appropriate methods to implement community development programmes. These could include:

- company foundations or trusts
- in-house implementation
- third-party implementation
- multi-stakeholder partnerships.

Community expectations

Challenges

- Given increasing community, government and societal expectations, it is often difficult to get people to realise that the "cake" is limited in relation to extractive sector projects after one takes account of the costs of development and operation as well as taxes and other levies.
- In some instances, executives, while acknowledging in principle that benefit sharing is necessary, are jaded when they see little apparent return on the money they spend and feel that the more they give, the more communities, government and other stakeholders demand.

Lessons and recommendations

- Address perceptions as well as facts. Actions speak louder than words, so the project needs to make a real impact before companies will receive credit for it.
- Understand what it will cost before you promise it, and do not over-promise. It is better to under-promise and then over-deliver.
- Think about what precedents you are setting when you decide to go ahead with a community development initiative.
- Be fair, consistent and transparent.

Sustainable development is not possible without a local sense of ownership and empowerment