



Rovuma
LNG

COMMUNITY DEVELOPMENT SUPPORT PLAN

ROVUMA LNG PROJECT

MZLN-EL-RPPLN-00-0005

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LIST OF REFERENCES

Cabo Delgado Provincial Development Strategic Plan
ENI East Africa (EEA) Sustainability Plan
Environmental Impact Assessment (EIA)
International Council on Mining & Metals (ICMM), Community Development Toolkit, 2012
International Finance Corporation (IFC), Strategic Community Investment: A Good Practice Handbook for Companies Doing Business in Emerging Markets, 2010
International Petroleum Industry Environmental Conservation Association (IPIECA), Creating Successful, Sustainable Social Investments, 2017
Local Content Plan (MZLN-EL-RPLCP-00-0001)
EMML Plan
Mozambique Development Strategic Plan
Mozambique LNG EIS
Mozambique LNG Resettlement Action Plan
National Health Plan
Project-Induced In-Migration Management Plan (PIIM)
Resettlement Action Plan
Rovuma LNG Plan of Development
Rovuma Project Community Investment Strategy
United Nations Sustainable Development Goals (SDGs)
Upstream Socioeconomic Management Standard

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1. PURPOSE AND SCOPE

MZLN-EL-RPPLN-00-0005 Rev 0 Community Development Support Plan is an individual, topic specific plan comprising an integral component of MZLN-EL-RPPLN-00-0016 Rev 0 – Rovuma LNG Environmental and Social Management Plan (ESMP).

Information regarding the Project Overview, Objectives (of the ESMP), Scope, Project Components and Associated Facilities and other information regarding the context of the ESMP can be referenced in MZLN-EL-RPPLN-00-0016 Rev 0 – Rovuma LNG Environmental and Social Management Plan.

The principal objective of the ESMP is to facilitate the avoidance, reduction, and mitigation of environmental, social and community health, safety and security risks and impacts associated with the construction phase of the Midstream Project.

The ESMP sits within a broader Environmental and Social Management Framework, as illustrated in Figure 1-1 as shown in MZLN-EL-RPPLN-00-0016 Rev 0 – Environmental and Social Management Plan.

This Framework comprises two overarching, system-level documents (Environmental and Social Management Plan and Environmental and Social Requirements for Contractors) and a set of theme and activity-specific documents that collectively describe how the Project will manage its environmental and social (E&S) risks. The listing of the ESMP set of documentation is contained below:

- MZLN-EL-RPPLN-00-0016 Rev 0– Environmental and Social Management Plan (ESMP)
- MZLN-EL-RAZZZ-00-0001 Rev 0 – Requirements for Camps and Accommodation
- MZLN-EL-RBENV-00-0001 Rev 1 – Environmental and Social Requirements for Contractor (with Annexes)
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 1 Air Quality, Greenhouse Gases and Energy Efficiency
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 2 Effluent Discharges
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 3 Waste Management
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 4 Hazardous Materials
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 5 Site Development, Construction and Reinstatement
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 6 Road Traffic and Transport
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 7 Marine Operations
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 8 Water Use and Abstraction
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 9 Raw Materials and Aggregates
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 10 Dredging
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 11 Lighting and Visual Impact
 - MZLN-EL-RBENV-00-0001 Rev 1 Annex 12 Ballast Water and Biofouling

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- MZLN-EL-RBENV-00-0001 Rev 1 Annex 13 Weed and Pest Management
- MZLN-EL-RBENV-00-0001 Rev 1 Annex 14 Wildlife Protection
- MZLN-EL-RPLCP-00-0001 Rev 0 – Local Content Management Plan
- MZLN-EL-RPPLN-00-0005 Rev 0 – Community Development Support Plan
- MZLN-EL-RPPLN-00-0007 Rev 0 – Cultural Heritage Management Plan
- MZLN-EL-RPPLN-00-0008 Rev 0 – Supplemental Land Access Management Plan
- MZLN-EL-RPPLN-00-0009 Rev 0 – Project Induced In-Migration Management Plan
- MZLN-EL-RPPLN-00-0013 Rev 0 – DUAT Encroachment Management Plan
- MZLN-EL-RPPLN-00-0014 Rev 0 – Employment and Worker Relations Plan
- MZLN-EL-RPSEP-00-0001 Rev 0 – Stakeholder Engagement Management Plan
- MZLN-EL-RPPLN-00-0006 Rev 0 – Community Health Safety and Security Management Plan
- MZLN-EL-RPPLN-00-0004 – Biodiversity Strategy
- MZLN-EL-RPPLN-00-0011 – Biodiversity Action Plan

