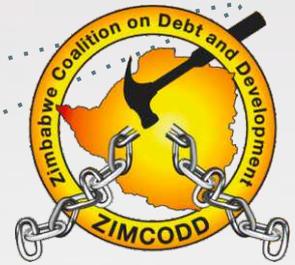


# Zimbabwe Coalition on Debt and Development COMMUNITY GUIDE...



Investing in People  
For Social and Economic Justice

## for Participation in Natural Resources Governance

### Introduction

The aim of this Community Guide for Participation in Natural Resources Governance is to encourage and support local people to get involved in the actions and decisions which affect their lives and their communities. Natural resources form a part of national assets, the proceeds of which should be used to meet national development objectives. Natural resources that are immediately available to a community are land, water, trees, wildlife, air and minerals. Communities have always depended on nature for survival, however the commercialization of natural resources has alienated communities and in some cases exposed them to deeper poverty.

### Definition of Concepts

#### Community

A 'community' can be those who live in one area, or who have some extremely important life experience in common.

#### Community Participation

"members of a community being involved in the actions and decisions which affect their lives and the life of their community"

#### Natural Resources

These are stocks of materials that exist in the natural environment which are both scarce and economically useful in production or consumption, either in their raw state or after processing.

#### Natural Resources Governance

It is about who makes decisions concerning access to and use of natural resources, the process by which a governing group decides and defines what is, and what is not acceptable behavior in terms of natural resource use in a given area and how the group ensures that people comply with the policies, rules, and regulations for acceptable behaviour.

#### Accountability

It is an understanding that the governing group is required to fulfill certain obligations to be responsible for their actions and responsive to the interests of natural resource users and right holders.

### Natural Resources Governance - Background

Zimbabwe boasts of natural resources that include minerals (gold, diamonds, coal, nickel, platinum, chrome, tin, iron, black granite, limestone, phosphate, and cobalt), forestry, fisheries and wildlife of which all are infinite. There are more than 40 minerals and more than 800 to 900 operating small scale to large scale world class mines. However, the majority of Zimbabweans continue to live in poverty with a national poverty headcount ratio of 72.3% in 2011. National Poverty Headcount is the percentage of the population living below the national poverty lines. Zimbabwe is plagued by poverty and poor social services delivery despite the natural resources abundance.

#### activity

- Write down the natural resources available in your area.
- Identify companies that are extracting natural resources in your area.



# Community Participation

## Why Should Community Participation Be Important In Natural Resources Governance?

ZIMCODD values community participation in respect of humanity, social, economic and cultural rights. People should play a part in making the decisions which affect them and this includes having a voice in how natural resources are managed. The Zimbabwean Constitution, under the bill of rights Chapter 4, has an extensive bill of rights that guarantees Social, Economic, Cultural and Environmental rights. These rights have a strong link to poverty as they relate to people's daily lives. Human rights can be classified in three groups;

**i) Civil and Political Rights:** Political rights aim at strengthening the connection between the citizen and the State. These include the right to life and to vote among others.

**ii) Socio Economic Rights and Cultural Rights:** These rights deal with the provision of welfare and the quality of a person's life. They include the right to clean water, education, health and social services.

**iii) Environmental Rights:** These usually relate to how countries should exploit the environment sustainably to meet economic and social goals for the present generation without diminishing the benefits for the future generations.

## Why Community Participation

- The best judge of what an individual's needs are, and of whether they are being met or not, is usually that individual. So every community member should have their voice heard.
- A community does not consist of a single group of people who all think the same way and have the same needs and interests. Diversity of views is imperative in development policies when many community members are involved in any process, there is a greater chance that all of the different views and experiences of the community are represented.
- The more the people who are involved deeply in any initiative, the more likely it is to get community support and, therefore, the more likely it is to be successful as communities own the solutions and initiatives..
- On the other hand, when there is no chance to participate, and when individuals and organisations aren't seen as accountable to local people, then legitimacy and trust are lost.

Lack of participation and powerlessness are some of the defining features of poverty and social exclusion. Therefore, it is critical to encourage participation and helping those who have traditionally been excluded from decision-making to gain more power.

## Critical Areas for Community Participation in Natural Resources Governance

Most local communities in resource rich areas are often burdened with environmental costs without deriving meaningful benefits from resources around them. There has been engagement on community benefit schemes and less discussion on social, economic and environmental costs that communities suffer due to extraction of resources. Local communities often have no say in how natural resources are exploited regardless of the reality that they are the most affected by negative impacts of resources extraction.

