

**ENG: Manual - Conflict Due Diligence (CDD)****Danzer Action Plan for Congo Basin (in particular, IFO, Rep. Congo)****V.3, 18 Nov. 2014**

This action plan shows the implementation of the Manual - Conflict Due Diligence, a requirement for re-association with FSC. The action plan is applicable to activities of Danzer in the Congo Basin, in particular to IFO in the Rep. of Congo and relevant Danzer Head-Quarter activities. It will be used by affected personnel in order to assure proper implementation of the Manual & updated each quarter or semester.

**Abbreviations:**

ADHUC: Association pour les Droits de l'homme et l'Univers Carcéral (NGO from Rep. Congo)  
 CDD: Conflict Due Diligence  
 CDHD: Cercle des droits de l'Homme et de développement (NGO from Rep. Congo)  
 FPIC: Free, Prior and Informed Consent

FPP: Forest People Program  
 OCDH: Organisation Congolaise pour les Droits de l'homme (NGO from Rep. Congo)  
 ILO: International Labour Organisation  
 WCS: Wildlife Conservation Society

Updates in blue/ p. 9 new!

Ref. MoU FSC	Ref. Man.	Requirement (ENG)	Progress and actions	Progress	2013	2014 trim.				2015
					4	1	2	3	4	
V.2.	4.1	Commitment to CDD in policy, including the procedures and mechanisms how CDD will be applied, sign commitment and make public	Include in Code of Conduct and refer to the CDD manual, formally adopt the Code of Conduct, translate, and publish on the website	OK						
-"		Strategic partnerships on CDD	Support by local Human Rights NGOs in Rep. Congo: - OCDH since 2008 for communities' rights (last mission may/june 13; new planned Q1 2014); - ADHUC: formations sur la sensibilité au conflits/ Droits de l'homme (end 2013)	OK						
-"	4.2	CDD taken into account in formulation of all company policies	Modify "Code of Conduct", "ABC Policy" and "Risk analysis for the Rights of People." to include CDD	OK						
-"		Determine allocation of adequate competences and responsibilities (report to Exec Board)	Responsibilities defined in the 'Responsibility Matrix' and site procedures.	OK						
-"		Introduced in the company:								
-"		- management level capacity building:	Distribute manual to all management levels and have written confirmation of commitment & implementation	OK						
-"		- awareness among employees	Awareness creation among workers at IFO has been done (all Staff of IFO).	OK						
-"		- capacity building with people working on and in high-risk and conflict-affected areas;	Training has been done for all Staff at IFO. Other employees that are concerned will be trained during the action plan implementation. Training of the applicable security services in Rep. Congo (Ngombé & Ouessou) has been done.	OK, continuous						
-"		- inform stakeholders regarding changes as a result of CDD	This aspect has been covered by the publication of the action plan and manual on the FSC website ( <a href="https://ic.fsc.org/newsroom.9.633.htm">https://ic.fsc.org/newsroom.9.633.htm</a> ) and the swisspeace website ( <a href="http://www.swisspeace.ch/topics/business-peace.html">http://www.swisspeace.ch/topics/business-peace.html</a> )	OK						
-"	4.3	Context Assessment (Annex 4 questions)	The conflict sensitivity analysis has been done by swisspeace. This analysis will be updated for new projects or activities.	OK						
-"		CDD key questions included in risk management procedures	The key questions of CDD have been included in the risk management procedures and impact assessments. Analysis tables have been done and finalised.	OK						
-"		Develop and implement risk and impact mitigation plan	Risk analysis has been done for Rep. Congo (incl. IFO). The current table includes all actions.	OK						
-"		Regularly monitor and evaluate effectiveness	1) Internal audits are done. 2) Audits by local NGO's (ADHUC, CDHD) are done. 3) Yearly audits by the certification body are done.	OK, continuous	1)	1) 2)	2)	2) 3)		
-"		Annual progress report based on key questions to management and board	Progress on implemented actions will be done based on ths gap analysis 1) make a report/action plan for FSC and update each trimester 2) make a sustainability report (COP - Communication on Progress)	OK, continuous	1)	1)	1)	1)	1)	2)