The Community Development Support (CDS) Plan (Plan) describes how EMMML will manage investments supporting community development associated with its Project activities during the Construction period in accordance with Mozambican legislation, international financial institution expectations, and previous experience in similar environments.

1.1. Scope

The scope of this Plan covers all CDS activities undertaken by EMMML and is defined in four categories of investments in community development:

- 1) Regulatory / license-driven investments, such as national and community investments that are prescribed either in legislation or as part of a project license
- 2) Investments to deliver mitigation measures committed to as part of an environmental impact assessment (EIA)
- 3) Direct investments in community projects which deliver benefit to the community and the Project
- 4) Community investments designed to make a positive contribution to the development of host and neighboring communities.

This Plan is primarily focused on investments in community development related to categories 2, 3, and 4 above. Investment decisions covered under this Plan will predominantly be implemented in the greater Project area or broader Cabo Delgado Province. Investments related to category 1 are primarily addressed in the Local Content Plan, the Resettlement Action Plan, and the Rovuma LNG Plan of Development.

The strategy for community investment decisions is defined in the Community Investment Strategy, and this Plan provides a common approach through which CDS activities in categories 2, 3, and 4 are identified, planned, executed, and support EMMML objectives (the business case).

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The Plan details the structure to steward the diversity of potential initiatives which will best maximize sustainable investments, limit duplication of effort, and maximize benefit to communities.

Given the broad range of EMMML's CDS activities captured within the framework of this Plan, different geographic scopes will apply as follows:

- Project area—includes CDS activities occurring within the Palma District, the Midstream-Project-impacted area. Communities that fall within this area are included in CDS initiatives as decided by EMMML. These projects will be led by the CDS Team.
- National—CDS activities targeting communities outside of the Project area including support for development projects in Maputo and programs of strategic importance for EMMML. These activities will primarily be led by the Public and Government Affairs Team.

Some individuals within Project-impacted communities may be identified as more vulnerable, limiting their ability to participate in the Project benefits. The CDS activities will target potentially vulnerable groups within communities to ensure Project benefits can contribute to the empowerment of these groups.

1.2. Objectives

The objectives of the EMMML CDS activities are to perform the following:

- 1) Promote the development of measures to strengthen communities to benefit from the Project's presence
- 2) Avoid or reduce the risk of adverse impacts on Mozambican communities during Project construction
- 3) Provide opportunities to build community capacity and deliver sustainable development benefits in a culturally appropriate manner
- 4) Ensure development process fosters full respect for the dignity, human rights, aspirations, cultures, and natural-resource-based livelihoods of Project-affected peoples.

1.3. Strategic Areas and Principles

The following four strategic investment areas have been defined for the Construction period of the Project (as defined in the Rovuma Project Community Investment Strategy):

- Education
- Health
- Agriculture and access to markets
- Women's empowerment

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The following principles will be applied when undertaking CDS activities:

- 1) Communities will have the lead role in identifying their needs and priorities.
- 2) To better ensure the success of any initiative being pursued, communities will contribute to their design, planning, and execution.
- 3) Initiatives pursued by EMMML cannot and will not replace the roles and responsibilities of government.
- 4) To the maximum practical extent, local partnerships will be used to implement and provide support for selected community development activities.
- 5) Investments or contributions will not, under normal circumstances, be given to the following:
 - a) Churches or religious projects (contributions to religious organizations providing community service needs on a non-denominational basis are acceptable)
 - b) Individuals for personal benefit
 - c) Political candidates or political parties (contributions to political candidates or political parties are managed by the Public and Government Affairs function pursuant to guidelines approved by the ExxonMobil Corporation Board of Directors)
 - d) Intermediate fund-raising agencies, except for workplace giving campaigns through which control of individual donations can be appropriately managed
- 6) All long-term CDS projects will be selected based on their capacity to become self-perpetuating and not dependent on long-term funding.
- 7) Projects will have a defined exit strategy as part of EMMML Plan.

