APPENDIX XIII

STAKEHOLDER ENGAGEMENT PLAN

Stakeholder Engagement Plan for Orpower Twenty-Two Ltd 35 Mw Geothermal Power Plant in Menengai, Nakuru County Kenya

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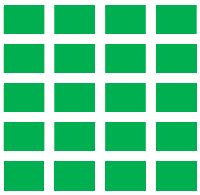

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List of Abbreviations

KPLC:	Kenya Power & Lighting Company
WRA:	Water Resources Authority
NEMA:	National Environment Management Authority
MCFA:	Menengai Community Forest Association
KFS:	Kenya Forest Service
SEP:	Stakeholder Engagement Plan
GDC:	Geothermal Development Company's
PISSA:	Project Implementation and Steam Supply Agreement
EPRA:	Energy and Petroleum Regulatory Authority

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1 Introduction

The OrPower Twenty-Two project involves construction of a 35 MW modular geothermal Power Plant within the Menengai Caldera in Nakuru County, Kenya. The site is inside a government-designated geothermal development area managed by the Geothermal Development Company (GDC) – a forested caldera zone with multiple geothermal wells already drilled by GDC. OrPower Twenty-Two (also referred to as OTTL) is one of three independent power producers (IPPs) licensed to develop a 35 MW plant in this area under a Build-Own-Operate scheme. The plant will tap steam supplied by GDC's geothermal wells and convert it to electricity via steam turbines, with brine (geothermal water) managed through reinjection or evaporation ponds.

OrPower Twenty-Two Ltd (OTTL) is the special purpose vehicle (SPV) established to develop, construct, and operate the Menengai 35 MW Geothermal Power Plant (Phase I Unit III). OTTL is owned by Kaishan Kenya Engineering Company Ltd, a subsidiary of China-based Kaishan Group Co. Ltd. (Kaishan acquired OrPower Twenty-Two in 2023). Kaishan Group is the project developer and has been contracted to perform the Engineering-Procurement-Construction (EPC) work and long-term O&M. As the operator, OTTL will ensure that the plant adheres to all health, safety, and environmental standards during its operational phase.

This Stakeholder Engagement Plan (SEP) outlines the approach for identifying, engaging, and managing stakeholders throughout the proposed Orpower Geothermal Power Plant Project life cycle. The project is located within the GDC concession area within Menengai Caldera. The plan aligns with the relevant standards, national laws, and GDC's Community Engagement Strategy (2022).

1.1 Purpose of the Plan

To ensure inclusive, informed, and ongoing engagement with project-affected communities and other stakeholders, and to build a foundation of trust and transparency throughout project implementation.

1.2 Project Overview

The project involves the construction and operation of a 35 MW modular geothermal power plant within the Menengai caldera, supplied with steam by GDC. The project supports Kenya's energy transition and is part of a broader green infrastructure program. Construction is expected to last 18–24 months, followed by a 25-year operational phase.

1.3 Importance of Stakeholder Engagement

Engaging stakeholders improves transparency, reduces social risk, facilitates project approvals, and fosters partnerships. It ensures concerns are heard, expectations are managed, and that community voices influence project decisions.

1.4 Summary of previous stakeholder engagement activities

In seeking the views of the public, the project proponent through GDC undertook a total of 13No. continuous public consultation within a period of 2 years (21 March 2016 to 9th Nov 2018). Additional public and stakeholder engagement were undertaken on 8th May 2024 within the project primary zone of impact populated locations of Kiamunyi and Kirima that were within a radius of 5 – 10 Km from the project site. The stakeholder engagement was done in order to refresh the community regarding the upcoming project implementation and to seek any additional emergent potential impacts or concerns by the stakeholders. Two sessions were held with representatives from all the five surrounding distinct villages and the government administration. A Key Stakeholder Meeting was held with the Menengai Community Forest Association (MCFA) on 22 Aug 2025 at KFS MCFA office. More details of the stakeholder engagement activities and outcomes are discussed under Chapter 6 of the Project's Supplemental Environmental and Social Impact Assessment (SUEIA) Report.

2 Objectives of Stakeholder Engagement

- Build mutual trust and community support for the project.
- Ensure transparent and two-way communication throughout the project lifecycle. Prevent and mitigate risks associated with misinformation, conflict, or exclusion. Incorporate stakeholder input into design, construction, and operational decisions.

3 Regulatory and Policy Context

This table outlines the key national laws, company policies, and international standards relevant to stakeholder engagement under the proposed project. It includes both statutory requirements and international standards expectations through the project lifecycle.

Table 3-1: Summary of relevant regulations and policies

Law / Policy / Standard	Key Provisions on Stakeholder Engagement	Relevance to SEP	Project-Specific Implications
The Kenyan constitution 2010.	Public participation is enshrined in several articles across the Kenyan constitution 2010. Article 6 provided for devolution and access to services. Responsibilities in major decision-making process have been bestowed to the public (in the bill of rights, articles 118, 174, 196 and 201).	SEP is established to ensure incorporation of public views in project decision making.	Uphold community rights as enshrined in the constitution.
Environmental Management and Coordination Act (EMCA, Cap 387),	Section 3(5) provides public participation as one of the principles for sustainable development. Section 60 provides for NEMA to seek written comments from relevant Lead Agencies for specific ESIA Reports.	Sets the legal foundation for Public and community engagement, transparency, and disclosure. through the project life cycle.	SEP must document stakeholders relevant to the proposed project to guide comprehensive engagement. Stakeholder views shall be incorporated in the ESIA Report for informed decision making
Forests Conservation and Management Act, 2016	Section 48(2) provides for Community participation in forest conservation and management of public forests through registered Community Forest Associations (CFAs).	Provides the legal basis for involvement of Communities through, Menengai Community Forest Association (MCFA),	The SEP must include MCFA as a key stakeholder for engagement through the project lifecycle.
County Government Act, 2012	The Act in part VIII stipulates the principles of citizen participation and in part IX it guarantees the citizens' right to public communication as well as access to information. To ensure that there is optimal participation, the Act provides for civic education in part X to build the capacity of local people.	Provides for the right to public participation and access to information.	Ensure public participation and access to information through the project life cycle
GDC Community Engagement Strategy (2022)	Defines principles for stakeholder engagement, including proactive communication, community integration, and resolution of grievances. Emphasizes working with MCFA and forest user groups.	Aligns the SEP with company-wide protocols on stakeholder outreach, baraza coordination, and local liaison offices.	SEP shall ensure GDC-specified workflows and reporting structures for community dialogue and grievance response are adhered to.

Law / Policy / Standard	Key Provisions on Stakeholder Engagement	Relevance to SEP	Project-Specific Implications
GDC Community Relations Policy (2020)	Commits to transparency, respect, and inclusion in all community interactions. Emphasizes building long-term partnerships and tracking community concerns.	Establishes expectations for fairness, equity, and transparency in engagement.	Ensure fair, equitable and transparent engagement process through the project life cycle.
IFC Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts	Requires stakeholder engagement to continue, throughout the project lifecycle in a manner appropriate to the nature of the interests and the potential E&S risks/Impacts of the project. It also requires disclosure of information especially if there are significant changes to the project that would result into additional risks and impacts where these will impact on Project Affected Persons.	Sets the international best practice for implementation of SEPs, particularly in projects with complex environmental and social risks.	The SEP shall aim at ensuring adequate stakeholder engagement and timely information disclosure.
AfDB ISS ESOS 10 on Stakeholder Engagement and Information Disclosure	Requires engagement with stakeholders throughout the project life cycle. This engagement exercise should start as early as possible in the project development process and in a time frame that enables meaningful consultations with stakeholders on project design. It also requires maintenance of documented record of stakeholder engagement, summary of the feedback received, and a brief explanation of whether or not the feedback was taken into account, in the ESIA Study. The standard also recommends a disclosure system for the ESIA study results and findings.	Provides stakeholder engagement procedure guidelines and expectations for adequate stakeholder engagement by the Borrower	The SEP aims to ensure timely and meaningful engagement with all relevant stakeholders throughout the project lifecycle.

4 Stakeholder Identification and Analysis

A comprehensive stakeholder identification and analysis has been carried out. This ensures all relevant Stakeholders – internal teams, external partners, authorities, and affected communities – are identified and engaged based on their needs, interests, influence (power), and potential project impact. Below, stakeholders are categorized as **internal, external,** or **affected communities**, with an analysis of each group's influence (power), interest in the project, and proximity to project activities. A **power-interest grid** mapping is provided to visualize stakeholders' relative influence and interest, followed by a **RACI matrix** clarifying roles in communication, decision-making, and responsibility.

4.1 Internal Stakeholders

Project Workers: These include the management and workers of the Orpower/Kaishan Geothermal Power Plant. They work on-site or in project offices and have **a high interest** in project success (jobs, safety, career growth) but **limited power** individually to influence strategic outcomes. Their **proximity** is **direct** – they are involved in day-to-day operations. Staff must be engaged through internal communications and labor management ensuring safe working conditions and a grievance mechanism. Collectively, workers can influence project performance (e.g. through productivity or strikes), so maintaining their motivation and addressing their concerns is important (manage via internal surveys, toolbox talks, etc.).

Contractors and Sub-contractors: These are firms and workers contracted for construction, drilling, and other services. They have **high interest** in fulfilling contracts on time/budget and in a safe manner, but **moderate power** (they must follow project directives and standards). Their proximity is **direct** during construction and field operations. Contractors are responsible for executing key project tasks, so their performance and compliance affect project outcomes. They need clear communication of E&S, health and safety requirements, and community interaction protocols. Though not decision-makers, contractors can influence project schedule and community relations (e.g. through hiring local labor or managing site impacts), so they are kept **informed and supervised** by the project management.

