

Stakeholder identification in the planning phase of aggregate and quarrying projects

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Why is this issue important?

1. The accommodation of **social and environmental issues** in planning quarrying activities improves **sustainability** of the sector and manages **social risk**
2. Involvement of all stakeholders from the early stages of the planning phase is an integral part of the “**social license**” which allows the society to monitor the performance of the project throughout the quarry life cycle
3. The planning process should include an in **depth analysis of all political, economic, social and technological factors** involved

Experience tells that

Early identification and analysis of stakeholders is a key issue for planning a new aggregate and quarry project

General Aspects for Aggregates....1

- Aggregates are essential **resources** for the economic and social development of modern societies
- They consist of **natural, manufactured or recycled** materials
- **Natural** aggregates are **non-renewable**, non-metallic and non-fossil mineral resources
- **Manufactured** or **recycled** materials (i.e. broken glass, slag, etc.) are processed in industrial plants

General Aspects for Aggregates....2

- The production of aggregates is one of the faster growing activities worldwide (~15 billion tonnes/y) and their total direct value is estimated at €20 billion
- The U.S. Geological Survey in its 2013 Mineral Commodity Summaries estimates that the U.S. aggregates production of 2.08 billion tonnes in 2012 increased by about 7.6 percent over 2011 numbers
- The value of primary aggregates produced in the U.K in 2009 was £1.425 billion. Sales of recycled and secondary aggregates grow steadily accounting for over 50 million tonnes

General Aspects for Aggregates....3

- Quarries should be located **close to urban centres** otherwise the cost of transportation is very high
- Successful planning for a **resource-efficient management** and supply of primary and secondary aggregates is required in order to **mitigate environmental impacts**
- **Aggregate planning** is a key sustainability issue in all European countries
- The European Commission issued in 2011, the Communication “**A resource efficient Europe**” aiming to reconsider the entire life cycle of resource use

Stakeholder Identification...1

- An initial estimation of **all stakeholders** who are **related to or are affected** by the project and to **which degree**
- Their **key groups and sub-groups**
- The **interests, concerns, priorities or opinions** each group or subgroup or even some stakeholders in each group or subgroup share about the project
- The potential **influence** they will have on the project and the **magnitude** of this influence

Stakeholder Identification....2

In order to identify the affected stakeholders the following should be considered:

- The area of influence / impact by the project (e.g using aerial photographs, GIS or even Google maps)
- Main and secondary project activities
- Areas which will be potentially affected by direct, indirect and cumulative impacts, as well as by impact interactions
- Short- and long-term anticipated impacts, due to the expansion of activities or potential changes in land uses in the wider project area

Identification of Direct Impacts

Impacts may include

- Land uses
- Generation of wastes
- Emissions on air and water
- Noise and vibrations
- Transportation and storage of aggregates, as well as hazardous materials (on and off site)
- Socio-economic impacts, including new jobs, market start-ups and the overall supply chain

Impacts and Stakeholders...1

- Identification and estimation of **environmental and social impacts** enable **identification of most stakeholders** groups in each impact area, so that an **early consultation** may be initiated
- This will enable identification of potential stakeholders **who have not been considered** in the first place
- A study should be carried out to define groups (or even individuals) who are **adversely affected** by the project
- If a **line is drawn** between those who are affected and those who are not, future problems will be minimized

Impacts and Stakeholders...2

- In some cases, e.g in gold projects, strong opposition may come from **stakeholders outside the affected areas**, even from other parts of the country or from other countries
- This is not often the case in aggregates planning but indicates that the potential **impacts** of a project **should not be underestimated** and the **interests of all stakeholders should be seriously considered**
- **Accurate mapping** of the interests of all stakeholders is required in order to **prevent future opposition**
- The **use of experts** can be also considered at an early stage to provide an independent opinion

Sequence of Stakeholder Engagement

Analysis should focus on the following issues / questions:

- Are there any stakeholders who can assist during the design phase?
- Are there any stakeholders (groups) who support or oppose the project?
- Which group should be engaged first, which second and which at later stages?
- Identification of direct, indirect and cumulative impacts. Earlier similar studies are always useful
- Identification of groups who will be affected, by potential environmental and social impacts, in the wider project area
- Identification of impacts for each phase of the project (procurement, construction, operation and decommissioning) and each group of stakeholders

Other issues to consider

If

- The project is a **new** one or an **extension** of an existing project
- There are existing **risk, environmental or impact assessment studies** for the area of interest
- Any **consultations** were carried out in the region for a similar or a different project
- There are any existing or foreseen community or regional **investment plans** or even priority development plans
- Any other **industrial activities** have been planned or are carried out in the area or the region

For large quarries (causing greater impacts)

Fact sheets should be utilized in all project phases

- demographic characteristics
- population numbers and activities
- other activities in the area
- natural resources management
- social organization
- future development plans in the area
- cultural values
- welfare and health care
- potential sensitive areas
- potential endangered species

Identification of stakeholder representatives

Representatives from stakeholder groups may be

- local and regional politicians and officials
- elected in local or regional councils
- representatives of local organizations, NGOs, cooperatives
- representatives from social groups
- representatives from scientific societies, secondary or higher education institutions

the right people should be consulted in order to avoid tensions from the early stages of planning

Stakeholder consultation

Should better take place in the community

- people in general feel **more comfortable** at home
- the process becomes more **productive and transparent** since all members are directly informed about discussions and views are freely expressed by all parties
- **local representatives** follow the process more easily, avoid travelling and save time and money
- the participants are verified and **illegitimate representatives** are easily identified and excluded from the process

The proposed in this paper initiative

“Towards Sustainable Mining and Quarrying (TSMQ)”

may include

- sustainability principles
- sets of commitments that address all important issues of mining and quarrying as well as the importance of the sector to the regional and national economy as well as to the growth of the country

using appropriate environmental, economic and social indicators

Indicative indicators

- production data
- energy use
- greenhouse gas emissions
- waste management
- health and safety
- biodiversity conservation
- risk assessment & crisis management planning
- improvement of quality of life
- an “after quarry” plan

Conclusions

- Economic prosperity, social cohesion and environmental protection should be the **pillars** in which a quarrying company should build **relations with all stakeholders**
- **Identification and proper communication** with all involved stakeholders is part of gaining **social license** for mining and quarrying projects
- A **social license** is not a legal document issued by the government, but is **granted by the public**. It is a statement that the community accepts the presence of a mine or quarry
[Shields, D.J., 2012. Social license in mining, Rio+20 United Nations Conference on Sustainable Development, Centro de Tecnologias Mineraiis – CETEM, Rio de Janeiro, Brazil, 20-22 Sep. 2012]

Conclusions

- A social license minimizes project risk
- We should never forget that
“The sustainability of a quarrying project and a company depends on the sustainability of its stakeholder relationships”

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