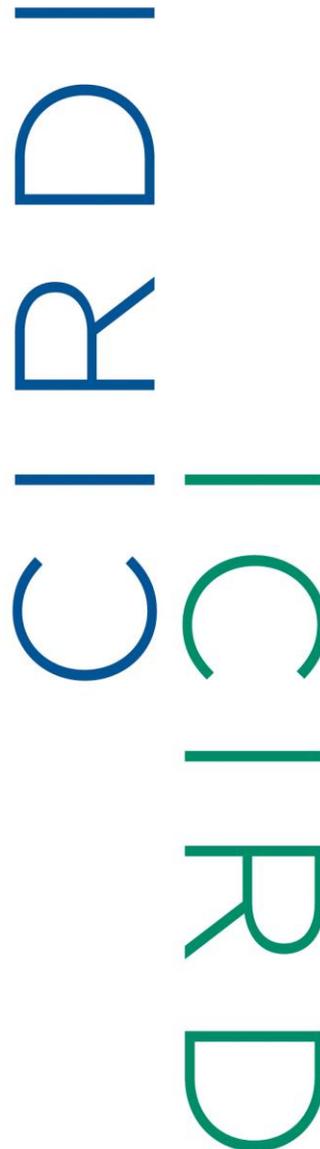


CANADIAN  
INTERNATIONAL  
RESOURCES AND  
DEVELOPMENT  
INSTITUTE

# Advisory Council Report

Inaugural Meeting on  
Friday, January 30, 2015



INSTITUT  
CANADIEN  
INTERNATIONAL DES  
RESSOURCES ET DU  
DÉVELOPPEMENT

Date of Report: February 18<sup>th</sup>, 2015

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## ADVISORY COUNCIL REPORT INAUGURAL MEETING

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APPENDIX A: LIST OF PARTICIPANTS

## ADVISORY COUNCIL REPORT INAUGURAL MEETING

Meeting Date: Friday, January 30, 2015; 10h00 – 15h00  
 Location: Liu Institute for Global Issues, University of British Columbia, 6476 NW Marine Drive, Vancouver, BC Canada V6T 1Z2

### 1. Introduction

This report presents a summary of discussions of the inaugural Advisory Council meeting of the Canadian International Resources and Development Institute (CIRDI) on January 30, 2015. The Council will have an advisory role to the Executive Board on issues that have significant impact on the accomplishment of CIRDI’s mission and strategy, with decision-making authority remaining with the Executive Board. A list of participants of the meeting is available in Appendix A to this report.

### 2. Summary of Action Items

Below is a summary of action items arising from the Advisory Council meetings. Action items are reported until complete.

ACTION ITEMS				
#	ITEM	Responsible	Timeline	Status
1 – Jan. 30	Organize next meeting in June 2015  Meeting should be 1½ or 2 days.	CIRDI	By May 2015	In progress
2 – Jan. 30	Provide Advisory Council report and brief 4 members unable to attend the first meeting due to scheduling conflicts.	CIRDI	By end February 2015	In progress
3 – 30 Jan.	Revise Terms of Reference	CIRDI	May 2015 (present to AC before next meeting)	In progress
4 – 30 Jan.	Prepare additional briefing materials before next meeting	CIRDI	May 2015	In progress

### 3. Opening Reception

In the evening of Thursday, January 29, a cocktail reception was hosted by CIRDI for Advisory Council and Executive Board members to meet and get to know each other prior to the inaugural Advisory Council meeting.

### 4. Welcome and Introductions

The inaugural meeting was convened at 10am on Friday, January 30. The Chairs of the Executive Board and of the Advisory Council each welcomed the participants of the meeting.

The Chair of the Advisory Council invited each of the participants of the meeting to introduce themselves.

### 5. Dialogue on Trends and Perspectives on CIRDI's role in the Extractives Sector

After the initial introductions, the Chair of the Advisory Council requested each participant to express what they thought was a burning issue that they would like to discuss surrounding CIRDI's work. The issues discussed are reproduced as follows:

1. How might CIRDI contribute to the reduction of poverty as indicated in its mission statement?
2. What are CIRDI's areas of focus and value-added in bringing Canadian best practices to the world?
3. How to make use of academic leadership to provide a multi-sectorial approach?
4. How to assess the impact CIRDI has – where are we making a difference? Can we have a short-term impact?
5. How can CIRDI help design practices and regulatory frameworks to achieve more mutually beneficial co-existence between companies that have financial and technical resources and communities who want a level of prosperity?
6. Rather than having an overly broad approach, where are the most effective areas that CIRDI can focus on to help developing countries benefit from the extractive sector? Is there a way to conceive high-impact, low-cost response mechanisms for specific, targeted issues?
7. How can CIRDI help address secondary effects of growth in developing countries that cause conflict?
8. How can CIRDI stay abreast of issues in the field and not take a top-down approach?
9. Is there a lack of human capacity in developing countries for effective and sustainable delivery of CIRDI project outcomes?
10. How can CIRDI ensure access to mining leaders' insights relevant to its strategy?