4.2 External Stakeholders

Geothermal Development Company (GDC): GDC is the government-owned developer of the Menengai geothermal steam field and a critical project partner. GDC discovered and drilled the geothermal wells and will supply steam to the IPPs under a Project Implementation and Steam Supply Agreement (PISSA). GDC holds a head lease from KFS for the Menengai forest land and in turn issues sub-leases to each IPP for their plant sites. GDC's **power/influence is high** – it controls the steam resource and has negotiating power as the steam supplier and lessor. Its **interest is high** – the project's success aligns with GDC's mandate to develop geothermal resources and earn revenue from steam sales. GDC is **directly involved on-site** via its steam field operations and maintains a local office. GDC also leads some community engagement and environmental management efforts in the caldera; for example, GDC has an MoU with KFS to ensure geothermal development is balanced with forest conservation. GDC will coordinate closely with Orpower/Kaishan on E&S issues (e.g. jointly monitoring air quality, managing cumulative impacts). In the power-interest grid, GDC is a **Key Player (High power, High interest)** – it must be **managed closely** and involved in all major decisions.

Other Independent Power Producers (IPPs – Project Developers): The other IPPs (project companies such as., Quantum, and Sosian Energy) are the private developers each building a 35 MW geothermal power plant. They are the **primary Geothermal Power Plants projects proponents within Menengai caldera**, responsible for financing, construction, and operation of the power plants and for selling electricity to the off-taker KPLC. Each **IPP's power is high** – they make investment decisions and control project execution for their plant. Their **interest is very high**, as the project's financial viability and success directly affect their business. Their proximity is **direct/on-site** during construction and operations. The IPPs must ensure compliance with permits and applicable Standards, manage their contractors, and engage stakeholders. They coordinate with GDC for steam

supply and share certain responsibilities (e.g. implementing environmental management plans in coordination with GDC and the other IPPs). In the power- interest map, the IPPs are **Key Players (High power, High interest)** to be managed closely – they drive project decisions and must also maintain stakeholder trust through effective engagement and mitigation of impacts.

Kenya Forest Service (KFS): KFS is the statutory agency mandated to manage public forests, and **owner of the Menengai Forest Reserve land where the project is located**. KFS issued the license and head lease allowing GDC and the IPPs to operate in the forest reserve. KFS has **high power/influence** as a regulator and landowner – it can set conditions for land use, enforce environmental compliance, and even revoke access if terms are violated. **KFS's interest is high** in terms of ensuring the forest ecosystem is protected and co-managed even as geothermal development proceeds. However, KFS's interest in the **project's power output or profits is low**– their focus is on forest conservation (they are indirectly interested in project success in so far as it must not compromise forest health). KFS operates through a local forest station adjacent to the project (**proximate**, overseeing the caldera). They work jointly with the project on reforestation, wildlife protection (in partnership with Kenya Wildlife Service), and control of community forest use. Because of the **co-management arrangement**, close collaboration is required between the proponent and KFS. In the stakeholder map, KFS is a **Key Player (High power, High interest in environmental terms)** – Orpower must **manage this relationship closely**, keeping KFS satisfied (e.g. by meeting replanting commitments, funding forest improvements) and involved in decisions affecting the forest.

Menengai Community Forest Association (MCFA): MCFA is an **umbrella community organization** established to represent local forest user groups and involve communities in Menengai Forest management. MCFA is recognized under Kenya's participatory forest management framework as the link between KFS and the community. It consists of **nine affiliated user groups** (e.g. beekeepers, grazing groups, fuelwood collectors, herbal medicine gatherers, tree nursery groups, ecotourism, etc.) that rely on the forest. MCFA's **influence is moderate** – it does not have statutory authority, but it can influence KFS decisions and mobilize community support or grievances. MCFA's **interest in the project is high**, as the geothermal project affects their members' access to forest resources and the overall health of the forest. They are also interested in potential benefits (employment for members, community projects, or improved security in the area). MCFA's **proximity** is **local** – it draws members from villages around Menengai (within ~5 km of the forest boundary). The project engages MCFA as a key community stakeholder to ensure local voices are heard in decision-making about land use or benefit- sharing. Under the Participatory Forest Management Plan (PFMP), MCFA collaborates with KFS and other stakeholders (including GDC) in managing the forest. In the power-interest grid, MCFA is a Context Setter/Influencer (Moderate power, High interest) – the project should keep them satisfied and involved. Regular consultation with MCFA is needed to address any concerns (e.g. forest access restrictions, livelihood impacts) and to enlist their help in community outreach and forest restoration initiatives.

Nakuru County Government: The County Government is an external stakeholder with regulatory and developmental interest. As the host county, it has roles in land use planning and approval for different land use plans or proposals, environmental monitoring, and community development coordination. The County's **power is moderate to high** – it issues certain permits (e.g. development plans, business permits) and leads public participation forums. Its **interest is moderate** – the county supports the project for local economic benefits and infrastructure, but also must ensure it aligns with county plans and does not harm residents. The County is **geographically proximate** noting that the Project area is within the jurisdiction of County Government of Nakuru. In the power-interest grid, the County Government is **a Key Player** or High influence stakeholder that the project must **keep satisfied** through compliance with local regulations, taxes, and inclusion of county officials in stakeholder engagements.

Regulatory Agencies and Other Partners: Several national agencies oversee aspects of the project. These include;

- National Environment Management Authority (NEMA) – which has **high power** (permitting and compliance enforcement) but **episodic interest** once compliance is achieved;
- Energy and Petroleum Regulatory Authority (EPRA) – which issues Power generation
- licenses;
- Water Resources Authority (WRA) – Mandated to manage water resource use and protection;
- Kenya Wildlife Service (KWS) – with power to protect wildlife in the forest.
- Others: Additionally, the off-taker **Kenya Power & Lighting Company (KPLC**) and project financiers (e.g.
- International and Regional Development Agencies) are stakeholders interested in on- time project delivery and performance.

These entities generally have **high influence** (through permits, power purchase agreements, or financing conditions) but **specific interests** (compliance, power supply, loan repayment) rather than day-to-day project details. They are usually not on-site (except local NEMA officers or WRA regional staff) – their proximity is **administrative.** In the power-interest grid, regulators and KPLC can be viewed as **High power, Low-moderate interest** stakeholders – the project will **keep them satisfied** through meeting all requirements, providing progress reports, and prompt communications about any issues.

4.3 Affected Communities

Neighboring villages/settlements within approximately 5–10 km of the Menengai caldera and along project access roads—Wanyororo, Maciaro, Mercy Njeri, Ol Rongai, Arahuka, and other nearby villages—will constitute the project's primary affected population outside the fence. These communities include women, elderly persons, people with disabilities (PWDs), youth, and other disadvantaged groups whose needs and risks will be explicitly identified and addressed. Communities will have high interest in the project (employment, local business opportunities, potential infrastructure improvements) and may also face exposure to negative impacts, including land or access constraints, increased traffic, noise and dust, potential H_2S/air-quality concerns, and pressures on local services. While individual households may have moderate-to-low formal power, collectively they can influence outcomes through organized feedback, leadership structures, civil society channels, and public opinion. Some project activities (e.g., transport movements) will occur within community areas, and certain risks may escalate to community level if not proactively managed.

They form the project's **primary affected population** outside the fence. Their **interest is very high**: they stand to gain from employment, business opportunities, and improved infrastructure, but also vulnerable to potential negative impacts (e.g. land access restrictions, increased traffic, noise, dust, gas emissions like H_2S, or strain on local resources). The **power of local communities is moderate to low** on an individual basis – they do not have formal authority, but they can collectively influence the project through public opinion, acceptance levels, or protests/complaints via local leaders or authorities. Some of the project related activities will be happening within the communities for example transportation while some project associated risks/impacts can escalate to community level. In the stakeholder map, neighboring communities are typically **Subjects (High interest, Low power)** – the project must **keep them informed, closely consult** them, and address grievances to maintain a social license to operate. A Community Liaison Plan is used to ensure ongoing engagement, information disclosure, and that benefit-sharing (like jobs or community projects) is transparent and fair.

Forest User Groups: These are specific groups of community members who traditionally use Menengai Forest's resources for livelihoods (now largely organized under (MCFA). Examples include grazers (who pasture livestock under the PELIS scheme), b**eekeepers** (who set up beehives for honey in the forest), **fuel wood collectors, herbal medicine gatherers, tree nursery operators**, and local **eco-tourism guides**. Their **interest is high**, as the geothermal project and associated security measures may restrict access or alter the forest environment they depend on. They are concerned about losing access to grazing areas or wood collection zones, but also hopeful for project

benefits (e.g. support for alternative livelihoods or restoration of degraded areas). Individually these user groups have low power, but through MCFA and local networks they can voice concerns to KFS, GDC, or local government. They are **directly adjacent or within the project area** – some activities take place inside or on the edges of the caldera. The project recognizes them as affected people (some may qualify as Project Affected Persons if any resource use is curtailed) and **consults them via MCFA and public barazas**. In the power- interest grid, they fall under **Subjects (High interest, Low power)** – requiring active **engagement and information**. The project's stakeholder engagement plan includes tailored measures (e.g. meetings with each user group, assistance in developing sustainable resource alternatives, and involving them in forest conservation efforts to mitigate project impacts).

