

Are partnerships the key to conserving Africa's biodiversity?

Four partnership case studies between mining companies and conservation NGOs

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Overview

- Introduction
- Motivation for partnerships: risks and opportunities
- Case studies : conservation outcomes & common success factors
- Actions required to facilitate successful partnerships
- Obstacles & opportunities to scale up
- Proposed Strategy /Way forward



CI's experience with the mining sector over past decade

- **Companies engaged:**

- Alcoa Inc., Anglo American, AngloGold Ashanti, Arcelor Mittal, BHP Billiton p.l.c, De Beers, Gold Reserves Inc., Newmont Mining Corporation, Rio Tinto, Sheritt International Corporation, Xstrata p.l.c

- **Countries:**

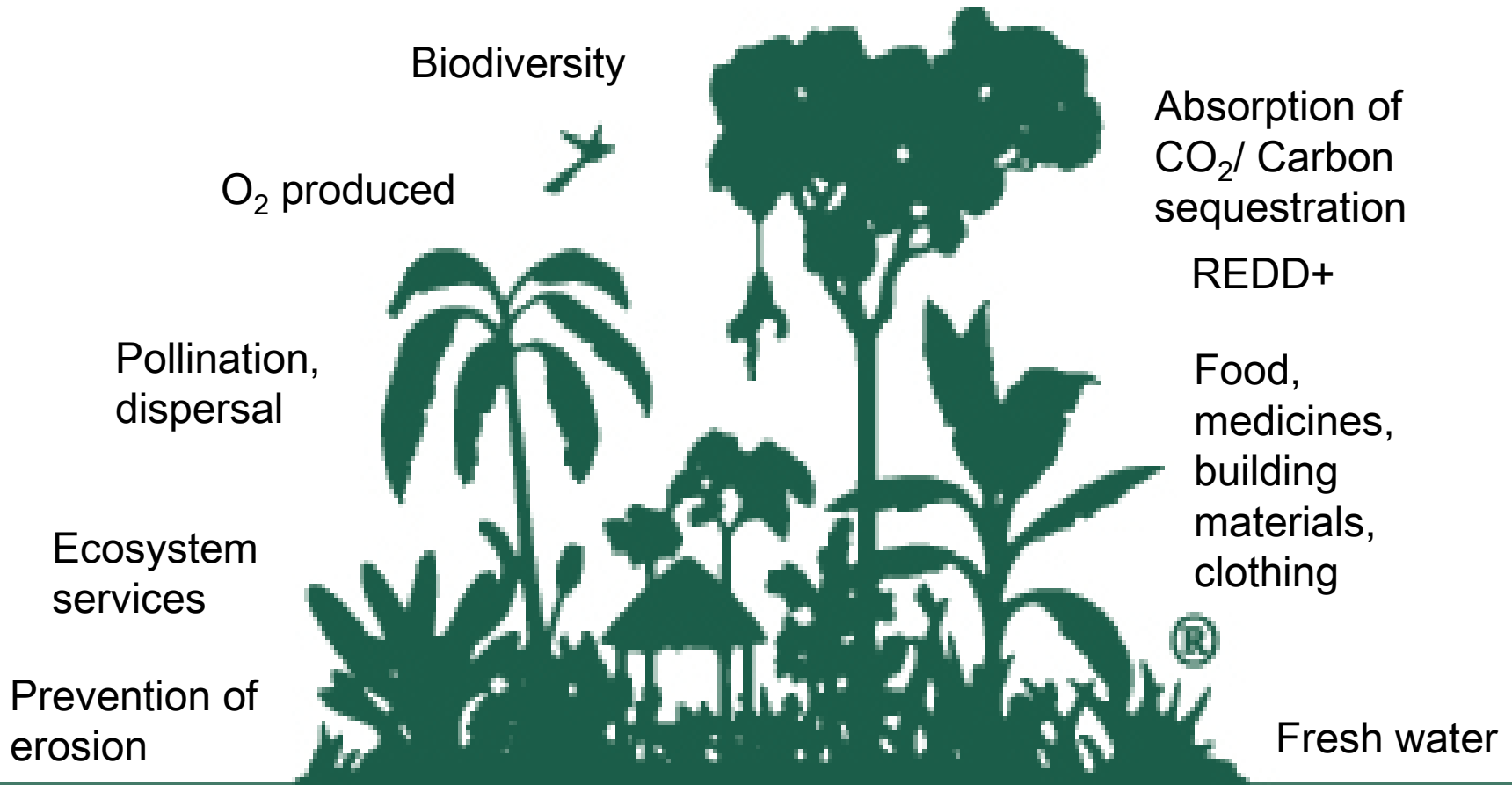
- Botswana, Brazil, Colombia, DRC, Ghana, Guinea, Liberia, Madagascar, New Caledonia, Peru, South Africa, Suriname, Venezuela

- **Tools:**

- IBAT, IBAP, BBOP, EBI, ELS, Lightening the Lode - A Guide to Responsible Large-scale Mining.

