IM4DC Final Report
2011-2015
The International Mining for Development Centre (IM4DC) Program was an innovative and well-executed approach to the delivery of Australian aid that has benefited participants, the Australian government and the wide range of governments, organisations and institutions involved.

The University of Western Australia (UWA) and The University of Queensland (UQ) are proud to have responded to the request from the Australian Government to establish and host IM4DC as the centre-piece of Australia’s Mining for Development Initiative.

The program embodied the University partners’ world-class thought leadership in resources education and research, and excellence in collaborative delivery. It has achieved, and indeed exceeded, the targets established by The Department of Foreign Affairs and Trade (DFAT).

The Board would like to recognise the opportunity that the Australian aid program provided the Universities to demonstrate their leadership in designing and implementing IM4DC as a novel construct to support Australia’s economic diplomacy in emerging resource economies. In doing so, we have been able to both draw on our own recognised capacity in key areas, as well as mobilise resources from our wide range of networks across industry, government and community stakeholder groups.

The program has clearly delivered outcomes that support Australia’s economic diplomacy and trade agenda. It has elevated Australia’s profile and reputation in countries and regions of Australian investment and trade, and actively encouraged a positive economic climate. It has also demonstrated to the international community Australia’s willingness to assist resource-rich developing countries to realise long-term economic and social goals that are achievable, inclusive and relevant to their country contexts.

IM4DC’s engagement with influential government stakeholders of participating countries has strengthened Australia’s diplomatic ties and contributed to the international community’s efforts to build capacity, prosperity and stability in developing countries around the globe.

We would like to acknowledge the support of the several hundred individual consultants, government departments, mining companies and technology organisations that combined with staff from UWA, UQ and other Universities to showcase the best of Australia’s expertise in resource governance.

We would also like to thank the IM4DC team that worked hard and enthusiastically to present activities around the world.

IM4DC’s program effectiveness will ultimately be judged by the change leadership of IM4DC alumni - the 2,700 plus individuals who were involved in an integrated program of activities from Mongolia to Mozambique, and Peru to Papua New Guinea. These pages contain many examples that we believe demonstrate that the investment is already paying dividends in the form of improved governance of resource operations in many corners of the globe, with associated benefits for all stakeholders including government, communities and mining companies in those regions.

“This network that you have created is an astonishing result of your work. What you have in the interactions and collaborations that this is fostering will mean more to change across the industry and across emerging nations than anything else that I know of.”

DR ANTHONY HODGE, PRESIDENT, INTERNATIONAL COUNCIL ON MINING AND METALS (2008-2015), SPEAKING AT THE IM4DC ALUMNI FORUM IN BRISBANE 2014
IM4DC finished its activities on 30 June at the end of its Grant Agreement, after three years and eight months of intense activity. During this time, IM4DC and its partners have developed a unique platform to support developing nations to realise social and economic development from minerals and energy.

IM4DC is proud to have engaged with 2,726 participants from 789 institutions in 65 countries through 105 short courses and workshops, fellowships, collaborative research and institutional capacity-building projects. More than 1,600 alumni are registered with the unique M4DLink on-line community of practice. Over 300 delivery partners have worked with IM4DC globally to achieve these results, including universities, government bodies, NGOs, mining and services companies, and industry bodies.

IM4DC’s achievements would not have been possible without the active support of many organisations and individuals in Australia and globally. On behalf of the IM4DC team and our alumni, thank you – to the education and training schools and centres that have underpinned delivery of activities; to all of the government agencies that have freely shared their expertise; to the many mining and services companies that have provided lecturers and hosted site visits; to Australian and international NGOs and business associations that have partnered with IM4DC; and to our many partner country institutions that have so enthusiastically participated in IM4DC activities.

It is IM4DC’s wonderful alumni who have inspired engagement by all of our delivery partners. The effectiveness of alumni in making change to minerals and energy governance will determine the ultimate success of capacity-building by IM4DC and others working in this field.

The Alumni Network will continue to be co-ordinated by UWA and UQ, supported by the Australian Government, as an ongoing legacy of the work of the Centre.

It has been a great privilege to work with so many people with common goals, all of whom are dedicated to achieving shared benefits from the development of minerals and energy resources.

Message from the IM4DC Team
Executive Summary

Overview

IM4DC was the $31 million centre-piece of the Australian Government’s $127 million Mining for Development Initiative. After almost four years of intensive activity, IM4DC completed its program on 30 June 2015, comfortably exceeding most of the targets set in the Centre’s Grant Agreement with DFAT. It has provided a sound platform to support the Australian Government’s economic diplomacy agenda, connecting Australia’s governance and technical mining expertise and experience with developing and emerging economies.

