

# Advisory Council

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Report on the meeting held Thursday, May 5<sup>th</sup>, 2016

CIRDI

CANADIAN  
INTERNATIONAL  
RESOURCES AND  
DEVELOPMENT  
INSTITUTE

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**ADVISORY COUNCIL REPORT**  
**Report on Third Meeting**

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## ADVISORY COUNCIL Report on Third Meeting

Meeting date: Thursday, May 5<sup>th</sup>, 2016; 09:30 am – 4:00 pm PDT  
Location: Beedie School of Business, Simon Fraser University  
500 Granville Street, Vancouver, BC Canada V6C 1W6

### Introduction

This report presents a summary of discussions of the Third Advisory council meeting of the Canadian International Resources and Development Institute (CIRDI) on May 5, 2016. The Council has an advisory role to the CIRDI Board on issues that have significant impact on the accomplishment of CIRDI's mission and strategy. A list of the meeting participants is available in appendix A to this report.

### Summary of Action Items

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

#	ITEM	Responsible	Complete By	Status
1.	Convene nominating committee for student representative on Council	CIRDI	November 2016	In progress
2.	Provide draft Advisory Council report to Council members	CIRDI	August 2016	In progress
3.	Revise Terms of Reference	CIRDI	November 2016	In progress
4.	Generate Advisory Council profile matrix	CIRDI	November 2016	In progress
5.	Feedback provided to Council members on advice given	CIRDI	November 2016	In progress

### Welcome and Introductions

The meeting was convened at 9:30 am PDT. The Chairs of the CIRDI 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, and to briefly describe current issues relevant to their work, and to the work of CIRDI.

### Current Issues Relevant to CIRDI

The issues discussed have been summarized as follows:

- Voluntary principles on human rights;
- Canada's International Assistance Review;
- Sustainable Development Goals;
- Paris Agreement (from COP21 in Paris, December 2015) – climate action commitments – but what does an integrated approach to climate action look like?
- Carbon climate impact on the mining sector;

- The community-company-government interface – how best to ensure the community is brought into interactions with companies and governments;
- Educating students on the environment and sustainability – the growing expectation to “walk the talk”;
- Water management, and as part of integrated resources management;
- Industry synergies around water management;
- Indigenous participation in mining – not just in the benefits, but in the process itself;
- Industry innovation – how industry might strike a balance during the down cycle;
- Industry innovation – how will mining be different in the future? How will we think about mining, the products of mining?
- Shifting away from the psychology of cycles – adopting best practices regardless of an up or down cycle;
- Community development agreements, and helping communities avoid fiscal mismanagement;
- Voluntary responsible mining initiatives;
- Downstream uncertainty and confusion – who’s using minerals, and in what products?
- Transparency – are we entering the age of super-transparency (example of Panama papers)?
- CIRDI’s generational mission – longer term, regional intervention, to achieve a number of environmental and social goals over time;
- Community opposition to financing projects – attempting to find the underlying causes;
- Sustainable infrastructure – what does this look like? And not just with regard to mining, but hydrocarbons, and other environmental issues;
- Learning from experience – from all related sectors, not just mining;
- Transfer pricing – greatest source of revenue leakage in Africa, according to recent study;
- Turning latent value into realized value – mining lower grade resources – how do governments and communities work to make sure that value can be derived, even as the grade of the resources steadily declines?

### **Advisory Council Terms of Reference – Discussion**

The revised Terms of Reference (TOR) were presented to Advisory Council members in the meeting package. The following changes were suggested:

- Remove section: “Regional, national, and local focus in developing countries;”
- Include a definition of “industry representation” on the Council;
- Consider language on confidentiality, and implications for requests under the Freedom of Information and Protection of Privacy Act;
- Include statement on transparency;
- Add a description of the communication mechanism between the Advisory Council and the Board;
- Specify terms for the nominating committee for a student representative on the Council. The committee is to have four members: two from the Council, and two from the Board.

## CIRDI Strategic Plan – Presentation & Discussion

Cassie Doyle, CIRDI Chief Executive Officer, gave a presentation on CIRDI's draft strategic plan. This presentation provided an overview of the new strategic plan, as well as an update on CIRDI's progress.

Council members made a number of recommendations for adjusting the language at multiple points throughout the presentation. The following questions, comments and suggestions were given to help improve CIRDI's strategic plan:

- Where does the definition of CIRDI's niche come from, and where, and for whom, is this niche recognized, or would add value?
- Strategic thread to consider – the risk profile related to ASM;
- What is CIRDI's simple value proposition? – recommend including something succinct and persuasive in the plan;
- CIRDI's approach/methodology for specific issues – recommend clarifying the approach, to be able to connect outcomes to results to impacts;
  - Consider mapping CIRDI projects onto the areas of focus;
- The Sustainable Development Goals – recommend CIRDI identify which ones CIRDI has a role to play in;
- The definition of governance – recommend the plan further clarify CIRDI's specific definition of governance;
- CIRDI's Theory of Change – recommend combining the Theory of Change with the Logic Model, and including them in the plan; this may help in demonstrating how CIRDI is able to measure impact;
- Transparency – consider further articulating CIRDI's approach in the Communications section of the plan;
- Activity/resource following from plan – recommend CIRDI consider establishing openly accessible library of knowledge.

The Council was informed that following the planned set of consultations on the strategic plan, that it would be re-circulated, and comments would still be welcome.

## CIRDI Project:

### Integrated Management and Governance in Extractives (IMAGinE) Mongolia

#### Presentation & Discussion

Julian Dierkes, Project Lead, and Associate Professor and Keidanren Chair in Japanese Research with UBC's Institute of Asian Research, gave a presentation on CIRDI's IMAGinE Mongolia project. This presentation provided an overview of the three main pillars of the project: (1) to educate the public about mining/extractives; (2) to build the administrative capacity of Mongolian provinces; and (3) to share Mongolia's experiences with emerging resource economies through peer-to-peer learning.

