

1. Contestant profile

▪ Contestant name:	Miriam Pajares Guerra
▪ Contestant occupation:	Environmental NGO Technician
▪ University / Organisation	Fundación Internacional para la Restauración de Ecosistemas (FIRE)
▪ Number of people in your team:	1 (Fernando Viñegla Prades)

2. Project overview

Title:	Conecta-Minera protocol. Integration of local communities in mining operations
Contest: (Research/Community)	Community
Quarry name:	Valdilecha

3. Abstract

The involvement of the local communities with any kind of activity (productive or not) developed on the land where they live is a key element to ensure the success of the activity itself, without worries about its nature. This fact become especially relevant when we are dealing with extractive activities, like mining, because it produces different impacts, directly and/or indirectly, in the environment and in the close populations. The biodiversity and the environment are perfect links to achieve this involvement. The purpose of our project is to generate a protocol with different actions to be used as a tool to reach the involvement of the local communities in mining activities through their combined participation in the design and execution of projects about biodiversity enhancement in the affected areas. Particularly, the creation of this “**Conecta-Minera Protocol**” has been tested with the local population of Valdilecha (Spain) and the HeidelbergCement’s gravel pit next to it. The results have been very successful. We have designed and executed one workshop with nine stakeholders of Valdilecha’s gravel pit. From this Workshop, we obtained two concrete actions for the “SOS Farmland Birds” project (QLA 2018, research stream). Moreover, we have achieved an implementation commitment of such actions from the mining company and the responsible institution of the biodiversity plan. At last, we have generate the “**Conecta-Minera Protocol**”, with all the lessons learned from the Workshop included. This document should be the first step for its adaptation and iteration to the rest of HeidelbergCement mining points throughout the world.

4- Final report

1. INTRODUCTION

The involvement of the local communities with any kind of activity (productive or not) developed on the land where they live is a key element to ensure the success of the activity itself, without worries about its nature. This fact become especially relevant when we are dealing with extractive activities, like mining, because it produces different impacts, directly and/or indirectly, in the environment and in the close populations

Mining has been historically linked to the social and economic development of human communities and populations. In the Iberian Peninsula, the first mining traces date from the Paleolithic, with the first open pit mines of silex ([Armengot et al. 2006](#); [Vidal 2012](#)). This shows the strong link between humanity and mining, which remains until nowadays, but in different scale. Our global population growth has triggered an outstanding demand of resources ([Price & Espí 2014](#)).

Furthermore, the environmental problems and others linked to this process of resource extraction have been progressively become more important for the collective conscience of today`s society. Several times, this generates conflicts between the mining company and the local community. In this context, it is strongly needed the establishment of initiatives that generates effective dialogs between mining companies and their stakeholders, in order to achieve balanced solutions to the conflicts raised up.

Biodiversity and environment are themes that can be used like these bridges. Companies have restoration plans and biodiversity plans, affecting to the post-operation area, and the local community must integrate into their landscape both the active status of the mine like the next one. Thus, dynamics of common work in the current and future scenario encourage the generation of links between the parts. This links will can lead into a strong and confidence relationship and into a communication path for other kinds of other nature.

The purpose of our project is to generate a protocol with different actions to be used as a tool to reach the involvement of the local communities in mining activities through their combined participation in the design and execution of projects about biodiversity enhancement in the affected areas. The specific goals are:

- Create links among the mining company and the local communities through the biodiversity conservation.
- Raise up the positive perception of the mining activity in the local community.
- Report to the local communities the initiatives promoted by the mining company in the enhancement of the biodiversity and the environment.
- Evaluate, before and after the project, the approval of the mining activity by the local communities

Particularly, the creation of this “Conecta-Minera Protocol” has been tested with the local population of Valdilecha (Spain) and the HeidelbergCement’s gravel pit next to it, using the projects of the QLA 2018 research stream.

2. ACTIONS AND ACTIVITIES

The actions and activities developed in this project was:

2.1. Information search

The first step of our project was a specialized search of information about the effective participation of the stakeholders in the projects, particularly those linked to extractive activities (Gray et al. 2010; Greenwood 2007; Krick et al. 2006; Lorne&Dilling 2012; OCDE 2018; ORSE/CSR/Forética 2009; Revilla&Fernández 2011; Tompkins et al. 2008). We analyzed themes as the detection of social and environmental problems, the contact with local communities, the conflict management or the methodologies of group working and the success evaluation.

2.2. Design of the initial draft protocol

After analyzing all the information obtained from the searching work, we designed an initial draft protocol for the effective involvement of the local communities with the mining activities. This protocol had the next steps:

- a) Previous analysis of the local circumstances.
- b) Identification and prioritization of the stakeholders.
- c) Participation of the stakeholders.
- d) Evaluation of the applicability of the results obtained.
- e) Field application.
- f) Success evaluation.

The protocol was implemented in the Valdilecha's gravel pit (Spain) looking to evaluate, detect mistakes and iterate all the proposed methodology.

2.3. Pilot application of the draft protocol

The draft protocol was implemented in Valdilecha, to detect potentialities and limitations. We developed the stages a) b) and c), culminating the May 9th of 2018 in the I Conecta-Minera Workshop. The participant stakeholders was:

- a) Local government representatives: the Mayor and the Education Councillor of Valdilecha.
- b) Mining company representative: HeidelbergCement Spain representative.
- c) Environmental organizations: the President and the Counselor of the past ecologist NGO of Valdilecha (nowadays, Environmental Councillor of Valdilecha).
- d) Farmers: The President of the coop "Virgen de la Oliva" and of the Private Owners Association of Valdilecha.
- e) Scientifics: The partners of the QLA 2018 project "SOS Farmland Birds".
- f) Neighborhood associations: The President of the Neighborhood Association "Escarcha". Finally, she could not assist.
- g) Women association: The President of the Women Association of Valdilecha.
- h) Hunters: The President of the Hunters Association. Finally, he could not assist.

