



Social Management Plans: Evaluating for Results

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Integrating Social Concerns with Mining Operations

- Communities & civil society are looking for maintenance or improvement of environmental resources coupled with economic and social benefit over the foreseeable future.
- Governments are looking for national economic growth consistent with appropriate environmental & social safeguards for local communities impacted by resource projects.
- Companies are looking for licenses to operate & to achieve excellence in corporate performance over the long term.

Social Management Plans

Are used to integrate multiple agendas of communities, governments and companies. They are comprised of:

Mitigation:

- Avoidance
- Minimization
- Mitigation
- Compensation
- Benefit Enhancement

Social Initiatives:

- Social Investment Plans
- Community Development
- Resettlement Plans

Processes:

- Consultation
- Roles & Responsibilities
- Monitoring
- Evaluation

As social management plan initiatives are implemented, there is a need to measure the relevance, effectiveness and results using monitoring and evaluation.

Monitoring

- Is a management activity to determine whether an initiative has been implemented as planned.
- Consists of tracking operational activities, performance and socio-economic indicators.
- Provides regular feedback on progress of initiative implementation as well as problems and opportunities faced as they evolve.

- Is a management activity used to measure the achievement of results from on-going or completed initiatives, their design, implementation and impact.
- Is used to:
 - assess and improve the performance of an on-going initiative;
 - estimate outputs, outcomes and progress towards goal attainment; and
 - evaluate performance of completed initiatives.

Social Initiative Performance

- Companies most often monitor and report on Inputs & Outputs; not on initiative results.
- Few examples in the literature of rigorous evaluations of social initiatives undertaken by mining industry.
- Why companies have not undertaken social initiative evaluations?
 - Don't know how.
 - Haven't forward planned.
 - Just an additional expense.
 - Worried about bad results.
 - Don't care.
 - Never thought about it.

So why should companies undertake social initiative evaluations?

Value Added Benefits of Initiative Evaluation

- Local knowledge.
- Stakeholder engagement.
- Capacity building.
- Partners in sustainable development.
- Part of communication strategy.
- Results-based and lesson learning for initiative success and replication.

Planning an Evaluation

Principles

- 3rd party.
- Planned early in project cycle.
- Participation and consultation integral to process.
- Information users identified and purpose defined.

Process

- Timing.
- Objectives clearly articulated.
- Choice of indicators.
- Produce results, recommendations and lessons learned.
- Feedback and dissemination of results.