Social Development and Mining: Reducing Risk, Improving Governance and Contributing to Local Development

When the price of commodities inevitably rebounds in the future, mineral rich countries will be presented with a major opportunity to harness the power of mining revenues for sustainable development. However, mining operations present a variety of social risks at the national, regional and local levels including: loss of traditional livelihoods, exposure to communicable diseases, resettlement and in-migration (especially for large and new mining developments), pressure on local health and education services, negative gender-related impacts, rising food, land and local transportation prices, deterioration of governance, human rights abuse, and conflict resulting from poor access to, and distribution of, mining-related jobs and rents.

The primary audience for this note is World Bank staff working on mining operations. However, the key lessons and insights will also be useful for other stakeholders – companies, governments, non-government organizations and community groups – whose aim is to minimize risk and enhance benefits for communities and vulnerable groups impacted by mining operations and related infrastructure.

The World Bank has an important advisory role to play in helping governments overcome the challenges associated with resource extraction. While the Bank’s contributions in advising governments on regulatory and supply side governance issues are well recognized, much less attention has been paid to the important contributions that the Bank can make on advising clients on the social and governance aspects of mineral extraction. Indeed, given the social challenges associated with mineral extraction it is important that task teams are able to advise governments about potential mining investments from a social perspective from the earliest exploration activities and the very outset of the design stage through to the post mine closure phase.

At the policy level, social development inputs can help teams (and by extension their clients) develop participatory interventions which bridge the gap between mining companies and communities. For example, Development Policy Loans (DPLs) aimed at strengthening ministries of mining must incorporate an understanding of social issues if they are to successfully advance sustainable development. Similarly, by designing and introducing social accountability measures, teams can increase the likelihood that mineral revenues will be used effectively at the local level. Boxes throughout the document outline the important role that Social Development inputs play in the mining project cycle from exploration to post-closure.

With an overarching focus on managing social risks, benefit sharing, governance, and inclusion, Social Development specialists can work with mining task teams to enhance their performance in four key areas:

1. Managing the socio-political risks of mineral exploration and extraction: Social development specialists can help teams: a) identify and enhance their understanding of the social risks that can impede investment and obstruct operational progress; and b) identify and mitigate adverse impacts during the construction, operation, closure and post closure phases of mining projects. By defining the roles and responsibilities of the various social, women’s and community development groups and agencies at the national, provincial and local levels and how they can best interface with mining companies, social development specialists can help reduce the socio-political risks of mining development.

2. Improving governance and reducing corruption to promote sustainable development: Social development can improve governance and help fight corruption by enhancing the capacity of communities to demand good governance. Community
leaders and members – both men and women need to know what resources are available, have a say in their allocation, and obtain the information they need to hold government accountable for delivering results. In pursuing this agenda, social development specialists can help promote transparency and social accountability to ensure that mining investments contribute to sustainable development for all.

3. Promoting inclusion of the most vulnerable and protection of involuntarily displaced and Indigenous Peoples: Special attention is generally needed to make sure that indigenous peoples, involuntarily displaced persons and other vulnerable groups are able to share in, and are not excluded from, improved access to mining-related employment and income. Social development helps to a) identify the needs of vulnerable, excluded, and poor groups, b) target interventions to meet their priorities, and c) involve them in design and implementation of measures to lower social costs and enhance community level impacts. The application of the Bank’s Social Safeguard Policies can also help ensure that vulnerable groups, who are among those most affected by mining projects, are protected and included in the development process.

4. Reducing risks in post conflict and potential conflict settings: Mining operations are often associated with conflict in many countries, especially in Africa. Social development specialists can help identify a) the risks to mining operations stemming from the socio-political context, b) the way that mining operations impact conflict dynamics, and c) opportunities where mining operations can contribute to promoting more cohesive societies.

