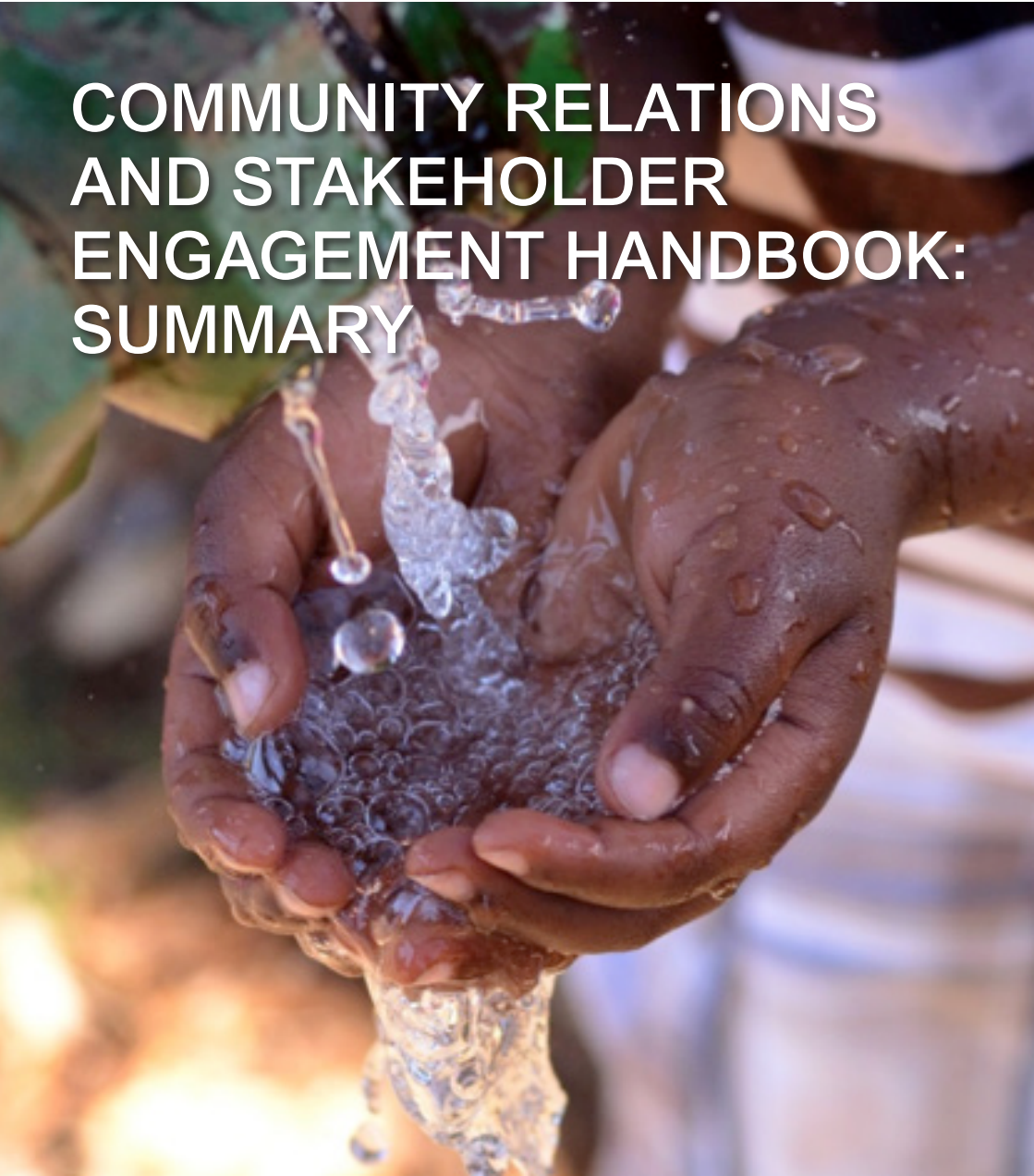# COMMUNITY RELATIONS AND STAKEHOLDER ENGAGEMENT HANDBOOK: SUMMARY

Foreword:
Sharing the benefits of gold mining

Mining, executed responsibly, is a significant force for sustainable growth. Beyond the multiplier effects on employment, livelihoods and the national economy, it should not be underestimated that whole communities are directly and often exclusively dependent on the sustainability and growth of the mining sector.

One of the biggest challenges facing mining companies is addressing what is known as "the social licence to operate" – winning the buy-in from neighbouring communities. While the consequences of not obtaining this social licence will not always be dramatic, there is potential for serious operational disruption or even ultimate project failure.

Mining operators often make substantial contributions to national government in the form of taxes and royalties. The reality is, however, that this does not always 'trickle down' to host communities that expect to benefit from their proximity to revenue-generating mines in the form of better public services and infrastructure. Mining companies have to deal with the consequences and it is, therefore, vital that communities are considered one of the key stakeholders in our business.

The reality is that mining is an inherently 'high-impact' economic activity. The nature of the business means that the establishment of a mining operation is going to affect local communities – for better or for worse. The purpose of mining will always be to extract a finite mineral ore-body that is often perceived to 'belong' to the communities around it. This means local people not only expect mining companies to manage their environmental and social impacts, but also to actively deliver benefits to local communities as part of the (generally) unwritten social contract. In the longer term, mining operators also need to convert finite mineral resources into a positive and sustainable legacy for host communities that will continue after the life of mine. Unfortunately, many mining companies have historically failed to do this, generating cynicism and distrust.

It takes substantial time, effort and resources to establish and maintain a strong licence to operate and, once it is lost, it is very hard to regain. Furthermore, our ability to grow Gold Fields, through the expansion of existing mines and the development of new projects, will – to some degree – be determined by our ability to win the trust of communities in our areas of interest.

This means the role that our managers and employees play in building strong and sustainable relations with our communities is critical. They are the ones at the frontline through regular contact and interaction with community members.

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Contents

This handbook is there to guide you in your interaction with community and other key stakeholders. It gives practical advice on how to build and structure these critical relationships.

I am sure you will find this handbook a useful guide, but remember that it is essential that we treat our host communities with respect, are sensitive regarding the impacts of mining and deliver tangible and ongoing benefits. If we follow this approach we will gain the trust of our communities and maintain our social license to operate.

Nick Holland
CEO Gold Fields

June 2015

Introduction

Businesses should be "achieving commercial success in ways that honour ethical values and respect people, communities, and the natural environment" and include "a comprehensive set of policies, practices and programmes that are integrated into business operations, supply chains and decision making processes throughout the Company."[1]

Community Relations is more than casual interaction with various community leaders and compliance with regulations. It is a serious, strategic imperative fundamental to the long term sustainability of Gold Fields. It establishes trust and involves building sustainable relationships in and with our affected communities (and beyond) and demonstrates understanding of and sensitivity to community concerns and issues. It is the responsibility of every single Gold Fields employee – with the tone being set by top management and guidance provided by the Community Relations practitioners throughout the Company.

To obtain and maintain its social license to operate, Gold Fields must achieve the support and cooperation of host communities and governments wherever the Company operates. The imperative is to build long-lasting relationships of mutual trust and respect with host communities, demonstrating clearly the social and economic benefits of mining to the local area. When stakeholders have an opportunity to actively participate in the decision making on resource developments and ensure the project is consistent with their values and livelihoods, their experience of those developments tends to be more positive and their attitudes toward projects more supportive. Community relations, transparency and public participation are crucial at every phase of a project and should be a continuous part of the mine life cycle from exploration to closure.

Society and Community Charter

Gold Fields' society and community charter is integral to achieving our commitment to being the most trusted and valued mining partner and comprises five elements:

- To focus our positive impact on our host communities.
- To build strong relationships and trust.
- To create and share value.
- To measure our actions and impact.
- To deliver in accordance with our commitments.

This handbook is not a prescriptive document, but rather provides good practice guidance to employees operating in diverse cultures as they seek to strengthen relations and trust in our host communities and other key stakeholders.

