



# CHAPTER 4

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## Social Development and Management Program



## Executive Summary

# Social Development and Management Program (SDMP)

The Social Development and Management Program (SDMP), as mandated by law, is a requirement for the extractive industries particularly mining aimed for the development of the host communities, promotion of general welfare and development of geoscience and mining technology. As SDMP has been perceived as a catalyst of change for the host and neighboring communities, it is interesting to assess its significance and impact, especially in the context of sustainable development and resiliency amid threats of disaster and emergency events.

This chapter focuses on the assessment of the Social Development and Management Program of the extractive industries on five case study areas such as Philex Mining Corporation in Benguet; Oceana Gold in Nueva Viscaya; Republic Cement and Building Materials, Inc. in Rizal; Atlas Consolidated Mining & Development Corporation/ Carmen Copper Corp. in Cebu; and Taganito Mining Corporation in Surigao del Norte.

Secondary data sources from the mining companies and PH-EITI data and reports were used in this study, as well as policies published online. Planning documents from the local governments, which are supposed to be public documents, were also requested hoping to situate objectives of the study to a larger scale, however, only a limited number of planning documents were accessed and used in this study. Surveys among communities and local government units were also attempted to be conducted for this study, however only a few responses were able to come through due to the restrictions against Covid-19 pandemic.

### Overview of the Social Development and Management Program

Republic Act 7942 or the Philippine Mining Act of 1995 includes a provision on the development of mining communities aiming to promote the general welfare of its inhabitants; as well as the development of science and mining technology as stated in Section 57 and 58 of Chapter X. In the Implementing Rules and Regulations of RA 7942, it enumerates how SDMP should be implemented which primarily aims to help create responsible and self-reliant communities capable of developing, implementing and managing community development programs, projects and activities in a manner consistent with the principles of sustainable development; develop a program for the advancement of mining technology and geosciences; and develop and institutionalize an Information, Education and Communication (IEC) Program to ensure greater public awareness and understanding of responsible mining and geosciences.

SDMP are separate from the taxes, fees, royalties, and charges that the companies are mandated to pay to the government and these are mainly aimed at protecting the environment and providing development support to communities affected by mining operations. It has a five-year budgetary life cycle and is continuously budgeted and undertaken depending on the life of the mines. Its cost is equivalent to an annual allocation of 1.50% of the company's operating cost allocated in 75% - 10% - 15% ratio for the development of the host and neighboring communities; for the development of mining technology and geosciences; and for the implementation of information, education and communication programs, respectively. MGB has the oversight function over the evaluation, approval and implementation of programs implemented under the SDMP.

Based on data submitted by 64 projects through PH-EITI's Online Reporting in the Extractives or ORE tool, the mining industry in 2019 utilized more than PHP 991.6 million pesos for SDMP. More than PHP 734.1 million of the said amount was used for the development of host and neighboring communities (DHNC), more than PHP 122.8 million for the development of mining technology and geosciences (DMTG), and around PHP 134.6 million for IEC programs.

As a response to the Bayanihan to Heal as One Act or RA 11469, unspent 2019 SDMP funds was reallocated to assist the host, neighboring, and non-impact communities amid the Covid-19 pandemic. From its unspent SDMP fund for 2019, the mining industry was able to reallocate almost PHP 202.8 million pesos for COVID-19 response, but the actual utilization reached more than PHP 230.6 million. With the said expenditure, the mining industry was able to serve more than 347,000 frontliners or individuals and almost 693,000 families or households.

### SDMP Implementation: Challenges and Opportunities for Innovation

Implementation of SDMP across mining companies has its own challenges and learnings. Since 2012, SDMP project covers not only the provision of livelihood activities and enterprises that are self-sustaining but also the development of human capital through the provision of free basic education, health facilities and services, as well as other critical point facilities and lifeline utilities. Funds for the development of mining technology and geo-sciences were normally spent for scholarships, fellowships and training, commissioning scientific research and other advanced studies. IEC activities include public awareness and education on mining technology and geo-sciences, including publication of IEC materials and education campaigns through tri-media and outreach programs in schools and universities.

Philex over the years developed their methodology for SDMP. They conduct socio-economic baseline surveys or a rapid situation analysis which enables Philex to identify the various resources, funds, skills, potentials, weaknesses, threats and opportunities already spent within the communities. They also conduct annual planning and community forums which serve as venue for community leaders and stakeholders to express their opinions on issues that affect their communities. Apart from these, regular monitoring of social programs implementation are conducted together with community leaders. Monthly internal and quarterly external monitoring is regularly being conducted during the implementation of SDMP projects. Post-evaluation activity is also conducted to assess and document the effectiveness and impacts of the identified projects under SDMP.

Philex SDMP Framework geared towards the goal of having self-reliant communities before or by the time the mine ceases operations. With this goal, partnerships with different stakeholders has been one of the strategies of the Philex SDMP Framework. Apart from the communities, Philex also involves local government units and other stakeholders in the implementation of SDMP projects.

OceanaGold is relatively new in mining operations as compared to Philex. Its strategy follows the company management framework, External Affairs and Social Performance (EA&SP) Management System to which Community Standard is one of the core policies and standards the company. This standard aims to establish community relations, including engagement, building strong relationships based on trust and to deliver shared and lasting value with the community. This allows OceanaGold' SDMP strategy through identifying the community context; developing plans based on dialogue and informed consultation and participation; assessing performance based on commitment management, complaints and grievance mechanisms, dialogue and community. OceanaGold also involves the membership of

community leaders and government agencies in a tripartite collaboration to formulate plans and policies, consultation, community involvement in planning and implementation, and empowering the community to make decisions and manage change.

### *Challenges and Opportunities for Innovation*

Philex and OceanaGold encounter different challenges in the implementation of SDMP in their host and neighboring communities. Delays in project implementation due to various reasons is one of the challenges. One reason for the delay is due to disasters and emergency events. Philex innovation strategies for SDMP implementation is by organizing a community technical group for each host and neighboring community. All major decisions are handled by this TWG, together with the barangay local government unit in the identification, prioritization, assessment, monitoring of projects and stakeholders.

Parallel issue is experienced by OceanaGold in its SDMP implementation. OceanaGold experienced delays in project implementation mainly due to conflicting interests of different stakeholders. Just what Philex did, OceanaGold involved other stakeholders such as the local government and pushed for the agenda catering to the collective and more equitable interest of beneficiary communities. They too are involved in project conceptualization, implementation, monitoring and evaluation.

### *Perceived Impacts of SDMP*

SDMP projects claim significant improvements on the host and neighboring communities of mining sites. According to the survey conducted to the study areas, 84.6% of the respondents believed that the SDMP projects have significant impact in the development of their communities. It brought convenience and stability to their communities through infrastructure projects like roads construction and improvement, access to basic social services especially health and education, and opportunities for livelihood. It became easier to bring in goods to the community, and transportation has improved.<sup>424</sup>

However, more than the physical changes brought to the community are intangible impacts that have been observed by the respondents. Across case study areas, improved quality of life was mentioned through the access of communities to basic services. SDMP projects have also created an impact on the collective attitude of the community. They become more participative, starting to believe in their own capabilities because of the new skill sets they learned, and increased the sense of safety in their own communities. In some cases, the impact of SDMP is evident on the situation of the host municipality. Local development indicators show higher ratings for education and health than in its regional and national counterparts. However, issues on access to education still persist in other areas in the municipality.

### *Inclusivity as tool for Empowerment*

Integral to the achievement of empowerment is inclusivity and participation. It is important to include as many stakeholders as possible in the conversation towards development and encourage them to participate. Part of Taganito's sustainability approach aims to empower the communities; targeting SDGs on poverty eradication; zero hunger, good health and well-being; quality education; decent work and economic growth; industry, innovation and infrastructure; reducing inequalities; and sustainable cities and communities. Through their SDMPs, hosts and neighboring

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<sup>424</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

communities aim to be empowered through collaboration with various stakeholders to address the important social, cultural, environmental, and economic factors.

### *Issues of Sustainability*

Over the years, SDMP activities of RCBMI include projects that aim to empower people by providing them opportunities that they can soon manage on their own and extend its benefits to more individuals and even families. With all these interventions, the major challenge in the SDMP implementation in Teresa, Rizal is the need to further educate the different stakeholders on the concept of sustainability as the core objective of SDMP projects across mining companies. Local government officials and community stakeholders need to understand that the aim of SDMP interventions is to make the communities more self-reliant and be able to continue to implement development projects on their own. They should start to think for the long term instead of sticking to short term goals.

One of the strategies to respond to this challenge is to engage the different stakeholders, especially decision-makers in the community, to expand their vision to long term, more sustainable goals. SDMP activities of RCBMI includes IEC sessions and training to inculcate this concept to the host and neighboring communities. Another strategy that can be used to push for a more sustainable SDMP implementation is to include the development agenda of the locality in crafting SDMP targets for more strategic intervention.

### *Integrating Resiliency*

Atlas Mining/ Carmen Copper has integrated disaster response and resilience in its focus areas for SDMP implementation. For 2019, there were a total of 21 emergencies responded; a total of eight (8) emergency and disaster preparedness trainings conducted; a total of 100 beneficiaries served in response to emergencies; and a total of 18 emergency and disaster drills conducted. The 2019 unspent SDMP funds was realigned, in accordance with a memorandum for SDMP funds Realignment made by the MGB, to respond to the call for assistance for Covid-19 pandemic. Atlas Consolidated Mining/ Carmen Copper Corporation in Toledo has a total realigned SDMP Budget of almost Php 16 million and is already utilized at 100%.

Conclusion and Recommendation: Inclusivity, Sustainability and Resiliency as Strategies for Implementation of SDMP

While SDMP creates significant changes in the communities lives, there is a need to rethink the policy and strategy to attain more inclusivity, sustainability and resiliency. Because of the current challenges in the country, the need to improve the delivery of basic services to vulnerable communities has never been more relevant. In so doing, SDMP can further contribute to the goal of improving the quality of life of host and neighboring communities of their areas of operation.

Evident in all the five case studies, participation among community members is one of the best ways for a successful implementation of SDMP projects. Moreover, involving the different sectors in the community like women, youth or elderly groups can bring another dimension to participation. Community should be involved in almost all the processes of implementation --from the identification of intervention to implementation and monitoring of progress of the projects. If SDMP targets the community to be participative and eventually self-reliant, one of the steps is to treat the community as one of the major decision makers in the planning and implementation of SDMP projects. On the other hand, there should also be more active participation and collaboration among other stakeholders.

On the issue of sustainability, participation and accountability of the community to SDMP projects as part of SDMP allow for a more strategic perspective in project implementation. This will also require coordination and monitoring of SDMP projects by multiple stakeholders other than MGB and mining companies. That being said, capacity building and empowerment of the community should be prioritized as part of sustainability measures for SDMP projects.

As we gear for more resilient communities, SDMP projects can also adopt the framework for Disaster Risk Reduction and Management such as disaster prevention and mitigation, disaster preparedness, disaster response, and disaster rehabilitation and recovery in designing project initiatives. If we want to be more explicit about this action, policy changes should be made to ensure that there is a designated allocation or incentives for SDMP projects that consider this framework. On the other hand, we can also put it into perspective that disasters and emergencies are cross-cutting issues on education, health and livelihood, and thus should be integrated in crafting SDMP initiatives. As such, transparency and access to information are also necessary ingredients for resiliency.

## 1. Introduction

The Social Development and Management Program (SDMP), as mandated by law, is a requirement for the extractive industries particularly mining aimed for the development of the host communities, promotion of general welfare and development of geoscience and mining technology (PH-EITI, 2014). As SDMP has been perceived as a catalyst of change for the host and neighboring communities, it is interesting to assess its significance and impact, especially in the context of sustainable development and resiliency amid threats of disaster and emergency events.

Compounding impacts of climate change and disaster risks affect our communities. Our geographical location exposes us to different hazards and our social, economic and political realities create vulnerabilities to many communities all over the country. Frequent typhoons causing flooding or landslides, volcanic eruptions causing pyroclastic flows, and earthquakes causing ground shaking can disrupt the day-to-day activities of at-risk communities, affecting populations, production and urban use areas, critical point facilities and lifeline utilities. The advent of Covid-19 pandemic as a health hazard and emergency has disrupted all aspects of society. Vulnerable populations and societies are put at a greater risk especially when the level of adaptive capacities are not in place.

Communities with the stronger adaptive capacities have better chances of coping and bouncing back from the impacts of disaster. The intervention of SDMP projects allows adaptive capacities to develop and reduce vulnerabilities to host and neighboring communities, a significant contribution in the commitment of the country as we move forward in achieving the vision set in Ambisyon Natin 2040, one of which is targeted in eradicating poverty.

This chapter focuses on the assessment of the Social Development and Management Program of the extractive industries, highlighting the implementation of SDMP and impact on host and neighboring communities in selected mining areas. These case study areas are the areas covered by the following mining operations:

- Philex Mining Corporation in Benguet
- Oceana Gold in Nueva Viscaya
- Republic Cement and Building Materials, Inc. in Rizal
- Atlas Consolidated Mining & Development Corporation/ Carmen Copper Corp. in Cebu
- Taganito Mining Corp. in Surigao del Norte

Available secondary data materials were used in this chapter. Reports from mining companies, as well as policies published online were used. Planning documents from the local governments, which are supposed to be public documents, were also requested to be able to situate objectives of the study to a larger scale. However, only a limited number of planning documents were accessed and used in this study. Surveys among communities and local government units were also attempted to be conducted for this study, however only a few responses were able to come through mainly because of strict mobility restrictions due to Covid-19 pandemic.

## 2. Overview of the Social Development and Management Program

The first PH-EITI report in 2014 has an extensive discussion on the Social Expenditures and Environmental Funds, highlighting the implementation mechanisms of SDMP, and how it differs to other non-payment allocations of mining companies to

mining communities. In this chapter of the 7th report however, a similar discussion particularly on SDMP is needed to give context on the analysis of implementation of SDMP, as well as its impact on the host and neighboring communities and other scales of influence.

## 2.1. Legal Basis of SDMP

Based on the 1987 Constitution and the principles of sustainable development, Republic Act 7942 or the Philippine Mining Act of 1995 highlights the ownership of all the lands of public domain as well as the natural resources of the country by the State where it takes full control and supervision of these resources. The ownership also includes mineral resources of the country and the State may allow its exploration, development and utilization. In allowing such use of natural resources, the State should also consider the constitutional rights of the indigenous peoples to their ancestral lands<sup>425</sup>; and of protecting the health and environmental rights of its people<sup>426</sup>.

Before RA 7942, the government was implementing PD 463 or the Mineral Resources Development Decree of 1974, then followed by EO 279 1989. In 1995, the Philippine Mining Act was signed into a law and has become the guidepost in governing all mineral resources exploration, development, utilization, and conservation in the country.

RA 7942 also includes a provision on the development of mining communities aiming to promote the general welfare of its inhabitants; as well as the development of science and mining technology as stated in Section 57 and 58 of Chapter X. As such, this policy provides the basis for social and environmental funds that mining companies are required to set up for the benefit of mining communities and for ensuring that the environmental protection measures for extractive industries are strictly complied with. These sections then become the basis on the implementation of SDMP.

The Implementing Rules and Regulations (IRR) of RA 7942 were developed over the years (DAO 1995-23; DAO 96-40; DAO 2000-99; DAO 2004-54; DAO 2010-13.) DENR Administrative Order (DAO) 2004-54 initially set the SDMP funds at 1% of the direct mining and milling cost of the company and then in DAO 2010-13, it was amended to 1.5% of the operating costs of the company.

