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ENVIRONMENTAL, SOCIAL, HEALTH AND SAFETY MANAGEMENT SYSTEM (ESHS MS)

Stakeholder Engagement Plan


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STAKEHOLDER ENGAGEMENT PLAN

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1. Background and justification

ATOME Paraguay S.A. is developing a project in the district of Villeta, Paraguay, called the "**Green Fertiliser Production Plant (Calcium Ammonium Nitrate - CAN)**" (or "the Project"), with a production capacity of 270,000 tonnes/year of CAN and a power demand of 120 MW, sourced from hydroelectricity, a 100% renewable energy source.

According to the studies conducted as part of the Project's Environmental and Social Impact Assessment (ESIA)¹, the district of Villeta, located in the Central Department, is a focal point for population growth, largely unplanned, occurring both in new urban neighbourhoods and informal settlements. Immigrants come from different regions within the country, and communities are in the process of forming.

¹ Section 5.0 Diagnosis (Baseline), section 5.4 Socioeconomic Environment.

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The socioeconomic level of the population in Villeta is predominantly middle class, both in urban and rural areas. Generally, poverty and extreme poverty levels have decreased in the Central Department in recent years. The activity rate is lower than the departmental average, with higher unemployment among women than men. Nearly half of the population are private-sector employees or labourers, followed by self-employed workers and other public or private employees; employers constitute a minority. Most of the population works in other districts within the department, particularly in Asunción.

Regarding education, there is a high level of school attendance in the early years in the district, with balanced enrolment between boys and girls. However, this rate drops during adolescence, particularly for boys, possibly due to entering the workforce.


Villeta is known as the industrial and port city of Paraguay, serving as a growing industrial hub with national and multinational industries, favoured by available land, a strategic location on the Paraguay River, and proximity to the capital, Asunción. The primary economic activities in Villeta include the production of food products, manufacturing of chemicals, shipbuilding, multi-purpose private ports, and other industrial activities. Retail trade, followed by the service sector—mainly food and beverages, land transport, and education—are less significant. Livestock production is being replaced by large-scale, irrigated rice production sourced from the Paraguay River. Several industries in the district employ local residents and use both land and river routes (Paraguay-Paraná Waterway) for the movement of supplies, raw materials, and products. Fishing, whether for commercial, subsistence, or recreational purposes, is also significant on the Paraguay River, with recreational fishing being one of Villeta's main tourist attractions.

For transport, two national highways traverse Villeta, one of which will be used by the Project. This route is primarily used by cars, followed by cargo transport. Another road will be used for transporting workers (light vehicles); this route is also important within the district and is predominantly used by cars, followed by cargo transport. The district's industrial zone has limited public transport coverage, and residents mostly use motorcycles.

River transport is heavily utilised in the district, primarily associated with the transport of agricultural and mineral products. Among the kilometres covered by the Paraguay-Paraná Waterway in Paraguayan territory, 34 ports and terminals have been identified along the Paraguay River.

In the Project's Direct Area of Influence (DAI), the region is largely unoccupied, with surrounding land consisting mainly of native savannah and forest vegetation, as well as farmland and pasture. No neighbourhoods or human settlements were identified in the immediate vicinity of the Project site, except for a rural estate used for livestock, where the owner regularly visits but does not reside permanently, with 4 to 6 resident employees (varying as needed) living on the estate. Other users of the space in the DAI are primarily agricultural, livestock, and industrial enterprises. Small economic units are also visible along Route PY19 (Villeta – Alberdi).

Based on this socioeconomic profile of Villeta and the Project's influence areas, as well as the Project's

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characterisation, it is anticipated that there could be some negative environmental impacts and risks, as well as potentially positive impacts on the socioeconomic environment. Negative impacts and risks may arise from impacts on environmental quality during the Project's construction and operation and maintenance (O&M) phases (soil, air, water, noise) for neighbouring properties, impacts on existing services and infrastructure (land and river routes, public services), health and safety risks for both Project workers and third parties, unmet expectations from the local population and other groups (e.g., job creation, provision of goods and services), and the imposition of easements and associated land-use restrictions. On the other hand, potentially positive impacts include opportunities for job creation, stimulation of the local and regional economy, contribution to the reduction of global greenhouse gas emissions through the production of green fertiliser, and the significant technological and industrial development brought by ATOME's innovative project for national development, supporting the growth of the local agricultural industry and reducing the country's dependency on fertiliser imports.

The Stakeholder Engagement Plan has been developed in recognition that part of the latent and preventable conflicts around a project stem from inadequate prior communication and dissemination of project activities and a lack of relationship-building with stakeholders. Furthermore, inadequate interaction between a project and its stakeholders reduces the project's opportunities to achieve more efficient environmental and social performance, which could be realised if stakeholders were engaged to identify unforeseen or recurring risks and impacts, weak points in their management, areas for improvement, and areas to strengthen in project operations.

Therefore, this Stakeholder Engagement Plan provides a framework for the Project to establish contact and communicate proactively, systematically, continuously, openly, transparently, and bilaterally with its stakeholders. Additionally, the Plan is an essential tool for managing stakeholders' needs, expectations, and uncertainties, maintaining trust, and gathering stakeholder feedback regarding the Project


2. Objective

General objective

To safeguard the Project's relationship with its stakeholders by promoting timely and appropriate engagement on matters that may affect them and providing the means and information for this engagement throughout the Project's lifecycle.

Specific Objectives

- Identify and analyse stakeholders, especially those people/groups affected by the Project.
- Conduct the Public Hearing required by Paraguayan legislation (if applicable) and consultations required by financiers and according to international best practices to ensure public participation in the Environmental and Social Impact Assessment (ESIA) process and any subsequent instances necessary.
- Inform the population, authorities, businesses, and other stakeholders in the Project's area of

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influence about ATOME's commitments and responsibilities regarding environmental, social, and health and safety matters.

- Systematically identify stakeholder perceptions about the Project, its impacts/risks, and related prevention, mitigation, compensation, and control measures, so that, when possible and reasonable, these can be adapted and reviewed to respond appropriately to stakeholder demands/needs.
- Monitor and evaluate communication and relationship activities with stakeholders and prepare reports.

3. Scope

This Plan applies to:

Geographical area:

- The Project's Directly Affected Area (DAA).
- The Project's Direct Area of Influence (DAI).
- The Project's Indirect Area of Influence (IAI).

Project Phase:

- Project planning phase.
- Project Construction phase.
- Project operation and maintenance (O&M) phase (the Plan will be adjusted for this phase as necessary).


Environmental and Social Impacts and Risks Addressed: The Plan specifically addresses the Project's social impacts and risks, both identified and unforeseen. These may include, during the construction phase:

Impacts:

- Generation of direct and indirect employment during the planning and construction phases.
- Stimulation of the local economy during the construction phase.
- Impact on the physical area in the establishment of easements.
- Appropriation of road capacity on access roads to the Project during the construction phase.
- Impact on traffic flow on National Route PY19 during the laying of power lines, generally lasting a few hours.
- Generation of expectations.
- Nuisance caused by construction activities.

