***Insert Company Name***

**Stakeholder Engagement Plan**

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| ***General Instructions***1. *Insert company logo in the header*
2. *Insert company name where indicated (“[insert company name]”)*
3. *Consider the guidance / follow the instructions given in the instruction boxes*
4. *Review the Stakeholder Engagement Plan and customise accordingly, if required*
5. *Delete the instruction boxes throughout when the document is completed, including this one*
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| **Document No.:** | XX |
| **Type of Document:**  | Plan |

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**Amendments**

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| --- |
| *Instruction Box – Delete when complete*General Instructions for Customisation and Compliance |
| This document provides a template from which your company can develop a Stakeholder Engagement Plan (SEP) to initiate and facilitate continuous and efficient communication and collaboration between the company and its stakeholders, in alignment with the International Finance Corporation (IFC) Performance Standards (PS1) on Environmental and Social Sustainability – PS1: Assessment and Management of Environmental and Social Risks and Impacts.The purpose of the SEP is to provide a clear set of actions and responsibilities for the identification, mapping, and communication with both internal and external stakeholders, in order to develop positive trust relations between the company and its stakeholders.To ensure that the SEP is practical and meets both lender and operational needs, please consider the following:* Specificity: Tailor the SEP to reflect the specific stakeholders and their needs and concerns relating to your company and its activities. Include details relevant to your operational context and geographic location.
* Operational Integration: The SEP must be integrated into daily operations. This involves training staff, establishing clear roles and responsibilities and ensuring on-going engagement with stakeholders.
* Compliance with Standards: Align the SEP with both international standards (e.g., IFC Performance Standards) and applicable local legislation. Ensure that the SEP clearly demonstrates how these standards are to be met.
* Detailed Procedures and Roles: Define specific roles and responsibilities for implementing the SEP and provide detailed procedures for stakeholder identification, engagement, and monitoring and reporting.
* Resource Allocation: Commit to allocating the necessary resources, including personnel and training, to effectively implement and maintain stakeholder engagement.
* Continuous Improvement: Establish a process for regularly reviewing and updating the SEP to reflect emerging context, regulatory changes and lessons learned.

The SEP should include the following aspects, where applicable to your operation:* Engagement principles to guide how the SEP should be implemented;
* Stakeholder identification;
* The analysis and mapping of stakeholders;
* Outline of various engagement methods for each stakeholder or stakeholder group;
* Specific roles and responsibilities for the implementation of the SEP; and
* The documentation, monitoring and reporting requirements.

Below is a list of useful resources to consider when drafting your environmental or H&S management procedure:* [IFC Performance Standards on E&S Sustainability (2012)](https://www.ifc.org/content/dam/ifc/doc/2010/2012-ifc-performance-standards-en.pdf)
* [IFC General Environmental, Health and Safety (EHS) Guidelines (2007)](https://www.ifc.org/content/dam/ifc/doc/2000/2007-general-ehs-guidelines-en.pdf)
* [IFC ESMS Implementation Handbook – General (2015)](https://www.ifc.org/content/dam/ifc/doc/mgrt/esms-handbook-general-v21.pdf)
* [ESMS Self-Assessment and Improvement Guide](https://www.ifc.org/content/dam/ifc/doc/2010/esms-self-assessment-en.xlsx)
 |

# Purpose and Scope

|  |
| --- |
| *Instruction Box – Delete when complete** *Insert the company name where indicated throughout the document.*
* *Describe the purpose of the Stakeholder Engagement Plan (SEP). It should describe why the SEP is required (e.g. compliance with other internal procedures and guidelines, alignment with international standards and guidelines, e.g. International Finance Corporation (IFC) Performance Standards (PS) on Environmental and Social Sustainability (2012)).*
* *Define the scope of application of the SEP and whom it applies to.*
* *The text below is generic. Review and modify as required for your company.*
 |

The purpose of the Stakeholder Engagement Plan (SEP) is to facilitate continuous and efficient dentification, communication and collaboration between [insert company name] and its stakeholders. This SEP has been preprepared in accordance with the International Finance Corporation (IFC) Performance Standards (PS1) on Environmental and Social (E&S) Sustainability – PS1: Assessment and Management of E&S Risks and Impacts and is guided by a strategy outlining how the engagement process works in practice and what is required to ensure that it can be implemented.

The SEP applies to the [insert company name] and its subsidiaries, or to site level operations, and identifies stakeholders, describes applicable processes to engage with stakeholders, and the roles and responsibilities of the personnel responsible for the implementation of the SEP.