DAO 2010-21 is a consolidated DAO for the IRR of RA 7942.<sup>427</sup> It also clarifies the definition of the *operating cost* to which the SDMP cost of a company will be computed. Section 134 of DAO 2010-21 also defines the term *operating cost* as the specific costs of producing a saleable product on a commercial scale in the calculation of the net income before tax. It also states that in case of a holder of an Exploration Permit or a Mineral Agreement of FTAA in the Exploration Stage, the contractor shall develop and implement a Community Development Plan.

SDMP primarily aims to help create responsible and self-reliant communities capable of developing, implementing and managing community development programs, projects and activities in a manner consistent with the principles of sustainable development.<sup>428</sup> It also includes the development of a program for the advancement of mining technology and geosciences to build up resources and mineral discoveries; improve operational efficiency and resource recovery. Aside from these two

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<sup>425</sup> Article XII, Section 5, 1987 Constitution

<sup>426</sup> Article II, Section 15 and 16, 1987 Constitution

<sup>427</sup> Section 134 and 135, DENR Administrative Order (DAO) 2010-21: Implementing Rules and Regulations of RA 7942 or the Philippine Mining Act of 2010.

<sup>428</sup> Philippine Extractive Industries Transparency Initiative (PH-EITI) Report, 2014.

objectives, SDMP also includes the development and institutionalization of an Information, Education and Communication (IEC) Program of the mining company to ensure greater public awareness and understanding of responsible mining and geosciences.<sup>429</sup>

## 2.2. Implementation Mechanism of SDMP

### 2.2.1. SDMP Cost

Mining companies are required to set up SDMP funds to support the activities towards developing their beneficiary communities. These funds however are non-payment expenditures to the government but rather, are expenditures to be implemented directly by mining companies for the benefit of the host and neighboring communities.

SDMP has a five-year budgetary life cycle and is continuously budgeted and undertaken depending on the life of the mines. Thus, the five-year budgetary requirement of the program is based on the company's forecast of operating expenses during the said period which is reviewed and approved by the DENR-MGB Regional Office. Being a five-year program, the expenditures for a one-year program activity will not give a complete picture of the entire SDMP priority program activities and the budget these require.

As mentioned, the extractive company's budget for SDMP must be equivalent to an annual allocation of 1.50% of the company's operating cost. This amount is allocated to SDMP activities on a 75% - 10% - 15% ratio for the development of the host and neighboring communities; for the development of mining technology and geosciences; and for the implementation of information, education and communication programs, respectively, as shown in Table 1.

Table 1. SDMP Allocation according to DAO 2010-21<sup>430</sup>

SDMP (CDP, if at exploration stage)	Allocation out of Total SDMP Cost (1.5% of Operating Costs) (10% of EWP Budget, for CDP)
Development of Host and Neighboring Community	75%
Development of Mining Technology and Geosciences	10%
Information, Education and Communication Program	15%

In computing the SDMP cost, the expenditures for the mining companies' employees and their families are not included. Neither are these social expenditures creditable as royalty payment for IPs or ICCs. For holders of exploration permits, mineral agreement and Financial and Technical Assistance to a minimum of 10% of the budget of the approved two-year Exploration Work program. Any unspent amount or savings, for a given year, allotted for the SDMP Implementation will be added to the succeeding year's allotment and may be re-programmed after consultations with host and neighboring communities.

The following is the summary of the 5-year SDMP, 2019 Annual SDMP, with total expenditures and unspent funds made by metallic and nonmetallic mines as reported

<sup>429</sup> DAO 2010-21

<sup>430</sup> Philippine Extractive Industries Transparency Initiative (PH-EITI) Report, 2014.

by MGB. These unspent funds in Table 2 are realigned to support the response to Covid-19 pandemic and typhoon assistance.

Table 2. Summary of 2019 SDMP Funds of Mining Companies<sup>431</sup>

	Allotment	Metallic	Non-Metallic	Grand Total
5-Year SDMP	75%	3,754,025,766.94	321,892,332.68	4,075,918,099.62
	15%	717,332,315.06	58,463,866.72	775,796,181.78
	10%	536,429,363.74	43,697,404.17	580,126,767.91
2019 ASDMP	DHNC (75%)	883,372,774.95	64,652,637.16	948,025,412.11
	IEC (15%)	152,817,829.16	12,557,523.56	165,375,352.72
	DMTG%	122,833,146.19	8,463,106.85	131,296,253.04
Total Expenditures	75%	666,324,249.93	59,732,313.29	726,056,563.22
	15%	129,091,420.86	12,731,528.19	141,822,949.05
	10%	88,945,671.33	8,910,729.20	97,856,400.53
Unspent Budget	75%	217,048,525.02	4,920,323.87	221,968,848.89
	15%	23,726,408.30	-174,004.63	23,552,403.67
	10%	33,887,474.86	-447,622.35	33,439,852.51

### 2.2.2. Process and Development of SDMP

As mandated by law, implementation of SDMP should be under the following aims: the development of host and neighboring communities, development of mining technology, and information, education and communication program. Under each allocation are credited activities for social expenditures as stipulated in DAO 2010-21. Each major aim of SDMP has credited activities which mining companies can use as a guide for the development of SDMP. Table 3 enumerates these credited activities.

Table 3. Credited Activities under SDMP<sup>432</sup>

Credited activities for the development of host and neighboring communities	<ol style="list-style-type: none"> <li>1. Human resource development and institutional building</li> <li>2. Enterprise development and networking</li> </ol>
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<sup>431</sup> Data submitted to PH-EITI by MGB

<sup>432</sup> Philippine Extractive Industries Transparency Initiative (PH-EITI) Report, 2014.

	<ol style="list-style-type: none"> <li>3. Assistance to infrastructure development and support services</li> <li>4. Assistance to education and educational support programs</li> <li>5. Access to health services, health facilities, and health professionals</li> <li>6. Protection and respect of socio-cultural values, use of facilities and services within min camp or plant site</li> </ol>
Credited activities for development of mining technology and geosciences	<ol style="list-style-type: none"> <li>1. Basic and applied research on mining technology, geosciences, and advanced studies related to mining, to be conducted by qualified researches</li> <li>2. Expenditures for scholars, fellows and trainees, including grants for dissertations, on mining technology and geoscience and related subjects</li> <li>3. Expenditures on equipment and capital outlay as assistance for research and educational institutions</li> </ol>
Credited activities for the promotion of public awareness and education on mining technology and geosciences	<ol style="list-style-type: none"> <li>1. Establishment, enhancement, and maintenance of information and publicity centers where stakeholders can access information on the performance of a mining project</li> <li>2. Publication of information, education, and communication (IEC) materials on social, environmental, and other issues relative to mineral resources development and responsible mining operations</li> <li>3. Expenditures for continuing public awareness and education campaign</li> <li>4. Expenditures on equipment and capital outlay as assistance to the institutionalizing public awareness and education on mining technology and geosciences</li> </ol>

In addition, activities credited to the development of mining communities and science and mining technology are: (1) any activity or expenditure intended to enhance the development of the mining and neighboring communities of a mining operation other than those required or provided for under existing laws or collective bargaining agreements; and (2) any activity or expenditure directed towards the development, and basic and applied researches.

Some of the examples of activities implemented thru SDMP are:

- Human Resource Development and Institutional Building (Trainings, Skills Training) such as Philminera coordinated with TESDA to assist in the training for sewing, welding, and support for packaging of local products;
- Enterprise Development and networking support of existing livelihood programs of the community like the vegetable gardening, poultry, wise use of waste under the Republic Cement in Teresa;
- Assistance to Infrastructure Development and Support Services such as farm to market road and other public works;
- Other initiatives such as Post Harvest Facility

However, since areas and stakeholders vary, SDMP development has to undergo various consultations, social impact assessment and participatory rapid appraisal as initial activities to determine the need and capabilities of the beneficiary communities. This strategic approach in development allows for the identification of appropriate intervention that can create impact despite the limited credited activities under the program. According to Ms. Nelia Halcon of the Chamber of Mines<sup>433</sup>, the social impact assessment and participatory rapid appraisal are necessary to determine the scope of the operations' impact, the capability of the community for engagement and empowerment, to ascertain that there is a need to capacitate and train them or their community leaders. Consultations and partnership with the host and neighboring communities and other stakeholders are important in the development of SDMP, as much as to the other steps up to implementation and monitoring of projects. Figure 1 shows the framework for the development, approval, implementation and monitoring of SDMP.

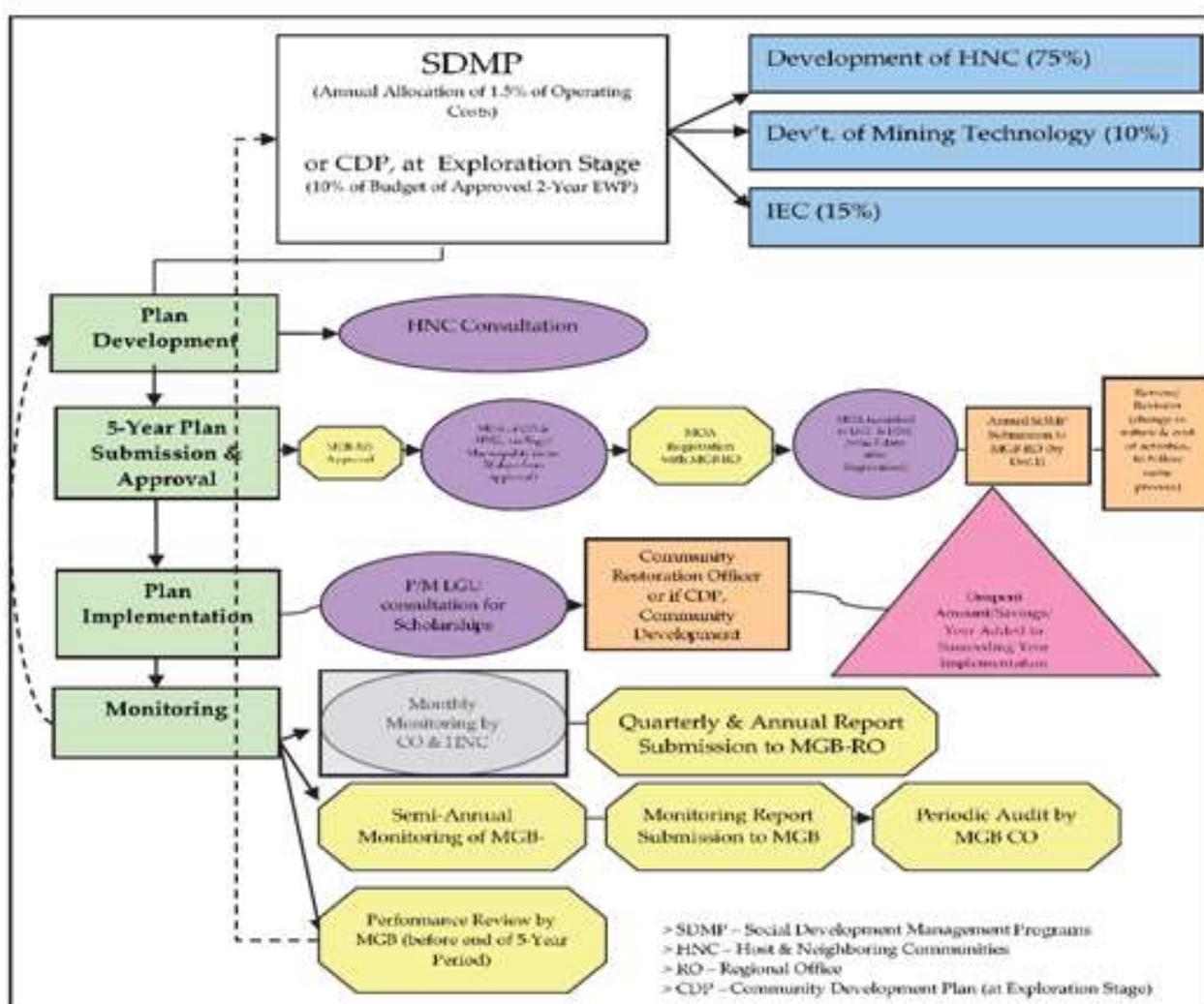


Figure 1. SDMP Development, Approval, Implementation and Monitoring<sup>434</sup>

After the development of SDMP, it is submitted to the MGB regional office for approval. Upon approval, the company has to enter into a MOA with the host and neighboring communities and the MOA shall be registered in the MGB regional office

<sup>433</sup> Philippine Extractive Industries Transparency Initiative (PH-EITI) Report, 2014.

<sup>434</sup> Philippine Extractive Industries Transparency Initiative (PH-EITI) Report, 2014.

to ensure implementation. The company should also furnish the LGU a copy of the approved programs.

### *2.2.3. Implementation and Monitoring of SDMP*

MGB has the oversight function over the evaluation, approval and implementation of programs implemented under the SDMP. MGB conducts semi-annual monitoring and submits monitoring reports. Prior to the end of the five year term, the MGB conducts a performance review to determine and measure the impact of the various programs.

The mining company is required to set up a community relations officer tasked to coordinate and facilitate the implementation of the SDMP in host and neighboring communities. In terms of monitoring of projects, the community relations officer of the company is joined by representatives of the host and neighboring communities to determine the level of implementation of the programs, projects, and activities under SDMP. This is important to cultivate accountability, sustainability, and self-reliance among the host and neighboring communities as indicated in DAO-2010-21.

When a mining company fails to implement its approved SDMP, or to operate without such programs, the mining company is penalized by a fine not exceeding PhP5,0000 at the first offense. A succeeding offense is a ground to suspend its mining or milling operations in the mining areas, in addition to the fine.

### 2.3. Realignment of SDMP Funds to Respond to Disasters and Emergencies

As mentioned, any unspent SDMP funds for a given year will be added to the succeeding year's allotment and may be re-programmed after consultations with host and neighboring communities. At the onset of Covid-19 pandemic in the country, the Mines and Geosciences Bureau (MGB) issued a memorandum authorizing all MGB Regional Offices to allow mining companies to realign unutilized SDMP funds to assist the host, neighboring, and non-impact communities amid the pandemic. This realignment is in response of the mining companies to the Bayanihan to Heal as One Act or RA 11469.

Since MGB has the oversight function over the SDMP implementation, it also has the function to monitor the activities of the mining companies related to the realignment. It is also part of the memorandum from the Office of the President dated March 31, 2020 to report regularly all efforts made to augment the needs to combat the impact of the pandemic. The report was mandated to include the number of target beneficiaries and actual number of beneficiaries served, budget allocation and actual amount utilized.

As of August 7, 2020, MGB reported the summary of SDMP Realignment and Expenditure amounting to Php 407.6 million and Php 380.1 million respectively. These funds were used to distribute rice and other relief goods, medicines and hygiene essentials, PPEs, facemasks, alcohol, disinfectant and other supplies needed to manage the spread of the virus; support to establishment of COVID-19 testing centers, Molecular Technology Laboratories, and isolation units; and assistance to health workers, frontliners, rescue personnel and volunteers; among others.

This was also part of the data reported by the mining companies to PH-EITI. At the end of the reporting period for the 7th report, PH-EITI has collected and reconciled through the ORE tool<sup>435</sup> the total SDMP expenditures of 64 projects for 2019 amounting to more than Php 991.6 million. More than PHP 734.1 million of the said amount was used for the development of host and neighboring communities, more than PHP 122.8 million for the development of mining technology and geosciences, and around PHP 134.6 million for IEC programs.

