



community engagement

A Getting Started Toolkit for Exploration
and Development Companies



Network for
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1: introduction

This toolkit is one of two guides written to help Canadian exploration, development, and small producing (EDSP) companies start off on the right foot with community engagement and sustainability.

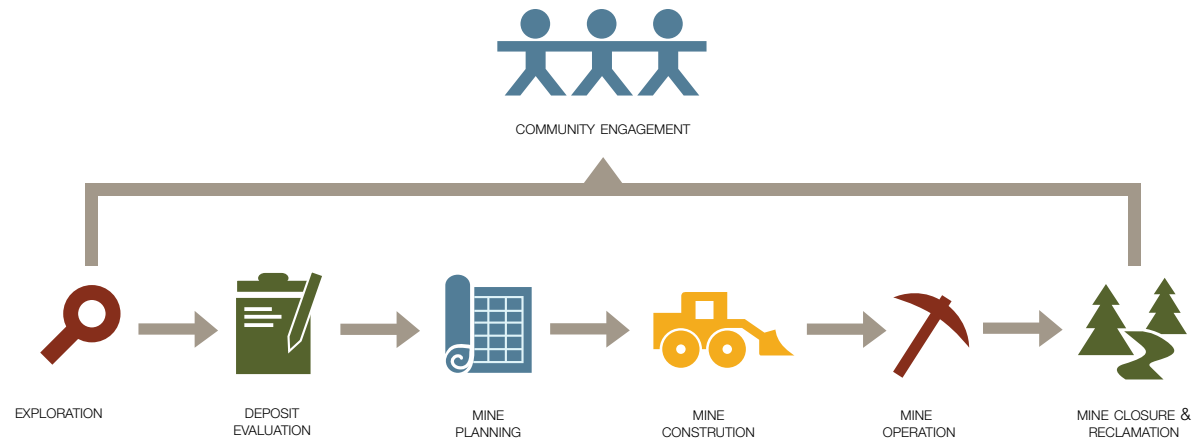
Companies working in the extractive industry are under continual pressure to perform in a more socially responsible manner. Community engagement is essential for gaining a social license to operate and maximizing mutual benefits for companies and communities. This toolkit provides guidance for exploration and development companies on building trusting relationships with communities from the start of the mining life cycle.

Our other guide ([Start Here: Sustainability for Exploration, Development, and Small Producing Mining Companies](#)) provides a detailed introduction to the various existing frameworks, guidelines, toolkits, and standards that can be used to help EDSP companies operate in a sustainable and responsible manner.

NOTE FOR COMMUNITIES

Mineral exploration is the first stage in the mining life cycle, as depicted in the diagram below.

Figure 1
THE MINING LIFECYCLE*



As a member of a community where exploration is taking place, it is important to recognize that exploration does not necessarily lead to a commercially viable project. It has been estimated that less than one in one thousand exploration projects will lead to a commercially viable mine.¹

However, it is important to note that because exploration is the first stage in the mining life cycle, companies are unlikely to have positive cash flows and their human and financial resources may be limited. Therefore, communities and exploration companies need to be patient and share knowledge with one another to foster trust and mutual understanding.

Despite the low likelihood of proceeding, it is still vital for exploration companies to take steps to understand your community's priorities, and this toolkit provides them with the tools to do so.

*Adapted from the Teck Resources 2010 Sustainability Report, pg 6-7, <http://teck.com/Generic.aspx?PAGE=Teck+Site/Responsibility+Pages/Sustainability+Pages/Report+Archive&portalName=tc>

1.1 What Is Community Engagement?

Community engagement describes a broad, inclusive and continuous process between a company and its stakeholders, such as community members, NGOs, and local/regional government.² Engagement spans the entire life of a project. It is fundamentally about keeping communities properly informed, and determining under what conditions these stakeholders are willing to support your project. To foster a trusting relationship, engagement should begin as early as possible.

Community engagement has three key themes: an obligation for two-way open and clear communication; transparency and accountability; and responsiveness to local context.

Figure 2

OVERARCHING THEMES OF COMMUNITY ENGAGEMENT



These themes determine the quality of the engagement, and ultimately the relationship companies have with the local communities.

1.2 Why Does Community Engagement Matter?

Community engagement can foster an open and meaningful dialogue that can not only help to build trust, respect and legitimacy for your operation, but also support effective decision making. This is because engagement can address community concerns, manage expectations, tap local knowledge and help negotiate a mutually beneficial future.³

In addition, studies show that where conflicts exist between the company and the local community, delays are common and there are often striking differences in perceptions between the company representatives and communities. Breakdowns in perception, communication and understanding are common.⁴ You can minimize the risks associated with breakdowns in communication by regularly engaging with community members and assessing changes in their perceptions.

The following are specific benefits of community engagement: ^{5, 6}

- √ **Reduce risk:** By communicating openly and transparently, you can manage the expectations of community members, fostering trust and respect. This can aid with addressing community opposition, which in turn reduces construction risk, operational risk, financial risk and political risk.
- √ **Build & enhance reputation:** An engagement strategy that includes an open, informative, transparent, and inclusive dialogue that is responsive to community concerns can help to build a solid reputation. As social expectations and competition for mineral resources increase, exploration and development companies will find having a good reputation for community relations to be a source of competitive advantage. Furthermore, governments may be more likely to support access to resources for companies with a strong track record of social performance.
- √ **Reduce the likelihood of permitting delays:** During the early stages of a mine's life cycle, having constructive relationships with communities and local/regional/national governments may decrease the likelihood of permitting delays, which has direct implications for net present value.
- √ **Increase the likelihood of getting acquired:** Since exploration and development companies may eventually sell their projects to senior producers, strategically investing in programs that have benefits for the local community should be regarded as an asset which can lower investment risk for a mine operator. This may increase the likelihood that a project is acquired or the valuation placed on the project.

CASE STUDIES ON WHY ENGAGEMENT MATTERS

Case Study: Importance of Transparency in Community Engagement

Crown Butte Resources Ltd., a subsidiary of Canada's Noranda Corporation, spent approximately US \$35 million over a 6 year period of exploration near Cooke City, a small town of 150 people near Yellowstone National Park. The community was concerned about effects of noise, air pollution and socio-economic impacts associated with the future mine. Local residents were especially concerned about a newly proposed tailings facility located in a high alpine valley.

The company did not respond to the first wave of concerns in time. Instead, it tried to refute them and offered no evidence to support its own claims. The support for and credibility of the company was slowly eroding. As the contention continued, the Greater Yellowstone Coalition and even the United Nations World Heritage Committee became involved. The last straw was when a company engineer inadvertently revealed future plans of expansion closer to the national park in a casual conversation. In 1996, the company had to abandon the permitting process due to strong local, national and international opposition.

(Adapted from: "The Social License to Operate", Business for Social Responsibility, pgs. 10-12, http://commdev.org/userfiles/files/858_file_BSR_Social_License_to_Operate.pdf)

Case Study: Comprehensive Stakeholder Identification and Engagement, Manhattan Minerals in Northern Peru

Manhattan Minerals, a small Canadian mining company operating in Peru, identified a major ore reserve beneath Tambo Grande, a town located in the rich agricultural San Lorenzo Valley. Approximately fifty-thousand of the valley's seventy-five thousand residents work in agriculture, and in order to extract the resource, approximately sixteen thousand residents would have had to be relocated.

The company claims it engaged the community in meaningful dialogue, and demonstrated the benefits the mine would bring in terms of jobs and tax revenues. It also continually made claims that the proposed mine would not contaminate the town's water supply or damage crops. As a result, the company was confident it had the support of the community, as well as the mayor and the Catholic Church.

However, after three years of exploration, violence erupted when a mob of 4000 people destroyed the exploration camp in February of 2001. While the company believed it had the support of the majority of community members, and blamed outside agitators for the incident, this does not seem to be the case.