# Objectives

|  |
| --- |
| *Instruction Box – Delete when complete** *State the objectives of the SEP and what it aims to achieve.*
* *You may wish to relate the objectives of the SEP to your company strategy on achieving sustainability goals.*
* *The text below is generic. Review and modify as required for your company.*
 |

The SEP is guided by the following objectives:

* Identify [insert company name] internal and external stakeholders;
* Enable timely and efficient communication and distribution of information to stakeholders;
* Drive transparency and establish trust relations between [insert company name] and its stakeholders;
* Manage external and internal grievances and concerns around the company and its business activities and impacts;
* Manage stakeholder expectations and potential conflicts between the company and its stakeholders; and
* Align with national laws and international standards.

# Legal and International Requirements

## National Laws and Regulations

|  |
| --- |
| *Instruction Box – Delete when complete** *Review country and local legislation relating to stakeholder engagement and incorporate as may be required into this section.*
* *List all relevant statutory obligations, key legislation, and guidelines under this section.*
 |

The SEP has been developed to conform to the following national laws and regulations:

* *[Example of the types of names for such laws and regulations, include*
	+ *National Environmental Management Act; and*
	+ *Environmental Impact Assessment Regulations.*

## International Standards and Guidelines

|  |
| --- |
| *Instruction Box – Delete when complete** *List all relevant international standards and guidelines, such as those provided below, and e.g. other lender standards*
* *Modify/delete/add to the list as required.*
 |

The Plan has been developed to conform to the following international standards and guidelines:

* IFC PS on E&S Sustainability (2012):
	+ Performance Standard 1 – Assessment and Management of Environmental and Social Risks and Impacts: Requires companies to develop and implement a SEP that is scaled to the project risks and impacts and development stage and be tailored to the characteristics and interests of the Affected Communities. Where applicable, the SEP will include differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable. When the stakeholder engagement process depends substantially on community representatives, the company will make every reasonable effort to verify that such persons do in fact represent the views of Affected Communities and that they can be relied upon to faithfully communicate the results of consultations to their constituents.
* International Finance Corporation (IFC) Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets (2007);
* IFC Environmental and Social Management System (ESMS) Implementation Handbook (2015);
* World Bank Environmental and Social Framework (2016); and
* Equator Principles 4 (2020).

# Other Relevant References

|  |
| --- |
| *Instruction Box – Delete when complete** *List all relevant documents which are referred to in this document and / or which supported the drafting of this document.*
* *Modify/delete/add to the list as required.*
 |

This SEP should be read together with the following documents:

* [insert company name] Environment and Social Impact Assessment (ESIA);
* [insert company name] External Grievance Mechanism; and
* [insert company name] xxxx Procedure.

# Definitions

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| --- |
| *Instruction Box – Delete when complete** *List definitions that need to be defined in order to ensure proper interpretation of the SEP.*
* *Modify/delete/add as required.*
 |

|  |  |
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| **Term** | **Definition** |
| Stakeholder | A person, group, or entity that has a direct or indirect interest or relation with an organisation’s activities because they can affect, or be affected by, the organisation’s actions, operations, objectives, strategies, and policies.  |
| External Stakeholders | Individuals, groups, or entities that are not directly employed by the company but are affected by, or have an interest or concern in its operations, activities, and outcomes. These stakeholders can impact or be impacted by the company’s performance, decisions, and overall operations. |
| Internal Stakeholders | Individuals, groups, or entities that are directly connected to the company, as employees, contractors, shareholders or closely associated with the company. |
| Stakeholder identification, analysis and mapping | A strategic management tool used to identify, analyse, and prioritise the various individuals, groups, or organisations (i.e., stakeholders) that have an interest or influence on the organisation’s activities or operations. The process involves creating a database for identified stakeholders, and visual representation, such as a matrix or diagram, that categorises stakeholders based on their level of influence or interest in the organisation and its operations. |

# Abbreviations and Acronyms

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| *Instruction Box – Delete when complete** *List abbreviations and acronyms which are referred to in the document.*
* *Modify/delete/add as required.*
 |

|  |  |
| --- | --- |
| **Abbreviations and Acronyms** | **Definition** |
| CSR | Corporate Social Responsibility |
| E&S | Environmental and Social |
| ESMS | Environmental and Social Management System |
| GM | Grievance Mechanism |
| IFC | International Finance Corporation |
| KPI | Key Performance Indicator |
| PS | Performance Standard |
| SEP | Stakeholder Engagement Plan |

# Engagement Plan

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| *Instruction Box – Delete when complete** *The text below is generic. Review and modify as required for your company.*
 |

## General Requirements

The stakeholder engagement processes are based on the following principles:

* Proactive consultation;
* Inclusive processes;
* Information disclosure;
	+ Disclose early;
	+ Disclose objective information;
	+ Provide meaningful information; and
	+ Ensure accessibility of information.
* Responsive and continuous engagement and reporting.

