Anglo American Advanced Social Management Programme

Updated 22 February 2013

Compiled and edited by Carol Bond, Joni Parmenter and Deanna Kemp

Centre for Social Responsibility in Mining (CSRM), The University of Queensland.

These materials have been compiled for the Anglo American Social Practitioner Capacity Development Initiative. The materials provide a broad guide to Community Relations-related documents currently available through the World Wide Web (WWW). Materials are varied and generally have global applicability, even when based on cases in particular countries. Sources include web based documents published and archived by various government departments, universities, international organisations, and industry associations. In some cases, links are provided to journal articles. Where indicated, you may need to pay a small fee to access these articles via the journal website. Relevant Anglo American resources are also listed.
A. Broad Themes ................................................................................................................................. 3
The Minerals Industry and Sustainable Development................................................................. 3
Social Risk .............................................................................................................................................. 4
Business Ethics ....................................................................................................................................... 5
Community Engagement .................................................................................................................... 6
Community Development ................................................................................................................... 7
Mining and Conflict ............................................................................................................................. 9
Human Rights ........................................................................................................................................ 11
Cumulative Impacts .......................................................................................................................... 13
B. Key Issue Areas ............................................................................................................................. 14
"Resource Curse" Debate .................................................................................................................. 14
Indigenous Communities .................................................................................................................. 15
Cultural Heritage ............................................................................................................................... 16
Free Prior and Informed Consent (FPIC) ........................................................................................... 16
Grievance Mechanisms ..................................................................................................................... 17
Gender .................................................................................................................................................. 18
Resettlement ......................................................................................................................................... 19
Health ................................................................................................................................................... 20
Water .................................................................................................................................................... 21
Local Procurement ............................................................................................................................ 22
Mine Closure ....................................................................................................................................... 23
Migration and Displacement ............................................................................................................. 24
Environmental Sustainability ............................................................................................................. 25
Wicked Problems ............................................................................................................................... 26
Partnerships ......................................................................................................................................... 26
Business and Poverty Reduction ......................................................................................................... 27
Security .................................................................................................................................................. 27
Inspiration ............................................................................................................................................ 28
C. Additional Resources .................................................................................................................... 29
Websites for general reference ........................................................................................................ 29
Books .................................................................................................................................................... 29
A. Broad Themes

The Minerals Industry and Sustainable Development

**KEY REPORTS**

<table>
<thead>
<tr>
<th>Report</th>
<th>Authors/Institutions</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>Earthscan</td>
<td></td>
</tr>
<tr>
<td>water needs</td>
<td>November (2011)</td>
<td></td>
</tr>
</tbody>
</table>

**DISCUSSION PAPER**

<table>
<thead>
<tr>
<th>Paper</th>
<th>Author(s)</th>
<th>URL</th>
</tr>
</thead>
</table>

**ARTICLES**

<table>
<thead>
<tr>
<th>Article</th>
<th>Author(s)</th>
<th>URL</th>
</tr>
</thead>
</table>

PDF provided on QuickPlace
### Address by Gold Fields chairperson, during the Mining Indaba 2013, Cape Town (06/02/2013)

Mamphela Ramphele  

### Corporate Social Responsibility in Mining in Southern Africa: Fair accountability or just greenwash?

Ralph Hamann and Paul Kapelus (2004)  
*Development, Vol. 47, No. 3*  

*This article is copyright protected. Students may need to purchase for a small fee.*

### Social Risk

#### REPORTS

**Social impact assessment of resource projects**  
Daniel Franks (2012)  
International Mining for Development Centre  

**Business Risks facing mining and metals 2011-2012**  
Ernst and Young (2011)  

**Social Risk as Strategic Risk**  
T. Beketi, B. Jenkins, B. Kytle (2006)  
Corporate Social Responsibility Initiative  

### BOOK CHAPTER

**Management of the Social Impacts of Mining**  
Daniel M. Franks (2011)  
*SME Mining Engineering Handbook, Third Edition*  
Pdf provided

### JOURNAL ARTICLE

**Social Impact Assessment: The State of the Art.**  
Impact Assessment and Project Appraisal, Vol. 30, No. 1, pp. 34-42  
RELATED ANGLO RESOURCES

- SEAT Tool 4A – Complaints and Grievance Procedures
- SEAT Tool 4C – Conflict Assessment and Management
- SEAT Tool 4F – Contractor Management

Business Ethics

RESEARCH PAPER

Building the Business Case for Ethics
Business Roundtable Institute for Corporate Ethics (2009)

ARTICLES

Toward a Model for International Business Ethics
Nader Asgary and Mark C. Mitschow (2002)
Journal of Business Ethics, Vol. 36, No. 3
http://www.jstor.org/stable/25074709
This article is copyright protected. Students may need to purchase for a small fee.