A survey by a local Catholic organization conducted in 2000 showed that 89% of residents disapproved of the company's presence. It seems residents were highly skeptical of the company's claims that the proposed mine would not impact water quality or agricultural production. This is because the company did not release its environmental impact assessment (EIA) until after an outside NGO had ordered an EIA which showed the mine could not be developed without damaging the town's water supply. In addition, there was great confusion after company personnel in Canada and Peru made conflicting statements about whether the mining activities would extend to other parts of the valley.

In response to the 2001 incident, the company vowed to improve communications with residents by setting up a consultative board of government officials, company representatives, and local groups. However, in June 2002 a local referendum was held: 76% of residents voted, with 93% of voters against the proposed mine. Although the company blamed outside agitators, the consensus of external groups, both national and international, was that the company's engagement efforts were at best partial and biased. The company failed to engage with groups most opposed to the project, systematically excluded others such as farmers and only tried to "sell" the benefits of the project to certain groups.

(Adapted from "The Social License to Operate", Business for Social Responsibility, pgs. 6-9, http://commdev.org/userfiles/files/858_file_BSR_Social_License_to_Operate.pdf)

2: get ready for engagement

Prior to engaging with communities, it is vital to assess your operating context. The following sections outline six steps you can use to prepare and plan for community engagement.

2.1 Consider the Local Context

The first step in preparing for engagement is to assess the local context. This will help you to identify and consider issues you may need to address when engaging the community. You can do this by completing the following “Consider your Operating Context” pullout.

CONSIDER YOUR OPERATING CONTEXT

Instructions: Use the spaces provided to answer the following questions. There are three sections: 1) Historical Context & Conflict, 2) Key People and Groups in the Community, and 3) Reflections on Current & Emerging Issues

CONTACT INFORMATION	
DATE:	YOUR NAME:
COMPANY:	POSITION:
PROJECT:	CONTACT DETAILS:

1. HISTORICAL CONTEXT & CONFLICT*		
The following questions will help you identify key issues you should be prepared to address in your engagement efforts (Use the blank row at the bottom to add one more question if needed)		
1	What are the key historical events in the local region?	
2	Have there been any major conflicts?	
3	How did these conflicts surface in the community? (i.e. protests, violence, etc.)	
4	What triggered these conflicts?	
5	Have these conflicts been resolved? If so, how?	
6		

*Adapted from: World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, "Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010", Page 12-19; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>

CONSIDER YOUR OPERATING CONTEXT (CONTINUED)

2. KEY PEOPLE AND GROUPS IN THE COMMUNITY
(INDIVIDUALS, COMMUNITY GROUPS, NGOS, GOVERNMENT OFFICIALS)*

This section asks you to identify influential individuals and groups in the community. These key people and groups may have played a role in past conflicts. Start this section by listing the Key People and Groups and the interests that drive their positions in the table provided, and then complete the questions that follow.

Key Person or Group	What interests drive their position?

*Adapted from: World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, " Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010", Page 12-19; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>

CONSIDER YOUR OPERATING CONTEXT (CONTINUED)

2. KEY PEOPLE AND GROUPS IN THE COMMUNITY (INDIVIDUALS, COMMUNITY GROUPS, NGOS, GOVERNMENT OFFICIALS)* (Use the blank row at the bottom to add one more question if needed)

1	Is there potential for conflict between any of these groups or individuals?	
2	Are there any particular groups that are underrepresented (i.e. women, children, the economically displaced)	
3	What are your reflections on power sharing among these key people and groups?	
4	Do any of these people and groups have past relationships with mining or exploration companies?	
5	What roles have these people and groups played in resolving past conflicts?	
6		

*Adapted from: World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, " Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010", Page 12-19; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>

CONSIDER YOUR OPERATING CONTEXT (CONTINUED)

3. REFLECTIONS ON CURRENT & EMERGING ISSUES*

Check off the issues from the list below that are currently relevant or may emerge in your local context (use the blank space at the bottom to add an issue if needed).

- Local elections
- Natural disasters (i.e. droughts, flood, hurricanes, earthquakes)
- Presence of third party moderators
- Incidence of disease
- Traditional conflict resolution capacity (i.e. traditional elder groups no longer perceived as effective)
- Past or current human rights abuses
- Role of the police (from peace keepers to militia)
- Illegal activities (e.g. from petty theft to violent crime)

Reflect on the issues you checked off in the space below.

*Adapted from: World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, " Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010", Page 34; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>

2.2 Assess Your Area of Influence

After considering the local context, the next step in preparing for community engagement is to map out your Area of Influence (AOI). Your AOI includes the following:⁷

- The Project Site
- Supplier and contractor infrastructure (e.g. power transmission corridors, access roads, pipelines)
- Associated facilities that provide goods and services to your operations or employees (e.g. housing, restaurants, and stores)
- Surrounding communities where potential employees live and that represent primary money-spending areas for your operations
- Environmental features such as lakes, rivers, watersheds, ecologically sensitive areas, and agricultural land

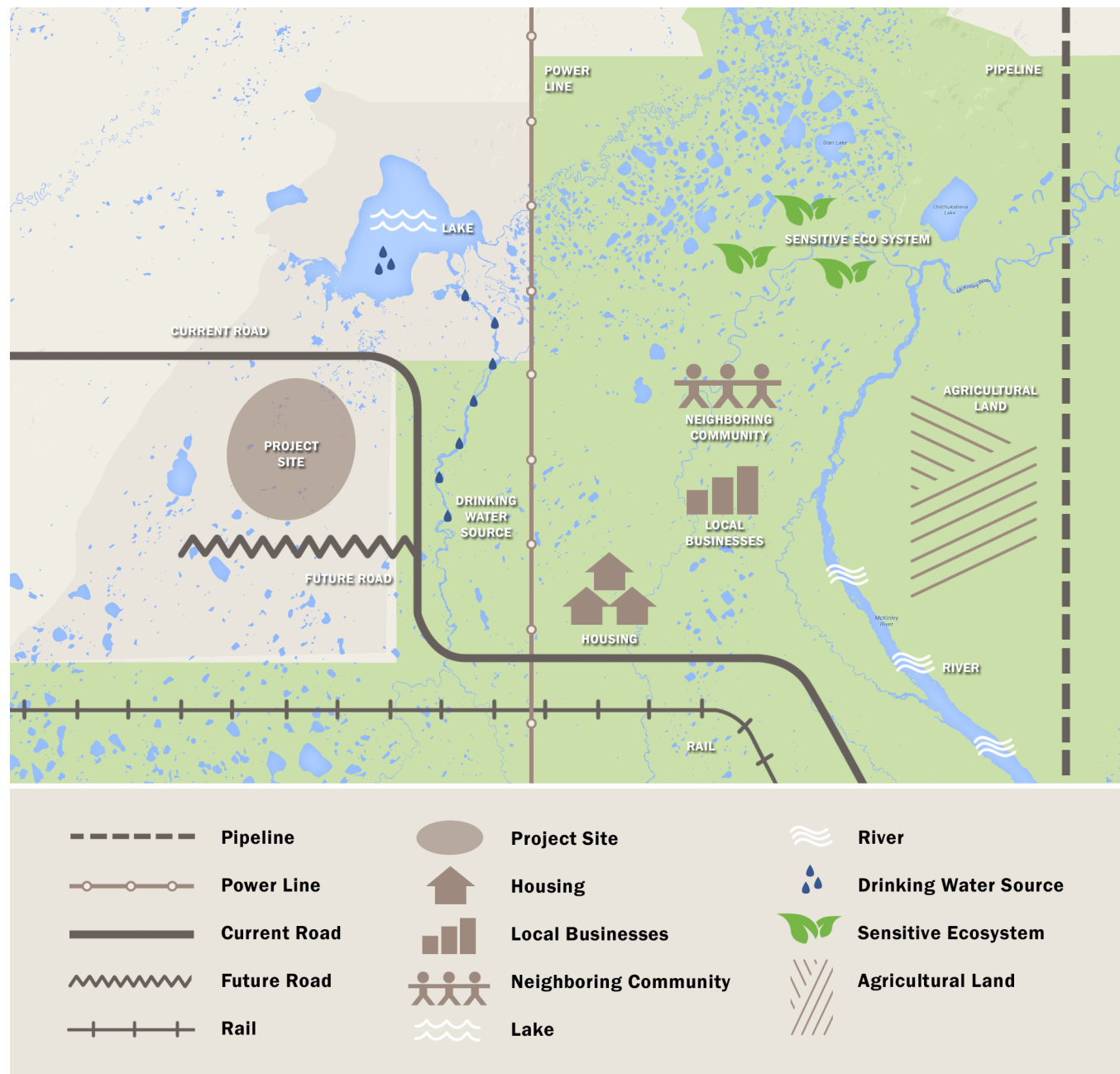
Assessing your project's area of influence (AOI) allows you to identify the physical locations in which the impacts of your activities are likely to be experienced and perceived.

