
A Quick Guide to Community Development

Extracted from ICMM Community Development TOOLKIT



What is Community Development?

It is the process of increasing the strength and effectiveness of communities, improving people's quality of life and enabling people to participate in decision making to achieve greater long-term control over their lives.

What are the essential elements of a Community development strategy?

Sustainable community development programs are those that contribute to the community's long-term development needs and priorities and ensure a fairer distribution of the costs, benefits, risks and responsibilities associated with mining activities.

The essential element of sustainability in community development is that actions must be community planned and driven, not imposed by donors or companies. Mining and mineral processing activities can play a central role in sustainable community development by acting as a catalyst for positive economic and social change in areas that may otherwise have limited opportunities for economic and social development.

They can also influence the equitable distribution of mine/quarry-related benefits by ensuring that opportunities are created for women and vulnerable and/or marginalized groups such as Indigenous Peoples, ethnic minorities and the economically displaced.

Mining and community development

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Sustainable community development programs are those that contribute to the long-term

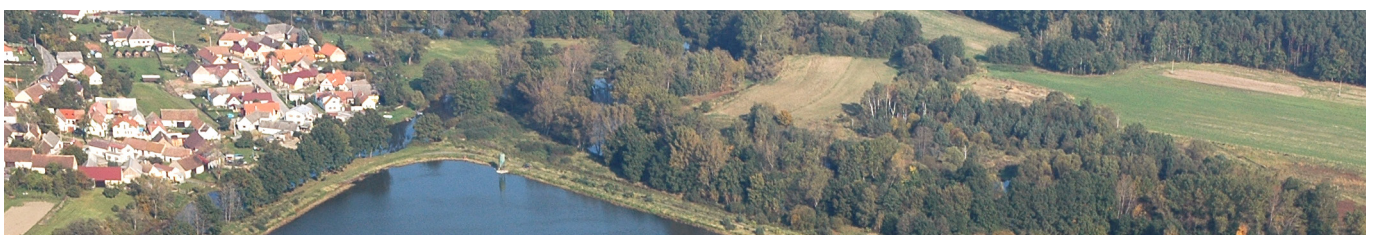
strengthening of community viability. Often, the most sustainable beneficial legacies that community development programs around an extractive operation may leave are in the skills and capacities that training, employment and education programs for local people provide.

The role of the extractive industry

The mining and metals industry can play a central role in community development by acting as an influence for positive change in areas that may otherwise have little, if any, opportunity for economic and social development. This is especially true in situations where mining can be a catalyst to help build up other (non-mining) sustainable income sources in the areas where the mines are located so that communities are able to develop independently of the mine and are thus able to survive the exhaustion of the ore reserves and the closure of the mining and metals operation. An important means of achieving this is to foster dynamic linkages between communities and external partners.

During the mine life, there can be tensions involving the distribution of mining revenues in a country, between local and national levels. This arises from the fact that mineral wealth is usually vested in national governments rather than owned by people living in the mining area, and national governments may have priorities for development that differ from those of the communities neighbouring the mine.

Community development is a reciprocal process. By supporting communities to develop themselves in a sustainable manner, a mining and metals company is simultaneously helping its own business to succeed. Mining operations and their community development programs should be viewed as a mutually beneficial partnership process to achieve sustainability.



Roles and responsibilities for community development

Community development needs clearly defined roles and responsibilities of government, companies, NGOs/CBOs and communities (see Table 3), and shared commitment from all levels within an organization. The precise roles of the various participants depend on local circumstances, and change during the course of both the mine and the community development process. However, some broad principles are clear:

Companies: Have a responsibility to respect human rights and can play an active role to support community development. Where government capacity is insufficient, companies may be forced to take a leadership role but to the extent possible it should be shared with NGOs and community organizations to ensure companies do not usurp the role of government at the local level. In the longer term, however, they should focus on ensuring that local initiatives work constructively alongside government development programs and on building partnerships to help develop sustainable community capacities and resources.

Government: Has the primary responsibility for protecting human rights and ensuring that communities benefit from development. Governments should take the lead in setting policy and standards to ensure development takes place at the local level, planning the development of social and physical infrastructure and land use, developing systems for project monitoring

and evaluation, and protecting the rights and interests of citizens. In some areas, governments substantially to sustainable development through project agreements, potentially stipulating it in investment agreements.

Community groups: Play a central role

Community development is essentially the process through which communities address locally defined goals and achieve improvement in their quality of life. Development reflects their needs, priorities and aspirations; is achieved largely through their ownership and commitment to locally defined development goals; and is sustained when they have the capacity, confidence and opportunity to plan appropriate strategies and mobilize resources to fulfil their development goals.

NGOs/CBOs: Can play an important role in advocating on behalf of local communities and in delivering local services. The interests of NGOs/CBOs need to be understood by other development actors, as they may be different to those of the local community. NGOs/CBOs regularly partner with companies to support, and in many cases implement, company community development projects

Definition of community development, key principles for sustainable community development, phases of the mining and metals project cycle and stakeholder roles and responsibilities.

The First Minister of Northern Ireland's visit to Curraghinalt in April 2015



Children from the initiative "Apple for Health" of Geotechmin AD, Bulgaria



Community development tools

Relationships tools

TOOL 1

Stakeholder Identification: Identifying all the people with an interest in the project, or who may be affected by the project.

TOOL 2

Stakeholder Analysis: Having identified the project's stakeholders, it is useful to analyse their level of interest in the project and how they may like to be involved.

TOOL 3

Consultation Matrix: When you have analysed your stakeholders, it is important to develop a system to ensure they are consulted regularly on the topics that affect them.