[1] Business for Social Responsibility (2006) Intangibles and CSR. San Francisco

Guiding principles

Gold Fields Sustainable Development Framework is primarily guided by the standards and principles of the International Council on Mining & Metals (ICMM) and the United Nations Global Compact.

Gold Fields' strategic pillars for stakeholder engagement and community development

Gold Fields' approach is strategic and not reactive. We are proactive. We engage early.

We are transparent in our dealings and always comply with the law.

We focus on social investment/shared value rather than philanthropy or good will.

Our approach to development is inclusive of all stakeholders (including staff members) and not exclusive or fragmented.

We encourage continuous, transparent and constructive stakeholder engagement, rather than isolated engagement initiatives.

We enable community development and not community dependency.

Gold Fields' community development plans capitalise on existing community assets and we build on successful development initiatives in which the communities are already engaged.

Standard 1:
Build sustainable relationships with stakeholders

The purpose of this Standard is to ensure that we build strong relationships with our host communities based on trust as well as open, honest and frequent engagement. Many of the principles of relationship building and engagement can also be applied to other stakeholders. The diagrams below illustrate guidelines on how to develop and maintain sound relationships with stakeholders, particularly our communities.

07 **Regularly measure** stakeholder perception & shared value outcomes

06 **Coordinate and communicate** outcomes

05 Consistently **deliver on promises / targets**

04 Design and set **promises / targets** to address shared value needs

03 Understand **society needs & expectations** from multiple angles

02 **Identify** (strategically important) **stakeholders** and **assign** relationship **accountability**

01 **Understand operating environment** (legislation, culture, environment)

Society and community Charter Delivery

CONTINUOUS ENGAGEMENT

Identify your host or affected community	Develop a community profile	Conduct a risk assessment	Identify and Map your stakeholders

Identifying a host community

A host community is a village, town or a group of people who:

- Have been directly affected by the exploration project, construction project or operation's activities.
- Live near the exploration project, construction project or operation.
- Have an expectation regarding the exploration project, construction project or operation.
- Include communities from labour-sending areas (these are indirectly affected only).

Developing a community profile

Obtain information necessary to best describe the key attributes of a host community.

Techniques to compile a community profile include using maps, documentary research, observation, surveys and focus groups.

Conducting a risk assessment

The following steps are part of the risk assessment process:

Identify assessment objectives	Identify key activities for Project stage	Understand risk and severity rating system	Assess likelihood and impact of risks	Evaluate risk assessment and risk responses	Assess residual risks and impacts

Each risk assessment has a specific purpose and serves to identify distinct risks:

Country Risk Survey

- Desktop review and high level assessment that should include a country risk report.
- Identifies project/operation-specific business and political risks from a local/regional perspective.
- Qualitative assessment of the acquisition risks, operability risk, investment and capital risks.

Perceptions Risk Survey

- Identifies subjective view from the stakeholders' perspective of the project/operation's activities and their perception of impacts on the environment, social dynamics and livelihood.
- Provides a preliminary indication of the community relations team's capacity to manage relations with the community.

Activity-based Risk Survey

- Identifies risk based on specific activities from a community relations, enviroment, protection services, health and safety, and local government perspective, which can negatively or positively impact the project/operation.

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Gold Fields employees and community members conduct a joint ground inspection in Ghana

✓ Stakeholder identification, mapping and analysis

Stakeholder mapping and identification, which provides a starting point in building the relationships required for successful project and community development, consists of five phases:

- **Identification:** listing relevant groups, organisations and people.
- **Analysing:** understanding stakeholder perspectives and interests.
- **Mapping:** visualising relationships to our objectives and other stakeholders.
- **Prioritising:** ranking stakeholder relevance and identifying issues.
- **Monitoring and Evaluation:** structured process of on-going monitoring and evaluation of the effectiveness of the stakeholder mapping process and making updates where relevant.

Standard 2:

Establish communication and engagement mechanisms that are effective, timely, transparent and culturally pertinent

For Gold Fields, engaging with communities and other stakeholders is an intentional, interactive and dynamic process, which involves active listening and information sharing, most often in a cross-cultural situation.

The purpose of this standard is to provide guidance on:

- Establishing two-way communication with stakeholders in a proactive, transparent, and timely manner, from the early stages of an exploration project until after the closure of any operation.
- Working towards shared value.
- Ensuring effective communication channels to meet stakeholders' concerns and expectations while minimizing the potential risks of a project or operation.
- Building strong relationships and trust with stakeholders.
- Establishing transparent procedures, such as local personnel hiring, procurement of local goods and services, or the identification of economic opportunities and local development.
- Communicating a positive perception of the project or operation and the company.
- Reaching an understanding with stakeholders through the identification of shared objectives.
- Maintaining a consistent message across different communication channels.

Even before any work is done at a site, expectations have been raised in the surrounding communities. Early engagement provides a valuable opportunity to influence public perception and set a positive tone.

Stakeholder engagement strategy

A strategy is a high level plan to achieve certain goals in the future. When developing any engagement strategy, four questions should be asked: Where are we now? Where do we want to go? How will we get there? How do we know if we got there?

A good strategy will have short term and long term objectives and will be linked to budgets and fit-for-purpose structures, as this can either promote or impede the implementation process.

The strategy must detail the objectives and the goals of our engagement with stakeholders. Most strategy documents have the following sections:

- Background and context.
- Stakeholder needs, risks, opportunities and priorities.
- Objectives.
- Benefits.
- Principles and ethics.
- Strategy and tools.
- Structures and roles.
- Targets and key deliverables.
- Monitoring and evaluation.
- Budget.

An annual review and/or evaluation of the implementation status of the strategy must be conducted, to assess the ongoing relevance and scope of the strategy and to propose adjustments and improvements.

Stakeholder engagement plan

A stakeholder engagement plan follows the strategy referred to in the Community Relations Handbook and the Community Relations and Stakeholder Engagement Guideline.

The stakeholder engagement plan provides a technically and culturally appropriate approach to consultation and disclosure. The main contents include:

- Introduction and context.
- Regulations and community agreements (where relevant).
- Review of previous consultation and disclosure.
- Stakeholders.
- Public consultation and disclosure programme.
- Timetable.
- Resources and responsibilities.
- Grievance mechanism.
- Monitoring and evaluation.
- Reporting.

It is vital to remember that we should not engage with all stakeholders in the same manner. It is also important to ensure that the community stakeholder mapping and prioritising is complete and up-to-date.

Tools and activities

- Personal letters/meetings, newsletters, document containing frequently asked questions, feedback on results and progress, community meetings, facility tours, posters, pamphlets.
- Notice boards.
- Media releases.
- Website.
- E-mails, if applicable.
- Community and one-on-one meetings, participatory monitoring and evaluation.
- Community visits.
- Reporting.
- Stakeholder committees.
- Focus groups.
- Perception study.
- Grievance mechanism.

It is vital that, before using these tools, they are checked for cultural appropriateness and relevance to ensure that they will convey the information to achieve the objectives. Messages must remain consistent and non-contradictory across all media and stakeholders.

All stakeholder engagement activities and initiatives should be documented through meeting minutes, photographs, participant lists, presentation materials and other relevant documentation.

The general manager of the Cerro Corona mine in Peru meets with people from the local communities

Conduct in the field

Employees and contractors must know how to present themselves and the work they do in the community to maintain positive relationships and avoid adverse impacts on communities and the environment. All guidance in this respect must be obtained from the Community Relations team at each project/operation.

The following should be observed:

• Behave transparently, honestly, professionally, respectfully and responsibly.

• Discrimination of any kind will not be tolerated.

• All questions from the communities (outside of direct interactions with community members) must be handled by the Community Relations office.

• Recognise and respect local authorities and government officials, as well as the leaders of local communities.

• Cultural customs have to be observed, where appropriate.

• In case of damages to the property of local communities caused (or alleged to have been caused) by mining activities, must be reported and a record of these damages must be kept.