You can develop a map of your AOI with the following three steps:

1. Obtain a map of the community and surrounding region where the project is taking place. Use satellite imagery, Google Earth, or aerial photographs.
2. Develop a system of terms and symbols that represent the features of your AOI listed above (see sample below).
3. Plot the symbols on your map.

The following is as an example AOI map, with symbols you can easily replicate when producing your own AOI map. The map was obtained using Google Earth, and selecting the Satellite option.

FIGURE 3: SAMPLE AOI MAP AND SYMBOLS



2.3 Assess Potential Impacts

After determining where the impacts of your operations will be experienced or perceived, the next step is to assess what these impacts may be. This will require you to consider what are likely to be the most material economic, socio-economic and environmental impacts of your operations. Undertaking this process will help you identify issues you should be prepared to address in your engagement efforts. You can do this by completing the following “Material Issues Checklist” pullout.

MATERIAL ISSUES CHECKLIST

Instructions: Check off the economic, socio-economic, and environmental issues that may apply to your operations. This will help you produce an initial list of issues you should be prepared to address in your engagement efforts. This is a preliminary exercise. You will prioritize these issues in Section 2.4 on conducting a risk assessment.

CONTACT INFORMATION	
DATE:	YOUR NAME:
COMPANY:	POSITION:
PROJECT:	CONTACT DETAILS:

MATERIAL ISSUES CHECKLIST*	
What are your real/potential/ perceived impacts on the local communities? (check off all that may apply. use the blank row at the bottom to add one more issue if needed)	
Economic, socio-economic impacts	Environmental Impacts
<p>In-migration, out-migration, growth or decline of towns</p> <p>Workers' camps</p> <p>Employment, flow of benefits to different groups</p> <p>Business/ employment opportunities</p> <p>Inflation/ deflation of food, access to social services</p> <p>Crop and land compensation risks, adequacy of resettlement housing and facilities, equity, post-settlement conditions, livelihoods</p> <p>Women's economic development</p> <p>Resource/facilities competition: usage of roads, rail, ports, sewage, telecommunications, power, clinics, hospitals, forest resource access, and water supplies</p> <p>Increased risk of infectious diseases, substance abuse, interruption to traditional food supply</p> <p>Artisanal and small-scale mining: competition for resource, security issues</p> <p>Increased road traffic, increased potential of accidents and fatalities</p> <p>Fire hazards</p> <p>Relationships between adjacent First Nations groups</p>	<p>Air quality</p> <p>Surface and groundwater quality, water supply, water consumption and water treatment</p> <p>Noise, scenic amenity, vibration, and radiation</p> <p>Surface disturbances</p> <p>Use of explosives in the area, noise and dust pollution</p> <p>Effect on arable land</p> <p>Deforestation</p> <p>Soil decay</p> <p>Impact on local flora, fauna, animals, and bush products</p> <p>Loss of biodiversity</p>

*Adapted from: International Mining for Development Centre, Mining for Development: Guide to Australian Practice (Daniel Franks); "Social Impact Assessment of Resource Projects", Page 5; http://im4dc.org/wp-content/uploads/2012/01/UWA_1698_Paper-02_Social-impact-assessment-of-resource-projects1.pdf

*and from: Prospectors & Developers Association of Canada; "Excellence in Social Responsibility e Toolkit (ESR)", Page 76-79; <http://www.pdac.ca/docs/default-source/e3-plus---toolkits---social-responsibility/social-responsibility-in-exploration-toolkit-full-document.pdf?sfvrsn=4>

2.4 Conduct a Risk Assessment⁸

The issues you identified in the Material Issues Checklist may present risks to your operation. It is important to prioritize these issues so you can focus your engagement efforts and make the best use of your resources. You can prioritize these issues by conducting a risk assessment.

Risk assessments can be qualitative or quantitative. In the early stages of exploration, a qualitative approach is suitable. This is because a quantitative approach may not be cost-effective or add value to managing the project at this stage. As a result, this guide focuses on a qualitative approach. However, it is important to note that a quantitative approach may be necessary at later stages of exploration.

Conducting a qualitative risk assessment is a two-step process that requires you to ask:

1. How severe are the potential consequences if a risk occurs?
2. What is the likelihood of a risk occurring?

You can assess the potential consequences of a risk by analyzing it from the following perspectives: financial, social, economic, health and safety, environmental, and reputation. Determining the likelihood of a risk will require you to consider how often these activities might occur, whether or not the risk has materialized in the past, and what steps can be taken to mitigate the possibility of the risk occurring.

Complete the “Risk Assessment” pullout to guide this process. It will help you assess the consequences and likelihood of a given risk, and categorize the risk on a scale from Low, Medium, High, to Extreme. The pullout also includes guidance on addressing risks that fall into these categories.

Note: Risk assessment is an important process that should be completed in a setting where there are competent individuals who feel comfortable with the process.

RISK ASSESSMENT (USE A SEPARATE FORM FOR EACH RISK)

Instructions: Use this form to assess risks you have identified. There are four sections: 1) Consequence, 2) Likelihood, 3) Risk Rating, 4) Mitigation

In the Consequence section, you will determine a rating for how severe the consequences of a risk are likely to be. In the Likelihood section, you will determine a rating for how likely it is that the risk will occur. In the Risk Rating section, you will combine these ratings and plot the risk on the matrix provided to categorize the risk as Low, Medium, High, or Extreme. In the mitigation section, you will reflect on different strategies for mitigating the risk. When you are finished, repeat this process for all potential risks you identify.

CONTACT INFORMATION	
DATE	YOUR NAME:
COMPANY:	POSITION:
PROJECT:	CONTACT DETAILS:
RISK BEING ASSESSED:	

SECTION 1 - CONSEQUENCE*

Instructions: Select from the categories provided (Insignificant, Minor, Moderate, or Catastrophic) to determine the consequences of the risk from the following perspectives: Financial, Social, Economic, Health and Safety, Environmental, and Reputation. Use the criteria provided in each question category to guide your answer. As a conservative estimate, after answering all of five questions, select the highest rating the risk received. Use this rating when plotting the risk on the matrix provided in the Risk Rating Section.

	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC
FINANCIAL	No impact	Minor impact	Project slightly threatened	Project severely threatened	Project shutdown
SOCIAL	Community is unlikely to respond	Limited grievances from community	Multiple grievances	Community outrage	Community protest and outrage; project shutdown
ENVIRONMENTAL	No damage	Damage is easily reversible	Short-term damage; still reversible	Medium term damage; may be reversible	Long-term ecosystem function impaired; irreversible damage
HEALTH & SAFETY	First-aid case	Medical treatment required	Lost time injury	Single fatality or disability	Multiple fatalities or disabilities
REPUTATIONAL	No inconvenience to community	Public disruption; no media attention	Public disruption; local media attention	National media attention; major headlines	International media attention; community relations disaster

*Adapted from: World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, "Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010", Page 24; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>

RISK ASSESSMENT (CONTINUED)

SECTION 2- LIKELIHOOD*

Instructions: Answer the questions in the space provided. Based on this assessment, determine if the likelihood of the risk occurring is Rare, Unlikely, Possible, Likely, or Certain.