IM4DC Delivery

In designing and leading the program, the two University partners - UWA and UQ - delivered an integrated and flexible program of knowledge sharing and applied research with a focus on the empowerment of stakeholders in developing countries, to influence and realise local change in resource governance. Improvements in governance arrangements will deliver benefits to governments, local communities and mining companies alike through enhanced engagement and understanding, and the creation of more transparent and stable environments for all stakeholders.

IM4DC’s integrated capacity-building approach and innovative strategic program framework, including a strong focus on participants’ return-to-work activities and support for alumni engagement and networking, have all underpinned the successes highlighted in this report.

Alumni Success

Alumni successes are attributable to the collaboration of an international community of individuals, institutions and organisations aligned to IM4DC’s vision and goals, demonstrating the power of strategic partnerships in the successful delivery of the IM4DC program.

During the life of the program, IM4DC supported 2,726 participants from 789 institutions in 65 countries across the Asia-Pacific, Africa and Latin America. Program activities showcased Australia’s expertise in resource governance, with over 300 delivery partners including universities, government and industry bodies, NGOs, mining and services companies engaged in activities. This collaboration delivered 105 short courses and workshops, 90 research and institutional capacity building projects, and supported 27 fellowships. More than 1,600 alumni are now registered with the unique M4DLink on-line community of practice, and the alumni network will continue to be supported by both University partners and the Australian Government until August 2016.

Alumni impact were commissioned in 2014 and 2015, focusing on the experience of participants in implementing change following their initial engagement in the program. The research confirmed that there was clear evidence that participants have developed leadership capability, and initiated innovative activities and changes. It also indicated that many alumni have engaged in changes across individual, team, and organisational levels. A substantial amount of change was reported at the organisational level and beyond, suggesting positive and broad impact being created across the alumni’s work environment.

Across the globe, alumni have used their improved capability to lead and implement positive change in a range of resource governance and priority areas - achieving high level impact for themselves, their organisations and nations. Their successes are diverse and range from improvements to policy, law and regulation, to influencing changes in work practices and educational curricula, establishing new support organisations, and empowering women with new skills and knowledge to enable stronger linkages and local economic participation. These impacts are described throughout this report via case studies and insightful stories and quotes from alumni.

Evaluating Outcomes and Impacts

The outcomes built by the program formed the foundation for the higher level transformational change envisaged by IM4DC.

Evaluations of alumni impact were commissioned in 2014 and 2015, focusing on the experience of participants in implementing change following their initial engagement in the program. The research confirmed that there was clear evidence that participants have developed leadership capability, and initiated innovative activities and changes. It also indicated that many alumni have engaged in changes across individual, team, and organisational levels. A substantial amount of change was reported at the organisational level and beyond, suggesting positive and broad impact being created across the alumni’s work environment.

Evaluations of alumni impact were commissioned in 2014 and 2015, focusing on the experience of participants in implementing change following their initial engagement in the program. The research confirmed that there was clear evidence that participants have developed leadership capability, and initiated innovative activities and changes. It also indicated that many alumni have engaged in changes across individual, team, and organisational levels. A substantial amount of change was reported at the organisational level and beyond, suggesting positive and broad impact being created across the alumni’s work environment.

While the full outcomes of a capacity-building program such as this will be realised in the longer term, a number of initial outcomes indicate that significant progress was made. Examples provided in this report include:

• Following a partnership between Law Schools at UWA and The University of Ghana, the latter has developed the capacity to coordinate and deliver short courses on Mining Law and Policy, and are already marketing an additional Negotiation Course.

• In Mongolia, the stakeholder engagement led by the local partner involved in an IM4DC action research project on gender-based violence, led to an MOU between a mining company and the government. The MOU will implement improvements to safety in the region, including an investment of several hundred thousand dollars by the company.

• Participants from Universities in the Philippines, Zambia, Mozambique and elsewhere have reported making changes to curricula, incorporating new information on environmental and social aspects of resource operations.

• Several participants have reported changes to aspects of regulatory frameworks in their own contexts as a result of their participation in various elements of the IM4DC program.

• A local Chamber of Commerce and Industry in a mining region in Ghana used its engagement in several IM4DC activities to improve the capacity of local small operators to engage with large mining companies. It is now in the process of establishing an agreement which will see an internship program with industry to further improve economic engagement with local business.
Summary of Assessment

This report includes an evaluation of the program against seven key DFAT assessment criteria, summarised as follows:

Relevance
- Participants have given strongly supportive feedback on the relevance of their learnings to their own contexts.
- Flexible support was provided by IM4DC for a range of developing country requests.
- Analysis confirmed the strong alignment between the IM4DC program and the Australian Government’s Economic Diplomacy and Aid for Trade agendas.