2. ACRONYMS AND TERMS

Term	Definition
CDS	Community Development Support
Company/EMML	ExxonMobil Moçambique, Limitada S.A.
Contractor	A third-party supplier of goods or provider of services to EMML, including the Engineering, Procurement, and Construction Contractor, the early works/infrastructure contractors, and security and logistics contractors
EAA	Eni East Africa S.p.A.
EEA	ENI East Africa
EIA	Environmental Impact Assessment
EMML (Midstream Operator)	ExxonMobil Moçambique Limitada (EMML) is the ExxonMobil Affiliate conducting Midstream Operations for MRV.
ENH	Empresa Nacional De Hidrocarbonetos E.P.
EPCC	Exploration and Production Concession Contract executed in December 2006 between the Government of Mozambique (GoM) and both Eni East Africa S.p.A (EAA) and the Empresa Nacional De Hidrocarbonetos E.P. (ENH)
ERB	Eni Rovuma Basin B.V.
FLNG	Floating Liquefied Natural gas
GoM	Government of Mozambique
ICMM	International Council on Mining & Metals
IPIECA	International Petroleum Industry Environmental Conservation Association
IFC	International Finance Corporation
Liquefaction and Related Operations Operator/Midstream Operator	Liquefaction and Related Operations Operator
LNG	Liquefied Natural Gas
MRV	Mozambique Rovuma Venture S.p.A.
Project	Rovuma LNG Phase 1 Project
PIIM	Project-Induced In-Migration Management Plan
PLT	Project Leadership Team
SDG	Sustainable Development Goal

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3. EMML STANDARDS AND REQUIREMENTS

CDS activities will be designed to comply with Company policy, Mozambican legislation, the objectives, and principles outlined in this Plan and to deliver on commitments made in the EIA and in other management plans. A summary of pre-existing commitments is provided in Table 3-1.

3.1. Mozambican Law and Regulations

Company requirements for community development are not mandated by specific Mozambican legislation. Instead, licensing and permitting processes prescribed under Mozambican law often include aspects of community development as part of the terms and conditions of permit and license approvals.

The MRV Plan of Development (POD) prepared pursuant to, inter alia, Clause 6.3 of the Area 4 EPCC, Article 8 of the Decree Law, the Petroleum Law, and Article 36 of the Petroleum Operations Regulations, for the purpose of review and ultimate approval by the Government of Mozambique. The Rovuma LNG Phase 1 Project will be undertaken under the special legal and contractual regime established by the Decree Law, and in accordance with the Area 4 EPCC, the UUOA, and a dedicated Area 4 Supplemental Agreement to the Area 4 EPCC to be entered into by the Area 4 Concessionaire and the Government. This Plan of Development is submitted to the Government of Mozambique for approval pursuant to Article 8.9 of the Decree Law.

Contained within the Plan of Development are specific focus areas for community development that will become a requirement upon approval of the POD.

An Environmental Impact Assessment (EIA) for the Project was approved by the former Ministry for the Coordination of Environmental Affairs (MICOA) in June 2014. Based upon the risks identified in the EIA, Environmental Management Plans attached to specific licenses contain commitments for community development in the following EMP's:

- Environmental Management Plan (EMP) for the Liquefied Natural Gas Project in Cabo Delgado: Area 4 Exclusive Facilities
- Environmental Management Plan (EMP) for The Liquefied Natural Gas Project in Cabo Delgado: Marine Terminals
- Environmental Management Plan (EMP) for The Liquefied Natural Gas Project in Cabo Delgado: Materials Offloading Facility
- Environmental Management Plan (EMP) for The Liquefied Natural Gas Project in Cabo Delgado: Area 1 and Area 4 Shared Facilities

This Plan encompasses, but is not limited to, all commitments in the POD and EMP's for community development.

3.2. Project EIA Requirements

The Project EIA has identified a number of requirements related to community development listed in Table 3-1 below.

