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**Conflicts Resolution in Mining Development  
using Good Neighbor Agreement**

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# Responsible Mining

- Respecting the environment by meeting and exceeding national and international norms;
- Seeking innovative and proactive approaches to environmental protection;
- Company needs to uphold the rights and perspectives of people and communities affected by its operations and invest in long-term community development.

Barrick Gold Corporation. Beyond Borders

## Mining conflicts cost

Conflicts with communities cost US\$20 Million per week for mining projects valued between US\$3 Billion and US\$5 Billion (Queensland university and the Harvard Kennedy School)

**A Good Neighbor Agreement (GNA) is a written and enforceable document that provides tools to improve communication and trust between a mining company and a community.**

# Why mining companies need such agreements?

International image of a socially responsible company

Higher chance of reducing administrative and legal appeals

Protection, for both the company and the community, against future disagreements

Establishing trust and a true partnership between the company and the community

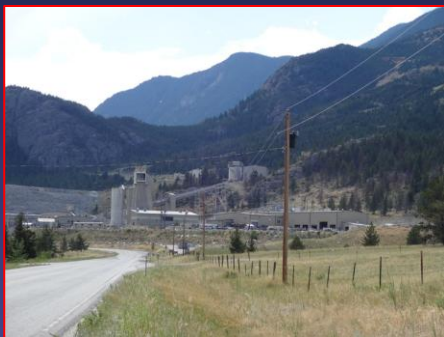
Keeping lines of communication open

Reduce operation and closure costs

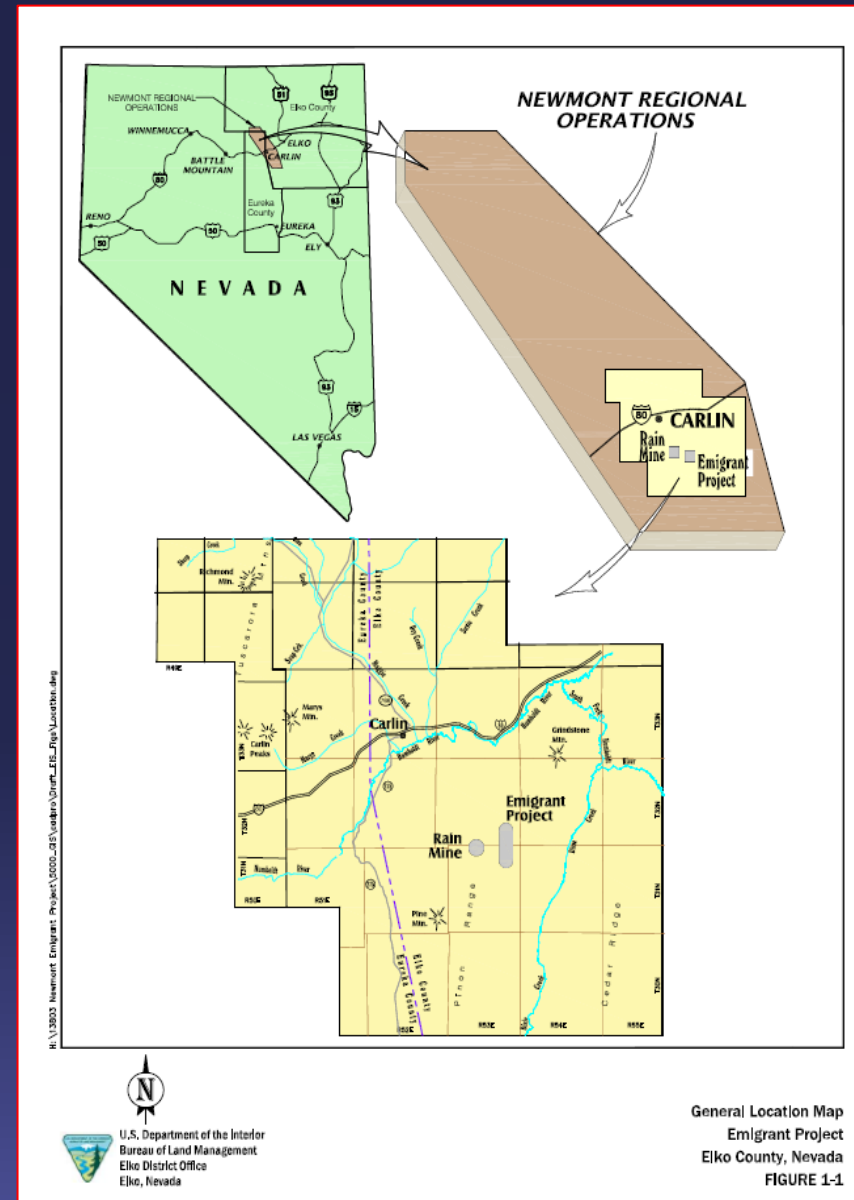
# A Good Neighbor Agreement project for the Emigrant Rain Mine, NV, USA