Monitoring and reporting stakeholder engagement

One of the most important aspects of stakeholder engagement is reporting and monitoring to measure progress and allow follow up.

This can be done using meeting logs to report on formal meetings, informal meetings, telephone calls, visits of community members to the site or information office, emails or any other form of contact with the community.

The meeting logs should also record the type of meeting, attendees/participants, date, issues and be supplemented by a commitment register, a meeting attendance register and an activity register, that lists the action points agreed to.

Standard 3:
Manage conflicts from the beginning

Good handling of conflicts requires the ability to anticipate, recognise, understand and manage conflicts constructively and cooperatively, for the good of all involved. How grievances are handled can have significant implications for the communities' perception of the company, as well as our community relations.

The purpose of the standard is to provide guidance on:

- Proactively preventing social conflicts that jeopardise the continuity and performance of the project or operation.
- Appropriately managing social conflicts by preparing management strategies and plans to address the reasons, concerns and interests behind the conflicts, thus avoiding the unnecessary escalation of the conflict at a later stage.
- Turning conflict situations into opportunities to improve relationships.
- Encouraging all parties to observe, reflect and reach decisions.
- Conflict assessment and management.

Effective conflict and issue analysis, mediation and resolution are crucial to building strong relationships and trust with stakeholders. Some of the key elements include:

- Developing and implementing a locally based grievance mechanism with formalised procedures to accept, assess and resolve stakeholder complaints. It is a requirement for all operations/projects to have an operational grievance mechanism in place.
- Understanding root causes, triggers, drivers and manifestations of conflict, as well as the participants, underlying interests and associated risks.
- Forming a link between community stakeholders and issues, using stakeholder mapping as a basis, as well as assessing issues for materiality and prioritising action accordingly.
- Determining an overall framework and context-specific approach to the management of conflict including conciliation, mediation and arbitration.
- Ensuring that all relevant personnel are trained in the skills and qualities required for the management of conflict and negotiation.
- Formalising conflict management in existing social management systems.

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Tools

A grievance is more serious than a complaint and is a claim (perceived or actual) that an individual or group wants addressed and resolved and could involve financial redress. A complaint is an issue, concern, or problem that an individual or group wants addressed and resolved but should not involve financial redress.

In conjunction with the following tools it is important to have a risk assessment and management plan (Standard 5).

A grievance mechanism is a locally-based, formalised procedure to accept, assess, and resolve community grievances and complaints about the behaviour of the Company or its employees. It is not a replacement for stakeholder engagement. It acts as a valuable feedback loop and can provide opportunity for improvement and for prevention of other grievances and complaints, or as an early warning system for wider problems.

The grievance mechanism should include community participation through an advisory panel, which includes community representatives, and a documentation system acceptable to all parties.
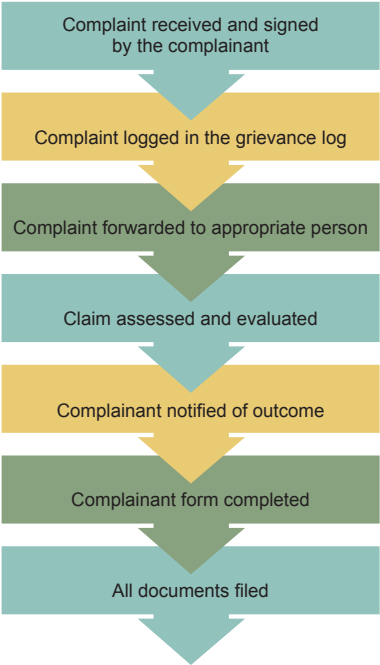
Levels of complaints/grievances:

- **First Order:** for complaints, concerns and issues that do not require compensation, but rather a face-to-face discussion and should be resolved within seven days of being lodged.

- **Second Order:** for grievances related to compensation, financial redress and other related issues, which can include health, environment, construction/operation/exploration, transport, contractors, illegal and abusive activities. These need to be resolved within 30 days.

- **Third Order:** for a grievance that remains unresolved despite following all available avenues to resolve it; to be forwarded to legal counsel for further action.

It is important to ensure consistency in the remuneration/settlements flowing from grievance decisions.

Regular feedback to the community will assist to mitigate duplication of grievances.
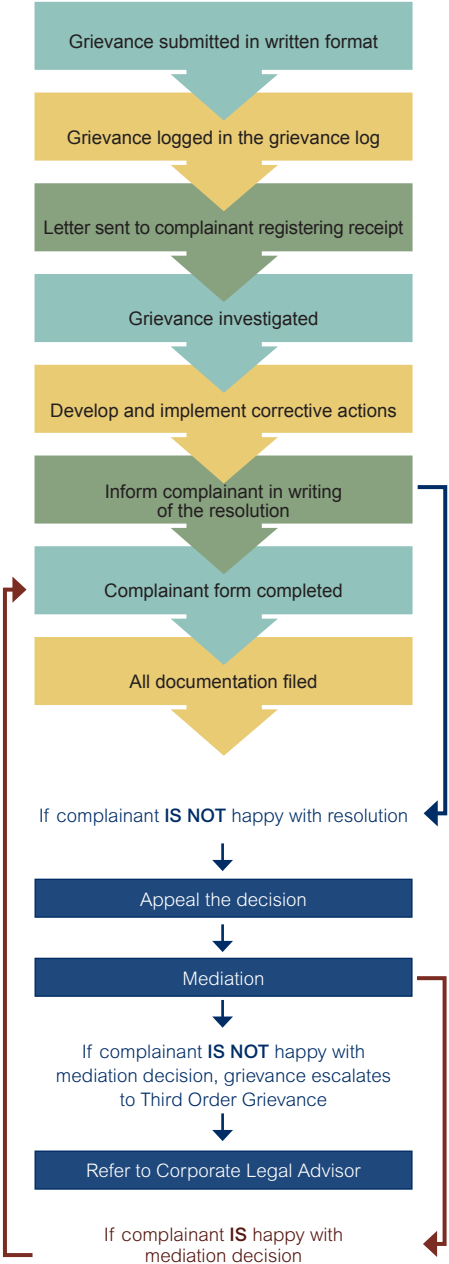
First Order – No compensation required

Complaint received and signed by the complainant

⬇

Complaint logged in the grievance log

⬇

Complaint forwarded to appropriate person

⬇

Claim assessed and evaluated

⬇

Complainant notified of outcome

⬇

Complainant form completed

⬇

All documents filed

⬇

In cases that are more complicated, the Community Relations Team will seek advice from management as to how to proceed.

If required, the process of mediation will take top priority, and all recognised available avenues should be used to help resolve disputes. In situations where there will be a delay in resolving the complaint or concern, the complainant will be informed via letter of such delays.

Second and Third Order

Grievance submitted in written format

⬇

Grievance logged in the grievance log

⬇

Letter sent to complainant registering receipt

⬇

Grievance investigated

⬇

Develop and implement corrective actions

⬇

Inform complainant in writing of the resolution

⬇

Complainant form completed

⬇

All documentation filed

⬇

If complainant **IS NOT** happy with resolution

⬇

Appeal the decision

⬇

Mediation

⬇

If complainant **IS NOT** happy with mediation decision, grievance escalates to Third Order Grievance

Refer to Corporate Legal Advisor

If complainant **IS** happy with mediation decision

Complaints forms and logs need to be completed.

A monitoring process/audit must be undertaken annually by an independent party to determine the success of the process.


Gold Fields employees at the Cerro Corona mine in Peru talking to people from the host communities

Negotiating agreements

A Memorandum of Understanding (MoU) sets out the manner in which the community and Gold Fields agree to move forward in relation on different matters. There is no specific length for an MoU, and it can range from a single page or two describing very general terms, to lengthy documents with many specific, detailed clauses. In some cases, an MoU may not be legally binding because it occurs early in a negotiation process at a time when both parties are exploring their relationship and so do not want to make binding commitments. There may be agreement that certain clauses in the MoU are legally binding.