Table 3-1: EIA Commitments

Reference	Item	Area
EIA-13.3.2	From a regional development perspective, the Project will support tourism initiatives by encouraging GoM investment of Project revenue into Cabo Delgado Province, specifically Palma District, to support GoM's tourism and economic development policies and objectives.	Enterprise Development
EIA-13.4.3	Work with government / non-government organizations / donors to encourage revenue distribution to the Cabo Delgado Province and Palma District in support of regional and provincial government capacity building, governance, and civil society empowerment.	Revenue Distribution
EIA-13.4.4	Support community capacity building among traditional leadership to diffuse or resolve tensions within and between local and in-migrant communities using community police, traditional courts, and dispute resolution mechanisms.	Stakeholder Engagement
EIA-13.4.4	Work with village leadership and civil society organizations to develop capacity and support for vulnerable groups.	Vulnerable Groups
EIA-13.4.4	Raising awareness regarding alcohol abuse and drug dependency associated with a breakdown in household structures, as well as community tensions and social dysfunction associated with the potential negative impacts of Project-Induced In-Migration Management Plan (PIIM).	Health
EIA-13.4.4	Implementing health, hygiene and sanitation, communicable disease, sexually transmitted infections, and Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome (HIV/AIDS) education campaigns to raise awareness among communities of the potential health impacts associated with increasing population and pressure on water and waste disposal services.	Health
EIA-13.5.1	Implement health service planning and strengthening to ensure adequate health service capacity for tuberculosis diagnosis and management in the Study Area.	Health
EIA-13.5.5	Support programs that promote local farming practices to increase yields through improved farming techniques.	Health
EIA-13.5.8	Engage and partner with the Ministry of Health in these elements, so that the service delivery options are structured appropriately into the national and provincial models.	Health
EIA-13.5.2	Consider health systems strengthening in the Palma District to extend the National Malaria Control Program policies and activities into the Study Area and District to mitigate the effects of increased local disease patterns and PIIM mitigations.	Health

Reference	Item	Area
EIA-13.5.5	Consider supporting information, education, and consultation programs in local communities as part of an integrated approach, together with water, sanitation, and malaria programs.	Health
EIA-13.5.7	Evaluating opportunities for local development that support vulnerable groups.	Vulnerable Groups
EIA-13.5.8	Consider supporting access to healthcare services in the Study Area.	Health
EIA-13.5.8	Consider upgrading Palma Hospital to the level of a district hospital to cater for population growth in the area.	Health

3.3. Company Policy and Standards

EMML is committed to conducting business in a manner that considers the needs of the communities in which it operates. The Upstream Socioeconomic Management Standard applies to CDS as indicated below:

- 1) Upstream Socioeconomic Management Standard—This Standard covers a range of socioeconomic topics, with requirements relevant to this Plan, related to economic development, and Indigenous Peoples. With regard to economic development, CDS activities must meet the following objectives:
 - a) Have a positive economic impact on the communities in which Company operates
 - b) Build capacity wherever Company operates by educating and training national employees, contractors, and suppliers; transferring knowledge and skills; creating local jobs; purchasing local good and services; and making sustainable strategic community investments
 - c) Optimize business opportunities for local companies and ensure a transparent and open procurement process
 - d) Utilize information from community and other consultation efforts to evaluate and implement strategic community investments.

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4. SELECTION OF CDS ACTIVITIES

Overall, CDS initiatives shall be selected to ensure they perform the following:

- 1) Are in alignment with this Plan
- 2) Assist EMMML to address potential adverse impacts and/or accentuate positive impacts
- 3) Support affected, neighboring, and regional communities to enhance their livelihoods through focusing on initiatives that contribute to community needs
- 4) Minimize initiative overlap and duplication and maximize synergistic opportunities to create value through complementary initiatives within the Project and between the Project, the GoM, and development actors, and by the Upstream Operator (ERB), MRV, Coral South FLNG Project, the Area 4 Co-Venturers, and Contractors.

EMML's CDS programs must be aligned with identified development priorities in Mozambique, as articulated in provincial, district, and local-level development plans that are generated by the GoM.