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<b>Guidance Notes</b>										
<b>GN 1 Hiring practices and management of staff relations</b>										
<b>Prevent - Mitigate:</b>										
V.2. (11)		Commit to key worker's rights issues: ILO requirements for decent work, core conventions on child labor, forced labor, freedom of association, and elimination of discrimination	Included in FO's Recruitment procedure, the Policy for responsible forestry (commitment to FSC Values) and the Danzer Code of Conduct.	OK						
		Employ local staff at different skill levels.	Compliant with IFO's recruitment procedure.	OK						
		Develop staff recruitment guidelines which foster local employment.	Monitoring on ratio of people from different communities in the hiring practices is ongoing.	OK						
		Develop a non-discriminatory hiring policy and be transparent about the hiring process.	Danzer's Code of Conduct has been translated and published on www.danzer.com.	OK						
		Take into account the ratio of peoples from different communities in the company's hiring practices.	Develop employee handbooks for each location using corporate template	ongoing						
		Create collaborative frameworks (professional exchange, sport, topics specific to sub-region, trade barriers, etc.) between the workers from different backgrounds.	Football and handball tournaments, Dzango dance for women, petanque, ... Currently, all ethnic groups are participating in the activities, including young people, women and indigenous people.	OK, continuous						
		Strengthen social dialogue and negotiation forums or meetings with workers representatives	Procedures are implemented in IFO: Union and Workers' representatives are in place and meet regularly with Management.	OK						
V.2. (3)		Promote multistakeholders forums inclusive of community representatives	For the management of the Forest Management Unit (FMU) "UFA Ngombé", a consultation platform is in place ("Plateforme de concertation" since 2008. This platform consists of about 50 persons: community representatives (26 persons, including 1/3 women and indigenous people), local NGOs, the administration, IFO, WCS etc. In order to continuously improve the participation of the communities (including Indig. people & women), following measures are ongoing: - the re-election of the representatives has been requested by letter to the President of the platform for more than 5 years; - a demand is ongoing to create statutes and define more in detail the participation and rotation (re-election) of the representatives, and to define more in detail the aspects to be included in the meetings, the agenda, of the platform. At the level of Ngombé, a camp committee organises internal meetings and with IFO to promote activities at the Ngombé site.	OK, continuous						
<b>Account for:</b>										
		Publicize open posts widely. Communicate hiring practices among local staff as well as throughout the company.	Qualified positions are published and for non-qualified posts, the recruitment procedure is transparent. Continuous communication is required.	OK						
<b>GN 2 Contracting</b>										
<b>Prevent-Mitigate:</b>										
		Develop a non-discriminatory and transparent contracting policy.	Currently no new contracts are foreseen, but to be evaluated for new contracts in 2014. A specific procedure will be developed.	OK						
		Inform and discuss minimal standards of the company with the contractors. Ensure the commitment of contractors to the same minimal standards of the company.	The commitment for the respect of FSC standards et sociales & environm. standards has been signed by subcontractors; This commitment has been updated in order to include the all minimal standards and signed by contractors in Rep. Congo.	OK						
<b>Account for:</b>										
		Publicize contracting possibilities. Communicate contracting practices in the company & among local staff.	The subcontracting possibilities are known. The subcontracting procedure is going to re-inforce communication and transparency. Contracting requirements will be communicated more broadly internally.	OK						
<b>GN 3 Security</b>										
<b>Prevent - Mitigate:</b>										
V.2. (7, 9, 10)		Implement measures like those outlined in the Voluntary Principles on Security and Human Rights, in particular:								
V.2. (7, 9, 10)		Regularly consult with the government and local communities about the impact of security arrangements on those communities	Follow up is done by the social team and by a local Human Rights NGO (OCDH); Human rights aspects are included in the regular meetings with the wildlife protection project between the Forest administration, WCS and IFO.	OK, continuous						
V.2. (7, 9, 10)		Hold structured meetings with public security on a regular basis (possibly as a collective action with other forest companies)	Structured meetings are going to be organised regularly (in the same way as the existing meetings for the wildlife protection project).	OK, continuous						