The unspent SDMP funds of almost Php 202.8 million indicated in Table 4 were reallocated to respond to the government's call to action against Covid-19 pandemic, however the actual utilization reached more than PHP 230.6 million. With the said expenditure, the mining industry was able to serve more than 347,000 frontliners or individuals and almost 693,000 families or households.

Table 4. Summary of 2019 SDMP utilization and re-allocation for Covid-19 response, collected by PH-EITI<sup>436</sup>

Projects	Reconciled Total Annual SDMP	Reconciled Total DHNC (75% of ASDMP)	Reconciled Total DMTG (10% of ASDMP)	Reconciled Total IEC (15% of ASDMP)	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/individuals	Number of families/household
39 metallic mines	905,643,148.93	670,000,221.36	113,311,909.61	122,331,017.96	181,650,096.43	175,776,679.17	192,101	436,842
25 nonmetallic mines	85,993,464.94	64,149,403.12	9,527,020.77	12,317,041.05	21,123,553.51	54,860,447.60	155,085	255,891
Total (64 projects)	991,636,613.87	734,149,624.48	122,838,930.38	134,648,059.01	202,773,649.94	230,637,126.77	347,186	692,733

The metallic mining industry, with responses from 39 metallic mines used, had the largest share in COVID-19 utilization with about PHP 175.8 million or around 76.2% of the total COVID-19 expenditure of the industry. The remaining almost 23.8% or almost PHP 54.9 million came from 25 nonmetallic mines.

Region 13 or CARAGA has received the highest amount of COVID-19 assistance from mining companies in the region. With over 20 metallic mining projects across the provinces of Agusan del Norte, Agusan del Sur, Surigao del Norte, Surigao del Sur, and the province of Dinagat Islands, Region 13 received more than Php 68.1 million or over 29.5% of the total utilization. It also has the highest number of mining projects in the country as of 2019, including the project of Taganito Mining Corporation.

Cordillera Autonomous Region (CAR) received almost Php 19 million as COVID-19 assistance from mining companies operating in the area. It is the third largest share of utilization, next to Region 3 with more than Php 45.9 million. Philex Mining Corporation is among the four metallic mining projects in CAR.

<sup>435</sup> Online Reporting in the Extractives or ORE tool, a web-based application for the annual disclosure of extractives data and information.

<sup>436</sup> Data collected through PH-EITI ORE Tool 2019

Region 7 has four mining projects in 2019: 3 nonmetallic and 1 metallic mining projects. Carmen Copper Corporation is among the mining companies that contributed more than Php18.8 million as Covid-19 support for the region. Region 2, with two metallic mining projects in 2019, received Php 17.3 million from OceanaGold Philippines, Inc and FCF Minerals Corporation. Region 4A received almost Php 9.6 million from the nine mining companies operating in the region, all of which are nonmetallic projects. Republic Cement & Building Materials, Inc with operations in Batangas and Rizal, is one of these mining companies.

Aggregate company SDMP utilization and COVID-19 reallocation and utilization per region can be found in Table 4.

Table 5. SDMP Utilization and Covid-19 reallocation and utilization per region<sup>437</sup>

Region	Province	Company	Project	Reconciled Total Annual SDMP	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/ individuals	Number of families/ household
CAR	Benguet	Benguet Corporation	PC-ACMP-002- CAR	105,959,927.96	20,030,231.53	18,988,424.86	13,921	25,731
		Itogon Suyoc Resources, Inc.	MPSA No. 152-00- CAR					
Region I	Pangasinan	Lepanto Consolidated Mining Company	MPSA No. 001-90- CAR	1,678,005.17	4,000,000.00	4,079,276.93	15,000	4,652
	La Union	Philex Mining Corp.	MPSA No. 276-2009- CAR					
Region II	Nueva Vizcaya	Northern Cement Corp.	MPSA No. 106-98-I	162,062,620.48	18,803,231.02	17,317,511.09	44,575	23,981
		Holcim Mining and Development Corporation	Consolidated MPSA No. 236-2007 & MPSA No. 238-2007					
Region III	Bulacan	OceanaGold Philippines, Inc.	FTAA No. 001	37,434,279.87	4,502,959.00	45,943,110.02	185,220	92,147
		FCF Minerals Corporation	FTAA No. 04-2009-II					
	Holcim Mining and Development Corporation	MPSA No. 140-99-III						
	Zambales	Republic Cement and Building Materials, Inc.	MPSA No. 026-94-III					
		Republic Cement Land & Resources	MPSA No. 056-96-III					
		Eagle Cement Corporation	MPSA No. 181-2002-III					
		Eramen Minerals, Inc.	MPSA No. 209-2005-III					

<sup>437</sup> Data collected through PH-EITI ORE Tool 2019

Region	Province	Company	Project	Reconciled Total Annual SDMP	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/ individuals	Number of families/ household	
Region IV-A	Batangas	Zambales Diversified Metals Corporation	MPSA No. 191-2004-III	37,985,652.10	11,612,860.27	9,560,622.13	10,517	152,791	
		BenguetCorp Nickel Mines, Inc.	MPSA No. 226-2005-III(ZMR)						
		LNL Archipelago Minerals Inc.	MPSA No. 268-2008-III						
		Republic Cement and Building Materials, Inc.	MPSA-29-95-IV						
		BL Gozon & Co. Inc.	MPSA No. 296-2009-IVA						
		Hardrock Aggregates, Inc.	MPSA No. 202-2004-IV						
	Island Quarry & Aggregates Corp.	MPSA No. 124-98-IVA							
	Rizal								MPSA No. 074-97-IV
		Rapid City Realty and Dev't Corp.	MPSA No. 087-97-IV						
			MPSA No. 064-96-IV, MPSA No. 075-97-IV, MPSA No. 088-97-IV						
Concrete Aggregates Corporation		MPSA No. 032-95-IV							
	Big Rock Aggregates Corp	MPSA No. 070-97-IV							
	Majestic Earth Core Ventures Inc.	MPSA No. 136-99-IV							

Region	Province	Company	Project	Reconciled Total Annual SDMP	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/ individuals	Number of families/ household
Region IV-B	Palawan	Republic Cement & Building Materials, Inc.	MPSA No. 138-99-IVA	52,225,032.27	18,496,756.53	18,927,356.73	2,112	60,635
		Rio Tuba Nickel Mining Corporation	MPSA No. 213-2005-IVB MPSA No. 114-98-IV					
		Cit nickel Mines and Development Corporation	MPSA No. 229-2007-IVB					
Region V	Masbate	Berong Nickel Corporation	MPSA No. 235-2007-IVB	63,799,232.97	10,998,633.87	8,021,608.32	310	40,536
	Bohol	Filminera Resources Corporation	MPSA No. 095-97-V					
Region VII	Cebu	Bohol Limestone Corporation	MPSA No. 150-00-VII	168,462,751.84	18,847,330.00	18,883,050.22	44,120	49,680
		Dolomite Mining Corporation	MPSA No. 208-2005-VII					
Region VIII	Eastern Samar	JLR Construction and Aggregates, Inc.	MPSA No. 194-2004-VII	5,813,410.10	1,087,005.00	1,147,666.40	1,219	2,835
	Leyte	Carmen Copper Corporation	MPSA No. 210-2005-VII					
Region VIII	Leyte	Techiron Resources, Inc.	MPSA No. 292-2009-VIII (Amended B)	5,813,410.10	1,087,005.00	1,147,666.40	1,219	2,835
		Strong Built (Mining) Development Corporation	MPSA No. 254-2007-VIII					
Region X	Misamis Oriental	Holcim Resources and Development Corp	MPSA No. 047-96-XII	7,956,392.90	1,211,913.24	1,037,668.89	4,734	596

Region	Province	Company	Project	Reconciled Total Annual SDMP	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/individuals	Number of families/household
Region XI	Lanao del Norte	Republic Cement Iligan, Inc.	MPSA 104-98-XII	53,897,124.08	18,598,200.00	18,598,200.00	7,896	7,896
		Republic Cement Mindanao, Inc.	MPSA No. 031-95-XII					
	Compostela Valley	Apex Mining Co., Inc.	MPSA No. 225-2005-XI					
		Holcim Mining and Development Corporation	MPSA No. 274-08-XI					
	Agusan del Norte	Agata Mining Ventures, Inc.	MPSA No. 134-99-XIII					
		SR Metals, Inc.	MPSA No. 261-2008-XIII (Amended)					
Region XIII	Agusan del Sur	Philsaga Mining Corporation	MPSA No. 262-2008-XIII	294,362,184.13	74,584,529.48	68,132,631.18	17,562	231,253
		Greenstone Resources Corporation	MPSA No. 184-2002-XIII					
	Surigao del Norte	Adnama Mining Resources, Inc.	MPSA No. 259-2007-XIII (SMR) (Amended II)					
		Platinum Group Metals Corp.	MPSA No. 007-92-X					
	Surigao del Sur	Taganito Mining Corporation	MPSA No. 266-2008-XIII-SMR (Amended)					
		Hinatuan Mining Corporation	MPSA No. 246-2007-XIII (SMR)					
		Marcventures Mining and Development Corporation	MPSA No. 016-93-X (SMR)					
		Carrascal Nickel Corporation	MPSA No. 243-2007-XIII (SMR)					

Region	Province	Company	Project	Reconciled Total Annual SDMP	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/ individuals	Number of families/ household
		CTP Construction and Mining Corporation	MPSA No. 018-93-X (SMR)					
			MPSA No. 158-00-XIII (SMR)					
		Pacific Nickel Philippines, Inc.	MPSA No. 072-97-XIII (SMR)					
		AAM-Phil Natural Resources Exploration and Development Corporation	Dinagat Chromite/Nickel Project (Parcel 1)					
			Dinagat Chromite/Nickel Project (Parcel 2B)					
		Cagdianao Mining Corp.	MPSA No. 078-97-XIII (SMR)					
		Oriental Vision Mining Phils. Corp.	MPSA No. 242-2007-XIII (SMR)					
	Province of Dinagat Islands	Century Peak Corporation	Consolidated MPSA No. 010-92-X (SMR) - Casigura & MPSA No. 283-2009-XIII (SMR) - Esperanza					
		Libjo Mining Corp	MPSA No. 233-2007-XIII (SMR)					
		Krominco, Inc.	MPSA No. 291-2009-XIII (SMR)					
		Sinosteel Phils. H. Y. Mining Corporation	MPSA No. 002-90-X (SMR)					

Region	Province	Company	Project	Reconciled Total Annual SDMP	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/ individuals	Number of families/ household
Totals				991,636,613.87	202,773,649.94	230,637,126.77	347,186	692,733

Aside from that, MGB also issued a memorandum to support affected impact and non-impact communities due to typhoons. The funds to be used will also be coming from the unutilized SDMP funds. Report to this realignment is expected to be submitted by the regional offices of MGB by December 2020.

With these initiatives, unutilized SDMP funds can be used specifically to assist the host and neighboring communities in times of emergencies. However, it would be better to integrate this initiative into the SDMP framework to prepare for impending emergencies and disasters. This will allow for more immediate response to emergencies like covid-19 pandemic and more strategic intervention to manage the impact of disasters.

### 3. SDMP Implementation: Challenges and Opportunities for Innovation

Implementation of SDMP across mining companies has its own challenges and learnings. Over the years, some utilize foundations and organizations to assist the community relations officer in project implementation, hence a higher fund utilization and project outcome, while others rely on the LGUs' submission of projects and costs to be funded by the mining entity.<sup>438</sup>

Since 2012, SDMP project covers not only the provision of livelihood activities and enterprises that are self-sustaining but also the development of human capital through the provision of free basic education, health facilities and services, as well as other critical point facilities and lifeline utilities. Funds for the development of mining technology and geo-sciences were normally spent for scholarships, fellowships and training, commissioning scientific research and other advanced studies. IEC activities include public awareness and education on mining technology and geo-sciences, including publication of IEC materials and education campaigns through tri-media and outreach programs in schools and universities.

SDMP of Philex Mining Corporation and Oceana Gold will be assessed based on the implementation strategies, as well as the challenges they encountered and how they used this as opportunities for innovation.

#### 3.1. SDMP of Philex Mining Corporation

The Padcal Mine has been in operation since 1958, one of the oldest operating mines in the country, and is the first underground block cave operation in the Far East. Since the mine started commercial operations, it has been producing copper concentrates, with gold and silver as by-products.

Philex Mining Corporation (PMC) is also home to almost 2,000 employees and 15,000 people in a community of diverse ethnic and cultural backgrounds, from within the host and nearby towns, who rely largely on the mining operations as the engine of socio-economic activities. Padcal also houses the Sto. Nino Hospital and Sto. Nino Chapel as well as private educational institutions such as Philex Mines Elementary School and St. Louis High School-Philex. Other projects undertaken under SDMP of Philex are infrastructure projects like farm-to-market roads, bridges, irrigation and water-supply systems, walkways, and electrification.

Host communities of Philex in Benguet are Barangay Camp 3 of Tuba; and Barangay Ampucao of Itogon. Neighboring communities include adjacent barangays of Camp One, Tuba; Ansagan, Tuba; and Dalupirip, Itogon. Benguet is home to indigenous people of Ibaloi and Kankana-ey.

#### *3.1.1. Philex Framework and Strategies for SDMP Implementation*

Philex over the years developed their methodology for SDMP which include Social Impact Assessment, Participatory Rapid Appraisal, Observation and Survey/ Interview Tools, Participatory Approach/ Community Development, and Monitoring and Evaluation (Figure 2). They conduct socio-economic baseline surveys or a rapid situation analysis which enables Philex to identify the various resources, funds, skills, potentials, weaknesses, threats and opportunities already spent within the communities. They also conduct annual planning and community forums which serve

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<sup>438</sup> Philippine Extractive Industries Transparency Initiative (PH-EITI) Report, 2014.

as venue for community leaders and stakeholders to express their opinions on issues that affect their communities. Apart from these, regular monitoring of social programs implementation are conducted together with community leaders. Monthly internal and quarterly external monitoring is regularly being conducted during the implementation of SDMP projects. Post-evaluation activity is also conducted to assess and document the effectiveness and impacts of the identified projects under SDMP.