4.1. Selection Process

CDS programs will be differentiated between "quick win" projects and "larger-scale" projects. The process for selecting these two categories of projects is different, as illustrated in Figure 4-1. A distinction is made between these two categories of projects to ensure that the processes required to approve implementation are targeted to the scale, impact, and cost of the project. A quick win project is broadly considered to be defined as a project that has the following attributes:

- Implementation time of less than 1 year
- Immediate high-value impact in the community
- The project utilizes technology or approaches that have been proven to be effective in similar situations in Mozambique, or within the region
- The proposed implementing party has experience delivering projects in Mozambique
- There are no significant risks or impacts associated with the implementation of the project¹

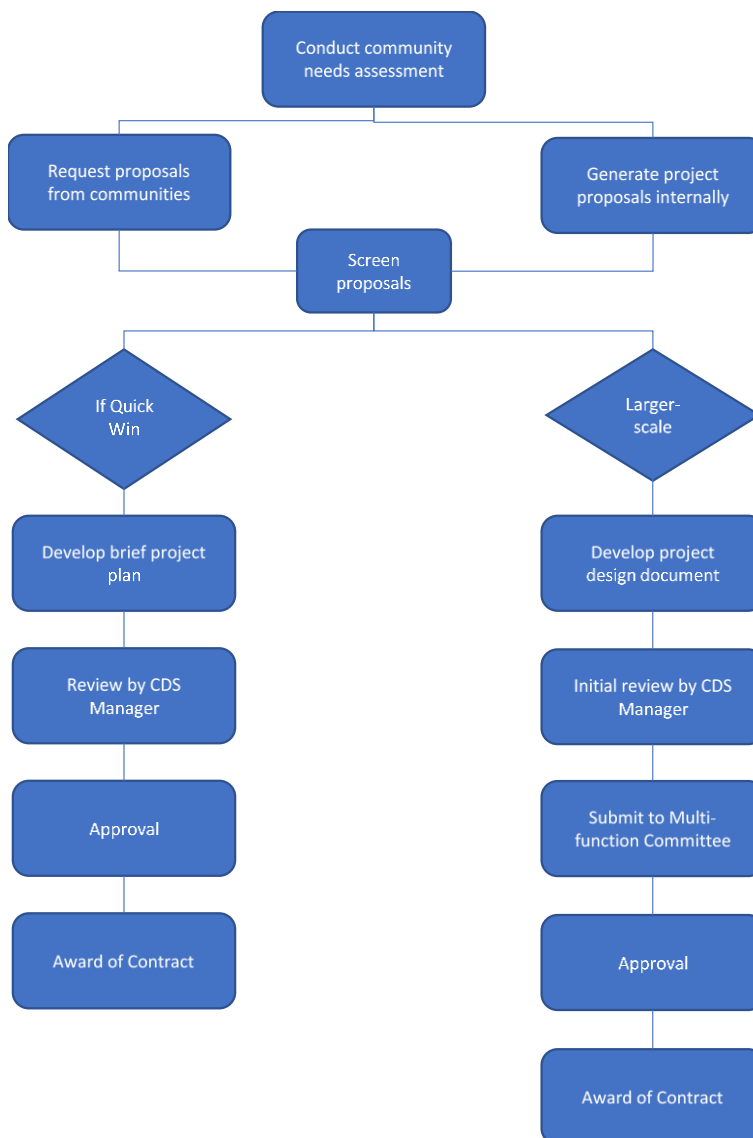
Each step of the process is described in greater detail in the following sections.

¹ Examples where risks or impacts could occur include agriculture or fishing projects that have unintended consequences on biodiversity or existing conservation programs, projects that have the potential to encourage in-migration, and projects that are not aligned with government-identified priorities, amongst others.

4.1.1. Community Needs Assessments

The selection process for both quick win and larger-scale projects commences with the same steps. All CDS initiatives should be generated following the completion of a community needs assessment. This needs assessment will be specific to each community and will build on the knowledge collected through the EIA process; information shared by Project partners, the GoM, and development actors active in the region; and information gathered through Midstream-Operator-led community consultation. Community needs assessments will be developed for all communities within the Project's area of influence, larger communities within Palma District, and at a regional level for Cabo Delgado.

Figure 4-1: Selection Process for CDS Initiatives



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4.1.2. Proposal Generation

Proposals for CDS initiatives will be generated by internal personnel, using GoM priorities, EIA requirements, and feedback from affected communities. Within the EMLL, proposals will likely be generated across a range of departments and teams. All proposals will be treated equitably and subject to the same evaluation criteria (as defined in Section 4.2).