The actions and ideas obtained from this workshop are shown in the next **Table 1**:

Table 1. Objectives, ideas and proposals obtained from the I Conecta-Minera Protocol

OBJECTIVE	IDEA	PROPOSAL		
		WHAT	WHO	WHEN
1- Attract birds linked to agricultural ecosystems	<i>Attract birds of the area, specially threatened species and raptors</i>	Previous study	Company + experts	As soon as posible, 1 year
2- Reforest with suitable plant species	<i>Plant native species with special attention to hawthorn (<u>Crataegus monogina</u>), oaks (<u>Quercus ilex</u> and <u>Quercus coccifera</u>) and almond tree (<u>Prunus dulcis</u>)</i>	At least 500 plants, depending on the budget	Company + volunteers	Start in october + following

The workshop was evaluated twice to get information for iterating the protocol, firstly by the participants and secondly by the dynamic facilitators. In **Annex II** there is a sample of the documents executed in the workshop (Dynamics of idea generation – **Figure A1**, Dynamics of proposal generation – **Figure A2**, Internal evaluation – **Figure A3**, and Participant evaluation – **Figure A4**).

2.4. Final protocol creation

The execution of the protocol, the internal evaluation and the participant evaluation, either the general analysis (**Figure 1**) or the specific analysis of each dynamics (**Figure 2**), were used to iterate the final protocol.

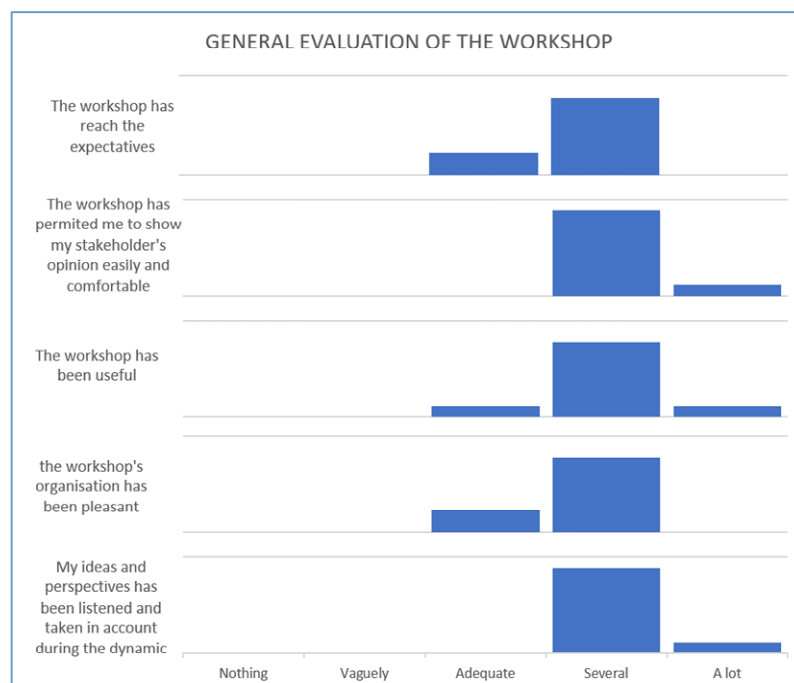


Figure 1. Participants' general evaluation of the workshop

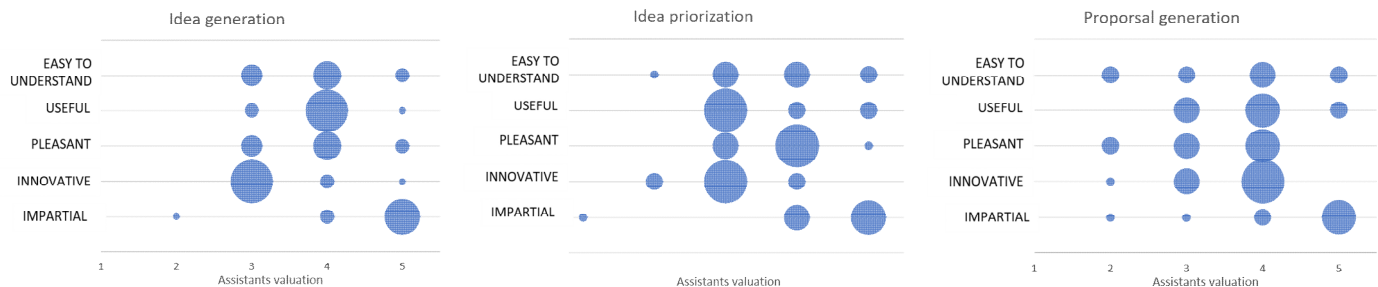


Figure 2. Participants' evaluation of each workshop dynamics (idea generation, prioritization of ideas and proposal generation)

The result is the Conecta-Minera Protocol, included in **Annex III**. The protocol is a guide for addressing the main aspects of stakeholders' participation in mining activities through biodiversity projects. The new protocol has the next steps:

- Previous analysis of the local circumstances.
- Identification and prioritization of the stakeholders.
- Contact the stakeholders.
- Workshop for the participation of the stakeholders.
- Applicability plan.
- Success evaluation.

The protocol attempts to encompass many possible scenarios, but we were not able to test it in other environments and other countries. Because of the lack of replies, we recommend the use of the protocol mainly in Spain and other countries with similar social realities.

2.5. Implementation of the workshop results

The last action of our project goes beyond the deadline of the Quarry Life Award contest. The engagement and confidence of local communities are essential to have them as participants, and thus to the workshop execution (see 2.3. Pilot application of the draft protocol).

Because of this *limiting* factor, the proposals generated in the workshop have to be taken into account beyond the contest. Because of that and, in order to meet the next steps of Conecta-Minera protocol (**Annex III**), our team designed an applicability plan of the workshop results and we are executing it. The applicability plan has to parts:

- Autumn 2018 planting: Valdilecha's neighbours will do a plantation of the plant species selected because of the I Workshop Conecta-Minera in 27th October 2018, as we decided with the stakeholders and the mining company.
- Action integration for 2019: we established the incorporation of the action proposals generated by the stakeholders in the I Workshop Conecta-Minera into the Biodiversity Plan of the gravel pit for 2019, in coordination with the mining company and the entity in charge of the Biodiversity Plan formulation. We will have a meeting with both entities in autumn 2018. Moreover, a communication plan with the local communities will be designed to achieve the effective communication of the executed actions and be able to collect their feedback.

