

Economic Development Action Plan 2009

Gold Ridge Gold Mine
Guadalcanal, Solomon Islands





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List of Abbreviations and Acronyms

Abbreviation	Definition
Ag	Agriculture
ED	Economic Development
CEDCC	Community Economic Development Consultative Committee
CED	Community Economic Development
CEDA	Community Economic Development Advisor
CIP	Community Information Program
CRM	Community Relations Manager
FP	Future Program
FS	Food Security
GRCLA	Gold Ridge Community and Landowners Association
GRML	Gold Ridge Mining Limited
GIL	Gold Ridge Investment Limited
GR	Gold Ridge
IEC	Information Education and Communication
IMS	Integrated Management System
LO	Landowner (Traditional)
M&E	Monitoring and Evaluation
NC	Not Complete
OG	Ongoing
OJT	On Job Training
SMP	Social Management Plan



1. Gold Ridge Mining Limited: Our Role in Community Economic Development

GRML is a progressive and professional mining operation. We know that mining that concentrates solely on mining, misses contributing to community enterprise and development. Royalty payments, new employment and the supply of goods and services are all relatively new economies and opportunities for area residents. Traditional societies are not always aware of the implication or opportunities that emerge from mining.

The understanding of traditional societies and industry dynamics need to be combined with lateral business thinking. Understanding, cooperation and education (improving economic awareness, also referred to as financial literacy) are fundamental to success. The key is to understand issues from many perspectives. GRML will develop acceptable and viable options, and has committed to promote accessible local ventures with a broad base of support. If projects can be sized appropriately (e.g., smaller risks, less capital investment, small skills gaps) enterprise becomes accessible.

Mining has tremendous development leverage. Systematic methods incorporating community benefits into overall management and operating systems are crucial. GRML will work with entrepreneurs and government supporting forming business to meet local needs and create opportunities.

Community, government and private industry will find common ground and work on opportunities for sustained investments. Creating abandoned communities or social problems in post-mining eras is unacceptable. The 'Social Licence' to operate includes the idea of enduring socioeconomic benefits.

The values of entitlements are not always apparent if they are not broadly distributed. As a significant employer and contributor to national income, GRML recognises that the company has an important role to play in stabilising rural economies and contributing to local economic development with enduring social benefits. GRML will work with Landowners to establish development benefits and modern economic opportunities.

The first goal of the GRML Economic Development Action Plan is to research community aspirations and negotiate models for sustainable livelihoods with enduring benefits for GR landowners and their families. The program has the following initiatives:

- Food Security,
- Productive employment and income generation
- Community enterprise, investment and development (i.e., for landowner families, landowner companies)

Food security is a primary concern for the livelihood of resettled peoples. When a degree of food security (basic needs) has been assured, surplus food becomes an income generator and leads to new skills and enterprise. Local enterprise begins here. As with most mining operations GRML has a Community Relations Team. Uniquely, GRML's CR Team is made up of 100% Solomon Islanders.



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The Community Economic Development (CED) program is integrated in Community Relations (CR) programs. Community programs will offer development support and assistance through the CR Manager, the CR Team and third party service providers. Reporting to the Mine Manager, the Community Economic Development Advisor (CEDA) will mentor and monitor these activities and will and work under and through the Community Relations Manager (CRM).

The CEDA's role is to strengthen the CR Department and mentor the provision of CED opportunities to resettled landowners and other residents of the area, by supporting Managers and training CR staff 'On the Job'. The components of this plan should not be seen as a standalone, but an integrated component with other mining activities and opportunities.

Tools to accomplish goals are unique and area and activity specific. For example Community Engagement (not a goal, but a methodology) provides the meeting place for consensus, problem-solving and the development of valued partnerships. All CR program will respect local cultures, and included negotiation with community and local leaders.

The program will build on existing CR and LO skills. Paced at an appropriate speed, it integrates in LO's lives. Over time new CED tools for development (e.g., situational analysis, indicators, market analysis, enduring competitive advantage analysis) and other development tools (e.g., Logical Framework Analysis) will also be introduced.