Risks:

- Increased demand for healthcare services.
- Community health and safety risk during construction.
- Risk of damage to archaeological or cultural heritage during earthworks in construction.

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4. Definitions

Stakeholders: Individuals or groups directly or indirectly affected by a project, as well as individuals or groups who may have an interest in a project or the ability to influence its outcomes positively or negatively, or both. These may include locally affected communities or individuals and their official and unofficial representatives, national or local government authorities, politicians, religious leaders, civil society organisations and special interest groups, academic circles, or other businesses (IFC, 2007).

People Affected by the Project: Individuals or groups, including communities, organisations, and/or local businesses, that are directly or indirectly, or cumulatively, affected by the Project or are likely to be, whether positively or negatively. The Project may impact their physical environments, health and well-being, safety, modes of protection, lifestyles, cultural practices, or livelihoods. It may also provide direct or indirect benefits. People affected by the Project are typically, though not always, located geographically close to the Project and its facilities or are adjacent to the Project (IDB, 2021).

Other stakeholders: Individuals, organisations, businesses, or communities that are not directly or indirectly affected by the Project but have an interest in or may potentially influence it (IDB, 2021).

5. Applicable Legislation and Guidelines

National legislation

- Law No. 294/1993 on Environmental Impact Assessment, as amended by Law No. 345/1994 and regulated by Decree No. 453/2013.
- SEAM Resolution No. 2127/2005, which establishes deadlines for the submission of studies contemplated in the framework of Law No. 294/1993 "on Environmental Impact Assessment".
- Decree No. 453/2013, which regulates Law No. 294/1993 "On Environmental Impact Assessment" and its amendment, Law No. 345/1994, and repeals Decree No. 14281/1996.
- Decree No. 954/2013, amending and expanding Articles 2, 3, 5, 6 (E), 9, 10, 14 and the annex to Decree No. 453/2013.
- Resolution No. 640/2014, which establishes the General Regulations for public hearings within the framework of Law No. 294/1993 on Environmental Impact Assessment, and its regulatory decree No. 453/2013 and amending and extending No. 954/2013.

International Guidelines

- IDB Invest Environmental and Social Sustainability Policy.
- IFC's Environmental and Social Sustainability Performance Standard (PS) 1 "Assessment and Management of Environmental and Social Risks and Impacts".

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6. Relevant documents

- ESIA; Chapter 5.0 Diagnosis (Baseline), 5.4 Socioeconomic Environment; Chapter 6.0 Analysis of the Environmental and Social Impacts and Risks of the Project; Chapter 7.0 Environmental and Social Management Plan (ESMP).
- ATOME's Sustainability Policy (SP).
- Project Communication Sub-program, to be prepared by ATOME in the planning phase of the Project, with periodic updates in each planning, construction and O&M phase of the Project.

7. Responsibilities

ATOME is responsible for the Stakeholder Engagement Plan, and must allocate the necessary physical, human, administrative, and financial resources for its development and execution. Within the company, the implementation of the Plan falls under the responsibility of the ATOME Environmental, Social, and Health and Safety Management Team, which will include, at minimum, a social specialist/communicator with proven experience in stakeholder engagement for projects and social communication.


The social specialist will be dedicated to identifying and analysing the Project's stakeholders, preparing required public consultations, planning and carrying out the ongoing dissemination of information, and developing and managing the Project's Communication SubPlan. This subPlan will specify target audiences, information content, communication mechanisms, and the frequency of information delivery to Project stakeholders.

The social professional will be dedicated to identifying and analysing the stakeholders of the Project, preparing the necessary public consultations, planning and carrying out the continuous dissemination of information and developing and managing the Communication Sub-Plan of the Project, which will indicate the target audiences, information contents, mechanisms and frequencies of delivery of information to the social actors of the Project.

Whenever necessary, the social specialist will coordinate with other areas of ATOME to plan and implement the different Plan measures based on communication needs and the topics involved (corporate, engineering, procurement, legal, environmental, social, health and safety, etc.).

ATOME will take the lead in communication and stakeholder engagement activities outlined in this Plan but will also receive support from EPC Contractors (and Subcontractors and Suppliers), as appropriate.

The Project's EPC Contractors will have a contractual obligation to support ATOME in stakeholder engagement activities by assigning professionals/technicians who will prepare relevant information to be disseminated, participate in public consultations or other events involving communication and dialogue with stakeholders as required by ATOME, and make their staff available for training on matters related to the Stakeholder Engagement Plan.

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8. Methodology

This Stakeholder Engagement Plan describes the main stages of the engagement and commitment process with the public, which will be conducted during the Project's planning, construction, and operation and maintenance (O&M) phases.

The Plan includes mechanisms and tools to ensure that all stakeholders are duly informed and consulted about the Project, that their interests and opinions are considered in a balanced and timely manner, and that a continuous flow of information exchange is established with them.

The Plan will be updated regularly, with a minimum frequency of once a year, to adapt it to the Project's changing needs. It is primarily designed to facilitate stakeholder engagement during the Project's construction phase but will be reviewed specifically before the start of the O&M phase to adapt it accordingly.

The Plan will be published by ATOME on its website, updating the publication as significant changes arise. The social specialist assigned to the Stakeholder Engagement Plan, within the ATOME Environmental, Social, and Health and Safety Management Team, will maintain a comprehensive database of all engagement and participation activities carried out (consultations, meetings, visits, information dissemination, etc.) and the reports and communication materials prepared and shared by the Project.


In all cases where Plans/Plans under the Project's Environmental and Social Management Plan (ESMP) and the Environmental, Social, and Health and Safety Management Systems of ATOME and the EPC Contractors include stakeholder engagement and communication activities, there will be close interaction between the ATOME social specialist assigned to the Stakeholder Engagement Plan and the teams responsible for implementing the other Plans/Plans. In some cases, the social specialist assigned to the Stakeholder Engagement Plan will also be responsible for stakeholder engagement and communication activities included in the other Plans/Plans.

The following sections detail the measures included in this Plan.

8.1. Stakeholder Identification and Analysis

Identifying and analysing a project's stakeholders is a useful, effective, and critical tool for managing relationships with them, and ultimately for the success of the Project.

The objectives of identifying and analysing the Project's stakeholders are to identify the people, groups, or organisations that may affect or be affected by the Project; to analyse stakeholders' interests and expectations, the way and level at which they may be impacted by the Project, and their potential influence on the Project. This information is then used to develop appropriate management strategies to effectively engage stakeholders in Project decisions and implementation.

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Stakeholder identification and analysis is an iterative, dynamic, and continuous process, to be updated periodically throughout the Project's lifecycle, especially in cases of changes to any Project component, expansions in operations, commencement of new Project phases, and so forth. The minimum frequency of updates will be annually during the construction phase, but updates may occur whenever the need arises.