<table>
<thead>
<tr>
<th>Stage of World Bank Project Cycle</th>
<th>Operational Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification</td>
<td>Limited consultation, inadequate stakeholder mapping, incomplete social analysis</td>
</tr>
<tr>
<td>Preparation</td>
<td>Not incorporating social inputs into project DNA</td>
</tr>
<tr>
<td>Appraisal</td>
<td>Treating social aspects as a hurdle to overcome rather than an opportunity to enhance project impacts and sustainability.</td>
</tr>
<tr>
<td>Negotiation/Approval</td>
<td>Not including social development specialists in designing government commitments under the project</td>
</tr>
<tr>
<td>Implementation</td>
<td>Failure to build in the adaptability in project design necessary to respond to emerging social issues</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Absence or insufficiency of participatory monitoring, evaluation and social accountability mechanisms</td>
</tr>
</tbody>
</table>

1. Though still evolving, the EITI ++ agenda seeks to support committed governments, notably in Africa, in implementing good policy and practice along the entire natural resources value chain, i.e. the entire natural resources development process. “The entire chain of managing extractive industry resources is important—from how access to those resources is granted, to monitoring operations, to collecting taxes, to sound macroeconomic management and distribution of revenues, and to spending resources effectively for sustainable growth and poverty reduction.” Social development’s participatory interventions can help generate the levels of social accountability and transparency which, in combination with the frameworks other components, are necessary to ensure that the EITI ++ agenda moves forward effectively.
DID YOU KNOW?
Mining has a “gender bias” in that the bulk of the benefits accrue to men whereas the majority of the risks fall upon women and the children that they care for. As such, consulting with women’s groups and supporting them to both identify the impacts of mining and design measures to improve benefits and reduce risks is a very powerful way of empowering women and enhancing their role in development. Community women do not need to be told what will be or can be done for them and to them by development professionals or mining company managers – rather women need to be given the information and opportunity to develop their own views and be given a seat at the table so that they can be transmit their needs to relevant decision makers.

Contribution #1: Managing the Socio-Political Risks Of Mineral Exploration And Extraction

Helping teams minimize and mitigate socio-political risks by identifying risks and developing participatory strategies to overcome them

Challenges. Given that they generally involve large resource transfers and cause considerable environmental and social upheaval, mining operations face increased levels of socio-political risk. For example, at the exploration stage there is a huge mismatch of interests between the priorities of exploration companies (that want to find good prospects for development and keep the information as confidential as possible while raising capital) and the communities that want companies to be there for the long term (not “in and out”) and for the company to share all the exploration information they have obtained (not keep it confidential). Another major risk facing new mining developments is that shanty towns of newcomers attracted by the mine often develop, but these people cannot find employment. Failure to understand and address mining operations’ socio-political impacts can deter private sector investments because it can make projects vulnerable to costly delays as well as causing mining development to cause as much harm as good to local communities.

Social Development Helps. By promoting inclusive, participatory and sustainable development- including helping to ensure that communities receive an appropriate share of mining-related income and benefits-social development approaches can improve the cost-benefit ratios of mining development for local communities. Social development can also help mitigate the negative distributional effects of extractive operations by identifying potential sources of political and social tension and designing interventions to overcome them (for example, when dealing with challenges associated with mine closures, the formation of shanty towns or identifying who the actual residents of the town are for compensation purposes). Finally, social development can design participatory consultation plans and promote stakeholder engagement to help ensure that interactions between companies, communities and government become more mutually beneficial.

Social Development Tools. One of the primary tools for understanding operational risks is the Poverty and Social Impact Analysis (PSIA) – which identifies the distributional impact of policy reforms on different population groups and promotes a public debate on policy trade-offs. A User’s Guide to Poverty and Social Impact Analysis and the sourcebook, Tools for Institutional, Political and Social Analysis of Policy Reform, describe many of these methods. Social analyses can also be used to inform the design of effective Community Development Plans both for the community as a whole and for specific subgroups (such as women) in order to mitigate adverse impacts and manage risks.
Overcoming Risks and Enhancing Sustainability in Mauritania’s Mining Sector

Mauritania’s national mining company SNIM is currently the primary provider of electricity and water services in the Nouadhibou-Zouerat mining corridor. However, the provision of these services has been a major drain on the company’s finances and resulted in widespread consumer dissatisfaction. In order to remedy these issues, the Government of Mauritania proposed the transfer of water and electricity services from SNIM to a professional utility service provider. As part of the proposed reforms, a Poverty and Social Impact Assessment was commissioned to (a) assess the distributional impacts of the proposed transfer of ancillary services on different social groups, with a particular focus on the poor; (b) engage key stakeholders in a debate about the social and economic gains, costs, and trade-offs of the different transfer options; and (c) analyze and explore options to gain stakeholders support for implementing the preferred transfer option, thereby contributing to a more evidence based, inclusive and transparent decision making process.

