

Tool 4.2: SWOT Analyses – Template and Examples

A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is a useful tool for analysing potential strategies or actions. As the SLO work in MIREU showed that SLO consists of both a societal and community dimension, and that the societal dimension is starting to be addressed by government and industry alike at the national level, three exemplar approaches were selected for the SWOTs.

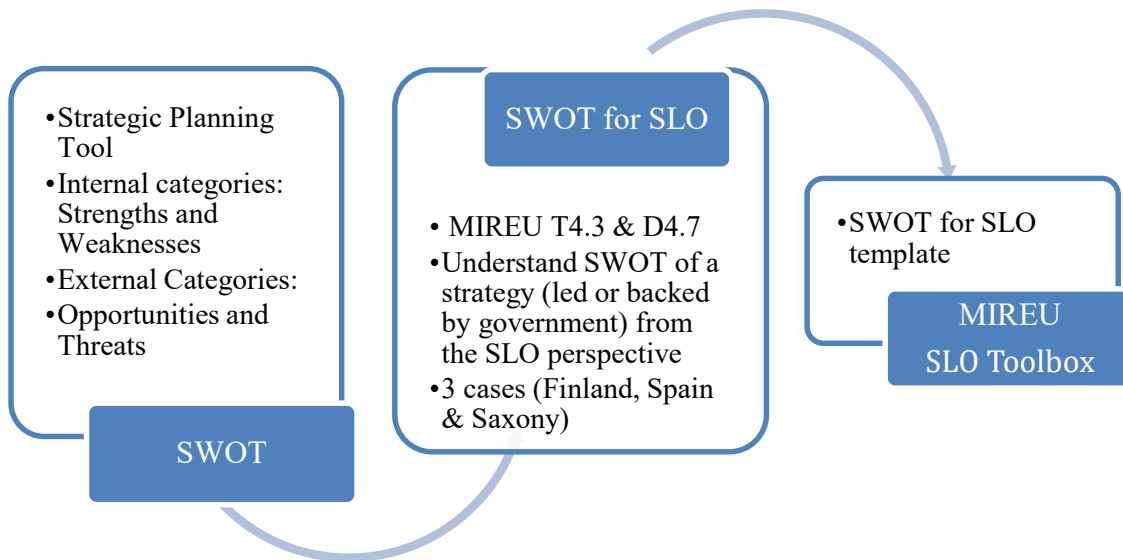
The first is the **Finnish Network for Sustainable Mining (Kaivosvastuu)** which was initiated by the Finnish government in 2013 after the environmental disaster of Talvivaara. In the beginning, the Network operated under the direction of the Finnish Innovation Fund (Sitra) but was later moved under the Finnish Mining Association (FinnMin). The aims of the Network are to develop and strengthen dialogue and co-operation between the mining industry and its stakeholders, and to promote the development of more responsible and sustainable mining practices in Finland by encouraging voluntary self-regulation mechanisms for the mining industry. In addition to acting as a platform for discussion, it aims to develop practical tools for the mining industry and reduce the risk of conflicts between companies and society.

The second is the adoption of the **Community of Interest Protocol as a Spanish Association for Standardisation (UNE) Standard**. Adopted and in force by 2018, the standardisation body under the Spanish Ministry of Economy, Industry and Competitiveness provides technical standards for sustainable mining (UNE 22470/80). Implementation of these standards is voluntary for the companies. In the latest revision (2019), UNE adopted the Community of Interest (COI) protocol (excluding the indigenous aspects) into the UNE Sustainable mining management system (UNE 22470/80). The COI Protocol in Spain originates from the [Toward Sustainable Mining \(TSM\): Aboriginal and Community Outreach Protocol](#) developed by the Mining Association of Canada (MAC).