The planning of stakeholder engagement involves a systematic process comprising stakeholder identification, stakeholder analysis and mapping, stakeholder engagement programme design, and stakeholder engagement monitoring (**Figure 7.1**).

**Figure 7.1: Stakeholder Engagement Process**

Requirements for each step of the stakeholder engagement process outlined above are described in the following sections below.

## Stakeholder Identification

|  |
| --- |
| *Instruction Box – Delete when complete** *Identify and map out the company’s area of influence (i.e. the areas impacted by the company’s activities).*
* *Note that the categorisation of stakeholders is context-specific, and applicable contextual issues need to be considered.*
* *The text below is generic. Review and modify as required for your company.*
* *Table 7.1 is an example. Review and modify as required for your company.*
 |

Stakeholder identification is undertaken to identify the company stakeholders and to understand their connection and interests in the company and its activities. Through initial engagements with the identified representatives, the company will confirm which groups will be impacted and the ways in which they will be impacted.

Initial external stakeholder engagements will include surveys, consultations, community gatherings, community needs assessments, etc.

Once stakeholders have been identified, the company will develop a database for stakeholders, including internal and external parties, indicating the name of the stakeholder groups, the stakeholder category, the connection of the stakeholder to the company, and contact details of the stakeholder group or their representatives (**Figure 7.1**).

Stakeholders will be categorised based on their connection to the company:

* Directly affected (e.g. employees, local communities, local farmers, customers, suppliers/contractors and shareholders);
* Indirectly affected (e.g. local/community organisations, local government institutions, etc.);
* Those with an interest in the company and its activities (e.g. local media, NGOs, local schools, etc.);

Stakeholder identification will also include an indication of the issues, interests, and concerns of the stakeholders.

The issues, interests and concerns of stakeholders will be considered in stakeholder analysis and mapping (**Section 7.3**) and will inform the influence of the stakeholder on the project.

**Table 7.1: [insert company name] Stakeholder List**

| Stakeholder Category | Stakeholder Name | Stakeholder Connection to the Company | Stakeholder Interests, Issues and concerns | Stakeholder Influence/Interest (per Figure 7.2) | Engagement Method | Contact Details |
| --- | --- | --- | --- | --- | --- | --- |
| *State institution* | *Ministry of Environmental Affairs* | *Regulatory body* | * *Social responsibility*
* *Compliance with regulations and legislative requirements*
* *Ethical corporate practice*
 | *High influence - Low interest* | * *Regulatory and other reporting*
* *Meetings*
* *Integrated report*
* *Press releases*
* *Company website*
 | [Contact details] |
| *Internal Stakeholders* | *Employees and contractors* | *Labour*  | * *Job security and career development*
* *Fair remuneration*
* *Skills development*
* *Favourable working conditions*
* *Training and development*
* *Transformation*
* *Health and safety*
 | *High influence – high interest* | * *Monthly staff meetings*
* *Line management communication*
* *Email communication*
* *Internal notices*
* *Training activities*
* *Performance review processes*
 | [Contact details] |
| *Local communities* | *Name of the communities*  | *Directly affected by the social and environmental impacts of the company and its activities.* | * *Environmental concerns*
* *Social impacts*
* *Local development opportunities*
* *Effective grievance management*
 | *High interest - low influence* | * *Community gatherings*
* *Corporate Social Responsibility (CSR) initiatives*
* *Site visits*
* *Company website and social media*
* *Suggestion boxes*
* *Grievance mechanism*
 | [Contact details] |
| NGOs | Name(s) of the NGOs | Assurance of responsible business practices | * Social, environmental, and human rights concerns
 | Low influence - low interest | * Press releases
* Integrated reports
* Media interviews
 | [Contact details] |
| Investors | Shareholders and potential investors | Invest in the business | * Return on investment
* Strategy execution
* Compliance with regulatory requirements
* Sustainability
 | High interest - high influence | * General meetings
* Investor presentation
* Integrated report
* Company website
 | [Contact details] |