4.1.3. Proposal Screening

On a regular basis, the CDS Manager will review the proposals which have been received to conduct an initial screening exercise. Projects that do not meet the principles outlined in Section 1.3 will be removed from further consideration at this point. The CDS Manager will communicate the reasons for removal from consideration to the proposing entity.

At this stage, the CDS Manager will also categorize projects as either "quick wins" or "larger-scale" projects. Any project that passes through the screening stage should fit within one of the four strategic themes (health, education, agriculture and market access, and women's empowerment), or should address a commitment made in the EIA or other management plans. However, there may be exceptions.

4.1.4. Project Design Documents

When a project passes through the screening stage, the next step is to provide a description of the proposed project. Quick win projects will only need to complete a project briefing document, while larger-scale projects will require a more detailed project design document. These documents provide sufficient information about the project to allow a decision to be made on whether or not it should receive EMLL support. A description of each document is provided below:

- 1) Project briefing document—This document is a 1–2 page document that outlines the following:
 - a) The objectives of the project
 - b) The intended beneficiaries
 - c) The strategic theme or EIA commitment which it corresponds with
 - d) The proposed implementing party, including description of their experience implementing similar projects in Mozambique
 - e) A description of how the project will be managed by the Company
 - f) A timeline and budget for project implementation
 - g) A monitoring and evaluation approach (including definition of indicators) appropriate to the nature of the project
 - h) Reporting requirements and schedule

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- 2) Project design document—This document is at least 5–10 pages, and should include the following:
- a) Clearly defined objectives of the project and the longer-term strategy behind the investment
 - b) The strategic theme or EIA commitment that it corresponds with
 - c) The process by which the proposed implementation partner was selected, including a summary of alternative organizations that were considered
 - d) A summary of the proposed implementing party's experience implementing equivalent projects in Mozambique, and specifically in Cabo Delgado
 - e) The intended beneficiaries and why they were selected, and how the project could be scaled-up or replicated if it proves successful
 - f) A description of how the project addresses identified community needs in that location and the anticipated benefit to be achieved by the project
 - g) Definition of the contribution to be made by both EMLL and the beneficiary community
 - h) A description of how the project design will reinforce and build capacities within Mozambican service providers
 - i) An analysis of risk associated with the proposed project
 - j) Identification of any overlaps or synergies with other programs being undertaken in the region
 - k) An assessment of the initiative's sustainability
 - l) A defined exit strategy
 - m) A monitoring and evaluation approach (including definition of indicators) appropriate to the nature of the project
 - n) Reporting requirements and schedule

The onus of responsibility for the preparation of the project design documents will rest with the proposing department / team; however, support will be available from the CDS Team as necessary.

4.1.5. Review by the CDS Manager

Both quick win and larger-scale projects will be reviewed by the CDS Manager; however, the purpose of the review is different for the two categories of projects. For quick win projects, the CDS Manager will have the authority to review and approve the project. The CDS Manager will review quick win projects and the corresponding briefing document using the evaluation matrix indicated in Table 4-1.

For larger-scale projects, the CDS Manager will review the project design documents to check they meet the requirements described in Section 4.1.4 to ensure that only compliant projects are passed through to the committee for review.

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Each of the headings in Table 4-1 can be interpreted in the following manner:

- 1) Sustainability—Can the community keep the project running by itself, after outside assistance has gone? Is the proposed exit strategy practical?
- 2) Productivity—Will the project substantially increase the availability of needed resources to the Community?
- 3) Equitability—Will the project benefit a broad cross-section of the community? Has the beneficiary community received community development projects in the past?
- 4) Technical Feasibility—Does the project require specialized technical expertise to both start and maintain?
- 5) Delivery Model—Is there a competent, experienced third party available to implement?
- 6) Social/Cultural Acceptability—Does the project fit within the community's norms and stated development priorities?
- 7) Cost and Benefit—Is the cost of the project commensurate with the anticipated benefit from the project?
- 8) Community Contribution (Beneficiary Contribution)—Will the community/beneficiary be able and willing to contribute to the project (normally through an in-kind contribution)?
- 9) Time Needed—Will it take a long time (more than 2 years) for the community to reap the benefits of the project?

