a semi-autonomous CI Fund Management Committee (Section 2.2.2). The Operations phase therefore has two parallel governance structures, an internal one (GAC's CI Steering Committee) and an external one (the CI Fund Management Committee). Budget approval processes and recommendations for each governance structure are also presented in their respective Sections. The CI Fund Management Committee is expected to gain increasing autonomy gradually and eventually transition into an independent CI Fund.

The rationale behind the introduction of a participatory decision-making model is based on a combination of compliance and policy considerations, international best practice, and compliance with SEIA commitments (Ref. *Section 1.4*). Key points considered are summarized in *Box 2.1* below.

Box 2.1 CI governance structure rationale

Summary of key points considered:

- GAC's Basic Convention does not require investments in local development until the operations phase. CI during the construction phase is therefore voluntary and at GAC's discretion, hence the internal governance structure and decision-making approach.
- During the operations phase, GAC is required to determine in concertation with local authorities and local communities how its contribution to local development will be utilized. Although GAC's Basic Convention does not specifically require the establishment of a Local Development Agreement and Fund with local authorities, this is a requirement under the 2011 mining code, which may eventually be introduced into the Convention through negotiations during the review program of mining concessions and titles.
- The participatory CI Fund management model proposed in this Strategy is based on International good practice and is aligned with the business case for Community Investment and this Strategy's guiding principles, in particular stakeholder ownership, process transparency, and sustainability of outcomes (Ref. Sections 1.3.2 and 1.3.3).

2.2 IMPLEMENTATION MODEL

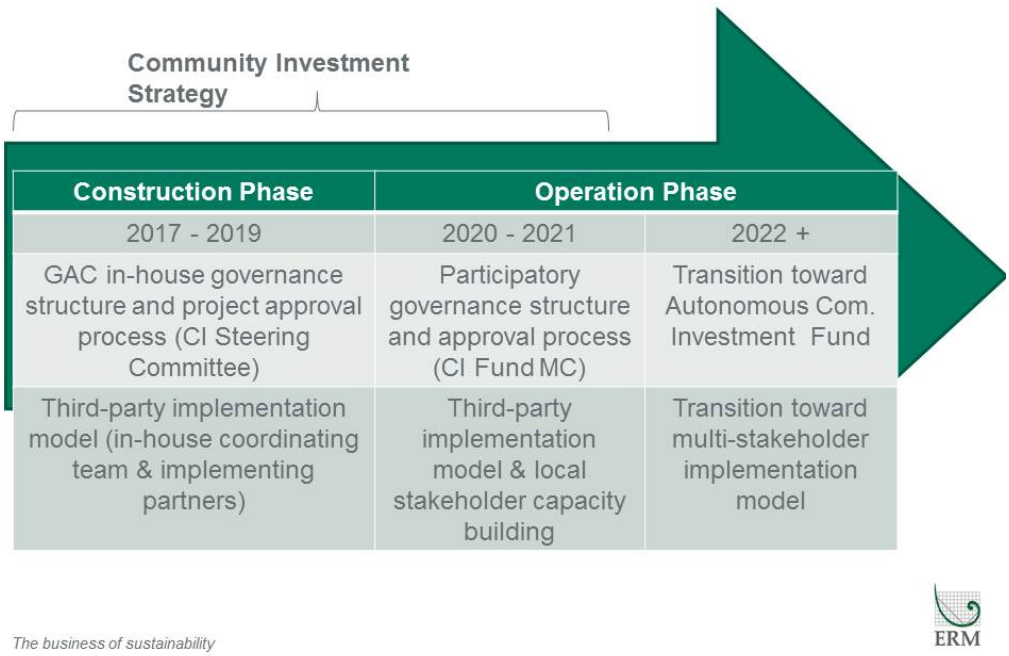
Implementation will initially be based on an internal / in-house governance structure and coordinating team working with external implementing partners as needed.

During the operations phase, a CI Fund Management Committee will be created and increasingly involved in planning and implementation a greater proportion of CI funds, with support from implementing partners. Implementing partners will be expected to design and implement projects in partnership with local beneficiaries who will become more involved in planning and project management.

As local stakeholder capacity develops (5 years +), implementation will move gradually towards a broader multi-stakeholder implementation model governed by an autonomous CI Fund handing greater control for development over to local stakeholders and local development partners (external donors, regional programs, regional authorities, etc.).

This transition to an Autonomous Multi-Stakeholder CI Fund provides a sound exit strategy for GAC and ensures continuity and long term sustainability of local development efforts. The transition in governance and implementation approach is presented in *Figure 2.1* below.

Figure 2.1 Implementation model through the construction and operations phases



2.3 GOVERNANCE STRUCTURES

2.3.1 GAC CI Steering Committee

As explained in Section 1.8, GAC's CI Steering Committee is the primary governance structure during the Construction phase and is internal to GAC. Stakeholder engagement activities are undertaken throughout the CI process from identification, selection, planning, to implementation and M&E to ensure transparency and stakeholder buy-in.

This Steering Committee governance structure is maintained during the Operations phase as a means for GAC to maintain control over CI decision making. However, an additional participatory CI Fund Management Committee, described in *Section 2.3.2* will be added to open up a portion of CI dollars to more direct community control.

Keeping the internal Steering Committee structure allows GAC to maintain control over project design and approval and to allocate a portion of the CI budget to be managed at GAC's discretion. The mandate, composition, and internal processes for project and budget approval are described in the following sections.

Mandate

The mandate of GAC's CI Steering Committee is to ensure alignment of CI projects with business objectives. The Steering Committee is responsible for reviewing and approving selected CI projects and budgets and to submit the annual Community Investment Plan and Budget to GAC/EGA's Executive Committee for final approval.

Specifically, the Committee reviews the proposed CI projects and budgets based on project approval criteria (Ref. *Box 1.3*), making recommendations to ensure that PIIM, RDP, RAP and Environment synergies are maximized where appropriate and that proposed budgets are aligned with the Excom´s budget approval criteria.

Composition

The composition of GAC's internal CI Steering Committee is described in *Table 2.1* below.

Table 2.1 CI Steering Committee composition

Position	Role
HSSE Director	Chair
Community Superintendent	Co-Chair and Administrative Overview
Environment Superintendent	Advisors
RAP Project Managers	Advisors
Finance	Advisors
Contracts	Advisors

The Environment supervisor and RAP managers' main function is to ensure that synergies between Environment and RAP efforts and CI projects are maximized through coherent project design.

The participation of Finance and Contracts representatives is mainly to facilitate coordination and alignment of timeframes between the different departments. The finance representative will also provide guidance to ensure that the proposed project charters and budgets meet budget approval criteria as determined by the Finance department and GAC/EGA's Executive Committee.

Project approval process

Project approval during the construction phase is a multi-step process which lasts about two months.

As a preliminary step, the community project charters and the list of project approval criteria (Ref. *Box 1.3*) are shared with Committee members 1 week before the first meeting.

In the first meeting, project charters are presented and discussed based on the approval criteria. Projects are then ranked by importance/urgency and recommendations are made.

The community department will have two weeks to implement recommendations and update the project charters accordingly.

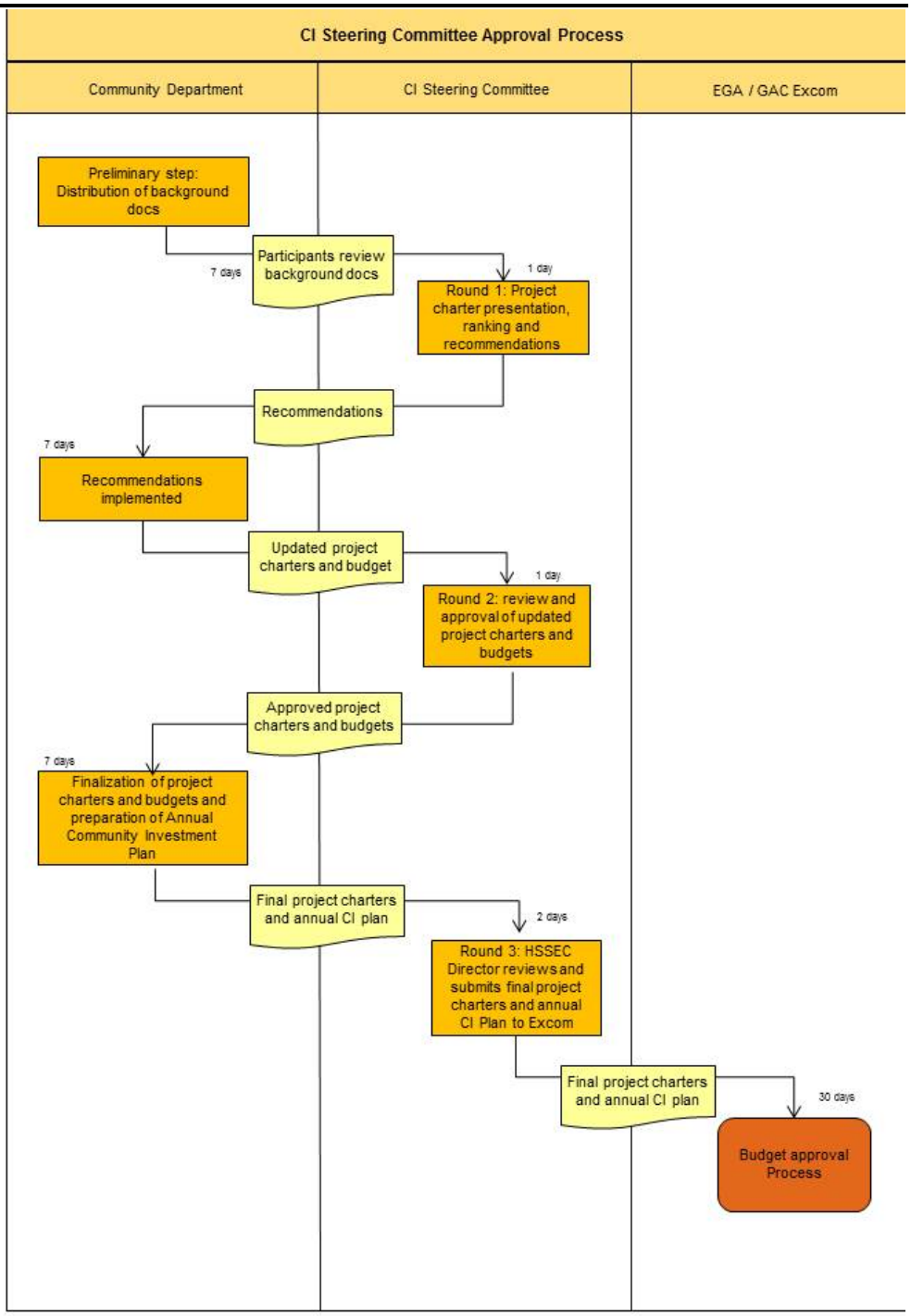
The second meeting is then held and the updated project charters are reviewed and approved by the Committee.

The Community department takes another week to finalize the project charters and develop the Annual Social Investment Plan.

Finally, the final project charters and Annual Social Investment Plan are presented to the HSSE director who submits them to Finance / Excom for final budget approval. Once budgets are officially approved, Excom informs the CI Steering Committee of the decision and a meeting is held where the decision is explained and feedback provided.

The project approval process and timeframe is summarized in the Flowchart in *Figure 2.2* below.

Figure 2.2 CI Steering Committee project and budget approval process



Budget approval process

Department budgets at GAC are approved by the Finance department and EGA's Executive Committee (Excom). As shown in *Figure 2.2,* final decision with respect to approval of the annual CI budget therefore sits with the Excom.