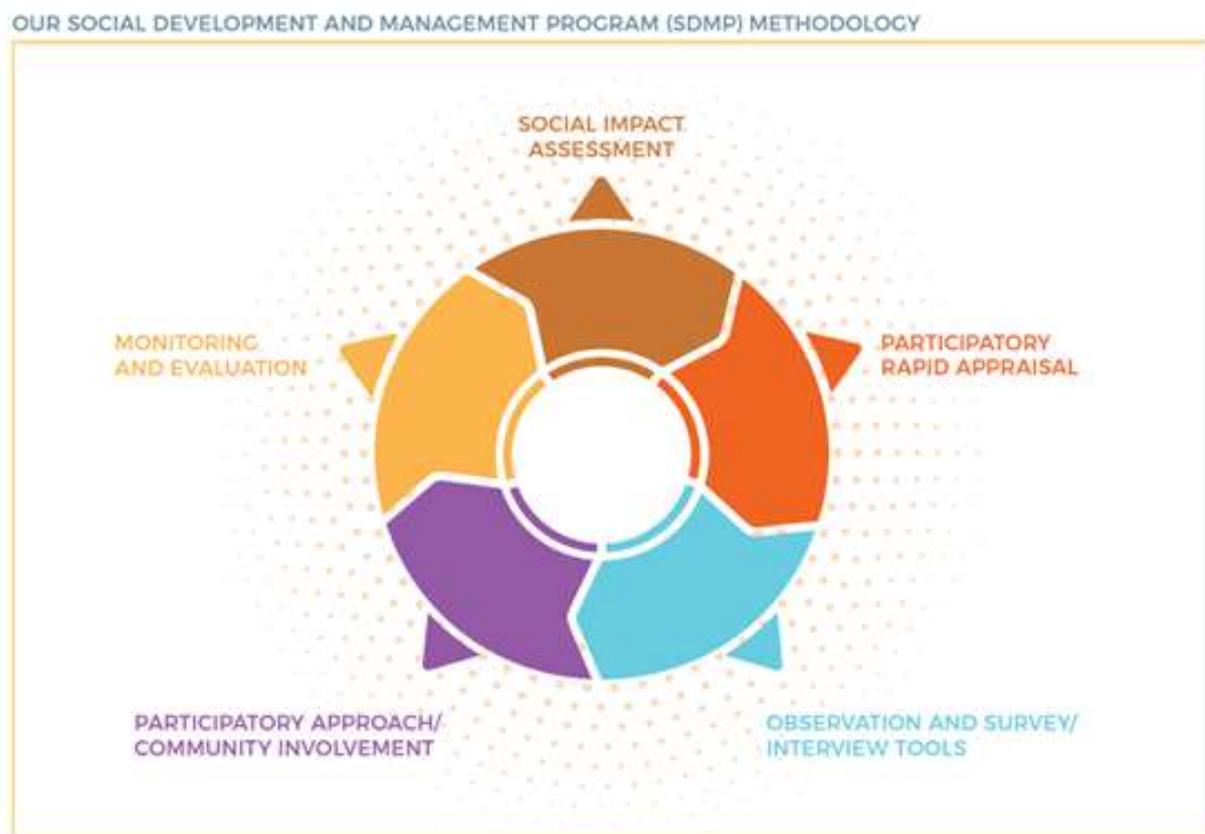


Figure 2. SDMP Methodology of Philex Mining Corporation<sup>439</sup>

This methodology is a reflection of the SDMP Framework of Philex in their implementation (Figure 3). Philex SDMP Framework for the five-year SDMP (2018-2022) geared towards the goal of having self-reliant communities before or by the time the mine ceases operations. With this goal, partnerships with different stakeholders has been one of the strategies Philex employs in the SDMP Framework. Apart from the communities, Philex also involves local government units and other stakeholders in the implementation of SDMP projects for human resource and capacity development; education; infrastructure development; health; livelihood and enterprise development; and socio-cultural development.

<sup>439</sup> Philex 2019 Annual Report

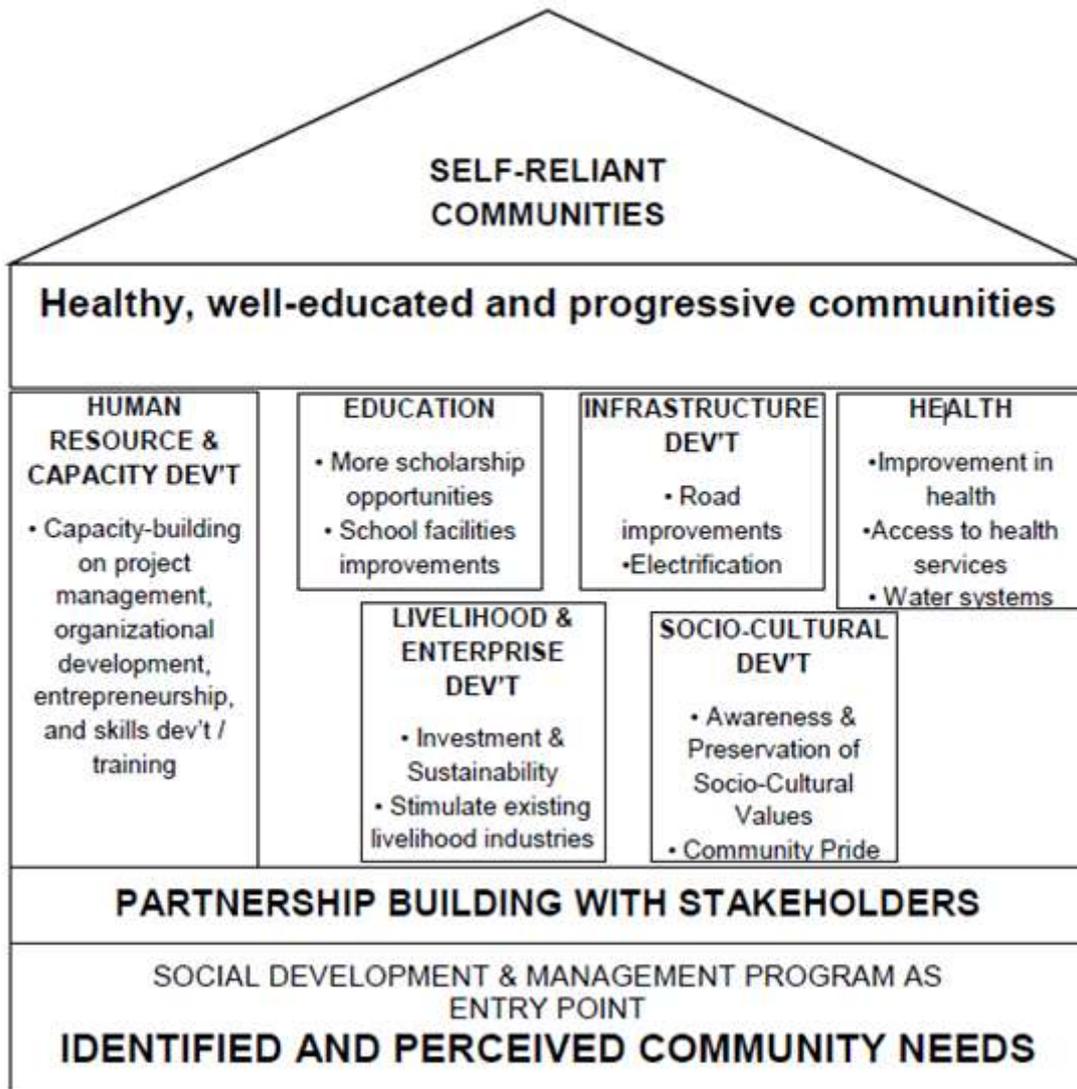


Figure 3. Social Development and Management Framework of Philex<sup>440</sup>

In 2019, Philex spent Php 95.3 million for SDMP through these programs - HELPS for Health, Education, Livelihood, Public Infrastructure, and Socio-cultural programs (Table 4) against the total budget of Php 109.7 million. As mentioned, this is part of the five-year SDMP amounting to Php 559.8 million.

Table 6. Breakdown of 2019 SDMP Activities of Philex Mining Corporation<sup>441</sup>

2019 SDMP	Amount (in Php millions)
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<sup>440</sup> Responses from Ms. Au Dolipas, Community Relations Officer of Philex, Online Survey on the Perception on SDMP Implementation and Impact, 2021.

<sup>441</sup> Philex 2019 Annual Report

Human Resources and Capacity Development	0.7
Health	4.6
Education	26.5
Livelihood	12.4
Public Infrastructure	23.1
Socio-cultural Development	4.6
Information, Education, Communication (IEC)	13
Development of Host and Neighboring Communities (DHNC)	71.90
Development of Mining Technology and Geosciences (DMTG)	10.4
Total	95.3*
<i>* including carryover project expenses from 2016-2018</i>	

Under the health and sanitation programs, SDMP initiatives include health insurance, medical assistance, medical and dental missions, health facilities, and health center improvements. They partner with the DOH, the Municipal Health Office, barangay health workers, and the community elders and leaders of Tuba ang Itoyon municipalities in bringing health and sanitation assistance to the host and neighboring communities.

Under education, SDMP activities include scholarships in college, financial assistance through allowances for senior and junior highschool students, free primary education at Philex Mines Elementary School, subsidized schooling at St. Louis High School, Technical vocational training thru TESDA and Special Program for the Employment of Students (PSES). Included as well are the infrastructure support to schools, and support to school activities. In education intervention, they coordinate with the Barangay Education Committee of the Barangay Local Government Unit, teachers, and community elders and leaders.

For livelihood and skills development, SDMP activities include providing seed capital and technical assistance to host and neighboring communities, livelihood and skills development training and seminars, cooperative development training, and infrastructure support to livelihood programs. Implementation of these requires partnership with numerous partners such as DTI, DOH, DA, BFAR, Cooperative Development Authority, and BIR. Philex also co-manage the livelihood development of the host and neighboring communities by coordinating with the Barangay Livelihood Committee, community elders and leaders, and officers and members of active livelihood associations and cooperatives.

### *3.1.2. Challenges and Opportunities for Innovation*

Challenges in SDMP Implementation in Philex often involve delays in the project implementation due to varying reasons. According to Ms. Au Dolipas, Community Relations Officer of Philex, one of the causes of delay in the implementation of SDMP projects involves boundary disputes in the community. With this challenge, the community themselves have to resolve their disputes to continue with the implementation. Philex assisted them in dialogues and eventually initiated to organize

a technical working group (TWG) per barangay composed of community representatives in health, education, livelihood, public infra, and socio-cultural preservation. This TWG is involved not only in resolving disputes, but also in SDMP planning, assessment, and monitoring of implementation.

From the perspective of the community relations officer, this strategy of involving the community in the SDMP planning and monitoring of projects reflect their desire to create self-reliant communities. This is also evident in her perception on the involvement of different stakeholders in the different phases of SDMP implementation, as shown in Table 5. Ms. Dolipas also mentioned that all major decisions are handled by the TWG, together with the Barangay LGU, in the identification, prioritization, assessment, monitoring of projects, and stakeholders. This strategy also responds to another challenge in the implementation of SDMP, which involves the perceived dependence of community members to these interventions.

Table 7. Perception of Philex’s Community Relations Officer to different stakeholders and their involvement in SDMP process<sup>442</sup>

	Mining Company	Project/Community Officer	LGU	Barangay Officials	Community	IPs	Other stakeholders
Identification of intervention			✓	✓	✓	✓	✓
Identification of beneficiaries			✓	✓	✓	✓	✓
Designing of project implementation strategies				✓	✓	✓	✓
Implementation of projects	✓	✓		✓	✓	✓	✓
Major decision maker				✓	✓	✓	✓
Monitoring of progress		✓		✓	✓	✓	✓
Permits and licenses			✓	✓	✓	✓	✓
Dissemination of relevant information	✓	✓	✓	✓	✓	✓	✓
Approval of projects				✓	✓	✓	✓

In comparison, the local government perceives that the majority of the stakeholders’ involvement lies within the mining company and the community relations officer of the mining company. The barangay officials and beneficiary communities are perceived to only be involved in the identification of intervention and beneficiaries, approval of projects; and attendance to planning workshops. The community members are perceived to expand their involvement in the designing of project implementation strategies and actual implementation. The local government, however, mentioned that their involvement in SDMP implementation lies with their attendance to workshops for the formulation of SDMP. As for the community members, their perceived involvement in SDMP implementation carry over for all aspects of SDMP Implementation.

Another reason for the delay of project implementation is due to disasters and emergency events. Covid-19 restrictions limit the SDMP operations and continuation of project implementation. Although Philex made a “swift response to pandemic” by ensuring health and safety protocols and precautions are in place in their areas of operation, taking measures to reduce physical contacts between people and follow hygiene, self-protection, and self-monitoring, SDMP operations have also been

<sup>442</sup> Responses from Ms. Au Dolipas, Community Relations Officer of Philex, Online Survey on the Perception on SDMP Implementation and Impact, 2021.

delayed. However, since the TWG has been established per barangay, the mobility restrictions due to Covid-19 has not hampered the SDMP operations entirely.

On the other hand, Philex allocated their unspent SDMP Funds of more 17 million to Covid-19 relief operations. These were used to purchase personal protective equipment, health supplies and goods, relief goods, food packages as well as cash assistance to affected communities within their areas of operation. Below is the summary of the SDMP budget, expenditures and unspent budget for Philex Mining Corporation.

Table 8. 2019 SDMP Funds of Philex Mining Corporation and budget allocated and utilized for Covid-19 Response<sup>443</sup>

Company	Project	Sector	Reconciled Total Annual SDMP	Reconciled Total DHNC (75% of ASDMP)	Reconciled Total DMTG (10% of ASDMP)	Reconciled Total IEC (15% of ASDMP)	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontlines/ individuals	Number of families / household
Philex Mining Corp.	MPSA No. 276-2009-CAR		95,260,624.22	71,941,910.24	12,958,345.36	10,360,368.62	17,498,140.00	16,920,957.00	1,757	10,537

### 3.2. SDMP of Oceana Gold

Oceana Gold is relatively new in mining operations as compared to Philex. OceanaGold acquired the high-grade underground gold and copper mine in 2006 through a merger with Climax Mining Ltd and commenced commercial production as an open pit operation in 2013. In 2015, the mine transitioned to underground operation, with production from the underground commencing in early 2017.

Didipio Mine commenced their SDMP in 2013 to provide funds to sustainably improve living standards for the host and adjacent communities in Nueva Viscaya and Quirino Provinces, specifically in social services, infrastructure, communications and training. Between 2013 to 2019, the Didipio Mine spent Php 1.4 billion for community development.

#### 3.2.1. Oceana Gold Framework and Strategies for SDMP

Didipio Mine follows the Oceana Gold’s External Affairs and Social Performance (EA&SP) Management System, a management framework standard for all other Oceana Gold’s operations. This EA&SP Management System helps the company to understand and manage how the business affects local communities and society at large. The approach for building and implementing EA&SP is implemented in four steps, as shown in Figure 4.

One of the core policies and standards of Oceana Gold is Communities Standard which aims to establish community relations, including engagement, building strong relationships based on trust and to deliver shared and lasting value with the community. This standard also follows the EA&SP Management System steps in identifying the community context; developing plans based on dialogue and informed consultation and participation; assessing performance based on commitment management, complaints and grievance mechanisms, dialogue and community participation, and continuous improvement; and reputation management informing

<sup>443</sup> PH-EITI ORE Tool 2019

communities on significant impacts and risks of operations and projects, and regularly reporting these to the communities.