After conducting extensive stakeholder consultations and analyzing the results of both quantitative and qualitative research, the PSIA concluded that the positive effects of reform outweighed its potential risks. First, SNIM’s competitiveness will be strengthened and the company will be able to make new investments in its core mining business again. Second, over time the new utility provider will play a significant role in the overall development of the Corridor, including the reduction of social inequalities in access to essential social services. Third, the Municipalities could participate in the new service delivery systems. Finally, and most importantly, consumers will be able to access water and electricity services that are safe and reliable at prices that most can afford.

Getting the Political Economy Right: The Use of Social Analysis in the Romanian Mining Sector

The Mine Closure, Environmental and Socio-Economic Regeneration Project was designed to provide continued assistance to mining sector restructuring and to strengthen efforts by the Government of Romania to comply with conditions for European Union accession. The government of Romania expressed the need to 1) continue the process of downsizing the mining sector, which started in 1997 when 89,000 of the 171,000 workers left the sector on a voluntary basis, and 2) reduce the high level of subsidies to mining, which amounted to over USD150 million in 2003. Given that miners represent a major political constituency in Romania and that the closures threatened the livelihoods of people in surrounding communities, the project had to address stakeholders’ concerns in order to progress smoothly.

Based on the results of the PSIA the Socio-Economic Regeneration Component of the project scaled up the job creation activities, including fostering local conditions for economic growth and social regeneration. Given its significant impact on employment, the social component of the project has grown to 50 percent of the Bank’s support for the mining sector. In addition to components that benefit the entire community in the mining regions (such as job placement and training schemes, micro-credit, and community infrastructure projects), special small grants target women and youth, who represent vulnerable sub-population groups. The mine closure component of the project was implemented swiftly and community participation became essential to achieving sustainable results. The operation was one of only five bank-wide projects to receive a “highly satisfactory rating” from QAG for supervision quality in FY05-06.
Applying Contribution #1 to The Mining Cycle

- **Exploration**: Utilize participatory strategies to bridge the gap between companies and communities; organize interventions to manage communities’ expectations; provide the community with voice in the exploration process.

- **Feasibility and Licensing**: Undertake rapid Poverty and Social Impact Assessment (PSIA) to identify both expected benefits and corresponding political and social risks, with a focus on the construction and operation phases; Identify and design measures to mitigate negative impacts and enhance positive impacts and scope out the roles and responsibilities of key stakeholders – companies, government and community groups. Encourage key stakeholders to consult together and prepare a Community Development Plan, to which all three parties would make legally binding commitments. Make sure an initial Mine Closure Plan has been prepared that covers community long run sustainability as well as environmental reclamations.

- **Construction**: Support companies and government in implementing measures to mitigate negative impacts, especially those associated with the influx of construction workers and others seeking employment.

- **Operations**: Monitor and evaluate the impacts of the mine (both positive and negative) on the community and the progress in implementing the Community Development Plan. Ensure that the community builds its own capacity and does not become unduly dependant on the mines. Support implementation of Community Development Plan. Update the Mine Closure Plan on a regular basis during operational period and as closure approaches. About ten years before expected mine closure, update the PSIA and conduct social analyses to determine impacts of closure on local economy and design mitigating measures to be included in final Mine Closure Plan.

- **Closure**: Ensure that social aspects of mine closure plan are well implemented, including the transfer of social assets from the mining company to local government.

- **Post-closure**: Use updated PSIA results to inform the development of community and government based programs to support post-closure environmental and social interventions.

**REMEMBER:**
In order to provide the information necessary to effectively mitigate socio-political risks, social analyses need to provide tangible and concrete recommendations based on consultations with a broad range of stakeholders (including women and other vulnerable groups).