3. DISCUSSION

The generation of common points between the mining companies and the communities affected by their activity is a real need. This problem could be solved through the biodiversity. This project allowed us to detect the pros and cons of the implemented methodology, especially during the application of the draft protocol in Valdilecha, which allowed the iteration of the Conecta-Minera Protocol (**Annex III**).

3.1. Pros and cons of the project

The following paragraphs list the pros and cons detected during the project. In the interests of clarity, we grouped the pros and cons according to specific project steps (see 2. Actions and activities). To group the cons is especially important because they allowed the iteration of the protocol, and we added the proposed solution to each con (when it was possible) by our team.

3.1.1. Information search (*Action 1*)

- ✓ **Pro:** The information about stakeholder participation is abundant and accessible, and the information sources are diverse (scientific articles, technic protocols, guides, etc.). The accessibility of the information allowed developing the project based on solid scientific and technic knowledge.
- ✗ **Con:** Despite the high variability of information sources, many of them do not include the mining and the environment as components and the recommendations are too generalist. The initial information search requires an extra time and effort to analyse the features of different contexts and societies affected by mining, and thus make our protocol globally applicable. These particularities could not be addressed in the present project.
- ★ **Solution:** To create a solid methodology for the information search for the protocol based in the Spanish context. This methodology will be the starting point for the adaptation of the protocol to the reality in other countries.

3.1.2. Pilot application of the protocol (*Action 3*)

The key aspects are relative to the identification and prioritization of the stakeholders, the contact with them and the participation dynamics.

- ✓ **Pro:** The diversity of information sources allowed identifying a wide range of possible interesting stakeholders for the protocol application. The sample of stakeholders is balanced in age, gender and living precedence.
 - ✗ **Con:** After the meeting with the mayor of Valdilecha, we identified new stakeholders that had not been identified during the first literature screening.
 - ★ **Solution:** To meet specific important stakeholders to complete the identification of all stakeholders.
-
- ✓ **Pro:** The stakeholder contact was through phone calls. This communication method was the most suitable due to the possibility of direct interaction with the people, opening windows to solve immediately answers and problems. We detected some key-sentences that must be included in the conversation ("interest of the company...", "we want to know your opinion...", "the actions has funds...", "short duration of the activity...") and we had on-site interviews with almost all the stakeholders.
 - ✗ **Con:** Our team was not the most suitable intermediary to achieve enough interest in the stakeholders for their participation.

- ★ **Solution:** To reach the stakeholder's interest it is necessary reference someone known in the village (in our case, the mayor) and also show strong support from the company.

- ✓ **Pro:** Stakeholders perceived the biodiversity projects as good initiatives to participate with their opinions.
- ✗ **Con:** Stakeholders had not the suitable technic or scientific knowledge to feel comfortable in the proposal of actions.
- ★ **Solution:** Create a project report with the key-points and basic scientific concepts, and share it with the stakeholders in the stakeholder contact stage.

- ✓ **Pro:** Workshop participation was very high. The previous following of the stakeholders was fundamental to achieve this high success.
- ✗ **Con:** Despite this high following, two stakeholders could not finally assist to the dynamic.

- ✓ **Pro:** The workshop reach the defined objectives. We obtained concrete proposals to achieve the biodiversity project objectives. During the workshop, the participation of the stakeholders was balance and all finished the dynamic with good impressions. The most valued feature was the opening of this space for their participation.
- ✗ **Con:** The workshop, despite the success, had also many things to improve, like dynamic's duration, rhythm and punctual disorganization.
- ✗ El workshop, a pesar del éxito, tuvo también varios aspectos a mejorar, como la duración del taller, el ritmo y la desorganización puntual.
- ★ **Solution:** The maximum duration of the workshop must be 1.5 hours, in order to keep the participant's attention and avoid fatigue moments. The methodologies used must be very visuals. Moreover, previous work with the group of the stakeholders can help to break barriers among them and share thoughts. Thus, later in the workshop they will be more comfortable to show their ideas.

3.1.3. Final protocol creation (Action 4)

- ✓ **Pro:** "Conecta-Minera Protocol" (**Annex III**) is the result of the initial draft protocol iteration, adding all the inputs received from the pilot application of the protocol in Valdilecha.
- ✗ **Con:** This methodology have been only possible to test in one concrete case and that could not ensure its replicability in other countries.
- ★ **Solution:** Test the "Conecta-Minera Protocol" in other scenarios to add new inputs and so can iterate it to achieve a global scope.

3.1.4. Implementation of the workshop results (Action 5)

- ✓ **Pro:** The project is being continued beyond "Quarry Life Award" deadline, establishing the bases to implement the results obtained from de Workshop in the Valdilecha's gravel pit through developing own actions and integrating them into the 2019 Biodiversity Plan.
- ✓ **Pro:** The generated trust among the stakeholders and the gravel pit are being reinforced, because the people can see advances in the commitments acquired.
- ✓ **Pro:** It is generating the creation of one stable and effective communication path between the gravel pit and its stakeholders.

3.2. Project benefits

The development of this project and the application of the “Conecta-Minera Protocol” (**Annex III**) by the mining companies involve several direct benefits both for the biodiversity like for the company and the society.

3.2.1. Added value for biodiversity

- It encourages the implementation of conservation and biodiversity restoration initiatives.
- It ensures the success and the maintenance of the projects due to the directly involvement of the local communities.
- It incorporates traditional knowledges about the local biodiversity.
- It promotes the respect for the local nature.
- It minimizes the risk of acts of vandalism

3.2.1. Added value for the society

- It creates a participation procedure of the local communities in actions that affect directly to their landscape.
- It establishes direct relationship with the people in charge of the mine.
- It increases the knowledge about mining activities.
- It boosts the friendly ties and the cohesion among the participant stakeholders.
- It enhances the life quality of the community

3.2.2. Added value for the company

- It provides to the mining company an action protocol for the involvement of the local communities in their mining projects.
- It creates links in the stakeholders with the mine
- It increases the knowledge about the mine for its local community
- It enhances the society perception about the mine
- It generates a short- and long-term effective communication path for the solutions of the problems with the communities.

4. DELIVERABLES

We can provide two blocks of deliverables: one from the own Valdilecha's project, with the gravel pit and its stakeholders; another from the final “Conecta-Minera Protocol” obtained.