1	How often does the activity occur (daily, hourly, weekly) ? Note: The greater the frequency, the higher the chances are that the risk will materialize	
2	Have there been previous incidents related to this risk? Note: The absence of previous incidents does not mean that there is no risk, but may indicate that future incidents are less likely	
3	Are there foreseeable situations or human interventions that may lead to the risk occurring? (e.g. severe weather, equipment failure, unintended human error/deliberate violation of policies)	
4	Can you undertake initiatives to control the risk?	

*Adapted from: Prospectors & Developers Association of Canada; "Excellence in Social Responsibility e Toolkit (ESR)", Page 66; <http://www.pdac.ca/docs/default-source/e3-plus---toolkits---social-responsibility/social-responsibility-in-exploration-toolkit-full-document.pdf?sfvrsn=4>

LIKELIHOOD RATING*

Based on the above questions, how likely is it that the risk will occur?

Rare - may occur in exceptional circumstances	Unlikely - could occur at some time	Possible - should occur at some time	Likely - will occur in most circumstances	Certain - will almost certainly occur in all circumstances
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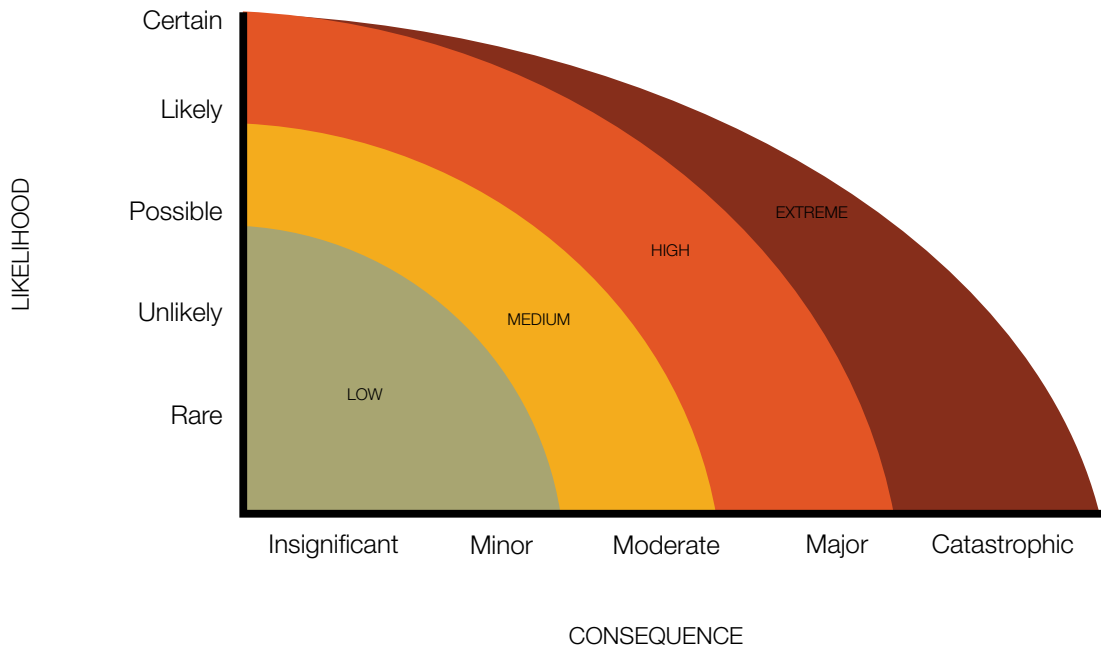
*Adapted from: World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, " Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010", Page 24; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>

RISK ASSESSMENT (CONTINUED)

SECTION 3- RISK RATING*

Instructions: Use the Consequence and Likelihood ratings from sections 1 and 2 to plot the risk on the matrix below. This will yield an overall risk rating of either Low, Medium, High, or Extreme.

For example, if the highest consequence rating a risk received was “Major” and you determined the likelihood to be risk to be “Possible”, the risk rating would be extreme.



Fill in the following table:

Consequence Rating	
Likelihood Rating	
Risk Rating	

Note: Use these criteria as a starting point for a discussion allowing you to prioritize different types of risk.

*Adapted from: World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, “ Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010”, Page 25; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>

RISK ASSESSMENT (CONTINUED)

SECTION 4- MITIGATION

Instructions: Based on this risk rating you identified above, reflect on the mitigation strategies listed below in the space provided.

Note: In the case of extreme risks, the project should not start until the risk has been addressed and mitigated. When the risk is medium or high, and there is a specific hazardous substance, condition or activity that gives rise to the risk in the first place, you may want to discuss these risks with senior management to determine how the following processes and methods can be used:

Elimination: Is it possible to change or eliminate the process, activity or product?

Substitution: Can you replace the hazard with something that poses a lesser risk?

Redesign: Can you redesign the activity or process to reduce or eliminate risk?

Engineering: Are there any controls that you can use to address the hazards?

Administration: Can you establish administrative controls and policies to manage the risk?

Personal protective equipment (PPE): Can PPE be used as a means of controlling safety risks?

Current conflict resolution capacity: What resources currently exist that can help you resolve conflicts in the area?

*Adapted from: Prospectors & Developers Association of Canada; "Excellence in Social Responsibility e Toolkit (ESR)", Page 69-70; <http://www.pdac.ca/docs/default-source/e3-plus---toolkits---social-responsibility/social-responsibility-in-exploration-toolkit-full-document.pdf?sfvrsn=4>

2.5 Identify Stakeholders

After considering the key risks of your operation, the next step is to identify stakeholders who are likely to affect or be affected by these risks. Stakeholders are persons or groups that are impacted by your company's operations and/or have the ability to influence your company's activities.⁹ There are three categories of stakeholders you should consider: Affected Parties, Authorities, and Interested Parties.

Categories of Stakeholders¹⁰

- √ **Affected Parties are stakeholders who are directly or indirectly affected by operation.** (e.g. local community members, business owners, farmers).
- √ **Authorities** include elected representatives at the local, provincial, or national level as well as traditional authorities such as leaders of indigenous groups.
- √ **Interested Parties** may be able to influence an operation and how it is perceived such as reporters, NGOs, and international financial institutions. Often, these stakeholders are located overseas or in different geographic regions.

Use the following Stakeholder Checklist pullout as a starting point to identify the stakeholders you should engage.

STAKEHOLDER CHECKLIST

Instructions: Check off the stakeholders on the following list that are the most relevant to your operations. This should help you determine the individuals or groups you should plan to engage with in the community.

CONTACT INFORMATION	
DATE	YOUR NAME:
COMPANY:	POSITION:
PROJECT:	CONTACT DETAILS:
STAKEHOLDER CHECKLIST (USE THE BLANK ROWS PROVIDED TO ADD STAKEHOLDERS IF NEEDED)*	
Communities	Advocacy Groups
Nearest neighbors The local community near the project The local community near the head office Communities that may be affected on a regular basis (for instance, through transportation routes) Regional centers for local communities	Individual activists Health and safety groups Human rights groups Social rights groups Political groups
Groups	Vulnerable Groups
Places of worship and religious organizations Fraternal organizations Trade unions Labor unions Environmental groups Public sector groups Charitable organizations Human rights groups Social justice groups Professional and trade associations Media	Women Farmers Fishermen Elderly/ill/disabled Racial minorities/oppressed groups Indigenous people Child-headed households Economically displaced individuals Youth/children/orphanages

STAKEHOLDER CHECKLIST (CONTINUED)

Government Officials	Industry Stakeholders
<p>Government agencies- at national, provincial/state level and at regional level</p> <p>Opposition officials</p> <p>Elected representatives</p> <p>Traditional authorities</p> <p>Religious authorities</p> <p>Administrative representatives from each of the ministries based in your local area or region</p> <p>Home country government (i.e. impending fair trade legislation)</p>	<p>Neighboring mines</p> <p>Competitors</p> <p>Suppliers of financial resources such as investors or lenders</p> <p>Suppliers of human resources such as local universities and educational institutions</p> <p>Suppliers of raw material such as water, electricity and fuel</p> <p>Suppliers of related services such as local food markets</p> <p>Customers- Majors</p> <p>Industry Associations / Business Associations</p>
Internal Stakeholders	Regulators
<p>Employees, families of employees</p> <p>Board of Directors</p> <p>Management</p> <p>Legal team</p> <p>Health, safety and environment teams</p> <p>Human resources team</p> <p>Medical services team</p> <p>Logistics team</p> <p>Procurement and contracts team</p> <p>Project team</p>	<p>At the local, regional, state and national level</p> <p>International organizations and standards such as Equator Principles</p>

