

Guidelines for Social Impact Assessments

for mining projects in Greenland



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Bureau of Minerals and Petroleum, Greenland

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These Guidelines for Social Impact Assessment for Mineral projects in Greenland were prepared by the Bureau of Minerals and Petroleum (BMP) based on inputs from Multiconsult AS of Norway. Thanks to Mark Shrimpton, Principal, Stantec, St. John's, NL, Canada, for consultation.

1. Introduction

Greenland aims at developing the mineral resources industry to one of the country's primary business sectors. To make this happen the development in the mineral resources sector has to take place in cooperation with the population of Greenland.

Mineral projects can have a great social and economic impact, both positive and negative. An understanding of the interaction between a mineral project and the local community is essential in order to increase the positive effects and reduce the negative effects of mineral project activities.

The following issues are essential in the Greenlandic context:

- ◆ Recruiting Greenlandic labour;
- ◆ Engaging Greenlandic enterprises;
- ◆ Focusing on knowledge transfer (e.g. education programmes) in order to ensure long term capacity building of local competence within the mining industry and mining support industries;
- ◆ Preserving socio-cultural values and traditions.

A way of managing the social effects from mining projects is to prepare a Social Impact Assessment (SIA) in which it is important to identify and analyse potential impacts of a proposed action or development on the human environment, and to recommend initiatives to realize both direct and indirect sustainable development opportunities as well as mitigate negative impacts. The human environment includes aspects such as business and employment, income and other socio-economic aspects, use of land and resources, health, education, infrastructure and socio-cultural features.

These Guidelines have been prepared to assist mining companies and their consultants with guidance in preparing Social Impact Assessments of mining projects in Greenland. The Guidelines provide, firstly, an Introduction outlining the purpose of an SIA and the role of the Bureau of Minerals and Petroleum (BMP). This is followed by a description of the SIA process and detailed guidance for preparing the SIA document. These Guidelines also provide in appendices, a range of other information that may assist mining companies and their consultants in implementing the Impact Benefit Agreement based on the prepared Social Impact Assessment.

In addition to mineral exploitation projects, these guidelines shall with relevant modifications serve as guidelines for mineral exploration projects and for petroleum projects when required by the BMP.

The rules of preparing a Social Impact Assessment do not apply to Mineral exploration and exploitation licences applied for and granted under "Standard Terms for licences for Small Scale exploration" or "Standard Terms for licences for Small Scale exploitation".

BMP reserves the right to make and issue amendments to these guidelines at any time. The BMP website (www.bmp.gl) should therefore be accessed for the latest version.

1.1 Objectives of the SIA

All mineral projects shall meet high standards in economic and social planning. This implies that specialists in different fields must be involved in planning, implementation and monitoring throughout the project life.

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The main objectives of an SIA process for a mineral project in Greenland are:

- ◆ to engage all relevant stakeholders in consultations and public hearings;
- ◆ to provide a detailed description and analysis of the social pre-project baseline situation as a basis for development planning, mitigation and future monitoring;
- ◆ to provide an assessment based on collected baseline data to identify both positive and negative social impacts at both the local and national level;
- ◆ to optimize positive impacts and mitigate negative impacts from the mining activities throughout the project lifetime;
- ◆ to develop a Benefit and Impact Plan for implementation of the Impact Benefit Agreement.

However; it is important to see the SIA in context with the rest of the project, especially the Environmental Impact Assessment that shall also be submitted with the application for an exploitation license.

1.2 Legislative basis

The Mineral Resources Act and rules issued in accordance with the act regulate all aspects of mineral activities in Greenland. An unofficial translation of the Mineral Resources Act can be found at our website www.bmp.gl.

In selected sections of the Act are stipulated:

- that all activities under licences shall be carried out in accordance with good international practice in areas under comparable conditions. (Section 23)
- that the Greenland Government may lay down rules for the carrying out of activities under licences within and outside of the licence area (including social aspects). (Section 24)
- that it may be stipulated in a licence to which extent labour from Greenland shall be employed when personnel is hired. (Section 9, 1)
- that it may be stipulated in a licence to which extent contracts, purchase of supplies and services shall be assigned to Greenland enterprises when these are competitive. (Section 9, 2)
- that prior to commencement of exploitation and development activities, a plan for the activities, including organization of the production and the production installations (production measures etc.), requires approval by the Greenland Government. (Section 10)

1.3 The role of the Bureau of Minerals and Petroleum (BMP)

The BMP is responsible for the management of the mineral resources area in Greenland. The BMP is the authoritative body for all administration in relation to the mineral resources industry. Licensees therefore only have to apply to this one place to obtain necessary licences ('one stop shop policy'). The 'one stop shop policy' ensures an efficient administration in the area of mineral resources.