The Gold Fields Legal Department should assist in drawing up all MoUs. An MoU should never be signed without authorisation from the Project Manager, the General Manager or the Company's Legal Department. An MoU, or parts thereof, could be legally binding.
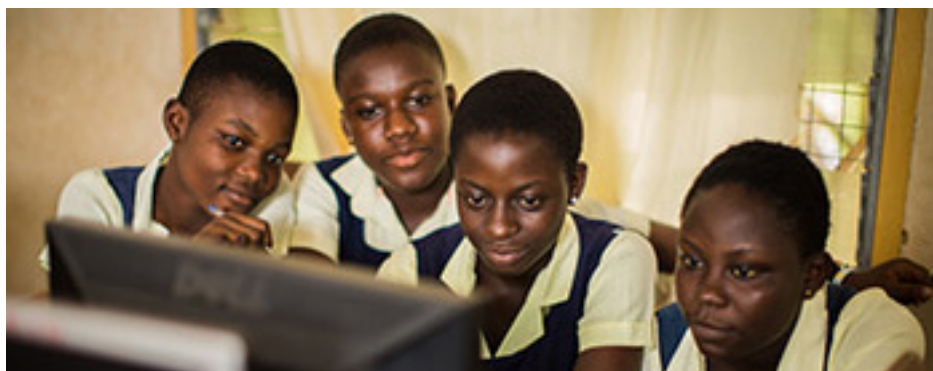
Pupils at a Gold Fields sponsored school near the Tarkwa mine in Ghana

It is essential that the following should be included in an MoU:

- **Legal information:** definition of the parties, purpose of the agreement, recognition of rights, representation, nature of the relationship.
- **Negotiation principles.**
- **Assistance (both financial and through other resources):** details of the funding arrangements.
- **Steps to be taken to reach an agreement:** preparation phase, negotiation phase, drafting and documentation phase, consultation and negotiation period.
- **Communications protocol:** point of contact; two-way information flow; method of communication; timelines for review of documents; forums in which information will be made public; format (language, length of documents, use of images); location and timing of negotiations; substantive issues and sequence for negotiation; and dispute resolution process.

Every MoU should be logged, and a copy, signed by both parties, should be filed. Any commitments made in the MoU must be registered in the commitments' register.

Social incident register

A social incident is a situation or occurrence that jeopardises, or may jeopardise, the project's or operation's stability; that may affect the normal performance of activities; and that may place at risk the relationships between the project or operation and its stakeholders. They may be related or unrelated, but because of their relevance may impact the project's activities and continuance. Examples include protest marches, clashes amongst groups within a community, or clashes involving more than one community, the outbreak of infectious diseases, etc.

A register in which all social incidents are recorded will allow the team to forecast possible social conflicts, manage the social risks in an effective manner and reinforce credibility and trust with stakeholders and communities.

Standard 4:
Contribute to social and economic development of host communities

Gold Fields is committed to pursuing formalised partnerships with governments, local and international non-governmental organisations, donor organisations and other stakeholders to capitalise on any synergies that may exist to facilitate well designed and effectively delivered community development. A key aspect of contributing to the socio-economic development of host communities is the adoption of the 'shared value' concept through which mine-level business strategies not only enhance the value of the business but also generate positive social impacts.

The purpose of this standard is to guide the Company's approach to investment in host communities and the multi-faceted aspects that require consideration when making such investments.

Shared Value

No matter how significant the economic contributions made by mining companies are at a national level, this does not always translate into local economic development, or a strong social license to operate. The Company needs to act with respect to host communities, and deliver valued, ongoing, scaled and visible contributions to local development – thereby creating value at the community level. This involves a range of strategies, such as employing community members; creating external jobs through community-based procurement and enterprise development; promoting community members' skills for employability in the supply chain of operations; investing in education and health; and supporting infrastructure development. Gold Fields believes that the best way forward is to build upon existing value distribution practices by pursuing programmes through the generation of shared value.

Community investment strategy

The building blocks of community investment are trust, mutual respect, safety, goodwill, capacity, shared learning and local ownership. Achieving long-term, positive community development impacts through company-supported initiatives is a complex and challenging endeavour, and requires a robust community investment strategy. The goal is to create lasting improvements in the quality of life for the communities, which in turn generates business value for the Company in the form of broad community support, reputational benefits, risk reduction, productivity gains, and/or competitive advantage.

Gold Fields' business drivers for community investment
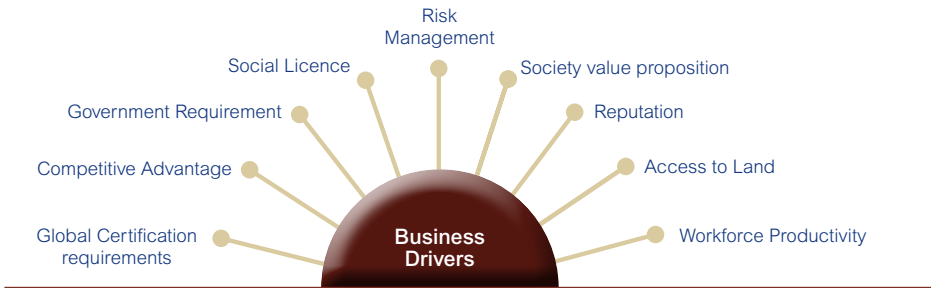
A community investment strategy should

- Set out a 3 – 5 year plan.
- Establish community investment strategy objectives linked to the business case.
- Identify target stakeholder groups and specify eligibility criteria.
- Link the community investment strategy to the local context by drawing upon socio-economic baseline studies as well as understanding of a community's needs, risks, opportunities and priorities.
- Have a robust (and active) stakeholder engagement plan.
- Leave an enduring, positive legacy for host communities.
- Apply the Shared Value approach to community development and investment projects.
- Integrate community investment with other community programmes.
- Set out criteria and guiding principles against which all community investment projects and impact will be evaluated.
- Identify the key programmes/areas for investment.
- Identify the implementation model and decision making/governance structures.
- Define roles and responsibilities, budget, scope and timeline, and have an exit strategy.
- Describe exit, handover and sustainability strategies.
- Describe monitoring and communication of results.

Strategic community investment encompasses six elements that reinforce each other:

1. Strategy.
2. Internal and external alignment.
3. Multi-stakeholder partnerships.
4. Sustainability.
5. Results measurement.
6. Exit strategy.

Designing a community development project

Once the strategy has been completed, a specific community development project needs to be designed. The benefits of quick impact projects need to be weighed carefully against the risks of creating dependency on the project/mine. Relevance, effectiveness, efficiency, impact and sustainability must be taken into account.

There are four main phases in designing a community investment project: planning, implementation, monitoring/reporting and the exit, which follow a logical, continuous cycle with each phase leading to the next.

It is necessary to factor in the effects of climate change impacts on affected communities. The sustainability of these communities may depend on their ability to adapt to changing (and unknown) climatic conditions. Community investment projects should consider climate change mitigation aspects.

Planning of a project

Projects often fail due to poor planning, because problems are not well defined and fail to consider the needs and views of everyone involved in and affected by the project. The following steps should be followed when planning a project:

- Refer to the community investment strategy
- Assess the effectiveness of similar projects
- Form a project planning committee / group
- Conduct a needs assessment
- Budget for the project
- Design an exit strategy
- Develop a project work plan
- Design a (M&E) plan for the project
- Design a communications plan

Implementation: It is important to implement the project's communications plan, assigning roles and responsibilities. Communication amongst the team members is vital for regular updates and problem solving.

Monitoring and Reporting: All activities should be monitored against both the work plan and the monitoring and evaluation (M&E) plan. Monthly and quarterly reports should be compiled and external review/verification should be undertaken annually to assess progress against the aforementioned plans.

Exit strategy: The project should be handed over according to the exit strategy, formally and publically, so that all stakeholders are aware of the transfer of responsibility.