**Contribution #2: Improving Governance and Fighting Corruption to Promote Sustainable Development**

*Helping to enhance the management of mineral-related revenues in mining operations by increasing communities’ demand for good governance*

**Challenges.** Though mining operations typically generate substantial revenues, the financial resources generated by these operations often do not trickle down to people at the local level. First, resources are often allocated in a sub-optimal way either because of poor government planning and implementation capabilities, differences in the political influence of different regions of the country, corruption, or insufficient transparency. Moreover, since mineral wealth is usually controlled by national governments rather than by provincial or local governments, the national government may have different development priorities than sub national governments in mining areas. Even where sub national governments have a strong claim on mineral revenues, there is a danger of poor use or misuse, including capture by local elites. As such, transparency in terms of revenues generated and where they are allocated and strong demand-side participation in the monitoring and use of these resources are crucial for the achievement of broad based local level sustainable development. Particularly important, but often overlooked, is ensuring that women are explicitly included in this monitoring and planning process.

**Social Development Helps.** By spurring the demand for good governance, social
development approaches such as Community Driven Development (CDD) can help increase the likelihood that local governments will manage natural resource revenues effectively and transparently. Community participation in managing resource revenues also exposes corruption, elite capture and poor governance by increasing communities’ awareness of the mineral-related revenues in local government’s hands and providing them with tools which can help to ensure that these funds are used to advance development objectives.

**DID YOU KNOW?**
The benefits that communities accrue through mining operations consist of (a) direct and indirect employment opportunities including spin off businesses; (b) community related social programs initiated by mining companies, including local trusts; and (c) direct transfers to local communities by the national government to support local services, infrastructure and employment (through micro-credit programs for example). However, it is important that development plans in mining communities are part of a longer term strategy aimed at harnessing the benefits of mining operations to stimulate non-mining development. If successful, this approach prevents over dependency of the local communities on the mining operation and reduces the long term risk that the community will collapse when the mine closes.

**Social Development Tools.** There are a wide range of community-level tools which have been used successfully in other sectors and can be very usefully applied to mining operations including citizen report cards, community scorecards, input tracking, participatory budgeting and independent budgeting analysis.

**Laying the Groundwork for Sustainable Mining in Sierra Leone**
Despite its significant potential, Sierra Leone’s mining sector is typified by an unequal distribution of benefits and impacts, which resulted in widespread dissatisfaction among local communities regarding natural resource development. In order to lay the groundwork for sustainable mining in the future, the Bank conducted a Strategic Environmental and Social Impact Assessment (ESIA) to provide the government with recommendations about how to ensure that mining effectively contributed to sustainable development. In addition to providing advice on how to proceed on technical issues and strengthen institutional capacity, the study attempted to develop a framework which would allow local communities to participate in the planning and execution of resource development. The study recommended that in the short term the government of Sierra Leone implement a framework for consultation in large mining operations which would explicitly assign responsibility for social issues to different stakeholder groups, establish a dispute resolution mechanism on social and environmental issues that is affordable and accessible to communities, promote stakeholder participation, and require the results of the ESIA to be presented to community representatives.

**Strengthening Social Accountability to Improve the Impact of Mining Royalties in Peru**
The MIM Initiative (acronym in Spanish for “Improving Municipal Investment”) is an IFC sponsored project that helps civil society organizations undertake a systematic monitoring of mining royalties flows and municipal investment in selected municipalities in Peru. MIM aims at promoting greater social accountability to increase the impact of royalties-financed local public investment. In order to achieve this objective the project provides support to civil society organizations in selected municipalities so that they can undertake a systematic monitoring of mining royalties flows and municipal investment. Civil society is then able to publicly disseminate the information and promote an open discussion in order to help people better understand how the royalties are being used to advance municipal development priorities. After gathering community input, civil society organizations provide feedback to Mayors about how the population perceives their management of investments.

Adapted from: Wealth and Sustainability: The Environmental and Social Dimensions of the Mining Sector in Peru, World Bank (2005)
Applying Contribution #2
To The Mining Cycle

- **Exploration**: Assist communities to understand the role of exploration and to avoid developing unrealistic expectations that significant benefits will occur at the exploration stage.

- **Feasibility and Licensing**: Formulate plans to help the government and communities improve the management of natural resource revenues with a high degree of transparency and participation. Build the capacity of the community to understand and monitor community income. Ensure that banking or other services are available to help workers and their families keep income safe and design incentives for families to save part of their income.