Ethics, surface mining and the environment
Wesley Cragg, David Pearson and James Cooney (1995)
Resources Policy, Vol. 21, No. 4, 229-235
http://www.sciencedirect.com/science//journal/03014207
This article is copyright protected. Students may need to purchase for a small fee.

CASE STUDY

A Global Mining Corporation and Local Communities in the Lake Victoria Zone: The Case of Barrick Gold Multinational in Tanzania
Aloysius Marcus Newenham-Kahindi (2010)
Journal of Business Ethics, Vol 99, No 2, pp 253-282
http://www.springerlink.com/content/771450302x534205/

REPORT

Drilling Down: The Civil Society Guide to Extractive Industry Revenues and the EITI
Revenue Watch Institute (2008)

RELATED ANGLO RESOURCES

- Anglo American Good Citizenship Business Principles
- Anglo American Guiding Values
- Anglo Social Way
Community Engagement

REPORT

**Breaking Ground: Engaging Communities in Extractive and Infrastructure Projects**
Kirk Herbertson, Maria Athena Ballesteros, Robert Goodland, Isabel Munilla (2009)
World Resources Institute
http://www.wri.org/publication/breaking-ground-engaging-communities

CASE STUDIES

**Listening to the impacts of the PNG LNG Project, Central Province, Papua New Guinea**
Oxfam (2011)

**Conflict, Consensus and Dialogue in the Mining Sector**
http://idl-bnc.idrc.ca/dspace/bitstream/10625/32397/73/119704-e.pdf

**Listening to the city of Cajamarca**
Kemp, D, Owen, J, Cervantes, M, Arbelaez-Ruiz, D and Benavides Rueda, J CSRM (2012)

**How companies can get it right with local communities**
L. Zandvliet (2000)

**Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets**
http://www1.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/publications/publications_handbook_stakeholderengagement_wci_1319577185063

BOOK CHAPTER

**Community Issues**
Robin Evans & Deanna Kemp
pdf provided

RELATED ANGLO RESOURCES

- SEAT Tool 2A – Profiling Affected Communities
- SEAT Tool 2B – Planning for the Stakeholder Engagement Process
- SEAT Tool 2C – Stakeholder Identification and Gap Analysis
- SEAT Tool 2D – Guidance on Approaches to Stakeholder Engagement
- SEAT Tool 4H – How to Prepare a Community Engagement Plan *(forthcoming)*
Community Development

ARTICLES

Mission impossible?: Adopting a CSR-based business model for extractive industries in developing countries
Keith Slack (2012)
Resources Policy (in press)

Mining and community development: problems and possibilities of local-level practice
Deanna Kemp (2009)
Community Development Journal
PDF supplied by author

Mining companies’ role in sustainable development: the ‘why’ and ‘how’ of corporate social responsibility from a business perspective
Ralph Hamann (2003)
Development Southern Africa, Vol. 20, No. 2
http://dx.doi.org/10.1080/03768350302957
This article is copyright protected. Students may need to purchase for a small fee.

Investments Benefits Study
Oxford Policy Management for the United Republic of Tanzania (2011)
Pdf provided

GUIDANCE MATERIALS

International Finance Corporation (IFC) (2010)
http://www1.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/publications/publications_handbook_communityinvestment_wci_1319576907570

Mining: Partnerships for Development Toolkit
http://www.icmm.com/mpdtoolkit

Mining Community Development Agreements: Source Book
World Bank (2012)
WEBSITES

IFC & World Bank Comm Dev
http://commdev.org/

UK Department for International Development (DFID)
http://www.eldis.org/go/topics/dossiers/livelihoods

United Nations Human Development Report

United Nations Research Institute for Social Development
http://www.unrisd.org/

RELATED ANGLO RESOURCES

- SEAT Tool 5A – Establishing Partnerships
- SEAT Tool 5B – Leveraging Donor Resources
- SEAT Tool 5C – Micro-credit for SME Development
- SEAT Tool 5D – Increasing Local Procurement for Local Business Development
- SEAT Tool 5E – Alternative Livelihoods
- SEAT Tool 5F – Human Capital Development
- SEAT Tool 5G – Seeking Community Synergies from Infrastructure Development
- SEAT Tool 5H – Small Scale Water and Sanitation Delivery
- SEAT Tool 5I – Improving Community Health
- SEAT Tool 5J – Developing Local Institutional Capacities
# Mining and Conflict