Community members near the Cerro Corona mine in Peru benefit from the mine's drinking water system

Local communities near the South Deep mine in South Africa benefit from skills development and job creation centres

A nurse administers healthcare at a Gold Fields sponsored clinic in Ghana

Community investment priority areas

Although community investment priorities will differ depending on the country in which Gold Fields operates, and perhaps even the specific region within that country, some of the top priorities for host communities that have been identified across the group include job creation/employment and local economic development, which includes local procurement.

In identifying investment priority areas as much data as feasible needs to be collected to establish baseline community profiles. The range of tools for collecting baseline data on host communities include surveys, focus groups, key informant interviews, case studies, publications, and participatory rural analysis.

Identifying development partners

Partnerships enable the project or operation to:

- Ensure continuity in its community development and investment efforts.
- Draw on additional funds, skills and approaches.
- Broaden its social networks and benefit from local knowledge.
- Coordinate and benefit from different development efforts in the area to maximize impact.

During the community stakeholder mapping, part of Standard 1, some of these organisations and institutions would have been identified. In order to identify viable development partners, a separate exercise of mapping and analysis of these institutions is required.

Qualities required in partner organisations should be based on their ability in the following areas:

- Capacity in community development work.
- Knowledge of the community and the area.
- Credibility with communities, other organisations and government.
- Adherence to and alignment with Gold Fields' six values.
- Sound financial management and governance practices.
- Commitment at the organisation level and not just driven by one individual.
- Absence of tensions and conflicts with other organisations in the community and/or area.

Monitoring and evaluation (M&E)

M&E is a management tool to improve the project implementation to achieve and enhance the impacts of community projects. It provides a means for learning from past experiences, to improve delivery and planning, allocation of resources and to demonstrate the results and impacts of projects as part of accountability to key stakeholders.

It should be noted that M&E is the most labour intensive aspect of a development project. It is essential that sufficient human and financial resources are budgeted for and assigned to this function.

The most frequently used M&E system is the logical framework approach, in which a project is broken down into elements such as inputs, activities, outputs, outcomes and impacts. Separate indicators for each of these elements are used to measure performance under this standard.

Key performance indicators (KPIs), are quantitative and/or qualitative variables that allow for the measurement and verification of changes produced by the project relative to what was originally planned. KPIs also measure project inputs, outputs, outcomes and impacts.

M&E in action
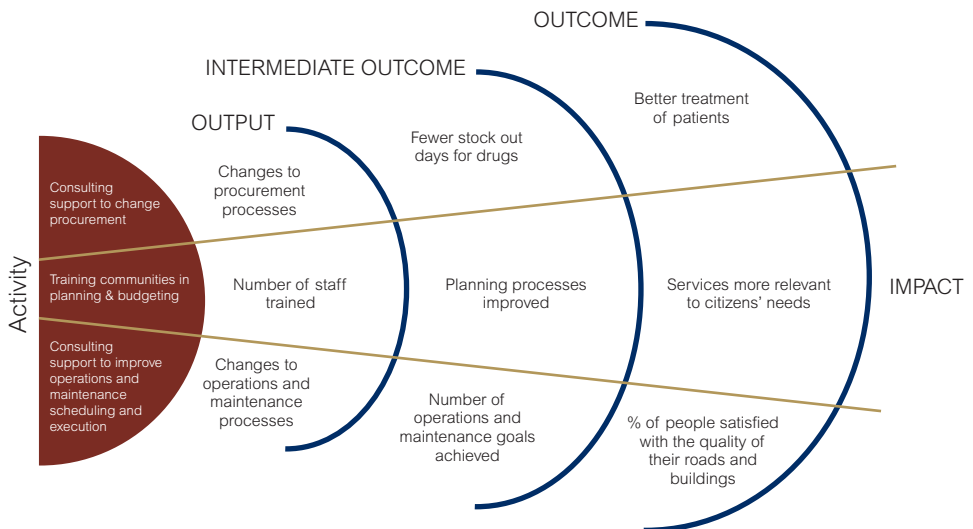
Standard 5:
Assess and manage social impacts

Any mining activity, irrespective of where in the world it takes place, has a level of unavoidable social impact.

The purpose of this standard is to provide guidance on understanding and assessing social impact and pre-emptively and actively managing these impacts to ensure that the Company maintains its social and regulatory license to operate in any jurisdiction.

Tools

The tools used are the social impact assessment and the social impact management plan.

Social Impact Assessment

A social impact is experienced (real or perceived) by an individual, social group or economic unit due to actions (or lack thereof) by a mining company. The impact may be direct, indirect or induced by the existence of the project or operation (e.g. increased pressure on social infrastructure due to an influx of job-seekers).

The Social Impact Assessment (SIA) was developed to complement the Environmental Impact Assessment (EIA). An SIA includes the systems and strategies undertaken by the company during the implementation phases of mining – from exploration to post-closure – to monitor, report, evaluate, review and proactively respond to project related impacts.

It is not a once-off activity, and is focused on identifying, assessing, avoiding, mitigating and enhancing outcomes for host communities. Ongoing engagement with all relevant community stakeholders is a crucial component. Social impact is a change to a community's way of life, culture, cohesion, stability, character, services and facilities, political systems, environment, health and wellbeing, personal and property rights and fears and aspirations.

Social Impact Assessment process
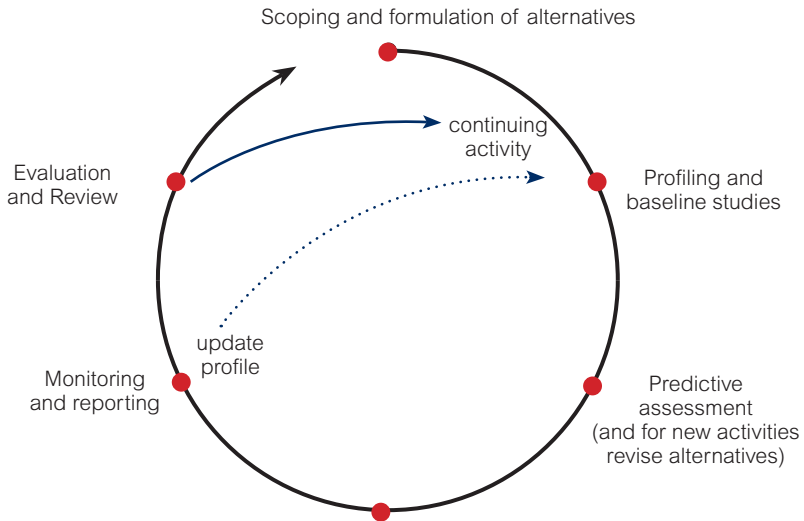
Social Impact Management Plan

A Social Impact Management Plan (SIMP) is designed around the findings of the SIA and provides the implementers with clear mitigating actions and strategies to address the impacts. The minimum content that the plan should include, are:

- A summary of the project/operation and summary of key aspects of the SIMP.
- Identified impacts.
- An impact analysis, as well as the mitigation and management strategies to be implemented in response.
- Monitoring.
- Reporting and review mechanisms.
- Stakeholder engagement strategies and plan.
- Grievance mechanisms.

The Gold Fields' priorities to be included in most SIMPs for its communities are:

- Host community employment.
- Host community procurement.
- Avoidance of negative water impact on communities.

Social impact measures, monitoring and reporting are to be developed for these priorities in addition to any local indicators.

Standard 6:
Deliver good practice resettlement

In order to conduct exploration, construct a mine or expand an existing mine, land is needed. Frequently the purchasing of land for these and related activities results in the resettlement of communities or families.

The purpose of this standard is to ensure that all projects and operations adhere to good practice for any resettlement activities. The standard is aligned with that of the International Finance Corporation's (IFC) basic principles for addressing the adverse effects of involuntary resettlement. These are:

- Avoid involuntary resettlement.
- Avoid forced evictions.
- Where involuntary resettlement is unavoidable, all affected by it should be compensated fairly.
- To anticipate and avoid, or where avoidance is not possible, minimise, adverse social and economic impacts from land acquisition or restrictions on land use by:
  - Providing compensation for loss of assets at replacement cost.
  - Ensuring that replacement activities are implemented with appropriate disclosure of information, consultation and the informed participation of those affected.
- Involuntary resettlement should be conceived as an opportunity for improving the livelihoods of the affected people and undertaken accordingly.
- All people affected by involuntary resettlement should be consulted and involved in planning to ensure that the mitigation of adverse effects as well as the benefits of resettlement are appropriate and sustainable.