To date, the identification and analysis of the Project's stakeholders has been conducted in two stages:

- During the preparation of the Environmental and Social Impact Study (ESIA, March 2023)
- During the preparation of the Public Consultation on the ESIA (November 2023).

This has enabled progress in mapping the interested parties. An "actor" is considered to be any individual who is part of a group, organisation, entity, institution within the public, social, or private sector, a non-governmental organisation, or an international agency with a direct or indirect connection to the Project.

Key actors for the Project were identified in the following ways:

- By recognising the surrounding environment (affected areas and direct and indirect influence areas) and the Project to be developed.
- Through research and data collection to identify key actors potentially related directly or indirectly to the Project, conducted through desk work and fieldwork.
- By creating a baseline matrix to identify and group key actors based on their mandates, interests, and level of influence concerning the Project.

The key characteristics of identified stakeholder include:

- They are part of the society established in the Project's implementation area and represent legitimate interests as a group.
- They have functions and responsibilities directly related to the Project's objectives.
- They possess capacities, skills, knowledge, infrastructure, and resources to propose, address, and contribute to the Project.

Additionally, the mapping process has helped establish communication mechanisms and frequency for each stakeholder group, depending on their influence on the Project. As the mapping is dynamic and continually developing, communication strategies must be adjusted according to needs throughout the Project's development.

The identified stakeholders are summarised in the following table.

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Board 1. Stakeholders and their level of impact on the Project, identified in the stakeholder mapping

INSTITUTION/ORGANISATION		LEVEL OF INFLUENCE
1. Stakeholders that may be directly or indirectly affected by the Project		
Nearby Individuals/ Organisations	Social actors from <i>San Rafael Ranch</i> , neighbouring property located southwest of the Project site, the only residence in the immediate surroundings (Figure 1). <ul style="list-style-type: none"> Owner (non-resident). Workers (residents), a variable number depending on activities on the farm. 	Medium
	owner of the neighbouring property located to the west of the Project site. Potentially affected by the aqueduct easement (Figure 2).	Medium
	<i>Omega Green Industrial Complex</i> , owner of the land located to the west of the Project, separated by the <i>San Rafael Ranch</i> property. Potentially affected by the aqueduct easement (Figure 2).	Medium
	<i>Estancia El Arreglo</i> , property located south of the Project site, on the opposite side of <i>Ruta PY19</i> (Villeta-Alberdi). Farm dedicated to rice cultivation. Affected by the easement for the electrical transmission line (Figure 4).	Medium
	<i>Estancia Lola</i> , property located southwest of the Project site, separated by the properties of Jörn Wenger and the <i>Omega Green Industrial Complex</i> . Property near the aqueduct easement strip, but not affected (Figure 2).	Medium
2. Secondary stakeholders/Stakeholders that may have the possibility to influence or make decisions on the Project's execution and/or have an interest in the Project		
Nearby Organisations/ Fishing associations	Fishers from Ypeka'e company and Ypeka'e Fishermen's Association (Puerto Lobato), located approximately 11 km southwest of the Project site along Ruta PY19 Villeta – Alberdi and about 8 km in a straight line from the Project site, on the banks of the Paraguay River, and about 3 km from Ruta PY19 Villeta – Alberdi. They engage in subsistence and recreational fishing. People who engage in fishing as their permanent livelihood are few, at around 100 (Figure 5).	Low
	Recreational Fishing Clubs: Private Association of Sport Fishers (PASF), Guyrati Fishing Club, San Lorenzo Club. Located approximately 14 km southwest of the Project site along Route PY19 Villeta – Alberdi. Includes docks and other facilities. PASF has over 200 members, <i>Guyrati Club</i> around 100, and <i>San Lorenzo Club</i> approximately 50.	Low


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INSTITUTION/ORGANISATION		LEVEL OF INFLUENCE
Government Entities (Departmental/District)	Central Department Governorship	Low
	Municipality of Villeta	High
	Municipal Council of Villeta	High
National Government/ Authorities Responsible for Permit Issuance	<i>National Electricity Administration (ANDE)</i> , owner of the <i>Buey Rodeo Substation</i> located 550 m south of the Project site, on the opposite side of <i>Ruta PY19</i> (Villeta - Alberdi).	High
	Ministry of Environment and Sustainable Development (MADES)	High
	Ministry of Industry and Commerce (MIC)	Medium
	Ministry of Labour, Employment and Social Security (MTESS)	Low
	Ministry of Public Works and Communications (MOPC), Directorate of Roads	Medium
	National Secretariat of Culture (SNC)	Low
	Naval Prefecture	Low
	Police Station 49 Surubi'y Km 19 Villeta	Low
Neighbouring Commissions and Organisations	Villeta Volunteer Firefighters	Medium
	Neighbourhood committees and organisations in Villeta	Low
	Commercial properties/Uses around the PY Route (Villeta – Alberdi) <ul style="list-style-type: none"> ▪ Informal sale stalls. ▪ Guasú Kora Settlement. ▪ Surubi'y Community. 	Low
Complexes/ Industrial Units	Industrial Complexes/Units	Low
	Private Ports	
Environmental	FAO	Low

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INSTITUTION/ORGANISATION		LEVEL OF INFLUENCE
and social NGOs	Other	
Financial Insitutions	International cooperation (IDB Invest, other banks)	High
EPC Contractors	EPC Contractor for the Industrial Plant EPC contractor for the Transmission Line (TL) and Substation (SE) EPC contractor for water catchment, water pipes and effluents	High
O&M Companies		High
O&M Suppliers		High


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Figure 1. San Rafael Ranch, neighbouring property located to the southwest of the Project site, the only residence in the immediate surroundings