- **Construction and Operations**: Encourage government and community representatives, including representatives of women’s groups, to work together to design measures for sharing benefits and ensuring that they are used to meet the most pressing developmental needs of the community, such as recurrent costs for health facilities and schools (not just to construct new physical infrastructure). Use the Community Development Plan, which should provide a timeline through to post closure, to identify and develop spin off businesses and measures to reduce over dependency on the mine. Take measures to ensure that communities’ mining related income is not captured by elite groups within the community.

- **Operations, Closure and Post-Closure**: Facilitate partnerships between civil society, companies, communities and the government to enhance social accountability by engaging in participatory monitoring and evaluation efforts and other activities.

**REMEMBER**: Interventions aimed at promoting the demand for good governance rarely work in isolation. Instead, they should be implemented simultaneously with supply-side initiatives to catalyze comprehensive change in the mining sector.

**Contribution #3: Promoting Inclusion of The Most Vulnerable Community Members And Indigenous Peoples and Protecting Involuntarily Displaced People**

Helping to ensure that all members of mining affected communities—including women and children, indigenous people, displaced people and unemployed people—benefit from mining operations.

**Challenges.** Socially responsible mining can lead to greater sustainability but the most vulnerable are not always included. To achieve broad based social sustainability, operations need to a) shift toward providing broad based opportunities and a sustainable stream of benefits that is distributed widely throughout the community and not just limited to the leadership, land owners, the elite and those getting employment during construction and/or with the mine; and b) recognize and mitigate potential harm, especially for the most vulnerable community members including indigenous peoples, involuntarily displaced people and women.

**Social Development Helps.** By promoting inclusive and sustainable development, including improving the share of an operation’s benefits which are specifically made available to otherwise excluded and vulnerable groups (including women), social development approaches can reduce local tensions and opposition to mining operations while identifying their corresponding social impacts and risks. Moreover, social development approaches are often useful for addressing distributional problems common to many mining operations including labor issues, health, safety and HIV/AIDS.

Furthermore, through the use of gender-aware participatory strategies, social development approaches can help ensure that the revenues from extractive operations are used to improve local communities’ social and economic conditions, operations take stakeholders’ concerns about adverse environmental, health, safety and social concerns seriously, and that vulnerable groups (women, disabled, youth) are
able to have a voice and equitably share in project benefits.

Finally, social development has expertise in developing comprehensive resettlement frameworks aimed at mitigating and compensating people for the adverse socioeconomic impacts caused by involuntary displacement, providing them with legal and social support to obtain new property, and providing them with legal titles to land.

**Effective Attention to Resettlement Issues: The Antamina Project in Peru**

After an independent audit demonstrated significant weaknesses in the company’s resettlement policies, the Compania Minera Antamina, in cooperation with the World Bank and other international experts, implemented a resettlement plan that has become a best practice standard in Peru.

First, the company collected baseline data which allowed it to determine the extent to which family ties and reciprocity linkages contributed to families’ economic well-being. Given that the study found that this reciprocity constituted almost 80 percent of family income, the company was able to dedicate increased attention to preserving economic livelihoods by keeping these linkages intact during the resettlement process.

Second, the company contracted independent advisors to implement a community engagement strategy aimed at clarifying to communities that the best mechanism for land purchasing and resettlement was a land-for-land exchange (as opposed to providing a cash payment) accompanied by development projects. While providing a land for land exchange may not be feasible in all circumstances, the company’s use of this strategy improved the sustainability of the resettlement effort and increased the community’s trust in the company.

Finally, the company introduced a system for evaluating when the displaced families were ready to live without the help of the mine. In order to develop this system, a group of experts designed a series of indicators (food security, health, income generation) which could be used to monitor when families had achieved economic self-sufficiency (Peru thing page 115).

Adapted from: Wealth and Sustainability: The Environmental and Social Dimensions of the Mining Sector in Peru, World Bank (2005)

**Laying the Groundwork for Regional Development in Madagascar**

One of the poorest countries in the world, Madagascar is very rich in minerals and metals, having precious and base metals, iron ore, coal, industrial minerals, construction materials, precious stones and hydrocarbons. The Anosy region, in the southern part of the country, is an extremely poor area which hosts a large limonite mining project developed by QMM, a joint venture between Rio Tinto (80%) and the State represented by OMNIS (20%). The operation, which will start beginning of 2009, is expected to have significant upstream and downstream effects on the surrounding economy, with high expectations for economic growth and social change.