In the SIA process, BMP has the regulatory authority to review, evaluate and approve according to these guidelines, as well as to facilitate public hearing processes.

2. The Social Impact Assessment Process

2.1 Principles and Greenlandic Conditions

Social Impact Assessments for mining projects in Greenland have to be conducted in accordance with good international practice, e.g. International Association for Impact Assessment (IAIA)'s 2003 brochure – *“International principles for social impact assessment”*. See Appendix 4: References and suggested further readings.

Prior to preparing a Social Impact Assessment in Greenland, it is of importance to acknowledge Greenlandic characteristics that might influence the process:

- **Language.** The principal language of Greenland is Greenlandic. However, a minority only speaks little or not any Greenlandic at all. They speak Danish. This shall be considered in the communication during the process.
- **The relatively limited and widely scattered population of Greenland.** Greenland is the world's largest island, but is sparsely populated with a population of 56,194 inhabitants (2009 figures). Most towns and settlements are situated along the coast, with the population being concentrated along the mid-western coast. It might therefore be necessary to include the entire population of Greenland and not only the local community, because e.g. the project is situated far away from inhabited areas or the potential labour force living in close proximity of the mining project might be too limited. Recruitment and training efforts may therefore need to have a national focus to ensure that sustainable development goals are met.
- **Greenlandic communities are relatively small.** Impacts can be more or less significant due to sizes of communities, and the fact that people are interconnected in and between communities as it is often seen in smaller communities.
- **Greenland is a one stringed economy.** The Greenlandic economy is highly dependent on natural resources, and hunting/ fishing is of high economic and socio-cultural importance. Fish constitute a large portion of Greenlandic exports, and fishing is the main source of employment in many towns and settlements. The public sector, including municipalities and publicly owned enterprises, play a dominant role in the economy. Mining is becoming an important sector in Greenland with mines both in operation and in the planning phase. Tourism is a sector, expected to increase significantly in the years to come.
- **The relatively limited experience with the mining sector.** As a consequence of this aspect, the mining sector is required to undertake more significant HR development initiatives in order to ensure that their activities lead to sustainable development.
- **Other** national and local characteristics might be relevant to consider.

2.2 Public Participation

The process of preparing a Social Impact Assessment is characterized by having a high degree of public participation. The aim is that all relevant stakeholders shall be heard in the process. Participation shall be initiated in a timely manner to ensure that project benefits and challenges are addressed proactively. Furthermore, an important principle for public participation is to provide information which is comprehensible for non-experts (why e.g. summaries in layperson's terms should be included when relevant). Workshops, public meetings etc. should generally be held in both Greenlandic and Danish. Additional information and guidelines for the consultation process is found in Appendix 2: Public participation.

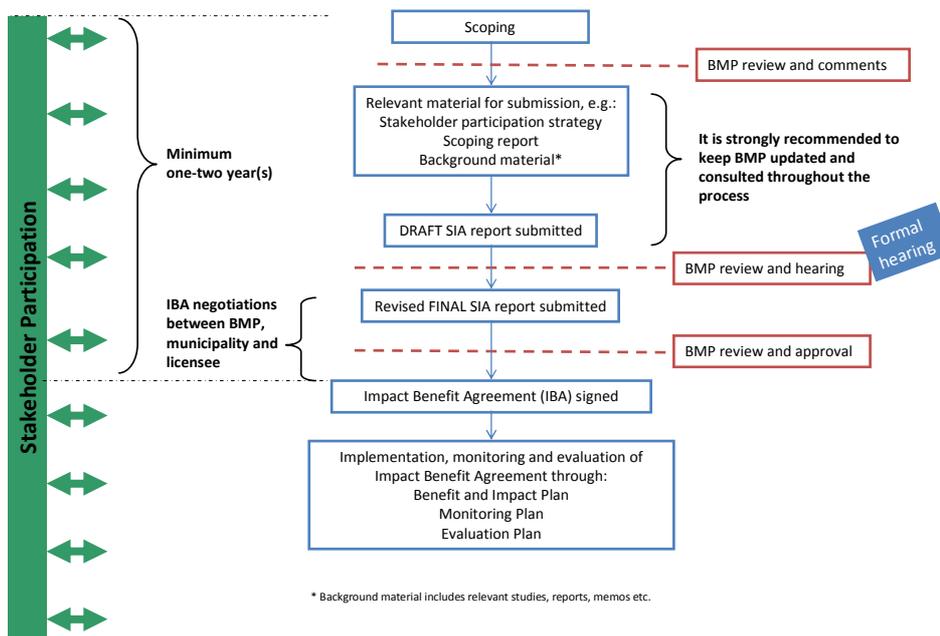
2.3 Formal Process of the Social Impact Assessment Report

The process of preparing a Social Impact Assessment shall be expected to take 1-2 years. A formal hearing of the Social Impact Assessment draft report will be coordinated by the BMP and will usually extend over a period of at least 4 weeks.