In the afternoon, the participants discussed how CIRDI should concentrate its efforts to address these trends. The participants also took note that the Canadian Council for International Cooperation (CCIC) Working Group on Mining were creating their own list of 10 "burning issues" that would be presented in the next couple of months.

Further critical trends of the extractives sector that were identified by the participants of the meeting in the afternoon included (without suggesting priority):

- Indigenous communities' issues of governance and self-determination in relating to extractive industries
- Water quality and availability management
- Community and government human capacity-building
- Developing a poverty assessment tool
- De-risking supply chains
- Security issues
- Dispute resolution processes
- At the operational level, clarifying what industry is expected to contribute to economic development and poverty reduction
- Benefits-sharing agreements
- Integrated multi-stakeholder approaches to inclusive economic development and added social value
- Addressing models of development of the extractive industry sector in different settings (rural, urban, local, national, regional, etc.)
- Rapid response mechanisms and access to support to develop policy, local capacity and skills
- Building social capital at the community level

Participants agreed that these were trends that CIRDI could consider in the future orientation of its programming and operations.

## 6. CIRDI Orientation

The Chair of the Executive Board shared a presentation on CIRDI's background, mandate, programming, vision, and other information.

The presentation highlighted the complex governance structure of CIRDI, involving multiple stakeholders, a Contribution Agreement with DFATD, and separate agreements among the coalition university partners.

### 6.1 New Administrative Home: Liu Institute for Global Issues

The initial home of CIRDI was the Norman B. Keevil Institute of Mining Engineering at UBC. Since CIRDI is intended to be cross-university, the UBC Liu Institute for Global Issues allows for greater outreach to other faculties in the social sciences and increased inter-disciplinarity. The Liu Institute will also present an opportunity to mobilize various networks of expertise.

## 6.2 Funding Structure of CIRDI

The funding structure of CIRDI is as follows:

- \$24.6 million over five years (2013-2018) from DFATD
- \$11.9 million - mostly in-kind - from coalition partners (UBC, SFU, EPM)
- \$4.3 million cash and in-kind from partners

CIRDI is accountable for in-kind contributions. It is currently developing and implementing the necessary procedures to calculate these contributions.

CIRDI is expected to be self-sustainable after the DFATD funding has expired. At the moment, funding of self-sustaining initiatives is not from private industry.

## 6.3 Programming

CIRDI's four program areas are currently the following:

1. Sustainable Development and Governance of the Extractive Sector
2. Transformation of Artisanal and Small-Scale Mining (ASM)
3. Multi-Stakeholder Integration of Extractive Projects in Communities
4. Economic Diversification and Local Supply Chains

The four program areas are meant to cover a spectrum of what can be achieved in terms of capacity-building, advisory services to developing country governments, and applied research. They are deliberately general to avoid pre-defining areas of focus.

The Advisory Council was requested to help CIRDI examine whether and how these program areas could be re-defined except for ASM which is currently a major area of activity of CIRDI. Advisory Council members requested some additional background on each program area and CIRDI's priorities.

Another aspect of CIRDI's programming discussed was that projects are mostly request-driven by host governments in developing countries. Coalition members and collaborators are nonetheless considered to have an important role, particularly academic institutions in other countries, as well as with industry representatives. Advisory members requested Board members to share CIRDI's needs to help identify potential areas of collaboration.

## 6.4 CIRDI Projects

The Executive Director of CIRDI presented information about current projects implemented by CIRDI, future opportunities and the project assessment process.

First, the assessment of projects was briefly described. This process is based on a Proposal Assessment Checklist, available at: [http://cirdi.ca/wp-content/uploads/2014/01/CIRDI-ProposalAssessmentChecklist\\_2015Jan23.pdf](http://cirdi.ca/wp-content/uploads/2014/01/CIRDI-ProposalAssessmentChecklist_2015Jan23.pdf). The main criteria of this checklist are in

Sections A (Objective & Rationale) and B (Outcomes & Results). The assessment process helps to determine if there are similar initiatives taking place to avoid duplication of efforts.

Examples of current successful projects developed or implemented by CIRDI include:

- Building ASM Training Centres in Latin American countries
- Strengthening mining governance in the Union Économique et Monétaire Ouest Africaine (UEMOA) region
- Needs assessment and creation of mineral audit agencies (Tanzania, Kenya)
- Health impact assessment workshop in partnership with the World Health Organization (Mongolia)
- Strengthening local capabilities in the extractive industries in Guyana with the Inter-American Development Bank (IADB)

The Executive Director also described some anticipated project opportunities at CIRDI. Importantly, these are initiatives for which CIRDI was approached by host governments and local connections in host countries.