Following the presentation, the Council discussed the project, including the following discussion points:

- Measuring outcomes from interactions, and adding value – CIRDI is building curriculum off of baseline study, then following this with survey to gauge improvements in public awareness of mining;
- The power of local stories – CIRDI will be conducting interviews with key stakeholders at the upcoming workshop, and will reconnect with interviewees at regular intervals (i.e., 2 months, 6 months, 8 months, etc.) to better capture local perspectives;
- Impact and Benefit Agreements (IBAs);
- Inclusion of a social dimension in Mongolian land use planning;
- Mining and herding as dominant forms of economic activity in Mongolia, and the implications for integrated resource management;
- Relevant CIRDI coalition learning technology, and related expertise;
  - Students as important actors in the project, helping to link the various stakeholders;
  - Partnering with local universities, and developing curriculum targeted at key beneficiaries;
  - Knowledge transference, and learning style adaptation;
  - A CIRDI approach to learning and education;
    - cf. the learning lab approach used by IM4DC;
- Engaging with industry in Mongolia;
- Regional peer-to-peer learning, between countries with cultural and/or geographic affinities.

## **CIRDI Project:**

### **Ethiopia – Supporting the Ministry of Mines (SUMM)**

#### **Presentation & Discussion**

Mairi Murchison presented an overview of the Ethiopia SUMM project, which is beginning its inception phase. This provided the council with the context of Ethiopia's mining industry, and the needs of its Ministry of Mines, Petroleum and Natural Gas. CIRDI's contribution to Ethiopia for this project fall into three general categories: improving practices of mineral licensing, the quality and availability of geoscience data, and related administration, and human resource development and management. The Council was informed that this project represents the first major project (i.e., multi-year, over 1 million budget) external to CIRDI's original contribution agreement, and holds the potential to significantly build upon CIRDI's expertise.

The council discussion is summarized as follows:

- Improving governance during commodity down cycles, to better enable maximum benefits to be captured when an up cycle returns;
- Geoscience expertise in Canada; cadastral system expertise in government mining agencies and ministries (i.e., BC Ministry of Energy and Mines);
- CIRDI Partnering with local academic institutions in Ethiopia;
- Ethiopian gemstone industry, and opportunities for related vocational training;
- Other long-running development projects in Africa – consider and compare with CIRDI's approach; some have resulted in many knock on effects (i.e., smartphone accessible maps of the West African craton, etc.).

**Close of the Third Advisory Council Meeting**

## Appendix A: Advisory Council Meeting Attendees

Participants at advisory council meeting June 25-26, 2015 in Vancouver, BC.



Advisory council members	
Name	Title, Organization
<b>Cynthia Callison</b>	Founding Partner, Callison & Hanna, Indigenous Advocates
<b>Ben Chalmers, Chair</b>	VP Sustainable Development, Mining Association of Canada
<b>Steve D'Esposito</b>	President, RESOLVE, Inc.
<b>Janine Ferretti</b>	Chief, Environment and Social Safeguards Unit, Inter-American Development Bank
<b>Ian Satchwell</b>	Senior Fellow, Perth USAsia Centre, University of Western Australia; Adjunct Professor, Sustainable Minerals Institute, University of Queensland
<b>Bruce Sprague</b>	National mining leader, mining & metals, Ernst & Young
<b>Edward (Ted) Thomas</b>	Sustainability & Climate Change, Deloitte
Regrets	
<b>Susan Joyce</b>	Principal and co-founder, On Common Ground Consultants, Inc.
<b>Patricia Peña</b>	Director General, Economic Development, DFATD
<b>Paulo De Sa</b>	Practice manager, energy & extractives, World Bank Group

CIRDI board members	
Name	Title, Organization
<b>Cassie Doyle</b>	Chief Executive Officer, CIRDI
<b>Arlin Hackman</b>	Consultant and former VP Conservation, World Wildlife Fund (WWF) Canada
<b>Doug Horswill</b>	Former Senior VP, Sustainability, Teck Resources
<b>Louise Millette</b>	Director, Department of Civil, Geological and Mining Engineering; Head, Sustainable Development Office, EPM
<b>Moura Quayle, Chair</b>	Board Chair, CIRDI; Director, Liu Institute for Global Issues, and Professor, Strategic Design, University of British Columbia
Regrets	
<b>Helen Burt</b>	Associate VP Research & International, and Professor, Pharmaceutical Sciences, University of British Columbia
<b>Ali Dastmalchian</b>	Professor and Dean, Beedie School of Business, Simon Fraser University
<b>Joy Johnson</b>	VP Research, Simon Fraser University
<b>Stephen Nairne</b>	Managing Director, Lundin Foundation

**CIRDI staff members**

<b>Name</b>	<b>Title, Organization</b>
<b>Gilian Dusting</b>	Manager, Communications and Media Relations
<b>Peter Jones</b>	Governance Officer
<b>Mairi Murchison</b>	Director, Business Development
<b>Elaine Pura</b>	Chief Operating Officer

**Other participants**

<b>Name</b>	<b>Title, Organization</b>
<b>Julian Dierkes</b>	Associate Professor and Keidanren Chair in Japanese Research, Institute of Asian Research, University of British Columbia
<b>Robert Stevens</b>	Associate Dean, Natural Resources and Engineering, British Columbia Institute of Technology
<b>Jillian Stirk</b>	Consultant, former Canadian Ambassador to Norway
<b>Eric Werker</b>	Associate Professor, Strategy and International Business, Beedie School of Business, Simon Fraser University