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V.2. (7, 9, 10)		Report cases of physical force by public security to the appropriate authorities and to the company Head Quarter	This aspect has been included in the conflict prevention and resolution procedure and will be implemented if an incidence is occurring.	OK						
V.2. (7, 9, 10)		If you provide equipment for public security, take appropriate and lawfull measures to mitigate negative consequences (monitor use).	Equipment is provided to the wildlife protection project (eco-guards). Measures are taken to prevent violation of Human Rights by training and regular meetings. The same measures (conflict resolution procedure, trainings and meetings) are applicable if provision of equipment to public security services would be provided.	OK, continuous						
V.2. (7, 9, 10)		Provide human rights training and education for the public security	A training regarding respect of human rights has been provided in 2013. This training will be repeated if necessary or annually.	OK, continuous						
V.2. (7, 9, 10)		Establish 'rules of engagement'for private security. Monitor, investigate and report on these rules.	Rules of engagement are not applicable for the private security (guards) as they have no arms. No incidence has taken place ever since the creation of IFO, with the private security service.	OK						
<b>Account for:</b>										
V.2. (7,9, 10)		Make policies and operational guidance on relations with public security forces.	The conflict prevention and resolution procedure includes this aspect. This procedure has been updated and discussed with the stakeholders.	OK						
V.2. (7,9, 10)		Condemn excessive violence of public forces in an open letter to the responsible person within the local administration.	If an incidence occurs, a letter will be prepared with the aid of a local NGO if necessary (ADHUC ou OCDH), as requested by the CDD Manual. This aspect was included in the updated conflict prevention and resolution procedure and is implemented.	OK						
V.2. (7,9, 10)		Publicly condemn violence against civilians and the level of insecurity in the region where the company operates.	Idem.	OK						
<b>GN 4 Eco-guards</b>										
<b>Prevent-Mitigate:</b>										
		Enter into a dialogue with the other parties involved in funding the eco-guards. Establish clear guidelines on responsibilities of the different stakeholders.	The current Wildlife protection protocole already mentions clearly the responsibilities. IFO is donor. Implementation of the wildlife protection project is done by the Forest Administration with technical assistance of WCS. A new protocole is in discussion and will include again he responsibilities.	OK						
		Request that a complaints mechanism for misconduct of eco-guards is established and that they are trained in human rights and anti-corruption.	Has been developped by the Wildlife protection project (PROGEPP): mechanism for grievances and in case of misconduct. No incidences recorded with the eco-guards of the wildlife management project supported by IFO. Independent, monthly, follow up by a Human Rights consultant is done to assure implementation.	OK						
			Organise a training of the eco-guards on Hum. Rights	OK						
<b>Account for:</b>										
		Provide outreach among local communities about the responsibilities and mission of eco- guards.	Effectuated by WCS continuously. Awareness creation will also be done during the meetings with the communities which summarize the result of the Consultation Platform (semi-annual or annual). The 2nd day of the consultation plateforme meetings concerns in particular wildlife protection.	OK, continuous						
<b>GN5 Good governance and corruption</b>										
<b>Prevent-Mitigate:</b>										
		Develop & implement an anti-corruption standard for all relevant business operations (with government agencies and other contractors). Organize periodic trainings for all employees for capacity building on the ABC (Anti Corruption and Bribery) standard.	Anti Corruption and Bribery Policy is exsiting for Danzer and this aspect is included in the Code of Conduct.	OK						
			Make a gap analysis and start working on high risk countries and activities	OK						
			Training of concerned personnel is ongoing: - a first training has been done end 2013; - new trainings are foreseen in 2014 (research for experts to assist is ongoing).	OK, continuous						