De nuestro proyecto se obtienen dos bloques de entregables: uno del propio proyecto ejecutado en la cantera de Valdilecha con su población local y otro del “Protocolo Conecta-Minera” final obtenido:

4.1. Valdilecha's project

After the workshop and the results collection obtained, it is necessary to strengthen an implementation plan for each of the actions planned:

- 1- Attract birds of the area, specially threatened species and raptors: The first conclusion obtained in the workshop was the necessity of one previous study of the area, to detect the local threatened birds and plan specific actions to attract them. This studio should be long at least one year, for detect all seasonal birds. Due to the complexity of this action, the ideal timing to start it will be in 2019. To achieve this, we are working with the mine and the managers of the biodiversity plan to incorporate this action into the 2019 biodiversity plan. The budget for this action is hard to quantify because it

depends on the type of bird studio that will be done and also on the results obtained from this studio, which will involve different actions that can't be budget now.

- 2- Plant native species with special attention to hawthorn (*Crataegus monogina*), oaks (*Quercus ilex* and *Quercus coccifera*) and almond tree (*Prunus dulcis*): We have designed an action schedule, with some stages already cleared:

- *Autumn, 2018*: First plantation. 250 specimens. Date: October 27th, 2018. Volunteer villagers confirmed. We add five species more to the four selected in the workshop (*Arbutus unedo*, *Pistacia terebinthus*, *Rhamnus alaternus*, *Juniperus oxycedrus*, *Dorycnium pentaphyllum*). This proposal is well received by the stakeholders.
- *Spring, 2019*: Second plantation. 250 specimens. We need to confirm date, logistic and vegetal species with the managers of the biodiversity plan, the mining company and the stakeholders.
- *Summer, 2019*: Rescue irrigation. It will be coordinated in the biodiversity plan of 2019.
- *Autumn, 2019*: First counting and replanting. It will be coordinated in the biodiversity plan of 2019.
- *Autumn, 2019*: Second counting and replanting. It will be coordinated in the biodiversity plan of 2020.

4.2 Conecta-Minera Protocol

For the implementation in one land of the "Conecta-Minera Protocol" (**Annex III**), we recommend using the guiding schedule shown in the **Table 2**:

Table 2. Schedule for the Conecta-Minera Protocol implementation

	YEAR 1												YEAR 2											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Previous analysis																								
Identification of the stakeholders																								
Prioritization of the stakeholders																								
Contact with the stakeholders																								
Participation Workshop																								
Application Plan																								
Actions implementation																								
Success evaluation																								

Finally, we suggest some notes to consider during the implementation of the protocol:

- In the stakeholder identification, it is desirable to complement the information obtained from the previous analysis with interviews with people who know the local community, as the local government.
- The stakeholder contact should be on-site, treating the people with integrity, respect and commitment.
- It must be done a continuous stakeholder monitoring to warrant the participation. It also needed to provide them, before the workshop, information about the biodiversity project.
- It should focus in only one objective of the biodiversity project, in order to keep aligned in all the stakeholders the same linework.
- The participation dynamic should be coordinated following basis features as the respect of the speaking time, the opinions and the right to keep silent.

- All the stakeholders have the same value in their inputs. However, it should pay attention to those stakeholders which life are in risk, if there is the case (rare in biodiversity projects)
- It should prepare confidentiality procedures if some stakeholder demands it.
- The complexity of the dynamic activities should decrease progressively: complicated activities should be done at the beginning and simplify it during the advance of the workshop, in order to avoid the physical and mental fatigue.
- Dynamics should be as visual and participative possible.
- The dynamic facilitator should help in the debate, avoiding the standing in themes out for the point and focus in the objectives to work
- Each step of the implementation plan should be communicated to the stakeholders, to facilitate them the state of the art of the project and the possibility to add suggestions.
- It is important to evaluate all the protocol actions made, to check if the procedure is moving in the right and effective way.

5. FINAL CONCLUSIONS

- 1- Biodiversity projects are effective assembly points for the interaction and the communication between the mining companies and their stakeholders
- 2- Windows of participation are very well received by the stakeholders, valuing in high consideration the opportunity for participating in the management of their territory.
- 3- "Conecta-Minera Protocol" is an effective tool to involve local communities in the biodiversity projects of the mining companies, but is also dependent on local circumstances, so it is necessary to do a strong previous analysis to adapt it to each country and population.
- 4- Quarry Life Award is a perfect initiative to develop the Conecta-Minera Protocol: associating it to each next biodiversity projects, mining company can also create communication paths with their stakeholders

6. ACKNOWLEDGEMENTS

Thanks to HeidelbergCement Spain for the organization of the Quarry Life Award, especially to Asier Ochoa de Eribe for all the help provided along the contest. We also thank to Valdilecha's gravel pit, particularly José Ramón Doheijo, for his courtesy and his interest in the future development of the actions obtained in the I Conecta-Minera Workshop. We want to thank Tormes-EB Foundation, with especial affection to Victor, for hanging always our phone calls. Finally, we want to thank to our FIRE workmates María and Estela, which helped us with the execution of the workshop, and also to all participants, the Major José Javier, the partner QLA team "SOS Farmland Birds", Dionísio, Jesús, Ángel, Mariví, Mónica and, despite they could not come, to Carlos and Piedad.

To be kept and filled in at the end of your report

Project tags (select all appropriate):

This will be used to classify your project in the project archive (that is also available online)

Project focus:

- ☒ Beyond quarry borders
- ☐ Biodiversity management
- ☒ Cooperation programmes
- ☒ Connecting with local communities
- ☒ Education and Raising awareness
- ☐ Invasive species
- ☐ Landscape management
- ☐ Pollination
- ☐ Rehabilitation & habitat research
- ☐ Scientific research
- ☐ Soil management
- ☐ Species research
- ☐ Student class project
- ☐ Urban ecology
- ☐ Water management

Flora:

- ☒ Trees & shrubs
- ☒ Ferns
- ☒ Flowering plants
- ☒ Fungi
- ☒ Mosses and liverworts

Fauna:

- ☒ Amphibians
- ☒ Birds
- ☒ Insects
- ☒ Fish
- ☒ Mammals
- ☒ Reptiles
- ☒ Other invertebrates
- ☐ Other insects
- ☐ Other species