- What are the criteria for effective community participation?
- Under what conditions can the GNA be implemented?

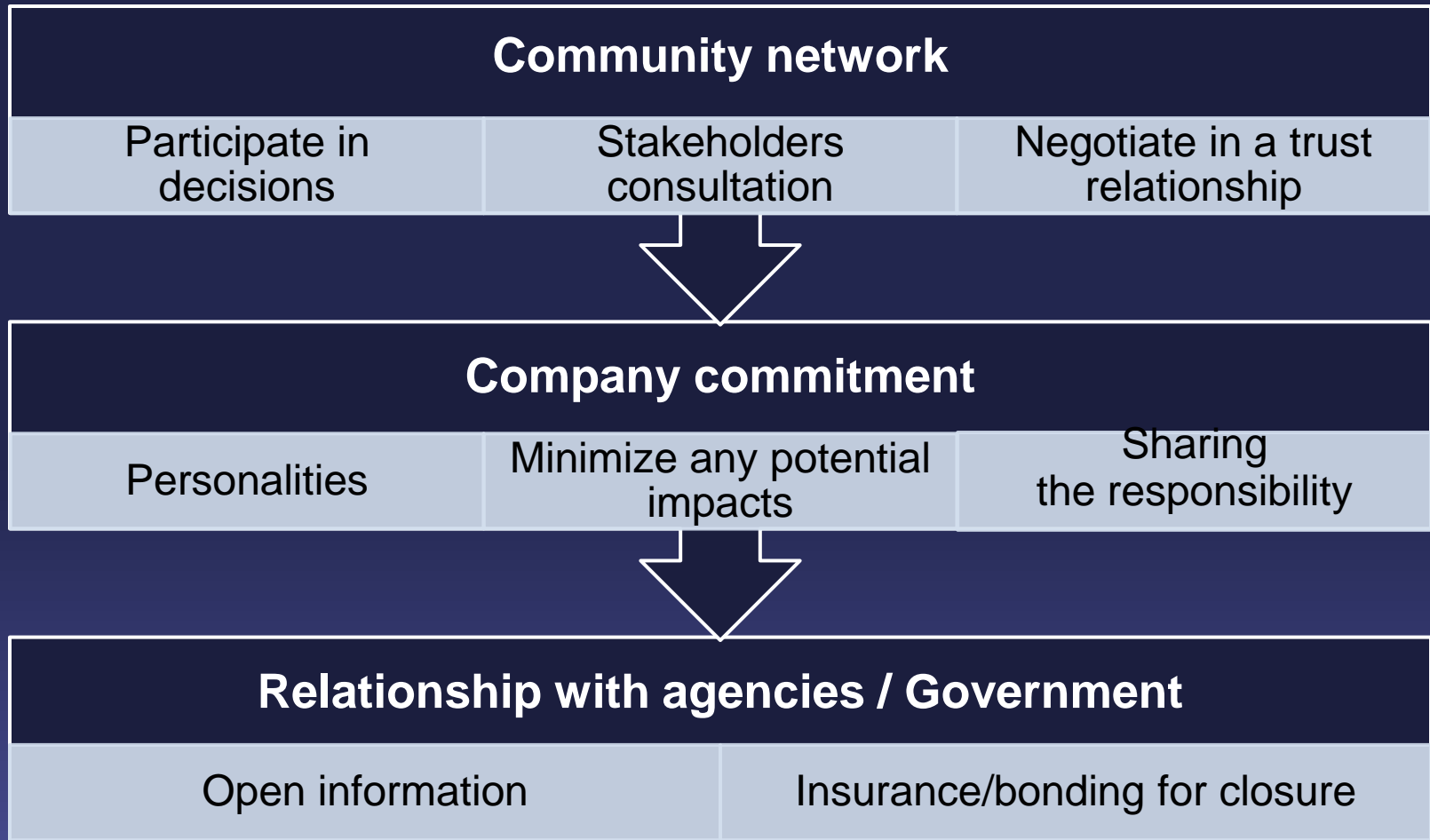


Stillwater Mine site. Montana USA.