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2. Actions, Roles and Responsibilities

	Commitment	Planning	Outcomes/Action	Longer Term
1.0	Food Security			
1.1	Ensure FS by engaging LO agriculturalists, discussing future possibilities (e.g. open discussions and strategies with leaders, people at the village level, relevant sectors of government (e.g. Ag Dept.) and the private sector.	Food Security Strategy, Negotiation, Community Information Plan, Technical Liaison Plan, Department of Ag, NGOs, local markets.	Long-term training for staff in community education, developing content for radio, the establishment of an FM radio station, relationships with potential service providers and content providers.	Discussions become plans, Projects are piloted, strategy emerges, new activities are informed by past lessons CIP procedures to be included in the IMS. Consider using same procedure as for external CR communications.
1.2	Pre-resettlement ,evaluate soils and terrain for subsistence activity (mapping Ag land use pre relocation).	Soils office – custom gardens- Ministry of Ag, assessment of traditional education institutions.	Soils map, home garden (sup sup) plan, investigation of fallow land contributing to fallow land management program, human impact measured and modern land management emerges.	Assurance of food security maximised for resettled peoples, improve productivity and reduce labour, sustainable land use for sup sup garden, swidden garden program starts to emerge.
1.3	Before resettlement, work with CR staff to designate successful home and nearby gardens design (pre survey).	Resettlement staff +logistics + pre- resettlement planning, gardeners’ needs assessment + customary gardening advice.	Assist in implementing a smooth transition for resettled families, internal food security assistance.	Relationship building, insight into circumstances and opportunistic problem-solving, distant garden.



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	Commitment	Planning	Outcomes/Action	Longer Term
1.4	Participate in the survey (boundaries and land titling) in order to gather information.	Issues and analysis, drains and soils, edible vegetation, fruit trees etc.	Evaluation of swidden gardens, soil and fallow land management.	Opportune interventions leading to smoother transitions and better understanding of the needs of resettled people.
1.4.1	Work with all of resettlement staff in planning and implementation of the resettlement process (e.g., quality communications, just-in-time solutions, the right tools at the right place).	Support for resettlement process, Community Information Program. Risk analysis for post resettlement, using the resettlement food activity to run a local training enterprise for one year.	Food program evolves to micro enterprise training store and Local enterprise starts up offering a range of on-the-job learning opportunities, stimulating interest in enterprise skills and providing start-up training for a range of community members including vulnerable groups.	Successful resettlement and food security, food security success leads to food surplus cash crops.
1.5	Ongoing evaluation of procedures for addressing and responding to food security issues.	Review community opportunities for information gathering and feed back (e.g., number of field trips etc).	Monitoring and evaluation procedures in place and tied into an adaptive management practice. When feasible investigate market garden potential and contracts with mine for produce.	Monitor livelihood and food security issues and propose policy and program for improvement/corrections. Investigate and improve food security and new cultivars (ONGOING).
1.5.1	Post-resettlement: provide ongoing support for resettlement gardens and household gardens.	With landowners, design acceptable subsistence agriculture programs (open dialogue, CIP, agreed-upon landowner basic needs approaches for the immediate future), inputs into resettlement gardens, soils, tools, fertilisers.	Improvements in soil and fallow land management, introduction of Community Information Program in agriculture, discussions on swidden gardens and new cultivars and varieties.	Sustainable gardens that are a mixture of traditional gardens and permanent gardens with an ongoing fallow land management program, including new possibilities and sustained food security and income pilot programs (e.g., pulses and beans for protein and pineapple and papaya smallholder operations).