Habitat:

- ☒ Artificial / cultivated land
- ☐ Cave
- ☐ Coastal
- ☐ Grassland
- ☐ Human settlement
- ☐ Open areas of rocky grounds
- ☒ Recreational areas
- ☐ Sandy and rocky habitat
- ☐ Screes
- ☐ Shrub & groves
- ☐ Soil
- ☐ Wander biotopes
- ☐ Water bodies (flowing, standing)
- ☐ Wetland
- ☐ Woodland

Stakeholders:

- ☒ Authorities
- ☒ Local community
- ☒ NGOs
- ☐ Schools
- ☐ Universities

ANNEX I. LITERATURE

Armengot, J., Espí, J.A., & Vázquez, F. (2006). Orígenes y desarrollo de la minería. *Departamento de Ingeniería Geológica. ETS de Ingenieros de Minas de Madrid.*

Gray, D., Brown, S., & Macanuso, J. (2010). *Gamestorming: A playbook for innovators, rulebreakers, and changemakers.* O'Reilly Media, Inc.

Greenwood, M. (2007). Stakeholder engagement: Beyond the myth of corporate responsibility. *Journal of Business ethics*, 74(4), 315-327.

Krick, T., Forstater, M., Monaghan, P., & Sillanpää, M. (2006). El compromiso con los stakeholders: manual para la práctica de las relaciones con los grupos de interés. *AccountAbility, United Nations Environment Programme, Stakeholder Research Associates Canada Inc.*

Lorne, F.T., & Dilling, P. (2012). Creating values for sustainability: stakeholder's engagement, incentive alignment, and value currency. *Economics Research International*, 2012.

OCDE (2018). Guía de la OCDE de diligencia debida para la participación significativa de las partes interesadas del sector extractivo. *Éditions OCDE*, París.

ORSE/ CSR Europe/ Forética (2009). Diálogo con los grupos de interés: guía práctica para empresas y stakeholders. *The European Alliance for CSR.*

Price, J.G., & Espí, J.A. (2014). Disponibilidad y retos actuales de los recursos minerales para la sociedad. *Boletín Geológico y Minero*, 125(1), 3-29.

Revilla, G.G., & Fernández, R.T. (2011). La gestión de los grupos de interés (stakeholders) en la estrategia de las organizaciones. *Economía industrial*, 381, 71-76.

Tompkins, E.L., Few, R., & Brown, K. (2008). Scenario-based stakeholder engagement: incorporating stakeholder's preferences into coastal planning for climate change. *Journal of environmental management*, 88(4), 1580-1592.

Vidal, R. (2012). La minería metálica prehistórica en la Península Ibérica. *Lurralde: invest. espac*, 35, 67-78.

ANNEX II. SAMPLING OF THE MATERIAL USED IN THE WORKSHOP

[1] Objetivo 1

GENERACIÓN DE IDEAS

I Workshop Conecta-Minera: PROYECTO: AVIFAUNA

Estimado participante, gracias por colaborar en este taller. Esperamos que sea tan satisfactorio como es para nosotros su participación. Por favor, escriba a continuación su nombre y apellidos:

NOMBRE Y APELLIDOS: CARMELO CASTELL JIMÉNEZ

1ª FASE

Escriba aquí 2 ideas para alcanzar el objetivo nº 1: "Atraer aves ligadas a ecosistemas agrícolas"

- Idea 1: crear habitats para las aves de la zona con árboles y arbustos y elegir especies que les den frutos u otros beneficios
- Idea 2: crear zonas atractivas para las aves (ej. hierbas, vaso charco, posaderos)

2ª FASE

Por parejas, trabajen sobre las ideas pensadas por cada uno y generen, conjuntamente, 3 ideas comunes para el objetivo trabajado, el nº 1: "Atraer aves ligadas a ecosistemas agrícolas". (pueden rotular una sola de las fichas)

- Idea Común 1: Favorecer a aves de la zona (perdi, sison, ...)
- Idea Común 2: Atraer aves que pueden comer conejos
- Idea Común 3: Crear habitats y zonas que les gusten para que lleguen y se queden

[2] Objetivo 1

3ª FASE

Por último, agrúpanse junto con la otra pareja que trabaja el objetivo nº 1: "Atraer aves ligadas a ecosistemas agrícolas", y generen conjuntamente 4 ideas comunes definitivas: (pueden rotular una sola de las fichas)

- Idea Definitiva 1: Favorecer a las aves de la zona (especialmente a las que están perdi y sison)
- Idea Definitiva 2: Favorecer el establecimiento de aves que dependen conejos y paloma (principal problema denunciado común)
- Idea Definitiva 3: Posaderos, casas nido, charca agua, diferentes habitats para las diferentes aves
- Idea Definitiva 4: Que se continúen los cuidados para que lo que se hizo se mantenga

Figure A 1. Ideas Generation Dynamic completed by one participant

[1] P4 (1.1) y P2 (2.2)

GENERACIÓN DE PROPUESTAS

I Workshop Conecta-Minera: PROYECTO: AVIFAUNA

Estimado participante, gracias de nuevo por colaborar en este taller. Por favor, escriba otra vez a continuación su nombre y apellidos:

NOMBRE Y APELLIDOS: JIMÉNEZ CARMEL PUERTO

LAS 5 PREGUNTAS CLAVE

Se van a repartir las ideas seleccionadas para buscar propuestas concretas sobre las mismas. Por favor, escriba de nuevo las ideas sobre las que tiene que trabajar usted:

Objetivo 1-Idea 1.1: Aves de la zona amenazadas

A continuación complete dos propuestas para las ideas asignadas utilizando la siguiente tabla:

SW	P4 - Idea 1.1	P2 - Idea 2.2
QUÉ	Reintroducción de especies amenazadas/adaptación zona	
DÓNDE	ambas parcelas	
QUIÉN	Equipo restauración dinámica (FiRe) - en colaboración (Gobierno)	
CUÁNTO	Extensión a cinco especies mínimo.	
CUÁNDO	Inmediato.	

Figure A 2. Proposals Generation Dynamic completed by one participant

Figura A 3. Intern evaluation of the I Conecta-Minera Protocol

Figura A 4. *Evaluation of one of the participants in the I Conecta-Minera Workshop*



ANNEX III.

