

# CIRDI

Canadian International Resources  
and Development Institute

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## Advisory Council

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Report on the meeting held on September 12, 2018



# ICIRD

Institut canadien international des  
ressources et du développement

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**ADVISORY COUNCIL REPORT**  
**Report on Sixth Meeting**

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## ADVISORY COUNCIL

### Report on Sixth Meeting

**Meeting date:** Wednesday, September 12<sup>th</sup>, 2018; 9:00 am – 11:00 am PDT

**Location:** In-person at: Canadian International Resources and Development Institute,  
Blue Boardroom  
1606 – 1166 Alberni Street Vancouver BC V6E 3Z3  
Remotely via videoconference (Blue jeans)

### Introduction

This report presents a summary of the discussion at the Sixth Advisory Council meeting of the Canadian International Resources and Development Institute (CIRDI) on September 12<sup>th</sup>, 2018. 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 of this report.

### Welcome and Introductions

The meeting was convened at 9:00 am PDT. The Chairs of the CIRDI Board and Advisory Council, as well as CIRDI's CEO, each welcomed the participants of the meeting and provided opening remarks. The Chair of the CIRDI Advisory Council invited each of the meeting participants to introduce themselves. Participants reviewed and approved the meeting agenda.

### Review of Previous Meeting Report

There were no general comments on the previous meeting report and the report was approved.

### CIRDI Strategic Update

Elaine Pura, CIRDI CEO, provided a CIRDI status update to Council members.

The last meeting of the CIRDI Advisory Council was held in November 2017. Since that time, CIRDI has focused its strategy and intensified delivery of projects as we work to close out the main Contribution Agreement with Global Affairs Canada (2013-2019). All project activities for this Contribution Agreement will be completed by March 2019.

CIRDI has made significant progress in the past two to three years particularly. CIRDI has built its global reach and impact as well as its institutional capacity including CIRDI's unique and innovative methodology, tools and approaches.

Below are some key highlights of CIRDI's reach and impact in the past 5 years outlined in the presentation.

- CIRDI works with **27** global partners, **81** national partners, **6** regional partners and **72** local level partners.
- CIRDI has partners in **42** countries including **22** project sites.
- CIRDI has launched **3** Masters programs in Burkina Faso, Senegal and Peru with Coalition partners to enhance academic rigor and relevance for resource governance

- CIRDI has trained **3,417** stakeholders globally in the sustainable development of natural resources.
- CIRDI programming has resulted in **576** leaders demonstrating improved ability to innovate and adopt gender-responsive extractive sector policies.
- CIRDI has supported the development of **8** extractive sector policies produced that integrate environmental sustainability leading practices and gender equality.
- CIRDI projects have resulted in over **180** reports and analyses produced on environmental sustainability, social impact and public policy for resource governance.
- CIRDI now has over **30** staff across two offices in Vancouver and Addis Ababa, as well as in our coalition institutes, Simon Fraser University and Polytechnique Montreal.
- CIRDI has employed more than **40** UBC students in research and project work.

During this time, CIRDI established the innovative and ground-breaking Supporting the Ministry of Mines ([SUMM Ethiopia](#)) project and has continued to develop and refine our Artisanal and Small-Scale Mining (ASM) Strategy.

Excellent progress has been made on the development of a gender strategy and program development strategy.

There have been key changes in CIRDI's organizational structure and staffing during this time with several new members added to the CIRDI Team and Elaine Pura moving into the position of CEO.

CIRDI is now at a critical crossroads in its institutional development. The institute is moving forward on program development opportunities with a diverse range of funders and exploring several potential programming possibilities.

During this critical transition period, CIRDI is actively seeking advice from the Advisory Council. As we continue with our program development strategy and development of methodologies and tools, we are seeking input, ideas and suggestions on how to deliver our work most effectively and advice on where there is greatest need and opportunity for impact and funding.

With the ending of the current Global Affairs Canada Contribution Agreement in July 2019, the current coalition arrangement with UBC, Simon Fraser University (SFU) and Polytechnique Montreal (PM) will be evaluated. CIRDI is a sub-unit of the UBC School of Public Policy and Global Affairs (SPPGA) under the Faculty of Arts. The CEO and Board Chair are continuing discussions on CIRDI's mid to long-term status within UBC with senior leadership at UBC.

### **Advisory Council response to CEO's status update:**

The Council asked whether in light of the current funding situation anything will change in terms of CIRDI's Strategic Focus. It was noted that two years ago, CIRDI broadened its strategic focus from extractives to encompass natural resource governance. Currently CIRDI is in discussions with UBC to outline our value proposition and offering as a vehicle for global outreach and impact, and as aligned with UBC's new Strategic Plan. It is possible as an outcome of these discussions that UBC could request CIRDI expand its mandate, which CIRDI would consider.

The Council requested further information on private sector funding, as there was meant to be a degree of industry in-kind contribution when CIRDI was founded. The CEO responded that no funding to date has been received from industry, however, CIRDI has received substantial pro bono technical support from BGC Engineering through its foundation BGC<sup>2</sup>.