4.3. Initiative Execution

Selected CDS programs will primarily be implemented through third-party contractors as the CDS Team will not be able to implement programs directly. Third-party providers, such as academic institutions, non-government organizations, and consultants, will be selected based on their ability to provide expertise and local experience not available within EMML. For all CDS programs, the Company's CDS Manager will be responsible for managing the third-party provider and the reviewing program. Regardless of the implementing agency/entity, only EMML will be held accountable for the outcomes of the CDS program.

EMML will seek to work with partners with experience working in Mozambique and will prioritize working with Mozambican entities where the skills, resources, and capacity are available. EMML will pursue opportunities to build the capacity of Mozambican third-party providers through partnering with them to deliver higher quality and better managed programs.

4.4. Annual Program Review and Endorsement

Prior to the end of the fiscal year, the CDS Manager will provide the EMML Project Leadership Team (PLT) with a proposed budget and outline of the upcoming year's EMML CDS initiatives for review and endorsement. The endorsement package should describe:

- The balance of the EMML-led CDS initiatives across different communities
- How the proposed EMML-led CDS initiatives interface and complement other activities taking place in the affected communities

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- A brief explanation of execution approaches
- A summary of the planned costs

The annual program review will also include a summary of the initiatives undertaken in the previous period and an assessment of the status, cost, and benefits seen. When the PLT is reviewing the proposed plan for the upcoming year, this will provide an understanding of the success of CDS spending to date.

5. MONITORING AND EVALUATION

All CDS activities should have a defined monitoring and evaluation framework as part of the proposal. The overall goal of all CDS activities should be to promote the development of conditions conducive to enhancing the livelihoods of individuals and communities, while also mitigating potentially harmful EMMML effects. The overall goal of the monitoring and evaluation framework is to determine whether projects have succeeded in meeting the objectives of this Plan, as noted in Section 1.2, applying the principles defined in Section 1.3 of this Plan, and meeting the budget and schedule requirement outlined in the project design documents.

5.1. Activity Level Monitoring and Evaluation

At an individual project level (activity level), monitoring and evaluation processes will seek to assess the inputs, outputs, and outcomes of the project and to understand the reason for any divergence from those anticipated in the project design documents. Table 5-1 provides a template for the evaluation of projects.

Project-level assessments will be completed by the third-party implementing party and submitted to the CDS Manager on a monthly basis (longer-term projects) and on a weekly basis (quick win projects). These reports will include assessments of project activities using the format described in Table 5-1, coupled with progress tracking of the budget and schedule, and testimonials from beneficiary communities on the success/failure of the activity.



Table 5-1: Monitoring and Evaluation Template

Inputs	Expected and Actual Outputs	Actual Outcomes (Performance Indicator)	Divergence	Reason for the Divergence	Corrective Actions	Contribution to Objectives
Delivery of training in new agricultural techniques for 50 women	Expected: 50 women starting and completing the training and implementing the new techniques. Actual: 50 women started, 30 women completed. 25 women implemented the new techniques	Of the 25 women implementing the new techniques, 15 recorded productivity or quality improvements	20 women did not complete the training, 5 who completed did not apply the new techniques, and 10 who applied the new techniques did not experience than anticipated benefit from the project.	The training was time consuming and women had other responsibilities. The follow-up after the completion of the training was insufficient so some women were unsure of how to apply the new techniques. Some techniques not relevant to local conditions.	Change the timing and duration of the training to accommodate participants. Ensure sufficient follow-up from agricultural extension agents and test appropriateness of new techniques with host communities before rolling out training.	Of the women who participated 30% have achieved an improvement in either their productivity or quality of production, improving their livelihoods.

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5.2. CDS Level Monitoring and Evaluation

In addition to the outcome indicators for each activity described above, the following indicators will be measured for each of the key communities and regions, namely:

- Palma Town
- Afungi Peninsula
- Mocimboa de Praia
- Pemba
- Cabo Delgado Province

Within these areas the following indicators will be measured:

- Community grievances and the nature of those grievances
- Total spend on CDS activities
- Spend per strategic area (health, education, agriculture and access to markets; and women's empowerment)
- Value of co-contribution from other / external sources
- Results of community feedback assessment from projects

These indicators will form the basis of reports (described in Section 6) which can be shared with the GoM, indicating delivery on the community development aspects of the Plan of Development.