Effectiveness
- Evaluations provided early evidence of influence on change in participants’ contexts.
- IM4DC created a collaborative stakeholder delivery network with capability across the six Strategic Program Areas in key topics of interest.
- The approach to integration of program activities enhanced outcomes for participants.

Efficiency and Value for Money
- IM4DC exceeded Grant Agreement key performance indicators in almost all cases, and many by significant margins.
- IM4DC received a positive assessment of its cost-effectiveness in the external 2014 Mid-Term Review.
- IM4DC worked collaboratively with other DFAT initiatives to realise synergies, identify opportunities and avoid duplication.

Monitoring and Evaluation Framework (MEF)
- IM4DC developed an innovative program framework with a strong focus on alumni empowerment.
- The MEF was adapted to reflect opportunities identified during the program and in reflective processes, such as the Gender Review.
- A library of case studies has been generated to support and reinforce the alumni network.

Impact and Sustainability
- The Return-to-Work Program provided a strong focus on participants’ application of learning post-course, with results reflected in the case studies and stories in this report and on the IM4DC website.
- A vibrant alumni network in excess of 1,600 alumni has been created, including an online community of practice that promotes knowledge sharing and engagement.
- Enduring linkages with a wide range of overseas institutions and stakeholders have been established.

Analysis and Learning
- IM4DC used regular post-course follow-ups to assess progress and maintain alumni engagement.
- Externally facilitated reflection workshops with staff were undertaken to capture learning from program delivery.
- The IM4DC program framework was continuously reviewed and refined over the life of the Centre.

Gender Equality
- A 30 per cent female participation rate for the program was maintained in a male-dominated sector.
- An integrated Gender Strategy and Action Plan was developed and implemented.
- Several gender-focused education and research activities were undertaken over the life of the program.

Conclusion

The establishment of vital institutional linkages was a key element in successful program delivery and has created additional value to Australian capability in minerals and energy development. It has also promoted the reputation of Australia, its mining industry, and its research and education institutions. With more than 100 years of experience and a world-leading reputation in sustainable mining practices, Australia – through the IM4DC program – has contributed more to participating nations than a program of discrete resource governance activities. It has also enhanced relationships between governments, created and strengthened institutional linkages, and promoted prosperity and stability.

Government changes to the Australian aid program in early 2014 resulted in a shift in regional priorities, and an increased focus on economic diplomacy and women’s empowerment. This supported IM4DC’s ongoing work with resource-rich priority countries and the development of shared economic links with Australia. It also supported inclusive economic participation to lift communities out of poverty, and the prioritisation of female participation and gender issues in resource governance.

The independent IM4DC Mid-Term Review in 2014 supported the Centre’s progress in these and other areas.

IM4DC is proud to have been at the forefront of global efforts to build sustainable mining sectors in participating developing nations, and to assist them to realise the economic and social benefits they can bring to nations and their people.

This completion report is a short summary of the available material generated by the program. A full collection of summary reports, as well as research papers and other publications, can be sourced via the IM4DC website at im4dc.org
Australia’s aid program aims to promote the country’s national interest by contributing to international sustainable economic growth, social development and poverty reduction.

Mining-related investment and trade interests substantially underpin Australia’s economic growth and social development. Increasingly, Australian mining companies and associated service sectors have focused overseas, often in emerging resource economies in developing countries. The country’s advanced minerals and energy expertise and capability was therefore a natural focus for Australia’s capacity-building aid program.

IM4DC’s development challenge differs to others in that it is linked to global markets, it deals with a non-renewable resource, and it can involve an extended timeframe to sustain change. It also encompasses significant opportunities and risks.

IM4DC activities were funded through the Australian Government’s Mining for Development Initiative, which has leveraged Australia’s global footprint of mining experience and capability.

The Centre’s purpose was to engage, develop and empower individuals and partners in resource-rich developing countries to transform their extractive resource endowment into inclusive and sustainable economic growth and social development.

Through its engagement with governments across the globe, IM4DC has supported Australia’s focus on furthering economic diplomacy to support inclusive and shared prosperity.

IM4DC was able to respond to the demands of its target stakeholders, and through its program of activities, engage, develop and empower individuals, organisations and governments to influence change in resource governance arrangements.

In a relatively short timeframe, the IM4DC program has laid a strong foundation for the realisation of inclusive economic growth and social development in resource-rich developing nations.

Australian aid and Resource Governance
IM4DC worked globally with emerging economies, collaborating with over 300 global delivery partners.

Africa
Southeast Asia and Pacific
North & Central Asia
Latin America
Perth
Brisbane

Australia mining related experience and interests have a global footprint.