## Stakeholder Analysis and Mapping

|  |
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| *Instruction Box – Delete when complete** *Describe the process for analysing stakeholder interests, influence and attitudes. For example, (i) identify individuals, groups, or organizations that are directly or indirectly affected by your project or can influence it, (ii) assess the level of power each stakeholder has in influencing the company’s success, and (iii) plot each stakeholder on a grid or diagram, helping you visualize their level of influence and concern.*
* *The text below is generic. Review and modify as required for your company.*
* *Below is an example of a stakeholder map:*

*Source: www.africa-seeds.org* |

Stakeholder analysis and mapping are undertaken to determine the levels of interest and influence each stakeholder has on the company and its activities, and the level of effort and resources to be committed towards the engagement of each stakeholder.

Once the stakeholders have been identified, each will be marked on an influence-interest matrix (**Figure 7.2**), based on the level of engagement required for each stakeholder, with reference to the interests of the stakeholder, the category of the stakeholder (as described above), and the impact of those stakeholders on the company and its activities.



**Figure 7.2: Stakeholder Influence-Interest Matrix**

The categorisation of the stakeholders will determine the strategies to engage with each stakeholder group based on the level of their influence and interest on the company and its activities, as indicated in **Figure 7.2**.

Engagement strategies must align with the following considerations:

* High influence and high interest stakeholders - should be managed closely, engaged actively, and their concerns prioritised;
* High influence and low interest stakeholders - should be monitored closely;
* High interest low influence stakeholders - should be kept informed about the company and its activities; and
* Low influence low interest stakeholders - require minimal engagement.

Stakeholders with high interest and influence on the company and its activities must be actively involved, and their concerns prioritised. However, all identified stakeholders should be engaged in one form or another.

Stakeholder dynamics, and by extension their interests and influence, might change over time, with emerging changes in the company-stakeholder relations. Hence, the SEP is a living document that will continuously evolve with the changes in stakeholder engagement dynamics.

## Stakeholder Engagement Programme

Stakeholder engagement requires continuous and transparent information dissemination; ongoing, tailored engagement with stakeholders; and regular, tailored reporting to stakeholders.

Communicating information and engaging with stakeholders in a manner that is accessible, is key to the success of an engagement programme. The literacy levels and level of education among stakeholders is varied, and careful consideration must be given to the target audience when preparing engagement material.

**Table 7.1** includes an outline of the methods and tools of engagement. To facilitate engagement with stakeholders, [insert company name] will develop a communication plan for engagement with stakeholders, outlining the engagement methods, dates, and locations of engagement for each stakeholder (**Annex A**).

The company will also develop a stakeholder engagement log to record information generated through stakeholder engagement processes, including issues raised, commitments and agreements, timelines for implementation, and responsibilities (**Annex B**).

Progress on stakeholder commitments and feedback will be recorded in the stakeholder log, indicating the status of the commitment or the close-out date if applicable.

## Stakeholder Engagement Monitoring

|  |
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| *Instruction Box – Delete when complete** *Describe plans for monitoring project impacts and mitigation programmes and how this will be reported back to stakeholders.*
* *State the frequency and format of reporting to stakeholders. Note that the frequency and format of reporting to stakeholders depends on the purpose of reporting and the category of stakeholders. Some reporting formats require dialogue and instant feedback (e.g. meetings, home visits, emails, etc.), while others involve one way communication (e.g. reports, newsletters, website information, etc.)*
* *The text below is generic. Review and modify as required for your company.*
* *Table 7.2 is an example. Review and modify as required for your company.*
 |

### Key performance indicators

[insert company name] will develop Key Performance Indicators (KPIs) in collaboration with cross-functional personnel, and with external stakeholders, that will be used to tell whether the commitments made during stakeholder engagement are being implemented and if they are achieving the intended objectives.

Tracking progress will involve looking at stakeholder feedback, reports on community development projects, progress on actions in the stakeholder engagement log, stakeholder engagement minute, etc.

Key Performance Indicators for the SEP are outlined in **Table 7.2**. The [Community Liaison Officer (CLO) or Environmental, Health and Safety Officer] will collect, manage and report stakeholder engagement monitoring data to the [Environmental, Social and Governance (ESG) or Sustainability Manager].

