

Bespoke planning with communities in Colombia

In 2014 Glencore continued the resettlement of three communities near its Calenturitas coalmine in Colombia. Working with two other local mines and external experts, it became clear to Glencore that it needed three different planning processes to address the concerns of each settlement. The company recognised that it was also essential for the affected communities to fully participate in the planning process to ensure it suited their needs.

Throughout the process, Glencore followed the International Finance Corporation's Performance Standard 5 to support a fully participative and equitable approach (International Finance Corporation 2012). This included a comprehensive census, socioeconomic surveys and asset inventories. These were completed in consultation and collaboration with the communities, which expressed their satisfaction with the process. Throughout, Glencore has continued to provide training in agricultural skills to enable the communities to support themselves following resettlement. This was delivered in response to the communities' request and in line with their intent to pursue agricultural opportunities.

The planning process

When undertaking land acquisition and resettlement planning, there are a number of useful steps and tools that should be used:

- Carry out a precedent or benchmarking study, and identify good practice and lessons.
- Hold workshops between relevant project personnel to discuss and brainstorm issues.
- Undertake scenario planning to consider, develop and plan for different scenarios that may arise, for example best-and worst-case options. This can involve alternative schedules and cost estimates.
- Undertake a risk and opportunity assessment to be sure planning takes into account key factors.
- Develop a set of key planning assumptions upon which to base planning, in particular scheduling and cost estimation.
- Prepare an organisational chart (organogram) so that team roles and responsibilities are clear and adequate resources are provided.
- Prepare a work plan and schedule so that the sequence of steps required are clearly understood and sufficient time is allocated to undertake them.
- Put in place a suitable information management system so that data is properly stored and can be analysed and used to support planning, implementation, and monitoring and evaluation.
- Develop a land acquisition and resettlement policy framework. This should identify objectives, principles, policies, procedures and organisational arrangements. It serves as a guide and framework for further planning and the subsequent development of more detailed management plans as described below.
- Prepare an impacts and packages matrix (entitlement matrix) that sets out types of displacement loss and impact, categories of affected people, resettlement mitigation measures and packages, and related eligibility criteria.
- Prepare a detailed management plan for how land access and resettlement will be undertaken in the form of a resettlement action plan where there is physical displacement, or a livelihood restoration plan where there is only economic displacement.