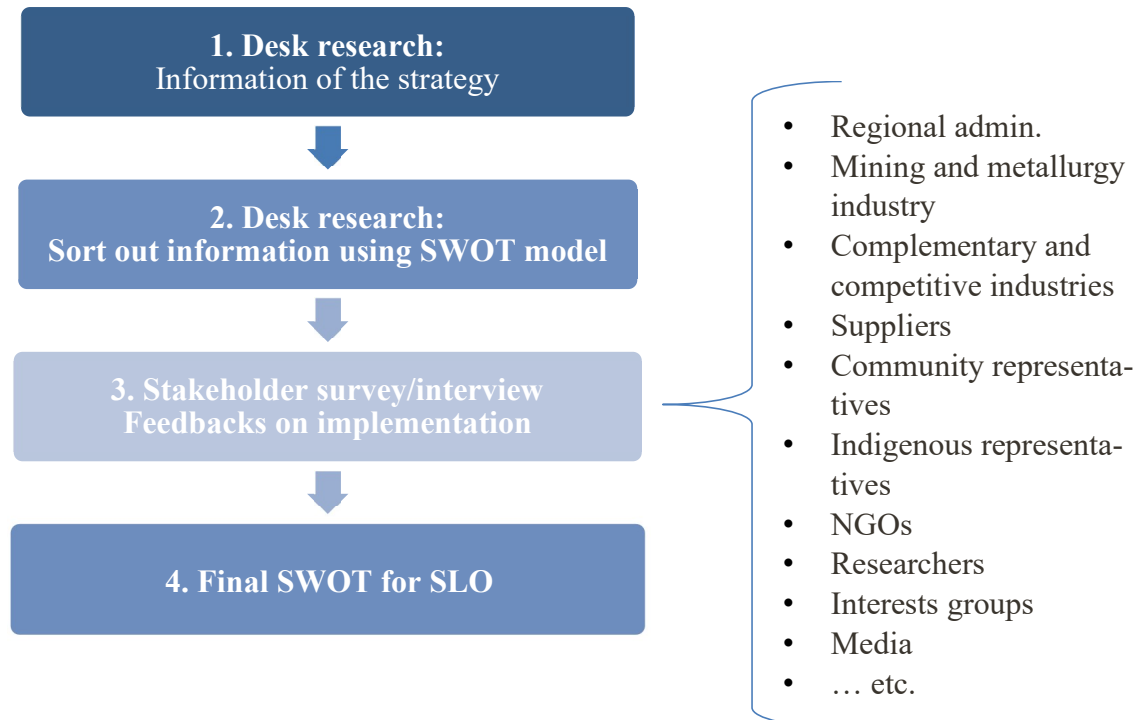
The third is the **Saxon Raw Materials Strategy – Guideline 8: Awareness of raw materials** which is a government-led initiative based on a broad public consultation. The initiative shares information about the raw material economy, raw materials, post-mining landscapes rehabilitation and sustainable regional development through, for example, media and school education. Raising knowledge and awareness on raw materials related research is the initiative's key objective.

For a comprehensive analysis of the three approaches, please see Deliverable 4.7.