The Social Impact Assessment forms the foundation for negotiating the Impact Benefit Agreement (IBA). The aim of an IBA is to ensure the social commitment through the lifetime of the project from the involved parties.

The following figure is a simplified overview of the SIA process indicating when the authorities are expected to be involved.

Figure 1: Overview of the process of preparing a Social Impact Assessment



Scope

Mining projects can differ a lot and thus also in terms of potential social and economic impacts through their lifetime. Scoping is the initial step of the SIA process where key issues that shall be assessed in the SIA are identified. Initial public participation shall be part of scoping in order to identify the relevant social issues, and in order to ensure that concerned groups have an influence on topics to be studied in the SIA. Communities, organizations and individuals that hold particular knowledge about the social aspects of the area of intervention shall be identified as part of the scoping exercise as well as the stakeholders. A non-technical project "brief" explaining the most relevant aspects of the project in layperson's terms shall be prepared and distributed as background information to meaningful discussions involving the public, and therefore be available to the public prior to e.g. public meetings. The scoping ends with submission of a detailed plan for the SIA, the Terms of Reference. The Terms of Reference will be open for public inspection, authorities and other relevant stakeholders concerned for comments.

The Social Impact Assessment (SIA)

The draft SIA report must be submitted to BMP for review and decision making. BMP will involve and circulate the draft report to relevant stakeholders in the review process for their views. BMP will during the hearing process assist the licensee with the arrangement of public

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meeting(s) where main issues of the project, including technical and environmental issues, employment opportunities etc. are presented, and where the public can inquire and raise concerns.

BMP may demand modifications to the project and may instruct the licensee to improve sections or all of the report before a final SIA report can be approved. BMP reserves the right to attach additional conditions to approval of the project, or demand additional studies to be conducted before final approval. Therefore, it is recommended to keep BMP updated throughout the process.

The draft shall be in Greenlandic, Danish and English.

Impact Benefit Agreement, Benefit and Impact Plan, Monitoring Plan, Evaluation Plan

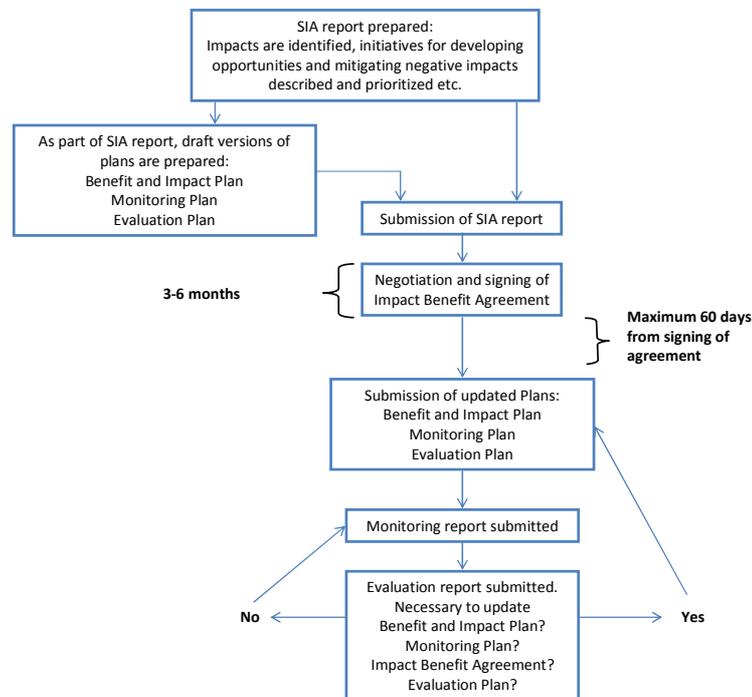
The SIA includes identifying impacts from the project on the human environment. A draft Benefit and Impact Plan for handling these impacts shall be prepared as foundation for negotiating the Impact Benefit Agreement between the company, municipality, Government of Greenland.

After finishing negotiating and signing the Impact Benefit Agreement, the Benefit and Impact Plan shall be adjusted in order to reflect the Impact Benefit Agreement. The adjusted Benefit and Impact Plan must be submitted no later than 60 days after the Impact Benefit Agreement has been signed.

A Monitoring Plan describes how to measure whether the implementation of the programmes in the Benefit and Impact Plan are as expected. A Monitoring Plan in draft shall be submitted along with the SIA report.

The Evaluation Plan describes how to evaluate the project, and the purpose of the evaluations is to identify if the monitoring shall be supplemented or adjusted, and if the Benefit and Impact Plan is sufficient and realistic etc.