## REPORT

| Preventing Conflict in Exploration: a Toolkit for Explorers and Developers |
| *2 Pdfs provided* |

## DISCUSSION PAPERS

| Resources for Peace? Managing Revenues from Extractive Industries in Post-Conflict Environments |
| Phillip LeBillon (2008) |
| Center on International Cooperation: Political Economy Research Institute |

| Report of International Roundtable on Conflict Management and Corporate Culture in the Mining Industry |
| Caroline Rees (2009) |
| Corporate Social Responsibility Initiative, Harvard Kennedy School |

| Re-opening and developing mines in post-conflict settings: the challenge of company-community relations. |
| V Boege and D Franks (2012) |
| [http://environmentalpeacebuilding.org/sites/default/files/87-120_boege_and_franks.pdf](http://environmentalpeacebuilding.org/sites/default/files/87-120_boege_and_franks.pdf) |

## CASE STUDY

| Corporate Responsibility and Community Engagement at the Tintaya Copper Mine |
| V Kasturi Rangan (2006) |
| Harvard Business Review Case Studies |

*This case study is copyright protected. Students may need to purchase for a small fee.*

## RESEARCH PAPERS

| Occupying Spaces Created by Conflict: Anthropologists, Development NGOs, Responsible Investment, and Mining |
| Catherine Coumans (2011) |
| Current Anthropology, Vol. 52, No. S3, p. S29-S43 |

| The costs of conflict with local communities in the extractive industry |
| Daniel Franks & Rachel Davis (2011) |
| SR Mining Conference 2011 |
Mining Industry Perspectives on Handling Community Grievances
Deanna Kemp & Carol Bond (2009)
Centre for Social Responsibility in Mining

GUIDANCE MATERIALS

Conflict-Sensitive Business Practice: Guidance for Extractive Industries
International Alert (2005)
Pdf provided

Community development and local conflict: A resource document for practitioners in the extractive sector
CommDev: The Oil, Gas and Mining Sustainable Community Development Fund (2008)
http://commdev.org/content/document/detail/1801/

RELATED ANGLO RESOURCES

- SEAT Tool 4A – Complaints and Grievance Procedures
- SEAT Tool 4C – Conflict Assessment and Management (this tool is based on the above mentioned International Alert document and was prepared with their assistance)
## Human Rights

### POLICY PAPERS

**Protect, Remedy and Respect: a framework for business and human rights**  
John Ruggie (2011)  

**Business and human rights in conflict-affected regions: challenges and options towards State responses**  
John Ruggie (2011)  

**Business and Human Rights in South Africa**  
Ralph Hamann and Christoph Schild (2008)  
National Business Initiative  

**Human Rights and Ethics in the Oil and Gas Industry**  
IPIECA (2008)  
PDF provided

### CASE STUDY

**Gold’s Costly Dividend**  
Human Rights Watch (2011)  

### GUIDANCE MATERIALS

**Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework**  
UN (2013)  

**The “State of Play” of Human Rights Due Diligence: Anticipating the next five years**  
Institute for Human Rights and Business (2011)  

**From Red Flags to Green Flags: the Corporate Responsibility to respect human rights in high-risk countries**  
Institute for Human Rights and Business (2011)  
**A Guide to Human Rights Impact Assessment and Management**

International Business Leaders Forum (IBLF), International Finance Corporation (IFC), UN Global Compact (2010)

http://www.guidetohriam.org/welcome  (requires registration to view the guide)

**Business, Human Rights & the Right to Water**

Institute for Human Rights and Business (2009)


**Why Human Rights Matter: A Resource Guide for Integrating Human Rights into Community and Social Performance work at Rio Tinto**

CSRM and Rio Tinto (2013)


**WEBSITES**

**Business and Human Rights Resource Centre**  
http://www.business-humanrights.org/Home

**Voluntary Principles on Security and Human Rights**  
http://www.voluntaryprinciples.org/

**RELATED ANGLO RESOURCES**

- Anglo American Good Citizenship Business Principles
- Anglo Social Way
- Anglo American plc Implementation Guidelines for the Voluntary Principles on Security and Human Rights
- SEAT Tool 4A – Complaints and Grievance Procedures
- SEAT Tool 4C – Conflict Assessment and Management (this tool is based on the above mentioned International Alert document and was prepared with their assistance)
# Cumulative Impacts