Civil Society Organizations: These would include National or international CSOs with interest on forest management and geothermal resources exploration, Community Based Organizations and residents' associations within Menengai Caldera. These include;

- National Alliance of Community Forest Association (NACOFA)
- Climate Change Research and Advisory Centre (CCRAC)
- Nakuru Endelevu Trust Initiative (NETI)
- Nakuru CFA Network
- Rotary and Lions Club
- Milimani Residents Welfare Association (MRWA)
- Menengai West Stakeholders Forum (MWESFO) - This is a local civil society organization formed by community members (primarily from Olrongai and Arahuka villages) to advocate for the rights of those living around the Menengai geothermal project. MWESFO has actively voiced concerns about the project's impacts – highlighting issues such as excessive noise (especially at night) and air pollution from geothermal drilling (e.g. hydrogen sulfide gas and dust) that have affected children, the elderly, and general community health. They also point out flaws in past consultations and lack of benefit-sharing, feeling that community feedback was often disregarded by project proponents.

The main role of CSOs is capacity building on forest protection and participation in forest management, protection and conservation related activities including advocacy for community interests.

A sortable, gender/age/disability-disaggregated Stakeholder Register will be maintained as a living document (Annex 1) and will be updated after each round of field verification and new consultations.

5 Stakeholder Influence and Interest Mapping (Power-Interest Grid)

Using the above analysis, stakeholders are mapped according to their **power/influence** over the project and their **interest in** project outcomes. This mapping helps determine the engagement

strategy for each category (e.g. "manage closely" vs. "keep informed"):

- **High Power – High Interest (Key Players – Manage Closely):** These stakeholders have a strong ability to influence project success and a strong stake in the project. They require active engagement and collaboration. **GDC** and the **IPPs (project developers)** are in this quadrant – they are decision-makers and directly invested in outcomes. **KFS** also falls here as landowner and co-manager of the project environment (high influence) with high interest in ensuring the forest is protected and project conditions are met. The project must maintain very close relationships with these players: involve them in planning, keep communication frequent, and address their concerns promptly. For example, GDC and the IPPs have formal coordination committees for project implementation and E&S management, and KFS is consulted on any land clearing, reforestation plans, or biodiversity issues through project lifecycle.

- **High Power – Low/Moderate Interest (Context Setters – *Keep Satisfied*):** These stakeholders can influence the project significantly but are less personally invested in its success. Typically this includes **regulators and authorities** who ensure compliance (NEMA, WRA, DOSH, etc.), the **County Government**, and possibly the **off-taker (KPLC)** or national government ministries.

They care about their specific mandate (environmental compliance, water protection, local governance) but not the project's profits or day-to-day progress. The project must meet their requirements and keep them satisfied with performance to prevent any obstruction. Engagement is on a **consultative and reporting basis**: e.g. ensure all permits are in order, submit regular compliance reports, invite county officers to key meetings, and promptly address any regulatory concerns. By keeping these high-power stakeholders informed and satisfied, the project maintains their support without overloading them with unnecessary detail.

- **Low Power – High Interest (Subjects – *Keep Informed/Engaged*):** These stakeholders have little formal influence but are greatly affected by the project. **Affected local communities** (neighboring villagers, forest user group members, and their leaders) are prime examples. They cannot unilaterally change project plans, but their acceptance is critical for smooth operations (e.g. avoiding conflicts or delays). They have a high interest in environmental protection, job opportunities, and community investment. The project must **actively inform, consult, and involve** them in appropriate ways. This means regular community meetings (barazas), disclosure of project information (in local language), grievance mechanisms for complaints, and community benefit programs (like water projects or school support) to ensure they feel the project is a partnership. MCFA, though having some influence through KFS, largely fits here as well – representing community users with high interest but limited direct power. Keeping these stakeholders informed and allowing their input (e.g. in monitoring environmental impacts or shaping community projects) will build trust and reduce opposition. Emphasis should be placed on **effective stakeholder engagement and disclosure** for such affected communities.

- **Low Power – Low Interest (Crowd – *Monitor*):** These are stakeholders who are not significantly affected and have little influence. In this project, there are few truly disinterested parties given Menengai's profile. Perhaps the **general public in the broader region** or stakeholders with tangential interest (e.g. academics studying the area, distant businesses) fall here. They may only require periodic updates or media releases. The project will monitor their concerns via media or occasional inquiries but they do not require extensive engagement. The focus remains on the more critical stakeholders identified above.

The power-interest grid approach ensures that stakeholders with high influence or high stake are prioritized in the engagement strategy. RACI Matrix – Stakeholder Roles in Communication, Decision-Making, and Responsibility

To clarify each stakeholder's involvement in key aspects of the project, a **RACI matrix** (Responsible, Accountable, Consulted, Informed) is used. The matrix below outlines who is responsible, who makes final decisions, who must be consulted, and who should be informed for three main processes: **Project Communications**, **Project Decision-Making**, and **Project Implementation Responsibilities**.

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Table 5-1: The RACI Matrix

Key Project Aspect	Orpower	GDC (Geothermal Co.)	KFS (Forest Service)	MCFA (Forest Assoc.)	Local Communities/CSOs	Contractors
Stakeholder Communication (Engagement with communities & external stakeholders)	**R/A** – The proponent is **Responsible** and Accountable for leading stakeholder communication regarding the power plant (disclosures, meetings, grievance handling).	**C** – Consulted in communications: GDC provides input and coordinates on broader area engagement (e.g. joint community meetings for overall geothermal field issues), especially for topics like geothermal resource or cumulative impacts.	**C** – Consulted on communications related to forest/environment. KFS must be consulted before communicating on forest access or conservation issues (and may co-host community forums on these topics).	**C** – Consulted as community representatives. MCFA helps relay information to forest user groups and provides feedback from community to project. They are involved in crafting messages on forest livelihood matters.	**I** – Informed. Local communities (villagers and user groups) are the audience for communications. They receive project updates, announcements, and can voice concerns (they are **consulted** in practice during engagement, but in RACI for the act of communication, they are the informed parties).	**I** – Informed. Contractors and workers are kept informed of the stakeholder communication plan and any commitments made to communities (so they align their on-ground behavior with promises/expectations). They do not directly communicate externally without coordination.
Project Decision-Making (Governance, key project decisions and approvals)	**A** – Accountable for project-level decisions (design, finance, construction schedule, mitigations) and final approvals within the project scope. The IPP's	**C** – Consulted on major decisions, especially those affecting steam supply, drilling, or requiring changes to the steam agreement. GDC provides input and must agree on decisions that	**C** – Consulted on decisions affecting land use, forest clearing, reforestation commitments, or site layout to ensure they align with the forest lease conditions. KFS must approve certain land-use decisions (e.g. tree cutting or infrastructure placement in the forest), effectively having a veto on those aspects, so	**C** – Consulted on community-centric decisions. While MCFA doesn't hold formal decision power, the project will seek MCFA's input on decisions like community development	**I** – Informed of key decisions and project changes. Local communities are kept informed about decisions that affect them (e.g. construction timing, road routes, employment policies). In some cases (especially on community matters) they are **consulted**	**I** – Informed. Contractors are informed of high-level decisions (e.g. design changes, schedule shifts) after they are made, so they can adjust implementation. They may be **consulted** in a technical capacity before certain decisions (e.g. consulting a contractor

	project management and investors have ultimate decision authority for the power plant. They are also **Responsible** for preparing plans/proposals for approval.	interface with its steam field operations. (On steam resource management decisions, GDC is **Accountable**, with the proponent consulted.)	treating them as a consulted party (at times requiring consent).	projects or measures to mitigate impacts on forest users (to ensure local acceptance).	through public participation before finalizing decisions, but final accountability lies with the proponent.	on buildability before final design approval), but strategic decision-making is not their role.
Project Implementation (Executing construction, operations, and E&S measures)	**A/R** – The Proponent is **Accountable** for overall project implementation (delivering the power plant and operating it to produce electricity). It is also **Responsible** for executing many tasks: constructing the plant (through contractors), operating and maintaining it, and implementing ESMP (environmental & social management plan) measures at	**R** – Responsible for implementing the steam field development and supply side of the project. GDC continues to operate and maintain geothermal wells, steam gathering systems, and associated infrastructure. GDC is also **Responsible** for joint tasks like monitoring cumulative impacts (air, noise) and managing shared infrastructure (e.g. access roads) in collaboration	**C/I** – Consulted and Informed. KFS is not directly executing project construction or operations, but **consulted** during implementation on matters like site clearing, waste management (to ensure no illegal dumping in forest), and habitat restoration. KFS will also be **informed** of implementation progress and incidents; it monitors compliance with environmental conditions. Additionally, KFS is **Responsible**/Accountable for parallel forest management activities (patrolling, tree planting) which the project may support but not lead.	**C** – Consulted. MCFA and its user groups may be consulted or involved in certain implementation activities, especially community programs or forest conservation actions (e.g. involving community members in tree planting on degraded sites). They are partners in implementation of livelihood restoration or benefit programs, but the project does not	**I** – Informed. Local community members are informed about implementation activities that might affect them (blast notices, traffic management, etc.) and opportunities to be involved (job postings, training). Where feasible, community members are **Responsible** for some tasks like participating in unskilled labor opportunities or community-led monitoring (as part of benefit-sharing, though these are voluntary roles, not obligations). Overall, the community is the recipient of project	**R** – Responsible (in execution). Contractors carry out the construction and field work on behalf of the IPP. They are **Responsible** for on-site implementation of their scope (civil works, drilling support, etc.) under the supervision of the IPP and GDC. They must follow ESMP and health/safety requirements; thus, they are **Accountable to the IPP/GDC** for completing work per contracts and standards. (Ultimate accountability to the project lies with the IPP, but contractors have direct responsibility for day-to-day construction activities.) They are **Consulted** on

	the plant site. The IPP's EHS team and managers ensure the work is done to standards.	with the IPPs. GDC's accountability is to its mandate (providing steam reliably), whereas the IPP is accountable to deliver power – thus GDC is mainly R (and accountable within its domain of steam supply).		assign them direct project responsibilities. The project keeps MCFA informed of construction schedules (so they can warn grazers or beekeepers of any access restrictions) and consults them if unexpected issues arise (like discovery of cultural sites or the need to adjust resource use plans).	impacts/benefits rather than executors, so they mainly need to be kept informed and provided avenues to give feedback during implementation.	practical matters during implementation (e.g. methods to minimize noise or dust), and **Informed** of any community or regulatory constraints they must heed.

