

## Preparing for mining employment

Perhaps one of the greatest missed opportunities on projects is the failure to train local people in readiness for mine employment early in the project development phase. It is difficult to restore land-based livelihoods on large projects due to the pressure on the remaining agricultural land. The provision of even a limited number of jobs with the project for nearby communities can significantly contribute to the income of the village and buffer against the loss of livelihoods.

### Lessons and recommendations

- Start skills training of local people during the early stages of the project to prepare them for construction and operation employment opportunities.
- Projects should not fear maximising short-term construction employment opportunities for project-affected households as this provides a welcome injection of cash into the community at a critical time following resettlement. What is important is that the project times the main livelihood restoration activities so that they provide a safety net to project-affected households who lose their jobs post-construction, which is often a period when community conflict is high as young men adjust to life without a regular salary. Ongoing engagement is also required to communicate opportunities, limit expectations and potentially avoid conflict.

## Integrating livelihoods and social management plans

### Lessons and recommendations

The key to good livelihood restoration planning is to make a clear connection between all the key social management plans on a project and ensure that these are prepared to a practical level early in the project development cycle. Examples of these plans include:

- The RAP (or livelihood restoration plan where there is only economic displacement) is a transitional plan to restore the livelihood base of displaced households.
- Other plans, for example local employment and procurement plans, support local communities to benefit from the employment and business opportunities offered directly and indirectly by the project.
- The community development plan (CDP) is a life-of-project plan to support the development of the project area, including the integration of the RAP households into host communities and ensuring that they share the wider project benefits. The CDP should cover all neighbouring communities and not just those displaced by the project.
- The CDP should build the capacity of groups to add value to products through processing and marketing, to ensure they can benefit from new market opportunities created through the project.
- Improvements in physical infrastructure such as roads and markets may be essential for communities to benefit from these processing and market opportunities

**Start skills training of local people during the early stages of the project to prepare them for construction and operation employment opportunities**