

SESSION SUMMARY

DAY TWO – COLLABORATION AND GOVERNANCE

On day two the focus shifted from leadership to collaboration and governance. Panellists shared case studies, and an interactive workshop saw country groups develop collaborative governance approaches to a local challenging mining and development issue, before participants heard from their fellow alumni reflecting on their relationships and learnings through the IM4DC network.

The Panel Discussion - Exploring Case Studies of Collaborative Governance Approaches Involving Multiple Stakeholders

Co-chairs, Associate Professor Deanna Kemp and Professor Mark Moran, set the framework for the day's discussions speaking of key challenges, the need for different knowledge and strategies and the importance of empowerment and respect. They shared examples of leading practice and a varying range of behavioural change and collaboration principles and methodologies with panelists Sharon Flynn, Geoff Richardson, Victoria Thom, and Pelis Vatnabar. Mark Moran highlighted two key challenges to collaborative governance: conflict; and partnering for the long term and stressed the importance of incorporating local knowledge into the development decision making process.

Geoff Richardson drew on his family heritage to speak insightfully about the challenges and complex diversity of cultures, kinship structures and stakeholders which impact on collaborative governance in Indigenous Australia. He felt that despite the many divergent interest groups within indigenous communities, their relationships with miners had improved in recent times, suggesting they were not anti-development, but did want to be part of the decision making process. Victoria Thom, shared a World Vision perspective on collaborative governance using work done in Mozambique. Her contention was that in mineral resource-endowed developing countries children would experience a full life if: governments were transparent and accountable; communities were resilient and empowered; companies were respectful and responsive, and civil society was better organized and capable. Collaborative governance requires an expanded 'worldview' and a capability among all stakeholders to participate effectively. Sharon Flynn then spoke to the business case for collaborative governance sharing insights on the Rio Tinto La Granja Copper Project in Peru. Sharon stressed the importance of leveraging project and external resources to reach social consensus to build a mine as well as build alliances with communities and government to promote socio-economic development in a given region. Pelis Vatnabar presented the final case study on the Mt Kare Gold Project. His focus was on the importance of identifying with and respecting legacy, geographic boundaries and cultures. He also recognised the importance of having a transparent, accountable system to encourage full participation of interested stakeholders to investigate and resolve land-use conflicts.



The Workshop Forum

Alumni and panellists were grouped into their respective countries and asked to consider how they could enhance development outcomes in mining affected areas through a collaborative governance approach. Groups were asked to choose a case study of a mining affected area, identify a critical development issue and its top ten stakeholders and develop appropriate collaborative governance strategies.

Selecting just one critical development issue proved a difficult task as groups identified multiple hardships within their mine affected areas. The mapping tool exercise generated much debate as they worked to decide on how much power and interest to apportion the key stakeholders.

The Reflection Session

In this session co-chairs Professor Mark Moran and Associate Professor Deanna Kemp, summarised the group strategies, approaches and key principals for development including: local knowledge, willingness and openness; collaborative relationships; long-term commitment; trust, inclusivity and embracing of diversity.

Key group strategies were:

- Getting all parties to the negotiating table for mutual benefit and development
- Adaptive management i.e. learning through problems by probing at each step
- Inclusive agreements, partnerships, dialogue and developing grievance mechanisms
- Setting long-term commitments to achieve a common goal by sharing experiences
- Embracing local politics by creating incentives for the powerful to work for the poor and engaging all governance structures of the area
- Influencing change through training of key local community and company groups
- Facilitating growth in social sector performance growth in communities and promoting recognition within companies about the business value of working with communities.

The Alumni Panel - A Discussion on IM4DC's Contribution to Sustainable Mining for Development

In the final panel, co-chairs Richard Slattery and Robin Evans asked alumni Ibrahim Hardjawidjaksana, Abena Asante-Asare, Yaki Namiluko, Dr Baatartsogt Baldorj, and Jorge Luis Caceres Neyra to speak from their perspective about IM4DC contributions and value. Ibrahim Hardjawidjaksana reflected on his relationship to IM4DC and the how it has helped him develop a framework to improve training and increase government capacity. Abena Asante-Asare shared her experiences of IM4DC's contribution to Ghana's local economic development. Baatartsogt Baldorj spoke of IM4DC recognising and addressing the need for additional Occupational Health and Safety skills and procedures in the Mongolian mining sector. Yaki Namiluko remembered first working with IM4DC at a workshop in Zambia and how her return to work plan helped her commit to career principles and learnings. As the final panellist, Jorge Luis Caceres Neyra shared his insight on leadership in mining policy, minerals and economics and spoke of



the need in Peru for a strong institutional framework built on trust and the value of working together with indigenous communities.