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V.2.(2)		Adapt transparent, reciprocal and open communication channels that reach out to all concerned stakeholders on a regular basis	Radio is used for communication at IFO, like the consultation platform and meetings with the communities.	OK						
		Ensure that non-literate or non-francophone people have access to and understand the information (e.g. reading out, local languages).	Meeting rules are known by the social team and implemented: specific meetings with Indigenous People and women to assure that the meeting is not dominated by one group. The meetings take into account illiteracy by means of oral explanations or didactical support like pictures.	OK						
		Include communication channels for example exchange visits, workshops, school-based materials, and various communication media, including theatre, music and radio.	This is done at IFO through Radio-emissions, installing of a library, tournaments of women (Dzango) and play tournaments in the library (knitting, artisanal work...). The radio does not reach the whole FMU. It will be evaluated if other communication channels can be added in the villages. The Journal 'News from the forest', designated to workers and forest management activities, will also be distributed in the villages.	OK, continuous						
V.2.(2)		Inform and communicate to the relevant stakeholders about the forest management plan through regular and periodical means.	Consultation about the Forest Manag. Plan has been done very intensively during the approval process (2007). Consultation takes place each year before harvest, for example to protect sites with a particular importance for local communities or to remediate impacts.	OK, continuous						
		<b>GN7 Providing Basic Services</b>								
		<b>Prevent-Mitigate:</b>								
		Analysis of the needs and the impact of the social services on local communities with a focus on conflict mitigation (during planning as well as monitoring and evaluation).	This has been done, for example for the cahier de charges from IFO. The needs are adapted if there are changes in the meantime, for example in Attention. This aspect can be improved for the development fund. A proposal for monitoring has been prepared (EFI project in development.). A coordinator is being searched in order to improve this aspect.	OK, continuous						
		Discuss the different roles of the state and the company in building, providing and maintaining basic services and inform the beneficiaries in the local community about it.	This has been done, for example for the social contract (cahier de charges) from IFO: in the presence of the local authorities, the obligations of IFO and the state have been clearly indicated. As well, for the local development fund, this aspect is indicated in the project proposal of the communities. Nevertheless, it is important to continue the awareness creation and capacity building.	OK, continuous						
		Ensure that all communities and groups (especially indigenous peoples and women) finally profit from the impact of social investments.	Specific aspects have been taken into account, for example the construction of a school for the indigenous people's children in Ngombe, the free of charge treatment and provision of medicines in the hospital of IFO to Indigenous people. For the local development fund, this aspect should be more clearly indicated in the selection criteria, the statutes of the consultation platform, and/or the identification of projects in order to assure that all groups of the communities benefit from the social investments.	OK, continuous						
		Diversify NGO partners that are involved in supporting social investments and communicate that you will change partners over years.	The partner NGO should be changed over time for the Development Fund. A letter has been sent to the President of the local council. <a href="#">A meeting has been done with the Minister concerning micro-projects, a proposal to change the Act and a platform specific for this aspect is organised in Dec.2014, in order to improve efficiency for the development fund.</a>	ongoing						
		Transparent and robust monitoring and evaluation processes are crucial to ensure that such arrangements are effective.	Monitoring of the projects is done. A re-inforcement is going to be done for the Development Fund by the recruitment of a coordinator and if necessary by a technical assistant. <a href="#">The international and national consultants for the FDL (EFI-REDD project) is analysing the development fund and will assist to make the fund more effective.</a> <a href="#">A new accountant and NGO will be appointed to improve efficiency.</a>	ongoing						
		<b>Account for:</b>								
		Adapt a communication strategy on informing the communities in detail about the provision of public services by the company (expectation management)	Communication is done for example for the social contracts ('cahier de charges') from IFO: in the presence of the local authorities, the obligations of IFO and the state have been clearly indicated. For the Development Fund, this is not problematic as project proposal are come directly from the communities. The communication concerning provision of services, the management of expectations, should be adapted as these questions come back in meetings.	OK, continuous						