*Adapted from: International Council on Mining & Metals; "Community Development Toolkit- A Set of 20 revised and updated tools intended for use throughout the mining project cycle", Page 48-49; <http://www.icmm.com/news-and-events/news/articles/icmm-presents-updated-community-development-toolkit>

2.6 Build Internal Capacity

The final step in developing a community engagement plan is to ensure you have the internal capacity to engage with stakeholders. It is vital that any staff that will engage with community members have the following:¹¹

- ❑ Knowledge of your company's operations
- ❑ Credibility and authority to respond to issues raised by the community
- ❑ Cultural awareness and sensitivity
- ❑ Adequate time to implement the engagement process
- ❑ Facilitation, conflict resolution, and appropriate language skills

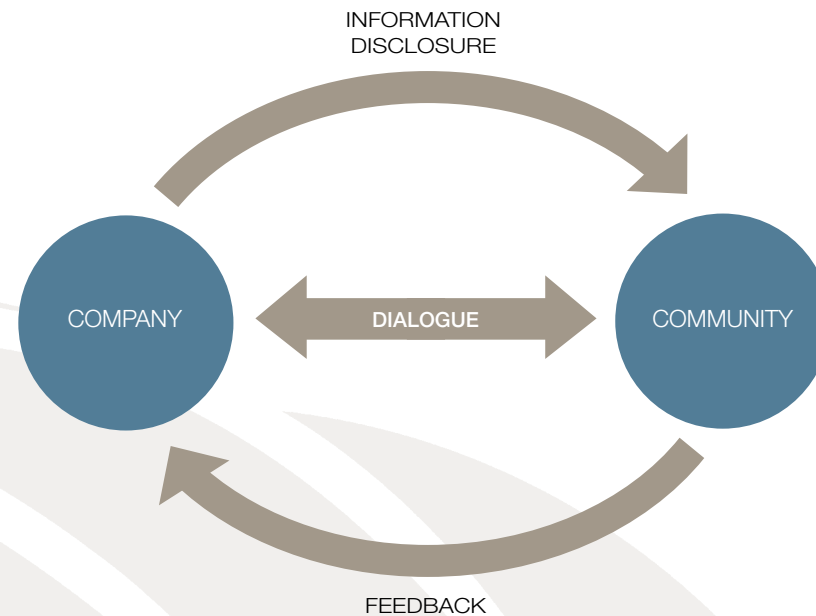
If you find that you do not have staff with the necessary skills, you may need to invest in training, recruit new employees or partner with other companies or agencies that have these skills.

The six steps outlined in this guide should help you develop a solid understanding of your operating context, the risks your operation faces, and the stakeholders that will be impacted by your operation. This understanding, combined with an awareness of the internal capacity needed for effective engagement, should help you build a solid foundation for community engagement. Our next section discusses engagement in more detail.

3: engage

Community engagement consists of information disclosure, dialogue, documentation, and receiving and addressing stakeholder feedback. It is also important to evaluate the effectiveness of your engagement efforts. Each of these aspects is outlined in the following sections.

Figure 5
HOW TO ENGAGE WITH COMMUNITY MEMBERS?



Note: The types of engagement should be tailored to fit the nature, location, and scale of your project, as well as the phase of its development and the interests of stakeholder themselves.¹² While small projects may only need to focus on information disclosure, larger projects with greater degrees of complexity that impact multiple stakeholder groups will need to adopt a more strategic and sophisticated approach.

3.1 Information Disclosure

Information disclosure is the first and an ongoing step in the process of stakeholder engagement.¹³ Keeping community members informed about your activities, intentions, and plans will help create clear expectations.

Consider the following when determining how to present information to stakeholders:¹⁴

- Level of technical detail
- Local language and dialects
- Cultural sensitivities
- Ethnic composition of communities
- Literacy levels
- Community leadership structures
- Local methods of disseminating information
- Possible legal or financial confidentiality requirements

It is also vital to choose methods of disseminating information that are appropriate for your local context. For example, when disclosing information to community members, a simple one page newsletter or fact sheet produced at reliable frequencies may be more accessible and meaningful than a glossy social media website.¹⁴ Other forms of information disclosure include newsletter updates, radio, community bulletin boards, and media coverage.

In addition, when you first meet stakeholders while distributing information it is important to disclose the following:

- ✓ Your Name
- ✓ Name of your company
- ✓ Your team's planned activities
- ✓ The frequency and duration of your presence in the area
- ✓ The low probability that you will find a mineral deposit that is commercially viable
- ✓ Your contact information in case they have a question or concern

Things to keep in mind:

Ensure that the company's expectations regarding engagement with communities and other project stakeholders is clearly communicated to contractors, consultants and others who may be regarded as representatives of the company.¹⁵

Consider using staff from NGOs who have been working in the area as a facilitator or trusted community members who understand your operations clearly.

3.2 Dialogue

Dialogue with community members is an essential part of the relationship building process. There are a variety of ways you can engage in dialogue. These are listed in the following table, along with the purpose of each form of dialogue and key factors to consider.

Figure 6

FORMS OF DIALOGUE WITH COMMUNITY MEMBERS¹⁶

FORM OF DIALOGUE	PURPOSE	CONSIDERATIONS
Personal interviews, telephone calls	<ul style="list-style-type: none">• Gather detailed information from stakeholders while giving them an opportunity to speak confidentially	<ul style="list-style-type: none">• Time and resource intensive• No opportunities to test the validity of information provided• Individuals may not be representative of a stakeholder group
Standardized survey or questionnaire	<ul style="list-style-type: none">• Get a general sense of the attitudes and perceptions of the community• Obtain data on specific issues• Monitor changes in perception through repeat surveys	<ul style="list-style-type: none">• Questions may require careful design and planning• Evaluation of results may require professional support, as well as time and resources• Results can be manipulated• Written surveys may not be useful if the literacy levels are low
Comment forms circulated in public meetings, open days, or other engagement activities	<ul style="list-style-type: none">• Reach stakeholders who prefer not to speak in public• Potential to learn about complex and controversial issues community members care about	<ul style="list-style-type: none">• Can take significant resources and time to analyze and document• Hand writing may not be legible (comments may not be correctly interpreted)• Not suitable for communities with low levels of literacy

Workshops	<ul style="list-style-type: none"> • Build relationships between stakeholders and company representatives • Facilitate the formation of a shared strategy, leading to an increased sense of ownership and credibility • Channel the discussion of controversial or highly emotive issues 	<ul style="list-style-type: none"> • Participation is limited to a small number of people • Individuals may not be representative of a stakeholder group or the community as a whole • Sufficient information needs to be provided to participants prior to the workshop so they can contribute to the dialogue
Focus groups (small group meetings in which members of a defined group are gathered to discuss a particular topic or issue)	<ul style="list-style-type: none"> • Facilitate in depth discussion and analysis of issues • Understand the views of a particular stakeholder group • Gather baseline data to assess changes in perception and monitor the social performance of an operation over time 	<ul style="list-style-type: none"> • Participation is limited to a small number of people • Individuals may not be necessarily representative of a stakeholder group or the community as a whole • Sufficient information needs to be provided to participants beforehand, so they can contribute to the dialogue
Public or “town hall”, meetings (formal meetings with a wide range of stakeholders)	<ul style="list-style-type: none"> • Quick way of reaching a large number of people • Community members can speak directly to company representatives • Openly seek feedback and responses to information about your project 	<ul style="list-style-type: none"> • Vocal (and sometimes unrepresentative) groups or individuals may take control of the meeting • Some community members may not be comfortable speaking in public • May be difficult to explore issues in detail • Difficult to adequately prepare for issues raised unexpectedly
Open days/open house meetings (stakeholders tour the project site and facilities and communicate with members of the project team)	<ul style="list-style-type: none"> • Reach a large number of stakeholders with standardized information • Foster trust by being transparent and giving community members an opportunity to interact with members of the team 	<ul style="list-style-type: none"> • Potential health and safety risks associated with community members being on the project site • Time consuming • Attendance and benefits may be uncertain due to low level of structure

3.3 Documentation

After engaging in information disclosure or dialogue with stakeholders, it is also vital to document your interactions. A proper record of your engagement activities can serve as a foundation for tracking social performance over the life of the mine. Engagement processes, efforts, and results must be clearly documented in order to give potential investors assurance that you have understood community concerns. Documentation can also aid in holding staff accountable for addressing issues adequately.