CONECTA-MINERA PROTOCOL

CONECTA-MINERA PROTOCOL

Involvement of local communities in mining
activities



Index

1. Introduction. Who is this protocol for?.....	2
2. Conecta-Minera protocol	3
2.1. Previous analysis	3
2.2. Identification and prioritization of stakeholders	4
2.3. Contact with stakeholders	6
2.4. Participation Workshop	7
2.5. Implementation plan	9
2.6. Success evaluation.....	10
3. Final thoughts and acknowledgements.....	11
Annex. Paperwork models	12
A1. Model for Generation of Ideas	12
A2. Model for Prioritization of Ideas	14
A3. Model for Generation of Proposals	15
A4. Model of Intern Evaluation	16

1. Introduction. Who is this protocol for?

The involvement of the local communities in any kind of activity (productive or not) developed on the land where they live is a key element to ensure the success of the activity itself, without worries about its nature. This fact become especially relevant when we are dealing with extractive activities, like mining, because it produces different impacts, directly and/or indirectly, in the environment and in the close populations

The environmental problems and others related to natural resource extraction, reach more importance in the collective conscience of the present societies, generating, in several occasions, conflicts between mining company and local community. In this context, is necessary to implement initiatives that allow establishing a dialogue between mining company and local community, to reach solutions to conflicts between both parties.

Biodiversity and the environment is one of these ideal points of union. Mining companies have restoration and biodiversity plans that affect the post-exploitation space, and local community must integrate the current state of the mine as well as the subsequent in their landscape. Therefore, joint work dynamics in which present and future scenario is worked in common favor the creation of links that can then lead derivate in a future relationship of trust and communication for other aspects.

This protocol is presented as a guide to generate trust dynamics between mining companies and their stakeholders, using biodiversity as a starting point.

The protocol is addressed to the staff of extractive activities companies who are in contact with local community and different stakeholders and their biodiversity managers. Particularly, due to the impossibility of replicating the trials, we recommend using this protocol mainly for exploitations located in Spain.

Who are the stakeholders?

Stakeholders are the people or groups of people who are or may be affected by the activity (in this case, mining activity) directly or indirectly.

Conecta-minera protocol steps:

- 1- Previous analysis
- 2- Identification and prioritization of stakeholders
- 3- Contact with stakeholders
- 4- Participation Workshop
- 5- Implementation plan
- 6- Success evaluation

2. Conecta-Minera protocol

2.1. Previous analysis

Before start working or contacting with people, is necessary to do a previous analysis and a good planning to maximize the efficiency of the action, as well as guarantee the obtaining conclusive results. Previous analysis is very important because the success of the following steps depending of a good characterization of the social context in which we are going to work.

For it, we suggest answer, as fully as possible, the following questions:

- **WHAT:** It is necessary have a solid knowledge of the biodiversity project objectives, but not close a single path to achieve them. A prior assessment of the level of knowledge of the stakeholders has to be done and generate all the possible information in subjects that they do not dominate, such as lists of species, physical-chemical analysis, meteorological conditions, previous results, etc. This step will be used for decision-making based on the type of objective. In biodiversity projects, it is not strategic provide participation dynamics for generate the objectives. The participation of the stakeholders can help to achieve them.
- **WHO:** the person or people responsible for implementing the protocol must know well the local context. If it chooses someone known by the stakeholders, must be examine that he/she has not personal problems with any of them, to maintain the impartiality of the facilitator.
- **IS IT POSSIBLE:** Law varies from country to country, region, type of project, location of mining exploitation, etc. It is very important to learn about the legislative reality of the project to discriminate between results obtained in the stakeholder consultation.
- **TO WHOM:** The size of the community depends on different issues as the affection radius of the mine, the number of population affected, the population size or the direct risk of the communities. The next paragraph helps to solve this correct size of the community.
- **WHY:** It important to contextualize the population and the biodiversity project in relation to the type of exploitation present and what is its affection, knowing the trace of the activity in the location, the transport or the duration of the mining project is a key aspect of this approach.

Answering these questions, the action can be contextualized and know the initial social conditions, necessary to achieve the useful collection of useful about the stakeholders.

2.2. Identification and prioritization of stakeholders

Identification

When identifying stakeholders, it is necessary to make an effort detecting all the groups in the chosen population volume and locate their potential representatives.

The social analysis of the selected volume helps the detection of a large group of stakeholders, but it is always highly recommended to supplement this information with interviews with links that are closer to the population. The main stakeholders with whom we must talk, generally, to achieve this goal, are the following:

- **Local administration:** In different forms and depending on the enclave in which the exploitation is located. Thus, it can be the city council, the municipality, the citizen council, etc.
- **Link in the company:** The person or groups of people in charge, on the one hand, of the management of complaints and claims, and/or on the other hand, of the biodiversity or environmental projects.

Thus, the main stakeholders that would appear in the dynamics of biodiversity would be present in the following groups:

- **Company:** Representative of the management, representative of the area of biodiversity / sustainability / environment.
- **Administration:** local and/or regional.
- **Local organizations of civil society:** Neighborhood associations and/or associations of other groups that can use the future mining place
- **Science and environment:** Scientific responsible for the biodiversity project, environmental associations present in the area, responsible of natural areas with or without protection figures, etc.
- **Economic sectors:** working in the area or surrounding areas: agricultural cooperatives, livestock cooperatives, timber cooperatives, fishers, etc.
- **Other stakeholders:** depending on the local reality: hunters, media, business partners, etc.

Finally, we must pay a special attention to four very important groups:

- Indigenous communities.
- Migrant communities due to exploitation.
- Women.
- Artisanal miners.

If these groups are detected as stakeholders, we must pay special attention to them, in order to achieve their representativeness and consensus, and generate dynamics that are more equitable.