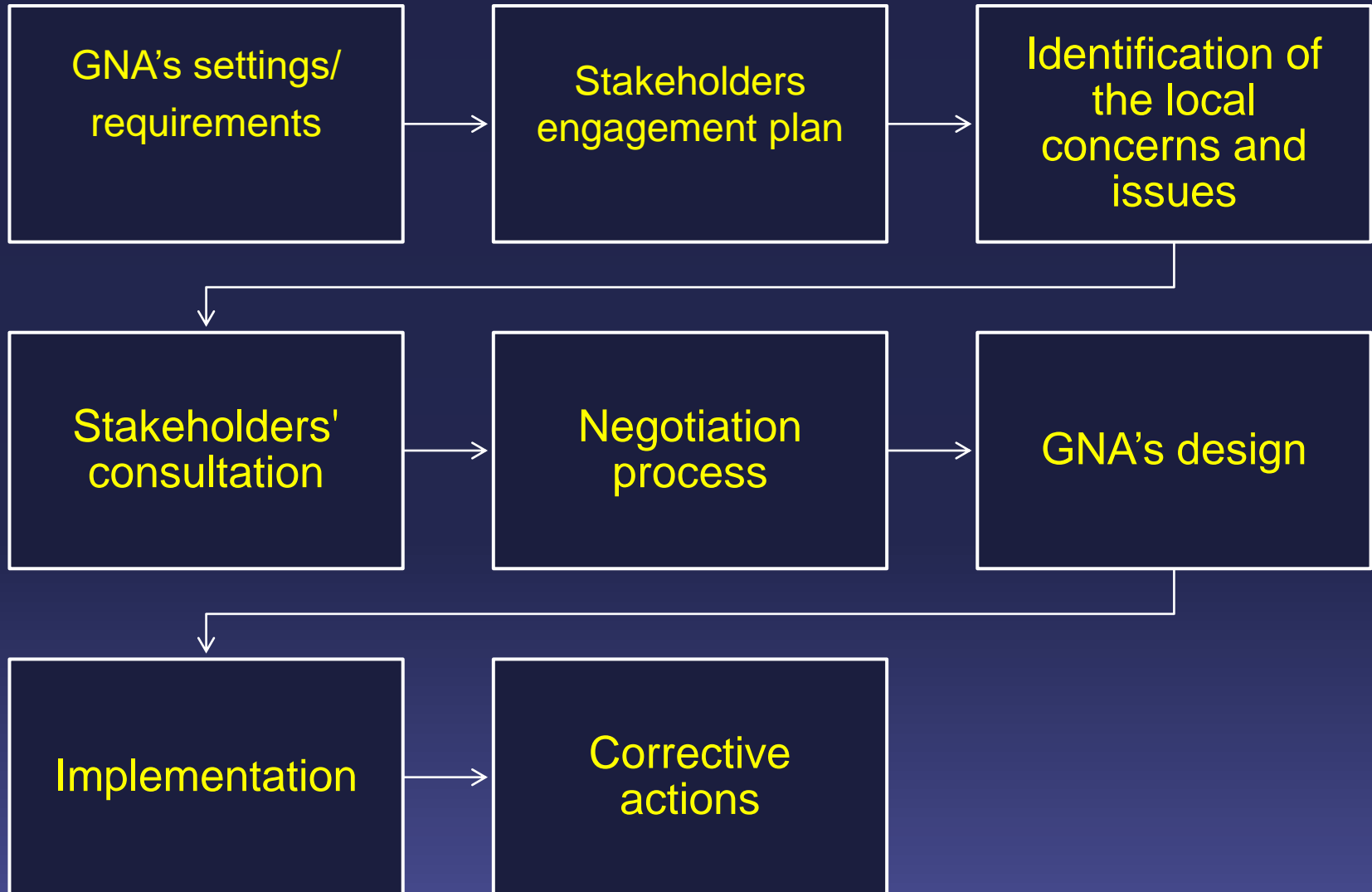


# The GNA objectives

A GNA can only be useful when each organization realizes benefits from such an agreement, and are willing to compromise on specific, site-selective characteristics



