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This presentation describes what needs to be done during the final stage of implementation of the Social Requirements of the High Carbon Stock Approach or HCSA. This is the operational stage, when land clearance, planting and production get under way, and follows stages focusing on preparation, site assessments and negotiations. The main sources of guidance for this stage of implementation are the HCSA Social Requirements implementation guide and the HCSA draft ICLUP guidance.

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Outputs from the previous stages are that a company social team has been appointed; all the required social studies and assessments have been completed; an integrated conservation and land use plan has been finalized and validated by communities, together with local community agreements and agreed policies and procedures on broader aspects of social practice, and communities have given formal FPIC for operations to go ahead.

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At the start of this stage the social team may need to be expanded and provided with extra resources and training in view of the increased workload going forward.

They should start by reviewing the ICLUP and related community agreements, especially if it has been some time since these were finalised, and checking whether anything needs to be updated. They should also check the social baseline data files and the related criteria for social monitoring, and take steps to fill any gaps.

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Next, a gap analysis of company's existing operational procedures should be carried out, to make sure they are compatible with the Social Requirements and the ICLUP and related agreements. For example, this may include operational procedures related to interactions with local communities; to conservation management and monitoring; to provision of community benefits and incentives, and corporate social responsibility commitments; to grievance and redress, labour conditions and non-discrimination, and for social impact monitoring, as well as to all broader company operations where there are potential impacts on local communities. As part of this process, all operational roles and responsibilities should be confirmed.

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Once the operational procedures have been finalised, training needs to be provided for company staff. This includes both induction training and regular refresher training every year or few years. All company staff, and particularly those who come in contact with the local communities, need to be aware of the HCSA Social Requirements and understand the implications for operations on the ground. Staff must also be familiar with the contents of the ICLUP, and all operational maps, whether they are on paper or electronic, must include the conservation and community use areas and mark them as no-go zones for operations. Different staff members will also need a more detailed understanding of specific aspects that are relevant to their jobs.

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Training will also be needed for local communities. This will include socialisation on agreed policies and operational procedures, including on how community representatives and members can get in touch with the company social team. It may also include more technical training - for example on

patrolling of conservation areas, environmental or social monitoring activities, or habitat management and ecological restoration.

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Two-way communications between the company and local communities should continue throughout the production period according to the procedures that have been agreed in the ICLUP, and a schedule should now be agreed for meetings. For example these may include periodic visits by members of the social team to individual communities, or participation of community representatives in centralised meetings, for example of a management board or a stakeholder committee or as a series of workshops. There should also be a mechanism for ad-hoc communications, for example by mobile phone.

The company should update communities regularly on implementation, especially if there are any major delays or unavoidable changes to the planned schedule of activities, and communities should also receive information on the results of formal monitoring. In their turn, communities should inform the company of any observations, problems or concerns as they arise, especially where rapid action is needed. Examples might include unauthorised activities in conservation areas or on community lands, damage to priority species, habitats or cultural sites, or to community property, specific incidents of conflict between community members and company staff. All of this information – from both parties – should feed into ongoing management systems. Any changes to management systems that may affect communities' rights must be agreed with the communities concerned, whose FPIC will be needed.

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Some monitoring procedures need to be implemented as soon as operations start on the ground. This will include monitoring of land clearance, to ensure that the boundaries of conservation areas and community use zones are respected.

Monitoring of conservation areas may also involve constructing guard posts and setting up patrol routes. In addition to patrolling there should be ongoing ecological and social monitoring, both in conservation areas and more broadly across the site as a whole.

Protocols need to be in place not only for monitoring on the ground but also for data processing and reporting, and for timely action if problems are detected. In this way, management systems can be adjusted and improved over time, based on monitoring data and also in response to any changes in circumstances. This process should be collaborative, and again, any changes in management systems will require the FPIC of any communities whose rights may be affected.

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Lastly, periodic reviews must be carried out. Typically, these happen after a year and then every 3-5 years, but the timing of the reviews, details of what they involve and the different roles and responsibilities will have been agreed as part of the ICLUP. These reviews provide a measure of internal quality assurance and can be timed to feed into any external quality assurance requirements of the HCSA and of other standards to which the company adheres.

Section 4.3.1 of the HCSA ICLUP guidance sets out a concise framework that can be used for these reviews, based on three guiding questions: Is the management system being followed, is the system achieving the intended outcomes, and is there evidence of continuous improvement. It also gives a list of elements that need to be included in the review protocol.

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In summary, the initial activities during the operational stage are to consolidate the company social team, to integrate the social requirements and all agreed measures into operational procedures, and to provide initial training and socialisation. Then, throughout production stage, the company continues to coordinate with local communities, provides further training to its staff and community members, and carries out social impact monitoring and adaptive management, including by means of periodic reviews. Quality assurance measures for this stage will be developed by the HCSA Secretariat.

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Finally here's a summary of key sources of further information.