5.3. Assessment – Review and Evaluation

Assessments of CDS activities will be conducted regularly. At the individual initiative level, the monitoring and evaluation indicators will seek to assess inputs, expected and actual outputs, actual outcomes, and to understand variation, if any, from expected outcomes in the initiative design.

Assessments will also be used to inform the design of future programs, with a focus on learning lessons from previous projects when developing new initiatives. Quick win projects are expected to be complete within a single annual cycle, and hence will be reviewed on project completion. Larger-scale projects may exceed a year's duration and will be reviewed on an annual basis. The review will be conducted by the CDS Team, working in concert with the implementing partner organizations.

5.4. Audit

An independent review of the overall CDS program (both process and outcomes) will be conducted prior to the conclusion of the construction phase of EMMML to help in the development of the Operations phase community development strategy and plans.

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6. REPORTING AND NOTIFICATION

6.1. Internal

Each initiative sponsor shall develop, or receive from their implementing partners, program reports on a monthly basis (unless otherwise stated in the implementing partners' contracts). These program reports shall align with the monitoring elements described in Section 5 and include details on activities undertaken in the month, budget spending, schedule, and community/stakeholder feedback, as appropriate. These reports will be submitted to Company's CDS Manager who will review status and progress and develop a combined report for review by EMMML PLT.

6.2. External

It is anticipated that the GoM as well as the Lender Group's Independent Environmental and Social Consultant (IESC) may conduct independent, external reviews of CDS investments. In the case of the IESC, these reviews could coincide with their scheduled visits to the Project. EMMML's CDS Team will prepare bi-annual summary reports on the status of CDS being provided.

Drawing on the community engagement approaches outlined in the Stakeholder Engagement Plan, Company's Socioeconomics Team will develop culturally appropriate regular communications/engagements that update communities on community-based support activities, among other topics.

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7. ORGANIZATION – ROLES AND RESPONSIBILITIES

The main functions responsible for the implementation of this Plan are the Socioeconomics Group (which includes CDS), Public and Government Affairs, and Medicine and Occupational Health. Collectively, the Company will be providing oversight to all community investments in communities being performed by it and its contractors.

7.1. Company Resources

EMML CDS initiatives will be led by the CDS Manager, located within the Company's Socioeconomics Group. Inputs from technical advisors from all of the Company functions will be sought to provide assistance for topic-specific initiatives, e.g., the technical aspects of all health-related CDS activities are to be supported by Medical and Occupational Health. Contractor's input may also be sourced on an "as-needs" basis by the Company. Contractor will provide the maximum assistance possible if requested by the Company's PLT.

Each program proponent will be responsible for identifying appropriate third parties with whom to implement CDS activities.

The Company is responsible for implementing this Plan; however, Contractors will provide assistance or implement a program at the request of the Company's PLT or as defined in the contract.

7.2. Contractor Resources

CDS activities implemented by Contractors must be consistent with the objectives and principles defined in this Plan. Contractors will define the roles and responsibilities of any personnel it has assigned to implement its initiatives and include such information in the initiative documentation. Contractors will also report on the CDS activities they have implemented to the Company CDS Manager on a monthly basis.

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8. TRAINING – AWARENESS AND COMPETENCY

Before developing a training and awareness program for personnel implementing CDS activities, a needs analysis will be conducted. The needs analysis will be based on the requirements of this Plan and the people involved in implementation.

Skills and knowledge will be developed for personnel responsible for implementation of this Plan in the following areas:

- EMMML execution
- Implementing CDS projects
- Managing program and project budgets
- Monitoring and evaluation of program activities
- Occupational safety, risk management, and controls
- Kiswahili or other relevant local languages
- Working effectively in a virtual, multicultural team environment

Depending on the type and nature of programs being considered for CDS, consultants with specialized knowledge in areas such as rural health, hygiene, agriculture, fishing, education, women's empowerment, and other focus areas will be consulted as required.