

# Advisory Council

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Report on the meeting held Thursday, November 17<sup>th</sup>, 2016

CIRDI

CANADIAN  
INTERNATIONAL  
RESOURCES AND  
DEVELOPMENT  
INSTITUTE

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**ADVISORY COUNCIL REPORT**  
**Report on Fourth Meeting**

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## ADVISORY COUNCIL Report on Third Meeting

**Meeting date:** Thursday, November 17<sup>th</sup>, 2016; 09:30 – 11:30 am PST

**Location:** In-person at: P.A. Woodward Instructional Resources Centres, Room B8  
University of British Columbia, 2194 Health Sciences Mall, Vancouver BC V6T 1Z3.  
Remotely via videoconference.

### Introduction

This report presents a summary of the discussion at the Fourth Advisory Council meeting of the Canadian International Resources and Development Institute (CIRDI) on November 17<sup>th</sup>, 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	February 2017	In progress
2.	Provide draft Advisory Council report to Council members	CIRDI	December 2016	In progress
3.	Revise Terms of Reference Revisions to include: <ul style="list-style-type: none"><li>• Definition of 'industry representation' on the Council;</li><li>• A statement on transparency;</li><li>• Description of the communication mechanism between the Council and CIRDI Board.</li></ul>	CIRDI	May 2017	In progress

**NOTE:** Feedback on the advice given by the Council is provided by the CIRDI Board on an ongoing basis, and has therefore been removed as an action item.

### Welcome and Introductions

The meeting was convened at 9:30 am PST. The Chairs of the CIRDI Board and of the Advisory Council each welcomed the participants of the meeting, including new Council members Andrew Cheatle, Marian Campbell-Jarvis and Christopher Sheldon. The Chair of the CIRDI Board invited each of the participants of the meeting to introduce themselves.

## Review of Previous Meeting Report

Regarding action items from the previous meeting report, the Council was informed that the CIRDI Board Governance Committee recommended that the Advisory Council Chair approve and oversee the nomination process for a student representative on the Council. The Council was also informed that the draft terms of reference for the Council were being included in a CIRDI Governance Manual, and that revised terms would be circulated to the Council before the next meeting.

A matrix was generated to profile the Council's areas of expertise. This document was circulated to Council members on November 17<sup>th</sup>.

Regarding the communication mechanism between the Council and the CIRDI Board, the Council was informed that at the May 6<sup>th</sup> CIRDI Board meeting, the Board suggested the Board Chair and Council Chair generate a summary of the discussions following each meeting, and that this would be the primary mode of communication. As the Council Chair does not attend CIRDI Board meetings, the CIRDI Board Chair will prepare a summary of the Board discussion, and review it with the Council Chair. The Council and Board Chair will then present this summary at the next Council meeting. The Council terms of reference will be revised to reflect this.

When asked for general comments on the previous meeting report, the Council expressed that, where possible, it would note formal recommendations made on behalf of the Council as a whole—i.e., consensus. In other situations, there will be a range of perspectives shared. CIRDI will be clear in agendas as to whether a consensus recommendation is being sought, or just a range of perspectives that will come out of a rich discussion on any given topic.

## CIRDI Future Growth Strategy

### Presentation and Discussion:

Cassie Doyle, CIRDI CEO, presented CIRDI's Future Growth Strategy to the Advisory Council members.

The following is a summary of the discussion regarding the strategy that followed the presentation:

**Partners** – While continuing to build upon its individual connections, CIRDI is now turning more focus to establishing institutional connections. CIRDI is looking to build relationships – engage with universities in-country as key partners, help to build their capacity as well.

In responding to the strategy, the Council stressed placing more emphasis on in-country partners, with governments at the centre as the most important – co-delivery with governments will be key to CIRDI success.

- Regarding co-delivery, and developing countries providing resources to contribute to projects, the Council noted that the down cycle has meant, and may continue to mean, that some countries have less revenue than anticipated to contribute to development projects. This is something the Council suggested CIRDI consider for cooperative funding arrangements with developing country partners.

The Council suggested expanding a bit more on some of the opportunities CIRDI has had with partners, even if those opportunities haven't yet been realized. This may help with CIRDI's partnership development.