In order to ensure that local population receives a share of the benefits, the Government supported by World Bank and CommDev, has been looking for a mechanism to channel part of the royalties to communities in an equitable, sustainable, transparent and effective way. Current efforts have focused on the creation of a regional Foundation dedicated to prioritizing the needs of the poorest households in the Region in order to improve their health, education, and standard of living. Under this scheme, funds which cannot be absorbed immediately will be saved to generate revenue and continue to produce income for the Region in the long run. The broad consultative process which was used to establish the foundation’s governance structure in tandem with the presence of strong social accountability principles to rule its day-to-day operations will help ensure that the Foundation accomplishes its objectives.

Adapted from: http://www.commdev.org/section/projects/anosy_madagascar

**Social Development Tools.** Social development provides a variety of resources (such as the World Bank Involuntary Resettlement Sourcebook) to improve the performance of mining operations. Moreover, social analysis can be incorporated at the very beginning of the project cycle to identify vulnerable groups and inform the design of interventions aimed at ensuring that they equitably benefit from mining operations.
Applying Contribution #3 To The Mining Cycle

- **Exploration**: Ensure that women’s groups and other vulnerable groups including the unemployed and subsistence agricultural workers are included in consultations. Ensure that exploration does not take place on protected lands and provide special support to indigenous groups impacted by exploration.

- **Feasibility and Licensing**: PSIA should be used to identify vulnerable and excluded people and identify opportunities for them to share equitably in mine-related benefits. Ensure that stakeholder consultation includes a wide range of community groups, including women’s groups in particular. Ensure that the needs and interest of the poorest and most vulnerable are included in the Community Development Plan and that there is a contractual or other legally binding basis to ensure that their needs and interest are met.

- **Construction**: Ensure that the rights and needs of indigenous people are properly respected and their culture protected. Ensure that compensation for those losing their ability to grow food or earn a living includes alternative sources of income and food as well as residences. Monitor the implementation of Community Development Plan to ensure that poor, excluded and vulnerable people (including women and the families they care for) are able to share in the benefits of construction and are not unduly disadvantaged.

- **Operations**: Monitor and evaluate both the impacts of the mine (both positive and negative) on the community and the outcomes of the Community Development Plan. Consult with representatives of the poorest and most vulnerable groups including indigenous people to ensure that their rights and needs are being addressed in line with plans and agreements. Ensure that dispute resolution mechanisms are in place that are both affordable and accessible to communities. If this is not the case, intervene with the government and the mining company to get the situation corrected.

- **Closure**: Plan ahead so that government services will be available to support the most vulnerable community members during post-closure.

**REMEMBER:** In order to maximize its effectiveness, the application of the Bank’s safeguards policy should include specific consultations with vulnerable groups such as women, youth and indigenous people.

**Contribution #4: Maximizing Benefits And Reducing Risks In Post-Conflict And Potential Conflict Settings**

*Helping mining operations deliver results in conflict-prone regions by incorporating an understanding of conflict dynamics into project design.*

**Challenges.** Mining operations confront two distinct sets of risks in conflict and post-conflict settings. First, they face the threat that operations will be disrupted because of rapidly changing conflict dynamics. Second, they have to be concerned that mining operations have the potential to contribute to conflict escalation if they are perceived to support specific groups or by exacerbating conflict drivers such as regional imbalances. Even if the operation is not being implemented in a region with a previous history of conflict, task teams still need to develop a clear understanding of the larger socio-political context. Beyond these national level issues, mining also has the potential for conflicts with local communities, because mining involves both environmental and social/cultural risks which can cause conflict at the local level unless properly managed and mitigated. There is an in-built conflict as early as the exploration stage in that communities typically want full information disclosure and commitments from the company while the exploration team wants to keep their data confidential and avoid making commitments. How this is handled can set the tone for future interactions between companies and communities.

