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:**

• **Countries:**
  – Botswana, Brazil, Colombia, DRC, Ghana, Guinea, Liberia, Madagascar, New Caledonia, Peru, South Africa, Suriname, Venezuela

• **Tools:**
Conflicting Land Uses
OR Common Interests?

Absorption of CO₂/Carbon sequestration

REDD+

Food, medicines, building materials, clothing

Fresh water

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

Biodiversity

O₂ produced

Pollination, dispersal

Ecosystem services

Prevention of erosion

Pollination, dispersal

Ecosystem services

Prevention of erosion
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.
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*
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
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
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.
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.
<table>
<thead>
<tr>
<th>Conservation NGO</th>
<th>Mining Company</th>
<th>Country &amp; Hotspot</th>
<th>Duration of Collaboration (yrs)</th>
<th>Stage of Project Development</th>
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<tbody>
<tr>
<td>FFI</td>
<td>Rio Tinto</td>
<td>Madagascar, Littoral forests</td>
<td>11: 1999 global, 2001 at site, ongoing</td>
<td>ESIA, research &amp; Corporate</td>
</tr>
</tbody>
</table>
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
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.
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
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.
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.
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
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
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.
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**
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.
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)
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
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
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
Thank you