A number of limitations surfaced through internal consultations with various GAC departments with respect to the budget approval process and timeframe

at Excom level, in particular in terms of transparency and clarity of the process.

The steps and criteria of the budget approval process are not well understood, the timeframe is also unclear and communication on the final budget decision is informal.

Considering the above, the following recommendations can be made with respect to budget approval:

- Clarify with Finance and Excom the timeline for budget submission and approval: Budget is typically submitted in August and approved in September. However, in the past two years the approval timeframe has been unclear. To align with the CI project cycle and allow for better project planning, budgets should be submitted by end of July and approval by end of August.
- Establish with Finance and Excom specific steps and criteria for budget approval: the approval process including steps and criteria should be clearly laid out and understood by GAC's Community Department. Budget approval criteria for CI projects may include the following:
    - CI projects are aligned with GAC priorities (regulatory requirements, IFC requirements, Project phase and mining plan, mitigation of expected impacts, etc.)
    - CI projects present a clear cost-benefit analysis
    - CI Project objectives are commensurate with the budget proposed.
- Establish with Finance and Excom a clear communication approach to share budget approval decisions and feedback with the CI Steering Committee: Communicate decision to the HSSE director and Community Superintendent through the issuance of a formal document signed by Finance and Excom approving the CI budget for the year. This formal document is accompanied by a criteria measurement table demonstrating the decision-making rationale.

2.3.2 *CI Fund Management Committee*

The CI Fund MC is proposed as a semi-autonomous governance structure led by representatives of local communities and local authorities. The CI fund will be introduced at the start of the Operations phase in addition to the existing GAC CI Steering Committee described in the previous section. The Fund will be allocated a percentage of the annual 500,000 USD requirement (with the remaining percentage managed by the internal CI Steering Committee). This percentage will be increased gradually by a fixed amount each year until full allocation of the 500,000 USD on year 15 of operations. The CI Fund MC prioritizes and designs identified CI projects (Step 2 of the CI process – *Section*

1.8.2) and oversees the project approval process within the budget it has been allocated (Step 3 – *Section 1.8.3*).

The MC will gradually transition towards increasing decision-making and management autonomy with respect to project approval and budget allocation, but also in terms of project planning and implementation (Steps 4 and 5 - *Sections 1.8.1* and *1.8.2*)

Participation in the CI Fund MC will therefore require extensive capacity building starting prior to the establishment of the Fund during the Construction phase and throughout its existence during the Operations phase. Institutional capacity building as priority CI area is discussed in more detail in the Investment Strategy (*Section 2.4*).

Mandate

The mandate of the CI Fund MC is to ensuring alignment between GAC, local authorities and CI beneficiaries around CI projects. The MC will also ensure that CI projects are aligned with regional and local development plans and initiatives, avoiding duplication of effort.

The CI Fund MC is responsible for prioritizing, designing, and approving CI projects within its yearly budget.

Specifically, the Committee will empower local communities and elected officials to prioritize their needs and prepare proposals for funding by the CI fund. The Committee will also be responsible for reviewing and approving the proposed projects and budgets based on specific approval criteria (Ref. *Box 1.3*), and providing oversight and high-level guidance for the implementation and monitoring of projects.

The project approval and fund allocation process and the responsibilities of all parties are outlined in the CI Fund Memorandum of Understanding (MoU) or Charter, which will be developed and signed by both the MC members and GAC. In this sense, the MoU acts as a sort of Local Development Agreement between GAC, local authorities, and beneficiary communities, in alignment with requirements of the Mining Code 2011. The MoU also establishes specific requirements
and criteria (KPIs) to ensure effective fund management, transparency and good governance.

Composition

The composition of the CI Fund MC is described in *Table 2.2* below.

Table 2.2 CI Fund MC composition

Position	Role
Elected Community Representative	Chair
GAC Finance Representative	Treasurer

Position	Role
Sub-Prefects & Mayors (local authorities)	Advisors
Government Technical Services	Technical support
GAC Community Department Representative	Technical support, Guidance & Administrative functions
GAC Government Relations Representative	Technical support & Guidance
District Presidents & Sector Chiefs (elected officials)	Members
Community Youth and Women Representatives	Members

Note: The CI Fund may require two MCs, one overseeing investments in the Port Area and the other in the Mine.

Beneficiary communities through their elected officials prioritize their needs and develop project proposals which are submitted to the Committee for funding. Projects are prioritized based on project options identified in Step 1 of the CI process, and communities receive guidance from GAC's Community Department for project design and the preparation of Community Project Charters or proposals. This allows empowering local stakeholders while ensuring transparency and buy-in, which ultimately contributes to improving GAC's social license to operate.

All MC members review the proposals together and make recommendations as appropriate. Technical expertise of government technical services may be called upon in specific cases, and GAC representatives may also intervene to provide guidance and technical support.

CI Fund project approval process

Project approval for the CI Fund is a multiple step process.

As a preliminary step, two weeks before the first MC meeting, the Community Project Charters and Budgets prepared by local communities and their elected officials are distributed to MC members for review. Project approval criteria are also shared in advance (Ref. *Box 1.3)*. GAC's Community Department and Government Relations representatives provide guidance and support as needed to ensure that background materials are well understood.

In the first CI Fund MC meeting, approval criteria are reviewed and validated, and district presidents and sector chiefs present their community project charters highlighting community benefits and how community needs are being addressed, and justifying the proposed budgets. Comments and recommendations are then made.

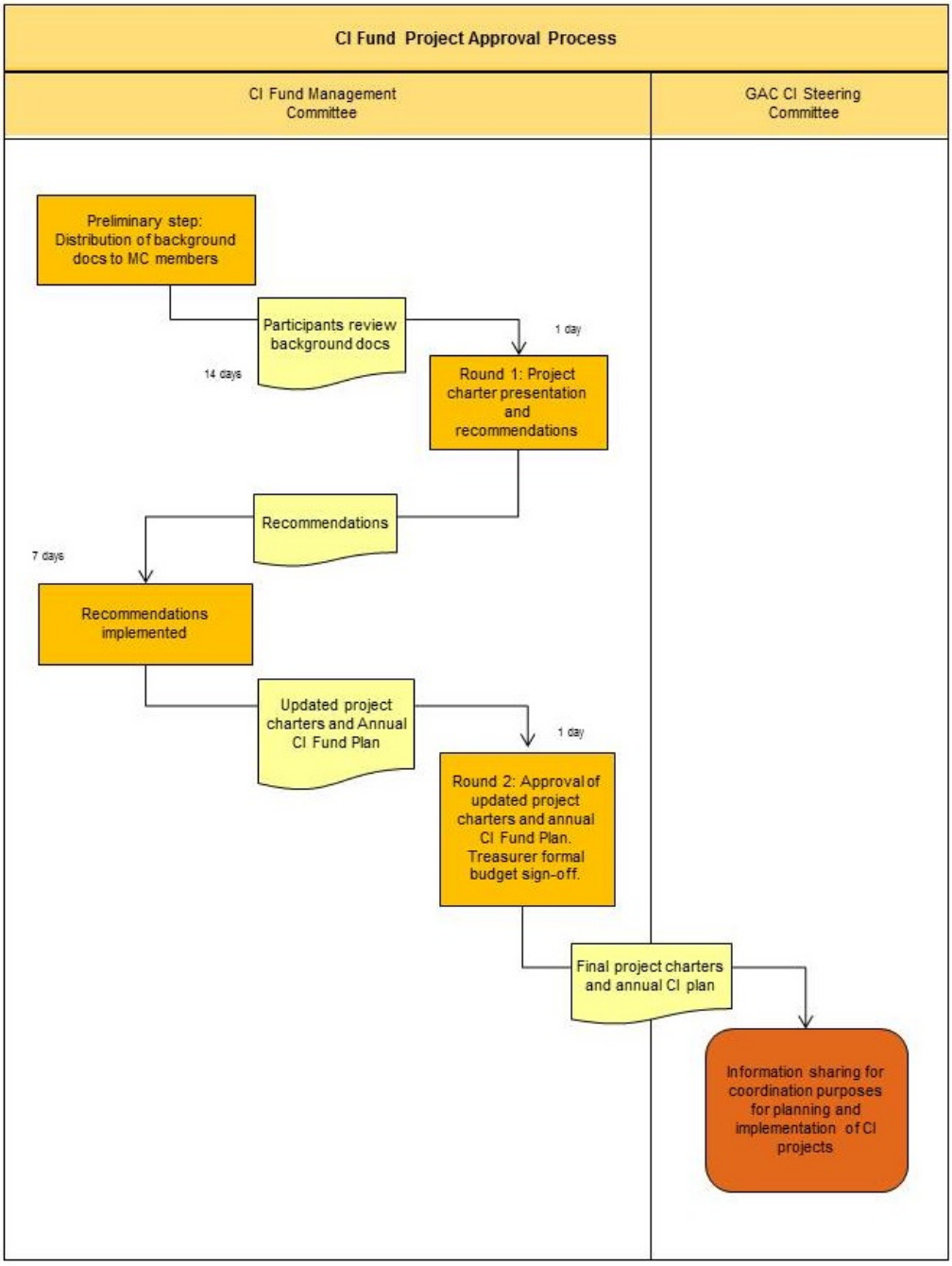
District presidents and sector chiefs spend the next week integrating recommendations and updating the project charters and developing a consolidated Annual CI Fund Plan with guidance from GAC's Community Department.

A second MC meeting is then held and the updated project charters and annual CI Fund Plan t are reviewed and approved by the Committee with formal sign-off by the treasurer to release and allocate the agreed funds to approved projects throughout the year.

Finally, the approved CI Fund project charters and annual CI plan are shared with GAC's CI Steering Committee to facilitate coordination and planning for the implementation of externally approved projects (CI Fund projects) and those approved through GAC's internal channel.

The approval process and timeframe for CI Fund projects is summarized in the Flowchart in *Figure 2.3* below.

Figure 2.3 CI Fund project approval process



CI Fund budget approval process

The budget allocated to the CI fund would be a pre-approved percentage of the 500,000 USD annual requirement for the Operations phase as per GAC's Basic Convention. This percentage will grow each year by a fixed amount until the full 500,000 USD are allocated to the CI Fund on year 15 of operations. Specifically, assuming that on year 1 of operations, 50,000 USD (i.e. 10% of the 500,000 envelope) is allocated to the CI Fund, the CI Fund budget would increase by 30,000 each year so that on year 15 the CI Fund receives 500,000 USD.

This yearly increase is conditional upon previous year performance and attainment of KPIs as determined in the MoU. Demonstrating effective management of funds and successful implementation of projects during the previous year will be a key requirement for budget increase for the following year.

As budget increases gradually, the level of decision-making and management autonomy of the Fund is also expected to increase as good governance and transparency indicators are successfully met. This gradual process allows GAC to maintain a certain level of control over decision-making and management of funds while building institutional capacity progressively towards a more sustainable long-term structure.

2.4 *INVESTMENT STRATEGY*

This section begins by outlining the rationale and criteria for determining annual investment priorities and budget allocation. Specific investment priorities for the Construction and Operation phases for the next 5 years are then described, with a greater focus on the Construction phase. Recommendations are also made with respect to the annual CI budget envelope and more specifically, for budget allocation to the different CI areas as a percentage of the annual budget.

2.4.1 *Investment focus and budget allocation criteria*

All five Community Investment areas will receive a portion of the budget each year. The investment priorities and budget percentage allocated to each will be determined based on three primary criteria:

- impacted communities identified through the Mining Plan and land management plan;
- expected Project impacts (Ref. 2015 SEIA and PIIM); and
- Community needs and concerns and government priorities (Ref. needs assessment background documents and LDPs).

