(COP 8) COMMUNITY DEVELOPMENT

A *Definitions and applicability*

Community is a term generally applied to the inhabitants of immediate and surrounding areas who are affected in some way by a company's activities; these effects may be economic and social as well as environmental in nature.

There is a diversity of values and interests held within a group of people who identify as a community. Communities are not homogenous or static.

Community development is the process whereby people increase the strength and effectiveness of their communities, improve their quality of life, enhance their participation in decision making and achieve greater long term control over their lives. It is done with, rather than for, communities, thereby reflecting local people's needs and priorities.

Source:

- *Leading Practice Sustainable Development Program for the Mining Industry (Australia) - Community Engagement and Development (2006)*
  www.minerals.org.au/file_upload/files/resources/enduring_value/CED.pdf
- *International Council on Mining and Metals (ICMM) - Community Development Toolkit (2012)*
  www.icmm.com/news-and-events/news/articles/icmm-presents-updated-community-development-toolkit

The Community Development section of the COP is applicable to Facilities that operate within a community as defined above.

The **Community Development** provisions should be implemented in conjunction with the **Human Rights** and, for Members in the Mining sector, with **Community Engagement**, **Indigenous Peoples and Free Prior and Informed Consent** provisions and **Artisanal and Small-scale Mining**.

B *Issue background*

Community development encompasses economic, social and cultural development and is closely linked with principles of human rights. Voluntary company contributions to community development can vary markedly across different settings, for example in developed or developing countries, or in rural or city areas. A company's approach should be determined by local conditions, including the nature and scale of the business, available resources and partners, and most importantly, local people's needs and priorities.

- Community consultation, regional cooperation and partnering with other agencies are essential parts of designing sustainable community development. Businesses should seek to work in support of local community priorities, national development goals and existing programs wherever possible and appropriate. Programs often have a long term focus and can address issues such as education, health, gender, environment, economic development and cultural activities. Where practical, businesses should avoid filling roles which are the responsibility of others, especially governments, and instead take a partnership or collaborative approach to community development. Companies can play certain roles – but cannot exclusively "do" community development. Practical approaches to community development can include:
- Designing programs for training, employing and retaining underutilised workers;
- Offering supplier diversity programs;
- Supporting community-based and minority-owned businesses;
- Investing in community development financial instruments and institutions;
- Siting retail stores, headquarters, manufacturing, warehouses or logistics facilities in underserved markets;
- Liaising with local and regional educational centres to promote excellence in educational opportunities;
- Training local community members in environmental monitoring and natural resource management.

B Issue background (cont)

In a mining context, the existence of a mine and its associated community development programs can play a significant, perhaps dominant, role in local, regional or even national development. This calls for greater rigour in program planning and design. The following may need to be addressed:

- Baselines, monitoring and regular evaluations of socio-economic impacts, working with development partners and local community members as appropriate;
- Skills and capacity building for community participation and ability to take up program opportunities during the life of an operation;
- Multi-stakeholder planning and capacity development for post-mining livelihoods.

Community development can be a challenging concept to apply in practice. Issues to consider include creating opportunities so that women can participate more meaningfully in decision-making processes and development opportunities; sharing control with communities; reaching marginalised and vulnerable people in communities; balancing expert knowledge with community knowledge; and contributing to longer term local sustainable development strategies. In some cultures, businesses may be active in community development activities but reluctant to promote them publicly, as this is considered contrary to the spirit of the giving.

Despite the challenges, successful community development efforts can help to support workforce recruitment and retention, enhance brand image and employee loyalty and contribute to healthier communities.

C Key initiatives and frameworks

Community development is in most cases a voluntary business activity. However it is increasingly a component of agreements with communities or governments, or a regulatory requirement as part of development approvals for new or expanding industrial projects. It is essential to be aware of applicable law in all jurisdictions of operation.

An important international framework for development is the Millennium Development Goals (MDGs) program of the United Nations Development Programme (UNDP). There are eight MDGs – end poverty and hunger, universal education, gender equality, child health, maternal health, combat HIV/AIDS, environmental sustainability, and global partnerships. Together these MDGs form a blueprint agreed to by the all the world's nations and all the world's leading development institutions, with a timeframe to 2015. The UN is also working with governments, civil society and other partners to build on the momentum generated by the MDGs and carry on with a post-2015 development agenda. While the MDGs are committed to by governments, they provide an important framework for community development planning by the private sector and civil society organisations.

D Suggested implementation approach

The Suggested implementation approach provides general guidance for implementing the mandatory requirements of the Code of Practices. The guidance is not normative and should be seen as a starting point for information and support.

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Members shall seek to support the development of the communities in which they operate through the support of community initiatives.

Points to consider:

- Approach community development as an opportunity to work in partnership with others. A strategic approach to community development can work to align company objectives with existing and future community and/or regional development plans.
- Draw on appropriate community development expertise, so that local, regional and/or national contexts are understood and addressed.
- Undertake a stakeholder mapping exercise to identify those parts of the community who are interested in and affected by company activities, with priority on those who are vulnerable or marginalized.
- Identify existing community development programs and consider partnerships or other forms of support.

D *Suggested implementation approach (cont)*

- Outline the aims of your community initiatives, the key principles to be followed, and the expectations of staff and other stakeholders.
- Enabling communities to participate in decisions about the allocation of project benefits will enhance the sustainability of community development programs. Include a diversity of community members, ensuring that women and vulnerable and/or marginalized groups are included.
- Working in formal or informal partnerships can reduce duplication, costs, and dependency on the mining operation. Private, governmental, NGO and community organizations can bring different skills and resources to collaborative efforts.
- Monitor your community development initiatives and periodically evaluate them against selected indicators. Regular monitoring and evaluation enables the adjustment of programs to enhance success.
- Including community members in participatory monitoring processes is a useful way to enhance feedback and facilitates the communication of progress to the wider community. Additional communication of progress and challenges, through internal and external reporting of results, can encourage a broader support base for programs.

CHECK

- ☐ Have you identified priority stakeholders in the affected community?
- ☐ Are community members involved in the design and delivery of your community initiatives?
- ☐ What initiatives have you undertaken to support the development of affected communities?
- ☐ How will they have a beneficial impact and how will this be evaluated?

E *Further information*

The following websites have further information on community development:

- Business for Social Responsibility – BSR Insight Articles About Community Engagement & Development
www.bsr.org/en/topic/channel/bsr-insight/community-engagement-development
- Centre for Social Responsibility in Mining (CSRM) - Community Engagement and Development
http://www.csrm.uq.edu.au/Research/CommunityEngagementandDevelopment.aspx
- International Council on Mining and Metals (ICMM) - Community Development Toolkit (2012)
www.icmm.com/news-and-events/news/articles/icmm-presents-updated-community-development-toolkit
- ICMM Position Statement – Mining: Partnerships for Development (2010)
www.icmm.com/our-work/sustainable-development-framework/position-statements
- International Finance Corporation (IFC) CommDev program
commdev.org/extractives/
- Leading Practice Sustainable Development Program for the Mining Industry (Australia) - Community Engagement and Development (2006)
www.minerals.org.au/file_upload/files/resources/enduring_value/CED.pdf
- Millennium Development Goals
www.un.org/millenniumgoals/
- World Bank - Community Driven Development
web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALDEVELOPMENT/
EXTCDD/0,,menuPK:430167~pagePK:149018~piPK:149093~theSitePK:430161,00.html