Use the following Engagement Record pullout to document your engagement activities:

ENGAGEMENT RECORD

Instructions: Complete the following form to document your interactions with stakeholders.

CONTACT INFORMATION	
DATE	YOUR NAME:
COMPANY:	POSITION:
PROJECT:	CONTACT DETAILS:

STAKEHOLDER DETAILS	
Who was present at the meeting or involved in the interaction?	
Contact information	
Is this stakeholder(s) representing others? If so whom?	

ENGAGEMENT RECORD (CONTINUED)

ENGAGEMENT DETAILS*	
Method of engagement	
What were the primary concerns or issues discussed?	
Does the issue pose a significant risk to your operations or the community?	
If yes, does it require senior management oversight?	<p>Yes</p> <p>No</p>
Has the issue been raised before? If so, was it raised by the same individual/group?	
Was this issue previously acknowledged by your company?	
What was your response to this issue?	
Was the stakeholder satisfied? Is further engagement required?	
If applicable, what are the plans for future engagement?	

**Adapted from: AngloAmerican; "SEAT Toolbox, Socio- Economic Assessment Toolbox Version 3", Page 52; <http://www.angloamerican.com/~media/Files/A/Anglo-American-Plc/docs/seat-toolbox-v3.pdf>

3.4 Provide Feedback

After engaging with stakeholders, especially after dialogue, it is essential for you to provide feedback regarding the key issues identified and how you plan to address these issues. Reiterating the information that you have captured while completing your engagement form will allow you to confirm that the community members' ideas have been accurately reflected.

Furthermore, if feedback is not provided, community members may feel that their inputs have not been received or appreciated.¹⁷ This, in turn can affect trust levels between your company and community members, leading to apathy and reluctance to participate in future engagement activities.

3.5 Collect and Respond to Feedback

Tip: It is important to keep in mind that many factors affect the amount of feedback that you receive. For example, though the number of complaints received per month may increase, this does not necessarily mean that the company is disconnected from the needs of the community. This could simply mean that a feedback mechanism has become more accessible to the local community. Alternatively, community members may be starting to trust the company more, and consequently feel comfortable voicing their opinions.

In addition to proactively engaging stakeholders, it is also important to provide communities with opportunities to voice their concerns and grievances. This can help you to not only monitor and evaluate whether your engagement activities are making a difference, but also prevent complaints from escalating into issues that pose serious risks to your operations.

BEST PRACTICES FOR FEEDBACK MECHANISMS

Best practices for feedback mechanisms include the following: transparency, anonymity, timely feedback and clear documentation.¹⁸ Transparency, anonymity, and timely feedback help to build trust between the company and the affected party. Clear documentation offers a tool to track changes, trends and patterns in the complaints received.

In addition, effective feedback mechanisms are:

- Accessible (language, literacy and cultural factors do not present a significant impediment)
- Consistent (similar complaints receive similar remedies)
- Made readily available to the public

Mechanisms should also have:¹⁹

- Multiple channels for community members to voice their concerns (For instance, you can provide the phone number for a contact person, an address or website for written submissions or consider hosting meetings or appointing an ombudsperson)
- A system for documentation
- A process for acknowledging that a grievance was filed
- A direct reporting line that allows senior managers to be kept informed of issues that may pose a risk to your company's project
- A process for obtaining third-party expertise when voluntary agreement or resolution is not achieved

It is also considered a best practice to provide stakeholders with an expected time frame for resolution when they file a complaint or grievance.

DOCUMENTING AND RESPONDING TO FEEDBACK

It is important to have a process in place for documenting and addressing stakeholder concerns. Use the following Addressing Stakeholder Feedback Pullout to guide your efforts:

ADDRESSING STAKEHOLDER FEEDBACK

Instructions: Complete the following form after receiving feedback from stakeholders.

CONTACT INFORMATION	
DATE	YOUR NAME:
COMPANY:	POSITION:
PROJECT:	CONTACT DETAILS:

STAKEHOLDER DETAILS	
Names of stakeholder(s) providing feedback	
Contact information	
Key concerns raised	
Does this concern require senior management attention?	<div>Yes</div> <div>No</div>
Can this issue be resolved locally?	<div>Yes</div> <div>No</div>

ADDRESSING STAKEHOLDER FEEDBACK (CONTINUED)

If the issue can be resolved locally, fill in the following information:	
Can the issue be resolved through clearer communication?	<div>Yes</div> <div>No</div>
If no, can the issue be resolved through negotiation with stakeholders?	
Details of negotiation with stakeholders (if applicable)	
Proposed solution and actions taken	
Was the issue resolved? If not, consider third-party facilitation	

ADDRESSING STAKEHOLDER FEEDBACK (CONTINUED)

If the concern requires senior management attention, seek out and fill in the following information:	
Does the stakeholder concern pose a risk to your operations? If yes, use the Risk Assessment pullout to categorize the risk	
What is the root cause of the stakeholder concern?	
Short-term plan for addressing the stakeholder concern (i.e. follow-up meeting, third-party facilitation)	
Long term plan for addressing stakeholder concern (may require change to operations and processes)	
Was the issue resolved?	

3.6 Evaluation

You can assess the effectiveness of your engagement using a variety of indicators. The table below lists indicators you can use to evaluate your engagement and monitor the quality of your relationship with the local community.

Figure 7

MONITOR THE EFFECTIVENESS OF YOUR ENGAGEMENT AND RELATIONSHIP WITH THE LOCAL COMMUNITY ^{20, 21}

Signs of effective engagement and a positive relationship	Signs of ineffective engagement and a deteriorating relationship
<ul style="list-style-type: none"> • Communities have access to the information on issues that affect them • Community members believe that their concerns are being taken seriously • Community leaders/ elders state that they feel respected by the company • Company staff feel welcome when visiting local communities • Women and minority groups in the community say they feel their interests are taken into account • There is a high level of participation in meetings • Low, or decreasing levels of theft and destruction of company property • New notices on bulletin boards are not torn off • Recognition in the community that the company is bringing opposing groups and parties together • Community members request skill development as opposed to monetary benefits • Community members help the company identify potentially disruptive individuals • Communities state that they feel informed about what the company is doing and have access to key contacts in the company • Community members wave back when greeted 	<ul style="list-style-type: none"> • Rising theft • Community members stop greeting or waving to company staff • Work stoppages • Community issues increasingly hostile demands • Bad local, national, international press • Increased negative attention from third parties such as the national government and NGOs • Kidnappings and targeted assaults of staff • Destruction of company property • Increasing reliance on police • Company is accused of “stealing” resources or being biased towards a certain members of the community • Community unrest results in disruption or delays • Third parties campaigning on an anti-mining programs gain local support

appendices

Appendix 1: Looking for More Info?