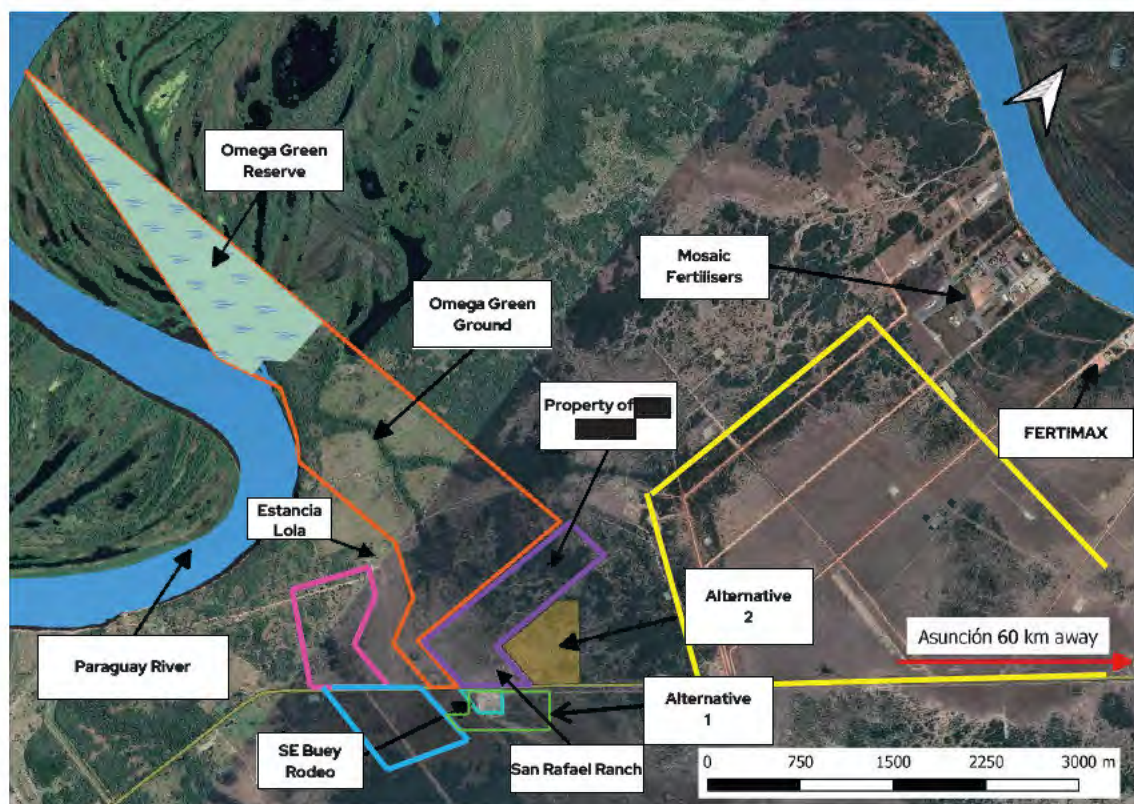
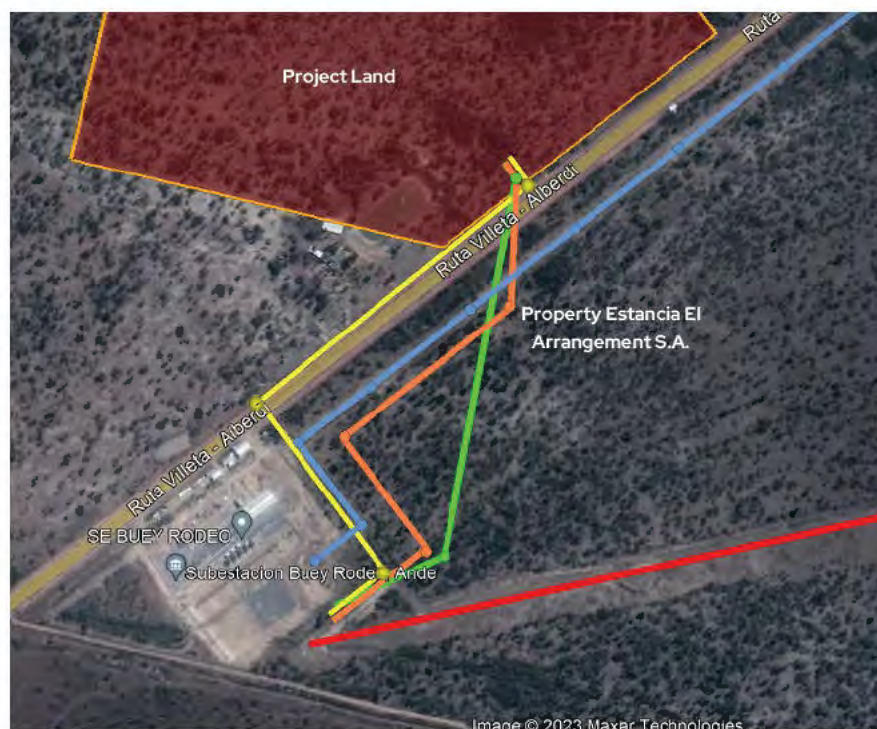


Figure 2. Properties in the vicinity of the Project site



Figure 3. Properties in the vicinity of the line and easement strip for the water and effluent pipelines of the Project



Legend:

— Alternative 1	— Existing 66 kV LT
— Alternative 2	— Existing 220 kV LT
— Alternative 3	

Figure 4. Line and easement strip for the Project's 220 kV TL, in green, Alternative 3


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Figure 5. Company Location Ypeka'e / Puerto Lobato


8.2. Public Consultation

As mentioned in Section 4.1, Decree No. 453/2013 on the Environmental Impact Assessment process for projects and activities in Paraguay establishes that the Ministry of Environment and Sustainable Development (MADES) may decide whether or not to hold a Public Hearing for the Project. This decision will be made within 10 (ten) days during which the Project's Environmental Impact Report (RIMA) will be published on the MADES website. If a Public Hearing is convened, it will be conducted in accordance with the General Regulations for Public Hearings established by Resolution SEAM N° 640/2014.

ATOME submitted an Environmental and Social Impact Assessment (ESIA) and the corresponding Non-technical Summary Report (RIMA) to MADES on 8 May 2023, and received the Environmental License for the Project on 6 September 2023. During this Environmental Impact Assessment process, MADES did not require ATOME to conduct a Public Hearing.

Nevertheless, ATOME decided to conduct a Public Consultation to meet the international requirements imposed by the entities financing the Project, ensuring appropriate engagement with stakeholders and potentially affected parties in the Project's planning and development process. This Consultation was held on 13 December 2023.

The primary goal of a Public Consultation (or Public Hearing, if required) is to offer stakeholders, particularly those potentially affected by the Project, the opportunity to express their views on the Project's risks, impacts, and mitigation measures, and for the Project owner to reasonably consider and respond to them. This begins a two-way, inclusive communication process between both parties.

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Specifically, the objective of the Public Consultation conducted by ATOME was to present the Project's Environmental and Social Impact Assessment (ESIA) to the public (covering the Project's direct and indirect areas of influence – ADA and All) and to establish a direct dialogue channel between ATOME and stakeholders and potentially affected parties. This provided mechanisms for public participation to address questions and gather applicable concerns and suggestions from interested parties.


The information presented about the Project during the Public Consultation included:

- Project characteristics and components: types of products, main and auxiliary facilities, operation and maintenance processes.
- Justifications for its implementation.
- Project location and description of the area of influence.
- Studies on location and technological alternatives.
- Project phases and their duration.
- Baseline diagnostic information.
- Identified potential environmental and social impacts and risks.
- Proposed measures to prevent, control, mitigate, and/or compensate for them.
- Potential opportunities and development benefits of the Project.
- The Stakeholder Engagement Program, including the means for inviting stakeholders to engagement activities.
- How stakeholder contributions and/or concerns will be incorporated into the Project.
- An open communication channel with ATOME, through a dedicated email address and WhatsApp number, for inquiries, comments, suggestions, and any other feedback that stakeholders may wish to share regarding the Project.