Prioritization

Once all the stakeholders have been identified, a prioritization process must be carried out in order to discriminate and select those key agents that provide us with representative information, avoiding the over-saturation of the dynamics. Depending on the nature of the project and the local reality, criteria can be added, but the basic ones to incorporate are the following:

- *Potential use of space after the end of mining activity.*
- *Direct impact of the mining activity on each of the identified stakeholders.*

For this, this impact matrix can be used:

		<u>DIRECT IMPACT</u>		
		LOW	MEDIUM	HIGH
<u>POTENTIAL USE OF SPACE</u>	HIGH			
	MEDIUM			
	LOW			



High importance

Low importance

After this analysis, it is necessary to define the selection thresholds. The threshold must be adequate to avoid selecting stakeholders that have a very low combined influence. The most advisable to get a subsequent smooth development of the workshop is when the number of stakeholders present is between 7-10 people.

2.3. Contact with stakeholders

The way to approach stakeholders is also an element to consider in order to achieve the success of the participation protocol.

First of all is to collect all the possible contact information of each stakeholder (name, telephone, email). For this it is advisable to use the links already presented in the identification of stakeholders: local administration and links of the company.

The contact can be in two ways:

- **OFF-SITE:** email, telephone, using third parties
- **ON-SITE:** face to face, Skype or other forms of virtual meetings

It is difficult to establish a first contact on-site with a stakeholder. In most cases, the first way is off-site. The most recommendable option is through telephone contact, because it identifies you as an intermediary and allows direct interaction with the stakeholder. The following aspects must be taken into account in order to achieve effective communication:

- **Honesty:** identify yourself clearly as part of the company and explain how we have achieved your contact
- **Commitment:** communicate clearly the commitment policy of the company with the results obtained in the participation dynamics
- **Respect:** translate the ideas in a courteous and respectful way, consulting if it is possible to speak at that moment. You have to know the cultural context to use the appropriate way to approach it.

Despite if off-site contact have good results, it is very recommendable to set an on-site meeting, to ensure the stakeholder implication. On-site contact allows identify the intermediate and talk to the stakeholders exposing better the objectives. It also opens a window to solve different doubts or problems of the stakeholders. In this stage, it is important to pay attention to these issues:

- **Resilience:** The protocol responsible has to be ready for unexpected modifications in the stakeholder commitment or for the lack of suitable technical or scientific knowledge of the project. To solve this and other possible problems in the future workshop, it is highly recommendable provide to the stakeholders a brief document with technical information about the workshop and scientific information of the biodiversity project.
- **Focus:** The on-site contact allows detect the non-verbal language of the stakeholders. It also important to pay attention to possible rejection or conflict signs, because that may disturb the good environment in the workshop and hamper the achievement of the results.

Despite the stakeholder's confirmation to the workshop, it is important to keep following particularly each stakeholder in order to detect unexpected modifications. This also reinforce the path connection and remember the workshop

2.4. Participation Workshop

In order to design the participation workshop, the specific external barriers that may prevent the participation of stakeholders, in relation to the local and operational context, must be previously identified. Some of the most recurrent barriers are the following:

- **Place:** The place of the workshop must be neutral for all participants, so that it is considered as a place in which they can be involved with tranquility. Additionally, the place must have certain requirements regarding the logistics of the dynamics and consider aspects such as meteorology (if it is an open space), means of transport (if the stakeholders do not have one) and accessibility (if some stakeholder has reduced mobility).
- **Date and hour:** The day and the hour must be previously consulted with the stakeholders. In addition, it must take into account aspects such as the job, events or festivities, but maintaining the principle that the action must begin as soon as possible
- **Culture:** The cultural vicissitudes presented by the stakeholders must be covered, and be attentive to a preparation that allows a plural participation of all participants attending to issues of gender, race, educational level, social situation, language, etc.

To avoid groupings by affiliation that could influence the balance of participation, we must visit first the workshop place and determine the distribution of the participants in it. In addition, in order to collect the opinion of the stakeholders, it is recommendable that the dynamics have a duration of 1-1.5 hours. Longer participation dynamics increase boredom or disconnection among attendees.

We recommend that the dynamic consists of at least four phases:

- **Introduction/Presentation:** The beginning of the dynamic must be as relaxed as possible, with a brief presentation of each stakeholder and a presentation by the developers of the dynamics and the biodiversity project, explaining what is going to be done on that day
- **Generation of ideas:** Different dynamics can be used (for example, the one presented in the **Annex**), which seek to overcome the initial blockade, get the participation of all stakeholders and obtain a set of ideas on which to work.
- **Prioritization of ideas:** There are several options (such as the one included in the **Annex**), in order to discriminate the ideas generated and work in which the opinions of the majority of stakeholders converge.
- **Generation of proposals:** Finally, it is very important to specify the ideas selected in actions and organize them over time. One of the possible dynamics to achieve this objective is described in the **Annex**. The results should be, as far as possible, specific, measurable, achievable and adjusted in time.

In each of the previous phases, as well as in the general dynamic, we recommend paying attention to the following issues that add value:

- It is advisable to focus in only one objective of the biodiversity project, so that all participants maintain the same common idea of work.
- Coordinate the dynamic by enforcing basic aspects such as the respect of speaking turns, opinions, as well as the right to remain silent.
- All stakeholders present an equal value in their contributions. However, (although this aspect is rare in biodiversity projects) if there are groups in which their life may be at risk it has to pay special attention.
- It is necessary to have mechanisms of confidentiality, in case of some stakeholder demands or needs it.
- The complexity of activities in the dynamic must decrease progressively: at the beginning of the session, the most complex dynamics must be carried out and actions must be simplified over time to avoid fatigue and boredom of the participants.
- The activities should be as visual and participatory as possible.
- Resilience if any of the stakeholders does not appear or has to leave before.
- The responsible of the dynamic should speed up the debate, avoiding the stagnation in different topics and redirecting it to the objectives that are sought to work.

2.5. Implementation plan

After the participation dynamics, it is necessary to specify the means of contact with the stakeholders, to guarantee the follow-up and maintenance of the transfer of information. The interaction with the parties involved can not end once the workshop is over.

In subsequent steps, which will end with the performance of the biodiversity project, the communication with the participants should continue, informing or consulting about the issues that have not been closed in the workshop.

Thus, after obtaining results, it is essential to design a timetable for the implementation of the actions generated in the workshop. The person responsible for the participatory process must frame the activities obtained in the legal, economic and social context of the project and the mining entity. It is recommended that the beginning of the actions should not take more than 6-8 months to avoid population discontent. It is advisable to transfer the chronogram generated to the stakeholders for their knowledge and to be able to respond to issues not observed in it.