Engagement on natural resources governance calls for understanding of natural resources governing laws. These can be used during advocacy to call for policy review and implementation for community benefit. Some of the natural resources governance laws are:

- Mines and Minerals Act
- Indigenisation and Economic Empowerment Act
- Regional, Town and Country Planning Act
- Urban Councils Act
- Environmental Management Act
- Forest Act
- Minerals Marketing Corporation of Zimbabwe Act
- Rural District Council Act
- Zimbabwe Water Act

Here are some of the areas communities can engage on:

### a) Community Engagement At Inception Stage

Mining companies start prospecting on community land without first consulting the community and obtaining prior informed consent from the community. Free prior consent principle is not respected in most cases. The constitutional oversight role of the parliament is also violated in mining contraction. The Mines and Minerals Act in its current form gives too much power to the Minister in the awarding of mine contracts. Contract negotiation is the most important phase of the mining project that needs to be monitored in terms of the license conditions that include environmental, cultural, tax and labour issues.

Before the actual mining begins companies conduct Environmental Impact Assessment (EIA) to check the likely environmental impacts that the mine is likely to cause. Communities should be adequately involved since they know their local environment better than outsiders. The EIA should inform how the company intends to mitigate possible environmental damages. Community monitoring on EIA should also be emphasized as most companies end up digressing from the set targets in the EIA.

## activity

- What experience have you had with companies in your community?
- Brainstorm the negative and positive impacts mining companies have in communities.

### b) Natural resources extraction stage

As soon as operations start, the trend has been a complete disregard of community engagement by companies. Community members should collect information on the social, economic and environmental impacts of the company activities. These may include pollution caused by waste disposal, gas emissions and others which affect water sources, cause health problems, issues of loss of land for farming and grazing and how these ultimately affect community livelihoods.

Community leaders and Social and Economic Justice Ambassadors (SEJAs) can arrange dialogue meetings among stakeholders that include the community members (including women and youths), local authority leaders, duty bearers, traditional leaders and companies operating in the area and others. The dialogue meetings should facilitate peaceful interaction and sharing of ideas, recommendations and solutions on how the extracting companies can address the issues raised.

### c) Companies Closure

Natural resources extraction companies can fold operations, for example Empress Gold Mine and Shabanie Mine closed down for various reasons such as mineral deposits depletion, market price slump, high operating costs among others. When a mine closes down usually there is very little consideration for the well being of communities in close proximity to the mines. Workers are dismissed, environmental damages are left unattended and communities abandoned leaving ghost towns due to lack of long term planning and investments.

Communities can have dialogue with companies on issues such as job losses, addressing the impact of pollution and infrastructure utilization among other issues that may relate to the specific community.

### d) Community Share Ownership Trusts (CSOTs)

Community Share Ownership Schemes or Trusts (CSOS/T) are a vehicle for participation in shareholding in various businesses by our communities. Community Share Ownership Schemes or Trusts are established by businesses involved in the commercial exploitation of natural resources, including minerals since the relevant communities have the natural right to benefit from their God-given resources. Community participation in CSOTs is critical so that they derive maximum benefit from CSOT projects. Communities can participate in the following aspects of the CSOT:

**Influencing Project Decisions** - the community can inform CSOT board and management as to the kind and nature of projects to be undertaken. Community participation in project identification ensures that projects undertaken address the needs of the community and promotes communal responsibility over the projects.

**Financial Management** - the community should know how much their CSOT has received from companies and how it is being used.

**Promoting Accountability** – CSOT board members and management should answer to the community on how they manage the business and finances of the trust. Communities have to guard against abuse of office ensuring that procurement and tendering processes are done following accountability standards and efficiency in resources utilization.

**Providing Labour for Projects** - communities can provide labour for CSOT projects to cut on projects costs and spread finances to other essential projects. For example using local labour for construction projects enabled the Shurugwi Community Share Ownership Trust to construct two staff houses for the same cost that they paid to build one house when they had previously engaged a construction company. This enabled the CSOT to save money which was used to undertake more projects for the community.

## Important Information About Your CSOT

- Location of the CSOT Offices, CSOT administrator, Who sits on the board? When board meetings are held.
- Geographical coverage of CSOT.
- How the CSOT takes public input and nature of projects undertaken by the CSOT

## How To Encourage Participation: Letting People Know What Is Going On

Before people can participate in activities in their area, they need to know what's going on. This can be done through sharing information using various mediums such as newsletters, flyers distributed through door to door and left in places where people gather – shops, post offices inside or outside community centers, posters/notice boards.