## **Presentation: Supporting the Ministry of Mines (SUMM) Ethiopia Project**

The Director, SUMM Ethiopia, Isabeau Vilandre, presented on the SUMM Ethiopia project.

### **Advisory Council response to the presentation on the SUMM Ethiopia project:**

It was noted that the size of the SUMM project is large in scale and scope. This offers some reassurance in terms of SUMM serving a function as a separate business line in the organization and also a signal to donors and partners of CIRDI's expertise in managing a large-scale, complex projects of this nature. A question was raised on whether the SUMM project can serve as a model or demonstration project for CIRDI and how it can be leveraged to lead to more program development opportunities in the future as a service and area of expertise CIRDI can offer to others.

The SUMM project was developed after a direct request by the Ethiopian government to Canada, which has a strong bilateral relationship with Ethiopia. Ethiopia's Ministry of Mines, Petroleum and Natural Gas (MoMPNG) is now actively engaged with industry in order to encourage and promote investment. CIRDI may be able to assist the MoMPNG to engage and present to the International Council on Mining and Metals (ICMM). This type of engagement with industry, presented by the beneficiary partners themselves, may also provide increased understanding of the CIRDI SUMM Ethiopia project and approach illustrating the systemic reforms taking place through the project.

CIRDI's ambition is for a large-scale replication of a similar type of project, depending on degree of readiness of potential partner countries, as well as the donor environment to support such a project. There has been much interest from other countries in the region who are seeking technical assistance related to natural resource governance.

CIRDI is currently documenting methodology and tools related to its public sector capacity building approach in order to support program development efforts in this area. Results and tools from CIRDI's other projects would also be included. An example of an approach being documented is gender mainstreaming within a government ministry. Another example of a capacity-building methodology that may be replicated is CIRDI's approach to building capacity of the MoMPNG by engaging former senior employees of the Ministry.

In response to a question on intellectual property, CIRDI noted that it is important for CIRDI to articulate its tools and approaches in order to brand them. CIRDI's value add is in customizing its tools and approaches and adapting them to different contexts. The Director, SUMM noted that CIRDI can elaborate on the basic architecture of our approaches, but that a great deal of documentation, tools and instruments also exist related to the institutional capacity development methodology that are proprietary and used by CIRDI and its partners. The overall goal is to build capacity over the long term to ensure that partners can integrate these tools and approaches for a sustainable, participatory approach.

The ASM Sector Strategy is currently being drafted by the MoMPNG with the support of the SUMM project and is expected to be completed in 2019. Ethiopia is seeking to structure and regulate the ASM sector to unlock its potential, engaging stakeholders (e.g. civil society, private sector) in the process. Implementation of the Strategy will require access to technology, and understanding of technology as well as technical assistance. The government must look at models of self-governance for groups such as cooperatives in order for ASM miners to formalize and acquire mining licenses.

This requires a more systemic, holistic investment and intervention than what has occurred in the past, which is recognized by the Government of Ethiopia.

In response to a question on how ASM miners can be helped to manage or acquire geodata, which can be quite expensive, the Director, SUMM noted that the Geological Survey of Ethiopia (GSE) currently has a wealth of information, data and documentation that exists, but that it has not been structured in a systematic way, and as such is not being used effectively. The SUMM project is assisting with the process to compile and structure the current information and set protocols for data collection. This involves mapping and identifying those who have been holding geodata and GIS information on Ethiopia, in Ethiopia and across the world. The goal is to build a list of databases that are not currently accessible to the Government of Ethiopia, and working to make these accessible. The SUMM project is also supporting the GSE to complete mapping with new technologies.

In response to a question on how much of a priority the mining sector is for the Government of Ethiopia and whether CIRDI can access financing in order to scale up technical assistance and capacity building, the Director, SUMM noted that investment in the mining sector is a priority of the Government of Ethiopia as articulated in its Growth and Transformation Plan II (GTPII). Investment promotion is now being discussed at high levels within the MoMPNG. These discussions have been influenced by the Minister's participation in a number of study missions and international mining forums through the SUMM project. The GSE is being seen as playing an important role in renewing the country's economy through the sharing of data and information, however it requires investment in systems and capacity-building in order to be rejuvenated.

## Update on Program Development

The Associate Director of Partnerships and Program Development provided an update on CIRDI's program development strategy and progress.

### **Advisory Council response to update on program development:**

It was recommended that CIRDI leverage the Rapid Response Mechanism (RRM) as a vehicle for program development. Some suggested areas for CIRDI to explore using the RRM were around geoscience, permitting, and tax issues for CIRDI to become a centre of expertise that governments, and possibly industry could approach for assistance in these areas. Tax permitting and policy in the mining sector is an area where support is being sought due to tax evasion-based erosion and profit shifting, which can make a country less competitive.

It was noted that to date, academics have had mixed experiences working with CIRDI, and that during CIRDI's transition away from the original Contribution Agreement CIRDI will continue to develop its value proposition for academic engagement. With stronger links to UBC and CIRDI's integration with the School of Public Policy and Global Affairs (SPPGA), there may be more opportunities to leverage academic funding. Being part of an academic institution is seen as positive in terms of branding and that independence and the application of academic rigour to research should be core to CIRDI's work. There may be a larger role for CIRDI's Academic Directorate going forward around this. It was also noted that being a Canadian institution is also a very positive aspect in terms of CIRDI's brand globally.