The Mining Plan and land management plan help identify the impacted communities during the different Project phases, while expected Project impacts, community needs and government priorities are used to determine the relevant CI focus areas. Community needs and government priorities in

particular will be the basis for determining appropriate CI projects and activities through targeted consultations with affected communities and local authorities.

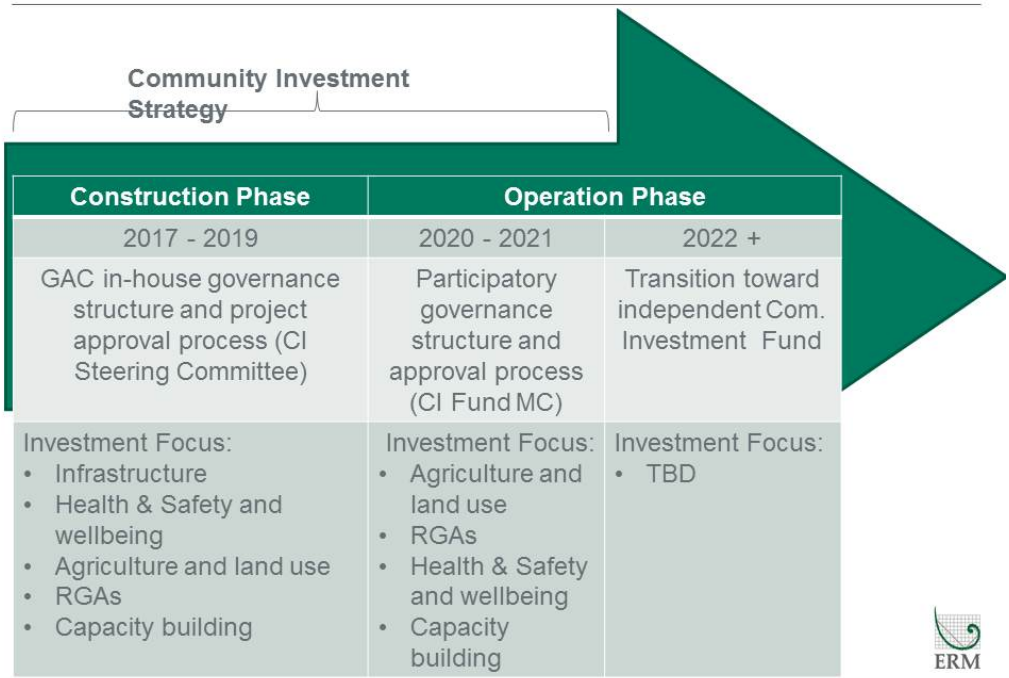
With respect to the identification of CI beneficiaries in particular, Mining Plan considerations may need to be complemented with taking into account stakeholder expectations in order to effectively manage risks and maintain the Project's social license to operate. Community development activities undertaken to date have been implemented in the North part of the concession (outside the Mine Area) primarily in the 20 settlements of the districts of Boulléré and Sangarédi, in accordance with the previous Mining Plan for the exploitation of the northern part of the concession. The stakeholders consulted as part of the 2015 SEIA mission all recognized the magnitude of the efforts made by the Project to support community development in the "*north area*" and expressed high expectations with regard to support from GAC to community development in the "*south area*", including in the Commune of Sangarédi, which is not expected to be affected by Project activities before year 9 or 10 of operations.

As such, for certain types of projects with cross-cutting aspects such as health awareness or capacity-building (professional training, literacy, etc.), it is recommended that communities that are not directly impacted by the Mining Plan at that time be integrated as beneficiaries. This will allow GAC to respond positively to community expectations and ensure that communities throughout the Project Area do not feel neglected by the Project. This consideration also applies to the Port Area. Although impacts during the first 5 years of CIS implementation are expected to be most significant in Kamsar Centre and Taïgbé, stakeholder expectation is that CI benefits will extend to communities beyond these two districts.

Similarly, in the northern villages of the Mine Area, some continuity in CI should be maintained as a number of these communities will be affected eventually by the construction and operations of various infrastructure elements, including transportation routes, quarry and Water Storage Reservoir. CI should continue to a lesser extent through involvement in cross-cutting projects types such as capacity building activities (CFP, health, literacy). It should be noted that some.

Based on the above, priority CI areas and budget percentages were identified and are described in detail in *Sections 2.4.2* and *2.4.1*. *Figure 2.4* provides a general overview of these priority areas.

Figure 2.4 Priority Investment Areas Overview



Note: In the Construction phase, PIIM is a transversal topic across all CI areas in particular infrastructure, health & safety, and land use.

2.4.2 *Budget allocation and management*

The annual CI budget amount should be based on the $500,000 USD minimum amount set out in the GAC Basic Agreement and directed in response to the nature, extent (Ref. Mining Plan and Land Management Plan) and significance of expected impacts (ref. SEIA and PIIMS), and other initiatives in the area. In any given year, GAC may supersede this total amount to respond to various circumstances. Any such exceedances will occur exclusively at GAC's discretion.

The following sections describe the target annual budget allocations between GAC's identified investment areas, for the Mine Area and the Port Area, respectively. These targets will guide GAC's investment decisions through the construction and operations phases for the investment budget that remains at GAC's discretion.

In addition, as described above, beginning in the Operations Phase, GAC will establish and allocate a portion of the annual CI budget to a CI Fund. The CI Fund will be governed by a multi-stakeholder CI Fund Management Committee whose rules of procedure, form and function, will be defined through a MoU. For the portion of the GAC annual CI budget directed to the CI Fund, GAC will propose the same allocation – for reasons reviewed in *Section 1.7*. However, the final decision with regard to the allocation of the CI Fund will be that of the multi-stakeholder Fund Management Committee.

2.4.3 *Budget allocation[1] by CI Area*

Considering the criteria for budget allocation and CI area prioritization presented in *Section 2.4.1* (i.e. expected Project impacts, affected communities as per the Mining Plan, community needs and concerns, and government priorities) the following budget breakdown is recommended for the Mine and Port areas. This budget allocation is aligned with the priorities highlighted in the LDP budgets for the RCs of both areas.

Mine Area

For the first year of construction, specifically, primarily impacted communities will be concentrated around Plateau 20 in the Mine Area (over 50 communities from the districts of Tanéné and Dambantian in the RC of Tanéné). A certain level of continuity in CI projects will be necessary in the 20 northern communities as well as throughout the Commune of Sangarédi, although to a lesser extent.

Considering expected Project impacts on the land resource as well as community needs and government priorities with respect to agriculture and revenue generation/employment as reflected in the various background documents consulted and through consultations with local stakeholders, agriculture and revenue generation are high priority areas, in particular in the mine area.

Agriculture, Land Use and the Environment and **Revenue Generating Activities** should therefore be allocated 50% of the yearly budget in order to boost revenue generation, self-reliance, and economic diversification, which are important elements of sustainable socio-economic development in the long term.

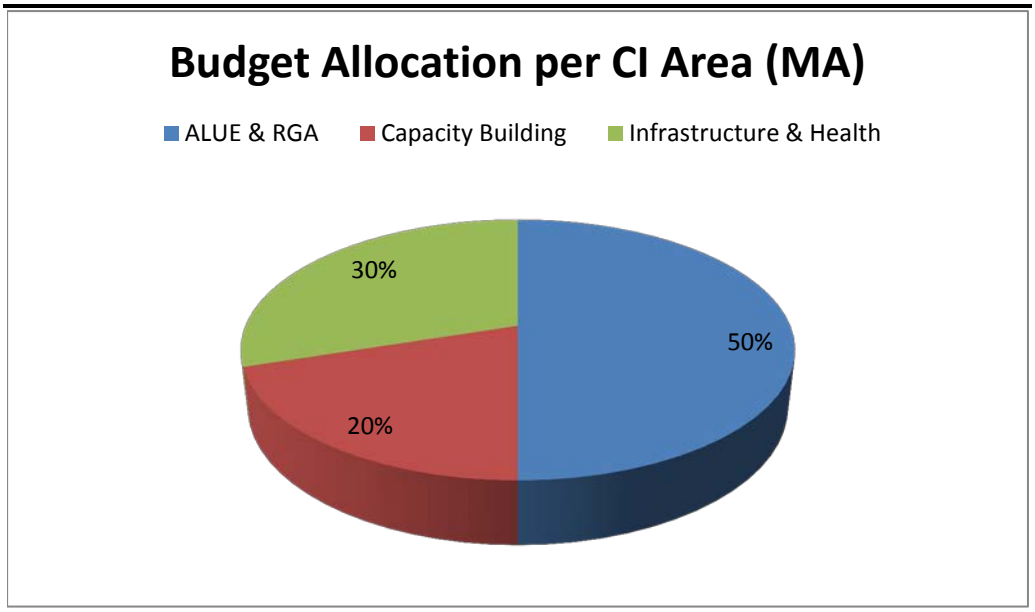
In addition, as discussed earlier, PIIM is expected to be a significant source of impacts over the initial five years of the CIS, resulting in increased pressure on social infrastructure and basic services including health, education and sanitation. Population movements are also generally associated with the degradation of the health and safety environment through the introduction of new diseases, the increase in crime rate etc.

As such 30% of the yearly budget should be allocated to the Areas of **Infrastructure Development** and **Community Health & Safety and Well-being**. As previously stated, infrastructure development is primarily needed in the southern concession and not in the north where investments have already been made in previous years.

[1] Budget refers to the portion of GACs Community Investment Budget that remains under GAC's control – not the Community Investment Fund. See Section 2.4.2 for further explanation.

Finally, in line with the importance given to revenue-generation and self-reliance, **Capacity Building** is another pillar for socio-economic development which will receive 20% of the yearly budget. The focus here should be on youth development and institutional capacity building around participatory processes and good governance – specifically with regard to the governance of the proposed CI Fund Management Committee.

Figure 2.5 Mine Area CI Budget Allocation for 2017-2021



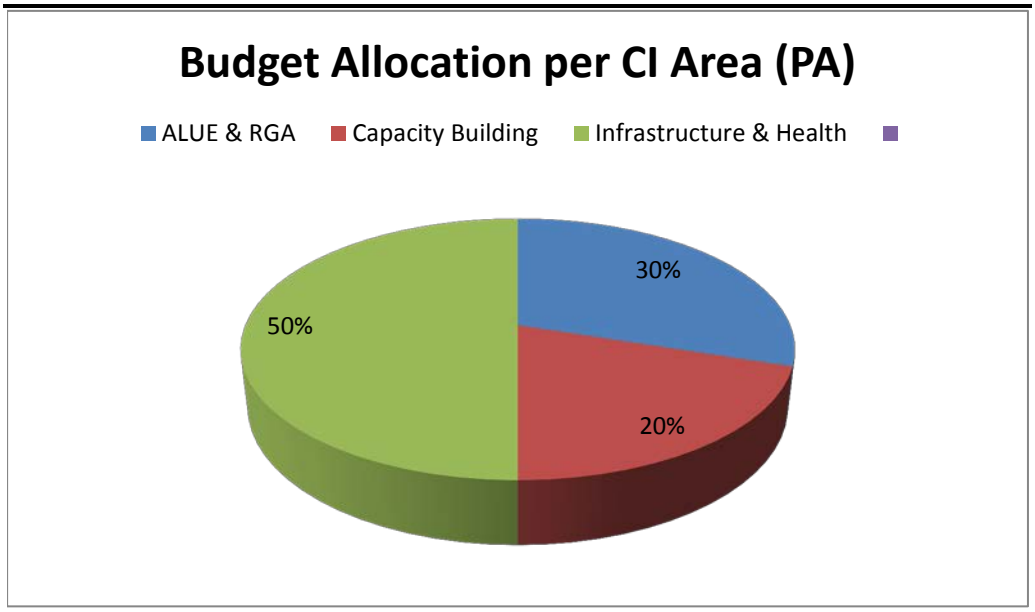
Port Area

For the first year of construction, specifically, primarily impacted communities will be concentrated around the districts of Kamsar Center and Taïgbé. In the port area where population density is already important and quite diverse, primary community concerns and government priorities highlighted have to do with sanitation and health and safety. Considering the expected impacts associated with PIIM in this area, pressure on existing infrastructure and services is also expected to increase. As such the CI areas of Community **Health & Safety and Wellbeing** and **Infrastructure Development** will receive 50% of the yearly budget, while taking into account other similar initiatives (public or private) in the area in order to maximize cost efficiency.