## REPORT

**Governance Strategies to Manage and Monitor Cumulative Impacts at the Local and Regional Level**

D Franks, J Everingham and D Brereton CSRM (2012)


## ARTICLE

**Collective Impact: Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations**

John Kania & Mark Kramer (2011)

[http://www.ssireview.org/articles/entry/collective_impact](http://www.ssireview.org/articles/entry/collective_impact)

## GUIDANCE MATERIALS

**Cumulative Impacts: A Good Practice Guide for the Australian Coal Mining Industry**

D Franks, D Brereton, c Moran, T Sakra and T Cohen CSRM and CWIMI (2010)


**Cumulative Impact Assessment and Management: Guidance for the Private Sector in Emerging Markets**

IFC (2013) Under review

### B. Key Issue Areas

#### “Resource Curse” Debate

<table>
<thead>
<tr>
<th>REPORT</th>
</tr>
</thead>
</table>
| **The Challenge of Mineral Wealth: using resource endowments to foster sustainable development: analytical framework**  
ICMM (2006)  

<table>
<thead>
<tr>
<th>ARTICLES</th>
</tr>
</thead>
</table>
| **The Resource Curse**  
G. Davis and J. Tilton (2005)  
*This article is copyright protected. Students may need to purchase for a small fee.* |

| Lifting The Resource Curse  
T. Palley (2003)  
*Foreign Service Journal, December*  

<table>
<thead>
<tr>
<th>BOOK CHAPTERS</th>
</tr>
</thead>
</table>
| **The Challenge of Mineral Wealth: Using Resource Endowments to Foster Sustainable Development**  
Kathryn McPhail (2009)  
*Mining, Society, and a Sustainable World*, J.P. Richards ed.  
PDF provided |

<table>
<thead>
<tr>
<th>CASE STUDY</th>
</tr>
</thead>
</table>
| **Utilizing mining and mineral resources to foster sustainable development of the LAO PDR**  
ICMM (2011)  

<table>
<thead>
<tr>
<th>WEBSITE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Extractive Industries Transparency Initiative</strong> <a href="http://eitransparency.org/">http://eitransparency.org/</a></td>
</tr>
</tbody>
</table>
# Indigenous Communities

## Reports

<table>
<thead>
<tr>
<th>Report</th>
<th>Title</th>
<th>Author(s)</th>
<th>Year</th>
<th>URL</th>
</tr>
</thead>
</table>

## Guidance Materials

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
<th>Year</th>
<th>URL</th>
</tr>
</thead>
</table>

## Related Anglo Resources

- Anglo Social Way
- SEAT Tool 4G – Indigenous Peoples
Cultural Heritage

**IFC Performance Standard 8 and Guidance Notes Cultural Heritage**

IFC (2012)


**Why Cultural Heritage Matters**

Rio Tinto and CSRM (2011)


Free Prior and Informed Consent (FPIC)

**DISCUSSION PAPERS**

**Making FPIC - Free, Prior and Informed Consent – work: challenges and prospects for Indigenous People**

Forest Peoples Programme (2007)

PDF provided

**Informed consent and mining projects: some problems and a few tentative solutions**

Martha Macintrye (2004)


**Prior informed consent and mining: promoting the sustainable development of local communities**


Requires free site-registration to access

**GUIDANCE MATERIALS**

**Implementing a Corporate Free, Prior, and Informed Consent Policy: Benefits and Challenges**

Amy K. Lehr and Gare A. Smith (2010) Foley Hoag LLP

[http://www.foleyhoag.com/NewsCenter/Publications/eBooks/Implementing_Informed_Consent_Policy.aspx](http://www.foleyhoag.com/NewsCenter/Publications/eBooks/Implementing_Informed_Consent_Policy.aspx)
Grievance Mechanisms

RESEARCH PAPER

Community grievance mechanisms and Australian mining companies offshore: An industry discussion paper  
D. Kemp, N. Gotzmann (2008)  
Centre for Social Responsibility in Mining  
http://www.csrm.uq.edu.au/docs/CSRM_%20minerals%20industry%20grievance%20discussion%20paper_FINAL.pdf

GUIDANCE MATERIALS

Good Practice Note: Addressing Grievances from Project-Affected Communities  
International Finance Corporation (2009)  
http://www1.ifc.org/wps/wcm/connect/cbe7b18048855348ae6cfe6a6515bb18/IFC%2BGrievance%2BMechanisms.pdf?MOD=AJPERES&CACHEID=cbe7b18048855348ae6cfe6a6515bb18