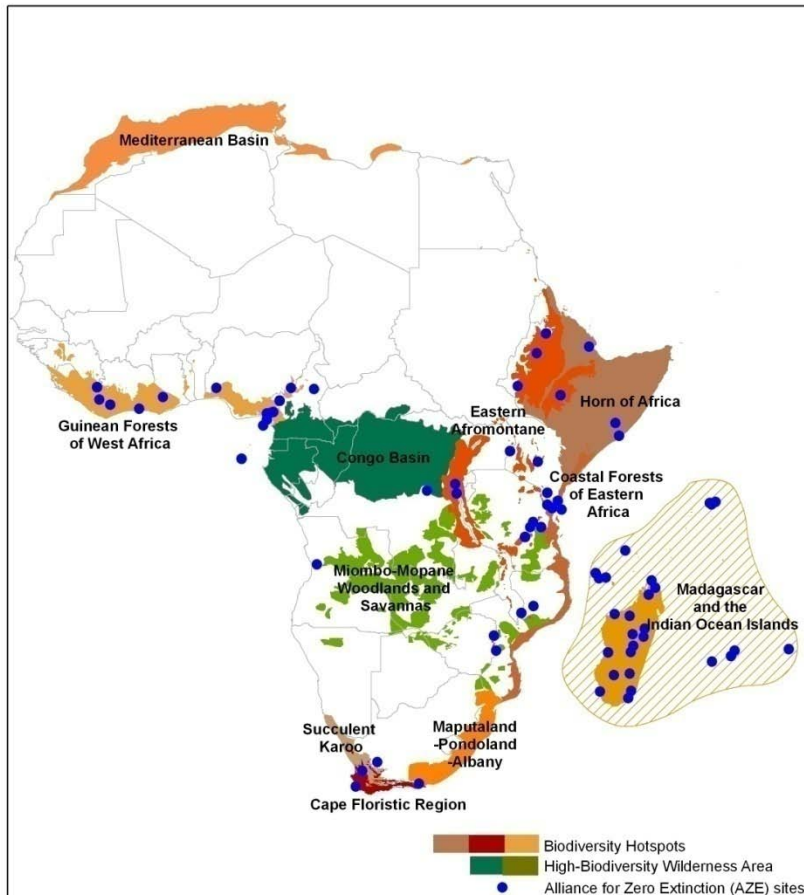


Conflicting Land Uses OR Common Interests?



Ag, Au, Co, Cu, Cr, Fe, Mn, Ni, Pb, Pt, U

Africa: a refuge for incredible biodiversity AND mineral wealth



- 8/34 Biodiversity Hotspots (26%)
- 2/5 HBWA (40%)
- Numerous AZE sites
- Geographic overlap between areas of conservation importance and prospecting and mining sites
- As demand continues (emerging markets) exploration most likely to shift into more remote and environmentally pristine areas

Incentives: address environmental risks

- Shift in thinking: Antagonist/Campaigning NGOs – Partnerships
- Incentives: CSR, CSI, Lending Institutions stipulate that environmental risks are assessed as part of the ESIA process (IFC PS6, Equator Principles), GRI, PDAC e3 *Plus*, ISO14001, RJC, EITI, ICMM-IUCN dialogue, involved in sales of final product (consumer market of interest), risk aversion
- Actions: Improved Environmental Policies e.g. Rio Tinto - net positive impact (NPI) on biodiversity, Biodiversity Standard (Newmont), investment in Biodiversity offsets, contribution to conservation outcomes.



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What criteria define partnerships?

- **Common issue / interest in overlapping geographic areas (unless global/corporate)**
- **Mutual benefits**
- **Relationship of trust and respect**
- **Should allow for partners to challenge each other and not compromise each other's independence.**
- **Generally long-term and have a lasting effect**
- **Financial support, Technical advice, Logistic support / access to property , Data / information sharing , Strategy development, Review / benchmarking / assurance , Convening stakeholders**
- **Short/ long term relationship and does not necessarily involve a transfer of funds; it can involve completely independent perspectives and one partner may publicly disagree with the other.**



Why NGOs form partnerships?

- **Accomplish biodiversity conservation objectives and advance positive biodiversity conservation outcomes**
 - Mining companies can function as **rapid change agents**
 - More efficacious **source of funding** for conservation
 - Influence company policy - **amplification**
 - Leverage **government support** for conservation via ties to the mining sector
- *Risks: reputational, greenwashing, independence of NGO should not be compromised*



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Why mining companies form partnerships with NGOs?