The Council suggested CIRDI expand its definition and consideration of opportunities with industry. Industry and multi-lateral funding opportunities will be critical to CIRDI sustaining itself. This expansion should differentiate the relevant producers, explorers, associations (i.e., PDAC, MAC), and institutions (i.e., CMIC, etc.).

**Multi-lateral Development Banks:** The Council informed that there is significant funding being allocated for activities focused on climate issues. The Council suggested CIRDI consider this in articulating its strategy.

**Global Affairs Canada:** The Council discussed the recent International Assistance Review, which largely reinforced current thinking about areas of importance, with a few outliers. Going forward, there will be more emphasis on governance, transparency, and the environment, but also on Indigenous rights, human rights, and community issues.

**Additional Partners:** Members of the Council suggested additional groups for the list of potential partners, including:

- IGF – Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development;
- CEMESE – Canadian Association of Mining Equipment and Services for Export;
- CIM – Canadian Institute of Mining, Metallurgy and Petroleum;
- CMIC – Canadian Mining Innovation Council;
- AMDC – African Minerals Development Centre;
- MEfDA – Minerals and Energy for Development Alliance.

**CIRDI's Unique Value Add** – The Council discussed a CIRDI approach that integrates all 5 focus areas as better demonstrating CIRDI's added value. A model of this kind, especially if centred on things like ASM or mine closure, would better position CIRDI for winning funding.

Regarding securing new funding, the Council recommended focusing on leveraging the expertise CIRDI has, and establishing a pipeline of priority countries for CIRDI to work with.

**Indigenous Rights** – The Council suggested that Indigenous rights should be more visibly incorporated into CIRDI programming. CIRDI should seek to take advantage of the growing body of best practice in Canada – there is expertise across sectors, and it may be useful for the strategy to articulate ways to leverage this expertise.

The Council was informed that a priority for CIRDI moving forward will be to integrate Indigenous Rights into program delivery. This could include examples such as the approach to Impact Benefit Agreements in Canada.

**Gender Issues** – The Council was informed that CIRDI plans to develop a niche in gender issues. This will also be an important area for the Government of Canada, moving forward. The Council was informed that CIRDI is looking to develop a project component centred on gender and ASM.

**Leveraging our resources** – The Council discussed cooperative funding with developing country governments as a good way to bring governments in as real partners in CIRDI projects.

The Council recommended that CIRDI leverage a key university strength: teaching and learning (i.e., pedagogy; learning that ‘sticks’). Emphasizing this strength will be key to potential future business opportunities.

**New programming and funding** – The Council was informed that site closure/reclamation has been identified as a clear area for CIRDI to focus on – combining governance and technical aspects, and including environmental assessments. CIRDI is considering opportunities for training in Tanzania, Ghana and Argentina.

**Developing fee-for-service products** – The Council discussed CIRDI’s plans for developing fee-for-service products, and noted that this model is somewhat different from CIRDI’s current model. Historically, this model is not always effective or efficient in a university setting. The Council suggested that if CIRDI seeks to develop fee-for-service products, it should be aware of the potential for losing money on such undertakings, and should give some thought to plans for minimising this risk.

**The question of focus** – Should CIRDI focus on covering a broad range of issues versus focusing on a few key areas? Which approach has greater potential for impact? If the latter, how should CIRDI prioritize which issues to focus on?

- A Council member suggested it might be worthwhile to undertake a mapping exercise, to lay out and compare different factors in order to identify clusters. These factors might include: where CIRDI is working; where expertise is concentrated; where mining activity is concentrated; and where Global Affairs is focused; among other potential factors.
- The Council offered other suggestions for finding focus, including collaborative diagnostic projects/activities, i.e., instruments and mechanisms for better understanding country needs. The Council noted that these could be very useful in helping CIRDI on a path to self-sustainability.
  - For example, the World Bank may look to partner with CIRDI for more specific deliverables (i.e., diagnostic tools – understanding country needs, and coordinating different partners for maximum impact).

**CIRDI's Brand** – Deepening CIRDI's profile and improving its brand

- CIRDI's function vis-à-vis universities: The Council was informed that learning and training often form the core at almost every CIRDI project;
- Whereas the strategic plan articulates a set of values, CIRDI should look more closely at how those values translate on specific issues, such as those related to Indigenous rights;
- The Council suggested that an integrated approach that embeds CIRDI core values may help to determine its direction, and project priorities.