Figure 2: Overview of process regarding Impact Benefit Agreement, Benefit and Impact Plan, Monitoring Plan and Evaluation Plan



The licensee is responsible for translating formal SIA documents to Greenlandic, Danish and English. The licensee has to pay all expenses related to the SIA process.

3. The Social Impact Assessment Report

The final SIA report is submitted to BMP in Greenlandic, Danish and English. It shall be prepared based on a framework table of contents similar to the one provided below. In the following chapter, selected components of the Social Impact Assessment Report are discussed.

A final SIA report shall include the following components:

1. **Front page.** Includes project title, licensee, licence number and SIA consultant.
2. **Executive summary.** Discusses significant findings and recommended actions in a non-technical language (layperson's language).
3. **Definitions and abbreviations.** Defines all words, expressions and abbreviations that a layperson cannot be expected to know.
4. **Introduction.** Presents the report.
5. **Policy, legal and administrative framework.** Discusses the policy, legal and administrative framework within which the SIA is carried out, including relevant international agreements to which Greenland is a party.
6. **Project description.** Describes in short the proposed project and its geographical, social and temporal context, including any off-site developments that may be required (e.g. access roads, power plants, water supply, housing, storage facilities). Shall include a map showing the project site and area of influence.
7. **Methodologies.** Describes the methodologies used in relevant chapters, e.g. methodology for data collection and analysis and criteria for selecting the chosen methodologies.
8. **Description of social baseline conditions.** Describes relevant conditions in local communities and Greenland at large, including any changes anticipated before the project commences. Quantitative parameters described where possible.
9. **Analysis of alternatives.** Systematically compares feasible alternatives to the proposed project design – including how the community and Greenland would possibly develop if the project is not realised – in terms of potential social impacts; and reasons why these alternatives have not been chosen.
10. **Potential Impacts.** Predicts and assesses the project's possible positive and negative social impacts, in quantitative parameters where possible. Describes impacts taking relevant local, regional or national development plans into consideration.
11. **Maximization of development opportunities and mitigating negative impacts.** Identify and discuss possible initiatives managing impacts regarding development opportunities, mitigation and derived effects. Identification of impacts not possible to manage shall be addressed. Concludes by prioritizing the initiatives.
12. **Benefit and Impact Plan.** The Benefit and Impact Plan shall propose programmes and state how these will be implemented in order to maximize development opportunities and mitigate negative impacts. The Plan shall clearly outline responsibilities, timeframe etc. The Plan will be considered as a stand alone document after approval of SIA, and a final version of the Plan will become an important component of the Impact Benefit Agreement. The Benefit and Impact Plan shall as a minimum be adjusted three months after the duration of a calendar year in order to

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update aims and goals of the Impact Benefit Agreement. This process has to be done in close cooperation with BMP and the relevant municipality.

13. **Monitoring Plan.** The Monitoring Plan proposes approaches on how to monitor the effects of the implemented Benefit and Impact Plan regarding parameters, time frame etc. Conclude by suggesting a priority of the various monitoring approaches. The Monitoring Plan will be considered as a stand alone document after approval of the SIA, and a final version of the Monitoring Plan will become an important component of the Impact Benefit Agreement.
14. **Evaluation Plan.** The Evaluation Plan proposes how to evaluate the monitoring results and whether major adjustments to the Benefit and Impact Plan shall be done. The Evaluation Plan will be based on the Monitoring Plan. The final version of the Evaluation Plan will become an important component of the Impact Benefit Agreement
15. **Public participation.** Describes public participation during the SIA process and plans for public participation throughout the project. Summarises major comments received from consulted stakeholders and describes how these comments have been addressed.
16. **Appendices.**
 - (1) Terms of Reference from Scoping.
 - (2) Pictures of relevance to the project, ready to be used according to rights etc. by BMP, press and other. In electronic format: .jpg, .bmp or .gif.
 - (3) Documentation of the public involvement (written documentation is encouraged to be supplemented by other forms of documentation).
 - (4) Reference list.

4. Selected Components of the SIA Report

4.1 Social Baseline Description

Baseline information shall provide a clear description of existing social conditions in the area(s) potentially affected by the project, before the project is realised. A baseline study is necessary for identification of the expected impacts of the mining project. Reliable baseline information is also vital for future monitoring of achievements.

For important categories of baseline information to be considered, see Appendix 6: List of relevant parameters for the baseline study. The list is not exhaustive.

A baseline description shall also include in depth description of relevant issues like planned developments and any other relevant reforms, assessment of local capabilities in terms of contribution to the project, and the local decision making process.

Trends and expected developments shall also be described under this section. This includes processes and plans that the licensee has no direct influence upon, and that are likely to influence social trends (e.g. tax reforms, modified national regulations, other major development plans).