- *“Partnerships with conservation organizations are a key part of our strategy. They enable us to leverage our knowledge and expertise, to be **recognized for our biodiversity leadership** and to demonstrate the potential synergies shared by conservation and mining. Working more closely with respected conservation organizations **strengthens our strategic contribution towards biodiversity conservation**”*. De Beers RtS 2008
- **Avoid duplication of effort and expertise**
- **Enhance alignment with global trends and international good practice**
- **Build global shareholder confidence via the credibility afforded by association with the NGO ‘brand**
- **Facilitate access to land and resources**
- **Provide technical support / Information sharing / Conservation planning /Biodiversity research and training**
- **PR benefits of a company’s environmental achievements**



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Potential risks of partnerships

- NGO not regarded as credible and has poor reputation
- Don't understand their business
- Campaigning NGOs
- Fear of poor practices or malpractice being publicly exposed (mistrust)
- Management challenge - different systems and management styles, reporting and budget keeping



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Perceived motivation for mining companies to partner with NGO

- Biodiversity risk avoidance and risk management through the provision of current scientific knowledge and expertise (e.g. IBAT)
- Public credibility – good reputation, ethics – increases sales by influencing consumers and shareholders and obtaining access to finance from Equator Banks
- Conservation NGOs can provide independent objectivity by being an ‘honest broker’ for the environment.
- NGOs can play a facilitator role between civil society, governments, communities, other NGOs and mining companies.



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Anticipated outcomes of successful partnerships

- Improved **biodiversity conservation outcomes/ impact through land holdings, management, research, education, training;**
- Improved **dialogue between mining and conservation organizations;**
- Improved **stakeholder relations and ‘license to operate’ on the one hand, and increased credibility of biodiversity management/conservation on the other;**
- **Positive communication (such as press releases, brochures etc.) leading to improved reputation and;**
- Consumer confidence in mined products, thereby benefiting/adding value for mining business *and conservation organisations.*



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Case studies

Conservation NGO	Mining Company	Country & Hotspot	Duration of Collaboration (yrs)	Stage of Project Development
CI	De Beers	South Africa, Succulent Karoo, Namaqualand	23: 1986 – 2009, ongoing	Closure & Corporate
CI	Rio Tinto	Guinea, Guinean Forests of West Africa	11: 1999 – 2004, global partnership renewed 2009 ongoing	Exploration & Corporate
BotSoc	Anglo Base Metals	South Africa, Succulent Karoo, BCI	11: 1999-2010, ongoing	ESIA, biodiversity offset
FFI	Rio Tinto	Madagascar, Littoral forests	11: 1999 global, 2001 at site , ongoing	ESIA, research & Corporate



De Beers – CI



Conservation outcomes

- Contributed towards conservation planning in the region
- Creation of 160 000ha PA (linking marine PA with existing conservation corridor)
- Secured protection of entire globally unique terrestrial ecosystem (Riethuis quartz fields) & 2 irreplaceable habitats: Namaqualand Sandveld dunes and Namqauland White sand plains
- Restoration activities contributed towards building local capacity, employment creation, livelihoods
- Simultaneously influence policies and practices of entire FoC globally across lifecycle of operations



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De Beers – CI

Success factors:

- Conservation objectives aligned with regional conservation objectives
- Expanded vision of conservation in area
- Future managers/recipients of land (SANParks) participated in the planning process.
- Multi-pronged approach
- CI acted as a catalyst in raising funds, leveraging additional funds
- Advisory role - mine closure and alternative exit strategy
- Scientifically rigorous restoration techniques implemented
- Good relations with local government contributed towards DME's approval of mine closure requirements
- Corporate CA: mutual respect & trust, regular communication, open attitude, results publicly reported in RtS.



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Rio Tinto & CI



Conservation outcomes:

- Advanced scientific knowledge of Guinean forests, def of KBAs, two RAP reports produced
- In-country capacity building – government employment of trained local experts
- RAP and threats and opportunity assessment – Bap make recommendations for further research for ESIA



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Rio Tinto & CI

Successes:

- Catalyzed leverage of additional resources for conservation initiatives in the region
- Expanded influence over decision-making of resource use in region.
- Encouraged mine to go beyond simply mitigating impacts of mining activities
- Proved RT with access to network of world-renowned scientists – specialists on specific aspects of W African forests
- Engagement at corporate and mine site level
- Initiated by individuals who had prior, established working relationship.



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Anglo Base Metals & I



Conservation Outcomes:

- Accomplished conservation of globally unique, arid land biodiversity in multi-owned protected area that boosts local conservation capacity and alternative livelihoods
- Discussion with local and district municipalities regarding property acquisition and land reform ensured that BCI was incorporated into spatial development frameworks and integrated development plans for the region.