TOOL 4

Partnership Assessment: A tool for analysing potential partners, their suitability for partnering with your organization and what areas of mutual interest you share in regional community development programs.

TOOL 5

Grievance Mechanism: A means by which community members or other stakeholders can register their concern about real or perceived actions by the mining project, with the objective of resolving problems before they escalate.

Planning tools

TOOL 6

Strategic Planning Framework: The process through which you understand why you want to contribute to community development and define your development objectives, how you plan to achieve them, the resources you will need and how you will know when you have succeeded. This can be equally effective for a community planning its development future as it can be for a company planning its community investment program.

TOOL 7

Community Mapping: An exercise in which local people map out their community's physical layout. Designed to start people recognizing that they are the experts about their own community and to get discussion and co-operation going.

TOOL 8

Institutional Analysis: An exercise in evaluating the variety, strength and linkages of institutions within and around a community.

TOOL 9

Development Opportunity Ranking: To allow a full range of participants to decide upon priority development issues in the community. A workshop process that enables a broad range of community participants, including women, youth, the elderly and disabled, to define and explain the development situation in their community. Development opportunity ranking helps community members decide which projects to start implementing first, by sorting them according to priority and feasibility. This is done taking into account the locally available resources, skills and capacities.

TOOL 10

Financial Valuation Tool: A process through which companies can plan their sustainable investment projects by assessing the extent to which these projects could create value and/or provide value protection for the company. The quality of a sustainability investment determines whether risks and opportunities are maximized or minimized. As such, quality needs to be accurately assessed as input into financial valuation. The Financial Valuation Tool: Sustainability Program Quality Framework can be used to assess the quality of a company's portfolio of sustainability investments

Assessment tools

TOOL 11

Social Baseline Study: Drawing up a profile of the community surrounding the project area, and its regional and national setting.

TOOL 12

Social Impact and Opportunities Assessment: Assessing the impacts, both positive and negative, that the project may have on host communities and how to manage them.

TOOL 13

Competencies Assessment: Determining the attributes your team, whether company, community, NGO or government, has and whether other skills, knowledge and understanding may be required, that is additional human resources.

Community development tools

Management tools

TOOL 14

Community Development Agreements: A flexible approach to voluntary agreement making between companies and communities, to help ensure that community development programs or initiatives achieve successful outcomes.

TOOL 15

Management Systems: An integrated management system could be a set of policies and procedures and traditional hard-copy registers for recording and reporting on their use and implementation or it can be a modern, electronic system for performing the same tasks. Using an integrated management system helps a company to assess whether sufficient resources are being allocated to the right functions at the right time.

TOOL 16

Community Action Plans: The community action plan (CAP) is a detailed plan for implementing solutions to the problems that have been identified during the participatory planning process. It will become the management plan both for the community and its development partners, and will be adjusted to suit circumstances and changing community priorities as time passes.

TOOL 17

Local Economic Investment: For long-term community and economic viability and sustainable community development, it is vital that efforts be made to help diversify local economies. Mining activities can play a crucial catalytic role by both ensuring that companies purchase goods and services locally and also in encouraging a diversification of the local economic base. Companies can also foster the equitable distribution of mine-stimulated benefits by ensuring that their programs provide opportunities to women and vulnerable and/or marginalized groups.

TOOL 18

Resettlement Planning: In most jurisdictions, and by all measures of good practice, it is necessary to ensure that any people physically or economically displaced by mining activities have their assets and livelihoods replaced, and even improved. This will include communal, community and public assets if they are affected. This is a complex and

highly specialized field and a mining project should seriously consider engaging specialized and experienced consultants to manage the process for a resettlement process of any size larger than a few households.

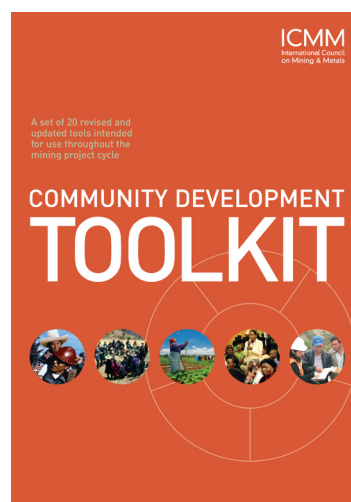
Monitoring and evaluation tools

TOOL 19

Indicator Development: A process for choosing indicators for program evaluation that can measure up to transparent scrutiny from any quarter. These indicators are especially appropriate for use in the Goal Attainment Scaling tool and may also be useful for GRI reporting. The best place to find appropriate indicators to be used for monitoring and evaluation will be in the Social Baseline Study (tool 11).

TOOL 20

Goal Attainment Scaling: Goal Attainment Scaling (GAS) is a useful means for measuring the degree to which outputs and outcomes are being met. It is particularly useful for social investment and community development projects where multiple stakeholders are involved and where there may be differing assessments about the degree of achievement of project goals. It enables evaluations to be made by a range of stakeholders and observers, not just so-called experts. Another major advantage is that the results can be presented in the form of simple graphs, which makes them more accessible to people unfamiliar with qualitative, social science measurements, such as financial and technical managers at a mining or metals project



For more detailed information go to:

http://www.icmm.com/search-results?sortField=sort_rank&query=community+development+toolkit



Euromines

Euromines is the recognized representative of the European metals and minerals mining industry. The members' main objective is to promote the industry and maintain their relations with European institutions at all levels. Euromines provides services to its members with regard to EU policy and forms a network for cooperation and the exchange of information throughout the sector within Europe. The association also supports contacts with the mining community throughout the world.

Euromines members are large and small companies who with their subsidiaries in Europe and in other parts of the world provide jobs to more than 350,000 people. Their activities and operations produce more than 42 different metals and minerals.

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