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	Commitment	Planning	Outcomes/Action	Longer Term
1.6	Investigate the possibility of re-establishing extension services.	Ministry of agriculture, NGOs, churches and other civil society organizations, gov't departments & the private sector.	Gather information, analyse and recommend, and negotiate access to relevant technical support and potential service providers (training and education and ongoing support).	Evaluate current food products and gardens, agriculturalists have relevant information on new technique as well as the opportunity to pilot new cultivars.
1.7	Investigate cash income potential and agricultural methods (soil management, cultivar) and cash crop possibilities (e.g., high return - vanilla pod), and forest products.	CEDA will mentor & train & research the potential of selling high-quality produce to local agencies (GRML, schools, hotels and at worksites).	Agriculturalists have an opportunity to explore lower risk and higher return community based produce and marketing, evaluate the transition from subsistence to modern market gardening.	Markets with a lower level of competition and the potential of enduring competitive advantages, review the potential of sustainable forest products, research how landowners are currently using their forest areas.
1.8	Integrate these agricultural improvements in post-resettlement and location activities.	Working with garden producers investigate the likelihood of achieving produce that would exist in a less-competitive market.	Community based production and marketing strategy.	A self-sustaining and responsive productive fruit and produce scheme with income and enduring managed competitive advantages.
1.9	Investigate desirable livelihood initiatives (acceptable, feasible and viable) and design supporting programs (business literacy and numeracy).	Through interaction with landowners and investigation of a range of options.	Analysis of potential options shows options for low risk and highly feasible activities.	Training, education and on-the-job experience sets the stage for new activities.



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	Commitment	Planning	Outcomes/Action	Longer Term
2.0	Productive Employment & Income Generation			
2.1	CRM and CR staff develop socioeconomic programs and a management system for enduring benefits to landowners.	Concepts, planning and implementation throughout the CED process, feasibility and viability and risk assessments, inputs to policy and procedures.	CRMA and CR Dept promote and develop socioeconomic programs and contribute to management sSystem as part of the Integrated Management System (IMS), consider sustainability of systems and activities beyond mine closure.	Food security and sustainability reviews. New processes: planning, performance indicators etc. Relevant programs, e.g., local banking, micro enterprise, contracting, CED literacy and numeracy. Rolling process of CED and CIP in place and updated (updated every 4-6 months).
2.2	CR staff begin landowner CED engagement pre-resettlement and over the relocation phase.	Planning, CIP and review of mitigation processes and CED start-up.	Pre & post resettlement strategy for food security and livelihoods and CED.	Landowners show interest and support CED enabling piloting projects. Using the Community Store as a focus for training CI and engagement, role of media and popularisations of CED.
2.3	CR to ensure that CED programs reflect management practice and evolve improvements.	Success indicators, Management Strategy, ongoing M&E review of processes within programs.	Review policy and practice, maintain overview of CED, and develop a sustainability/IEC framework and best practice.	Adaptive CED management strategy, using a rolling quarterly CED workplan (routine review and update).
2.4	Cooperatively, CEDA and CR Dept to develop action plans, construct media strategy and Community Information (CI) Program, develop models and content for CED education and training program.	Strategy, tools for Information Education and Communication i.e., community presentations, radio, posters, newsletter.	Mentoring of CR staff through a media strategy process, investigate FM radio potential as CI tool. Concepts, goals, and indicators. Planning and implementation support, programs evolving to meet the needs of the community.	The CEDA to provide mentoring to CR staff in CED, CIP skills and community education. Training for staff and content development. Technique and tools: visuals, radio, popular education, ongoing on-the-job training, workshops as needed, engage service providers as needed.



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	Commitment	Planning	Outcomes/Action	Longer Term
2.5	CRM to Communicate GRML CR policies and program overviews on site and to the public within a media strategy (and IEC program)	Within Media Strategy using available media. CRM Prepare IEC for public and make best use of available programming (e.g., popular education for financial literacy)	Mine staff and community become aware of programs and procedures.	As needed review (of CR Policies and programs in formal meetings with Solomon Islands Government (SIG), the Provincial Government, Landowners Councils, Department of Agriculture, Women's Groups and NGOs.
2.6	Continue to offer assistance and the establishment of LO offices, capacity building programs, supporting programs.	LO and CR investigate needs and mutually arrive at a plan.	Good working relationships. Help establish office systems and relationship protocols.	Defines relationships and modalities of working together including compliance and standards, IEC and consultation tools and enterprise development, support programs for vulnerable, to find third-party support.
2.7	Support local CR offices staffed by members of affected communities in economic and food security issues.	Investigate the nature of the relationship and propose methods of working together.	CR Dept staff including those conducting the Village Awareness Program are local people with close links with the communities.	Monitor feedback processes. Just in time problem solving and complaint resolution.
3	Community Enterprise, Investment & Development			
3.1	Establish CED Logical Framework Analysis integrated with other CR relevant planning across the organisation.	Introduce Logical Framework Analysis, develop in conjunction with other depts.	Procedures to be included in the IMS.	Logical Framework Analysis informs planning and enters Document Control and Procedures, informs management and M&E, CIP.
3.11	Performance indicators for CED CR programs	All plans show M&E indicators, progress and success milestone.	Develop CR programs performance indicators (social & economic) Performance procedures in IMS.	IMS Procedures