Considering the importance of agriculture (rice cultivation in particular) and in the southern islands and in the outskirts of Kamsar Centre and of income generation in general, **Agriculture Land Use and the Environment** and **Revenue-Generating Activities** will be allocated 30% of the budget.

Finally, **Capacity Building**, will receive 20% of the annual budget for the port area.

Figure 2.6 Port Area CI Budget Allocation for 2017-2021



2.4.4 *Long-term sustainability*

In the longer term, a greater diversity of funds should be sought to ensure longer term sustainability. Various fund management models are available with different mechanisms to raise funds. In Multi-Stakeholder models specifically, the involvement of development partners and external donors provides a good avenue for raising additional funds. Similarly, local authorities may be asked to contribute to the CI Fund by providing matching funds, labour, materials, and the like.

Distribution of the annual CI budget to the different CI focus areas will be determined based on project phase, footprint and level of expected impacts, as well as based on government priorities (obtained by interpreting budget allocation in the LDPs). The focus CI areas and budget allocation (as a percentage of the total CI envelope) for the construction and operations phases are described in the following sections.

2.5 *FIVE YEAR IMPLEMENTATION PLAN*

This section provides a summary, for each investment area, of the outcomes, outputs, activities, and target locations for investment over the 2017-2021 period.

Table 2.3 – Five Year CIS Implementation Plan

Ultimate Outcome	Investment Areas	Budget Allocation		Intermediate Outcome	Immediate Outcome	Outputs	Example Activities	Target Location for Investment	
		MA	PA					Construction	Operations
Improve GAC's contribution to the sustainable development of Project-impacted communities by strategically funding projects and programs that address Project impacts, optimize Project opportunities, and assist in achieving the development aspirations expressed in national development policy and local development plans	**Agriculture, Land Use, Environment**	**50%**	**30%**	100 In line with national agricultural policy and local development plans, assist local government and communities to sustainably improve agricultural production and revenues and increase food security.	110 Increased food security	111 Projects to improve food security implemented		MA	MA
					120 Increased productivity and productive capacity of animal and plant farms /plantations	121 Projects to increase productivity and productive capacity of animal and plant farms / plantations implemented	111, 121,131: Progressive development of agricultural domains in Touldé and Pétoun Djiga	MA - North	MA - North
					130 Increased animal and plant farm / plantation revenues	131 Projects to increase animal and plant farm / plantation revenues undertaken	111, 121,131: Progressive development of agricultural domains in South Concession and Kamsar	MA - South PA	MA - South PA
					140 Increased sustainable agricultural practices and reduced unsustainable practices such as 'slash and burn	141 Training and support provided to increase sustainable agricultural practices and reduce unsustainable practices such as 'slash and burn'	111, 121, 131, 141: Sustainable agriculture and animal husbandry training program	MA - South	MA - South
					150 Increased organization of farmers	151 Training and support provided to increase organization of farmers into groups, unions or cooperatives	151 Project(s) aimed at formalizing farmers into producers unions or cooperatives	MA	MA
					160 Increased commercialization of agricultural produce	161 Projects to increase commercialization of certain agricultural products undertaken	161 Project(s) aimed at improving the production and commercialization of high value perennial crops	MA	MA

Ultimate Outcome	Investment Areas	Budget Allocation		Intermediate Outcome	Immediate Outcome	Outputs	Example Activities	Target Location for Investment	
		MA	PA					Construction	Operations
					170 Increased revenues from fish farming and other alternatives to wild fisheries	171 Fish farms or other alternatives to wild fisheries demonstration projects supported	171 Fish farm demonstration projects or other alternatives to wild fisheries	PA	PA
	Revenue Generating Activities			200 In line with national economic policy and local development plans, assist local government and communities, especially women and youth to diversify and improve revenue generating activities	210 increased diversity of revenue generating activities	211 Projects to increase diversity of revenue generating activities undertaken	211, 221 Projects aimed at increasing market access for existing products	MA PA	MA - South PA
					220 Increased revenues from transformation of agricultural produce or from non-agricultural activities	221 Projects to increase revenues from transformation of agricultural produce or from non-agricultural activities undertaken	231 Projects to develop small trades and crafts for women	MA PA	MA - South PA
					230 Increased revenue generating activities for women and youth	231 Projects to increase revenue generating activities for women and youth conducted	211, 221, 231, 241 Micro-projects	MA PA	MA - South PA
					240 Increased entrepreneurship and empowerment of women and youth	241 Training in micro and small enterprise creation and management provided, with a focus on women and youth	211, 221, 231 Bee keeping project	MA PA	MA PA
							221 Development of new daily / weekly markets	MA	MA
							231 Project(s) to support the formation of local cooperatives	MA PA	MA PA
							220 Project(s) to provide business development training (formalization, management, marketing)	MA PA	MA PA
							210 Project(s) to support development of new products and their	MA PA	MA PA

Ultimate Outcome	Investment Areas	Budget Allocation		Intermediate Outcome	Immediate Outcome	Outputs	Example Activities	Target Location for Investment	
		MA	PA					Construction	Operations
							introduction into the market		
	Capacity Building	**20%**	**20%**	300 In line with national policy on education and training and local development plans, assist in building the capacity of local government and technical services to plan and manage development, and build the capacity of local populations to obtain jobs or create businesses	310 Increased capacity of local elected officials to plan and manage development	311 Training and capacity building to plan and manage development conducted with local elected officials	311 Local development planning training for local elected officials	MA PA	MA PA
					320 Increased capacity of local authorities and technical services to plan development	321 Training and capacity building to plan and manage development conducted with local authorities and technical services	321 Local development planning training for technical services and local authorities	MA PA	MA PA
					330 Increased capacity of local populations to participate in mine-related employment*	331 Training programs to increase capacity of local populations to participate in mine-related employment initiated*	331, 341 Youth vocational training and professional development	MA PA	MA PA
					340 Increased capacity to participate in non-mine employment	341 Training programs in general trades, skills and competences supported	341 Youth vocational training program at Boké's professional training center	MA PA	MA PA
					350 Increased levels of literacy and education	351 Adult literacy programs provided	341 Computer training	MA PA	MA PA
					360 Increased rates of enrollment and graduation from primary and secondary school	361 Students supported to attend school through bursaries and scholarships	341 Business management training	MA PA	MA PA
							351 Adult literacy program	MA PA	MA PA
							361 Scholarship program	MA PA	MA PA

Ultimate Outcome	Investment Areas	Budget Allocation		Intermediate Outcome	Immediate Outcome	Outputs	Example Activities	Target Location for Investment	
		MA	PA					Construction	Operations
	Infra-structure	**30%**	**50%**	400 In line with national development policy, contribute to the sustainable improvement of the infrastructure required to support development	410 Improved basic infrastructure and utilities (water, sanitation, electricity)	411 Improved basic infrastructure financed in accordance with the priorities set out in the local development plans	411 Improving access to drinking water at educational facilities (Filima Secondary School)	PA	MA - south PA
					420 Improved transport and communications	421 Improved transport and communications infrastructure financed in accordance with the priorities set out in the local development plans	411 Development of water and sanitation infrastructure	MA PA	MA - south PA
					430 Improved educational infrastructure	431 Improved educational infrastructure financed in accordance with the priorities set out in the local development plans	421 Development of transportation infrastructure	MA PA	MA - south PA
					440 Improved health infrastructure	441 Improved health infrastructure financed in accordance with the priorities set out in the local development plans	431 Development of education infrastructure	MA PA	MA - south PA
							441 Development of health infrastructure	MA PA	MA - south PA
	Health, Safety, Well-Being			500 In line with national health and sanitation policy, and local development plans, contribute to	510 Contribute to the prevention of health problems and reduce the risk of pandemics	511 Health and hygiene awareness campaigns conducted for HIV&AIDS, Malaria, waterborne diseases, and Ebola	511 Health and hygiene education campaigns (HIV & Aids, Malaria, waterborne diseases)	MA PA	MA PA
					520 Maintain or improve the level of safety	521 Road and rail safety awareness campaigns conducted	511 Ebola awareness campaign	MA PA	MA PA

Ultimate Outcome	Investment Areas	Budget Allocation		Intermediate Outcome	Immediate Outcome	Outputs	Example Activities	Target Location for Investment	
		MA	PA					Construction	Operations
				improving the health and safety of local communities, particularly women and children	530 Improved well-being	531 Risky/ unsafe behavior awareness campaigns conducted	521 Road and rail safety awareness	MA PA RA	MA PA RA
						532 Programs to improve sanitation and waste management implemented	531 Awareness campaigns around risky / unsafe behaviors (prostitution, unwanted teenage pregnancies, consumption of drugs)	MA PA	MA PA
							532 Program(s) to improve sanitation and waste management	MA PA	MA PA

2.5.1 *Concluding remarks and recommendations*

This section provides final remarks and recommendations to keep in mind for the implementation of the CIS.

In previous years, GAC's CI budget has tended to average around 900,000 USD per year which exceeds the 500,000 USD annual requirement for the operations phase. CI to date has mainly covered the 20 communities of the North concession. Considering that the South portion of the concession includes 155 communities (although all of these communities may not be covered at the same time), it is recommended to top the 500,000 USD requirement with additional funds to meet stakeholders' expectations and manage risks and impacts effectively.

Considering the geographical scope of the CIS for the next 5 years covering the Southern concession, primarily the Tanéné Commune, but also to a lesser extent Sangarédi and the 20 communities of the north, as well as Kamsar, the human capacity of GAC's Community Department may need to be increased and partnerships with external implementing partners will have to be maximized. Coordination with other GAC departments (Construction, Contracts, Finance, HR) may also need to be improved in terms of operational timeframes.

Finally, limitations with respect to the CI Fund governance structure need to be addressed. Further investigation is needed to get a better understanding of the legal requirements and modalities for the establishment of a Local Development Fund and the potential implications for the CI Fund.

2.6 *NEXT STEPS*

A Strategy signoff by the different levels of management within GAC is needed to ensure that the Strategy receives the necessary support for its successful implementation, in particular with respect to the proposed governance structures and general CI process. This is also important to build consensus around Investment priorities for the coming years and budget allocation.

This in mind, the CIS will require sign-off from the Community Superintendent, the HSSEC Director, and the GAC CEO.

The CI M&E process is described in detail in Steps 6 and 7 of the CI process in *Section 1.8.6*. *Table 3.1* , below presents a full CI Monitoring Framework, which sets out Key Performance Indicators for all planned CI outcomes and outputs indicated in the Five Year Implementation Plan. In addition, for each outcome or output, the CI Project Monitoring Framework defines the required the data sources, data method collection, and frequency of collection.