# The Good Neighbor Agreement Implementation Guidelines



# Stakeholders Engagement Plan

- Stakeholder engagement goals
- Promise to stakeholders / Key messages to communicate
- Methods of engagement
- Evaluate the engagement process
- Stakeholder matrix and mapping
- Managing Risk

Group Category

Stakeholder Name

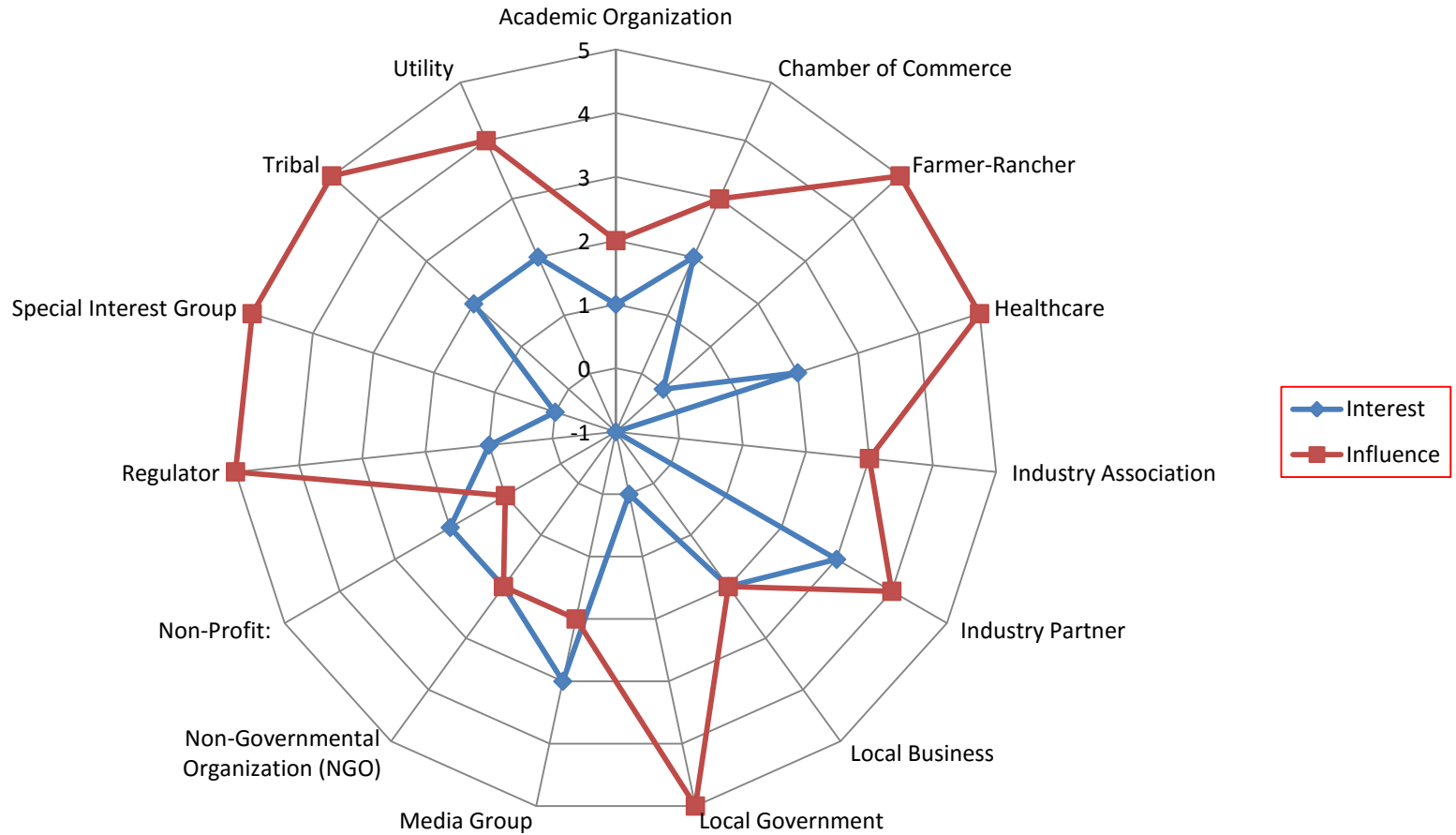
Characteristic

Interest

Influence

# Stakeholders Engagement Maps

Tween Greeks Group Stakeholder Map





# Level of concern related to environmental impact/issues from mining projects in Nevada

Online Survey 'Mining Perceptions'

<u>Group 1 "Local residents"</u>	Extremely Important	Important	Moderate	Low	Extremely low	Total	Weighted Average
Air Pollution (e.g. dust vehicle emissions, chemical release)	33.3%	23.1%	17.9%	17.9%	7.7%	39	2.44
Information about air and water permits and standards	15.3%	33.3%	28.2%	20.5%	2.6%	39	2.62
Acid rock drainage	20.5%	28.2%	17.9%	30.7%	2.6%	39	2.67
Pit – lakes formation after mine closure	23.1%	28.2%	15.3%	28.2%	5.1%	39	2.64
Impacts on aquatic and terrestrial wildlife	28.2%	35.9%	23.1%	10.2%	2.6%	39	2.23
Impact on the recreational areas	20.5%	33.3%	20.5%	17.9%	7.7%	39	2.59
Visual impacts	8.1%	27.1%	27.1%	21.6%	16.2%	37	3.11
Noise and increased truck traffic	13.5%	29.7%	24.3%	24.3%	8.1%	37	2.84

## Level of concern related to environmental impact/issues from mining projects in Nevada

<u>Group 2 “Geological network”.</u>	Extremely Important	Important	Moderate	Low	Extremely low	Total	Weighted Average
<b>Air Pollution (e.g. dust vehicle emissions, chemical release)</b>	16.9%	44.1%	14.4%	20.3%	4.2%	118	2.51
<b>Information about air and water permits and standards</b>	12.6%	36.1%	26.1%	18.4%	6.7%	119	2.71
<b>Acid rock drainage</b>	16.8%	33.6%	27.7%	16.8%	5.1%	119	2.60
<b>Pit – lakes formation after mine closure</b>	12.8%	29.1%	25.6%	20.5%	11.9%	117	2.90
<b>Impacts on aquatic and terrestrial wildlife</b>	17.8%	35.6%	24.7%	14.4%	7.6%	118	2.58