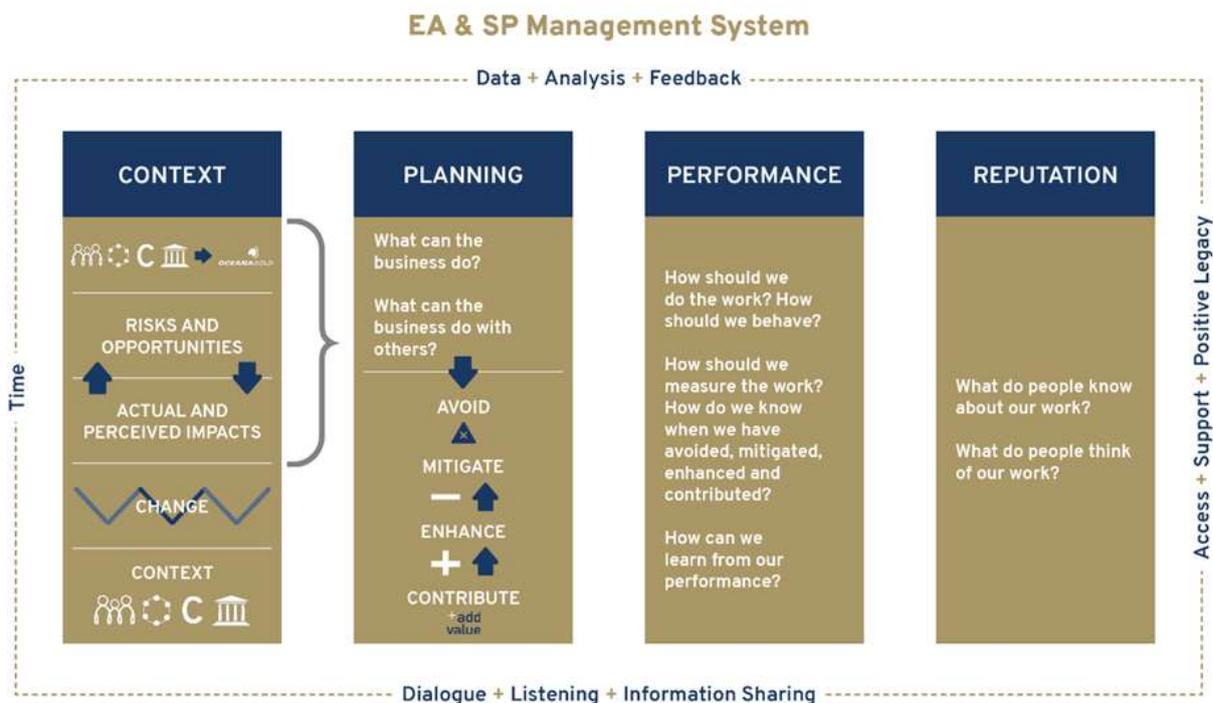


Figure 4. Oceana Gold’s External Affairs and Social Performance (EA&SP) Management System<sup>444</sup>

As for the implementation of SDMP in host and neighboring communities of Didipio Mines, Oceana Gold’s Social Investment Program (SIP) involves six pillars: education, environment, health, business development, training and infrastructure. Each pillar is governed by a steering committee of community leaders and government agencies. A central steering committee composed of the Didipio Mayor, the community captain, and the General Manager of the Didipio Mine help coordinate initiatives across the pillars. This SIP also involves tripartite collaboration in formulation of plans and policies, consultation process, community involvement in planning and implementation, and empowering the community to make decisions and manage change. These all reflect the core policies and standards of Oceana Gold as mentioned.

<sup>444</sup> OceanaGold External Affairs and Social Performance (EA&SP) Manual

# SOCIAL INVESTMENT FRAMEWORK

The 6 pillars of social investment aim to support the needs of the communities

- ▶ Tripartite collaboration in formulation of plans and policies
- ▶ Consultation process
- ▶ Community involvement in planning and implementation
- ▶ Empowering the community to make decisions and manage change



INNOVATION PERFORMANCE GROWTH

OCEANA GOLD

Figure 5. Oceana Gold’s Social Investment Framework<sup>445</sup>

The 2019 Accomplishments in SDMP of Oceana Gold amounting to Php 112.5 million covers different activities. This includes cooperative, youth and leadership training, livelihood support, construction of community consumers cooperative, support in health facilities, educational support for students and teachers as well as facilities and infrastructures. Table 7 enumerates the actual SDMP activities and expenditures for 2019.

Table 9. Breakdown of 2019 SDMP Activities of Oceana Gold<sup>446</sup>

2019 SDMP	Amount (in Php millions)
<i>Development of Host and Neighboring Communities</i>	
Human Resources and Institutional building	7.05
Enterprise Development and Networking	10.2
Assistance to infrastructure development and support services	43.7
Access to education and educational support programs	13.7
Access to health services, health facilities and health professionals	7.4
Protection and respect of socio-cultural values	5.9

<sup>445</sup> From Mr. Bonifacio Lubatos, Jr., Social Development and Management System Superintendent of OceanaGold, Philippines, Online Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>446</sup> PH-EITI ORE Tool 2019

Other Allocation for DHNC	1.4
<i>Development of Mining Technology and Geosciences</i>	
Basic and applied research on mining technology, geosciences, and related subjects\	1.3
Expenditures for scholars, fellows and trainees, including grants	2.7
Expenditures on equipment and capital outlay as assistance for research and/or educational institutions	0.5
<i>Information, Education, Communication (IEC)</i>	
Establishment/ Enhancement/ Maintenance of information and publicity centers	0.8
Publication of IEB materials on social, environmental and other issues/concerns	4.0
Expenditures for continuing public awareness and education campaigns	13.8
Donation/Sponsorship	0.9
Total	112.5

### 3.2.2. Challenges and Opportunities for Innovation

The challenges in implementation of SDMP in Didipio often involve conflicting interests of different stakeholders. As mentioned by Mr. Bonifacio Lubatos, Jr., Social Development and Management System Superintendent of Oceana Gold in Didipio Mines, this challenge often results in delayed project implementation. As a response, representatives from the local government are encouraged to intervene and push for the agenda catering to the collective and more equitable interest of beneficiary communities. The company also involves the local government on project conceptualization, implementation, monitoring and evaluation.

Based on Table 8, Mr. Lubatos enumerated the involvement of different stakeholders in the SDMP process. The mining company and its representatives are mostly involved in identification of intervention, in designing of project implementation strategies, in monitoring of progress, in dissemination of information, and approval of projects. The local government and the barangay officials are involved in identification of intervention and beneficiaries, as well as in project conceptualization. They are also in-charge with permits and licenses and dissemination of information. Major decisions lie on the barangay officials and the community. Since beneficiary communities in Didipio also has indigenous groups, the company involves them in all aspects of SDMP process and implementation, as perceived by Mr. Lubatos.

Table 10. Perception of Oceana Gold’s Social Development and Management System Superintendent to different stakeholders and their involvement in SDMP process<sup>447</sup>

	Mining Company	Project/Community Officer	LGU	Barangay Officials	Community	IPs	Other stakeholders
Identification of intervention	✓	✓	✓	✓	✓	✓	✓
Identification of beneficiaries			✓	✓		✓	✓
Designing of project implementation strategies	✓	✓	✓	✓		✓	✓
Implementation of projects					✓	✓	
Major decision maker				✓	✓	✓	✓
Monitoring of progress		✓		✓	✓	✓	✓
Permits and licenses			✓	✓	✓	✓	✓
Dissemination of relevant information	✓	✓	✓	✓	✓	✓	✓
Approval of projects	✓	✓					

Other stakeholders are also involved in most of the SDMP process. These other stakeholders include the Mines and Geosciences Bureau (MGB), Multipartite Monitoring Team (MMT), and Mine Rehabilitation Fund Committee (MRFC) for monitoring project implementation and accomplishment.

Another challenge on SDMP implementation is the temporary suspension of Oceana Gold’s operation issued by the governor of Nueva Viscaya. However, a media release was published on 7 Dec 2020 in the website of OceanaGold stating that the company was granted a Certification of Non-Overlap which states that the FTAA area is outside the ancestral domain of the ICCs/IPs in Nueva Viscaya. Currently, Didipio is reviewing the household studies and livelihood baselines implemented during the exploration, project development and operational phases of the mine.

As Covid-19 pandemic greatly affected the Luzon area, mobility restrictions hamper most of the activities, not only for the SDMP implementation but also with the operations of most government and private sector establishments in the area. Survey questionnaires for the community and the local government were not able to be completed due to these restrictions caused by the pandemic.

On the other hand, OceanaGold’s unspent SDMP for 2019 amounting to almost Php 10 million was realigned to support the Covid-19 response, about 92% of this is already utilized as of 7 August 2020. These funds were used for provision of PPEs, vitamin C, food packs and chlorine (for disinfection) to frontliners and LGU officials and employees; provision of rice assistance, food packs, and assorted medicines to the host and neighboring communities around the mining project including non-impact barangays. Below is the summary of the SDMP budget, expenditures and unspent budget for OceanaGold.

Table 11. 2019 SDMP Funds of OceanaGold Philippines and budget allocated and utilized for Covid-19 Response<sup>448</sup>

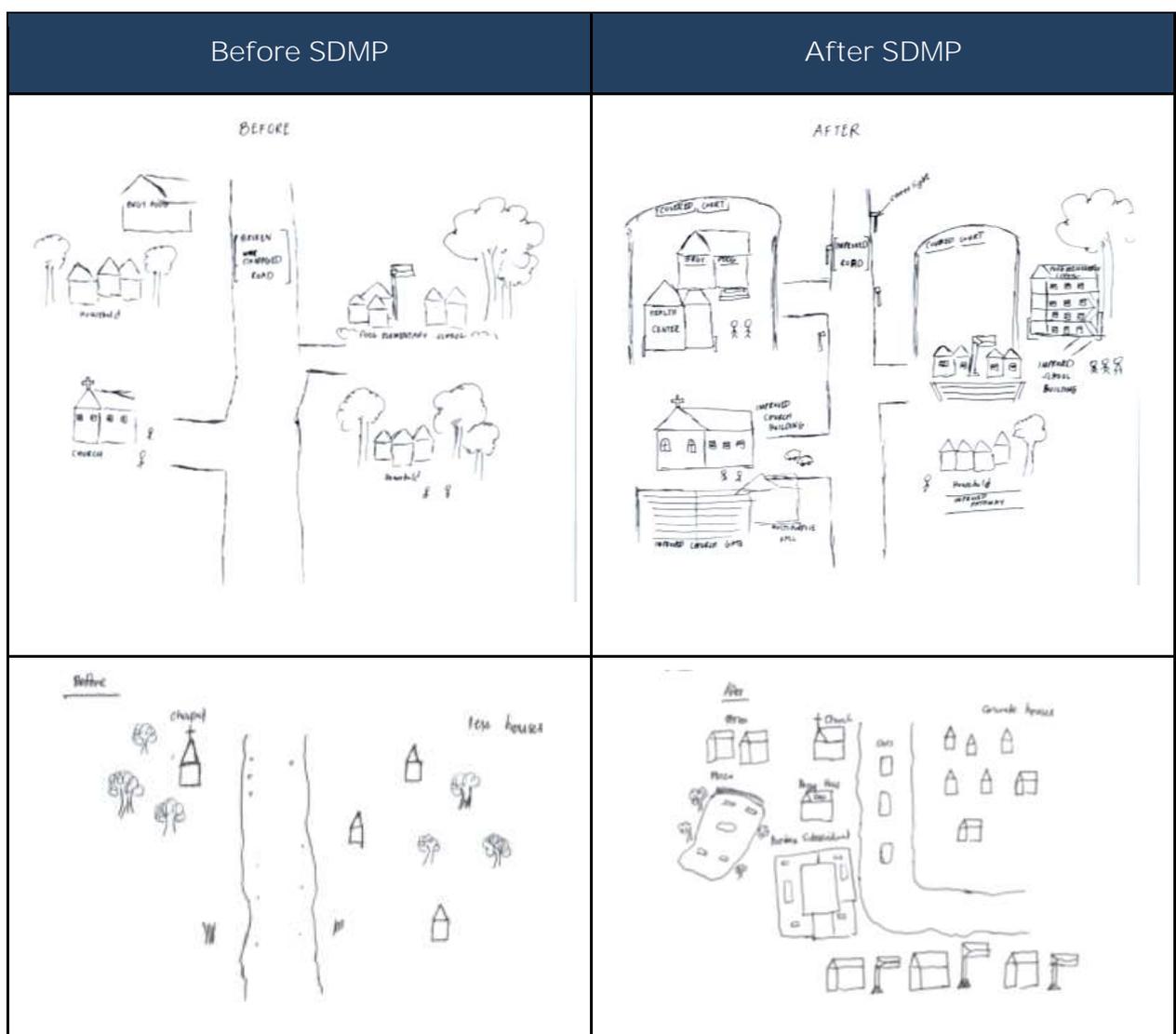
<sup>447</sup> Responses of Mr. Bonifacio Lubatos, Jr., Social Development and Management System Superintendent of OceanaGold, Philippines, Online Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>448</sup> PH-EITI ORE Tool 2019

Company	Project	Sector	Reconciled Total Annual SDMP	Reconciled Total DHNC (75% of ASDMP)	Reconciled Total DMTG (10% of ASDMP)	Reconciled Total IEC (15% of ASDMP)	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/ individuals	Number of families/ household
OceanaGold Philippines, Inc.	FTA A No. 001	Metallic	112,521,579.25	89,367,624.00	4,456,805.77	18,697,149.48	9,981,514.93	8,534,078.00	15,893	23,981

#### 4. Perceived Impacts of SDMP

SDMP projects claim significant improvements on the host and neighboring communities of mining sites. Memory maps of the respondents clearly showed how the residents view these changes to their communities (Figure 6). Improved facilities, road networks and access, and other changes in the physical characteristics of the communities can be seen from the before and after drawing of the respondents. They clearly identified that these changes were brought to the community.



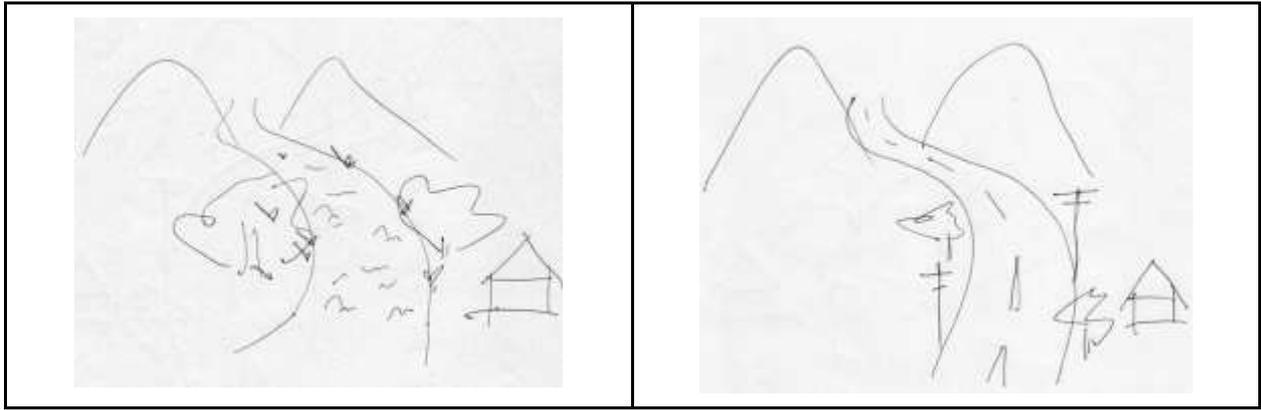


Figure 6. Selected memory maps of the respondents' communities before and after SDMP intervention<sup>449</sup>

According to the survey conducted to the study areas, 84.6% of the respondents believed that the SDMP projects have significant impact in the development of their communities (Figure 7). It brought convenience and stability to their communities through infrastructure projects like roads construction and improvement, access to basic social services especially health and education, and opportu

nities for livelihood. It became easier to bring in goods to the community, and transportation has improved.<sup>450</sup>

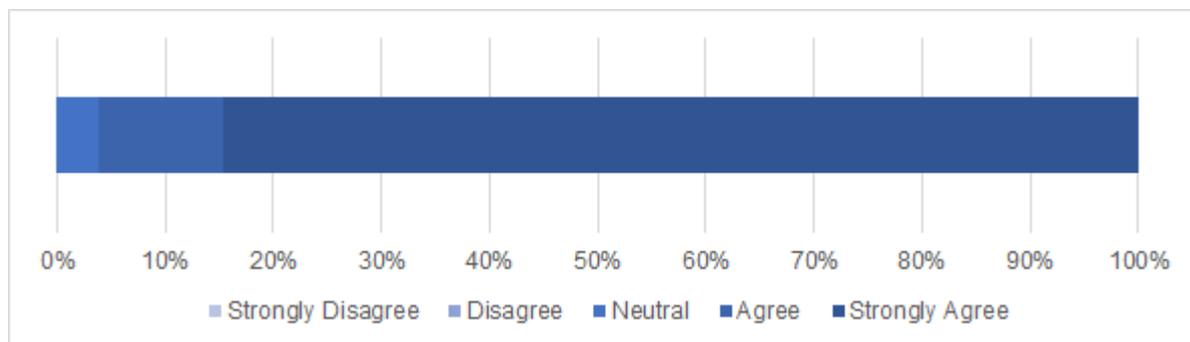


Figure 7. Perception of respondents on the impact of SDMP projects in the development of their communities<sup>451</sup>

However, more than the physical changes brought to the community are intangible impacts that have been observed by the respondents. In Toledo, Cebu, projects like improvement of streets and installing of street lights have not only improved the physical character of their communities but also increased the feeling of safety for the residents. Across case study areas, improved quality of life was mentioned through the access of medical assistance and health services. It was also mentioned that through educational projects of SDMP, more students have finished school and increased their opportunities for better employment. Also, more students are encouraged to dream about finishing school and pursue college education.