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		<b>GN 8 Local Economy &amp; Benefit sharing</b>								
		<b>Prevent-Mitigate:</b>								
		Analyze the impact of the company on the local economy and establish ways to mitigate negative impact (rising prices; poaching, prostitution).	The impact has been analysed during the socio-economic study (2004) and the social impact assessment (2007). The impacts have been taken into account. Concerning the cost of goods in Ngombé (IFO's site) compared to Ouessou (the nearby city), due to price differences, a new 'economat' has been installed with lower prices, comparable with Ouessou. Regarding hunting & poaching, surveillance is done by eco-guards in the wildlife management project, with a current coordinator that is efficient. Regarding other aspects (prostitution...), it will be analysed what is feasible.	OK						
		Develop a strategy for collaboration with local businesses for those economic activities that are directly linked to the presence of the company and forest products (see also Guidance Note 7: Contractors and Wood Residues Management).	Different companies profit currently from the economic activities that are linked to IFO, for example the production of charcoal and recuperation of wood for construction and carpentry in the Ngombé site and for the local population. The charcoal production has been given to two small enterprises.	OK, continuous						
		<b>GN 9 Conflict management process</b>								
		<b>Prevent-Mitigate:</b>								
V.2. (5-6)		Maintain regular contact and a continuous dialogue with all stakeholders in order to prevent disputes turning into conflicts (see Guidance Note 5.4). Employ a local person as main contact that will also be approached by neglected actors (indigenous peoples and women).	A continuous contact with the local communities is assured by the social team. The Team leader and the social team are in direct contact with the stakeholders and receive the grievances.	OK						
V.2. (3)		Try to identify the underlying interests and needs of the company and the other party in order not to get caught in positions. Understand the reality and the political issues around 'traditional land claims' in order not to get become mired in unexamined or unjustified positions.	Training on the requirements of the manual is ongoing, but no specific problems have taken place during the existence of IFO.	OK						
V.2. (8)		Generate options on how to resolve the conflict, then pick the most feasible and acceptable one (e.g. community gatherings, ombudsperson, mediation through accepted elder, multi-stakeholder forms of consensus building, legal conflict management).	The procedure for conflict prevention and resolution has been adapted in order to include all possible mechanisms.	OK						
V.2. (8)		Respect dialogue and traditional conflict approaches in the Congo Basin. Owe up to being at fault and accept blame.	Dialogue and traditional conflict approaches are the options in the procedure to prevent and mitigate conflicts.	OK						
		Integrate the company team that specializes on conflict management well into the rest of operations. Ways of addressing conflicts needs to be embedded into normal practice and need to be the responsibility of operational managers.	The social team is well integrated in the company and is part of the responsible forest management team ("Cellule d'aménagement").	OK						
		Establish clear guidelines within the company on reporting on conflicts on the site but also with headquarter.	The conflict prevention and resolution procedure has been updated in order to include this aspect.	OK						
		<b>Account for:</b>								
		If required by customs, ritualize agreements to ensure communal acceptance of the resolution.	Customs and ritualisation are respected: if applicable, agreements are ritualized.	OK						
		Make sure that agreements on collective bargaining/mediation are reported back to members/ the outcome of the process is publized.	All meeting minutes are posted and distributed to the concerned people.	OK						