**Social Development Helps.** First, while most conflicts are much larger than mining per se in that they generally have a complex set of
underlying causes and often span many years, social development teams can help mining task teams assess the risks to mining operations stemming from the macro-level socio-political context. Second, social development teams can help assess the way that mining operations can influence conflict dynamics, and the opportunities mining operations can capitalize on to promote more cohesive, peaceful societies. Third, social development teams can provide mining operations, which are often highly geographically specific, with an understanding of any actual or potential conflict dynamics at the local and regional level. Fourth, by facilitating appropriate community participation, social development teams can help design interventions that can help promote social cohesion and increase social capital in mining communities.

Social Development Tools. The Conflict Analysis Framework can be used to develop an understanding of the social, economic and institutional drivers of conflict at the country level in order to help task teams understand and manage the risks and opportunities associated with conflict. This type of analysis can be conducted as a stand-alone exercise or as part of a PSIA or country level social analysis. Social analysis can also be used to identify causes of conflict at the community level and design interventions to overcome these challenges.

En(gendering) Success in the Mining Sector: The Case of PNG

Though they had been invited to consultations before, women in Papua New Guinea are now integrally involved shaping the dialogue about mining issues in their country. It all began at conference in 2001, when women from local communities, civil society, companies and the PNG government engaged in a series of conversations with representatives of the World Bank and the PNG Department of Mining concerning the challenges they experienced in having a voice regarding mining issues. As a result of this dialogue, the project supported the organization of the first Women and Mining Conference (in 2003) which resulted in the identification of actions to reduce and mitigate the negative environmental and social impacts of mining on women and enhance the positive impacts of mining for women. The project culminated in 2007 with the formulation of a five year national plan for women in mining. There are eight key goals in the WIM National Plan covering issues ranging from education and literacy to increasing opportunities for women in economic and political life and the institutional strengthening of women’s’ associations. By paying attention to gender issues, PNG has not only increased the likelihood that the proceeds of mining will promote development that is truly sustainable, but also created opportunities for promoting women’s social and economic empowerment on a broader scale.

Communities and Small-Scale Mining (CASM)

The Communities and Small-Scale Mining (CASM) Network, whose secretariat is housed at the World Bank, is a global collaborative association between governments, communities, artisanal miners, donors and other professional partners with an interest in the sector. The core functions of this global network are to create, develop, and disseminate knowledge on the sector, to build networks and long-term partnerships, to organize global learning events, and also to facilitate projects. The network’s ultimate goal is to improve the livelihoods of artisanal and small-scale miners and affected communities worldwide. It does so through addressing the following themes:

- Environment, esp. the reduction of mercury use
- Child Labor
- Government Policy, esp. formalization of the sector
- Good Governance
- Health and Safety

CASM has a strong focus on the social side of the mining sector. For example, it has created working groups to deal with issues of fair trade, gender, and the increasing conflicts between large scale and small scale mining operations. Moreover, the initiative tackles topics which play a crucial role in the sector such as access to services, drug use, violence and criminality, security issues, sanitation, HIV / malaria, transparency, illegality etc. For instance, the network works closely with an environmental protection agency in Eastern Congo to integrate the goals of environmental protection with livelihoods support for small scale mining communities. Other examples include the network’s support for consultative stakeholder processes to secure livelihoods for migratory ASM workers in Ghana, and working with women groups in the ASM sector in Uganda.
Applying Contribution #4
To the Mining Cycle

- **Exploration:** Utilize participatory strategies to bridge the gap between companies and communities. Organize interventions to manage communities’ expectations and reduce conflict between exploration teams and communities.

- **Feasibility and Licensing:** Use PSIA and/or the Conflict Analysis Framework to identify positive and negative impacts of construction and operation phases and their corresponding political and social risks so that conflicts can be reduced and not exacerbated.

- **Construction:** Facilitate partnerships between civil society, companies, communities and the government to avoid or resolve conflicts during the operation phase: Identify and design measures to mitigate negative impacts on the conflict environment, enhance positive impacts and manage social and political risks.

- **Operations:** Conduct social analyses to ensure that conflicts are being reduced (and not increased) and determine impacts of closure on local economy and vulnerable populations.

- **Closure and Post-Closure:** Pay special attention to potential sources of conflict and take measures to mitigate them.

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