Legend: R = Responsible (executes the task), A = Accountable (ultimate decision-maker/answerable for the task), C = Consulted (stakeholder to be consulted for input/advice), I = Informed (to be kept informed)

6 Engagement Methods and Approaches

This Stakeholder Engagement Plan (SEP) is designed to meet **International engagement Standards** and **Kenyan legal requirements** for public consultation, while aligning with **GDC's internal policies** on community engagement. Kenya's Environmental Management and Coordination Act (EMCA, Cap 387) and relevant environmental regulations regulations mandate public disclosure, consultation, and hearings for projects with significant impacts. Likewise, GDC's Community Relations Policy emphasizes sustainable inclusion of local communities and compliance with international standards. Engagement will therefore be **inclusive, transparent, and ongoing** throughout the project lifecycle, following key principles of mutual respect, cultural appropriateness, and timely information disclosure.

The Project will document all stakeholder interactions and disclose key information in accessible formats.

- **What will be recorded:** meeting agendas, **minutes** (issues, actions, owners, deadlines), **attendance** (disaggregated by **gender/age/disability**), photo logs (where consented), and a running **"You Said / We Did"** tracker linking issues to actions and status.
- **Templates:** all meetings will use the **Meeting Minutes Template (Annex 3)** and the **Attendance Register Template (Annex 4)**; the **Stakeholder Register (Annex 1)** will be updated after each engagement.
- **Scheduling & triggers:** activities follow the **Engagement Calendar (Annex 2)**; pre-activity briefings will be triggered before any works that materially affect communities.
- **Disclosure channels:** chief's office/noticeboards, **local language** flyers, WhatsApp/SMS/radio, and the project website/portal where available; **Visual Milestones (Annex 5)** help stakeholders see what's coming next.
- **Link to GRM:** issues that require case management will be logged into the **project GRM**, with case IDs referenced back in the minutes. Aggregated GRM data will be shared in periodic reports.
- **Data protection:** personal data will be handled per applicable law (consent, purpose limitation, secure storage, restricted access).
- **Reporting cadence:** monthly internal status; **quarterly** public/lender updates with participation stats and GM metrics (disaggregated where appropriate); after any serious incident, an interim update will be issued.

The table below summarizes the engagement methods and approach for each stakeholder category, including the purpose, frequency, and responsible parties for each method.

Table 6-1: Engagement methods and approaches

Stakeholder Type	Engagement Method	Purpose of Engagement	Frequency	Responsible Party
Local Communities *(Residents of affected villages, including women, youth, vulnerable groups)*	- Community meetings (barazas) with open Q&A; **women-only & youth-only FGDs** facilitated by trained staff (female facilitator for women's FGDs). - **Accessible venues** (ground-level/ramp), **sign-language interpreter** as needed, **large-font/visual materials**, oral briefings. - **Transport stipends/refreshments** and **childcare corner** for dedicated sessions. - Informational materials in local language (posters/flyers),.	- **Inform & Consult:** share plans/impacts/benefits in accessible formats; gather views from **all demographics**. - **Collaborate:** involve communities via thematic committees (water, youth, health). - **Inclusion & Safeguarding:** remove participation barriers; enable **gender- and age-disaggregated** feedback; promote safe complaint channels. - **Expectation management** on jobs/benefits.	- **Planning/ESIA Phase:** Multiple public meetings during ESIA disclosure and scoping. - **Construction:** Quarterly community meetings; additional sessions as needed before major activities (e.g. prior to road works, drilling). - **Operation:** Quarterly meetings or forums; ad-hoc meetings in response to any significant change or incident.	- **Project Developer's Community Liaison Officer** and E&S team (lead facilitation and documentation). - **GDC Community Relations Team** (co-facilitate and provide guidance, since GDC has established local presence). – National Government **Administration Officers (NGAO) (Chief's office)** (support mobilization and venue).
Civil Society Organizations (CSOs) *incl. Menengai West Stakeholders Forum (MWESFO) and Community Forest Users (MCFA)*	- **Formal recognition** in stakeholder register; **contact matrix** with named focal points. - Co-develop a **CSO Engagement Protocol/MoU** (scope, data-sharing, ground rules, **response timelines**, confidentiality where needed). - **Issue-specific roundtables** (e.g., air/H_2S & noise; forest access/conservation;	- **Integrate CSO concerns early** and transparently; **co-design** practical mitigations/benefit actions. - Provide **verifiable evidence** (data, site walk-downs) to address allegations before they escalate. - Establish **predictable, time-bound** problem-solving and **pre-litigation** resolution options. - Ensure CSO networks help **reach vulnerable groups**	- **Establishment (pre-construction):** Agree Protocol/MoU; induction session on data & GM. - **Construction: Monthly** issue roundtables; **quarterly** plenary; **ad-hoc within 5 working days** for urgent matters. - **Operations: Quarterly** reviews; **monthly** publication	- **Project E&S Manager (lead)**; **Community Liaison Officer (secretariat/records)**; **Project Legal & Compliance** (Protocol/MoU, **pre-action** process); **Monitoring Team** (publish data); **GDC External Affairs** & **KFS** (when steam-field/forest matters arise); **MWESFO focal point** (Chair/Secretary) and **MCFA Chair** (community interface).

	benefits & local hiring; road safety). **- Participatory monitoring & joint verifications** (publish **noise/H_2S dashboards**, forest-edge checks, waste and traffic audits). - **Proactive disclosure**: plain-language briefs, raw monitoring data on noticeboards/meetings; **- GM access** with priority intake; aggregated outcomes shared in quarterly CSO briefings.	(women, elderly, PWDs, youth) and channel their feedback.	of monitoring dashboards; joint verifications as needed.	
Local Administration & Leadership *(County Government officials, District Officers, Chiefs and Assistant Chiefs, Ward representatives)*	- **Stakeholder briefings** and courtesy calls to local leaders (chiefs, county administrators) at key project stages. - Inclusion of local administrators in **community meetings** and project site visits. - **County stakeholder forums** aligning project plans with County development plans.	- **Inform & Involve Authorities:** Keep local government and administrators informed of project progress, timelines, and any community issues so they can support outreach and align public services. - **Leverage Influence:** Use local leaders' influence for community mobilization, managing expectations, and conflict resolution (chiefs often mediate disputes and give credibility to project communications). - **Regulatory Support:** Ensure compliance with any local by-laws or permits and integrate project benefits with local development agendas.	- **Planning:** Initial courtesy meetings with County leadership and chiefs during ESIA stage and before construction starts. - **Construction:** Quarterly briefings to County officials; monthly update meetings with area chiefs (or more frequently if issues arise). - **Operation:** Quarterly or biannual briefings and inclusion in annual review meetings.	- **Project Director/Manager** (maintains high-level relations with County officials). - **Community Liaison Officer** (regular communication with chiefs and local admin on day-to-day issues). - **GDC External Affairs** (facilitates government relations, ensures alignment with GDC commitments to local authorities).