**Table 7.2: Key Performance Indicators**

| **Reference** | **Key Performance Indicator** | **Monitoring Measure** | **Frequency** |
| --- | --- | --- | --- |
| **SEP - 1** | Fulfilment of actions in the stakeholder engagement log as percentage of actions concluded | % of engagement activities implemented over planned period segregated by gender | Monthly |
| **SEP - 2** | Percentage of community grievances acknowledged in time over number of grievances logged | % of community grievances acknowledged in time over number of grievances logged, split by gender | Monthly |
| **SEP - 3** | Percentage of community grievances closed in time over number of grievances logged | % of community grievances closed in time, split by gender | Monthly |

### Monitoring and Reporting

Monitoring and reporting help to track the effectiveness of stakeholder engagement activities, and to report progress to stakeholders. Monitoring can also inform the changes that are required when there are shortcomings in implementation processes.

Data collected through monitoring should be analysed and compiled into reports or information to be shared with stakeholders. Reporting to stakeholders can be conducted through:

* Formal reports;
* Newsletters;
* Company website;
* Stakeholder meetings;
* Letters to stakeholder representatives;
* Emails; and
* Home visits.

# Training and Awareness

|  |
| --- |
| *Instruction Box – Delete when complete** *Training and awareness must be tailored to stakeholder needs, and must be undertaken in a meaningful, understandable manner, and in the language understandable to them.*
* *The text below is generic. Review and modify as required for your company.*
 |

Training and awareness are crucial for equipping internal team members and external stakeholders with the skills and knowledge required for effective stakeholder engagement planning, implementation and monitoring.

[inset company name] recognises the need for personnel and stakeholders to understand stakeholder processes and implement and/or participate in them appropriately. The company will:

* Identify training needs through engagement with internal stakeholders.
* Develop training content based on internal team needs, including topics such as stakeholder identification, mapping and analysis, communication strategies, and grievance management.
* Use interactive and practical training tools and techniques such as role playing, case studies, group discussions, etc. to illustrate stakeholder engagement processes.
* For external stakeholders, the company will create awareness on stakeholder engagement processes through community meetings, meetings with representatives, newsletters, notices on public spaces, etc.

# Roles and Responsibilities

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| *Instruction Box – Delete when complete** *Outline the various roles and responsibilities for departments/units/teams responsible for specific aspects of stakeholder engagement planning, implementation and monitoring. Note that some roles may apply across all the stages of stakeholder engagement, from planning, to implementation, through to monitoring, while others are only relevant for certain aspects.*
* *The roles and responsibilities are dependent on the structure of the organisation.*
* *The table below is an example. Review and modify as required for your company.*
 |

The planning, implementation and monitoring of stakeholder engagement activities require the support and participation of the cross-functional/departmental teams, to ensure the mainstreaming of stakeholder engagement within the company.

The key roles and responsibilities for the implementation of the SEP are described below.

**Table 9.1: Roles and Responsibilities**

| **Role** | **Responsibility** |
| --- | --- |
| **Head of Corporate Affairs** | * Developing and driving E&S Strategy to inform stakeholder engagement planning and implementation at site level; and engaging with some internal stakeholders such as shareholders and potential investors.
 |
| **ESG or Sustainability Manager** | * Developing and overseeing the implementation and monitoring of the SEP; and engaging with stakeholders;
* Review monthly SEP implementation and monitoring reports; and
* Attend a monthly meeting to discuss any community concerns.
 |
| **Community Liaison Officer** | * Supporting the development of the SEP and undertaking implementation and monitoring activities, including engaging with stakeholders and keeping the stakeholder engagement log and communication plan up to date.
* Prepare external and internal reports on stakeholder engagement activities and performance tracking.
 |

# Annex A: COMMUNICATION PLAN TEMPLATE

| Month  | Stakeholder group  | Stakeholder  | Engagement method  | Date of engagement  | Location  |
| --- | --- | --- | --- | --- | --- |
| **January** |  |  |  |  |  |
| **February** |  |  |  |  |  |
| **March** |  |  |  |  |  |
| **April** |  |  |  |  |  |
| **May** |  |  |  |  |  |
| **June** |  |  |  |  |  |
| **July** |  |  |  |  |  |
| **August** |  |  |  |  |  |
| **September** |  |  |  |  |  |
| **October** |  |  |  |  |  |
| **November** |  |  |  |  |  |
| **December** |  |  |  |  |  |

# Annex B: STAKEHOLDER ENGAGEMENT LOG

| Stakeholder group  | Stakeholder  | Date initiated  | Commitment  | Responsible personnel  | Status of commitment  | Date closed  |
| --- | --- | --- | --- | --- | --- | --- |
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