A list of institutions and websites that might be relevant is listed in Appendix 4: References and suggested further readings.

All parameters of relevance for the monitoring shall be considered in this chapter.

Please share baseline data collected for future use.

4.2 Potential Impacts and Analyzing Alternatives

Qualified predictions and analyses of the impacts and development opportunities from the project identified in the scoping exercise and the findings from the baseline studies shall be made and thoroughly described along with assumptions made. Different scenarios regarding the project design might be relevant to describe apart from describing the zero alternative where the possible consequences are described if the mining project is not realized.

The analyses shall take relevant local, regional and national development plans or policies for the areas involved into consideration. Furthermore, it shall include direct and indirect impacts; and magnitudes, probabilities, extent and significance of the impacts. Appendix 1: Check list for preparation of an SIA (not exhaustive) is a list of questions to ask in order to identify potential impacts in the Greenlandic context.

4.3 Maximisation of development opportunities and mitigation of negative impacts

It is essential that the SIA aims at maximizing development opportunities and mitigate negative impacts and through this contribute to a sustainable development favourable to Greenland, on local and national level.

It is important that residual impacts, an analysis of remaining impacts after mitigation, are included in the SIA as part of the mitigation initiative discussion. Development opportunities that are not maximised are included as a part of the development initiative discussion.

The need for additional mitigation initiatives and development initiatives might arise as a consequence of new developments during the course of implementation of the IBA and

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operation of the mine. This shall be identified by the licensee's monitoring or through evaluations.

The proposed mitigation and development initiatives shall be prioritized and work as a foundation for the Benefit and Impact Plan.

4.4 Benefit and Impact Plan

Programmes in draft versions for managing the impacts addressed in the relevant chapters in the SIA report shall be prepared. The draft plan will be the basis for negotiations for the Impact Benefit Agreement.

Each programme shall define what parties to involve in the activities, a timeframe and a budget for the activities in the programmes. For those activities that require input from other parties, the Benefit and Impact Plan shall indicate the parties and expected duration and time use. The licensee shall at an early stage make sure to inform and involve the indicated parties.

The Benefit and Impact Plan shall be implemented during the start up of the construction phase of the mine, and an adjusted version of the Benefit and Impact Plan shall be submitted no later than 60 days after the Impact Benefit Agreement has been signed.

The Benefit and Impact Plan shall be considered as a document open to revisions during the entire lifetime of the project.

A list of relevant programmes to be developed in the Benefit and Impact Plan is to be found in Appendix 3: Benefit and Impact Plan. The list is not exhaustive.

4.5 Monitoring Plan

The aim of monitoring is to observe changes over time. It shall be done regularly and with well defined and relevant indicators based on the impacts and mitigation measures identified in the SIA.

In general, a well defined Monitoring Plan shall include:

- (1) Outline of the monitoring methodologies to be applied to measure progress
- (2) Baseline information on which progress can be measured
- (3) Well defined indicators for each programme in the Benefit and Impact Plan and identified impacts in the SIA. The indicators can be quantitative or qualitative. The indicators can consist of data collected by externals like crime and education statistics, income and unemployment rates in local communities and/or interviews along with new variables. The indicators shall be of scientific quality.
- (4) Frequency and submission to BMP

While baseline information provides a picture of the present situation, explicit and verifiable parameters are needed in order to assess the progress made.

The Monitoring Plan in the SIA shall be considered a draft version, and an adjusted version of the Monitoring Plan shall be submitted no later than 60 days after the Impact Benefit Agreement has been signed.

4.6 Evaluation Plan

The purpose of an evaluation is to assess if any major adjustments in the Benefit and Impact Plan are needed.

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In general, a well defined Evaluation Plan shall include:

- (1) Outline of the evaluation methodologies to be applied
- (2) Plan of action for handling the outcome of the evaluations
- (3) Frequency and submissions to BMP

Based on the monitoring and evaluation, it can be necessary to adjust the Benefit and Impact Plan.

5. Requirements for an Impact Benefit Agreement

An Impact Benefit Agreement (IBA) defines the cooperation between the licensee, national authorities and local authorities in relation to maximizing development opportunities and mitigating impacts from mining projects. At least three months should be available for concentrated IBA negotiations. The IBA shall as a main rule be signed at the same time as the exploitation licence is granted, and the appendices shall be adjusted to meet the targets of the IBA within 60 days from signing the agreement. The updated plans shall be submitted to BMP.