<b>Impact on the recreational areas</b>	9.4%	28.2%	25.6%	24.7%	11.9%	117	3.02
<b>Visual impacts</b>	7.6%	19.3%	24.4%	28.6%	20.1%	119	3.34
<b>Noise and increased truck traffic</b>	5.8%	27.7%	33.6%	22.7%	10.1%	119	3.03

# Level of concern related to environmental impact/ issues from mining projects in Nevada

<b>Group 3 “Environmental community”.</b>	<b>Extremely Important</b>	<b>Important</b>	<b>Moderate</b>	<b>Low</b>	<b>Extremely low</b>	<b>Total</b>	<b>Weighted Average</b>
<b>Air Pollution (e.g. dust vehicle emissions, chemical release)</b>	57.1%	22.8%	17.1%	2.8%	0.0%	35	1.66
<b>Information about air and water permits and standards</b>	66.7%	33.3%	0.0%	0.0%	0.0%	33	1.33
<b>Acid rock drainage</b>	73.5%	23.5%	0.0%	2.9%	0.0%	34	1.32
<b>Pit – lakes formation after mine closure</b>	64.7%	20.6%	11.8%	2.9%	0.0%	34	1.53
<b>Impacts on aquatic and terrestrial wildlife</b>	88.2%	11.8%	0.0%	0.0%	0.0%	34	1.12
<b>Impact on the recreational areas</b>	44.1%	29.4%	17.6%	5.9%	2.9%	34	1.94
<b>Visual impacts</b>	44.1%	32.3%	20.6%	2.9%	0.0%	34	1.82
<b>Noise and increased truck traffic</b>	47.1%	35.3%	17.6%	0.0%	0.0%	34	1.71

# Inferences from the survey 'Mining Perceptions':

- Local people are ready for the dialog and long-term relationships with the mining companies; they are interested in knowing more about the mining economy and general mining development. They generally support the mine, and would likely not participate in a time-consuming GNA.
- The survey showed that the major concerns and issues are different when comparing the three groups, as well as their expectations from the mining industry in Nevada, and capability for the trust-based relations and open-line dialog.
- At least for the northern Nevada residents in the mining region, their interests are more consistent with the Geological Society of Nevada survey, and not consistent with the environmental community.