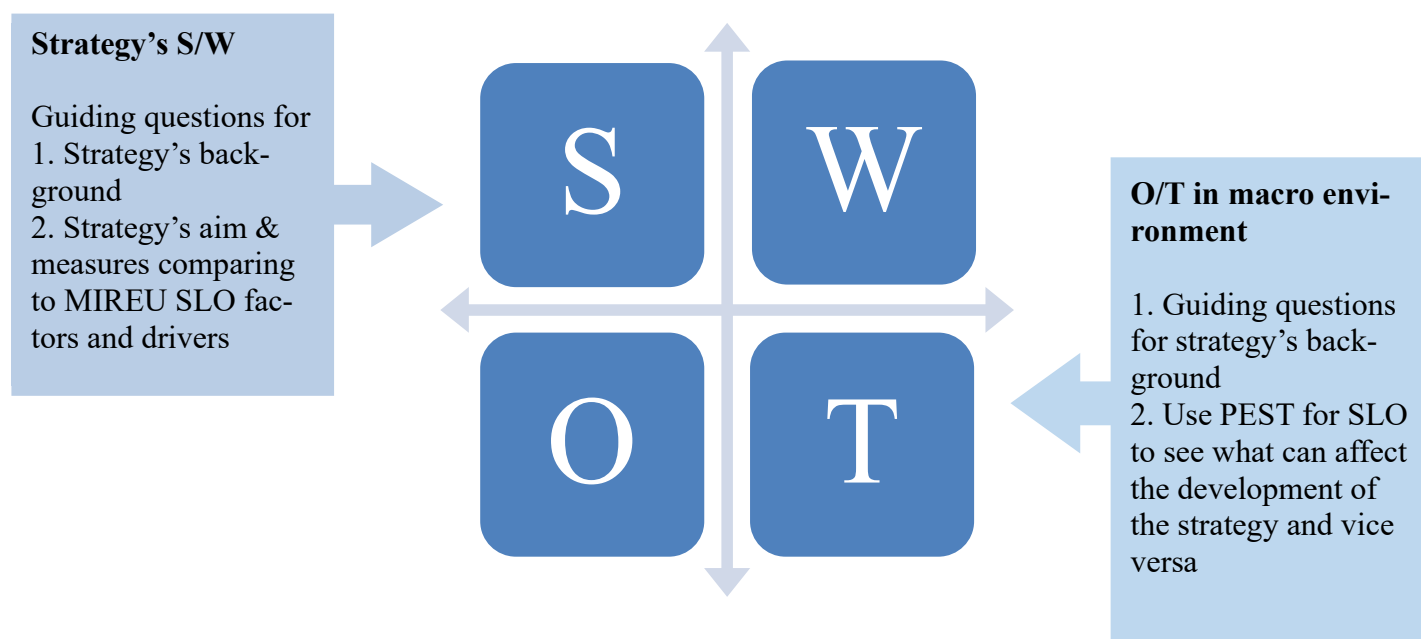
General SWOT Template



Steps in the SWOT



Steps 1 & 2: Desk research



Step 3: Stakeholder survey/interview

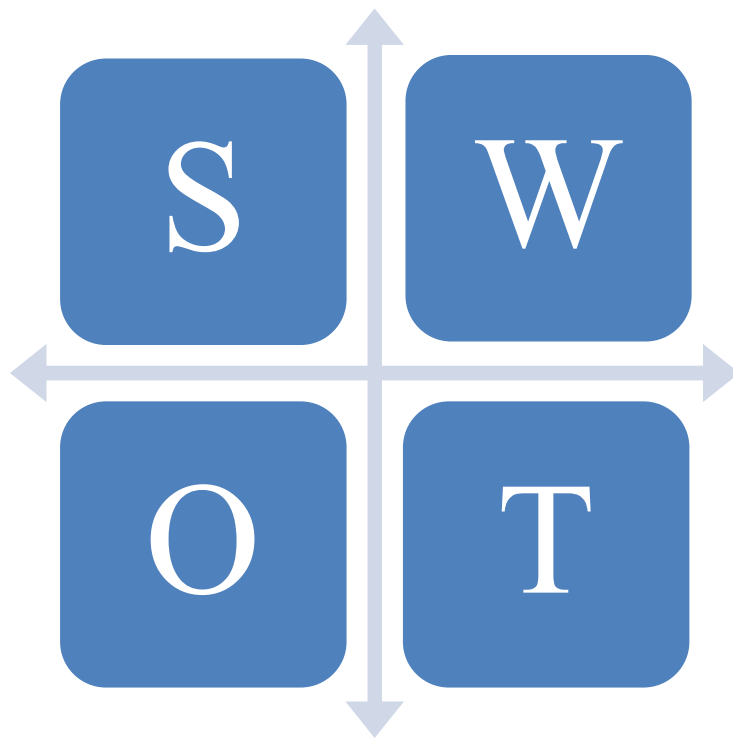
Guiding questions for Steps 1 & 2	SWOT categories
1. Why was the strategy/initiative established?	T
2. What is the aim or objective of the strategy/initiative?	S
3. Is the strategy/initiative established by the government or other organizations?	S & T
4. Is the strategy/initiative financially supported by the government and for how long?	S & W & T
5. Are stakeholders of different interests involved in the strategy/initiative in a balanced manner?	S & W
6. Is the participation and implementation in the strategy/initiative voluntary?	T
7. Compare the measures implemented by the strategy/initiative with the four MIREU SLO factors and drivers	S & W
8. Categorize background information of the region using PEST for SLO	O & T

Guiding questions built on:

1. Questions in previous surveys
2. Feedbacks from participating partners/stakeholders
3. Review the finalised SWOTs for SLO

Step 4: Final SWOT for SLO

Use feedback provided by stakeholders (Step 3) to update your draft SWOT (Step 2)



4.2.1 SWOT on Finnish Network for Sustainable Mining



For more information, please visit: <https://mireu.eu> or MIREU Knowledge Portal

WP4 SLO SWOT Case Study

KAIVOSVASTUU

Finnish Network for Sustainable Mining

The aims of the network are to develop an open, balanced and continuous dialogue and co-operation between the mining industry and its stakeholders, and promote the development of more responsible, sustainable and predictable mining practices in Finland.

STRENGTH

- Initiated by the government & supported for 2 years
- Neutral network – balanced membership & stakeholders
- Co-planning & co-decision making with stakeholders
- Co-establishing sustainable Finnish sustainable mining protocols with stakeholders

“Sharing objective information.”

- Adopted all of Canada's Toward Sustainable Mining Protocols & added 2 more (water and closure) to tailor it for Finland
- The public feels industry is more accountable and has more confidence in industry because of the liability standards adopted by the Network
- Members of the Network clearly see the Network as being a major achievement and support it and want to see it continue

WEAKNESS

- Finnish government ceased funding the Network after the first 2 years and now it must raise its own money to continue
- The Network is not very visible to the public and its work remains largely unknown
- Missing key interest groups in the Network

**“The greatest risk is the lack of commitment of the stakeholders and parties.
The Network is as strong as its partners, meaning if they leave, there's no Network.”**

OPPORTUNITY

- Rebuilding trust towards the government and mining
- Attracting more investments with clear rules & a common platform

“Reflecting the needs of stakeholders, through an active dialogue, an assessment of what stakeholders expect from the mines.”