5.1 Components of an IBA

The IBA consists of two parts. Firstly, it shall define the terms that are expected to be valid throughout the lifespan of the project. Secondly, the IBA shall define more specific targets and plans for implementing the IBA successfully (Appendices). Components of the agreement (not exhaustive):

1. Definitions
 - a. Definitions and abbreviations used in the agreement
 2. Purpose of the agreement and guiding principles
 3. Principles for planning significant project modifications
 4. Employment practices
 - a. Quantitative Employment targets for Greenlandic workforce
 - b. Hiring commitments from contractors
 - c. Employment incentives
 - d. Employment requirements
 5. Human resource development
 - a. Recruitment strategies
 - b. Education targets for Greenlandic workforce, apprenticeships, training etc.
 - c. Gender awareness
 6. Business development
 - a. Quantitative targets for involvement of Greenlandic companies/contractors/suppliers
 - b. Business opportunity management
 - c. Mentorship/joint ventures for local businesses
 7. Social well-being
 - a. Social wellness initiatives for staff
 - b. Integration in local community, including social wellness initiatives.
 8. Cultural well-being
 - a. Cultural initiatives for staff
 - b. Integration in and involvement of local community, including cultural wellness initiatives.
 9. Company's socio-economic monitoring agency with the purpose of monitoring, implementing the agreement etc., including a plan for monitoring meetings for the subsequent year between the licensee, BMP and the relevant municipality.
 10. Representation
 11. Commencement, suspension and termination of agreement
 12. Governing law and dispute resolution
 13. Notices
 14. General provisions
- Appendix 1 Benefit and Impact Plan
Appendix 2 Monitoring Plan
Appendix 3 Evaluation Plan

Appendix 1: Check list for preparation of an SIA (not exhaustive)

1. Business life

- ◆ What kinds of goods and services will be demanded by the project? To what extent is the demand expected to go to local companies, and companies elsewhere in Greenland? And to companies outside Greenland?
- ◆ Will requirements for specialist labour affect companies elsewhere in Greenland?
- ◆ What other effects will the project have on the local companies/companies elsewhere in Greenland? How?
- ◆ Will the project change or require changes to the pattern of business activity, locally / regionally / nationally? How?
- ◆ Will the project create new local/ regional/ national business opportunities?

2. Employment at the project

- ◆ To what extent will the project demand local and/or Greenlandic employment? What categories of employees?
- ◆ What skills will be required from employees?

3. Education

- ◆ Will the project require skills that are not available/ not provided training for in Greenland?
- ◆ Does the project offer on-the-job training of local workers with an aim of lifting them from unskilled to skilled/ semi-skilled labour?
- ◆ Is the level of education expected to change on a local, regional and national level?

4. Public service and economy

- ◆ What economic effects will the project have on the local and national public service sectors and the economy?
 - Tax revenues
 - Facilities/changes in the public sector (infrastructure, housing, water supply, schools, hospitals, sport facilities etc.)
 - Additional private services (shops, sports facilities etc.)

5. Development plans

- ◆ Will the project need changes in or affect existing infrastructure and other development plans at a local, regional and national level? How?
- ◆ How is the project expected to use the existing transport system? Are new possibilities for communication needed?

6. Social issues

- ◆ Does the project affect residential areas or lead to resettlement?
- ◆ Will the project lead to great and/or swift changes in demographics in certain towns, settlements or regions?

7. Health issues

- ◆ Will the project change the current health status in the project area? How?
- ◆ Will the population, or parts of the population, be exposed to increased pollution (water, air, noise, electrical or magnetic fields) as a result of the project?
- ◆ Will public anxiety and fear for uncontrolled discharges, accidents or other catastrophes (independent of actual risk) be a result of the project?
- ◆ Are there aspects with the project (construction and operation) that expose employees to injuries? What kinds of injuries?

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8. Cultural and natural values

- ◆ Will the project, directly or indirectly, affect sites or monuments of cultural importance (locally, regionally or nationally)? How?
- ◆ Will the project change public access to recreation/ natural areas, valuable landscape areas, cultural sites, of local, regional or national importance? How?
- ◆ Will the project have a negative impact on nature and landscapes, so that experiences in nature are affected (directly through land use, or indirectly through dust, noise, pollution, changed landscape, flora or fauna)?
- ◆ Will the project reduce possibilities for nature based outdoor activities like fishing, hunting etc.? How?

Appendix 2: Public participation

Identification of stakeholders

The public participation process starts with identification of the stakeholders involved / affected both directly and indirectly, and consulting with these about their immediate interests in the project. List of relevant stakeholders includes but are not limited to:

- ◆ Public Sector: Local and national authorities, labour and recruitment offices, education sector.
- ◆ Non-governmental organizations: Environmental NGOs, farmers association, hunting and fishing organisation.
- ◆ Others: Affected communities and individuals, relevant companies.

BMP will assist in the identification of stakeholders to be consulted during the SIA process.