Table 3.1 CI Project Monitoring Framework

Expected Results	Key Performance Indicators	Data Sources	Data Collection Method	Frequency
Overall				
Improve GAC's contribution to the sustainable development of Project-impacted communities by strategically funding projects and programs that address Project impacts, optimize Project opportunities, and assist in achieving the development aspirations expressed in national development policy and local development plans	Number and dollar value of projects identified in local development plans supported	LDPs	Document review	Annually
	% of respondents reporting favourable opinion of GAC impacts	Perception Study	Sample household survey	Every 2-3 years
	% of respondents reporting favorable opinion of opportunities offered by the GAC project	Perception Study	Sample household survey	Every 2-3 years
	% of elected officials and local authorities reporting satisfaction with GAC assistance in achieving development goals	Perception Study	Survey of elected figures and authorites	Every 2-3 years
Agriculture, Land Use, Environment				
110 Increased food security	Level of food insecurity - Household Food Insecurity Access Scale (HFIAS)	WAGES Baseline and Monitoring or Baseline Survey Update	Sample household survey	Every 5 years
120 Increased productivity and productive capacity of animal and plant farms /plantations	Increase in yields from baseline levels (Kg/ha)	Social Baseline Update	Sample household survey	Every 5 years
130 Increased animal and plant farm / plantation revenues	Increased income from agricultural production (GNF)	Social Baseline Update	Sample household survey	Every 5 years
	Increased production for household consumption (Kg)	Social Baseline Update	Sample household survey	Every 5 years
140 Increased sustainable agricultural practices and reduced unsustainable practices such as 'slash and burn	% of farmers reporting having abandoned slash and burn agriculture	KAP Survey	KAP survey	Every 2-3 years
	% of farmers reporting having adopted new agricultural techniques	KAP Survey	KAP survey	Every 2-3 years
150 Increased organization of farmers	# of new agricultural organizations formed	Technical Services Statistics / Reports	Document review	Annually
160 Increased commercialization of agricultural produce	% of respondents reporting having sold a greater quantity and/or variety of agricultural produce in the year of survey vs year prior to survey	KAP Survey	KAP survey	Every 2-3 years
	% of respondents reporting having sold products on new markets on year of survey vs	KAP Survey	KAP survey	Every 2-3 years

Expected Results	Key Performance Indicators	Data Sources	Data Collection Method	Frequency
	year prior to survey			
170 Increased revenues from fish farming and other alternatives to wild fisheries	# of fish farm or other alternatives to wild fisheries projects supported increased production from fish farming (kg)	Implementing Partner Final Reports	Document Review	Annually
	increased income from fish farming (GNF)	Implementing Partner Final Reports	Document Review	Annually
111 Projects to improve food security implemented	# of participants in projects with a food security element supported or implemented by GAC	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
121 Projects to increase productivity and productive capacity of animal and plant farms / plantations implemented	# of participants successfully having increased productivity and/or productive capacity	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
131 Projects to increase animal and plant farm / plantation revenues undertaken	# of participants successfully having increased farm revenues	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
141 Training and support provided to increase sustainable agricultural practices and reduce unsustainable practices such as 'slash and burn'	# of training sessions held	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of recipients of training and support	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
151 Training and support provided to increase organization of farmers into groups, unions or cooperatives	# of recipients of training and support (groups and persons)	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
161 Projects to increase commercialization of certain agricultural products undertaken	# of agricultural products commercialized	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of participants in projects to increase commercialization	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
171 Fish farms or other alternatives to wild fisheries demonstration projects supported	# of participants in fish farm projects	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly

Expected Results	Key Performance Indicators	Data Sources	Data Collection Method	Frequency
	# of participants in projects offering alternatives to wild fisheries	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Quarterly or Monthly
Revenue Generating Activities				
210 increased diversity of revenue generating activities	Level of economic diversity (Herfindahl index)	WAGES Baseline and Monitoring or Baseline Survey Update	Sample Household Survey	Every 5 years
220 Increased revenues from transformation of agricultural produce or from non-agricultural activities	Estimation of average monthly expenses per household	Social Baseline Update	Sample Household Survey	Every 5 years
	Estimation of net household revenue	Social Baseline Update	Sample Household Survey	Every 5 years
230 Increased revenue generating activities for women and youth	% of women and youth reporting participation in one or more revenue generating activities	KAP Survey	KAP survey	Every 2-3 years
240 Increased entrepreneurship and empowerment of women and youth	# households reporting members having started a new business	KAP Survey	KAP survey	Every 2-3 years
211 Projects to increase diversity of revenue generating activities undertaken	# of people trained and / or supported to undertake a new revenue generating activity	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
221 Projects to increase revenues from transformation of agricultural produce or from non-agricultural activities undertaken	# of people trained and / or supported to undertake a revenue generating activity	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
231 Projects to increase revenue generating activities for women and youth conducted	# of women and youth participating in micro-projects	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
241 Training in micro and small enterprise creation and management provided, with a focus on women and youth	# of women and youth trained	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
Capacity Building				
310 Increased capacity of local elected officials to plan and manage development	% of actions enumerated in LDPs underway or completed	LDPs	Document Review	Annually
	Degree to which the commune's budget has been transparently spent on priority actions and investments	LDPs	Document Review	Annually
	Degree to which local development plans integrate sustainable development issues	LDPs	Document Review	Annually

Expected Results	Key Performance Indicators	Data Sources	Data Collection Method	Frequency
320 Increased capacity of local authorities and technical services to plan development	% of actions enumerated in LDPs underway or completed	LDPs	Document Review	Annually
	Degree to which the commune's budget has been transparently spent on priority actions and investments	LDPs	Document Review	Annually
	Degree to which local development plans integrate sustainable development issues	LDPs	Document Review	Annually
330 Increased capacity of local populations to participate in mine-related employment*	# of persons reporting a trade in in a mine-related field	Social Baseline Update	Sample household Survey	Every 5 years
340 Increased capacity to participate in non-mine employment	# of persons a general and employable trade, skill or competency	Social Baseline Update	Sample household survey	Every 5 years
350 Increased levels of literacy and education	Adult literacy rate	Social Baseline Update	Sample household survey	Every 5 years
360 Increased rates of enrollment and graduation from primary and secondary school	Gross enrollment rate in the primary cycle Gross enrollment rate in the secondary cycle	Technical Services Statistics / Reports	Document Review	Annually
311 Training and capacity building to plan and manage development conducted with local elected officials	# of local elected officials having completed training and capacity building programs	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
321 Training and capacity building to plan and manage development conducted with local authorities and technical services	# of local authorities and technical services having completed training and capacity building programs	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
331 Training programs to increase capacity of local populations to participate in mine-related employment initiated*	# of recipients of training in mine-related employment	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
341 Training programs in employable trades, skills and competences supported	# of recipients of training in employable trades, skills and competencies employment	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
351 Adult literacy programs provided	# of persons having completed the adult literacy program	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
361 Students supported to attend school through bursaries and scholarships	# of students supported to attend school through bursaries and scholarships	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
Infrastructure				

Expected Results	Key Performance Indicators	Data Sources	Data Collection Method	Frequency
410 Improved basic infrastructure and utilities (water, sanitation, electricity)	% of population with access to an improved water source	Social Baseline Update	Sample Household Survey	Every 5 years
	% of population with access to an improved sanitation facility	Social Baseline Update	Sample Household Survey	Every 5 years
	% of population with access to electricity	Social Baseline Update	Sample Household Survey	Every 5 years
420 Improved access to transport and communications	Level of accessibility to the MA or national highway	Social Baseline Update	Sample Household Survey	Every 5 years
	% of population using the telecommunications network	Social Baseline Update	Sample Household Survey	Every 5 years
430 Improved access to educational infrastructure	distance travelled to primary school by village/ hamlet	Social Baseline Update	Sample Household Survey	Every 5 years
	distance travelled to secondary school by village/ hamlet	Social Baseline Update	Sample Household Survey	Every 5 years
	number of pupils / classroom in the primary cycle	Technical Services Statistics / Reports	Document Review	Annually
440 Improved access to health infrastructure	% of population reporting having accessed a medical facility or consulted a medical professional for health problems within the three months	Social Baseline Update	Sample Household Survey	Every 5 years
411 Basic infrastructure financed in accordance with the priorities set out in the local development plans	# and type of water infrastructures constructed or financed	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# and type of sanitation infrastructures constructed or financed	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# and type of electrical infrastructures constructed or financed	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
421 Transport and communications infrastructure financed in accordance with the priorities set out in the local development plans	# of watercourse crossings repaired or improved	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	km of roads maintained or improved	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly

Expected Results	Key Performance Indicators	Data Sources	Data Collection Method	Frequency
431 Educational infrastructure financed in accordance with the priorities set out in the local development plans	# and type of educational infrastructure financed and constructed	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
441 Improved health infrastructure financed in accordance with the priorities set out in the local development plans	# and type of health infrastructure financed and constructed	Weekly, Monthly or Quarterly Progress Reports	Document Review, Monitoring Meeting	Weekly, Monthly, or Quarterly
Health, Safety, Well-Being				
510 Contribute to the prevention of health problems and reduce the risk of pandemics	% of respondents with basic knowledge of HIV&AIDS prevention	Social Baseline Update	Sample Household Survey	Every 5 years
	% of respondents with basic knowledge of malaria prevention	Social Baseline Update	Sample Household Survey	Every 5 years
	% of respondents with basic knowledge of waterborne illness prevention	Social Baseline Update	Sample Household Survey	Every 5 years
	% of respondents with basic knowledge of Ebola prevention	Social Baseline Update	Sample Household Survey	Every 5 years
	malaria incidence rate	Technical Services Statistics / Reports	Document Review	Annually
	HIV & AIDS incidence rate	Technical Services Statistics / Reports	Document Review	Annually
	waterborne illness incidence rates	Technical Services Statistics / Reports	Document Review	Annually
520 Maintain or improve the level of safety	# of road and rail accidents resulting in injury or death	Social Baseline Update	Sample Household Survey	Every 5 years
530 Improved well-being	% of households reporting use of tobacco and alcohol	Social Baseline Update	Sample Household Survey	Every 5 years
	% of population using an improved sanitation facility	Social Baseline Update	Sample Household Survey	Every 5 years
	% of population using improved waste management practices	Social Baseline Update	Sample Household Survey	Every 5 years
511 Health and hygiene awareness campaigns conducted for HIV&AIDS, Malaria, waterborne diseases, and Ebola	# of sensitization sessions conducted	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of communities having received health and hygiene safety sensitizations	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly

Expected Results	Key Performance Indicators	Data Sources	Data Collection Method	Frequency
	# of participants at health and hygiene safety sensitization sessions	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
521 Road and rail safety awareness campaigns conducted	# of sensitization sessions conducted	Weekly, Monthly or Quarterly Progress Reports	Document review Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of communities having received road and rail safety sensitizations	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of participants at road and rail safety sensitization sessions	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
531 Risky/ unsafe behavior awareness campaigns conducted	# of sensitization sessions conducted	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of communities having received risky / unsafe behavior sensitization sessions	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of participants at risky / unsafe behavior sensitization sessions	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
532 Programs to improve sanitation and waste management implemented	# of sanitation and waste management sensitization sessions conducted	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of communities receiving training and support in sanitation	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly
	# of recipients of training and support in sanitation and waste management	Weekly, Monthly or Quarterly Progress Reports	Document review, Monitoring Meeting	Weekly, Monthly, or Quarterly

Convention de Base entre la République de Guinée et Guinea Alumina Corporation LTD et Global Alumina pour la Construction d'une Usine d'Alumine à Sangarédi, 2004