<sup>449</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>450</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>451</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

SDMP projects have also created an impact on the collective attitude of the community. As mentioned in the survey, residents become more eager to participate in SDMP projects. Aside from being beneficiaries of development projects, they somehow believe that they can rely on their own capabilities because of the new skills and knowledge they received through various training opportunities. This is evident as well on their positive perception of themselves based on their responses on the survey. About 65% of the respondents strongly agree that SDMP projects have helped them create positive perception of themselves, while 27% of the respondents agree. This attitude circled back to their collective attitude of cooperation and participation to community activities.

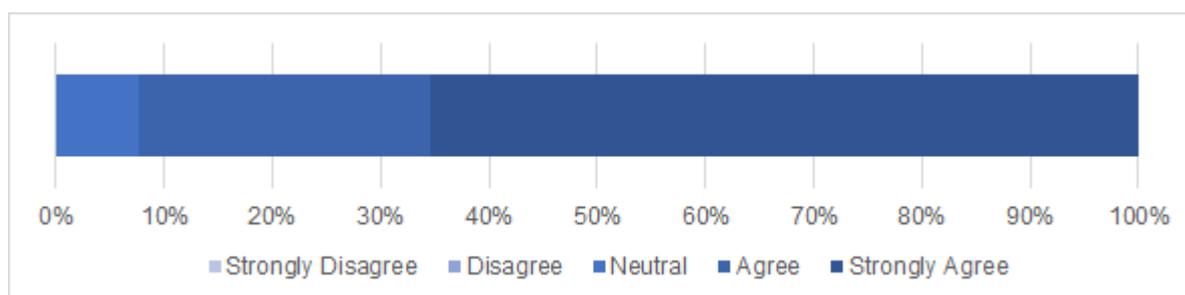


Figure 8. Perception of respondents on the impact of SDMP projects on creating positive perception of themselves<sup>452</sup>

Overall, most of the respondents view that SDMP projects have significantly helped their communities in their pursuit of an improved quality of life. The same proportion of respondents strongly agree to this statement. Also, the respondents believe that the impact of SDMP projects goes beyond the beneficiary communities. Municipalities of these communities also benefit from the improved quality of life of the host and neighboring communities, as the respondents believe. This is true in some cases. For instance, Claver is considered one of the fastest growing towns in the Caraga Region. Accordingly, 60% of the working population in Claver is dependent on mining<sup>453</sup>. Local development indicators in Claver points out that intervention on education and health have significant impact, such that participation rate in elementary and secondary participation and completion rate in Claver are better than the regional and national levels; as well as the mortality and malnutrition rate are also lower compared to both regional and national levels.<sup>454</sup> However, Claver CDP also pointed out there are issues on access to education in other areas in the municipality, as well as issues in water and air quality, waste management, and housing.

<sup>452</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>453</sup> Comprehensive Development Plan of Claver, Surigao del Norte

<sup>454</sup> Comprehensive Development Plan of Claver, Surigao del Norte

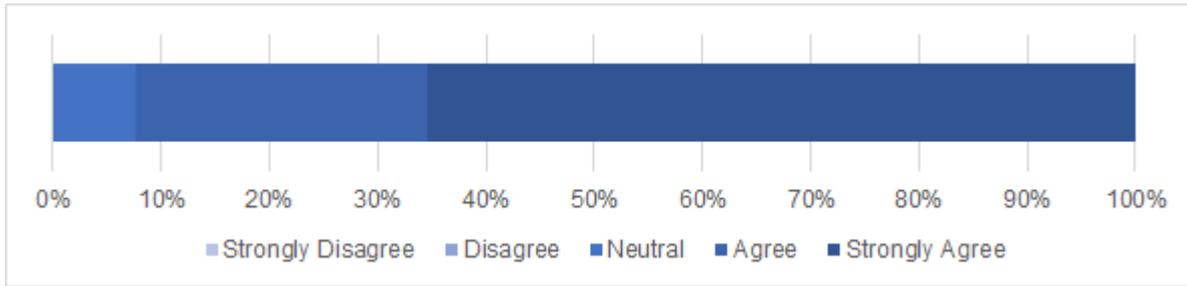


Figure 9. Perception of respondents on the impact of SDMP projects on the improvement of the quality of life of the the communities<sup>455</sup>

#### 4.1. Inclusivity as tool for Empowerment: The SDMP of Taganito Mining in Claver, Surigao del Norte

Integral to the achievement of empowerment is inclusivity and participation. It is important to include as many stakeholders as possible in the conversation towards development and encourage them to participate. Though there are levels of participation before reaching empowerment, being informed is a necessary step towards that goal.

Taganito’s sustainability approach involves five pillars, such as protecting the environment, good governance, welfare of employees, safe workplace and empowering communities (Figure 10). According to their 2019 Sustainability Report, these pillars were aligned with the UN Sustainable Development Goals. Part of the company’s sustainability approach, SDMP aims to empower the communities, targeting SDGs on poverty eradication; zero hunger, good health and well-being; quality education; decent work and economic growth; industry, innovation and infrastructure; reducing inequalities; and sustainable cities and communities. Through their SDMPs, beneficiary communities aim to be empowered through collaboration with various stakeholders to address the important social, cultural, environmental, and economic factors.

As mandated, projects are implemented in participation of the host and neighboring communities. More than that, collaboration and support of local government units and local organizations are also evident in Claver.

<sup>455</sup> Survey on the Perception of SDMP Implementation and Impact, 2021



Figure 10. Taganito Mining Corporation Sustainability Approach<sup>456</sup>

Taganito Mining Corporation’s SDMP Programs focus on educational, livelihood and health programs. For 2019, Taganito supported college financial assistance and provision of school supplies and equipment with the total amount of Php 8,901,375.00. For livelihood programs, Taganito SDMP focused on skills development amounting to a total of Php 16,192,703.00. Some of the projects are native chicken poultry project for 55 PWDs in Barangay Cabuo, Claver, Surigao del Norte belonging to Dapja, a people’s organization in Claver; donated farm equipment to 35 members of Claver Red Mountain Agri Coop; rice mill complex being constructed at Brgy Daywan, Claver. Health programs in Claver focused on the provision of medicines and medical supplies, clean and green program; and annual medical-surgical mission. The health programs for 2019 amount to Php 3,247,310.00.

Other stakeholders taking part with the SDMP implementation in Claver are some government line agencies such as TESDA, Department of Agriculture, and BFAR. Private institutions also contribute to the SDMP implementation in Claver.

Local government of Claver believed that the Taganito Mining were more involved in monitoring progress and approval of projects. Evidently, a quarterly monitoring report of the ASDMP is shared with the local government of Claver to ensure that projects are implemented and funds are used. They also utilize their social media accounts to monitor and also disseminate information to the community.

On the other hand, the community respondents agree that the mining company is involved in all the SDMP process, however, the barangay officials and the local government have more decision making power than the mining company. Communities are also involved in all of the SDMP Process, as well as in the decision making (Figure 11).

<sup>456</sup> <https://nickelasia.com/sustainability/nac-commitment-to-sustainability>

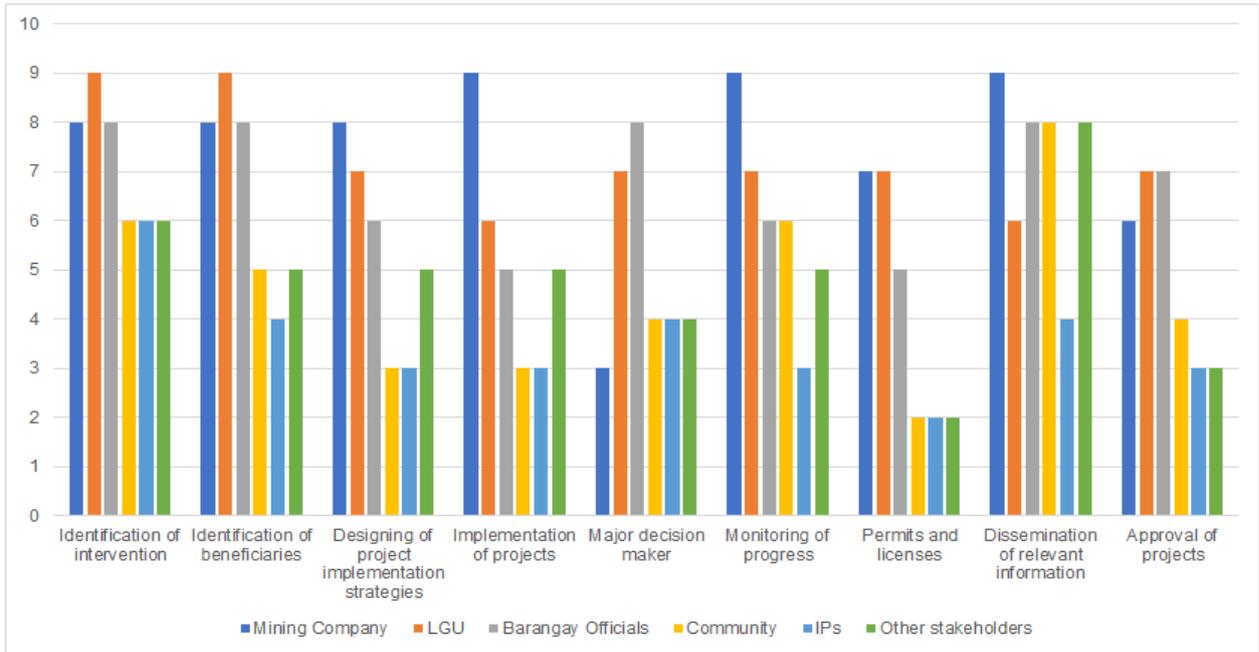


Figure 11. Perception of community respondents on the involvement of stakeholders in different SDMP Process<sup>457</sup>

Respondents of the community survey also believed that the SDMP projects help in encouraging participation among community members (Figure 12). Manifestation of the community participation is evident in the level of dedication the community gives on the project activities, according to Ms. Judy Urbiztondo, community relations development specialist of Taganito Mining. There is a sense of ownership among the host and neighboring communities as they show concern with the usefulness and sustainability of the SDMP projects, voicing out their opinions through consultation and dialogues with the stakeholders for better implementation.<sup>458</sup>

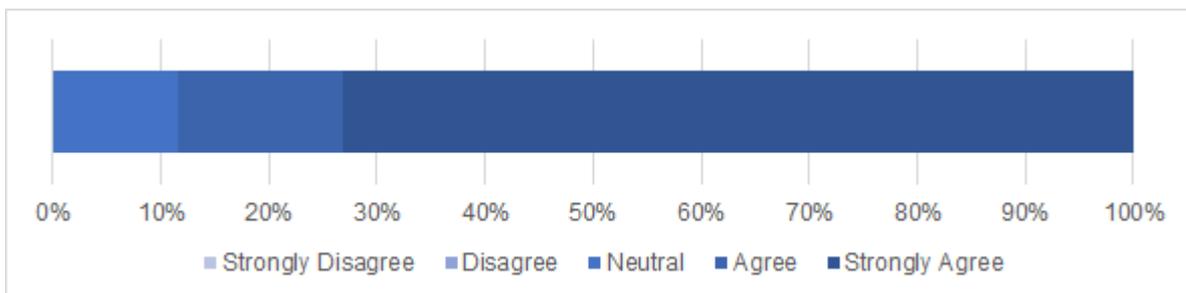


Figure 12. Perception of respondents on the impact of SDMP projects in encouraging participation among community members<sup>459</sup>

In times of emergency and disasters, Taganito Mining always seeks collaboration with the community, local government and other government line agencies. During the first months of the community lockdown due to Covid-19 pandemic, Taganito responded to the call of the national government to give assistance to the communities. Taganito Mining Corporation has a total realigned SDMP Budget of Php

<sup>457</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>458</sup> Responses from Ms. Judy Urbiztondo, community relations development specialist of Taganito Mining, Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>459</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

18,804,490.00 and about 95.7% of this was already utilized as of 7 Aug 2020 (Table 10). Taganito provided medical supplies and goods to the community, coursed through the barangay officials. They also helped in the disinfection of the community.

One community respondent says that the company understands that in times of emergency and disaster immediate response is needed and thus, Taganito Mining responds immediately. In times of disaster like typhoons, the company gives out necessary protection to responders like raincoats, boats, and flashlights, among other things.<sup>460</sup>

Table 12. 2019 SDMP Funds of Taganito Mining Corporation budget allocated and utilized for Covid-19 Response<sup>461</sup>

Company	Project	Sector	Reconciled Total Annual SDMP	Reconciled Total DHNC (75% of ASDMP)	Reconciled Total DMTG (10% of ASDMP)	Reconciled Total IEC (15% of ASDMP)	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/ individuals	Number of families/ household
Taganito Mining Corporation	MPSA No. 266-2008-XIII-SMR (Amended)	Metallic	53,131,979.00	37,313,172.00	5,577,745.00	10,241,062.00	20,021,977.48	19,216,148.36	1,000	155,342

#### 4.2. Issues of Sustainability: The SDMP of Republic Cement and Building Materials, Inc in Teresa, Rizal

Republic Cement and Building Materials, Inc. in Teresa, Rizal is categorized as a non-metallic mining involved in limestone quarrying. Its host community is in Barangay Dulumbayan and the neighboring community is in Barangay Prinza, in Teresa, Rizal.

Over the years, SDMP activities of RCBMI include projects that aim to empower people by providing them opportunities that they can soon manage on their own and extend its benefits to more individuals and even families. In 2015, the Teresa Plant organized the Republic Scholars and Alumni Association in order to encourage graduates and current scholars under SDMP to extend help to other underprivileged youth in Teresa through different community development programs and activities. In 2018, the Teresa Plant conducted IEC programs in Barangay Calumpang, Sto Cristo on cement manufacturing process. The sessions were conducted in barangay halls and multipurpose halls of host and neighbouring communities such as Prinza, Dulumbayan, Calumpang Sto Cristo, and Dalig. Participants were elderly, women, health workers, and other sectors involved in environmental initiatives and community development. Residents along C5 road consisting of farm workers and families of contractors were also given IEC on safety. Mobile transport and commitments of the company in investing in the safety of stakeholders (segregation of mobile equipment and pedestrians and adequate accommodation for truck drivers and helpers during waiting time.)