- Building stakeholder relationships
- Supporting research on sustainable mining practices especially developing technologies with lower impacts

THREAT

- Politicising the Network

“Certain political parties may question the works of the Network.”

- Decreasing visibility of the Network due to lack of funding
- Voluntary commitment
- Since Talvivaara disaster, there have not been significant environmental problems so there could be a loss of interest in and momentum for the Network's activities
- More regulation in royalties and linking to the concept of a circular economy may cause a decrease in time and funding with respect to social issues

4.2.2 SWOT on the Communities of Interest Protocol in Spain



For more information, please visit: <https://mireu.eu> or MIREU Knowledge Portal

WP4 SLO Spanish SWOT Case Study

Adoption of the Community of Interest Protocol as a UNE Standard

The Spanish Association for Standardisation (UNE) develops technical standards. Based on Canada's TSM commitment, the community of Interest (COI) became a UNE standard in 2019. It will provide a communication procedure for companies that will improve community engagement.

STRENGTH

- UNE is independent from politics and considered trustworthy
 - COI is a best practice standard for community engagement
 - COI provides companies with clear rules and a systematic communication procedure
- "Measurable indicators are a good way to assess the implementation in an objective way."**
- Industry welcomes adoption of the COI
 - COI is beginning to be incorporated in the tendering process in some regions

WEAKNESS

- Low public awareness of the UNE Sustainable Mining Standards
 - Mining companies view utility of UNE as low – no economic incentives- and very few have joined
 - COI involves onerous data gathering and reporting requirements
 - Implementation of COI at the regional or local levels could vary widely
 - National government's interest in the mining standards of UNE is low as they do not help enforce legislation but are 'over-and-above' requirements
- "If it is not required by law, it would be more difficult to engage companies."**

OPPORTUNITY

- Implementation at the regional or local levels provides a mechanism to build long-term relationships with affected communities
 - COI could allow regional authorities more oversight over community engagement
 - Can be incorporated into the tender process for mining concessions
 - Companies with similar practices can be easily certified
 - Better investment climate
 - By adhering to the COI, industry can prove it willing exceeds legal requirement
- "COI certification will operate as a guarantee to companies & in turn should reduce the burden on the administration."**

THREAT

- Might not satisfy all opposition
 - Industry is concerned that more community engagement may result in unmet expectation
- "Certain political parties may question the works of the Network."**
- Could put smaller companies with little financial resources at disadvantage
 - No separate certification for COI and implementing the whole UNE 22470/80 is costly
 - Low support from the government in UNE 22470/80
 - Voluntary commitment

4.2.3 SWOT on Saxony's Raw Materials Education Initiative



Prepared by GKZ with reference to contributions from GKZ members
For more information, please visit: <https://mireu.eu>, MIREU Knowledge Portal or <https://www.gkz-ev.de>

WP4 SLO SWOT Case Study

Rohstoffbewusstsein Saxon Raw Material Strategy Guideline 8: Awareness of raw materials

In the Saxon Raw Materials Strategy, the Guideline 8: Awareness of raw materials intends to work towards a knowledge-based communities awareness of raw materials. The activities are to be performed by the society as a whole.

STRENGTH

- Initiated and funded by the State by decision of the Members of the Saxon State Parliament
- Raising Raw Material Awareness at all levels (i.e. education, media and decision-makers)
- Regular contacts with targeted stakeholders
- Flexible structure of the working group encouraging creative approaches
- Proven increase of acceptance of the Saxon raw materials sector
- Raising interests of teachers and their organisations in raw materials sector
- Institutionalisation of studies and research on acceptance

WEAKNESS

- Strategy is subjected to a government's coalition agreement, consequently has only a limited lifetime in contrast to the long-term frame needed for mine development
- Too little inter-ministerial cooperation on the performance of the Strategy to achieve synergies
- Lack of coordination and systematic approaches between numerous activities on the subject

OPPORTUNITY

- Further funding and policy supports from the governments
- Improved industrial acceptance attracting more investments
- Attracting young careers to RM sector
- Balancing interests in valorisation of cultural heritage and mine resumption
- Continuing acceptance research as part of the RM research hub expertise in Freiberg
- Considering societal challenges and new mainstreams, subjected to new party majorities and EU level agendas
- Commitment of the State government to mining and generation of a generally positive investment climate
- Increasing raw materials awareness of general public

THREAT

- Strategy subjected to political climate
- Decreasing number of students in RM related fields
- Due to the reduction of mining activities, there are fewer jobs and less need for skilled labour force
- Declining trust in authority and experts