CIRDI was founded by three leading universities, University of British Columbia (UBC), Simon Fraser University (SFU) and Polytechnique Montréal (PM), and the coalition will be in place until the end of

Contribution Agreement in July 2019. By December 2018 the projects being led out of SFU and PM will have completed. The future of the founding coalition is under discussion by the CIRDI Advisory Board.

Global Affairs Canada, UBC and CIRDI are currently considering a two-year no cost extension of the SUMM Ethiopia project. UBC has indicated they are supportive which would mean the SUMM Ethiopia project will continue at UBC for another five years, until 2023.

In terms of Program Development, the Council discussed institutionalization of relationships and contact management. This should include CIRDI taking a more proactive approach to engaging with industry. As CIRDI is seeking opportunities to scale up in countries we are currently working in, the Advisory Council members are called upon to assist with identifying potential opportunities. CIRDI's document *Partnering with CIRDI* is a useful document which Council Members can use as a resource in conversations.

## **Roundtable**

Additional items were addressed during a Roundtable discussion.

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

The Advisory Council Chair and CEO thanked everyone for their participation, and opened the floor for closing comments. The meeting was adjourned at 11:00 am PDT.

# **Close of the Sixth Advisory Council Meeting**

## Appendix A: Advisory Council Meeting Attendees

Participants of the Advisory Council meeting held September 12<sup>th</sup>, 2018, 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>Ben Chalmers, Chair</b>	VP Sustainable Development, Mining Association of Canada	In-person
<b>Patricia Peña</b>	Ambassador of Canada to the Republic of Chile, Global Affairs Canada	Remote
<b>Christopher Sheldon</b>	Practice manager, energy & extractives, World Bank Group	Remote
<b>Edward (Ted) Thomas</b>	Enterprise Risk (Sustainability & Climate Change), Deloitte	Remote
Regrets		
<b>Janine Ferretti</b>	Chief, Environment and Social Safeguards Unit, Inter-American Development Bank (IDB)	
<b>Susan Joyce</b>	Principal and co-founder, On Common Ground Consultants, Inc.	
<b>Lesley Williams<sup>1</sup></b>	Aboriginal & Regulatory Affairs, Sustainable Development & International Affairs, PDAC	

CIRDI board members (all in-person)		
Name	Title, Organization	
<b>Doug Horswill</b>	Former Senior VP, Sustainability, Teck Resources	
<b>Moura Quayle, Chair</b>	Board Chair, CIRDI; Director (pro tem), School of Public Policy and Global Affairs and Professor, Strategic Design, University of British Columbia	
Regrets		
<b>Margaret Catley-Carlson</b>	Former president of the Canadian International Development Agency (CIDA)	
<b>Ali Dastmalchian</b>	Professor and Dean, Beedie School of Business, Simon Fraser University	
<b>Craig Ford</b>	President, Corporate Responsibility Solutions Inc.	
<b>Louise Millette</b>	Director, Department of Civil, Geological and Mining Engineering; Head, Sustainable Development Office, Polytechnique de Montréal	
<b>Darren Schemmer</b>	Executive Director, SFU International, Simon Fraser University	

<sup>1</sup> Lesley Williams has replaced Melanie Wallace as PDAC's representative on CIRDI's Advisory Council.

<b>Dirk van Zyl</b>	Professor, Norman B. Keevil Institute of Mining Engineering, University of British Columbia
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<b>CIRDI Academic Directorate members (all in-person)</b>	
<b>Name</b>	<b>Title</b>
<b>Nadja Kunz</b>	Chair), Assistant Professor, School of Public Policy and Global Affairs & Norman B Keevil Mining Engineering, University of British Columbia
<b>Regrets</b>	
<b>Richard Simon</b>	Associate Professor, Department of Civil, Geological and Mining Engineering, Polytechnique de Montréal
<b>Eric Werker</b>	Associate Professor, Strategy and International Business, Beedie School of Business, Simon Fraser University

<b>CIRDI staff members (all in-person)</b>	
<b>Name</b>	<b>Title</b>
<b>Priya Bala-Miller</b>	Associate Director, Partnerships and Program Development
<b>Abigail Cruickshank</b>	Technical Manager, SUMM Ethiopia
<b>Mike Ellerbeck</b>	Associate Director, Programs
<b>Marie-Luise Ermisch</b>	Associate Director, Planning and Performance Management
<b>Cecilia Gruber</b>	Program Manager
<b>Fernando Munoz Carmona</b>	Interim Director of External Engagement and Knowledge Management
<b>Elaine Pura</b>	Chief Executive Officer
<b>Isabeau Vilandre</b>	Director, SUMM Ethiopia

## **Appendix B: Presentation: Program Development Strategy and Plan of Implementation**

This will be forwarded to Advisory Council members as a separate PDF.

## **Appendix C: Presentation: Supporting the Ministry of Mines in Ethiopia (SUMM)**

This will be forwarded to Advisory Council members as a separate PDF.