Where to find information? (Adapted from International Council on Mining & Minerals, "Mining Partnerships for Development", pg 20)

BBC news country profiles	http://news.bbc.co.uk/2/hi/country_profiles/default.stm
US Central Intelligence Agency World Factbook	https://www.cia.gov/library/publications/the-world-factbook/docs/profileguide.html
IMF Staff Reports under Article IV	www.imf.org
World Bank's Country Briefs available under "Highlights" on each country's page	www.worldbank.org/countries
World Bank's aggregate and individual governance indicators for six dimensions of governance	http://data.worldbank.org/data-catalog/worldwide-governance-indicators
United Nations Development Programme's Human Development Report statistics, including the human development index	http://hdr.undp.org/en/statistics
Bertelsmann Foundation's Country Reports	http://www.bti-project.org/index/
World Health Organization's country profiles for countries that are members of the United Nations	www.who.int/countries/en
United Nations Statistics Division of the Department of Economic and Social Affairs country profiles	http://data.un.org/CountryProfile.aspx
Organization for Economic Co-operation and Development information by country or topic under "Browse"	www.oecd.org

This looking for more info section indicates other toolkits/ papers that are relevant to this community engagement toolkit.

Background Information

Business for Social Responsibility, “The Social License to Operate”

World Resource Initiative, “Development Without Conflict, The Business Case for Community Consent - Costs and benefit of gaining community consent”, pg 25-26 ”

World Vision, “Understanding Conflict: Field Tool for Exploration - Engagement as a tool”, pg 12

World Vision, “Understanding Conflict: Field Tool for Exploration - Indicators of local community perceptions of a company ”, pg 36

International Finance Corporation, “Stakeholder Engagement - Appendix 2: Stakeholder engagement strategies for different project scenarios”, pg 15

Importance of Community Engagement

International Finance Corporation, “Strategic Community Investment - Investing in building trust with local communities”, pg 36

Harvard University, The University of Queensland, “The Costs of Conflict with Local Communities in the Extractive Industry”

The Australian Minerals Industry Framework for Sustainable Development, “Enduring Value - The Australian Minerals Industry Framework for Sustainable Development”

Australian Government, Department of Industry Tourism and Resources, “Community Engagement and Development”, The business case, pg 2

Australian Government, Department of Industry Tourism and Resources, “Community Engagement and Development - The relationship between community engagement and community development”, pg 9-12

Understand the Pre-existing Conditions

AngloAmerican, “Socio-Economic Assessment Toolbox - Tool 2A: Profiling the Local Area”, pg 28-41, covering topics from geographic and historical context, demographics, socio-political and governance context, stakeholder needs, issues and concerns, stakeholder relations, economy, livelihoods and labour force, health, education, utilities, infrastructure and services, natural resources, safety and nuisance factors, and security.

AngloAmerican, “Socio-Economic Assessment Toolbox - Tool 4C: Conflict assessment and management”, pg 89-96

Risk Assessment

Prospectors and Developers Association of Canada, “Excellence in Social Responsibility E-Toolkit - The Basics of Risk and Risk Assessment”, pg 62-75

World Vision, “Understanding Conflict: Field Tool for Exploration - Risk Assessment”, pg 21-25

World Vision, “Understanding Conflict: Field Tool for Exploration - Building a Management Plan- A Menu of Options”, pg 12

Area of Influence

AngloAmerican, “Socio-Economic Assessment Toolbox – Tool 2A: Profiling the area”, pg 25-27

International Council on Mining & Metals, “Community Development Toolkit - Institutional analysis ”, pg 97-100

International Finance Corporation, “Stakeholder Engagement - Box 1: How to identify stakeholders through impact zoning”, pg 15

Stakeholders

International Finance Corporation, “Stakeholder Engagement - Stakeholder identification and analysis”, pg 13-26

International Council on Mining & Metals, “Community Development Toolkit - Relationship tools - stakeholder identification and analysis”, pg 45-26

International Finance Corporation, “Strategic Community Investment - Map the social landscape: actors, institutions, dynamics, relationships”, pg 26-27

Australian Government, Department of Industry Tourism and Resources, “ Community Engagement and Development - Clarifying terminology: communities and stakeholders”, pg 5

Information Disclosure

International Finance Corporation, “Stakeholder Engagement - Information Disclosure”, pg 27-32

International Finance Corporation, “Stakeholder Engagement - Stakeholder Consultation”, pg 36-61

When and how often to consult with stakeholders, a description of the consultation matrix - ICMM's Community Development Toolkit, pg 57-61

AngloAmerican, “Socio-Economic Assessment Toolbox - Tool 2B: Developing a Stakeholder engagement plan”, pg 45-58

AngloAmerican, “Socio-Economic Assessment Toolbox - Tool 4B: Stakeholder engagement in emergency Planning”, pg 81-88

Dialogue

Prospectors and Developers Association of Canada, “Excellence in Social Responsibility E-Toolkit - Table 4: Audience and Informational Needs, pg 44-47

International Council on Mining & Metals, “Partnerships for Development - Guidelines for Field Interviews”, pg 99-102

Feedback

International Council on Mining & Metals, “Community Development Toolkit- Grievance Mechanism, Effectiveness Criteria”, pg 74

International Council on Mining & Metals, “Community Development Toolkit- Grievance Mechanism, Grievance Procedure Flowchart”, pg 78

International Finance Corporation, “Stakeholder Engagement- Grievance Management”, pg 69-77

Prospectors and Developers Association of Canada, “Excellence in Social Responsibility E-Toolkit- Grievance and Complaints Mechanisms”, pg 16-22

Prospectors and Developers Association of Canada, “Excellence in Social Responsibility E-Toolkit- Sample Community Complaints Procedure”, pg 27-32

International Council on Mining & Metals, “Handling and Resolving Local Level Concerns and Grievance”

The Office of the Compliance Advisor/Ombudsman, “A Guide to Designing and Implementing Grievance Mechanisms for Development Projects- Information Needed to Develop a Grievance Mechanism for Existing Projects”, pg 24

AngloAmerican, “Socio-Economic Assessment Toolbox- Tool 4A: Complaints and Grievance Procedure”, pg 71-80

Indicators

International Finance Corporation, “Stakeholder Engagement- Integrating Stakeholder Engagement with the Project Cycle”, pg 111-158

International Finance Corporation, “Stakeholder Engagement- Stakeholder Engagement Plan (Sample Contents)”, pg 27-32

ORSE/ CSR Europe, “Proactive Stakeholder Management – Engagement with Stakeholders”, pg 21-59

Appendix 2: References

Name of the reference	Stakeholder Engagement – A Good Practice Handbook for Companies Doing Business in Emerging Markets
Organization	International Finance Corporation
Version / Publication date	First printing, May 2007
URL	http://www.ifc.org/wps/wcm/connect/938f1a0048855805beacfe6a6515bb18/IFC_StakeholderEngagement.pdf?MOD=AJPERES
Relevance	The International Finance Corporation is a major development agency that offers funding to development projects around the world. The first part of this handbook offers a set of guiding principles, practices and tools for stakeholder engagement. The second part of this toolkit focuses on linking community engagement objectives with project cycle.
Name of the reference	Strategic Community Investment – A Good Practice Handbook for Companies Doing Business in Emerging Markets
Organization	International Finance Corporation
Version / Publication date	First printing, June 2010
URL	http://www.eisourcebook.org/cms/files/attachments/worldbank/9point5-Good-Practice-Handbook-Engaging-with-Emerging-Markets.pdf
Relevance	The International Finance Corporation is a major development agency that offers funding to development projects around the world. This handbook offers a set of concepts, best practice principles and tools. It draws on theories and lessons developed by development specialists and community investment practitioners who are working in the field. This toolkit has a unique approach because it explains how community investment projects can be linked to business objectives.

Name of the reference	Understanding Conflict - Field Tool for Exploration
Organization	World Vision, Collaborative Learning Projects (CDA), Prospectors and Developers Association of Canada (PDAC)
Version / Publication date	Field Testing Version, July 2010
URL	http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf
Relevance	This toolkit is especially useful if the company is operating in a high-risk area. It provides a set of practical tools on understanding conflict and conflict prevention
Name of the reference	Excellence in Social Responsibility E-Toolkit, ESR
Organization	Prospectors and Developers Association of Canada (PDAC)
Version / Publication date	Version-01/March 2, 2009
URL	http://www.pdac.ca/programs/e3-plus
Relevance	This toolkit, as part of the e3 plus initiative undertaken by PDAC, covers topics ranging from governance, project due diligence, community engagement, community development, ethical conduct, boundaries of responsibility and human rights. The target of audience of this toolkit is exploration companies and the sections on building internal management capacities are especially useful for JMTs.