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Enquête de Perception des Communautés dans la Zone d'Intervention du Projet GAC, Volet Qualitatif, 2016

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GAC, Bauxite Export Project Social and Environmental Impact Assessment Study, 2015

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GAC, HSE Contractors Pre-Qualification, Document No. 9000-S-CST-00031 Rev 0

GAC, Internal Audit Report, Review of GAC Corporate Social Responsibility Projects, Report No. GAC-IA-2016-06, May 2016

GAC, Project-Induced In-migration Management Strategy and Conceptual Regional Development & Planning Strategy, 2016

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GAC, Suppliers Pre-Qualification Questionnaire Form 9000-P0-CFM-00009 Rev 0

Guinea Mining Code, Amendement of 2011

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Knight Piésold Consulting Executive Summary, 2008

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Plan de Développement local (PDL) actualisé de la CR de Kamsar (2014-2019)

Plan de Développement local (PDL) Dimension Changement Climatique de la Commune Rurale de Tanéné (2015-2019)

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5 APPENDICES

5.1 APPENDIX A: STAKEHOLDER ENGAGEMENT KEY MESSAGES

Introduction	**Délivré par**
Présentation / rappel du projet GAC Nous travaillons pour la société Guinea Alumina Corporation (GAC) **Contexte actuel du projet :** Le projet GAC se trouve actuellement dans la phase de **Construction** consistant à la mise en place des infrastructures minières et portuaires. Un projet d'échantillonnage de bauxite qui durera 3 ans est démarré avec le transport terrestre du minerai du plateau 20 au KCT. Pour ce faire des dispositions pertinentes sont prises pour gérer efficacement les enjeux principaux et favoriser une cohabitation pacifique entre la compagnie et les communautés impactées selon leur vulnérabilité. C'est dans ce cadre qu'en plus du programme de relocalisation et de compensation des personnes directement touchées par les opérations, GAC a décidé conformément à ses engagements, d'investir sur une stratégie cohérente de développement communautaire basée sur les conclusions des études thématiques (études d'impacts), les consultations avec les communautés et autorités locales, les plans de développement locaux (PDL) et les demandes formulées par les représentants communautaires. Ainsi ERM a été mandaté d'élaborer une stratégie fondée sur la réelle participation des parties prenantes au projet qui couvrirait l'ensemble des domaines stratégiques en matière d'investissement social de 2017-2021. **Objectif de la visite et justification de l'étude** L'objective de cette réunion est de vous présenter les points clés de la stratégie qui visa à vise à doter GAC et ses partenaires d'un document cadre référentiel en matière d'investissement social dont le but est de promouvoir un développement socio-économique local durable et fondé sur la participation des communautés et autorités locales. Les activités de développement locales menées par GAC jusqu'à présent se sont focalisées sur les communautés dans la partie nord de la concession. Cette stratégie vise à étendre ces activités aux communautés situées au sud, en particulier dans les villages affectés dans les communes de Tanéné et Sangarédi et à Kamsar pour répondre aux impacts attendus du projet GAC sur ces communautés et aux préoccupations des communautés.	Relais Communautaires de GAC et Consultants
Messages clés	
Objectifs de la SCI pour le projet GAC Aider GAC à contribuer au développement durable des communautés impactées par le projet à travers le financement de projets / activités visant à minimiser les **impacts du projet** en tenant compte des **préoccupations** des communautés et des autorités locales, et à soutenir les communautés dans la réalisation de leurs objectifs de développement tels que rapportés dans les PDLs.	Communauté GAC / Consultants

Méthodologie L'élaboration de la stratégie a pris en compte 2 aspects principaux : 1. Les impacts du projet selon les différentes phases du projet et le plan minier 2. Les préoccupations des communautés et des autorités relevées à travers les différentes études réalisées auprès des parties prenantes : • L'enquête sur la perception des communautés (2016) • Les consultations dans le cadre de l'étude d'impact • Les besoins identifiés dans les PDLs développés avec la participation des communautés • Les préoccupations rapportées à travers les relais communautaires, etc. Cette approche a permis d'identifier les domaines d'investissement / types d'activités qui répondent aux préoccupations des communautés et minimisent les impacts du projet.	Consultants
Typologies des projets et types de projet La stratégie identifie 6 piliers d'investissement ou types de projets : 1. Agriculture, utilisation des terres, et environnement (projets qui permettront d'améliorer la productivité agricole et les techniques) 2. Activités génératrices de revenus (teinture, Athieké, Saponification, Huile de palme, maraichage et autres activités qui pourront améliorer les revenus des familles) 3. Renforcement des capacités (alphabétisation, formation au CFP, Formation en informatique, formation des chauffeurs, scolarships, renforcement des capacités des autorités) 4. Développement des Infrastructures (éducation : construction d'écoles, santé : postes et centres de santé, électricité, incinérateurs, transport, etc.) 5. Santé (sensibilisation HIV, SIDA, Palu, Maladies hydriques, EBOLA, forage d'eau potable) 6. Environnement communautaire (sensibilisation, gestion des déchets, assainissement, sécurité routière, etc.) Nous avons obtenu cette liste en fonction des impacts attendus et des préoccupations des communautés. Par exemple, nous savons que pendant les 3 prochaines années, certains impacts seront liés au flux de migrants et à la pression sur les infrastructures de bases (eau, électricité, poste de santé, écoles, etc.) et sur les ressources naturelles (les terres agricoles principalement). La stratégie prend cela en compte et mettra en place des activités de développement des infrastructures, de soutien à l'agriculture, et de sensibilisation autour des risques de santé. **La participation des communautés et des autorités dans la sélection, la mise en œuvre, et le suivi de ces activités est un facteur clé de la stratégie et sera encouragé dans chaque type d'activité.** **1. Agriculture, utilisation des terres, et environnement** Ce volet d'investissement / type d'activité vise à soutenir les activités agricoles et la gestion durable des terres. L'objectif principal est de soutenir l'accroissement du rendement agricole et des revenues associés tout en veillant à préserver l'environnement à travers des méthodes agricoles durables / responsables. Ce type de projet introduira de nouvelles méthodes agricoles durables à travers le renforcement des capacités et la mise en œuvre de programmes de formations autour de ces nouvelles pratiques. Les communautés qui seront visées en particulier par ce type d'activités seront les communautés déplacées et les communautés hôtes, ainsi que les communautés où des flux de migrants sont attendus. **2. Soutien aux activités génératrices de revenus** Ce volet vise à soutenir le développement d'activités génératrices de revenus pour encourager	Consultants / Communauté GAC

l'autosuffisance et l'entrepreneuriat et permettre aux communautés de générer des revenus indépendamment de l'emploi avec GAC.

Les types d'activités dans cette catégorie peuvent être de nature agricole ou autre. La teinture, Athieké, Saponification, Huile de palme, maraichage et autres activités qui pourront améliorer les revenus des familles sont des exemples. Actuellement dans la concession nord, les communautés proposent elles-mêmes des projets et les mettent en œuvre avec l'appui de GAC. Chaque village fait une proposition de projet, ces propositions sont ensuite évaluées par une assemblée formée de représentants des villages et de chefs secteurs, les projets sont approuvés, et ensuite mis en œuvre par les communautés avec l'appui de GAC. Le facteur principal du succès de ces micro-projets est la **participation** de la communauté dans le choix et la mise en œuvre des projets. La participation est donc un point clé de la stratégie.

3. Renforcement des capacités

Ce volet couvre 3 types d'activités de renforcement des capacités :

- Les programmes de formation technique pour les jeunes (formation au CFP, Formation en informatique, formation des chauffeurs, scolarships, alphabétisation, etc.).
- Renforcement des capacités pour soutenir les activités génératrices de revenus et les PME locales (eg. Gestion d'entreprise, comptabilité, gestion des commandes, etc.)
- Renforcement des capacités des autorités locales autour des mécanismes de participation des communautés dans les Plans de Développement locaux, et l'actualisation régulière de ces plans. Et renforcement des capacités et des moyens dans la mise en œuvre et la supervision des activités.

4. Développement des infrastructures

Ce volet vise à améliorer les infrastructures de bases existantes dans les communautés, et à en développer des nouvelles en fonction des besoins, en particulier pour répondre à l'afflux de migrants et la pression sur les infrastructures existantes. Ces activités comprennent la construction, l'équipement et la maintenance des infrastructures avec la participation des communautés et des autorités.

Les types d'infrastructures comprennent :

- Infrastructures de base (forage d'eau, électricité)
- Transport (routes, déviations, ponts / passerelles)
- Education (écoles, centres de formations, etc.)
- Santé (centres et postes de santé).

5. Santé

Ce volet a pour objectif principal de prévenir les problèmes de santé et les risques d'épidémies dans les communautés à travers des campagnes de sensibilisation contre les pratiques à risques (VIH/Sida, Ebola, Malaria, maladies hydriques etc.) ➔ important aussi dans le cadre de la gestion du flux migratoire.

6. Environnement communautaire

Ce volet d'investissement vise à améliorer la qualité de vie des communautés d'une part à travers des activités d'assainissement et de gestion des déchets mises en œuvre de manière participative, et d'autre part à travers la sensibilisation sur les risques d'accidents routiers et ferroviaires.

Note : l'emploi local n'est pas un pilier de la stratégie étant donné que le nombre d'emploi locaux possibles avec GAC est limité et ne peux pas satisfaire tout le monde. La stratégie sera focalisée plutôt sur les activités génératrices de revenus et le développement des capacités non liées à l'emploi avec GAC. Néanmoins, la stratégie pourra* ***contribuer* *au renforcement des capacités nécessaires à l'emploi avec GAC en fonction des besoins.*

Principe de participation Pour assurer la durabilité des résultats positifs des activités la SIC encourage la participation active et la mobilisation des communautés et des autorités locales dans le choix des projets et leur mise en œuvre. La participation est un élément clé à cette stratégie et se différencie des activités de compensation et de réinstallation. Principalement, les communautés et autorités pourront participer dans le processus de sélection et mise oeuvre en faisant des propositions concrètes à travers les relais communautaires et gouvernementaux, à travers les élus locaux et par leur participation dans l'élaboration des PDLs. Les conditions et moyens de participation seront définis plus tard et seront communiqués par les relais communautaires. La participation des autorités dans la mise en œuvre, la supervision et le suivi des projets sera également encouragée dans le cadre du renforcement des capacités et des moyens et la mise en valeur de leur expertise. (révision des cahiers de charges pour les infrastructures ou autres types de projets.) La stratégie visera également à renforcer les capacités des autorités locales à mettre en place des mécanismes permettant aux communautés de participer de manière active à l'élaboration et à l'actualisation des PDLs.	
Fin de la réunion *(mots après la présentation du SCI)* Résumer les points clés et remercier les participants (point clé important la participation !) Prochaines étapes : le département communautaire de GAC fera le suivi nécessaire en temps opportun pour clarifier les conditions de participation et poursuivre le déploiement de la stratégie dans les différents districts.	Communautés GAC
Questions / Réponses *Q : Comment la stratégie prend-elle en compte l'emploi local ?* R : La stratégie sera principalement focalisée sur le renforcement des capacités dans le cadre d'activités génératrices de revenus non liées à GAC, étant donné que les opportunités d'emplois avec GAC sont limitées. Néanmoins la SIC permettra aussi de développer des capacités utiles à l'emploi avec GAC à travers des formations techniques en fonction des besoins. *Q : Où les activités seront-elles mises en œuvre, dans quelles communautés ?* A : La mise en œuvre des activités sera progressive / graduelle en fonction de l'avancement du projet (plan minier) et des impacts attendus dans les différents districts. La stratégie se focalisera pendant une première phase sur la commune de Tanéné, en particulier les districts de Tanéné et Dambantian par ce que l'exploitation du projet GAC doit commencer dans ces districts. *Q : Comment peut-on faire une proposition de projet à GAC ?* A : Les mécanismes de participations seront clarifiés par le département communautaire et le département des relations gouvernementales dans les prochaines étapes. *Q : GAC a-t-elle l'intention de signer une convention de Développement Local avec les communautés comme le demande le code minier ?* A : Dans la phase de construction actuelle et pendant les 3 prochaines années, GAC investit dans les communautés de manière volontaire sans aucune obligation légale de par sa convention de base. Néanmoins, GAC encouragera la participation des autorités et communautés locales dans le processus d'identification, sélection, mise en œuvre, et suivi des	