Documentation of stakeholder involvement

It is required that the involvement of stakeholders in the SIA process is documented:

List of who the stakeholders are, description of how the process has been undertaken to involve the stakeholders, summary of the comments received from stakeholders along with the actual comments and plans for the future process of involving the stakeholders. A summary of information disclosed to date and procedures for future disclosure shall be provided.

List of suggested relevant stakeholders, not exhaustive

Stakeholder	Abbreviation	Website	Description
Sulinermik Inuussutissar-siutiqartut Kattuffiat	SIK	www.sik.gl	Employees organization
Sulisitsisut/Grønlands Arbejdsgiverforening	GA	www.ga.gl	Employers organization
Nunaqavissut Suliffiutillit Kattuffiat	NUSUKA	www.nusuka.com	Employers organization
Nunatsinni Takornariaqarnermi Inuussutissarsiornermilu Siunnersuisoqatigiit	GTE	www.inussuk.gl	Greenland Tourism and Business Council
Kalaallit Nunaanni Aalisartut Piniartullu Kattuffiat	KNAPK	www.knapk.gl	Fishermen and Hunters Association
Savaatillit Peqatigiiffiit Suleqatigiissut	SPS	http://www.nunalerineq.gl/dansk/sps/index-sps.htm	Farmers Association
Bureau of Minerals and Petroleum	BMP	www.bmp.gl/	Managing mineral resources area
Greenlandic Governmental ministries and agencies		www.nanoq.gl	
Piareersarfiit, Labour offices. Kanukoka.gl contains a list of websites for municipalities.		www.kanukoka.gl	Centres for qualifying labour/ office for unemployed.
Mine- og Entreprenørskolen		www.sanilin.gl	Mining and Contracting School
Inuit Circumpolar Council	ICC	www.inuit.org	NGO

Appendix 3: Benefit and Impact Plan

The purpose of the Benefit and Impact Plan is to make the IBA operative. The Plan shall describe the components in the IBA to the necessary extent. Examples of what the Plan could deal with:

1. Employee Recruitment Program
 - a. The programme shall target both the general public, and local communities when applicable
 - b. The community meetings shall include presentation about current and future employment opportunities.
 - c. Preferential hiring practices for qualified Greenlandic workforce
 - d. Engagement/hire of a Greenlandic HR consultant
 - e. Efforts to eliminate language barriers
 - f. Initiatives to minimize gender barriers
 - g. Transportation to/from Greenlandic communities to the work site that to a reasonable extent reflects the needs and preferences of Greenlandic/local employees (in terms of cost, travel duration, regularity & availability)
 - h. Rotation schemes that to a reasonable extent reflect the needs and preferences of potential Greenlandic/local employees
 - i. Light jobs (Reasonable efforts to accommodate special needs of marginalized workers shall be defined)
 - j. Efforts to remove cultural hurdles at the workplace (Cultural Awareness)
 - k. Defining housing, accommodation and recreation standards
2. Human Resource Development Program
 - a. Skills development
 - b. Career path
 - i. Including a clear definition of procedures for employee evaluation and advancement
 - c. Apprenticeship, mentorship and internship
3. Business Engagement Program
 - a. Preferential contracting practices for Greenlandic companies
 - b. Continuous communication efforts targeting the general business community of Greenland and local businesses when applicable
 - c. Timely information about the tendering process and tendering opportunities – which objectively reflects business risks that may still be associated with the respective project (e.g. by including a status of the project's financial situation)
 - d. Meetings with local businesses, e.g. frequency and procedure
 - e. Establishment of a future forum (if major project changes are planned)
 - f. "Unbundling" contracts – making reasonable efforts to divide complex contracts into smaller, simpler components tailored specifically at local businesses/potential local businesses
4. Public Participation & Coexisting Program
 - a. Targeting the general public at the national level and the local level when applicable
 - b. Licensee shall host annual community meetings about the mineral project in communities within close proximity to its license area.
 - c. Defining the public's use of facilities constructed for the project, such as airfields, harbours and roads
 - d. Policies for employees' access to adjacent towns, settlements etc.
5. Government health programs
 - a. Reasonable efforts for supporting government health programmes shall be defined (healthy food, no smoking campaigns, safe-sex campaigns etc.)

Appendix 4: References and suggested further readings

References

International Principles for Social Impact Assessment. IAIA Special Publication Series No. 2. May 2003.

- Online: <http://www.iaia.org/modx/assets/files/SP2.pdf>

Suggested further readings

BMP guidelines for preparing an Environmental Impact Assessment (EIA) Report for Mineral Exploitation in Greenland. Bureau of Mineral and Petroleum, March 2007

- Online: www.bmp.gl (minerals)

Social Analysis Guidelines in Natural Resource Management. The World Bank.