Name of the reference	Socio-Economic Assessment Toolbox (SEAT)
Organization	AngloAmerican
Version / Publication date	Version 3
URL	http://www.angloamerican.com/development/social/seat
Relevance	AngloAmerican, a diversified mining company, developed this toolbox. The SEAT process is divided into 7 steps, each supported by a number of tools. Topics covered include: profile the AngloAmerican operation and the host community, engage with stakeholders, assess and prioritize impacts and issues, improve social performance management, deliver enhanced socio-economic benefits to host communities, develop a social management plan, and prepare a SEAT report and feedback to stakeholders. The toolkit is written in a concise language and many of these tools are organized into forms, questionnaires and tables, so they are easy to understand and apply.
Name of the reference	Community Development Toolkit - A set of 20 revised and updated tools intended for use throughout the mining project cycle
Organization	International Council on Mining & Metals
Version / Publication date	October 2009
URL	http://www.icmm.com/news-and-events/news/articles/icmm-presents-updated-community-development-toolkit
Relevance	This community development toolkit contains a set contains a set of 20 covering topics from relationship building, planning, management, assessment, and monitoring and evaluation

endnotes

- 1 The Prospectors and Developers Association of Canada; “The Mineral Exploration Tax Credit and the Future of the Mining Industry in Canada”, Page 3; <http://www.pdac.ca/docs/default-source/public-affairs/finance-taxation---pdac-research-paper.pdf?sfvrsn=6>
- 2 International Finance Corporation, World Bank Group; “Stakeholder-Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets”, Page 2; <http://www.scribd.com/doc/16903354/Stakeholder-Engagement-A-Good-Practice-Handbook-for-Companies-Doing-Business-in-Emerging-Markets-May-2007-#fullscreen>; accessed on April 24, 2013
- 3 International Mining for Development Centre, Mining for Development: Guide to Australian Practice (Daniel Franks); “Social Impact Assessment of Resource Projects”; http://im4dc.org/wp-content/uploads/2012/01/UWA_1698_Paper-02_Social-impact-assessment-of-resource-projects1.pdf; accessed on April 24, 2013
- 4 Business for Social Responsibility; “The Social License to Operate”, Page 3; http://www.sds.org/wp-content/uploads/2013/04/file_BSR_Social_License_to_Operate.pdf; accessed on April 24, 2013
- 5 International Council on Mining & Metals; “Community Development Toolkit- A set of 20 revised and updated tools intended for use throughout the mining project cycle”, Page 16-17; <http://www.icmm.com/news-and-events/news/articles/icmm-presents-updated-community-development-toolkit>; accessed on April 24, 2013
- 6 World Resources Institute; “Development Without Conflict: The Business Case for Community Consent”, Page 13-15; http://pdf.wri.org/development_without_conflict_fpic.pdf; accessed on April 24, 2013
- 7 AngloAmerican; “SEAT Toolbox, Socio- Economic Assessment Toolbox Version 3”, Page 25; http://www.angloamerican.com/~media/Files/A/Anglo-American-Plc/development/latest_SEAT%20v3%20Toolbox.pdf; accessed on April 24, 2013
- 8 Prospectors & Developers Association of Canada; “Excellence in Social Responsibility e Toolkit (ESR)”, Page 66; <http://www.pdac.ca/docs/default-source/e3-plus---toolkits---social-responsibility/social-responsibility-in-exploration-toolkit-full-document.pdf?sfvrsn=4>; accessed on April 24, 2013
- 9 International Finance Corporation- Advisory Services; “Strategic Community Investment- A Good Practice Handbook for Companies Doing Business in Emerging Markets”, Page 26; http://commdev.org/userfiles/SCI%20Handbook-Full_0.pdf; accessed on April 24, 2013
- 10 AngloAmerican; “SEAT Toolbox, Socio- Economic Assessment Toolbox Version 3”, Page 46; http://www.angloamerican.com/~media/Files/A/Anglo-American-Plc/development/latest_SEAT%20v3%20Toolbox.pdf; accessed on April 24, 2013

11 AngloAmerican; "SEAT Toolbox, Socio- Economic Assessment Toolbox Version 3", Page 49; http://www.angloamerican.com/~media/Files/A/Anglo-American-Plc/development/latest_SEAT%20v3%20Toolbox.pdf; accessed on April 24, 2013

12 International Finance Corporation, World Bank Group; "Stakeholder-Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets", Page 7; <http://www.scribd.com/doc/16903354/Stakeholder-Engagement-A-Good-Practice-Handbook-for-Companies-Doing-Business-in-Emerging-Markets-May-2007-#fullscreen>; accessed on April 24, 2013

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14 International Finance Corporation, World Bank Group; "Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets", Page 29; http://www.ifc.org/wps/wcm/connect/938f1a0048855805beacfe6a6515bb18/IFC_StakeholderEngagement.pdf?MOD=AJPERES; accessed on March 9, 2014

15 International Finance Corporation, World Bank Group; "Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets", Page 106; http://www.ifc.org/wps/wcm/connect/938f1a0048855805beacfe6a6515bb18/IFC_StakeholderEngagement.pdf?MOD=AJPERES; accessed on March 9, 2014

16 AngloAmerican; "SEAT Toolbox, Socio- Economic Assessment Toolbox Version 3"; http://www.angloamerican.com/~media/Files/A/Anglo-American-Plc/development/latest_SEAT%20v3%20Toolbox.pdf; Page 53-57 accessed on April 24, 2013

17 AngloAmerican; "SEAT Toolbox, Socio- Economic Assessment Toolbox Version 3", Page 281; http://www.angloamerican.com/~media/Files/A/Anglo-American-Plc/development/latest_SEAT%20v3%20Toolbox.pdf; accessed on April 24, 2013

18 International Finance Corporation, World Bank Group; "Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets", Page 69-77; http://www.ifc.org/wps/wcm/connect/938f1a0048855805beacfe6a6515bb18/IFC_StakeholderEngagement.pdf?MOD=AJPERES; accessed on March 9, 2014

19 The Office of the Compliance Advisor/Ombudsman; "A Guide to Designing and Implementing Grievance Mechanisms for Development Projects", Page 58; <http://www.cao-ombudsman.org/howwework/advisor/documents/implemgrieveng.pdf>; accessed on March 9, 2014

20 International Finance Corporation- Advisory Services; "Strategic Community Investment- A Good Practice Handbook for Companies Doing Business in Emerging Markets", Page 35; http://commdev.org/userfiles/SCI%20Handbook-Full_0.pdf; accessed on April 24, 2013

21 World Vision, Collaborative Learning Projects, Prospectors & Developers Association of Canada, " Understanding Conflict: Field Tool for Exploration, Field Testing Version July 2010", Page 36; <http://www.cdacollaborative.org/media/52812/Understanding-Conflict-Field-Tool-for-Exploration-Field-Testing-Version.pdf>; accessed on April 24, 2013

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about NBS

A Canadian non-profit established in 2005, the Network for Business Sustainability produces authoritative resources on important sustainability issues – with the goal of changing management practice. We unite thousands of researchers and professionals worldwide who believe passionately in research-based practice and practice-based research.

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about SFU Beedie

Since the creation of Canada's first Executive MBA in 1968, the Beedie School of Business has championed lifelong learning, productive change and the need to be innovative as it delivers research and teaching that make an impact. In particular, it has been recognized for its contributions to knowledge creation in the areas of globalization and emerging markets; innovation and technology; sustainability and governance; and capital and risk management. The school's goal is to produce broadly educated, enterprising and socially responsible managers capable of making lasting contributions to their communities.

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