National Government Agencies *(Environmental and sector regulators & authorities – e.g. NEMA, KFS, Water Resources Authority (WRA), Ministry of Energy, etc.)*	- **Regulatory consultations:** one-on-one meetings and formal correspondence to obtain licenses (environmental, water, land use, etc.). - **Site visits and inspections:** guided visits for agencies to verify compliance. - **Multi-agency stakeholder forums** if needed (e.g. environmental committee meetings). - **Reporting:** Submission of required reports (environmental monitoring, safety audits) with engagement results.	- **Compliance & Oversight:** Fulfill legal requirements for consultation with regulators (e.g. NEMA) and incorporate any conditions or guidance they provide. Early and continuous engagement minimizes the risk of non-compliance or project delays due to regulatory concerns. - **Transparency:** Give regulators confidence that environmental and social management is effective by openly sharing information and site access. - **Collaboration:** Coordinate on mitigations (e.g. working with WRA on water management, with KFS on reforestation plans, etc.) so that agency expertise is applied to benefit the project and community.	- **Planning:** Consultations during ESIA development and license application (timing per permitting schedule). - **Construction:** Regular updates to NEMA and others (e.g. monthly or quarterly reports); joint inspections at least quarterly, or as required by permit conditions. - **Operation:** Annual environmental audit submissions and review meetings; periodic site inspections by agencies (schedule per regulations or lender requirements).	- **Project E&S Manager** (primary liaison with NEMA and other agencies, ensures all permits and reports are handled). - **GDC Compliance Officer** (supports compliance reporting and facilitates agency site visits, given GDC's oversight role in steam field). - **KFS Officer on-site** (for forest-specific matters, since land is KFS-owned, works with project on compliance to forest management plan).
Project Financiers/Donors *(IFC, other international lenders or donors)*	- **Disclosure meetings and reports:** Share the SEP and ESIA summaries with financiers; conduct meetings to discuss stakeholder issues and risk management. - **Periodic progress reporting:** E&S performance reports (including stakeholder engagement updates, grievance statistics) submitted to lenders.	- **Accountability:** Demonstrate to financiers that stakeholder engagement is being conducted in line with IFC Performance Standards (required for ongoing compliance and loan covenants). - **Transparency:** Keep donors informed of any emerging social risks, community grievances, or changes in stakeholder perception, to	- **Planning:** Pre-financing disclosure (during due diligence, share draft SEP, hold consultations that lenders may observe). - **Construction & Operation:** Quarterly or semi-annual reports to lenders; annual lender supervision visits; immediate notification of any	- **Project Developer's E&S Lead** (prepares reports to IFC/lenders, coordinates lender visits). - **GDC E&S Department** (ensures reporting aligns with GDC and government standards, participates in lender engagements as GDC is a key stakeholder in steam supply). - **Lender's E&S Officers** (receive reports, provide feedback – not responsible for

	- **Site visits:** Host lender missions to project site, including interaction with local stakeholders and community representatives.	maintain trust and enable support if issues arise. - **Support:** Leverage donor expertise or programs (e.g. community development grants) by involving them in discussions on community needs and project benefits.	serious stakeholder incidents.	implementation but involved in oversight).
Contractors & Workers *(EPC contractor, sub-contractors, and project workforce)*	- **Worker inductions and trainings:** Include modules on community relations, code of conduct, cultural sensitivity. - **Toolbox talks and briefings:** Regular on-site reminders for workers about acceptable behavior and grievance referral process. - **Contract clauses:** Enforce community engagement requirements (e.g. local hiring targets, community disturbance mitigation) via contract and ESMP. - **Community interface protocols:** E.g. designated Community Liaison Officer from contractor to communicate work schedules (road closures, noisy activities) to community in advance.	- **Prevent & Mitigate Impacts:** Ensure the workforce does not unintentionally harm community relations (through misconduct or lack of information). Training and clear codes of conduct help prevent issues like trespass, harassment, or cultural insensitivity. - **Local Benefit:** Support stakeholder goals by maximizing local employment and procurement, thereby improving community goodwill. - **Communication:** Proactively inform the community of construction activities (through contractor's liaison) to minimize surprises (e.g. blasts, traffic disruptions) and promptly address any incidents (damage, complaints) at the source.	- **Pre-construction:** All contractors to receive requirements via tender/contract; community liaison introduced at start of work. - **Construction:** Daily toolbox talks; weekly updates provided to Community Liaison Officer; immediate engagement if any community complaint arises (within 24 hours). - **Operation:** (If O&M contractors hired) periodic refreshers on community engagement and continued adherence to code of conduct throughout operations.	- **Contractor's Site Manager** (ensures crew compliance, appoints community liaison focal person within contractor team). - **Project Developer's Site Manager** (oversees contractors, monitors their community interaction, reports issues to SEP team). - **GDC Site Representative** (supports enforcement of standards, especially if multiple project developers share the steam field).
Community Representatives *(Elders, community committee members, women/youth leaders,*	- **Stakeholder Liaison Committees:** Participate in any project-established community liaison committee or attend multi-stakeholder	- **Representation:** Ensure the diverse community perspective is present in discussions	- **Planning:** Identification of community reps during ESIA consultations; form a	- **Community Liaison Committee Chair** (likely a respected elder or elected rep;

and other opinion leaders)	meetings as community delegates. - **Regular dialogue:** Maintain open lines (via in-person visits or phone) with the project's Community Liaison Officer to relay community concerns or information. - **Feedback collection:** Organize community discussions or gather inputs from villagers to bring to formal meetings (ensuring even marginalized voices are captured). - **Grievance facilitation:** Assist community members in accessing the grievance mechanism – e.g. help them submit complaints or mediate minor issues through traditional resolution methods.	– representatives voice the needs of youth, women, elders, and vulnerable groups so that engagement is truly inclusive. - **Trust-Building:** Community reps act as bridges, helping the project build **trust** by having respected local persons endorse information and decisions. They also **hold the project accountable** by verifying that promises to the community are kept. - **Issue Resolution:** By involving local leaders or committee members in grievance resolution, conflicts can be solved in culturally appropriate ways before escalating (e.g. using elders' counsel or clan meetings to settle disputes).	Community Liaison Committee before construction. - **Construction:** Continuous engagement – e.g. committee meetings monthly, plus informal check-ins weekly. Representatives also convene community barazas as needed after key project updates to report back. - **Operation:** Regular meetings (quarterly or semi-annually) for ongoing dialogue; community reps rotate or renew through elections as community sees fit over project life.	coordinates the community side of engagements). - **Project's Community Liaison Officer** (ensures reps have info and support to engage effectively). - **Area Chief and/or MCFA leaders** (often ex-officio members of committees to provide guidance and link to formal governance).

7 Stakeholder Engagement Activities by Project Phase

To realize ongoing engagement *throughout the project lifecycle*, stakeholder engagement activities will be tailored to each phase of the proposed project. During the planning and ESIA phase, extensive consultations were conducted – local stakeholders were informed about the proposed project and freely expressed their concerns, which were documented; importantly, community knowledge was incorporated into impact identification and *high priority was given to their concerns during project implementation*. Building on that foundation, the project will continue to engage stakeholders during **Construction**, **Operation**, and eventual **Decommissioning** phases. A detailed Engagement Calendar aligned to the project master schedule shall be maintained on site using the format provided in Annex 2. It will be reviewed monthly (or after major scope changes) and used to trigger pre-activity briefings with affected communities, including vulnerable group

The table below outlines key activities by phase, the targeted stakeholder groups, the timing/frequency of engagement, and the expected outcomes of these activities:

Table 7-1: Stakeholder engagement activities by project phase

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
Planning & ESIA	Local Communities (affected villages)	**Public consultation meetings** (barazas) to present project information, ESIA findings, and gather community feedback. **Household surveys and interviews** for socio-economic baseline and to capture individual concerns. **Disclosure of ESIA summary** in accessible venues (chief's office, public notice boards) with a 45-day comment period as per NEMA requirements.	Multiple meetings during ESIA process (at scoping and draft ESIA stages). Disclosure period of 45 days for ESIA (advertised in newspapers and Gazette).	- **Informed Consent:** Communities are fully aware of the project's scope, potential impacts, and benefits from the outset. - **Input to Design:** Community concerns and traditional knowledge are documented and fed into project design and mitigation measures (e.g. adjusting project layout or community benefit plans), ensuring local priorities are respected. - **Regulatory Approval:** Demonstrating free and meaningful consultation helps secure NEMA approval with community buy-in (fewer objections or appeals).
Planning & ESIA	Government Agencies (NEMA, County Environment Committee, etc.)	**Scoping and disclosure workshops** with regulators and local authorities to identify issues early. **One-on-one consultations** with KFS (landowner) and Water Resources Authority during ESIA studies (e.g. on forest impacts, water sourcing). **Public hearing** (if required by NEMA due to significant public interest)	Throughout ESIA preparation: - Initial scoping meetings (early in ESIA, e.g. Q2 2024). - Follow-up technical meetings as needed (e.g. draft ESIA review in Q4 2024). - NEMA-facilitated public hearing if triggered (once, during ESIA review).	- **Early Issue Resolution:** Key environmental/social issues are flagged and addressed *before* project execution, reducing the risk of surprises later (e.g. if KFS notes a need for reforestation plan, it is included in the ESMP). - **Licensing:** Fulfillment of consultation obligations leads to smoother issuance of licenses (environmental license, water permits, etc.), with conditions that reflect stakeholder input

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
		with multi-stakeholder attendance.		(making them more acceptable to implement). - **Inter-agency Coordination:** Relevant authorities develop a shared understanding of the project, enabling better inter-agency support and streamlined oversight during construction.
Planning & ESIA	Financiers/Donors (e.g. IFC, other lenders)	**Stakeholder Engagement Plan disclosure** to lenders – sharing draft SEP and ESIA as part of due diligence. **Lender consultation meetings**: IFC and co-lenders engage with project and possibly with key stakeholders (e.g. community reps, local authorities) to hear perspectives. **Action plan agreements**: Agree on any additional stakeholder requirements (e.g. enhanced livelihood restoration or continued community engagement commitments) as loan conditions.	During project appraisal period (e.g. after ESIA completion, Q1 2025): - One or more lender missions to site and community. - Written communications (email/virtual meetings) on SEP content.	- **Financing Secured:** Lenders gain confidence that the project meets IFC standards for stakeholder engagement; any gaps are addressed early, which is often a pre-condition for disbursement. - **Enhanced Plan:** Valuable input from international best practices (via IFC experts) is incorporated, strengthening the SEP (for example, improved grievance mechanism or additional focus on vulnerable groups). - **Transparency:** Communities see that international financiers are involved and require robust engagement, which can increase trust in the project's commitment to social responsibility.
Construction	Local Communities	**Monthly community meetings** at each major village cluster (e.g. Mercy Njeri, Ol Rongai, Wanyororo B, etc.) to update on construction progress,	Throughout construction phase (estimated 2025–2027): - Community meetings held monthly (could be more frequent during peak disruptive activities).	- **Issue Management:** Ongoing dialogue ensures that concerns (dust, noise, employment, safety) are raised and resolved quickly, preventing small issues