The Advisory Council discussed how to further engage the various strategic partners of CIRDI in projects, as well as expertise of academic coalition partners. It was generally agreed that the projects that CIRDI will continue to undertake will help to define its expertise.

At the same time, the Advisory Council was of the view that to ensure its sustainability, CIRDI would need to determine its added value or niche of expertise in international development. The right balance would need to be achieved in attracting the appropriate expertise for each project, integrating applied research and other technical expertise.

## 7. Terms of Reference

The Terms of Reference (TORs) were presented to Advisory Council members in the meeting package. It was agreed that they should be approved on a consensual basis.

The TORs were determined to need further refinement based on existing models of other organizations working in similar areas and on the following items:

- The composition of the Advisory Council needs to be re-visited, particularly, the student position and whether other categories were filled or needed to be included.
- How information would be communicated and shared on the outcomes of meetings.
- Members are expected to participate in their personal capacity, rather than as representatives of their organizations.
- Clarification on the conflict of interest clause and members' organizations as strategic partners of CIRDI.
- Duration of each member's mandate (ex: single-year renewal, 3 years, etc.).
- Members' duties need to be clarified, particularly two clauses:
  - "Assist in the development and ongoing review of the Institute's strategy, objectives and priorities";
  - "Communicate and advance the Institute's vision and programs to external

constituencies such as governments, non-governmental organizations and industry”.

- Consider the inclusion of the TORs on the CIRDI website.

## **8. Program Area Presentation: Transformation of Artisanal and Small-Scale Mining**

In the afternoon, a presentation was given on CIRDI’s program area in Artisanal and Small-Scale Mining. This presentation demonstrated an area in which CIRDI has made a niche where it can have significant impact.

The sustainability of the ASM projects at CIRDI is being ensured through the development of training centers. An important aspect to focus on has to do with ensuring that trainers are available to keep these training centres running.

## **9. Closing of the Meeting**

All the participants agreed that the first meeting was positive as a first presentation of CIRDI to the Advisory Council. The diversity of experiences of the Advisory Council members was highlighted as a strength that will help CIRDI in its future work.

## APPENDIX A: LIST OF PARTICIPANTS

### ADVISORY COUNCIL MEMBERS

**Present:**

Name	Title, Organization
Jim Cooney, Chair	Adjunct Professor, Norman B. Keevil Institute of Mining Engineering, UBC and Simon Fraser Beedie School of Business
Ben Chalmers	Vice-President, Sustainable Development, Mining Association of Canada
Steve D'Esposito	President, RESOLVE, Inc.
Susan Joyce	Principal and Co-Founder, On Common Ground Consultants, Inc.
Patricia Peña	Director General, Economic Development, DFATD
Paulo De Sa	Practice Manager, Energy & Extractives, World Bank Group
Bruce Sprague	National Mining Leader, Mining & Metals, Ernst & Young
Edward (Ted) Thomas	Private Sector Partnerships Advisor, CARE Canada

**Regrets\*:**

Name	Title, Organization
Janine Ferretti	Chief, Environmental Safeguards Unit, Inter-American Development Bank
Ian Satchwell	Director, International Mining for Development Centre
Sam Burton	Advocacy Manager, Engineers Without Borders
Larry Phillip Fontaine	President, Ishkonigan Consulting and Mediation Inc.

### EXECUTIVE BOARD MEMBERS

**Present:**

Name	Title, Organization
Dr. Danny Shapiro, Chair	Professor, Global Business Strategy, Simon Fraser Beedie School of Business
Daniel Dumas	Executive Director, CIRDI
Dr. Carolyn Egri	Professor, Management and Organization Studies, Simon Fraser Beedie School of Business
Prof. Moura Quayle	Director, Liu Institute for Global Issues; Professor, Strategic Design, UBC
Stephen Nairne	Managing Director, Lundin Foundation

**Regrets\*:**

Name	Title, Organization
Dr. Helen Burt	Associate VP Research & International; Professor, Pharmaceutical Sciences, University of British Columbia
Dr. Line Dubé	Director, International Relations Office, École Polytechnique de Montréal
Arlin Hackman	Consultant & former VP, Conservation & Chief Conservation Office, World Wildlife Fund

### CIRDI STAFF MEMBERS

**Present:**

Name	Title, Organization
Mairi Murchison	Director, Institute Development and Management, CIRDI
Peter Jones	Executive Coordinator, Secretary to the Advisory Council
Helene Dragatsi	Program Lead, Secretary to the Advisory Council