- Online: http://info.worldbank.org/etools/library/view_p.asp?lprogram=107&objectid=238462

Socio-Economic Impact Assessment Guidelines. Mackenzie Valley Environmental Impact Review Board. March 2007

- Online: http://mveirb.nt.ca/reference_lib/index.php?section=18

Principles and guidelines for social impact assessment in the USA. The Interorganizational Committee on Principles and Guidelines for Social Impact Assessment, 2003

- Online: <http://www.iaia.org/modx/assets/files/US%20principles%20final%20IAPA%20version.pdf>

Additional relevant literature is described in the following publication (p. 100-103):

Socio-Economic Impact Assessment Guidelines. Mackenzie Valley Environmental Impact Review Board. March 2007 (page 100-103 – Glossary and appendices).

- Online: http://mveirb.nt.ca/reference_lib/index.php?section=18

Links with information of relevance

Organization	Website	Key words
Statistics Greenland	www.stat.gl	National statistics office
Survey of Living Conditions in the Arctic	www.arcticlivingconditions.org	Survey about arctic regions
Inuussutissarsiummik Ingerlataqartunik Nalunaarsuiffik	www.ger.gl	Public register of businesses in Greenland
Peqqik	www.peqqik.gl	Research, publications etc. regarding health
Government of Greenland	www.nanoq.gl	Official portal for all governmental ministries and agencies
Meeqqat Inuusuttullu pillugit ilisimasaqarfik	mipi.nanoq.gl	Research regarding children and young people
Kalaallit Nunaanni Kommuneqarfiit Kattuffiat	www.kanukoka.gl	Association representing municipalities
Ilimmarfik	www.ilimmarfik.gl	Portal for University of Greenland, Statistics Greenland, Groenlandica (National library), National Archives, Language Secretariat
Nunatta Katersugaasivia Allagaateqarfialu	www.natmus.gl	Greenland National Museum & Archives

Appendix 5: Glossary and abbreviations

Word	Description
Social Impact Assessment (SIA)	The process of planning to integrate a mineral project in local community/Greenland resulting in a report describing the process and assessments of future impacts and how to manage these in a successful way.
Impact Benefit Agreement (IBA)	Agreement between Government of Greenland, company and municipality regarding recruitment procedures, employment, contractors, human resource development etc.

Components of an Impact Benefit Agreement

Benefit and Impact Plan	Part of IBA. The Benefit and Impact Plan is a set of programs to ensure implementation of the IBA. In draft version, the Benefit and Impact Plan figures in the Social Impact Assessment.
Monitoring Plan	Part of IBA. The Monitoring Plan describes precisely monitoring implementation of the Impact Benefit Agreement by the Benefit and Impact Plan. None or light evaluations are made. In draft version, the Monitoring Plan figures in the Social Impact Assessment.
Evaluation Plan	Part of IBA. Plan for evaluating the progress of implementation of the Impact Benefit Agreement based on monitoring reports to decide if the Benefit and Impact Plans work as expected. In draft version, the Evaluation Plan figures in the Social Impact Assessment.
Public participation/consultation	Public Participation in the context of these guidelines is the dialogue between licensee and stakeholders and might be public meetings, consultation, presentations at schools, internships, establishment of website, workshops etc.

Appendix 6: List of relevant parameters for the baseline study

Important categories of baseline information to be considered include the following (not exhaustive):

- ◆ Population demographics
 - General demographics: Mortality, fertility, number of inhabitants, infant mortality, number of children per female, birth place (in or outside Greenland) etc.
- ◆ Social and cultural well-being indicators for the local community/Greenland in general:
 - Housing: Rate of inhabitants in a household, number of m² per inhabitant, rate of owner-occupied dwelling vs. rented dwellings
 - What goods/services are important to the Greenlandic people: E.g. TV, computer, foods, sports centre etc.
 - Values of importance, heritage, traditions like fishing and hand craft, traditional knowledge.
 - Languages spoken by the inhabitants and the level of them, esp. Greenlandic, Danish and English
 - Land use: Hunting, fishing, farming, tourism, recreation, traditional trails etc.
 - Homelessness and crime
- ◆ Socio-economic conditions
 - Income: average income (household and personal), inequality.
 - Cost of living: consumer price index, construction price index, comparison of prices to other countries.
 - Description of business structure: What businesses are represented, how much revenue is generated, what businesses are significant
 - Description of existing labour market structure: Number of employed categorized in businesses, unemployment, level of commuting among employed
 - Rate of public sector compared to private and semi-private sector
 - Education: Level of education.
 - Tax: Income and corporate tax rates
 - Public goods: Infrastructure, roads, telecommunication, housing, schools, day care, health care system etc.
- ◆ Health
 - Disease rates, general health, number of young mothers, abortions, import of alcohol, drug/alcohol abuse, suicide rates etc.