projets de manière transparente. Pour la phase d'exploitation, GAC se dirige vers la mise en place d'un fond géré conjointement avec les parties prenantes. Des études plus approfondies vont être entreprises pendant la phase de construction pour déterminer les modalités de ce fond. *Q : Quel est le budget annuel d'investissement ? Quel montant a été dépensé jusque-là, combien l'entreprise GAC compte-t-elle dépenser ?* A : Pendant la phase d'exploitation, GAC est tenu de dépenser 500,000 USD par an total y compris Kamsar dans les investissements sociaux comme l'exige la convention de base signée avec le gouvernement. Dans la phase de construction actuelle, GAC n'est sous aucune obligation d'investir dans le développement local, néanmoins, dans les dernières années, les dépenses de GAC en investissements sociaux ont dépassés les 500,000 USD par an, et GAC espère pouvoir continuer dans cette direction dans le futur. Une fois le budget annuel approuvé à l'interne vous serez informé de l'allocation du budget pour les différents types d'activités.	

5.2 *APPENDIX B: STAKEHOLDER ENGAGEMENT PLAN*

As discussed in Section 1.3.4.4, external consultations were held with local authorities and local communities in the districts of Tanéné Centre, Dambantian, Kintao Dakonta, N'Dangara (Commune of Tanéné in the mine area) and in the districts of Kamsar Centre and Taigbé (Commune of Kamsar in the port area) from October 21st to 27th.

The objectives of these meetings was two folds: 1) To introduce the CIS and its key investment pillars focusing on the principle of "participation" and the role of authorities and communities in implementing the CIS; and 2) to gather feedback from local stakeholders in order to incorporate it into the strategy. Key messages covered during these consultations are described in Appendix A: Stakeholder Engagement Key Messages, and the main findings are presented in detail in Appendix B: Minutes of Meetings for External Consultations.

The stakeholder groups consulted included Sub-Prefecture and Rural Commune authorities, District and sector level authorities, civil society, and impact local communities. Stakeholder groups are described as follows:

Local Level (Sub-prefectures) and Rural Communes Authorities

Sub-prefectures (SP) are represented by a *Sous-préfet.* They have technical departments and, in theory, supervise the local authorities at Rural Commune (RC) level. In Guinea, sub-prefectures and rural communes have the same geographical boundaries. The RCs are represented by a Mayor. Sub-prefects and Mayors are appointed officials.

There are three SPs and RCs within the Project footprint area: Sangarédi (to the East of the southern concession), Tanéné (to the West), and Kamsar (in the Port Area). As discussed in the methodology section (*Section 1.3.5.4*), representatives of the SPs and RCs of Tanéné and Kamsar have been consulted as part of the initial CIS external consultations.

District Level Authorities (decentralized government)

Rural Communes are subdivided into Districts which are headed by District Presidents. Districts are in turn subdivided into Sectors headed by Sector Chiefs. District Presidents and Sector Chiefs are elected officials. The Project's Mine Area is composed of 8 districts distributed among the RCs of Tanéné and Sangarédi.

The Project's Port Area includes 7 districts of the RC of Kamsar, two of which have been included in the CIS initial consultation process, namely Kamsar Center and Taigbé.

Local people usually give greater legitimacy in terms of representation, to their Sector Chief rather than to the District President. At the micro-local level, village leaders, usually from the founding families, for their part, have a strong social legitimacy.

Civil Society Organizations

There is official civil society representation within each *Sous-préfecture*, which is itself represented at prefectural level through prefectural and sub-prefectural committees for civil societies. These officeholders are usually invited to attend large public debates and may also mediate in conflict resolution processes. Civil Society Organizations such as NGOs operating in the area may have an interest in GAC's CIS and may be useful partners for the implementation of CI activities and programs. Others, such as local associations and cooperatives as well as youth and women organizations may allow the CIS to reach a greater number of beneficiaries at once.

Impacted local communities

Impacted local communities are the 155 communities included in the Mine Area (*Figure 1.4*) and the local communities included in the Port Area (*Figure 1.5*).

Most significant impacts include physical displacement, economic displacement, livelihood impacts, in-migration and pressure on social infrastructure and services, and reduced access to social infrastructure and services including healthcare and education.

The CIS will focus primarily on communities experiencing economic displacement, livelihood impacts and reduced access to social infrastructure and services, as well as PIIM host communities. The Strategy will also seek to complement, enhance, and improve upon Resettlement and Livelihood Restoration measures led by GAC's RAP unit.

The table below summarizes the external consultation process and the main findings.

No.	Stakeholder Meeting	Participants*	Date	Location	No. of Attendees	Key findings & conclusions	Observations/Limitations	Next steps
Mine Area – Commune of Tanéné								
1	Focus Group Discussion (FGD) with sub-prefecture and commune level authorities of Tanéné Commune	Deputy Sub-prefect of Tanéné; Deputy mayor; President of the special delegation of Tanéné; 3 communal counsellors; Police officer; School principal; Sub prefecture director of elementary education (DSEE); Head of health center	20 Oct. 2016	Tanéné Hamdallay sous prefecture	9 Males, 1 female	• Broad support for community and authority participation / involvement in the CI process. • Importance of using LDPs as a basis to guide investment was highlighted. • However limitations as to the LDP process were pointed out with respect to representativeness and participation of stakeholders at all levels. • This highlights the need to improve the channels in place and build capacity at all levels to ensure clear and transparent participation of communities in the development of LDPs.	Very good turnout, however this was probably motivated by the expectation of a perdiem (a precedent was set the week before in Tanéné with the visit of the BGEE).	Follow up with local authorities to clarify the channels for participation and for making propositions / recommendation to GAC for the development of community projects.
2	FGD with district level authorities of Tanéné Commune	4 district presidents (Tanéné Centre, Dambantian, Kintao Dakonta, Ndangara); 12 Sector chiefs; Deputy sub-prefect; Deputy mayor	20 Oct. 2016	Tanéné Hamdallay sous prefecture	18 males		• Very good turnout, however this was probably motivated by the expectation of a perdiem (see above). • The presence of the deputy sub-prefect and deputy mayor was not intended and may have inhibited participation of some of the district presidents and sector chiefs. Also, these groups had met before the meeting and appointed a spokesperson to introduce key messages, which may have also reduced the level of participation and free speech. Measures were taken for the next meeting to avoid this from occurring again.	Follow up with local authorities to clarify the channels for participation and for making propositions / recommendation to GAC for the development of community projects.

3	Consultations with local community from the district of Tanéné Centre	Youth member Youth representative Women (13) Elders Imams	20 Oct. 2016	Tanéné Hamdallay sous prefecture	40 males, 13 females	• Participants were all in support of community participation / involvement in the CI process. • Youth employment remains an important concern among communities (although GAC staff and ERM/Insuco consultants insisted that given the limited opportunities of employment, the focus of the CIS is on supporting revenue-generating activities. This was better received / understood by women and elders, and less so by youth groups. • Strong support for scaling up CFP programs and technical skills training to support youth employment with or outside GAC. • Strong support for revenue-generating activities and agriculture / breeding, but also access to market for local products.	• Very good turnout, however this was probably motivated by the expectation of a perdiem (see above). • Villages that were represented at the community meeting were not all from within the concession. Note: see attendance sheet for villages	• Follow up with impacted local communities to clarify the channels for participation and for making propositions / recommendation to GAC for the development of community projects. • In upcoming consultations, reinforce the message regarding participation in the CI process and focus on revenue-generating activities and agriculture/breeding. • Schedule specific consultations in collaboration with the HR department to discuss youth employment separately and clarify specific concerns with respect to residency and the right to employment.

4	Consultations with elected officials and local communities of Kintao Dakonta district.	District President; Sector chiefs; Village chief; Imam; Elders; President of the Islamic League; Head of health centre; School teacher; Women (housewives); Youth representative and youths; Villagers (farmers)	21 Oct. 2016	Kintao Dakonta village	65 males, 28 females	• Participants were all very positive with respect to participation / involvement in both project identification and implementation. • Development of roads and bridges (access infrastructure) as well as access to markets and specialized health care were highlighted as important issues for remote villages. • Revenue-generating activities for youth and women received good support (soap-making, rice hulling) • Strong support for scaling up CFP programs and technical skills training and education in general to support youth entrepreneurship and employment with GAC. • Capacity building and employment with GAC remains an important concern for young people, especially those that have received training and have gone to school.	• The villages that were represented may not be all part of the concession. Note: see attendance sheet for villages • Some villages with limited access in the district could not attend the meetings. • The village seemed to have a solid social structure with clear roles and good representation • The women representative was not present (her husband had passed away recently), but two women still spoke up. • Most women were sitting behind a little further away but were still attentive. • Community members appreciated the honesty and clarity of community department reps in their communication about what can be done and what cannot (managing expectations).	• Continue disclosure and consultations of the CIS with other villages in the district that could not attend. • Follow up with impacted local communities to clarify the channels for participation and for making propositions / recommendation to GAC for the development of community projects – make it clear that the villages that will be covered are impacted villages within the concession. • Schedule specific consultations to discuss potential projects / activities in the villages and notify communities in advance so they can come prepared. • Schedule separate follow up session to discuss youth employment with HR department.