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3.2	Establish procurement and purchasing policy giving preference to local suppliers as required in the Agreements.	Policy developed and implemented, producers understand the policy and implications.	IEC for producers, Procedures to be included in IMS and communicated to purchasing staff and contractors.	Community development and investment for Landowner companies.
3.3	Provide long term and ongoing investment advice to landowners and employees to promote long term wealth through investments in local businesses and community infrastructure.	GRCLA CEDCC	Gold Ridge Investment Ltd re-established as landowner investment vehicle. Discuss scope for investment in GIL by landowner beneficiaries and use of GIL for business development.	FUTURE PROGRAM Needs to have relationships and protocols established. A third party to train & advise on investments as part of capacity building.
3.3.1	Support CED consultation and engagement through GRCLA and by establishing a Community Consultative Committee.	CRM and CEDA maintain liaison with GRCLA.	Establish CEDCC. Reactivate GIL and keep it informed of the mine's progress.	CEDCC and GIL to become major focal points for CED.
3.4	Community Economic Development Consultative Committee (CEDCC) established.	Determine composition of CEDCC. Includes GRCLA and other community representatives. CEDA mentors CEDCC. Regular meetings with GRML and other community committees. Bi-monthly meeting schedule in place and information dissemination.	CEDCC becomes major forum for consideration of CED issues.	CEDCC addresses an increasing range of economic opportunities.



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3.4.1	Meetings of the CEDCC to be held in a variety of centres and communities to ensure the widest consultation.	CEDCC to determine meeting arrangements with advice from CEDA.	CEDCC becomes major forum for consideration of CED issues.	CEDCC addresses an increasing range of economic opportunities.
3.4.2	CR processes and consultation with vulnerable and disadvantaged groups.	Vulnerable and disadvantaged groups to be represented in CEDCC.	Economic opportunities to include vulnerable and disadvantage groups.	Economic opportunities to include vulnerable and disadvantage groups.
3.5	Development and rollout of Media Strategy and CIP information to the community of plans and CED work.	CEDA will mentor. Use regular face to face interaction with landowners and stakeholders and radio to impart plan details.	Implemented through village liaison meetings and radio programs.	ONGOING Awareness Program Use community meetings (and other means) to receive meaningful feedback.
3.6	CEDA will mentor the development of leadership of community committees and programs.	Development of training courses in management and governance.	CED Training courses in leadership and management and accountability towards improving funding base.	Improved management and governance and new methodology.
3.7	Monitoring role of committees as intermediaries between communities and GRML.		CR Dept maintains separate contacts with community through Village Awareness Programs and women's and youth groups and monitors comments and grievances.	Conduct CR Risk Assessment workshops to identify Socioeconomic risks at different phases. ONGOING
3.8	Popularise activities and Agreements with community and committees on FM radio and Internet, CIP, newsletters, etc.	Training and content development, transmitter licence and broadcast facility commenced and ongoing.	Focus on CED activities. Agreements are not considered by landowners to be public information.	Develop and maintain radio station, training CIP, newsletters, etc.



3. Future Activities

- Media Strategy including Information, Education and Communication and CIP
- Community benefits (investments)
- Skills training and mainstreaming
- Contracts
- Enterprise and employment
- Schools and Social and sport integration in CED for IEC
- Adaptive Management, M&E
- CR Risk Assessment workshop
- Maintain CR Risk Assessment table