Rights Compatible Grievance Mechanisms: A guidance tool for companies and their stakeholders  
C. Rees (2008)  
Corporate Social Responsibility Initiative  

Advisory Note: A Guide to Designing and Implementing Grievance Mechanisms for Development Projects  
Compliance Advisor Ombudsman (CAO) for the International Finance Corporation (IFC)  
PDF provided

Human Rights in the Mining & Metals Sector: Handling and Resolving Local Level Concerns & Grievances  
ICMM (2009)  

RELATED ANGLO RESOURCES

- SEAT Tool 4A – Complaints and Grievance Procedures  
- SEAT Tool 4C – Conflict Assessment and Management (this tool is based on the above mentioned International Alert document and was prepared with their assistance)
Gender

Book

**Gendering the Field: Towards Sustainable Livelihoods for Mining Communities**
Edited by Kuntala Lahiri-Dutt (2011)
Australian National University
[http://epress.anu.edu.au/apps/bookworm/view/Gendering+the+Field%3A+Towards+Sustainable+Livelihoods+for+Mining+Communities/5521/upfront.xhtml](http://epress.anu.edu.au/apps/bookworm/view/Gendering+the+Field%3A+Towards+Sustainable+Livelihoods+for+Mining+Communities/5521/upfront.xhtml)

GUIDANCE MATERIALS

**Why gender matters: A resource guide for integrating gender considerations into Communities work at Rio Tinto**
Kemp, D, Keenan, J & Davidson, J. (2009)
Rio Tinto and CSRM

**ARPEL Social Guideline: Guidelines for the implementation of Gender Policies and Strategies**
Regional Association of Oil and Natural Gas Companies in Latin America and the Caribbean (2003)
[http://www.commdev.org/content/document/detail/1911/](http://www.commdev.org/content/document/detail/1911/)

**Gender Impact Assessments**
Red Internacional Mujeres y Minería (RIMM) (n.d.)

WEBSITE

**IFC Key Resources on Gender and the Extractive Industries**
Resettlement

REPORT

Avoiding New Poverty: Mining-Induced Displacement and Resettlement
Mining, Minerals and Sustainable Development
PDF provided

JOURNAL ARTICLES

Introduction: Resettlement An Enduring Issue in Development
M.M. Cernea, (2009)
Asia Pacific Journal of Anthropology, 10(4): 263-5
http://www.tandfonline.com/doi/pdf/10.1080/14442210903079756

‘To move or not to move’: Reflections on the resettlement of artisanal miners in the Western Region of Ghana
Hilson, G., Yakovleva, N., and Banchirigah, S. M. (2007)
http://afraf.oxfordjournals.org/content/106/424/413.full

Mining, Displacement and the World Bank: A Case Analysis of Compania Minera Antamina’s Operations in Peru
Szablowski, D (2002)
http://www.jstor.org/stable/25074841

GUIDANCE MATERIALS

Handbook for Preparing a Resettlement Action Plan
IFC (2004)
http://www1.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/publications/publications_handbook_rap_wc1__1319577659424

CASE STUDY

A clash of cultures (and lawyers): A case study of Anglo Platinum and its Mogalakwena mine in Limpopo, South Africa
Corporate Governance in Africa Case Study: no 1

RELATED ANGLO RESOURCES

- Anglo Social Way
- SEAT Tool 4D – Resettlement Planning and Implementation
## Health

### CASE STUDIES

| Placer Dome Case Study: Differing Approaches to Community Development Health Care Renewal at Porgera (PNG) and Las Cristinas (Venezuela) |
|---|---|
| J. Davidson (2008) |
| Centre for Social Responsibility in Mining |
| To be provided |

| GLOBAL HEALTH INITIATIVE Private Sector Intervention Case Example |
|---|---|
| World Economic Forum (2002) |

### GUIDANCE MATERIALS

| Good Practice Guidance on HIV/Aids, TB and Malaria |
|---|---|
| [http://www.icmm.com/hiv](http://www.icmm.com/hiv) |

| HIV/AIDS Guide for the Mining Sector: A Resource for Developing Stakeholder Competency and Compliance in Mining Communities in Southern Africa |
|---|---|
| The Canadian International Development Agency (CIDA) through the International Finance Corporation (IFC) (2004) |

| IFC Performance Standard 4 and Guidance Notes Community Health safety and Security |
|---|---|
| IFC (2012) |

### RELATED ANGLO RESOURCES

- Anglo Social Way
- Anglo American HIV/AIDS Policy
- SEAT Tool 5J – Improving Community Health
Water

REPORT

Water and Human Rights: Exploring the Roles and Responsibilities of Business
The CEO Water Mandate (2009)

The CEO Water Mandate
The Human Right to Water: Emerging Corporate Practice and Stakeholder Expectations
J. Morrison & P. Schulte of the Pacific Institute (2010)

JOURNAL PAPER

Mining, water and human rights: making the connection
Journal of Cleaner Production, Vol. 18, (No.15), pp1553-1562.
http://www.sciencedirect.com/science/journal/09596526
This article is copyright protected. Students may need to purchase for a small fee.