The planning of the Public Consultation included:

- An update/completion of the stakeholder identification and analysis conducted in the ESIA in March 2023.
- Identification of a venue for the Public Consultation in the Villeta district.
- Publishing relevant, understandable, and summarized Project information (the RIMA from the ESIA), well in advance, on ATOME's website and social media, accompanied by methods for publicizing the Public Consultation to allow stakeholders to read and absorb the information before the event.
- An invitation process via email and WhatsApp, coordination for posting invitations on Villeta Municipality's social media, distribution of invitations in public locations with high foot traffic (Villeta Municipality, commercial establishments, schools, health centres, etc.), direct communication and delivery of printed invitations to residences, institutions, and businesses near the Project site and easement areas, and broadcasting through local radio stations and loudspeakers.
- Organizing free transportation to facilitate stakeholder participation, specifically for residents of the Ypeka'e community who were interested in attending.
- A live stream of the event via a digital platform in Villeta, which remains available for later viewing via a web link.

During the Public Consultation, information about the Project was presented in simple language and an

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easy-to-understand format. The entire Consultation was documented in written, photographic, and audiovisual formats (a live stream with replay capability).

A Q&A session was provided. Generally, the main questions and comments from participants concerned the following topics:

- Project impacts on the quantity and quality of water in the Paraguay River.
- Project impacts on the fishing activities of the Ypeka'e community.
- Cumulative impacts of the Project, considering other existing and planned industries in the area of influence.
- Risks to the population related to hydrogen and ammonia.

All questions were answered by ATOME's representatives, and everyone had the opportunity to ask questions, voice concerns, and provide comments.

The participants' comments and suggestions were recorded, and their inclusion in the Project's design and ESIA will be evaluated if appropriate. The Public Consultation was also used as an opportunity to seek stakeholder suggestions on participation and information dissemination.


ATOME prepared a report on the Public Consultation, which includes:

- Introduction and purpose of the Consultation activity.
- Consultation Disclosure.
- Transportation for the Consultation.
- Description of the Consultation.
- Results.
- Technical team.
- Annexes:
 - Consultation Plan.
 - Photographic record.
 - List of invited stakeholders.
 - List of attendees.
 - Informative brochure of the Project, distributed with the invitations.
 - Visual material for the presentation of information on the Project and the Environmental and Social Impact Study (ESIA) used in the Consultation.
 - Minutes of the Consultation, with a record of the questions asked by the participants and the answers given by the representatives of ATOME.

8.3. Ongoing Information Disclosure to Stakeholders

The primary objective of disclosing relevant information about the Project is to ensure stakeholders understand the associated risks, impacts, and opportunities.

The planning of ongoing information disclosure for the Project includes a periodic review/update of

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stakeholder identification and analysis. This ensures that the different target audiences, types of information, and frequency of disclosure are identified and consolidated in the Project's Communication Subprogram. The planning of disclosure should consider local authorities, community structures (e.g., Neighbourhood Commissions Directorate of the Municipality of Villeta), and social organizations as potential partners to help ensure information reaches the local population.

As Project implementation begins, ATOME and the EPC Contractors will work closely to develop communication channels with the local population and provide information on key topics such as hiring practices, local worker training, supply opportunities, construction camp information, the Code of Conduct, engagement processes, grievance mechanisms, future construction activities, anticipated risks and impacts (including their duration and mitigation measures for each phase of the construction). ATOME will lead the communication and stakeholder engagement process during the construction phase. However, EPC Contractors should have qualified environmental, health, and safety professionals/technicians designated to support ATOME's stakeholder engagement activities related to construction aspects.

General strategies and mechanisms for information dissemination include newsletters, visits, and/or targeted meetings, with a minimum quarterly frequency. Urgent needs will be addressed in a timely manner. Additional strategies and mechanisms may be used as needed. Below are the main materials, methods, and content for information disclosure anticipated during the Project's construction phase.

Informational Materials

The periodic dissemination of informational materials will be an essential part of the engagement process during the construction phase.

During construction, the focus will be on populations considered most susceptible to impacts, risks, and inconveniences caused by construction activities and logistics. These populations include:


- The owner and residents of the neighbouring property to the Project site.
- Affected property owners and residents near Project easement areas.
- Residents, pedestrians, and drivers on Route PY19 in the access/exit area of the Project site.

Additionally, communication will target the Villeta community as a whole to announce employment and supply opportunities for local people and businesses.

The main informational material to be developed during the construction phase will be a Newsletter, prepared by ATOME with input from its own sources and the EPC Contractors, at least quarterly or as needed, in digital and printed formats.

The Newsletter will cover environmental and social topics relevant to the local community, such as:

- Project Information: regular update of information on the scope, deadline, risks and impacts, changes in the area of influence of the Project, as the case may be.
- Construction activities planned in the period, scope, schedule and duration.

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- Environmental and social impacts and risks foreseen in the period, scope, schedule and duration. Examples: noise and dust emissions, transportation and traffic in the Project area (signage, access restrictions, transportation of oversized loads, etc.), risks to the health and safety of the population living in the area of the access roads to the Project construction sites (Industrial Plant, easements, water collection and discharge into the Paraguay River), presence of workers, others of interest to the local population.
- Measures applied to prevent, mitigate, control, compensate and monitor environmental and social impacts and risks, their scope, schedule and duration.
- Health and safety measures to avoid affecting the surrounding population and/or passing through the area.
- Results of monitoring of the environmental quality of the area of influence of the Project.
- Code of Conduct for workers, with measures to ensure good relations between the surrounding population and the Project workers.
- Planned processes and mechanisms for participation.
- Mechanism for Dealing with Project Complaints.
- Hiring policies and employment opportunities.
- Training of local workers.
- Supply opportunities for suppliers of goods and services for the works.
- Social programs that ATOME plans to implement.

The Newsletter will be distributed via email and WhatsApp, published on ATOME's website and social media (if applicable), and posted in high-traffic locations (Municipality, commercial establishments, schools, health centres, etc.) as appropriate.

Visits and/or Targeted Meetings

Visits and/or targeted meetings will be conducted to provide specific information to stakeholders as deemed convenient and/or necessary.


These visits and/or meetings will be held at least quarterly; urgent needs will be addressed promptly.

The information provided to stakeholders during these visits/meetings will be prepared and approved in advance by ATOME's Environmental, Social, and Health & Safety Management Team and recorded to ensure the information delivered is pertinent. Other informational materials described in this Program may also be provided during these visits/meetings.

All visits and/or meetings must be approved in advance by the Environmental, Social, and Health & Safety Management Team.

Additional and Specific Information

Additional or specific information may be required at key stages of the Project lifecycle, such as in response to a particular issue identified through the disclosure process, the Public Consultation, or the

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Grievance Mechanism, or before the start of construction or sub-stages within construction, for significant design and/or scope changes with additional or broader risks and impacts.