In 2019, RCBMI in Teresa, Rizal spent Php4.6M for SDMP. Table 13 shows the breakdown of the expenditures for the three areas of SDMP. There were livelihood projects intended to benefit women, farmers, and tricycle drivers. These activities

<sup>460</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>461</sup> PH-EITI ORE Tool 2019

are: sewing livelihood project managed by the Dulumbayan Ladies Association where members can earn at least Php 2,000 per week from sewing various garments; a community farm and nursery project was also established for the members of Kalubcob Farmers Association; low-cost spare parts project was started for the members of Dulumbayan Tricycle Operators and Drivers Association (DULTTODA), wherein they can purchase maintenance parts at cheaper prices so they can bring home more income for their families; and turned over various farming equipment, including a hydro-tiller and farm tractor to the Kalubcob Farmers Association and Prinza Farmers Association.<sup>462</sup>

The RCBMI Scholarship Program also gives deserving students access to education and a chance to uplift their lives. As of May 31 2019, there are 7 college students as a new batch of scholars enrolled in different universities in Rizal and Metro Manila. The financial assistance funded by the SDMP of the company covers tuition and allowances for college students who complied with the requirements and passed the qualifying exam and interview conducted by the Community Relations Department. Currently, Teresa Plant has 43 college scholars including four (4) BS Mining Engineering students enrolled at Adamson University with full scholarship under the Development of Mining Technology and Geosciences (DMTG) component of the SDMP.<sup>463</sup>

Other activities under the SDMP of RCBMI include provision of medicines, medical equipment, ambulance to barangay health center of host and neighboring barangays, as well as for the renovation of barangay health center. There are other SDMP activities such as provision of waste bins for the solid waste management program of Dulumbayan and Prinza; improvement of barangay basketball court and barangay hall, IEC projects on mining, health and safety, and environment-related activities<sup>464</sup>.

Table 13. 2019 SDMP Expenditures of RCBMI

2019 SDMP	Amount (in Php millions)
Development of Host and Neighboring Communities (DHNC)	3.4
Development of Mining Technology and Geosciences	0.5
Information, Education, Communication (IEC)	0.7
Total	4.6

SDMP expenditures of RCBMI has already exceeded its allocated budget for 2019 with an overspent value amounting Php 23,830 (Table 14). With the directive from MGB to allocate unspent budget as assistance to Covid-19 response, RCBMI included additional funds for the assistance (Table 15).

Table 14. 2019 SDMP Funds of RCBMI-Teresa budget allocated and utilized for Covid-19 Response<sup>465</sup>

<sup>462</sup> <https://republiccement.com/>

<sup>463</sup> <https://republiccement.com/>

<sup>464</sup> PH-EITI ORE Tool 2019

<sup>465</sup> PH-EITI ORE Tool 2019

Company	Project	Sector	Reconciled Total Annual SDMP	Reconciled Total DHNC (75% of ASDMP)	Reconciled Total DMTG (10% of ASDMP)	Reconciled Total IEC (15% of ASDMP)	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners/individuals	Number of families/households
Republic Cement & Building Materials, Inc.	MPSA No. 138-99-IVA		3,493,830.11	3,493,830.11	0.00	0.00	450,000.00	451,500.00	289	4,032

Table 13. Breakdown of Assistance to Covid-19 Response<sup>466</sup>

Activity	Areas Covered	Beneficiary	Budget Allocation	Budget Utilized
Provision of Meals to Frontliners	Barangay Dalig, Teresa, Rizal	97 Frontliners	5,000	7,000
Provision of Face Masks to Healthworkers and Frontliners	Teresa, Rizal	108 Frontliners	5,000	4,500
Provision of Rice to 7 Barangays in Teresa, Rizal	Teresa, Rizal	1166 families	140,000	140,000
Provision of Rice to Teresa LGU	Teresa, Rizal	1666 families	200,000	200,000
Provision of Rice to Barangay Health Workers	Teresa, Rizal	84 Frontliners	14,000	14,000
Provision of Rice to Teresa TODA Federation Drivers	Teresa, Rizal	1200 families	86,000	86,000
Total			450,000	451,500

With all these interventions, the major challenge in the SDMP implementation in Teresa, Rizal is the need to further educate the different stakeholders on the concept of sustainability as the core objective of SDMP projects across mining companies, according to the RCBMI Community Relations Manager, Mr. Marvin Noces. He mentioned that government officials and community stakeholders need to understand that the aim of these interventions is to make the communities more self-reliant and be able to continue to implement development projects on their own. Aside from that, the local government and the community has to start to think for the long term instead of sticking to short term goals for these interventions.

<sup>466</sup> PH-EITI ORE Tool 2019

One of the strategies to respond to this challenge is to engage the different stakeholders, especially decision-makers in the community, to expand their vision to long term, more sustainable goals. SDMP activities of RCBMI includes IEC sessions and training to inculcate this concept to the host and neighboring communities.<sup>467</sup>

Another strategy that can be used to push for a more sustainable SDMP implementation is to include the development agenda of the locality in crafting SDMP targets. This way, intervention can have a wider range of support and impact. Communities do not exist in a vacuum. They are very much affected by what is happening around them. Since communities rely on the interaction among other communities for all its needs, giving a wider scope and long term perspective in planning for SDMP targets can help sustain the needed elements for a more strategic, sustainable intervention. As shown in Figure 13, respondents believe that SDMP projects contribute to the attainment of the local development agenda of a locality.

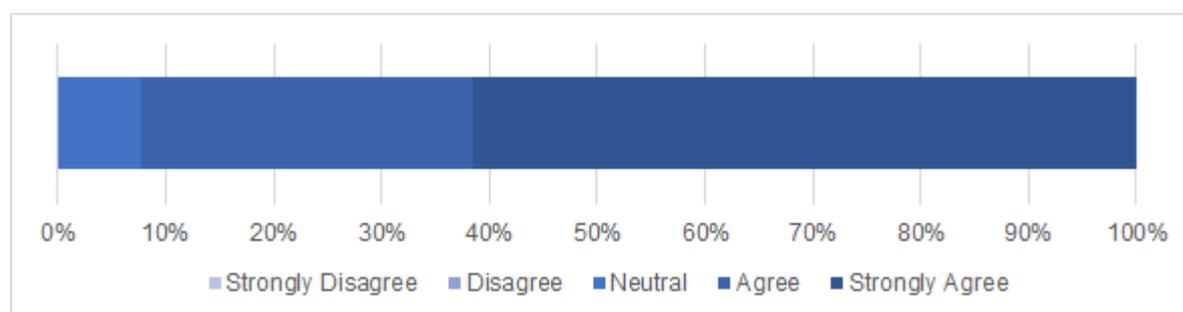


Figure 13. Perception of respondents on the impact of SDMP projects in local governments' achievement of its development plans<sup>468</sup>

This does not mean that SDMP will be the sole driver of change for the rest of the locality. The local government has its own local development and investment planning. However, SDMP can be used to provide more strategic intervention that can create ripple effects of sustainability among other communities. By providing more strategic and coordinated development goals with the local government and other stakeholders, other needs for intervention can be highlighted, achieving a more holistic targeting of providing effective development interventions. As SDMP advocates for participation and collaboration, engaging different stakeholders for a common goal can be strengthened and be considered as one of the innovative strategies to deliver development interventions.

#### 4.3. Integrating Resiliency: The SDMP of Atlas Consolidated Mining & Development Corporation/ Carmen Copper Corp in Toledo, Cebu

Atlas Consolidated Mining/ Carmen Copper Corp. is engaged in metallic mineral exploration and mining. It serves as the country's principal producer and exporter of copper concentrate. Its operation is located in Toledo, Cebu. Its host community is at

<sup>467</sup> Mr. Marvin Noces, Community Relations Manager of Republic Cement & Building Materials, Inc., Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>468</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

Barangay Don Andres Soriano (DAS), with neighboring communities in Campo 8, Cantabaco, Poog, Biga, and Magdugo.

Atlas Consolidated Mining/ Carmen Copper Corp. take a strategic and long-term view in building self-reliant communities. With the SDMP strategy centered on sustainable development, initiatives implemented for SDMP are those that provide social safety nets on health care, education, livelihood and public infrastructure. To date, more than 682,900 beneficiaries have improved access to basic services (Atlas Mining 2019 Sustainability Report).

At the core of the Atlas Mining/ Carmen Copper management policy is the responsible stewardship framework where the SDMP implementation strategy is based upon. With the social development gearing towards self-determination, self-sufficiency, and sustainability, SDMP Implementation of Atlas Mining/Carmen Copper follows the five focus areas: (1) quality and inclusive education; (2) quality healthcare services; (3) skills and enterprise development or livelihood; (4) preservation of cultural heritage; and (5) disaster response and resilience.



Figure 14. Responsible Stewardship Framework, Atlas Consolidated Mining/ Carmen Copper Corporation<sup>469</sup>

For education, accomplished projects include:

- Scholarship program: 370 scholarship grants to underprivileged children, 155 of which are in secondary, 127 in tertiary and 88 under technical vocational. Nine scholars have graduated and some of them joined the Company's workforce.

<sup>469</sup> 2019 Sustainability Report

- School Building Program: Built and repaired 69 classrooms and assisted in the constructor of 6 covered courts or MPH
- School based feeding program - 488,100 children in 26 elementary schools, 1 day care and 1 foundation since 2015

For healthcare, the Doktor to the Barangay program has served 22,126 patients. Atlas Mining/ Carmen Copper also donated 20 ambulances to communities with 39,779 patients served. For livelihood, Atlas Mining/ Carmen Copper has given the beneficiary communities access to capital and capacity building activities and training. There were 500 farmers engaged in 2 cooperatives in 2019, a total of 12,000 kilos of produce harvested, amounting to Php 480,000 value; and 18 types of vegetables planted in the beneficiary communities. As for the cultural heritage, a total of 104 mine tours were conducted in 2019.

Atlas Mining/ Carmen Copper has integrated disaster response and resilience in its focus areas for SDMP implementation. For 2019, there were a total of 21 emergencies responded; a total of eight (8) emergency and disaster preparedness trainings conducted; a total of 100 beneficiaries served in response to emergencies; and a total of 18 emergency and disaster drills conducted. This information was published on the Atlas Mining/ Carmen Copper 2019 Sustainability Report, and also reported in the ORE Tool for PH-EITI. Table 14 shows the breakdown of 2019 SDMP expenditures per allocation.

Table 14. 2019 SDMP Expenditures of Atlas Mining/ Carmen Copper<sup>470</sup>

2019 SDMP	Amount (in Php millions)
Development of Host and Neighboring Communities (DHNC)	109.1
Development of Mining Technology and Geosciences	23.1
Information, Education, Communication (IEC)	27.7
Total	159.9

The five-year SDMP plans of Atlas Consolidated/Carmen Copper Corporation covers the years 2014-2018 and 2019-2023. In 2019, Atlas Mining/ Carmen Copper spent Php 159.9 million for SDMP Implementation. The table below shows the 5-year SDMP fund, the ASDMP, the total expenditures and unspent funds for 2019.

<sup>470</sup> PH-EITI ORE Tool 2019

Table 15. 2019 SDMP Funds of Atlas Consolidated Mining/ Carmen Copper Corporation budget allocated and utilized for Covid-19 Response<sup>471</sup>

Company	Project	Sector	Reconciled Total Annual SDMP	Reconciled Total DHNC (75% of ASDMP)	Reconciled Total DMTG (10% of ASDMP)	Reconciled Total IEC (15% of ASDMP)	Budget allocated for COVID-19	Budget utilized for COVID-19	Number of frontliners / individual s	Number of families/ household
Carmen Copper Corporation	MPSA No. 210-2005-VII	Metallic	159,874,740.00	109,086,095.98	27,733,756.78	23,054,887.24	15,974,630.00	15,974,630.00	43,643	18,119

The 2019 unspent SDMP funds was realigned, in accordance with a memorandum for SDMP funds Realignment made by the MGB, to respond to the call for assistance for Covid-19 pandemic. Atlas Consolidated Mining/ Carmen Copper Corporation in Toledo has a total realigned SDMP Budget of almost Php 16 million and is already utilized at 100%. The following are the summary of its assistance:

Table 16. Breakdown of Assistance to Covid-19 Response<sup>472</sup>

Activity	Areas Covered	Beneficiary	Budget Allocation	Budget Utilized
Relief Assistance to Household and Communities in host/ neighboring areas	Brgys Bagakay, Biga, Bulongan, Bunga, Campo 8, Cambang-ug, Cantabaco, DAS, Don Juan Climaco Sr. (Magdugo), General Climaco (Malubog), Landahan, Loay, Media Once, Pangamihan, Poog, Sam-ang and Subayon.	9,977 households	7,474,630	7,474,630
Relief Assistance to Non-impact communities	Affected households including families of Persons With Disability (PWDs')	2099 households	1,000,000	1,000,000
Support to frontliners, Health workers and other volunteer groups	PNP/AFP, Health Workers and Volunteers group, Disaster Risk Reduction Management in	4784 individuals	3,500,000	3,500,000

<sup>471</sup> PH-EITI ORE Tool 2019

<sup>472</sup> PH-EITI ORE Tool 2019

	Toledo City and Cebu			
Provision of health kits for other stakeholders	Local households, those who are affected by ECO primarily daily wage earner and other stakeholders within Toledo City	2631 individuals	4,000,000	4,000,000
Total			15,974,630	15,974,630

Community survey respondents also mentioned these covid-10 related assistance made by the company. They said that frontline workers for the 17 barangays were given the necessary health kits, food and water assistance, temperature scanners and other needs. They also said that even in times of disaster events, Atlas Mining/ Carmen Copper gives immediate response such as food and drinking water supply, tents, beddings, clothes and other necessities to those affected by the disasters. The company also sends a search and rescue team to help in disaster response. The company also provides housing materials for repair of those affected by the disaster.

Disaster programs under the Atlas Mining/ Carmen Copper SDMP are mainly focused on disaster response. However, there is also training on disaster preparedness made available for the beneficiary communities. While disaster response is essential, disaster preparedness is also an important aspect of disaster risk reduction and resilience. Communities have to be prepared for possible disaster events that can disrupt their way of life. With the issues of climate change that we are facing, it is more likely that communities will experience more severe and frequent occurrences of disasters in the coming years. As such, vulnerabilities of communities have to be reduced and adaptive capacities need to be increased. Though these are different concepts than resiliency, these are also related and integral in disaster risk reduction.

Vulnerabilities are characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard<sup>473</sup>, whereas adaptive capacities refer to the ability of ecological, social, or economic systems to adjust to climate change including the reduction of adverse impacts, utilization of opportunities, and coping with its consequences (CC Act of 2009). Poverty rate, number of people living in decent housing, allocation of land, access to basic services such as health and education, availability of food resources, and conditions of lifeline utilities such as road networks and water systems are some of the indicators of vulnerability and adaptive capacity. These two concepts are integral in identifying disaster risk of a community.

SDMP projects target the development of host and neighboring communities through provision for education, health, livelihood and infrastructure. These provisions are essential in reducing vulnerabilities and increasing adaptive capacities of these communities, since sustainable development is also at the core principle for disaster risk reduction and resilience. The community survey respondents also agree with how SDMP projects help in reducing vulnerabilities and increasing adaptive capacities of their communities.