The legislation of the host country should also be complied with in relation to resettlement.

Resettlement action plan (RAP)

This is a key planning tool used to mitigate the adverse impacts of displacement and to create development opportunities for affected community members. The scope of the plan should be proportional to the scale of the resettlement required. A shorter version, a Resettlement Policy Framework, would be required where resettlement activities involve economic displacement only or when the extent of the resettlement is not fully understood.

Resettlement is not just about replacement of physical assets but also about restoring the social fabric of communities as far as possible.

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It is essential that qualified and experienced persons design and implement a RAP. The implementation of a resettlement process must be fully integrated into the management of the core business.

Data gathering

An advisory committee, which must include adequate representation from the affected communities, must identify a project's adverse impacts and the populations affected. This requires an examination of social, environmental and economic conditions of affected populations and future host communities. Data gathering should be consolidated to minimise survey fatigue in the community.

Steps include:

- Land surveys, detailed large-scale maps and aerial photographs. Thematic maps identify population settlements, infrastructure, soil composition, natural vegetation areas, water resources, and land use patterns.

- A census that enumerates the affected people and registers them according to location. Special attention must be given to vulnerable groups such as women-headed households, child-headed households, the elderly and other minorities, who will require supplementary resettlement assistance.

- An inventory of lost and affected assets at the household, enterprise, and community level. This requires detailed soils maps and an assessment of land capability and carrying capacity. Graves and tombs should also be recorded.

- Socio-economic surveys and studies of all affected people, including seasonal, migrant, and host populations. This data will also identify those households most at risk from physical and economic displacement.

- Analysis of the results of the surveys and the qualitative studies to establish compensation parameters, to design appropriate income restoration and sustainable development initiatives, and to identify baseline monitoring indicators.

- Consultation with the affected populations regarding mitigation of effects and development opportunities. Any development projects linked to the resettlement should be appropriate and sustainable, based on existing local capacity, local resources, local initiative, and should aim to enable the participants to move beyond dependence within the life of the RAP implementation.

Palm oil harvest near the Tarkwa mine in Ghana

Land acquisition

Involuntary resettlement implies that, where feasible and where desired by the affected people, land-based resettlement options should be provided to displaced people whose livelihoods are based on use of the land. New land should be:

- Equivalent or superior in productive potential to the land from which people will be displaced. Where this is not possible, technical support and appropriate inputs to farmers must be provided.
- Located in reasonable proximity to land from which people will be displaced.
- Provided free of any "transaction costs", such as registration fees, transfer taxes, or customary tributes.
- Prepared to productive levels similar to those of the land from which people will be displaced.

Other aspects to consider include:

- Do land markets or other opportunities for the productive investment of the sales income exist?
- Does the transaction take place with the seller's informed consent?
- Is the seller provided with fair compensation based on prevailing market values?

The basis for any land transaction, whether for voluntary resettlement or otherwise, should always be that the people giving up their land and assets are able to restore their livelihoods to levels equivalent to or better than those maintained at the time of sale.

Legal framework

A full legal review of resettlement related legislation in the host country should be undertaken, together with a gap analysis against IFC standards. It should also be understood how good practice and legislative requirements may influence the cost and timing of the resettlement process.

Compensation framework

This section specifies all forms of asset ownership or use rights among the affected communities and Gold Fields' strategy for compensation for partial or complete loss of the assets. The framework should include a description of:

- Any compensation guidelines established by the host government.
- The methodology to value losses in consultation with the affected communities to assess the adequacy and acceptability of the proposed compensation.
- The proposed types and levels of compensation to be paid. Compensation rates should be applied consistently throughout the life of the project.
- Compensation and assistance eligibility criteria.
- How and when compensation will be paid.

Livelihood restoration

Often resettlement will affect the income earning capacity of the displaced families, and compensation alone does not guarantee the restoration or improvement of their living standards. The following needs to be implemented to ensure livelihood restoration:

- **Land-based livelihoods:** unless completely impossible, resettlement sites must have dependable access to grazing land, forest, and water resources.
- **Wage-based livelihoods:** these persons will benefit from skills training and job replacement, and the option for small-scale credit to finance start-up enterprises.
- **Enterprise-based livelihoods:** entrepreneurial training to expand businesses and generate local employment.

Budget and implementation schedule

The actual costs of resettlement planning and implementation are often underestimated.

The budget should be linked to a detailed implementation schedule for all key resettlement and rehabilitation activities. The RAP implementation schedule should be integrated into the broader project implementation schedule and reflected on one programme.

The timing of the RAP activities is crucial. Commencement of consultations, census and survey implementation too early – before the project development is planned – may raise local expectations and attract newcomers to the area. Commencement too late may interfere with project implementation and unnecessary (and expensive) delays. Planners should also be attentive to the agricultural and employment cycles of affected people and avoid scheduling key resettlement activities that may disrupt these cycles.

Organisational responsibilities

A pre-requisite of any resettlement process is the formation of a resettlement advisory group/steering committee to coordinate the implementation of the RAP. The RAP must identify and provide details on the roles and responsibilities of all organisations that will be responsible for resettlement activities. A resettlement unit should also be formed with responsibility for the coordination, management and monitoring of the practical day-to-day implementation of all resettlement activities. The head of this unit should report directly to senior project management and supervise all project staff as well as contractors responsible for resettlement activities.

Consultation and participation

Effective resettlement planning requires regular consultation with, as well as the release of information and documentation to, a wide range of stakeholders. Keeping affected people fully informed of their rights and responsibilities is crucial to the success of resettlement planning. In order to do so, it is important to develop a stakeholder engagement plan. Refer to Standard 2 of the Community Relations Handbook.

Grievance redress

Involuntary resettlement inevitably gives rise to grievances among the affected population over issues ranging from rates of compensation and eligibility criteria to the location of resettlement sites and quality of services at those sites. Timely redress of such grievances is vital to the satisfactory implementation of resettlement and to the completion of the project on schedule. A grievance procedure/mechanism should be in place to allow affected people to lodge a complaint or a claim. Refer to Standard 3.

Monitoring and evaluation (M&E)

Monitoring and evaluation of the RAP's implementation is crucial. It is important to monitor (both internally and externally) the effectiveness of the physical progress of resettlement activities and the consultation and participation activities, as well as the sustainability of income restoration and development activities amongst the affected people. This monitoring will not only provide feedback on the implementation process, but will also help to identify problems as early as possible to allow for timely adjustments to the RAP and other activities. The scope of the M&E plan should be commensurate with the scale and complexity of the RAP.

Verifiable indicators for measuring the impact of physical relocation on the health and welfare of the affected communities, as well as the effectiveness of the impact mitigation measures, should be established. The monitoring should continue for a number of years beyond the completion of the resettlement to ensure that the income restoration efforts and development initiatives have succeeded and that the affected community has successfully re-established itself at its new site.

During and at the end of the implementation of the RAP an evaluation of the process should be carried out by an independent, qualified third party. Provided all is well and no corrective action is necessary, the external evaluation should bring closure to the Company's liability for resettlement, compensation, livelihood restoration, and development support.

Standard 7:
Respect the rights and interests of indigenous peoples

Gold Fields recognises that diverse definitions for indigenous peoples (and other groups that exhibit the commonly accepted characteristics of indigenous peoples) exist. It supports the definitions provided by Standard 7 of the International Finance Corporation, as well as the definition provided by the International Council on Mining and Metals (ICMM), as defined in article 1 of the International Labour Organisation's Indigenous and Tribal Peoples Convention (ILO 169).