CONFERENCE PAPER

Water, Communities and Mineral Resource Development – Understanding the Risks and Opportunities
Water in Mining Conference, AusIMM

RELATED ANGLO RESOURCES

- SEAT Tool 5H – Small Scale Water and Sanitation Service Delivery
## Local Procurement

**REPORTS**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Year</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Supplier Development Company Diagnostic Tool</td>
<td>International Finance Corporation (2010)</td>
<td></td>
<td><a href="http://commdev.org/content/document/detail/2626/">http://commdev.org/content/document/detail/2626/</a></td>
</tr>
</tbody>
</table>
Mine Closure

TOOLKIT

<table>
<thead>
<tr>
<th>Planning for Integrated Mine Closure Toolkit</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICMM (2008)</td>
</tr>
</tbody>
</table>

REPORT

<table>
<thead>
<tr>
<th>It’s Not Over When It’s Over: Mine Closure around the World</th>
</tr>
</thead>
</table>

CASE STUDY

<table>
<thead>
<tr>
<th>The closure of coal mines and local development responses in Coal-Rim Cluster, northern KwaZulu-Natal, South Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Southern Africa, Vol. 20, No. 3</td>
</tr>
<tr>
<td><a href="http://www.informaworld.com/smpp/content~content=a713661578~db=all~order=page">http://www.informaworld.com/smpp/content~content=a713661578~db=all~order=page</a></td>
</tr>
</tbody>
</table>

GUIDANCE MATERIALS

<table>
<thead>
<tr>
<th>Leading Practice Sustainable Development Program for the Mining Industry: Mine Closure and Completion</th>
</tr>
</thead>
</table>

RELATED ANGLO RESOURCES

- Anglo American Mine Closure Planning Toolbox
- SEAT Tool 4E – Managing the Social Dimension of Mine Closure (supports the Mine Closure Toolbox)
Migration and Displacement

REPORT

In Search of Shelter: Managing the Effects of Climate Change on Human Migration and Displacement
CARE International and Center for International Earth Science Information Network at the Earth Institute of Columbia University (2009)
Care International and Columbia University

HANDBOOK

Projects and People: A Handbook for Addressing Project-Induced In-Migration
International Finance Corporation (IFC) (2009)
The World Bank
http://www1.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/publications/publications_handbook_inmigration_wci_1319576839994

ARTICLE

Moving lives: Migration and livelihoods in the Lao PDR
J. Rigg (2007)
Population, Space and Place, Vol. 13: 163-178
Environmental Sustainability

GUIDANCE NOTE

IFC Performance Standards and Guidance notes on Environmental and Social Sustainability
International Finance Corporation (2012)
http://www1.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/IFC+Sustainability+Framework/Sustainability+Framework++2012/Performance+Standards+and+Guidance+Notes+2012/

RESEARCH REPORTS

Satellite-based Estimates of Groundwater depletion in India
M. Rodell, I Velicogna, J. Famiglietti (August 2009)
http://www.nature.com/nature/journal/v460/n7258/abs/nature08238.html

Re-building Global Fisheries
B. Worm, et al. (July 2009)
Science, Vol. 325, No. 5940: 578 - 585
http://www.sciencemag.org/content/325/5940/578.full?sid=4b2f7134-4262-4a8f-ac8b-198e3350a7df

REPORT

Resource Revolution: meeting the world’s energy, materials, food and water needs
McKinsey Global Institute (2011)

TEEB - The Economics of Ecosystems and Biodiversity – Executive Summary
http://www.teebweb.org/publications/teeb-study-reports/foundations/

Food, Energy, Water and the Climate: A Perfect Storm of Global Events
Professor Sir John Beddington (2010)
**Wicked Problems**

**RESEARCH**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Year</th>
<th>Journal/Volume/Issue</th>
<th>Page Numbers</th>
<th>URL</th>
</tr>
</thead>
</table>