<sup>473</sup> Terminology on Disaster Risk Reduction, United Nations Office for Disaster Risk Reduction (UNISDR), 2009

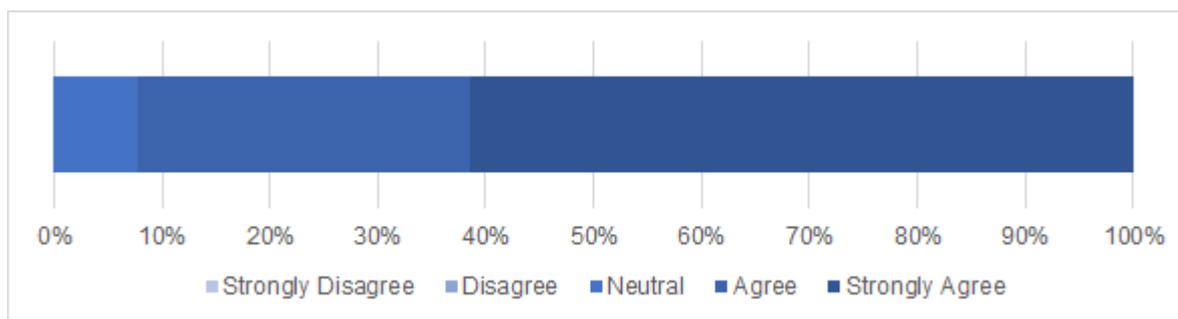


Figure 15. Perception of respondents on the impact of SDMP projects in reducing vulnerabilities and improving adaptive capacities of beneficiary communities<sup>474</sup>

As SDMP projects gear towards sustainable development through these interventions, communities can have better ability to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner. This resiliency also includes preservation and restoration of its essential basic structures and functions. Thus, disaster prevention and mitigation, and disaster rehabilitation and recovery can also be included in the target interventions for the communities.

## 5. Conclusions and Recommendations

As DAO 2010-21 mentioned, it is the duty of the mining company to assist the development of the host and neighboring communities to promote their general welfare<sup>475</sup>. The concept of development envisioned through the SDMP should also promote sustainability and self-reliance in developing, implementing and managing projects in achieving improved quality of life. It also entails participation and cooperation from the host and neighboring communities, the mining companies, and proper authorities in the implementation of the projects and activities<sup>476</sup>. Though it is not a requirement to create a multipartite monitoring team, some strategies in administering SDMP implementation invites the multipartite monitoring team into the picture to create a wider spectrum of perspective in bringing in development to the communities. Other strategies also coordinate and partner with foundations and organizations to bring in development projects in credited activities of the SDMP. More than the tangible impacts of SDMP, impact on the knowledge, skills and opportunities brought about by the SDMP to host and neighboring communities are very much appreciated.

While SDMP creates significant changes in the communities lives, there is a need to rethink the policy and strategy to attain more inclusivity, sustainability and resiliency.

### Inclusivity

Participation among community members is one of the best ways for a successful implementation of SDMP projects. Notably, mining companies with strong SDMP implementation contribute their success to the participation of the community members. Participation also results in better accountability of community members to

<sup>474</sup> Survey on the Perception of SDMP Implementation and Impact, 2021

<sup>475</sup> Section 134a, DAO 2010-21

<sup>476</sup> Section 136a, DAO 2010-21

the project. More importantly, treating community members as stakeholders rather than just beneficiaries implies respect and thus creating a more participative atmosphere in the implementation of projects.

While participation is a necessary ingredient in the success of SDMP implementation, inclusivity is also important. It is important to involve the different sectors in the community like the women, youth and elderly, in the conversation towards development. For example, in bringing in health-related assistance to the community, different sectors may have different needs. The health-related needs of elderly are different from the health-related needs of the working population. Thus representatives of these sectors can voice out their concerns for a more holistic approach in the implementation of SDMP in the community. Community should be involved in almost all the processes of implementation --from the identification of intervention to implementation and monitoring of progress of the projects. If SDMP targets the community to be participative and eventually self-reliant, one of the steps is to treat the community as one of the major decision makers in the planning and implementation of SDMP projects.

On the other hand, there should also be more active participation among other stakeholders. Evident with the experiences of the case study areas, participation of other stakeholders such as the local government units, national agencies, and other organizations are also important in bringing these changes to the community, thus creating a bigger impact not only to the community.

Participation breeds collaboration. Mining companies can improve their strategies in SDMP implementation. As much as SDMP is limited to what was prescribed by law, mining companies can employ creativity in crafting strategies for implementation. Collaboration even on the designing of implementation strategies can also be strengthened. With sustainable development as the core aim for these interventions, participatory and collaborative strategies can improve the implementation of SDMP. This can consolidate interventions not only by the mining companies, but other stakeholders as well, in targeting a more holistic development not only for the beneficiary communities but for a larger scale.

Adapting the strategy for the multipartite monitoring team<sup>477</sup> can also improve the monitoring of progress in SDMP projects where representatives from the governments, as well as the community, and other stakeholders serve as the monitoring team for the implementation of projects, though it is not required under SDMP. Likewise, local government units can assist in the development of a monitoring tool/system for the SDMP projects, where there is none, so that project initiatives can also be aligned to other development agenda in the municipality. Otherwise, better attitude in reporting and sharing of reports can also help in the monitoring of SDMP projects and impact. Monitoring of SDMP projects can also help in preventing duplication of efforts among LGU development projects so that other initiatives can be spread out to other communities that need attention.

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<sup>477</sup> The multipartite monitoring team is only a requirement for Environmental Protection and Enhancement Program (EPEP), not for the SDMP, according to Section 174 of DAO 2010-21. It consists of Representative from Regional Office as Head; Representative from Department Regional Office as Member; Representative from the EMB Regional Office as Member; Representative of the Contractor/Permit Holder as Member; Representative from the affected community(ies) as Member; Representative from the affected ICCs, if any, as Member; and Representative from an environmental NGO. (Section 185.)

## Sustainability

In tackling the issue of dependency of communities to mining companies, participation and accountability of stakeholders are important considerations. Participation and accountability of the community to SDMP projects as part of SDMP allow for a more strategic perspective in project implementation. This will also require coordination and monitoring of SDMP projects by multiple stakeholders other than MGB and mining companies.

SDMP projects should be reflected in the local development agenda of host or neighboring municipalities. On the other hand, identification of projects/ initiatives should also consider the development agenda of the locality, as well as the needs of the host and neighboring communities.

That being said, capacity building and empowerment of the community should be prioritized as part of sustainability measures for SDMP projects. While we long for participation of other stakeholders, it is important to note that participation and accountability of projects by the community themselves should be the priority, thus they need to build more capacities in community development and resource management. While SDMP have specific credited activities, the mining companies can enhance their implementation strategies in bringing the sustainability issue closer to the realities of the communities. This may include series of trainings in documentation, financial or budget planning, project monitoring or project management, depending on the level of capacity and needs of the community, and how mining companies perceive community development and resource management. Parallel IEC campaigns were done by RCBMI to inculcate the long-term vision of the SDMP projects in the host community. Thus, the role of the community relations officer as prescribe by DAO 2010-21 *“to marshal the resources needed and serves as facilitator/coordinator for the successful implementation of the SDMP, and the Programs on Development of Mining Technology and Geosciences and on IEC”* should not be limited to facilitation alone but must be expanded towards community development.

## Resiliency

As we gear for more resilient communities, there is a need to consider disasters and other emergencies in crafting community initiatives. Following the administrative orders to respond to disasters and health emergencies, implementation of community development projects should adopt a more proactive perspective in dealing with disasters and health emergencies.

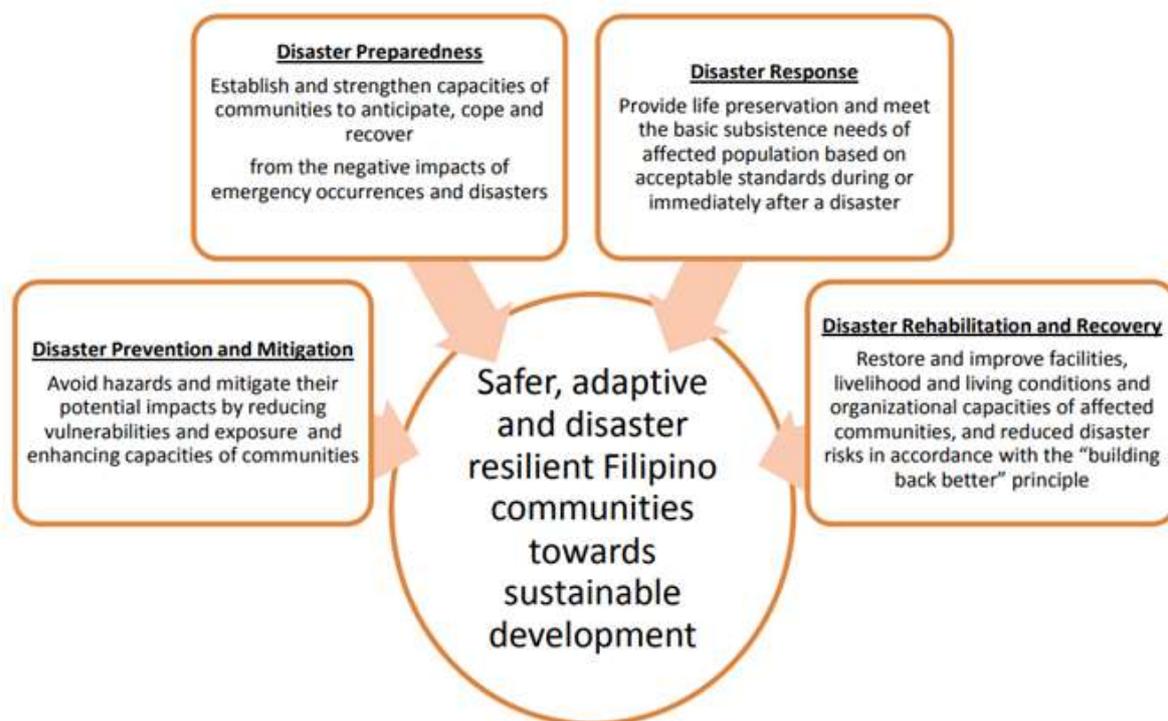


Figure 16. Disaster Risk Reduction and Management (DRRM) Framework<sup>478</sup>

This framework is being adapted by the national government through NDRRMP 2011-2028. Though this plan is designed for the national agencies, mining companies can adopt this framework in dealing with their beneficiary communities, to gear towards resiliency. Covid-19 can be considered as a health hazard and can also be tackled in the same framework as disaster, although on a different level.

SDMP projects can also adopt the framework for Disaster Risk Reduction and Management such as disaster prevention and mitigation, disaster preparedness, disaster response, and disaster rehabilitation and recovery in designing project initiatives. If we want to be more explicit about this action, policy changes should be made to ensure that there is a designated allocation or incentives for SDMP projects that consider this framework. On the other hand, we can also put it into perspective that disasters and emergencies are cross-cutting issues on education, health and livelihood, and thus should be integrated in crafting SDMP initiatives.

Transparency and access to information are also necessary ingredients for resiliency. As we include the DRRM Framework in SDMP projects, communities need to prepare for the climate and disaster risk assessment of their localities. This assessment needs data from various sources, such as climate change projections from DOST-PAGASA, hazard profile and maps from MGB, PHIVOLCS, and other agencies, population data from CBMS and PSA, land use and development plans from local governments. While these data are not solely for the use of SDMP, availability and accessibility of these data will allow for better management of our communities. As we gear towards the future, and taking in consideration different scenarios that come with the impact of our action or inaction, transparency can bring so much in creating more resilient communities.

<sup>478</sup> NDRRM Plan 2011-2018

## Strategies for Implementation of SDMP

As mentioned, there is a need to revisit the policy and strategies of SDMP to include more inclusivity, sustainability and resiliency. Because of the current challenges in the country, the need to improve the delivery of basic services to vulnerable communities has never been more relevant. In so doing, SDMP can further contribute to the goal of improving the quality of life of host and neighboring communities of their areas of operation. Figure 17 is an attempt to develop a framework for implementation of inclusivity, sustainability and resiliency on SDMP.

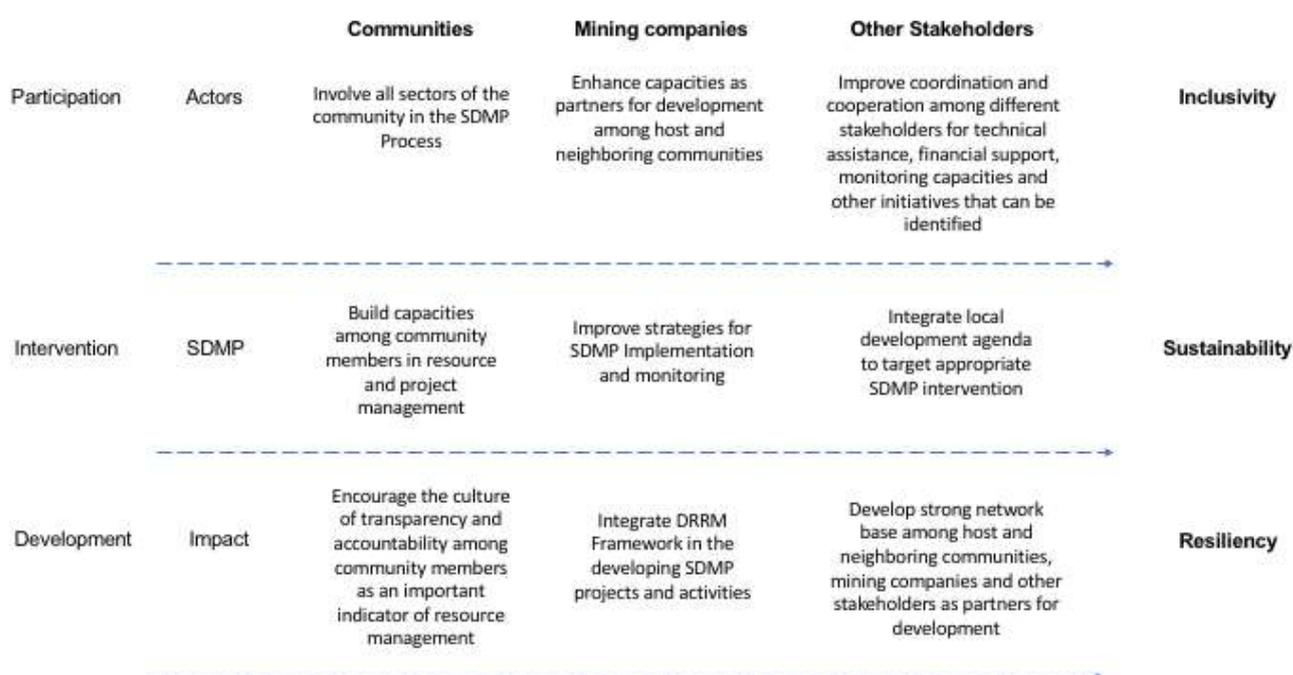
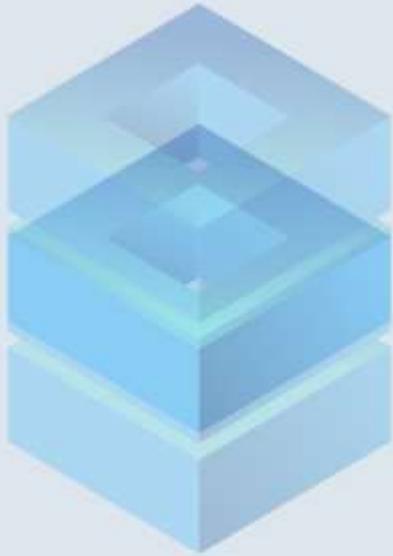


Figure 17. Framework for Strategies of SDMP Implementation

Concepts of inclusivity, sustainability and resiliency have surfaced based on the five case studies of this report. Thus, this framework highlights the need for better strategies to encourage participation and inclusivity among the host communities and other stakeholders that could assist the communities in attaining the goals of development; improving strategies of SDMP implementation by building capacities among the communities for resource and project management towards sustainability, as well as integrating the development agenda of the larger locality; and preparing for emergencies and disasters that may disrupt or hinder the development of the communities.



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