5	Consultations with elected officials and local communities of N'Dangara district.	Village chief District president Sector chiefs Imam Coran Master ("Maitre coranique") Judge President of APAE (association des parents d'élèves amis de l'école); Youth representative; Youth; Women representative; Women Elders; Community members (farmers, carpenters, masons)	21 Oct. 2016	Dangara Gbaglo Kapoche village	29 total	• Participants were all in support of participation / involvement in the CI process. • Strong support for scaling up CFP programs and technical skills training for youth. • Strong support for revenue-generating activities especially non-agriculture related as this village has limited access to productive land. Alternative livelihood activities such as beekeeping would be relevant in this case and would also contribute to reducing slash and burn by increasing the financial value of the land. • Access to markets is also an important issue for landlocked villages.	• Villages that were represented were not all from within the concession (see attendance sheet for villages) • Some villages with limited access in the district could not attend the meetings.	• Continue disclosure and consultations of the CIS with other villages in the district that could not attend. • Follow up with impacted local communities to clarify the channels for participation and for making propositions / recommendation to GAC for the development of community projects - make it clear that the villages that will be covered are impacted villages within the concession. • Schedule specific consultations to discuss potential projects / activities in the villages.
6	Consultations with elected officials and local communities of Dambantian district	District President; Sector chiefs; Elders Youth representative; Youths; Community members (masons, farmers, drivers, electricians, plumbers, mechanics, carpenters)	24 Oct. 2016	Loppé Tambafenda sector	88 males	• The loss of agricultural land and access to land is a major concern even more so given the limited employment opportunities with GAC. • Importance of continuing youth training programs was highlighted. • Confusions with respect to the land take and compensation policy. Community members are worried they will lose all their land to GAC and will be left out without means to generate revenue. Communities seem to believe that all land parcels marked by a GAC pole are destined for exploitation by GAC.	• Women did not attend. • Community members from other sectors attended including Gobiré, Kastiampa, Loppé Kalissé, Kawoup, and Kasimoh. • Youth were largely represented thinking that the purpose of the meeting was to discuss employment with GAC and subcontractors. • Misunderstanding around the purpose of the meeting made it difficult to guide discussions effectively around the CIS.	• Follow up with impacted local communities to clarify the channels for participation and for making propositions / recommendation to GAC for the development of community projects • Inform RAP team about the need to follow up with local communities to clarify the land take and compensation procedures. • Schedule separate consultations in presence of the HR department to discuss youth employment with GAC and address specific concerns.
Port Area – Commune of Kamsar								

7	FGD with sub-prefecture and technical services of Kamsar Commune	Sub-Prefect Deputy Sub prefect Urbanism and habitat; Chief of Environment; DSEE (education); Water & Forestry; ANPROCA (agriculture organisation); Quality control; Agriculture; Tax; Electronic database manager; Intern	26 Oct. 2016	Kamsar Centre sous-prefecture	16 males, 3 females	• Participants urged GAC to continue consulting with local authorities throughout the process to provide appropriate guidance. • Waste management, sanitation, drinking water, and electricity were raised as priorities in Kamsar. Drinking water is also a concern in Taigbé. • Access to drinking water for the Secondary school in Filima was a major concern. • Agriculture, fishing and salt production were highlighted as priorities for Taigbé. • Road security was an important concern, in particular in the context of MBS. • Capacity building and literacy training were highlighted as important factors to support revenue-generating activities and socio-economic development. Participation of women in these programs was encouraged. • Health awareness was highlighted, in particular in schools.	• Initially, there seemed to be confusion with respect to the scope of the strategy. Participants focused a lot on large infrastructure projects requiring collaboration with the other companies operating in the area such as CBG, specifically, the issue of the bypass, waste collection, and electricity. • Once discussions were reframed, participants started making recommendations related to revenue-generating activities, agriculture and fishing, health and sanitation, etc.	• Follow up with local authorities to clarify the channels for participation and for making propositions / recommendation to GAC for the development of community projects – make it clear that the villages that will be covered are impacted villages within the concession. • Schedule specific consultations to determine adapted projects for each of the 6 investment areas based on the PDLs and AIPs, and inform authorities in advance to give time for preparation.
8	FGD with commune level authorities and elected officials of Kamsar commune	General Secretary of the Commune; Counsellors; Islamic league; Youth representative; Commune tax collector; Neighborhood chief (chef quartier)	26 Oct. 2016	Kamsar Centre townhall	10 males			

9	Meeting with elected officials and local communities of Taigbé district	District President; Deputy District President; District Secretary; Sector chiefs; Chief animator; Counsellors; Women; Youth; Fisheries representatives; Agriculture representative; Imam; Elder	27 Oct. 2016	Taigbé	21 male; 3 female	None. No feedback was collected due to time and logistics constraints. Available time was used to disclose the objectives and scope of the CIS and explain the investment pillars.	• The team only had 30 min to present the key points of the strategy before getting back to the boat on time to catch the tide. This wasn't enough to allow for Q/A. The team clearly explained that this consultation was only introductory and that the community department would follow up with them shortly to discuss any comments they may have. • The team wrote down the 6 pillars of the strategy and encouraged participants to engage in conversations around these 6 areas in preparation for upcoming discussions with the community department. • Women and youth arrived late and therefore did not get the full presentation	• The community department in Taigbé will need to follow up as soon as possible with local authorities and the communities of Taigbé to collect their comments / recommendations and answer any questions they may have about the CIS. • Schedule another follow up to clarify the channels for participation and for making propositions / recommendation to GAC for the development of specific community projects.

Note: *Full participants lists are presented in the attendance sheets collected by GAC's Community Department during the consultation meetings.

5.3 APPENDIX C: GAC MICRO-PROJECT PROPOSAL FORM

EGA
الإمارات العالمية للألمنيوم
EMIRATES GLOBAL ALUMINIUM

MINES & RAFFINERIES
MINING & REFINING
GAC

CANEVAS MICROPROJET COMMUNAUTAIRE

I- IDENTIFICATION

I-1. LOCALISATION

Préfecture :…… **Sous-préfecture :** ……....
District : ……...**Secteur:** ……..
Village : ……

I-2 PROJET

I-2-1 Titre du projet :
……
……

……
……

Nouveau projet : ☐ **Renouvellement :** ☐

I-2-2 Durée totale du projet:

Date de début: …… **Date de fin :** ……...

II- DESCRIPTION DU PROJET

II-1- But et Justification du projet: (*1. la pertinence en relation avec les objectifs du Plan de Développement Communautaire et ceux du Millénaire ; 2. la problématique à éliminer ou réduire)*

……
……
……
……
……
……
…

II-2- Bénéficiaires : *(les décrire et estimer le nombre de personnes si possible)*

……..……
……
……..
……
……
……..……..……
……
……

II-4- Contenu du projet

Objectifs:
……
……
……
……
……

Résultats attendus:
……
……
……
……
……

II-5- Stratégie : *comment atteindre les objectifs ?*

……
……
……
……
……

II-6- Participation des communautés : *décrire la participation des communautés dans la réalisation du microprojet ?*

……
……
……
……
……

II -7 Chronogramme des activités : *Inclure la durée du microprojet, avec les dates auxquelles les résultats sont attendus.*

N°	Activités	Périodicité		Responsable
		Début	Fin	
1				
2				
3				
4				
5				

II-8 Suivi et Evaluation : 1. *Décrire la participation des communautés dans le suivi-évaluation et les moyens mis en œuvre.*

……
……
……
……
……

II-9- Budget:

Budget détaillé

N°	Désignation	Quantités	Prix Unitaire	Prix total
Total général (GNF)				

Tableau de ventilation des couts

N°	Désignation	GAC	Communauté

III- Représentants des bénéficiaires

N°	Prénoms et Nom	Contact	Signature
1			
2			
3			

<u>NB</u> : ***Nous soussignés restons engager par la présente demande pour la mobilisation de la contribution communautaire en nature et dans le stricte respect du délai requis.***

<u>Lue et approuvée</u>

4- Le chef secteur : …… **signature** ……

5- Le président du district : ……..……..…. **signature** ……

Nom du Représentant GAC/EGA : …… **signature**……

5.4 *APPENDIX D: SUMMARY OF KEY FINDINGS AND OPPORTUNITIES TEMPLATE (PROJECT IDENTIFICATION)*

Input Channel	Document / Source	Reference	Date	Key findings (concerns, needs, etc.)	Opportunities

Note: Input channels refer to Community, Local authorities, or GAC Studies and Reports as described in *Section 1.8.1*.

5.5 APPENDIX E: GAC COMMUNIY PROJECT CHARTER TEMPLATE

EGA
الإمارات العالمية للألمنيوم
EMIRATES GLOBAL ALUMINIUM

MINES & RAFFINERIES
MINING & REFINING
GAC

Project Name

<table>
<tr><td>Objectives</td><td>Critical Success Factors</td><td>Impacts
(long term)</td><td>Outcomes</td><td>KPIs</td><td>By
When</td></tr>
<tr><td rowspan="2"></td><td rowspan="2">•</td><td rowspan="2">•</td><td>1.</td><td>1.</td><td></td></tr>
<tr><td>2.</td><td>2.1
2.2
2.3</td><td></td></tr>
<tr><td>Scope/Duration</td><td>Business Case</td><td>Implementation
Strategy</td><td rowspan="4">3.</td><td rowspan="4">3.</td><td rowspan="4"></td></tr>
<tr><td></td><td>•</td><td rowspan="3">•</td></tr>
<tr><td colspan="2">Resources</td></tr>
<tr><td colspan="2">•</td></tr>
</table>

5.6 APPENDIX F: ANNUAL COMMUNITY INVESTMENT PLAN (CIP)

The Annual CIP provides a brief summary of selected projects along with associated budgets, tentative timelines and identified partners.

Project Charters (Appendix F) providing a full description of the selected community development projects, associated budget, duration, and monitoring plan, are attached as appendices to the Annual CIP.

Information presented in the CIP is summarized in table format as shown below.

Code	Investment Area	Project Title	Project location (Mine, Port, Road)	Goal(s)	Outcomes	KPIs	Project duration	Project timeline (start date)	Identified Partners	Budget (including M&E)
1										
2										
3										
4										

APPENDIX H: PROJECT REGISTER EXAMPLE

Code	Project Title	Project location (Mine, Port, Road)	Goal(s)	Outcomes	Outputs	KPIs	Activities / Tasks / Deliverable	Responsible party (GAC / Partner)	Budget per Task	Timing / deadline	Activity Status
1	Sustainable agriculture and animal husbandry training program	Mine (South)	Assist local government and communities to sustainably improve agricultural production and revenues and increased food security.	110 Increased sustainable agricultural practices and reduced unsustainable practices such as 'slash and burn	111 Training and suport provided to increase sustainable agricultural practices and reduced unsustainable practices such as 'slash and burn	% of farmers reporting having abandoned slash and burn agriculture % of farmers employing new agricultural techniques	112	TBD	TBD	TBD	TBD
							113	TBD	TBD	TBD	TBD
							114	TBD	TBD	TBD	TBD
2											

5.7 APPENDIX G: GAC MONTHLY PROJECT DASHBOARD EXAMPLE

EGA — MINES & RAFFINERIES / MINING & REFINING — GAC

Suivi des Indicateurs

PROJETS DE DEVELOPPEMENT ET RELATIONS COMMUNAUTAIRES A SANGAREDI, KAMSAR ET TANENE

Responsable du suivi: Mamadou Samba BARRY& Marlyatou DIALLO

N° Activité	Indicateurs de performance	Unités	Niveau Visé	Niveau atteint	Ecart	Niveau de réalisation des activités par mois 2016													Méthode & Outils	Responsable
						Jan	fev	mars	Avr	Mai	Juin	juil	Aout	Sept	Oct	Nov	Decembre	Semaine		
OS1: PROJET D'ALPHABETISATION POUR LES COMMUNAUTES AFFECTEES PAR LE PROJET GAC A SANGAREDI, KAMSAR ET TANENE EN LECTURE, CALCUL ET ECRITURE																				
1	Realiser une Etude de base		1	0	-1															
2	Ouverture et fonctionnement des cercles		45	0	-45															
3	au moins 1600 personnes incrites suivent correctement les cours		1800	0	-1800															
4	Organiser une visite de sites AGR		2	2	0															
5	Etudes de faisabilité des AGR		1	0	-1															
6	Nombre d'AGR financés et mis en oeuvre		20	0	-20															
7	Suivi des formations		24	0	-24															
8	Les apprenants sont evalues en fin d'annee	%	90	0	-90															
OS2: Projet de Promotion de Comportement à moindre Risque de Propagation des IST/VIH, d'Ebola et du Paludisme dans les sites d'Opération de GAC																				
2	Nombre de causeries éducatives réalisées		1752	0	-1752															
3	Nombre de personnes sensibilisé lors des causeries éducatives(VIH,Malaria, Maladie hydrique)		26400	0	26400															
4	Nombre de camapagnes de sensibilisation de masse organisée dans les Communautés		40	0	-40															
5	Nombre de journees mondiales sur le VIH et la malaria		2	0	-2															
8	Nombre de personnes touchées par les projections videos		12000	0	-12000															