## **CIRDI Project:**

### **TransMAPE Ecuador**

#### **Presentation & Discussion**

Mikhaela Meznaric, CIRDI Program Manager for the TransMAPE Ecuador project, presented the project to the Advisory Council. The main objective of this project is the development, and integration of an evidence-based and locally appropriate training program into national objectives. The training program will be aimed at building capacity in environmentally sound, safe, and economically efficient mining practices.

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

- A shift in CIRDI's approach: the Council was informed that the project targets the strengthening of institutions, rather than focusing its approach around training centres, as was followed in the past;
- The Council recognized that this project demonstrates how CIRDI, and Canada in general are making efforts to tackle the very serious issues related to artisanal and small-scale mining;
  - The project presents a unique opportunity to improve education across sectors in Ecuador.

The Council offered a number of suggestions for ways to improve the project, including:

- Strengthening the gender lens on the project – consider whether the content and/or delivery mechanism for the project potentially excludes any groups;
- Emphasizing the health and safety issues being addressed through the project – as this is an integral part of the project, suggest always keeping this in frame when discussing the project.

#### **Wrap-Up and Final Thoughts**

The Council and Board Chairs thanked everyone for their participation, and opened the floor for closing comments.

The participants generally agreed that the meeting format was conducive to an effective discussion.

## Appendix A: Advisory Council Meeting Attendees

Participants at advisory council meeting November 17<sup>th</sup>, remote and in-person.



Advisory council members		
Name	Title, Organization	Remote/ In-person
<b>Cynthia Callison</b>	Founding Partner, Callison & Hanna, Indigenous Advocates	In-person
<b>Marian Campbell Jarvis</b>	Assistant Deputy Minister, Minerals and Metals Sector, Natural Resources Canada (NRCan)	Remote
<b>Ben Chalmers, Chair</b>	VP Sustainable Development, Mining Association of Canada	Remote
<b>Andrew Cheatle</b>	Executive Director, Prospectors and Developers Association of Canada (PDAC)	Remote
<b>Susan Joyce</b>	Principal and co-founder, On Common Ground Consultants, Inc.	Remote
<b>Patricia Peña</b>	Director General, Global Affairs Canada	Remote
<b>Ian Satchwell</b>	Adjunct professor, Sustainable Minerals Institute, The University of Queensland, and Senior fellow, Perth USAsia Centre at the University of Western Australia	Remote
<b>Christopher Sheldon</b>	Practice manager, energy & extractives, World Bank Group	Remote
Regrets		
<b>Steve D'Esposito</b>	President, RESOLVE, Inc.	
<b>Janine Ferretti</b>	Chief, Environment and Social Safeguards Unit, Inter-American Development Bank (IDB)	
<b>Bruce Sprague</b>	Mining & metals leader, Ernst & Young	
<b>Edward (Ted) Thomas</b>	Enterprise Risk (Sustainability & Climate Change), Deloitte	

CIRDI board members (all in-person)		
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>Louise Millette</b>	Director, Department of Civil, Geological and Mining Engineering; Head, Sustainable Development Office, École Polytechnique de Montréal	
<b>Moura Quayle, Chair</b>	Board Chair, CIRDI; Director, Liu Institute for Global Issues, and Professor, Strategic Design, University of British Columbia	
Regrets		
<b>Ali Dastmalchian</b>	Professor and Dean, Beedie School of Business, Simon Fraser University	

<b>Doug Horswill</b>	Former Senior VP, Sustainability, Teck Resources
<b>Joy Johnson</b>	VP Research & International, and Professor, Faculty of Health Sciences, Simon Fraser University
<b>Stephen Nairne</b>	Managing Director, Lundin Foundation
<b>Dirk van Zyl</b>	Professor, Norman B. Keevil Institute of Mining Engineering, University of British Columbia

<b>CIRDI staff members (all in-person)</b>	
<b>Name</b>	<b>Title, Organization</b>
<b>Peter Jones</b>	Governance Officer
<b>Mikhaela Meznaric</b>	Program Manager
<b>Mairi Murchison</b>	Director, Business Development
<b>Elaine Pura</b>	Chief Operating Officer
<b>Robert Stevens</b>	Director, Partnerships and Learning