	Group 1 "Local Residents"	Group 2 "Geological Network"	Group 3 "Environmental Community"
Issues/concerns from the mining projects	<ul style="list-style-type: none"> <li>- Air Pollution</li> <li>- Impacts on aquatic and terrestrial wildlife</li> </ul>	<ul style="list-style-type: none"> <li>- Air Pollution</li> <li>- Acid rock drainage</li> </ul>	<ul style="list-style-type: none"> <li>- Impacts on aquatic and terrestrial wildlife,</li> <li>- Acid rock drainage</li> </ul>
Expected benefits from the mining company	<ul style="list-style-type: none"> <li>- local economy</li> <li>- Professional job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Professional job opportunities</li> <li>- Infrastructure and transportation</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental sustainability</li> <li>- Professional job opportunities</li> </ul>
The sources of trust	<ul style="list-style-type: none"> <li>- Mining companies staff</li> <li>- Government</li> </ul>	<ul style="list-style-type: none"> <li>- Mining companies staff</li> <li>- Academic sources</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental organizations.</li> <li>- Academic sources</li> </ul>
Mining post-closure issues	<ul style="list-style-type: none"> <li>- Access to public/private lands associated with the mine following closure,</li> <li>- Long-term water or land remediation/management requirements</li> </ul>	<ul style="list-style-type: none"> <li>- Long-term water or land remediation/management requirements</li> <li>- Decisions on productive post mining land uses</li> </ul>	<ul style="list-style-type: none"> <li>- Long-term water or land remediation/management requirements</li> <li>- Surface reclamation plans</li> </ul>

# Limitations of GNA implementation

- Multi-mine companies may have different needs in different countries – problems with setting a precedent in one country;
- Conflict zones;
- Multiple interests in the larger community that do not agree;
- Widely dispersed interests, where the ability to meet is poor;
- Failure of federal and local regulatory oversight/poor legal system of the host country;
- Lack of continuing interest in the agreement. Burn out in the environmental community or change of mine ownership.



Emigrant Rain Project, NV USA

The GNA should be used only in addition to the environmental protection documents and permits by the respective jurisdiction(s).

# General Recommendations:

- The GNA should be site specific, and be a written document that is legally binding;
- The GNA must provide public access to health, safety, and environmental information, as related to the mining operation;
- Educate local communities about safe and sustainable mining practices and global mining economy, provide educational tools for safety training;
- Promote mutual acknowledgment of the need to build a relationship amenable to each other's needs;
- Provide access to independent expert/technical consultations;
- Make provisions for indigenous communities: respect the culture and promote experiential exchanges for traditional and non-market activities; mine employees need to know indigenous traditions;
- Working with community: open houses, community meetings, media involvement, local employees;
- Working with the community as a whole;
- Listening and responding on time and to the point.

## Conclusions:

- A Good Neighbor Agreement can be a valuable method for improving communication and reducing administrative and legal conflicts when the situation is appropriate for a GNA.
- Other methods can be used more efficiently when a GNA is inappropriate. Overall, the mining industry in Nevada has already provided economic and social benefits for the communities.
- The indigenous community in Nevada has demonstrated the ability to protect their interests, and some groups are currently involved in discussions with the mining industry.
- The mining company who would like to develop a Good Neighbor Agreement must have the necessary time, trained staff, budget and more importantly, must be ready to provide additional information on the social/environmental effects of the mine, and be ready to cede total control of their operation to a negotiated agreement with the other GNA participants.
- Development of the Good Neighbor Agreement is a triangle process, with the three major participants: mine company, stakeholders and independent experts.
- The mine company must have very senior people at the discussions, and be able to make decisions when needed.

# Thank you!



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