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	<b>GN 10</b>	<b>Grievance Mechanism</b>								
		<b>Prevent-Mitigate:</b>								
		<b>General issues:</b>								
		Engage with stakeholders about the design of the grievance mechanism.	The procedure has been discussed in the consultation platform. The internal grievance mechanism has been discussed with the Workers' delegates and Unions.	OK						
		Establish a position within the company that is responsible for the coordination of registering complaints, conducting investigation, and evaluating grievances, making the decision and informing parties throughout the process.	These posts are available at IFO: the Chief of the social team, the forest manager, and the Personnel Officer are responsible to follow up on external and internal grievances.	OK						
		Establish culturally appropriate access points for grievances (e.g. collect verbally, conduct community meetings, telephone numbers).	All grievances have been easily collected up to now, in particular by the social team and the workers' and Unions' representatives. A suggestion box will be added as well.	OK						
		Provide guidelines on escalation, with the possibility that serious issues are dealt with at headquarter level.	This aspect has been included in the procedure to prevent and resolve conflicts.	OK						
		Provide periodic training on aspects of the mechanism and make information about the functioning of the grievance mechanisms public.	For the communities, the procedure has been approved in the consultation platform at IFO, restitution done in the villages. Recycling training should be done during the next consultation meetings. Also for the workers, training has been done.	OK						
		<b>Internal Grievance mechanism:</b>								
		Establish Grievance mechanism on Group level and monitor the process	A Group Grievance mechanism has been developed. A mechanism in the Congo Basin exists, in particular, the grievance procedure that include for example the workers' grievance register, kept by the workers' delegates and union representatives. A consultation towards experts is ongoing in order to adapt the mechanism to IFO.	OK, continuous						
		Establish or identify reference documents for employee concerns (Local and national law, Code of Conduct, HR policy (e.g. discrimination, forced labour, child labour, wages and hours, working conditions, housing, and freedom of association).	Documents have been evaluated in preparation of FSC audits and internal audits.	OK						
		Establish a mechanism on the site in the Congo Basin with a possible escalation to headquarter.	An internal grievance mechanism exists. The mechanism with a possible escalation to the headquarter has been included in the conflict prevention and resolution mechanism. The Group mechanism should also be adapted to the Congo Basin.	OK, continuous						
		Guarantee the integrity of the complainant, for example, design the mechanism in a way that addresses fear and reprisal (e.g. by giving the possibility to submit complaints confidentially)	In the current local IFO procedure, this aspect is not clearly indicated yet. With the implementation of a Group grievance mechanism, this aspect will be taken into account.	OK, continuous						
		Include clear timelines in the design of the mechanism.	Deadlines are included in the grievance procedures.	OK						
		Promote information on the mechanism (e.g. through training for management, posters at workplace, workers gatherings).	An awareness creation campaign has been done in 2012 at IFO. If the group mechanism requests changes to the IFO procedure, a new awareness creation and training will be done.	OK						
		Keep the information on the complaints and monitor the results, integrate key lessons learnt.	The results of complaints are maintained and the results are followed up, compliant with the grievance mechanism.	OK						
		Provide assistance for the complainant (e.g. unions or other organizations that support the individual).	This requirement is prescribed by law and implemented at IFO.	OK						

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		Strengthen avenues or mechanisms for Conciliation, Mediation and Arbitration (CMA) as part of dispute and conflict solving especially when dealing with workplace issues.	This requirement is prescribed by law and implemented at IFO.	OK						
		Strengthen negotiation process among social partners as inbuilt mechanism to mitigate grievances	The workers' delegates and unions keep regular meetings with the IFO management in order to attenuate the grievances.	OK						
		<b>Grievance mechanism with communities</b>								
		Establish or identify reference documents for complaints (e.g. provisions of domestic law, voluntary standards adopted by the company (Code of Conduct, VPs, FSC) or standards required by financing organizations.	Documents have been evaluated in preparation of FSC audits and internal audits.	OK						
		Establish a centralized way of receiving grievances in order to allow the company to identify the most appropriate process to handle the complaint, for example a 'Community Relations Officer' that collects grievances verbally or at local community meetings.	The social team receives the Grievances of communities. During different meetings with the communities, grievances are expressed and recorded by the social team. The procedure is well established and training has taken place, for example at Brazzaville ("Centre d'Excellence Social")	OK						
		Inform about the mechanism at community meetings and establish community materials in local language or through engagement with local organization.	Meetings are done in local language, with supporting pictures at IFO.	OK						
		Ensure that the community members who wish to present a complaint are provided with the necessary information on the process to follow in their own language. For example, if complainants are illiterate, write down their complaint, read it back to them for accuracy and let them sign.	People can file their complaint orally, will be registered by the social team or written in a letter by a literate person in the village.	OK						
		Identify traditional and religious structures of dispute resolution that are respected by the people and engage with them on healing and resolution of conflicts with staff (see Guidance Note 5.4).If you include a facilitator in an escalation phase, ensure that the individual is known, respected and has an excellent standing in the region.	Direct consultation with the communities was succesfull and includes also the elderly ("Comité des sages"). To be evaluated if other mechanisms are needed. The procedure to prevent and resolve grievances and conflicts includes the use of traditional or religious structures if appropriate. It is continously evaluated if all possibilities are included in order to prevent or resolve conflicts	OK, continuous						