In the same way, the responsible of the protocol must generate a budget for the actions and agree it with the mining company, in order to ensure its execution in short-, medium- and long-term. For this, it is very convenient to integrate the results obtained in the annual biodiversity plans of the exploitation. This fact, in addition to guaranteeing greater social success of the actions designed, is a symbol of commitment on the part of the company with the results obtained in the workshop and, by extension, with the participating stakeholders.

For each action, pre- and post-communication plan must be designed, and, if possible, open opportunities to same actions can be done through volunteering, getting the direct involvement of the surrounding populations in the biodiversity projects of the mining company.

2.6. Success evaluation

In order to improve the dynamics and adapt to the particular circumstances of each mining exploitation, it is highly advisable to evaluate critically and objectively each step developed and presented in this protocol. Below, some simple indicators are described, in order to guide the entities and project managers on the key aspects to be monitored:

- **Previous analysis**
 - The local and operational context is understood.
 - The objectives of the project are adequate for the participation activity.
- **Identification and prioritization of stakeholders**
 - The representatives of the interested parties are properly identified.
 - All stakeholders, especially vulnerable groups, are correctly identified.
- **Contact with stakeholders**
 - The stakeholders are treated with respect.
 - The participants have received the necessary information for the workshop.
- **Participation Workshop**
 - The date, the deadlines and the place are suitable to carry out the dynamics.
 - The participation dynamics have been suitable.
- **Application plan**
 - The monitoring of the results generated is being efficient by the stakeholders.

It is necessary to evaluate all the stages, but it is especially interesting to evaluate the development of the workshop. It is difficult to transpose the notes indicated in a document into reality, so we recommend using a much more specific and concise evaluation of this stage. In the **Annex** we incorporate an evaluation model with 20 key questions, whose answers and results are described as follows:

- **Answers:**
 - *Yes*: 2 points
 - *Uncertain*: 1 point
 - *No*: 0 points
- **Resultados (taking into account the sum of the values of the answers) :**
 - *36-40 points*: Excellent
 - *31-35 points*: Good
 - *26-30 points*: Average
 - *Less than 26 points*: There is much to improve

3. Final thoughts and acknowledgements

The participation of the citizenship in decision-making is a vital process to ensure the future success of any project. Whether an environmental project or the development of an economic activity (such mining), the involvement of the people who lived in the territory and their opinions, boost the richness of the projects and add resilience to it, because of finding allies in the territory.

Biodiversity and environmental and sustainable projects are good meeting points for antagonistic stakeholders. Through the nature, communication and interaction paths can be established and weigh positively in other issues as the management of the affection and impacts caused by the mining activity.

To achieve this protocol, we want to thank to HeidelbergCement Spain, to Asier Ochoa de Eribe, to José Ramón Doheijo and Valdilecha's gravel pit (Spain) and to the Tormes-EB Foundation

Annex. Paperwork models

A1. Model for Generation of Ideas

GENERATION OF IDEAS

PROJECT:

Dear participant, thank for collaborate with us in this workshop. We hope that for you will be as satisfying as we are with your participation. Please, write your complete name:

COMPLETE NAME:

1ST STAGE

Write here 2 ideas to achieve the **Objective:**

- Idea 1:

- Idea 2:

2ND STAGE

Working in couples, debate about your ideas and jointly generate 3 common ideas for the objective: (you can fill only one of the sheets)

- Common Idea 1:

- Common Idea 2:

- Common Idea 3:

3RD STAGE

At last, join with another couple and, in conjunction, generate 4 common and definitive ideas:
(you can fill only one of the sheets)

- Definitive Idea 1:

.....

- Definitive Idea 2:

.....

- Definitive Idea 3:

.....

- Definitive Idea 4:

.....

4TH STAGE

Pool with the rest of workshop's participants the ideas generated in your group

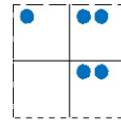
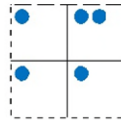
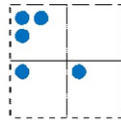
A2. Model for Prioritization of Ideas

PRIORITIZATION OF IDEAS

PROJECT:

The dynamic consist in:

- 1- The dynamic's facilitator write the generated ideas in cardboard and post it to the wall
- 2- Each stakeholder receives five stickers. They have to distribute them among the preferred ideas, with three stickers max per idea



- 3- The most or two most voted ideas are selected to keep working on them in the next dynamic

A3. Model for Generation of Proposals

GENERATION OF PROPOSALS

PROJECT:

Dear participant, thanks again for your collaboration in this workshop. Now please, write again your complete name:

COMPLETE NAME:

FIVE KEY-QUESTIONS

Please, write again the selected ideas from the prioritization dynamic:

- *Idea 1.*

.....

- *Idea 2:*

.....

Hereafter, prepare two proposal for the selected ideas by filling the next table:

5 W	<u>P1 – Idea 1</u>	<u>P2 – Idea 2</u>
WHAT		
WHERE		
WHO		
WHEN		
HOW MUCH		

EVALUATION OF OTHER PROPOSALS

Through a debate, evaluate and vote the proposals of the groups, valuating two criteria: "difficult of accomplishment" and "satisfaction for your collective".

A4. Model of Intern Evaluation

INTERN EVALUATION

PROJECT:

	<u>Sí</u>	<u>No</u>	<u>Observaciones</u>
It has not appeared exclusion or duress because the religion, culture, gender, age, race of the participants			
Any stakeholder has brought with him/her coercive outsiders			
Education and good forms have been maintained during the dynamic			
The workshop organization has been pleasant and enjoyable			
Dynamic facilitators has kept a work environment of respect			
All the stakeholders previously detected has come to the workshop			
We have detect fatigue signals or disconnection moments in the stakeholders			
The explanations of the dynamics have been clearly enough to achieve their objectives			
The workshop has been developed in a place with easy moves for the stakeholders			
All the opinions have been taking in account without matters the nature of the stakeholder			
The focus on the objectives of the workshops has get maintained in a balance way			
Violence situations among the stakeholders have not happened			
The proposals generated are realistic and achievable			
Stakeholders did not act by self-interest and represent properly to their collectives			

[illegible]