*This article is copyright protected. Students may need to purchase for a small fee.*

**Partnerships**

**REPORT**

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
<th>Year</th>
<th>Website/URL</th>
</tr>
</thead>
</table>

**PAPER**

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
<th>Year</th>
<th>Institution/University</th>
<th>Website/URL</th>
</tr>
</thead>
</table>
Business and Poverty Reduction

ARTICLE

**Booms, Busts, and Echoes: How the biggest demographic upheaval in history is affecting global development**

D Bloom and D Canning (2006)


**Business and development: making sense of business as a development agent**

Michael Blowfield, (2012)

Corporate Governance, Vol. 12 Iss: 4, pp.414 - 426


KEY REPORTS

**Innovation: Applying knowledge in Development**

UN Millennium Project (2005)


**Business for Development: Business solutions in support of the Millennium Development Goals**


VIDEO

**Professor Richard Wilkinson: The Spirit Level why more equal societies almost always do better**

IPH interview with the authors of the book with the same title (2009)

[http://www.youtube.com/watch?v=y36BJjoelaMc](http://www.youtube.com/watch?v=y36BJjoelaMc)

Security

**The Voluntary Principles on Security and Human Rights: An Implementation Toolkit for Major Project Sites**


[http://www.business-humanrights.org/Links/Repository/742295](http://www.business-humanrights.org/Links/Repository/742295)

ARTICLE

**Corporate Security begins in the Community: Mining, the Corporate Social Responsibility Industry, and Environmental Advocacy in Indonesia**
WEBSITES
Voluntary Principles on Security and Human Rights
http://www.voluntaryprinciples.org/

RELATED ANGLO RESOURCES

- Anglo American plc Implementation Guidelines for the Voluntary Principles on Security and Human Rights

Inspiration

ARTICLE

The Big Idea: Creating Shared Value
Michael E. Porter and Mark R. Kramer (2011)
http://hbr.org/2011/01/the-big-idea-creating-shared-value/ar/1

Connecting to Source: the U-Process
Z. Hassan (2006)
Systems Thinker: Building Shared Understanding; 17(7): 2-7
C. Additional Resources

Websites for general reference

ICMM searchable “good practice” library
http://www.icmm.com/publications

IFC/World Bank CommDev
http://commdev.org/

International Petroleum Industry Environmental Conservation Association
http://www.ipieca.org/

World Bank Business Partners for Development – Natural Resources Cluster
http://www.bpdweb.com/

World Business Council for Sustainable Development
http://www.wbcsd.org/

Books


- This edited book outlines current developments in thinking in the field of social impact assessment (SIA). It emphasizes that the focus of SIA should be on: managing social issues associated with planned interventions; taking a holistic and integrated approach to impact assessment; and stressing that greater attention needs to be given to ensuring that the goals of development (project benefits) are attained and enhanced. SIA is therefore the process of managing the social aspects of development. Implicit in this book is the view that SIA is of benefit not only to regulatory agencies as has been traditionally conceived, but also to communities, government developers and the private sector. Traditionally, SIA has been a proponent-led process to meet regulatory requirements. There will still be an ongoing need for that, but SIA can do much more. SIA can also be a proponent-led process to assist companies to develop impact and benefit agreements with communities in fairness and good faith, ensure an ongoing social licence to operate, represent best practice in corporate social responsibility, as well as influencing all business drivers. The book has a forward written by Bruce Harvey, specifically relating to the minerals industry.


- This book has been written for corporate managers who are responsible for company operations in societies that are poor and politically unstable. Many such managers are frustrated with the situations they face. They try their best to run effective, profitable and beneficial operations that take account of the needs of all their stakeholders, including local surrounding communities. But, even with their best efforts, they encounter community dissatisfaction, unrest, opposition, and delays and, worse yet, threats and violence. The book provides a treasure trove of practical experience against which other managers can analyze their own situations and, using what has been learned by smart colleagues before them, arrive at sound, practical approaches to their daily challenges.

Glynne Cochrane draws on his many years as a development anthropologist to show how the “Festival Elephants” of development aid are wasting time and money instead of helping to solve poverty. The author takes issue with the idea that there is only one kind of global poverty (and one single solution). Instead, through his travels to places like the Solomon Islands, Papua New Guinea, Sri Lanka, the Cook Islands, and Tanzania, the author shows that poverty is locally experienced and contextually variable. Chapters take the reader with Cochrane to the Solomon Islands, Papua New Guinea, Sri Lanka, the Cook Islands, and Tanzania, providing vivid lessons about local poverty and development interventions along the way. In the last chapter, Cochrane draws on his ten years of experience as Social Advisor to Rio Tinto, one of the world’s largest mining companies to show how fieldwork-based community relations, following an anthropological model, are an effective way to prevent and alleviate poverty.


