

Achieving impact and sustainability through institutional partnerships

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IM4DC overview

IM4DC is a partnership between UQ's SMI and UWA's EMI, with engagement of other Australian and offshore institutions. Funded by Australian Government through DFAT.

Established in in late October 2011. To end 2014, IM4DC, with its university partners has:

- Delivered 88 short courses, workshops and study tours in Australia and other countries, involving more than 2,300 participants, including 700 women, from 65 countries in Africa, Asia and Latin America (including 9 focus countries that we use as hubs)
- Delivered 13,500 participant training days
- Engaged 1400 active Alumni in the on-line community of practice *M4DLink*
- Hosted 16 Fellows (3 to 12 weeks duration)
- Commissioned 66 action research projects.

Impact evaluations show that IM4DC's programs are resulting in significant changes to practices in many partner countries, with indications of policy changes also.

IM4DC has cemented numerous partnerships with developing country institutions.

Institutional partnerships

Partnerships are integral to the IM4DC model and to success in achieving sustainable change.

Why? A key KPI is to do IM4DC out of a job by transferring capacity to continue to build capacity. We want our partner institutions to take over much of IM4DC's capacity-building work.

Tonight, I will talk briefly about the different modes of institutional partnerships that IM4DC and its host universities have developed.

Partnerships with institutions relating to developing countries can be categorised as follows:

- Partnerships with universities to deliver and sometimes jointly develop and deliver short courses, and allied partnerships to jointly develop Masters courses
- Partnerships with government training agencies and inspection agencies to build capacity jointly within these agencies and within their clients
- Partnerships with universities, government agencies and NGOs to conduct joint research
- Partnerships with multilateral institutions such as the African Minerals Development Centre and World Bank to deliver courses and collaborate in related capacity-building.

In addition, IM4DC has developed partnerships with other Australian universities, mining and petroleum agencies, mining companies and consulting firms to deliver parts of the IM4DC program.

Examples of partnerships

- Partnerships between Zambia's Copperbelt University and University of Zambia and IM4DC, UWA and UQ – to deliver short courses in management of large volume waste, incident investigation and mines inspector training, including course development and transfer of capacity to deliver to others.
 - Generally, this has involved Australian university personnel visiting one or both of the two universities, developing course materials based on leading practice and subsequently returning to teach the courses, which are jointly marketed
 - All curriculum materials are tailored to local needs and made available to partners for their use
 - UNZA has subsequently delivered mines inspector training to Namibia and is marketing incident investigation courses to mining operations.
- Partnership between the University of Ghana and UWA Faculties of Law to develop and deliver short courses in West African mining law leading to development of a Masters program
 - Funded by DFAT via AAPF.
- Partnership with University of the Philippines and associated consortium of other Universities in that country to form a new mining-focussed institute addressing the various research and training challenges associated with their extractives sector.
- Co-funded Partnership between Indonesia's Education and Training Agency for Energy and Mineral Resources (within the Ministry) and IM4DC to develop capacity within the Training Agency and within the Ministry though:
 - Joint development of competency standards and curriculum for mines inspector training and train the trainer activities to build teaching capacity
 - Development of new courses in blasting oversight and resource conservation – both identified as key needs as the partnership has developed (and these courses have been delivered to others from the Asia Pacific region as well as to Indonesian training personnel)
 - Tailored study tours to examine leading practice in value chains across coal, nickel and aluminium

- Participation of Ministry personnel in IM4DC regional and global courses.
- Partnerships to develop skills within Mines Inspectorates in Ghana, Mongolia and Tanzania through multi-faceted programs involving needs assessments, short courses, and tailored fellowships for senior inspectors (these have involved IM4DC's Australian institutional partners – including mining agencies and companies – hosting inspectors for short periods).
- Action research was included in IM4DC's program in part to assess needs and inform program design, in part to conduct good research into mining and development issues, and in part to motivate academics to work with IM4DC
 - Research *collaborations* were part of the action research design, but the schools and centres that have participated in joint projects have reported that their experiences and the results almost universally have exceeded expectations
 - While some partner institutions may have relatively low capacity, their Australia partners have discovered many exceptional individual researchers who have been genuine peers who have opened doors to topics and locations that the Australians could not otherwise identify, much less access
 - Examples include: SEE & CSRM subnational development indicators project (links to Copperbelt University, University of Rwanda and University of Indonesia), CSRM gender-based violence project in cooperation with Mongolia gender institutions, INGEMMET Peru and CMLR collaboration on abandoned mines; Mindanao universities and UQ on community issues and mining in Mindanao.
- African Minerals Development Centre partnership: course delivery, staff development, participation in program development (geology information, mining-related skills needs).

Lessons learned

- Brand of universities is very strong – trusted, evidence-based, convening power
- IM4DC could not do what we do and build relationships without being part of two universities
- Focus on building capacity of people is the right one for IM4DC
- Building institutional capacity helps provide people with greater traction for their skills
- Good development involves transferring capacity to continue to build capacity
- Sound partnerships help to build trust within developing country partners
- Partnerships deliver best value for IM4DC's developing country partners and for our universities.