### Word-of-Mouth

Spreading information by word-of-mouth has to have a starting point: this could be any of the methods shown here, or it could be someone who is viewed as a good source of information, like a local shopkeeper.

- Visits to existing groups;
- Announcements at religious services;
- Social gatherings; etc.

A general point to remember is that no matter how much printed and electronic material is used, there is no substitute for personal contact, so that community members can see and hear directly from those who are already involved.

## Effective Advocacy

Advocacy is simply the process of influencing people to create change. It depends on good strategic communications, educating people about a need and mobilizing them to address the need.

Be clear about issue(s) which need to change, focus on the immediate opportunities and obstacles. Consider issues such as:

- The overall environment, including potential opportunities and barriers, and levels of public understanding and support for change.
- The specific policies or actions you want to be implemented. Do you want increased taxes on mining companies? Tax holidays bans? Local procurement preference? Information transparency on mining revenue?
- Build strategic alliances and coalitions, identify key audience for the advocacy initiative.
- A key message is the most important element in advocacy, the message should be clear, compelling and concise (ideally you should be able to communicate in less than one minute) simple and direct without insulting nor provoking.
- Choose effective spokesperson who are good communicators, someone who is confident and can influence the decision makers.
- Use up to date relevant information to show the decision makers why the issue is topical and should be addressed.

## Events

Public events such as meetings to discuss policy and research, conferences and workshops can be useful but need to be well designed, inspiring and informative.

## How To Plan An Effective Event

- Be strategic in your choice of audience, time and venue. Invite the most relevant, motivating spokesperson. Consider invitations carefully, to ensure you reach those you most need to persuade. Ensure that your venue is comfortable and convenient for your audience.
- Develop an agenda. This will allow you to plan and refine your event, and to react well if things do not go to plan. Share information, such as the programme with all stakeholders.
- Have a realistic date. Give yourself time to organize the event properly, bearing in mind your resources, the logistics, and the need to promote the event to your desired audience.
- Develop a timetable. List what needs to be done when, by whom.
- Many events aim to be media-friendly. Consider the benefits of inviting arrange of media, or targeted journalists, and do so in good time.
- Plan your materials. Do you need printed or audiovisual material? Backdrops? Press kits? Will attendees be given contact details and advice on how to support your campaign? Consider providing name tags for staff.
- Know your audience. Brief yourself on who is likely to attend, and how best to communicate with them.
- Stay on the message. Ensure all staff and guests, such as external speakers, are briefed and know your message.

ZIMCODD envisions that community participation in natural resources governance will enhance the fulfillment of social and economic rights in Zimbabwe thus reducing poverty for the people. The constitution of Zimbabwe is clear on the realisation of human rights, including social and economic rights. Therefore, the extraction of natural resources should facilitate the alleviation of poverty and equitable distribution of wealth amongst all citizens.

## References

1. [http://www.constituteproject.org/constituion/Zimbabwe\\_2013.pdf](http://www.constituteproject.org/constituion/Zimbabwe_2013.pdf) (accessed 15 July 2016)
2. <http://www.who.int/chp/advocay/chp.manual.EN-webfinal.pdf> (accessed 15 July 2016)
3. <http://www.socialventures.com.au/sva-quarterly/seven-steps-to-effective-advocacy> (accessed 18 July 2016)
4. ZELA (2014) Community Rights and Engagement with Mining Companies. Zimbabwe Environmental Law Association, Harare
5. ZIMCODD (2015) Training Manual on Activism in the Extractive Sector. ZIMCODD, Harare.
6. USAID, 2015; Guidelines for Learning and Applying the Natural Resource Governance Tool in Landscapes and Seascapes.



Investing in People  
For Social and Economic Justice

**ZIMCODD Contact Details**  
**Head Office:**  
 226 Samora Machel Ave, Eastlea, Harare  
 Tel: +263-4-776830  
 Email: [zimcodd@zimcodd.co.zw](mailto:zimcodd@zimcodd.co.zw)

**Bulawayo Office:**  
 2nd Floor ZIMDEF House, East Wing,  
 Cnr Fort Street/ 9th Avenue, Bulawayo  
 Tel: +263-9-886594/5  
 Email: [zimcoddbyo@gmail.com](mailto:zimcoddbyo@gmail.com)

[www.zimcodd.org](http://www.zimcodd.org)



**Twitter:** Zimbabwe Coalition  
on Debt and Development  
**Handle:** @zimcodd1



**Facebook:** Zimbabwe Coalition  
on Debt and Development  
**Account:** Zimcodd Zimcodd

Supported By:



**NORWEGIAN CHURCH AID**