In such cases, the social specialist assigned to the Stakeholder Engagement Program, part of ATOME's Environmental, Social, and Health & Safety Management Team, will design and implement additional and specific information disclosure strategies that are timely, relevant, and understandable for stakeholders, considering, at a minimum, the following aspects:

- Target audience: stakeholders to whom the information will be disclosed.
- Expected result.
- Type of information: depending on the topic of interest of the stakeholders that has been identified, for example: environmental and social risks and impacts, geographical scope of risks and impacts, duration of risks and impacts, mitigation measures and their implementation schedules, job opportunities/provision, training of local workers, development of local suppliers, etc.
- Activity: publication of project information, meetings with interested parties, public consultations, delivery of a particular report, field visit to the construction site, etc.
- Media: ATOME's website and social networks, local media (print, radio, digital, television).
- Support materials: newsletters, reports, audiovisual materials, etc.

8.4. Communication SubPlan

Proper communication of the Project's environmental and social risks and impacts, to potentially affected people, interested stakeholders, and key players is essential to achieving expected outcomes and ensuring smooth Project development. Additionally, a strategy to position ATOME in the country's industrial sector will be important.

To this end, a Communication Subprogram will be implemented and developed by a Social Communications Specialist.


The objectives are:

- To maintain correct and appropriate communication with all Project stakeholders to prevent and mitigate potential negative impacts and enhance positive impacts.
- To establish appropriate communication mechanisms and their frequency with stakeholders.

The target audience includes potential recipients of the Communication Subprogram, which may include direct affected, beneficiaries, collaborators, institutions interested in following Project progress, and the general public, identified through the stakeholder mapping.

Understanding the target audience is crucial to designing the most suitable communication strategy in each case, as this influences both the communication mechanisms to use and the specific message to convey.

In the Project context, the target audience will be determined based on the defined areas of impact

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throughout the execution of the works, and two types of audiences will be considered:

- Direct Audience: Those directly affected by Project activities located within the Project's direct area of influence or adjacent to it.
- Indirect Audience: Local authorities, institutions, organizations linked to the Project, potential commercial partners and allies, and the general public interested in Project updates.

The Communication SubPlan will be implemented in the following stages.

Stage One: Pre-Construction

This includes actions to establish consensus with the population in the area of influence, setting up constant interaction mechanisms and raising awareness of implications, anticipated environmental and social impacts and risks, and Project implementation details.

Communication strategies at this stage may include:

- Initial meetings: with local authorities of the Municipality, such as administrators of the territory, who must be informed first-hand about the previous studies and projections of the Project.
- Public consultation: carried out in December 2023 with the direct and indirect public, for which those involved were identified among those involved who should participate in this instance of the Project. For the public consultation, a telephone number and address were defined to which interested parties can turn to make inquiries or claims, these were socialized during the event.
- Visits and telephone calls to potential victims: with regard to those potentially directly affected, communication must be given in a more personalised way, through visits to them to provide more detailed information about environmental and social impacts and risks, dispel doubts and establish agreements if relevant. A record must be kept of the actions carried out, such as photographic records, minutes or minutes of meetings, etc.

Stage Two: During Construction

This covers communication to direct and indirect affected regarding the planned interventions, potential impacts, progress and difficulties, work schedules, and other relevant activities.

The strategies that could be used at this stage are the following:

- Visits to those potentially directly affected (farm and neighbouring owners, owners of land for the implementation of easements).
- Delivery of printed notices to those potentially directly affected.
- Digital flyers.
- Quarterly newsletters.
- Dissemination of information through local media (radios, social networks, others).
- Briefings, if needed.
- Signage and other visual communication tools.

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- Project Grievance Mechanism. The general public will be informed of the communication channels to which they can access to make their respective complaints, claims, denunciations, expression of concerns, queries and/or suggestions.
- Periodic reports from ATOME on environmental and social management.

Stage Three: Post-Construction and O&M Phase

This stage focuses on promoting the participation of all Project-involved actors, potential partners and allies, and the general public regarding the completion of construction and the commissioning of the Industrial Plant.

Strategies that may be used at this stage include:

- Inauguration Event.
- Information Dissemination via Media Outlets.
- Project Grievance Mechanism.
- Periodic Reports from ATOME on environmental and social management.

In addition, the SubPlan will include:


- Develop communication process guides for visibility initiatives.
- Standardise disclosure documents (e.g., press releases, Newsletters, reports).
- Define communication strategies with stakeholders, based on communication channels, stakeholders' characteristics, Project stages, etc.
- Prepare a protocol for crisis or contingencies. This would be implemented in the event of possible crises/contingencies in order to provide rapid responses, avoid misinformation and adverse reactions in the population, and reorient and adapt formal information (examples: situations of accidents, social demonstrations, fires, leaks of potentially dangerous substances, others).
- Develop a social media management plan to position the Project.

9. Implementation Schedule

This Plan will be carried out during the construction phase. Each measure will have its specific execution schedule.

Identification and Analysis of Project Stakeholders: Stakeholder identification and analysis began during the Project planning phase, including a field campaign conducted as part of the Environmental and Social Impact Assessment (ESIA) and during the preparation of the Public Consultation for the Project. During the Project's construction phase, stakeholder identification and analysis will be periodically reviewed and updated, with a minimum frequency of annually in the construction phase, as long as there are no major Project modifications.

Public Consultation: The Public Consultation was conducted during the Project planning phase in compliance with the international standards required by Project financiers. If necessary, additional

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consultations may be considered, such as immediately prior to construction or during the construction phase.

Continuous Information Disclosure to Stakeholders: Information disclosure about the Project began during the planning phase through a field campaign as part of the ESIA, during which authorities and other stakeholders in the Villeta district were interviewed. Additionally, ATOME's Environmental and Social Coordination maintains ongoing communication with stakeholders potentially affected by the Project, such as the neighbouring property to the Project site and landowners within Project easements, to keep them informed.

During the construction phase, social communication will be ongoing.

Informational materials, visits, and/or meetings to deliver Project information to stakeholders will be conducted at least quarterly, or sooner if necessary. Additional and specific reports will be prepared and shared as needed.


Communication SubPlan: The initial outline of the Communication SubPlan began in the Project's planning phase, identifying the mechanisms and frequency for delivering information to identified and mapped Project stakeholders. The Communication SubPlan must be ready before the start of the construction phase.

10. Effectiveness Indicators

To monitor the implementation of this Plan, the following indicators will be considered, grouped by each measure/component of the Plan, and evaluated by period (month, quarter, year, etc.).