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
		upcoming works, and address questions or complaints. **Grievance mechanism rollout** – publicize how community members can lodge complaints (community barazas, posters, suggestion boxes, chief's office) and provide training on its use. **Community notice boards and radio** – share construction schedules (e.g. road closures, heavy transport days) and employment opportunities.	- Grievance mechanism continuously active; grievance clinics or helpdesks set up in community on a quarterly basis to encourage use. - Notices/announcements made weekly for any time-bound construction activities.	from escalating into serious conflicts or work stoppages. - **Community Safety and Awareness:** Residents are forewarned about construction activities (e.g. blasting, increased traffic), allowing them to plan and stay safe; this reduces accidents or misunderstandings. - **Local Benefit & Goodwill:** Regular updates on job opportunities and transparent hiring processes (possibly via local employment committees) improve community goodwill and sense of inclusion in project benefits.
Construction	Menengai Community Forest Association (MCFA) & KFS	**Joint monitoring of environmental measures:** MCFA members and KFS rangers jointly inspect reforestation sites, brine disposal areas, etc. **Forest access coordination:** Monthly meetings to review any community requests for forest access (e.g. grazing schedules) and project needs (e.g. clearing vegetation for well pads), and agree on mitigation (such as tree replanting events involving community).	- MCFA/KFS coordination meetings: monthly during active construction periods (and more frequently if critical issues arise, e.g. wildfire risk management in dry season). - Joint site inspections: monthly or bi-monthly. - Community forestry activities: at least bi-annually (e.g. rainy season tree planting).	- **Environmental Compliance:** Ensures the project meets forest management obligations (e.g. replanting trees removed for construction) with community oversight, leading to stronger compliance and less opposition. - **Reduced Conflict:** By actively involving MCFA in decisions about forest resource use during construction, potential conflicts (like community members wanting to graze cattle in construction zones) are managed through agreed schedules or alternatives, maintaining community support.

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
		Community forestry programs: Initiate tree planting days or fuel-wood supply programs for community, led by project in partnership with MCFA.		- **Community Ownership:** Joint activities (like tree planting) give community members a sense of ownership in environmental protection, turning what might have been viewed as environmental loss into a shared restoration effort.
Construction	Local Administration (Chiefs, local police, etc.)	**Security and safety briefings:** Engage chiefs and local security on managing influx of workers and any community safety concerns (traffic, petty crime). **Development coordination meetings:** Work with County reps on any infrastructure improvements (roads, water) the project is bringing, to align with community needs. **Issue escalation:** If community grievances are not resolved via routine process, involve chiefs or local dispute resolution committees to mediate (leveraging traditional mechanisms).	- Community safety meetings: quarterly or as needed if issues arise (e.g. before initiating night works or large influx of labor, hold a meeting). - Coordination with County on infrastructure: at key milestones (before road upgrades, during CSR project implementations). - Ad hoc mediation: whenever a significant conflict or protest risk is identified (chiefs engaged immediately).	- **Safe Environment:** Collaboration with local authorities helps maintain order and safety (for instance, local police and elders can help direct traffic on community roads during heavy truck movement, preventing accidents). - **Efficient Grievance Resolution:** Involvement of respected local figures in resolving serious complaints provides culturally appropriate solutions and helps **avoid protests** or work interruptions. - **Community Development Synergy:** Aligning project infrastructure (e.g. road improvements by the project) with community use (like connecting to village roads or water supply) maximizes positive impact and strengthens stakeholders' support.
Operation	Local Communities	**Semi-annual community meetings** to report on plant performance, continued environmental monitoring results (e.g. noise, air quality,	- Routine community meetings every 6 months during operations (more frequent if operations lead to specific concerns, or annually if things are running smoothly and	- **Transparency & Trust:** Community members remain informed about the project's impacts and performance (e.g. if H_2S emissions are within limits,

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
		water use), and any upcoming changes (such as new drilling or expansion plans). **Ongoing grievance mechanism** – continue to advertise and handle grievances with a focus on operational issues (e.g. noise, employment longevity, maintenance activities). **Community development projects** (CSR): Regular engagement to plan and implement community projects funded by project revenue (scholarships, clinics, water supply, etc.), in line with community priorities identified.	issues are few). - Grievance mechanism: continuous, with periodic refresher outreach (e.g. annual reminder campaigns about how to lodge complaints). - CSR project cycles: Annual planning meetings to define community project budgets and quarterly check-ins on implementation.	share data), which maintains trust and counters rumors. - **Sustained Support:** By continuing engagement, the project maintains its **social license to operate** over the long term – the community feels the benefit of the plant's presence (through CSR investments and employment) and thus remains supportive. - **Adaptive Operations:** Regular feedback allows the operator to adjust operational practices – for example, if semi-annual meetings reveal noise is disturbing certain times, the plant can install additional mitigation or schedule maintenance differently.
Operation	MCFA & KFS	**Annual forest management review:** All parties assess the health of the forest and effectiveness of mitigation (e.g. tree survival rates in replanting areas, wildlife observations). **Community livelihood programs:** Develop longer-term initiatives like eco-tourism or sustainable harvesting (butterfly farming, beekeeping) in the forest with MCFA, as part of benefit-sharing. **Continued joint oversight:** MCFA and KFS remain part of an oversight committee to	- Annual formal review meeting (with published report on forest status and next year's plan). - Livelihood program meetings as needed (could be quarterly when starting a new program, then semi-annually for ongoing support). - Oversight committee meetings: maintain quarterly frequency or as required by events.	- **Environmental Sustainability:** Long-term indicators (forest cover, biodiversity) are monitored and managed, ensuring the project's environmental commitments are upheld, which is crucial for IFC/financier compliance and community acceptance. - **Enhanced Livelihoods:** By integrating community livelihood projects into forest management, communities tangibly benefit from conservation efforts (e.g. income from eco-tourism or honey), reinforcing positive

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
		address any new issues (e.g. if steam pipelines affect new areas, or if community wants new access paths).		attitudes towards both the project and conservation. - **No Surprises:** Ongoing oversight means any operational changes that could affect land or forest are discussed in advance with stakeholders, preventing conflict and fostering a spirit of partnership in stewardship of the caldera.
Operation	Local/National Authorities	**Periodic regulatory reporting and visits:** Continue submitting environmental and social performance reports to NEMA and County, including stakeholder engagement status. Host **annual multi-stakeholder forum** with authorities, community reps, and project team to discuss the year's performance and any concerns. **Emergency drills with community input:** Coordinate with local authorities on emergency response plans (e.g. well blowout, toxic gas release) and involve community representatives in drills or awareness sessions.	- NEMA/County annual environmental audit process (with one big stakeholder review meeting per year as part of audit). - Multi-stakeholder forum annually (could align with audit or CSR report-out). - Emergency response info sessions annually and drills every few years (with community observers or participants).	- **Regulatory Compliance Maintained:** Regular reporting keeps the project in good standing legally, and the annual forum provides a platform for authorities to raise any community-related issues formally. - **Continuous Improvement:** Authorities and community feedback from annual forums leads to action plans for the next year (e.g. if the County Governor suggests more local hiring or addressing a particular social issue, the project can incorporate that into plans). - **Preparedness and Confidence:** Joint emergency planning ensures that in the unlikely event of an incident, the community and authorities are prepared – this builds community confidence in the project's safety commitment and

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
				reduces panic if alarms or drills occur.
Decommissioning (future)	Local Communities	**Advance notice and planning meetings:** Engage communities years in advance of decommissioning to discuss plans for closure, timeline, and post-closure land use (e.g. site rehabilitation, handover of certain facilities). **Livelihood transition support:** Consult on programs to assist workers and local businesses currently reliant on the project (e.g. retraining, alternative jobs) to mitigate the impact of closure. **Memorialization of site:** Involve community in deciding if any part of the site can be kept as a community resource (e.g. convert a camp to a vocational school, or create a geothermal museum).	- Initiate engagement 2–3 years before planned closure. - Hold annual then quarterly meetings as closure approaches. - Post-closure follow-up meeting ~6 months after decommissioning to address any outstanding issues.	- **Socially Responsible Exit:** The community feels respected and supported during the transition, reducing feelings of abandonment. Early engagement means any fears or expectations are managed well in advance. - **Site Rehabilitation Success:** Community input on land restoration (e.g. which areas to reforest, which roads to retain) leads to outcomes that the community approves of, preventing conflict over post-project land use. - **Legacy and Goodwill:** By potentially repurposing some facilities for community use or commemorating the project's presence (if appropriate), the project leaves a positive legacy, which also benefits GDC and any partners in terms of public image and fulfills donor expectations for sustainable development.
Decommissioning (future)	Government & Regulators, MCFA, KFS	**Closure plan consultations:** Work with NEMA, KFS, and County on the formal decommissioning plan, including environmental restoration (re-vegetation of pads, closing brine ponds) and handover of land back to	- Formal consultation on closure plan at least 1 year before decommissioning (to meet regulatory submission timelines). - Several follow-up technical meetings in final year of operation with KFS, MCFA (focus on land restoration specifics). - Closure	- **Regulatory Clearance:** A well-vetted closure plan that satisfies NEMA, KFS, and others, ensuring all legal obligations (like site rehabilitation to forest standard) are met and signed off.