Polish poet Stanislaw Lec asked, “Is it progress if a cannibal uses a fork?” Elkington applies the question to twenty-first-century capitalism as he ponders whether holding corporations accountable to a "triple bottom-line" of economic prosperity, environmental quality, and social justice constitutes progress. Elkington cofounded SustainAbility, a London consulting firm that advises major corporations on how to be more environmentally sensitive and socially active while prospering economically. He is also the author of several books on corporate "greening" and "green" consumerism. Published last year in Britain, Elkington's book identifies the seven dimensions of—or revolutions leading to--a sustainable future. For each of the seven, he examines the "blind-spots" most corporate leaders have that prevent them from joining in the revolution. This lively and practical guide outlines the seven great "sustainable" revolutions that are already unfolding, showing how business leaders should respond and profiles some of the world's best-known companies including Nike, Wal-mart, Levi Strauss, Volkswagen, Texaco, Intel, Volvo, Dow Chemical, Electrolux, Novo Nordisk, and Shell.


At a time of increasingly rapid environmental deterioration and climate change, sustainability is one of the most important issues facing the world. Can we create a sustainable society? What would that mean? How should we set about doing it? How can we bring about such a profound change in the way things are organized? This text tackles these questions directly. It covers: historical development of the concept of sustainability; contemporary debates about how to achieve it; and obstacles and the prospects for overcoming them. This new fully revised edition covers the latest on the climate change front, particularly the advances in scientific understanding and political awareness of climate change. Other updates include more recent economic analyses, particularly the Stern Report, and an examination of the global shift away from faith in markets and towards statism over the past five years.


This book examines a number of case studies of corporate citizenship projects from leading multinationals, including Anglo American, Diageo, GSK, Vodafone and examines their impact from a social capital perspective. From these cases the authors draw conclusions about the sort of projects that bring most benefits to companies, and the objectives that should be borne in mind as programmes are designed.

- Paul Collier, who is the Director of the Centre for the Study of African Economies at Oxford University, declares a two-front war on economists and environmentalists at the same time. He is against what he calls “utilitarian economists,” because if left on their own, they would end up plundering the planet. But Collier also takes on “romantic environmentalists,” who would be unable to eradicate hunger. For Collier, Nature is the lifeline for the countries of the bottom billion – and thus cannot remain untouched. With a strong faith in the power of well-informed ordinary citizens, Collier proposes a series of international standards that would help poor countries rich in natural assets better manage those resources. Technology, which enlarges the capacity of ordinary citizens, is also necessary to turn Nature into assets. But of course, in order to be effective and benefit the bottom billion instead of just the few at the top, regulation, which requires governance, is another seminal element of the equation to create prosperity. Professor Collier presents us with a chain of decisions that need to happen in order for a low-income society to become prosperous. First, a society has to turn Nature into assets through a discovery process; then “capture” them through a taxation process; and finally invest them in a way so as to break the limits to what economists call “absorptive capacity” (what he calls “investing in investing”). Challenges come from the fact that the outcome of this complex chain of decisions is only as good as the weakest link in it.


- Global poverty, Paul Collier points out, is actually falling quite rapidly for about eighty percent of the world. The real crisis lies in a group of about 50 failing states, the bottom billion, whose problems defy traditional approaches to alleviating poverty. In The Bottom Billion, Collier contends that these fifty failed states pose the central challenge of the developing world in the twenty-first century. The book shines a much needed light on this group of small nations, largely unnoticed by the industrialized West, that are dropping further and further behind the majority of the world's people, often falling into an absolute decline in living standards. A struggle rages within each of these nation between reformers and corrupt leaders--and the corrupt are winning. Collier analyzes the causes of failure, pointing to a set of traps that snare these countries, including civil war, a dependence on the extraction and export of natural resources, and bad governance. Standard solutions do not work against these traps, he writes; aid is often ineffective, and globalization can actually make matters worse, driving development to more stable nations. What the bottom billion need, Collier argues, is a bold new plan supported by the Group of Eight industrialized nations. If failed states are ever to be helped, the G8 will have to adopt preferential trade policies, new laws against corruption, and new international charters, and even conduct carefully calibrated military interventions.