In some countries, the term 'indigenous' may be controversial and local terms may be in use that are broadly equivalent (such as tribal peoples, first peoples, native people, and aboriginal people). In other situations, there may be no recognition, or the term may have negative associations that discourage people from acknowledging indigenous identity. Irrespective of the local context, the company rejects any discrimination or disadvantage that may be related to culture, identity or vulnerability and will seek to apply its standards to all groups that exhibit the commonly accepted characteristics of indigenous peoples.

The Company recognises that successful projects require the support of a range of stakeholders. This includes both the formal legal and regulatory approvals granted by governments and the broad support of a company's host communities. Indigenous peoples often have cultural characteristics, governance structures and ways of interacting and decision making that sets them apart from the non-indigenous population. This requires engagement in ways that are culturally appropriate, paying special attention to the capacities, rights and interests of indigenous peoples, within the context of broader community engagement.

The purpose of this standard is to provide guidance on the Company's approach to engaging with indigenous peoples and other groups that exhibit the commonly accepted characteristics of indigenous peoples.

Principles for engaging

The Company is committed to:

- Respecting local traditions, rights, interests, cultures, perspectives and special connections to lands and waters of surrounding communities.
- Adopting and applying culturally appropriate engagement and consultation processes with communities and other key stakeholders.
- Working to obtain the consent of surrounding communities for new projects.
- Stipulating that suppliers and contractors conduct themselves in accordance with the Company's policies, standards and guidelines.

Meeting with the Council of Elders at the Far Southeast Project in the Philippines

FPIC and formal agreements

Two of the most important outcomes when dealing with indigenous peoples are:

- Free, prior and informed consent (FPIC).
- Formal agreements with indigenous peoples.

To achieve an FPIC, it is important to start off with a baseline study conducted by an appropriately skilled and experienced practitioner. It should focus on the indigenous communities' socio-economic conditions, land use practices, rights, interests, special connections to lands and waters and customary practices for decision making and conflict resolution. This information should be captured in a stakeholder engagement plan, which is crucial for securing permits and a social license to operate during project design and development phases. Refer to Standard 2 of the Community Relations Handbook.

FPIC comprises a process, and an outcome. Through this process indigenous peoples are able to freely make decisions without coercion, intimidation or manipulation. They are given sufficient time to be involved in project decision-making before key decisions are made and impacts occur; and are fully informed about the project and its potential impacts and benefits.

The outcome is that they can give or withhold their consent to a project, through a process that strives to be consistent with their traditional decision-making processes, while respecting internationally recognised human rights. The outcome must be the result of good faith negotiation between the Company and affected communities.

Some countries have made an explicit consent provision under national or sub-national laws for FPIC. In most countries however, "neither indigenous peoples nor any other population group have the right to veto development projects that affect them", so FPIC should be regarded as a "principle to be respected to the greatest degree possible in development planning and implementation..." (UN's Department of Economic and Social Affairs Resource Kit on Indigenous Peoples' Issues – 2008).

It is also important for Gold Fields that the relationship between the company and indigenous communities is good, to avoid financial risk to the company should operations be stopped through poor relationships with indigenous groups, as indeed with any host community.

In some countries negotiations form part of the FPIC process, and generally result in an official agreement (or MoU) signed between the community and the Company. The MoU signed between the community and the Company in the early stages of negotiations often serves as an interim agreement while an impact and benefit agreement (IBA) is being negotiated. The language of the agreement should spell out obligations clearly and precisely and should consider any relevant local or international legislation and/or standards.

Standard 8:
Engage with artisanal and small-scale miners

Artisanal and small scale mining (ASM) has increased significantly across the globe. Technology is also advancing within the ASM sector, improving the speed and efficiency at which ASM operators can mine. As a result, these miners are exploiting lower grade deposits and are often making more money than they would by being employed at mining operations in low level positions.

ASM is associated with developing countries, in which people become engaged in the sector lawfully and unlawfully due to lack of alternative employment, easy access to ore bodies, poor or ineffective regulation, high financial returns and sometimes pressure from criminal syndicates. The most important reason is the relatively high pay ASM provides compared to other forms of employment. ASM is also associated with a number of negative aspects including environmental contamination, occupational health and safety problems, and child labour.

A globally accepted definition of ASM is not available. The definition varies from country to country and even from commodity to commodity. Gold Fields defines it as anything that is not conventional large-scale mining and differentiates between three different kinds of ASM:

- Responsible, legal and non-trespassing ASM.
- Irresponsible, yet non-trespassing ASM.
- ASM that occurs on Gold Fields' mining lease or the concession area (i.e. trespassing onto Gold Fields' property).

The Company acknowledges that artisanal and small-scale miners, regardless of what category they fit into, do form part of our host communities, and thus are an integral part of our stakeholder community in those jurisdictions.

The Company aims to engage with the artisanal and small scale mining community, respectfully and transparently. The purpose of this standard is to guide interaction with the legal artisanal and small scale miners.

Artisanal and small-scale miners near the Damang mine in Ghana

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Tools

Each ASM affected project or operation must develop a specific strategy based on the unique conditions of the immediate ASM environment and extensive knowledge of local conditions and local ASM systems.

Research

It is important to develop a profile of the ASM community, using various techniques:

• Documentary research.
• Observation.
• Surveys.
• Focus group discussions.

Once research results are available it is necessary to identify, map and rank the ASM stakeholders.

ASM strategy

Develop a strategy on how to approach the issue of ASM, including engagement, human rights, environmental issues, security, monitoring and evaluation, supported by an appropriate budget. The strategy should receive input from stakeholders such as the artisanal miners, project or operation's employees, local leaders, informal land owners, local communities, government officials and relevant NGOs. The strategy needs to cover the short, medium and long term issues surrounding ASM.

Security, conflict and human rights training

The primary goal of ASM strategies must be to secure the Company's assets from theft and social licensing threats. Key themes should be incorporated into all ASM strategies and actions and are:

• Security of the lives of employees and protection of property.
• Maintaining the highest human rights standards. Detailed procedures, guidelines and training for security teams must be established in advance of any security actions.
• Forced evictions are the greatest threat to the social license and it is thus critical to minimise such evictions.
• The success of diplomatic engagements with ASM depends heavily on company/community relationships built long before an ASM crisis develops.

Community investment

It is important that the ASM community is considered and its needs included when designing and implementing the community investment strategy and implementation plans. The design of community investment initiatives should include specific measures that are aligned to the objectives of the ASM strategy.

Alternative livelihoods

A key challenge is that alternative livelihood programmes are unlikely to draw people away from ASM. The reality is that ASM is an industry like any other and people engaged in it have developed skills specific to the trade. It is very lucrative and difficult to replace with the lower paying alternatives.

The provision of viable, locally relevant, pragmatic and well implemented alternative livelihood programmes that involve significant capacity development can have a material effect on boosting the local economy and benefitting local households, reducing the reliance on ASM.

Exploration projects

Exploration projects are particularly at risk from ASM. Strategies need to be developed as early as possible to avoid legacy problems and to establish a consistent relationship with ASM stakeholders over the life of the mine.

When designing ASM strategies for exploration phase projects it is important to manage expectations and concerns throughout the mine life cycle in a pragmatic way. Engagement with ASM during exploration will be different to that of an operation.

The development of mine plans must incorporate the ASM strategy within the feasibility study in the same way it incorporates development costs and development timetables for example. It is the responsibility of the Community Relations team to make the mine planning team aware of this.

Resettlement and ASM

The Resettlement Standard aims to avoid involuntary resettlement wherever possible, and if not, to minimise involuntary resettlement by exploring project and design alternatives.

It should be noted that international good practice (IFC Performance Standard 5) does not require compliance with resettlement guidance for the relocation of artisanal miners and advises the development of avoidance, mitigation, compensation measures, although not necessarily as part of a RAP. This has generally been the approach adopted by large scale mining operators where drilling or construction programmes would impact ASM.