Project Phase	Stakeholder Group	Engagement Activity	Timeline/Frequency	Expected Outcome
		KFS or community. **Agreement on post-closure monitoring:** Engage stakeholders in setting up any required monitoring (e.g. groundwater, site stability) and who will be responsible (possibly GDC or another entity for a defined period). **Ceremonial closure event:** Invite all stakeholders to a closing ceremony (symbolic, to provide closure and appreciation for cooperation).	event: at the end of decommissioning activities.	- **Knowledge Transfer:** Stakeholders understand how the site will be monitored post-closure and are comfortable with arrangements, avoiding feelings of uncertainty or unresolved responsibility after the project exits. - **Positive Closure:** A public closure event reinforces positive relationships – stakeholders are recognized for their roles, and the project exits on good terms, which is important for GDC's and the developer's reputation for future projects.

8 Grievance Redress Mechanism (GRM)

The Project has established an External GRM (Appendix X of the Project's SUEIA Report) which provides a structured approach for project stakeholders to raise concerns or complaints and have them resolved in a timely and fair manner. It is designed to handle grievances from external parties – such as community members, project-affected persons (PAPs), local organizations or any other stakeholder. It is the responsibility of the Borrower (OTTL) to ensure that stakeholders are informed of existence of the External GRM and create awareness on its functionality clarifying on how grievances should be raised, how they are processed, addressed and closed. The OTL shall ensure that issues raised through the external GRM forms part of subject for discussion during stakeholder engagement. This mechanism covers all grievances related to the project. This includes complaints about environmental impacts (e.g. dust, noise, spills), land or property issues, community health and safety concerns, contractor or employee misconduct affecting communities, and any other project-related concerns. It does not replace other legal rights or project commitments – stakeholders remain free to approach regulatory authorities or courts at any time. However, the GRM provides a preferable first line of resolution. Complainants can be individuals, groups, or representative organizations. They may submit grievances on their own behalf or on behalf of others.

8.1 Roles and Responsibilities

Effective stakeholder engagement requires clear allocation of roles and responsibilities within the project team and among stakeholders. The organizational structure for engagement includes the project developer (Orpower and the site teams), GDC as the steam provider and license-holder, relevant government agencies, and community bodies. Each has distinct duties to ensure the SEP is implemented successfully. Table: Roles and Responsibilities below outline the key roles and their stakeholder engagement responsibilities:

Table 8-1: Roles and Responsibilities

Role	Stakeholder Engagement Responsibilities
Project Developer *(Independent Power Producer company – senior management and E&S staff)*	- **Accountability:** Ultimate responsibility for the SEP and its outcomes. The developer's management must ensure adequate resources (staff, budget) are allocated for stakeholder engagement and that engagement commitments (in this plan and in lender agreements) are fulfilled. - **Strategic Oversight:** Integrate stakeholder considerations into high-level project decisions. For example, if community opposition arises, the developer evaluates project design changes or additional community investments. - **Compliance and Reporting:** Ensure all engagement activities comply with relevant international Standards and national laws. They review regular engagement reports, track KPIs, and include stakeholder engagement status in reports to the Board and financiers. - **External Communication:** The developer's leadership serves as a key point of contact for high-level stakeholders (e.g. County Governor, IFC representatives). They handle escalated issues and publicly represent the project's commitment to stakeholder engagement (for instance, attending community baraza forums or signing community agreements).
Orpower Site Project Manager *On-site project manager for the proponent, including EHS manager or Community Liaison on site*	- **Day-to-Day Implementation:** Oversee all stakeholder engagement activities on the ground during construction and operation. This includes scheduling and facilitating community meetings, ensuring grievances are recorded and addressed, and coordinating with contractors on community interactions. - **Community Liaison Supervision:** The site manager often supervises the Community Liaison Officer (CLO) or team responsible for direct community contact. They guide the CLO, review daily/weekly reports of stakeholder issues, and ensure prompt action is taken. - **Issue Resolution:** Empowered to make on-site decisions to resolve minor grievances immediately (e.g. fix a broken water pipe, adjust work hours to accommodate community requests) without always needing to defer to headquarters. They elevate serious issues to the Project Developer and GDC. - **Monitoring & Reporting:** Collect data on engagement activities (attendance, topics, feedback) and report to the developer's central E&S team and GDC regularly. The site manager ensures the **grievance log** and stakeholder engagement register are maintained up-to-date at site.

Geothermal Development Company (GDC) *Steam supplier, license-holder for geothermal resource, and government-owned developer of the field*	- **Oversight and Guidance:** As the overarching resource owner, GDC provides oversight to ensure that the IPP's stakeholder engagement aligns with national standards and GDC's own policies. GDC's Environment & Community Affairs officers may periodically audit or attend engagement activities to verify quality and compliance. - **Community Relations Support:** GDC has established relationships with local communities (from earlier drilling phase) and a presence in the area (community liaison office in Nakuru). GDC's community relations team supports the project by co-facilitating community meetings and leveraging its credibility. For example, GDC can help clarify historical commitments (e.g. previous promises of water or jobs) and work with the IPP to address any **legacy issues** or unmet expectations. - **Government & Inter-Agency Liaison:** GDC coordinates with government bodies on broader issues. Since the land is KFS-owned and the project is within a public resource, GDC ensures smooth the involvement of agencies like KFS, NEMA, Ministry of Energy, etc.,– often by convening multi-agency meetings or being the point of contact for government inquiries. - **Grievance Management Oversight:** If a grievance cannot be resolved by the IPP alone or relates to GDC's scope (e.g. issues with steam pipelines, or promises made during the drilling phase), GDC steps in to lead resolution. GDC's Grievance and Complaints Handling Mechanism (GCHM) framework (which includes tracking tools and corporate oversight) is extended to the project. GDC will also track high-level trends (across all its Menengai projects) and ensure systemic issues are addressed (for instance, if multiple IPPs get similar complaints about a shared access road, GDC might coordinate a solution).
Menengai Community Forest Association (MCFA) *Community organization representing local forest-adjacent community members*	- **Community Representation in Forest Management:** Once established under the Forest Act, the MCFA will represent community members in discussions about forest resource use and conservation. It provides a formal channel for the community to voice concerns or requests regarding the forest (e.g. access for grazing, collection of firewood) and to work with KFS and the project on mutually agreeable solutions. - **Liaison with Project and KFS:** MCFA leadership will attend regular coordination meetings with the project and Kenya Forest Service. They communicate community feedback on how project activities are impacting the forest or their livelihoods (for example, reporting if fences hinder livestock movement or if wildlife patterns change). In turn, they help communicate back to the wider community about any agreed restrictions or new programs (such as designated grazing areas or tree planting initiatives). - **Monitoring and Advocacy:** MCFA members can participate in joint monitoring (e.g. checking reforestation sites or erosion controls). They act as community eyes and

	ears in the forest, quickly alerting KFS/project to issues like illegal logging or excessive vegetation clearance by contractors. They also advocate for community benefits from the project – for instance, lobbying for a portion of project revenue to support community forestry projects or local development, in line with any benefit-sharing policy. - **Conflict Resolution:** If disputes arise related to forest use (such as community members encroaching into restricted zones or disagreements over resource use), the MCFA plays a mediating role. They work with elders and community leaders to enforce agreed rules internally and resolve conflicts amicably, rather than through confrontation with the project. Having a legitimate, recognized association helps formalize this role (the Forest Act grants user rights through an agreement with KFS to such associations).
Kenya Forest Service (KFS) *Landowner of Menengai Forest and regulator of forest resources*	- **Land and Resource Custodian:** KFS's primary role is to ensure that the project's activities comply with the terms of land use within the gazetted forest. KFS will work closely with the project to implement the **forest management plan** for the area – this includes overseeing reforestation of cleared areas, controlling soil erosion, and ensuring no illegal tree felling or habitat destruction by the project or workers. - **Joint Management with Community:** KFS coordinates with the MCFA and local community as part of Kenya's participatory forest management approach. It will co-chair the meetings with MCFA and the project, review community proposals (e.g. for accessing dead wood or grazing), and grant approvals or set conditions for such uses. KFS essentially balances conservation goals with community needs, using its authority to formalize any agreements (for example, issuing permits for sustainable use). - **Monitoring & Enforcement:** KFS officers will conduct regular inspections of the site (e.g. checking that buffer zones around steam wells are maintained, that project vehicles do not go off approved roads into forest areas, etc.). If any non-compliance is observed, KFS has the power to enforce corrective action (up to suspending activities if necessary). KFS also contributes to monitoring environmental indicators in the forest and shares data with the project for reporting. - **Stakeholder Communication:** As a respected government entity at local level, KFS communicates with local community on broader forest conservation issues. For instance, KFS may run education programs (with project support) about avoiding overgrazing or protecting water catchments. In doing so, it reinforces the message that the project and KFS are partners in preserving the environment, which can improve community cooperation. Additionally, KFS will be involved in any grievance that pertains to the forest land – working with GDC and the project to resolve land-use grievances or compensation issues if they arise.