Board 2. Indicators of effectiveness of the Stakeholder Engagement Plan

Plan Component	Indicator
Identification and analysis of project stakeholders	<ul style="list-style-type: none"> No. of identified and analysed Project stakeholders. No. of reviews and updates of Project stakeholder identification and analysis.
Public Consultation	<ul style="list-style-type: none"> No. of invitations sent for the Public Consultation. No. of invitees to the Public Consultation in relation to the total contacts in the stakeholder mapping. No. of participants in the Public Consultation in relation to the number of invitees, categorised by type of stakeholder. No. of active participations (interventions, concerns, queries, suggestions, etc.) in the Public Consultation in relation to the number of invitees. No. of responses provided by ATOME to active participations in the Public Consultation.
Continuous disclosure of	<ul style="list-style-type: none"> No. of Newsletters prepared and distributed to Project

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Plan Component	Indicator
information to stakeholders	<p>stakeholders at the planned periodicity.</p> <ul style="list-style-type: none"> No. of visits and/or meetings held to provide information to the project's stakeholders. No. of disclosures of additional and specific information, categorised by thematic areas (environmental, social, health and safety, labour and employment, others).
Communication Subprogram	<ul style="list-style-type: none"> Number of reviews and updates of the Communication SubPlan. Number of communications conducted with each stakeholder, as per the plan. Other indicators as defined in the Communication SubPlan.

11. Monitoring

ATOME will monitor and record compliance with the measures outlined in this Stakeholder Engagement Plan through its Environmental, Social, Health, and Safety (ESHS) Management Team and the social specialist assigned to the Plan. This Team may also be supported by specialised professionals/technicians hired to conduct audits of the Plan's compliance, as needed.

Compliance records will be maintained through the preparation/compilation of reports, documentation, management records, coordination logs, publications, meeting notes, in-situ visual observations, visits to stakeholders, etc.

A monitoring frequency of at least weekly, and no more than monthly, will be established while the Plan's activities are underway, according to the execution timelines for each measure.

Additionally, compliance with this Plan may also be periodically supervised and evaluated by the Project's financiers and reported to the Ministry of Environment and Sustainable Development (MADES), the Municipality of Villeta District, or other national or local institutions, as necessary.


12. Reporting

The **ESHS Management Team** at ATOME will review and analyse progress, recording data and information within ATOME's Environmental, Social, Health, and Safety Management System (ESHS MS).

Furthermore, it will prepare:

Public Consultation Report. It was developed after the Consultation, and included the following:

- Date, time, and location of the Public Consultation.
- Introduction and purpose of the Consultation activity.
- Publicity for the Consultation.

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- Transport arrangements for the Consultation.
- Description of the Consultation.
- Results of the Consultation.
- Technical team involved.
- Annexes:
 - Consultation Plan.
 - Photographic records.
 - List of invited stakeholders.
 - List of attendees.
 - Project information leaflet provided with invitations.
 - Visual materials presenting information about the Project and the Environmental and Social Impact Assessment (ESIA) used in the Consultation.
 - Minutes of the Consultation, documenting questions posed by participants and responses provided by ATOME representatives.

Quarterly Summary Reports: These will cover the main environmental, social, health, and safety aspects of the Project, primarily based on the effectiveness indicators for Project performance. These reports will be submitted to the President and General Management of ATOME for review by the Directorate. They will include a summary of effectiveness indicators for each Plan/Plan under the Environmental and Social Management Plan (ESMP), the ESHS Management Systems, and any additional environmental, social, and health and safety measures undertaken by ATOME and the EPC Contractors, including the Stakeholder Engagement Plan, during the months and years of implementation.

EPC Contractors will be required to submit the following documentation:

Monthly and Final Annual Activity Reports: These reports will include:

- A section on Project information dissemination, detailing the information provided by the EPC Contractors to ATOME for the periodic Newsletters prepared and published by ATOME.


The reports will be submitted to ATOME's Environmental, Social, and Health and Safety Management Team.

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14. Appendices

Appendix 1. Stakeholder Identification and Analysis, Communication Mechanisms, and Frequency

Stakeholder Identification Matrix, with Communication Mechanisms and Frequency


INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
1. Stakeholders that may be directly or indirectly affected by the Project						
Individuals/ Nearby legal institutions	Owner of San Rafael Ranch (non-resident)	Property located in the Project's Direct Area of Influence (DAI). Ranch immediately adjacent to the Project site.	Beneficiary of mitigation and compensation measures for the potential impacts of the Project.	Medium	Visits and/or phone calls to the owner. Meetings. Printed notices. Physical newsletters.	Monthly or as needed.
	Resident workers of the San Rafael Cattle Ranch	People residing and conducting economic activities in the Project's DAI. Permanent resident workers (but rotate constantly as needed), Immediately	Recipients of mitigation measures for the potential impacts of the Project.	Medium	Visits. Printed notices. Physical newsletters.	Monthly or as needed.

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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
		adjacent to the Project land.				
		Property located in the Project's DAI. Property to be affected by the right-of-way area for the water and effluent pipelines of the Project.	Beneficiary of mitigation and compensation measures for the potential impacts of the Project.	Medium	Visits and/or phone calls to the owner. Meetings. Newsletters in physical or digital format.	Monthly or as needed.
	Omega Green Industrial Complex	Property located in the Project's DAI. Property to be affected by the right-of-way for the water and effluent pipelines of the Project.	Beneficiary of mitigation and compensation measures for the potential impacts of the Project.	Medium	Visits and/or phone calls to landlords. Meetings. Newsletters in physical or digital format.	Monthly or as needed.
	Estancia El Arrangement (rice property)	Property settled in the Project's AID. Property to be	Be a beneficiary of mitigation and compensation measures for the potential impacts of	Medium	Visits and/or phone calls to the owner. Meetings. Newsletters in	Monthly or as needed.

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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
		affected by the easement strip of the Transmission Line (LT) electricity.	the Project.		physical or digital format.	
	Estancia Lola	Property settled in the Project's AID. Property neighboring (but not affected) to the easement strip by the water and effluent pipes of the Project.	Recipients of mitigation measures for the potential impacts of the Project.	Medium	Visits and/or phone calls to the owner and/or foreman. Meetings. Printed notices. Newsletters in physical or digital format.	Quarterly or as needed.
2. Secondary stakeholders/stakeholders who may have the possibility to influence and make decisions about the implementation of the Project and/or may have an interest in the Project						
Organizations/ Fishing clubs nearby	Fishermen of the Ypeka'e company and the Ypeka'e Fishermen's Association (Puerto Lobato)	Commercial and subsistence fishing in the Paraguay River. Located 11 km southwest of the Project site along	Recipients of mitigation measures for the potential impacts of the Project. Concern about the potential impact on	Low	Newsletters in physical or digital format. Radio local.	Quarterly or as needed.

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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
		Route PY19 and 8 km as the crow flies, downstream from the Project intervention area, on the Paraguay River.	the environmental quality of the Project's AID.			
	Sport Fishing Clubs: <ul style="list-style-type: none"> ▪ Private Association of Sport Fishermen ▪ Guyrati Fishing Club ▪ Club San Lorenzo 	Sport fishing on the Paraguay River. Located 14 km southwest of the Project site along Route PY19, downstream of the Project's intervention area on the Paraguay River.	Recipients of mitigation measures for the potential impacts of the Project. Concern about the potential impact on the environmental quality of the Project's AID.	Low	Newsletters in physical or digital format. Radio local.	Quarterly or as needed.
Departmental/District Government Entities	Government of the Central Department	Responsible for the administration of the department.	To promote the sustainable human development of the inhabitants of the Central Department,	Low	Meetings. Notes via input table. Newsletters in digital format.	According to need.