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Anglo Base Metals & BotSoc

Successes:

- **Clear conservation objectives**, contributed to broader conservation planning initiative
- **Multi-pronged approach** at corporate and mine site level
- Financial issues discussed, **formal agreement developed**
- Partnership amongst **various NGOs** (BotSoc, CI, CEPF, SKEP, SANBI)
- External **funding** from CEPF
- Raised profile of biodiversity in the region and at government level
- Demonstrated that **buy-in from government and local stakeholders** is imperative to ensuring success of conservation outcomes



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Rio Tinto & FFI



Conservation outcomes:

- Establishment of 3 **conservation zones** – 624 Ha within mine lease area – comprising PA under Madagascar’s SAPM.
- Two large **offsets** created 1,054 ha + 40,000 ha
- **Reforestation** program (1,100 ha) of non-native fast growing species to reduce pressure on PA’s
- Establishment of 2 **nurseries** for reforestation and rehab after mine closure
- Extensive research into **ecosystem restoration** and wetlands and littoral forests
- Description of numerous **new plant species** + 2 reptile sp on IUCN Red List



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Rio Tinto & FFI

Successes:

- Implementation of advice
- Mutual trust + respect, knowledge sharing
- Assisted in the development of solutions to the lack of integration between social and environmental responsibilities through the biodiversity committee.



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Common Partnership Success Factors

- Clear **conservation objectives** established
- Contributed towards a **broader conservation goal/** planning initiative
- Involved **broad collaboration** with additional NGOs, local and national government rep, local community stakeholders and environmental consultants
- **Stakeholder negotiations** and ensuring that the value of biodiversity to local communities
- Assisted the mining company **meet a specific regulatory requirement** (Baseline studies- Guinea, Closure – Namaqualand, Offset impacts – BCI)
- Mining company **contributed funds** towards the partnership
- **Two pronged approach** to mining engagement: mine site and senior leadership within mining company
- Involved **rigorous scientific methodology** & enabled **access to specialist biodiversity expertise**



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Common Partnership Success Factors

- The mining company was willing to **adopt recommendations/** alternative solutions and **implement changes at its operations**
- **Public communication** of scientific results and/ or conservation outcomes of the partnership took place.
- Relationship/Partnership:
 - **Common Vision**
 - Relationship of **mutual trust** and **respect** was established
 - Extended over a **long time frame**
 - **Formal Agreement** (clearly defined roles and responsibilities of each party, financial contributions, communication protocols, meetings, reporting requirements, deliverables, timeframes and addressed issues around confidentiality, freedom to comment and public release of information).
 - **Ongoing** : NGO continues to play an advisory and monitoring role on biodiversity for particular mining company
- ***Demonstrate that mining companies CAN act as proponents of biodiversity conservation.***



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Challenges

- Change in point persons within mining company/ government – redevelop relationships.
- Political instability within country e.g. Guinea
- Differences in institutional culture (NGO vs mining company)
- Mining company more comfortable with dealing with consultants
- Lack of capacity within mining company to implement recommendations
- Changes in commodity prices affects ability to invest in ‘non-core’ activities

Actions Required to facilitate successful partnerships

- Risk Assessment
- Engage appropriate point person
- Understand each other's business
- Establish a relationship of mutual trust and respect
- Defining measurable purpose and objectives of partnership
- Formalize Partnership: drawing up agreements
- Stakeholder identification and engagement
- Plan for funding over longer-term
- Plan Exit Strategy
- Communicating outcomes and/or results
- Evaluate Partnership (accountability >>> effectiveness)



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Additional critical partnership success factors

- **Balancing power asymmetries (need to recognize each other as capable of imposing significant costs or providing valuable benefits)**
- **Acknowledging critical rights (legal, normative and procedural)**
- **Negotiate converging and conflicting interests**
- **Manage relations with stakeholder constituencies**
- **Flexibility and ability to adapt to changing circumstances**
- **Build capacity to understand different work styles, cultures and time frames**



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Way Forward - potential obstacles

- Chinese companies in Africa – no partnership
- Economic downturn – business case for biodiversity conservation (being usurped by climate change and other issues)
- Limited capacity within mining company to deal with environmental and social issues



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Way forward - future opportunities

- Scaling up/Amplification of engagement with the mining sector - Industry associations (e.g. PDAC, ICMM)
- Exert influence through financial sector and development agencies
- Address community/social issues (establish partnerships with social development NGOs e.g. Pact)
- Engage smaller mining companies and artisanal miners
- Encourage cross-sector interactions/communication
- Engage national government via country programs



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A landscape photograph of baobab trees in Madagascar during sunset. The trees are tall with thick, reddish-brown trunks and flat-topped canopies. The sky is a mix of blue and orange, with a large white cloud on the right. The ground is a mix of dirt and sparse vegetation.

Thank you