Standard 9:
Integrate community relations into closure and post-closure

Plans for mine closure, and the implementation of such plans, as well as post-closure use of the land require a social license. A community lives with the legacy of a closed mine long after closure, so the community should be consulted and participate, not only in the closure planning process, but also during the implementation of closure and post-closure activities.

The purpose of this standard is to ensure that community relations and stakeholder engagement are integrated into the mine closure and post-closure planning phases.

Integrated closure and post-closure planning

It is crucial that the community relations team works together with the mine closure management team well in advance of closure to ensure the integration of the following processes and plans into the mine closure and post-closure planning processes:

- Preclosure stakeholder engagement plan – **Standard 2**.
- Social impact assessment – **Standard 4**.
- Social impact management plan – **Standard 5**.
- Implementation of community investment project exit strategies – **Standard 4**.
- Post-closure stakeholder engagement plan – **Standard 2**.
- End-of-project social impact assessment – **Standard 4**.
- Exit strategy.

Livestock improvement project near the Cerro Corona mine in Peru

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Definitions

Project	An exploration project or a construction phase project
Operation	Active mine
Greenfields exploration	Exploring in areas that has had little or no previous exploration or mining.
Brownfields (Near-mine) exploration	Exploring in areas where mining is occurring or has previously occurred. May occur alongside more advanced exploration or mining.
Prospecting	Studying the geology of a region by walking and observing an area, concentrating on the large-scale geology and geologic history of a region; mapping rock types and collecting samples.
Early exploration	Geologists will begin to sample larger amounts of material from more localized areas in order to identify targets for drilling. Some drilling may also occur during early phase exploration.
Advanced exploration	Drilling to confirm that the ore is in fact present, and mapping out the size of the ore body and the minerals it contains. During this phase a permanent exploration camp is set up and environmental and social baseline studies are undertaken in preparation for feasibility studies and permitting processes.
Scoping study	Early informal evaluation of the project based on advanced exploration findings in order to guide the exploration and decision-making.
Pre-feasibility Study	This is the next step in project evaluation after the scoping study, and is more detailed than the scoping study. It is normally conducted once the broad outlines of the project have been established and a reasonable estimate of the geological resources can be prepared. The role of this study is to clearly define the optimal project to carry forward to feasibility study level.
Feasibility Study	A comprehensive study of a deposit in which all geological, engineering, operating, economic and other relevant factors are considered in sufficient detail that it could serve as a basis for a final decision by the Gold Fields Executive Committee (EXCO) and Board as to whether to develop a mine or sell off the deposit. The feasibility study also estimates the size of the gold resource, calculates the cost of infrastructure, employment requirements, transport requirements, as well as environmental and social impacts and mitigation actions. The feasibility study is also used to provide a financial institution sufficient assurance that it is a viable deposit to finance for mine development.

Construction	This involves building the processing plant, accommodations, roads and other infrastructure that the mine will need.
	At this point communities will start experiencing the reality of living near a mine, and there will be many concerns about construction noise, dust and emissions, an increased project footprint (compared to exploration camp and exploration activities), more external influences on the social fabric of the communities, and more real worries about land, water, wildlife and livelihoods. It is important that conflict resolution mechanisms, such as grievance mechanisms and stakeholder engagement tools, are implemented well at this time.
Operations	Generally consists of three phases:
	• **Ramp up:** at the initial stages of mining (can last up to one year). This phase and also during full production, there will be less jobs required than during construction phase, but the jobs that are available will be longer-term jobs.
	• **Full production:** bulk of life of mine, when the ore and concentrate throughput will be at 90% or more of planned maximum tonnage (or so we hope!).
	• **Decline:** ore reserves are in decline and costs per tonne are increasing as deeper or lower grade ore is mined. Mill throughput can decline as well, and the number of jobs at the site may decline as well.
Closure and reclamation	In most countries, closure plans must be submitted during permitting, and most governments require a bond (money/security deposit) as a guarantee that the Company will restore the land to an agreed-upon state at closure closed.
	This is the last phase of the mine and entails removal of all on-site infrastructure, rehabilitation of soils and vegetation, and putting in place long-term water monitoring and management systems. The goal is to restore the site to as close as possible to its original state, or a state agreed to with regulators.
Social License to Operate	The acceptance within local communities of both mining companies and their projects. It is granted based on the credibility of the company and the type of relationship that companies develop with the communities.
	The license does not refer to any physical document or agreement, but to the real or current credibility, reliability, and acceptance of mining companies and projects. It is dynamic and can be revoked at any time. Obtaining and maintaining it is only possible when stakeholders feel they are consulted and receiving a fair share of benefits.
Monitoring	A regular systematic collection and analysis of information to track the progress of programme implementation against pre-set targets and objectives, providing ongoing information on progress, efficiency and use of resources.

Evaluation	An objective assessment of project, design, implementation and results. It looks at the relevance, effectiveness, efficiency and sustainability of an intervention. It examines the success of a project.
Impact Assessment	Assesses what has happened as a result of the intervention, and tries to differentiate between changes between benefits which are attributed to the project and those from other external factors. It is always done by an external party.
Baselines	A reference point against which progress can be assessed or comparisons made.
Inputs	The resources including people, money, technology, information, expertise used to deliver the activities/tasks of the project.
Activities	The actions taken or the work performed as part of a project.
Outputs	Immediate results derived from the activities of the project, closely related to project deliverables.
Outcomes	Short and medium term results of an intervention's outputs.
Performance Indicators	A quantitative and/or qualitative variable that allows the measurement and verification of changes produced by the project relative to what was planned. Also called key performance indicators (KPIs).
Impacts	Positive and negative, long term results for identifiable population groups (produced by a project or intervention, directly or indirectly, intended or unintended.
Targets	An explicit statement of the desired and measurable results expected for an indicator at a specified point in time, expressed in terms of the quantity, quality and time.
Milestones	Significant points in the life of a project by which specified progress should have been made.
Quantitative	The quantity of something, e.g. number of beneficiaries.
Qualitative	The description of the quality of something.
Logical Framework	A methodology for conceptualising projects and an analytic tool that has the power to communicate a complex project clearly and understandably on a single sheet of paper.
Relevance	The extent to which the project is responsive to the priorities and policies of the community.
Effectiveness	The extent to which a project attains its objectives and outcomes are achieved.
Efficiency	The operational and administrative efficiency.

Sustainability	Whether the benefits of a project are likely to continue after the company exits and funding is withdrawn.
Impact	The positive and negative changes produced by an intervention, directly or indirectly, intended or unintended.
Compensation	Payment in cash or in kind for an asset or resource.
Host population	People living in or around areas to which people will be resettled as part of an involuntary resettlement process.
Involuntary resettlement	Resettlement that occurs without the informed consent of the displaced persons or if they give their consent without having the power to refuse resettlement.
Land expropriation	Process whereby a government requires a person, household, or community to relinquish rights to land that it occupies or otherwise uses.
Project-affected household	Members of a household, related or not, operating as a single economic unit, who are affected by a project.
Project-affected person	Any person who, as a result of the implementation of a project, loses the right to own, use, or otherwise benefit from a built structure, land, crops and trees, or any other fixed or moveable asset, either in full or in part, permanently or temporarily.
Physical displacement	Loss of shelter and assets resulting from the acquisition of land associated with a project that requires the affected person to move to another location.
Replacement cost	The market value of the assets plus transaction costs.
Resettlement Action Plan	The procedures and the actions to mitigate adverse effects, compensate losses, and provide development benefits to persons and communities affected by the development of a project.
Resettlement assistance	Support provided to people who are physically displaced by a project. It may include transportation, food, shelter, social services and cash allowances.
Stakeholders	Any and all individuals, groups, organisations and institutions interested in and potentially affected by a project or having the ability to influence a project.
Vulnerable groups	People who by virtue of gender, ethnicity, age, physical or mental disability, economic disadvantage or social status may be more adversely affected by mining than others and who may be limited in their ability to claim or take advantage of assistance and related development benefits.