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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
			guaranteeing equal opportunities in access to goods and services.			
	Municipality of Villeta	City Administrator, highest authority of the Municipality.	Achieve political legitimacy, position Villeta as an industrial and port city, increase income from fees and taxes for the city, greater employment opportunities and reduce unemployment.	High	Meetings. Notes via input table. Newsletters in digital format.	Quarterly or as needed.
	Municipal Board	Legislative power within the Municipality, in charge of issuing and enforcing municipal laws and ordinances.	Ensure compliance with municipal regulations. Limit the installation of new industries.	High	Meetings. Notes via input table. Newsletters in digital format.	Quarterly or as needed.
National Government/	National Electricity	Provision of electricity in the	To provide an efficient service of	High	Meetings. Notes via input	According to need.


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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
Authorities responsible for granting permits	Administration (ANDE)	area.	electricity supply in the area.		table.	
	Ministry of the Environment and Sustainable Development (MADES)	<p>Institution responsible for granting environmental licenses for the execution of projects at the country level.</p> <p>Authority for the application of environmental regulations.</p>	Ensure compliance with environmental regulations.	High	<p>Meetings.</p> <p>Notes via input table.</p> <p>Newsletters in digital format.</p> <p>ESMP Compliance Audit Reports.</p>	<p>Semi-annual or as needed.</p> <p>Annual.</p>
	Ministry of Industry and Trade (MIC)	To develop strategies for the application of the country's industrial policy instruments, through actions that favor national and foreign investments	To ensure compliance with the legislation that regulates and favours investment and industrial development.	Medium	<p>Meetings.</p> <p>Notes via input table.</p>	According to need.

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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
		and increase competitiveness.				
	Ministry of Labour, Employment and Social Security (MTESS)	To govern politics and exercise the Administrative regulation of the Labor, Employment, and Social security; supervising compliance with current labor regulations.	Encourage decent work and promote productive employment through efficient and effective management that guarantees compliance with labour rights.	Low	Meetings. Notes via input table.	According to need.
	Ministry of Public Works and Communications (MOPC), Highway Directorate	Responsible for public works at the country level. Maintain in adequate service conditions the public road infrastructure of the area of influence (Villeta – Alberdi Route).	Approve the road impact mitigation program to be developed by ATOME.	Medium	Meetings. Notes via input table. Newsletters in digital format.	According to need.


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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
	National Secretariat of Culture (SNC)	To design and execute the cultural policies of the State, the governing body that designs, regulates and promotes cultural policies, committed to the protection of the country's cultural heritage and its diversity.	To protect cultural heritage, promote its dissemination and conserve, recover and restore the assets that make it up.	Low	Meetings. Notes via input table.	According to need.
	Naval Prefecture	Safeguarding and control of activities carried out on the Paraguay River.	Maintain order, safety and guarantee navigability.	Low	Meetings. Notes via input table.	According to need.
	Police Station 49 Surubi'y km19 Villeta	Institution responsible for citizen security in the area of influence of the Project.	To maintain public order and security in the area of its jurisdiction.	Low	Visits and/or phone calls. Meetings. Newsletters in physical or digital format.	Quarterly or as needed.


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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
		Intervention in criminal acts in the area.				
	Villela Volunteer Firefighters	Institution in charge of prevention, extinction, assistance and education in the event of accidents and accidents.	Accident prevention through the verification of the installations of fire protection systems of the city's industries and companies.	Medium	Meetings. Notes via input table. Newsletters in digital format.	Quarterly or as needed.
Commissions and organizations close to the Project	Villela Neighborhood Commissions and Organizations	Community organizations in the territory with social mobilization power.	Job opportunities for community members. Concern about the potential impact on the environmental quality of the Project's AID.	Low	Newsletters in physical or digital format. Radio local.	Quarterly.
	Commercial properties and uses on or around the PY Route (Villela – Alberdi)	Residents of the area.	Opportunity for economic income from the sale of their products.	Low	Printed notices. Newsletters in physical or digital format. Radio local.	Quarterly or as needed


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INSTITUTION / ORGANISATION		MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
	<ul style="list-style-type: none"> ▪ Informal stalls. ▪ Guasú Kora Settlement. ▪ Surubi'y Community. 					
Complex/ Industrial Units Near the Project	Industrial Complexes/Units <ul style="list-style-type: none"> ▪ Private Ports ▪ Organitec Fertilizantes S.A. ▪ TERPORT S.A. ▪ EFISA - Empresa Forestal e Industrial S.A. ▪ Jauser - Villeta 2 Logistics Center ▪ Alukler - Aluminum Supplier ▪ Buenas Nuevas S.A. (wholesale trade) ▪ Puerto Seguro Fluvial SA - 	Economic sector with an impact on the market.	Rent capture, market expansion, use of the Paraguay – Paraná Waterway and the district's roads.	Low	Meetings. Newsletters in digital format (with the companies with which commercial operations will be carried out).	According to need.


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	Import and export company ▪ Las Tacuaras – Nutrihuevos, Biotechnology Company ▪ Cremer Oleo Paraguay S.A. ▪ Hotel and Restaurant Puerto Guyrati ▪ Service Stations					
Environmental and social NGOs	FAO Other	Promote environmental sustainability and advocate for stricter regulations. Impact on public opinion	Work on various aspects related to the environment, carry out actions that avoid and minimize adverse environmental impacts.	Low	Newsletters in digital format. ATOME website.	According to need.
Banks	International Cooperation (IDB Invest)	Financial assistance for the implementation of the Project.	Support private sector projects that have a significant impact and	High.	Meetings. Notes via input table. Newsletters in	Quarterly or as needed.

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			contribute to the sustainable development of the region. Ensure compliance with the IDB's Environmental and Social Policy.		digital format.	
EPC Contractor Companies	<ul style="list-style-type: none"> Industrial Plant Contractor LT & SE Contractor Water Catchment, Water Pipe, and Effluent Contractor 	Direct participation in the execution of the Project.	Rent capture, market expansion.	High	Meetings. Notes. Email. Telephone.	Permanent.
O&M Companies		Direct participation in the execution of the Project.	Rent capture, market expansion.	High	Meetings. Notes. Email. Telephone.	Permanent.
Communicators and opinion formers		Dissemination and information to the general population.	Capture of content of interest to the population,	Medium	Digital newsletters.	According to need.

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INSTITUTION / ORGANISATION	MANDATE	INTERESTS	LEVEL OF INCIDENCE	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY
		especially locals.			