Contractors *(Engineering, Procurement & Construction contractors; drilling contractors; and their subcontractors)*	- **Frontline Implementation of SEP:** Contractors and their workers are the ones interacting daily with the community at the work fronts. They are responsible for adhering to the project's stakeholder engagement requirements on the ground. This means respecting community norms, following agreed work schedules and access routes, and avoiding unauthorized interactions. Contractors must brief their staff on the **Code of Conduct** (which covers respectful behavior, no trespassing, no harassment, etc.) and enforce it. - **Community Employment and Training:** As per contract clauses or local hiring plans, contractors must prioritize local/community labor and provide fair working conditions. They coordinate with the project's community liaison to advertise jobs locally and report on local hiring statistics. This helps manage community expectations and maximizes benefits. - **Reporting and Response:** Contractors report community issues or incidents to the Site Project Manager and CLO immediately. For example, if a contractor's truck damages a community road or a fence,or public utility asset, the contractor must not hide it – they should engage with the CLO to inform the affected person and repair the damage. Similarly, if they receive a complaint directly (a community member approaches a worker), they are to politely take note and channel it to the official grievance system. - **Mitigation Measures:** Many engagement-related mitigations in the Environmental and Social Management Plan (ESMP) fall to contractors (e.g. dust suppression on roads, providing alternative water supply if construction affects community sources). Contractors are responsible for these day-to-day actions that prevent grievances. They attend coordination meetings (possibly a weekly joint meeting with project team) to plan works in a way that minimizes community disturbance (for instance, timing of noisy activities when schools are not in session). Their performance in stakeholder engagement is monitored via KPIs (like number of complaints caused by contractor activities) and is linked to contract performance evaluations.
Community Representatives/Committees *(Elders committee, Youth representatives, Women's groups, and other local committees like water or health committees)*	- **Voice of the Community:** These representatives and committees serve as the organized voice of various segments of the community. They gather community concerns, questions, or requests and present them to the project during engagement meetings. For instance, a Water Committee in Wanyororo B will compile issues related to water access and bring them to the project's attention. This ensures the project engages all groups, including those who might not speak up in larger forums (youth, women, disabled persons). - **Information Dissemination:** After meetings with the project, community Reppresentatives are responsible for communicating outcomes to the wider community. They might call a village meeting or go door-to-door to explain, for example, the schedule of upcoming construction or the solutions agreed for a

	grievance. By using local language and culturally appropriate analogies, they help **translate** project information into messages that community members trust and understand.
	- **Facilitating Agreement:** Community committees often work with the project to co-create solutions. For example, an elders committee might negotiate the terms of land access or ritual site protection – if there's a cultural site, they'll advise the project how to avoid it or perform rituals if avoidance isn't possible. The committees lend legitimacy to agreements (the community is more likely to abide by rules if their own representatives negotiated them). - **Monitoring and Feedback:** Representatives help monitor the project's promises. If the project pledged to do X by a certain date (e.g. drill a community water well or employ 30 locals), the community committee will follow up and remind the project, ensuring accountability. They also keep an eye on community sentiment – if discontent is brewing, they will warn the project early. In cases where there is dissatisfaction with how a grievance was resolved, they communicate this and may seek to elevate the issue or find alternative resolutions (possibly involving traditional leaders). Importantly, the **marginalized groups** among the community have representation in these structures (e.g. women's groups, youth groups), so that the engagement process is equitable.

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9 Monitoring and Evaluation

To ensure the stakeholder engagement process remains effective and responsive, the Orpower will implement a robust **Monitoring and Evaluation (M&E) framework**. This will involve tracking specific **Key Performance Indicators (KPIs)**, establishing feedback loops for continual learning, diligent grievance tracking, regular reviews, and mechanisms to adapt the plan as needed. Monitoring will be both quantitative (metrics-based) and qualitative (feedback-based):

- **Key Performance Indicators (KPIs):** The proponent will track measurable indicators to gauge the success and quality of stakeholder engagement. Examples of KPIs include:
    - *Meetings and Participation:* Number of stakeholder meetings held versus planned, and attendance levels (with breakdown by stakeholder group and gender). A high turnout and balanced participation (including women and youth) indicate effective mobilization.
    - *Grievance Management:* **Number of grievances received** and percentage resolved within the stipulated timeframe. The project will target, for example, that **100% of grievances are acknowledged within 7 days and resolved within 30 days** (or an agreed timeframe for complex issues). Average resolution time will be calculated and tracked. A low number of pending or overdue grievances, and a high resolution rate, demonstrate responsiveness.
    - *Grievance Mechanism Awareness:* Level of awareness of the grievance mechanism among community members (measured through surveys or informal feedback). The team will survey periodically to see what proportion of community members know how to submit a complaint. An increasing awareness level is a positive sign.
    - *Stakeholder Satisfaction:* **Stakeholder satisfaction scores** gathered via feedback forms or surveys after major engagement activities. For instance, after each community meeting, participants can be informally polled if they feel their concerns were heard. More formally, an annual stakeholder satisfaction survey may be conducted. An indicator could be the percentage of stakeholders rating the engagement process as “good” or better. Additionally, **perception of project transparency** can be gauged. High satisfaction and trust levels would reflect well on engagement efforts.
    - *Inclusion and Representation:* Proportion of stakeholder committee members or meeting participants from vulnerable groups (women, youth, minority clans etc.). Also, tracking if **all identified stakeholder categories** (e.g. elders, MCFA, local officials) have been engaged as planned. This ensures the process is inclusive and gender sensitive. For example, one KPI might be that at least 30% of consultation participants are women, consistent with past engagement representation.
    - *Follow-through on Commitments:* Number of engagement commitments made versus completed. (E.g., if the project promised 10 community water tanks and delivered 8, that’s 80% completion.) This KPI measures the project’s ability to do what it said it would, which heavily influences stakeholder trust.
    - *Media/External Feedback:* Though harder to quantify, the sentiment of media coverage or external commentary (NGO reports, local news) can be monitored as an indicator of stakeholder engagement success. Fewer negative stories or complaints in public forums indicate better stakeholder relations.
- **Feedback and Learning Loops:** The project will actively create channels for *stakeholder feedback* and internal learning:

- After each significant engagement (e.g. community meeting, consultation workshop), the team will debrief internally on what went well and what issues were raised. Key lessons will be documented. For instance, if community feedback reveals that meetings are more effective when held in late afternoon (after work hours) or that certain technical terms were not understood, the team will adjust future meetings accordingly.
- The project will establish a **Stakeholder Engagement Steering Group** (including the Project Developer's E&S lead, GDC representative, and Community Liaison Officer) that meets quarterly to review stakeholder feedback and grievances received. In these meetings, trends are analyzed (e.g. multiple complaints about the same issue may indicate a systemic problem) and strategies are modified. This creates a continuous improvement cycle.
- **Adaptive Management:** In accordance with IFC guidance, stakeholder feedback – especially grievances – will be used to adapt project actions. IFC's Performance Standards emphasize that an effective grievance mechanism helps the project understand community perceptions and adjust its measures to address concerns. For example, if feedback shows that information is not reaching women effectively, the engagement approach might adapt by holding women-focused forums or involving female facilitators. If a certain mitigation (like water sprinkling for dust) is not seen as sufficient by the community, the project learns this through complaints and can enhance the mitigation (e.g. increase frequency of sprinkling, or provide protective gear to nearby households).
- At least once a year, the project will conduct a more formal **lessons-learned workshop** on stakeholder engagement, potentially with an independent facilitator or involving stakeholder representatives. This workshop would review what engagement approaches have been most and least effective and update the engagement strategy accordingly.

10 Estimated Budget

Table 10-1: Estimated Budget

Budget Line Item	Unit Cost (KSH)	Qty	Subtotal (KSH)
1. SEP Coordination & Management	120,000/mo	2.4 mo	288,000
2. Meetings & Workshops	8000/mtg	12	96,000
3. Community Barazas & Focus Groups	30,000/event	24	720,000
4. Printed Materials & Signage	1.50/pc	50,000	75,000
5. Digital Communications	5000/mo	12	60,000
6. Translation & Interpretation	0.10/word	1,000,000	100,000
7. Travel & Field Allowances	150/trip	5,000	750,000
8. Monitoring & Reporting	1,200/qtr	4	480,000
9. Contingency (10%)	—	—	256,900
Total SEP Budget (12 mo.)	—	—	2,825,900

11 Annexes

Annex 1: Stakeholder Register (to be updated upon field verification)

Annex 2: Engagement Calendar (linked to project schedule)

Annex 3: Meeting Minutes Template

Annex 4: Stakeholder Meeting Attendance Register Template

Annex 5: Visual Summary of SEP Milestones

Annex 1: Stakeholder Register

Use this table to record all identified stakeholders, their categories, and engagement preferences.

Stakeholder Name	Group/Category	Contact Details	Level of Influence/Interest	Preferred Engagement Method

Annex 2: Engagement Calendar

Outline key stakeholder engagement events, target groups, and timing.

Activity	Stakeholder Group	Date/Period	Responsible Person

Annex 3: Stakeholder Meeting Minutes Template

Use this form to document stakeholder meetings.

Date of Meeting:
Location:
Facilitator:
Agenda/Topics Discussed:
Key Issues Raised:
Agreed Actions:
Next Steps & Follow-Up:
Signature of Recorder:

Annex 4: Stakeholder Meeting Attendance Register Template

Date _____ **Venue** _____

Full Name	I.D. Number	Phone Number	Gender	Signature

Annex 5: SEP Milestone Summary Tracker

Track key phases, activities, engagement metrics, and feedback highlights.

Project Phase	Engagement Activity	Stakeholders Reached	Key Feedback	Adjustments Made