Value as at August 2014 of ‘maiden resources’ announced by ASX-listed companies 2008-2013 by region. Source: SNL Mining and Metals
IM4DC Impact

The evaluations of IM4DC impact revealed that many participants worked with the Centre and others to apply new knowledge and skills, and implemented practical steps to achieve change. Evaluations also demonstrated the application of influence to achieve changes in areas such as policy, regulation, legal and practical frameworks.

The University partners, UWA and UQ, developed a strategic framework to ensure a tailored and adaptive approach, recognising the opportunity to maximise impact beyond targets identified in the original Grant Agreement.

IM4DC activities aimed to contribute to supporting developing countries to transform their extractive resource endowment to inclusive and sustainable economic growth and social development.

IM4DC alumni have achieved impact across the key elements of the framework. This report evidences IM4DC’s impact through the examples provided on the many achievements of its alumni across six key themes, as detailed in the IM4DC strategic framework.

Recognising the long term nature of transformational outcomes, IM4DC provided knowledge, networks and analysis to empower the capacity of individuals, coalitions and organisations to influence the realisation of the higher changes.

In a relatively short timeframe, the IM4DC program has laid a strong foundation for the realisation of inclusive economic growth and social development in resource-rich developing nations.

A Global Network

The IM4DC program involved a global collaboration between participants and delivery partners that has created a network stretching across and between continents.

Between 2011 and 2015, IM4DC delivered courses in 65 countries, often using regional locations as hubs to encourage individuals from neighbouring countries to participate in programs. This often strengthened the capacity of local institutions to host and deliver training courses, and created new regional linkages in these areas.

In Australia, the Flagship programs brought together groups of participants from up to a dozen countries at a time, offering the opportunity to not only understand Australian approaches to resource governance issues, but also to share and learn from each other’s experiences. This aspect was greatly valued by those involved and has resulted in continuing direct engagement between participants on different continents. A significant proportion of those surveyed during monitoring and evaluation processes indicated that they had continued to use the networks created six months after completing the program.

This combination of linkages and collaborations has created a unique global network of alumni working in government agencies, academia, NGOs and industry organisations, all focussed on the goal of improving the social and economic development outcomes from resource developments in their own countries and regions.

“Having a network of like-minded people that I can call upon as a resource for lessons learned and objective advice has been a great confidence booster, and the support provided from the alumni group is fantastic. Watching the career progress of some of the members has been quite motivating and inspiring. Being IM4DC alumni has also opened up doors to other organisations and networks that would probably have been hard to infiltrate. The sharing of information and opportunities between alumni also mean a greater awareness of what is going on within mining for development circles in Africa, making the challenging work that we are all involved in much more interesting.

MAJALA MLAGUI, THAMANI GEHS, KENYA
Delivery Snapshot 2011-2015

- 2,726 training participants
- 65 participating countries
- 105 courses delivered
- 16,270+ participant training days
- 1,600+ alumni in M4DLink community of practice
- 1,400+ attendees to conferences, forums and events
- 300 delivery partners
- 90 research projects
- 27 fellowships
- 30% female participation
Establishing IM4DC

IM4DC was established in October 2011 as the $31 million centre-piece of the broader $127.3 million Mining for Development Initiative of the Australian Government. Funded over four years, its purpose was to support developing countries to transform their mineral resource endowments into inclusive and sustainable economic growth and social development to benefit their nations and people. This was achieved by providing priority countries with access to Australian and international resource governance knowledge and expertise to build capacity in government and other key stakeholder groups.

Initially funded and supported through AusAID and subsequently by the Department of Foreign Affairs and Trade (DFAT), IM4DC was a joint venture between UWA and UQ. These Universities were both identified by the Australian Government as possessing the required capability to rapidly develop and implement an appropriate strategy and plan. The deep expertise and relatively rare multi-disciplinary capabilities of the Energy and Minerals Institute (EMI) and the Sustainable Minerals Institute (SMI) combined to create Australia’s mining for development flagship program.

The UWA-UQ partnership behind the IM4DC brings together world-leading minerals and energy expertise, knowledge and technical and research capability from two of the most resource-intensive states of Australia. The invaluable contributions made by a wide range of groups and individuals across the University partners have been critical to IM4DC’s success.

This pioneering capacity building initiative draws on the thought leadership of Sir Paul Collier, Professor of Economics and Public Policy at the Blavatnik School of Government, who identifies the development potential of natural resources “to transform the poorest societies. The revenues that they could get from natural assets are enormous, dwarfing any conceivable flows of aid”. A key objective in the IM4DC framework was to effect change through transformational leadership in mining for development and related activities.

Governance and Resourcing

The IM4DC Management Board comprised the Directors of EMI and SMI and the IM4DC Director, with input from other senior University staff as required. The Board also drew on the expertise and knowledge of the EMI and SMI Boards, comprising leaders from industry, government and civil society. The concept for a multi-stakeholder Advisory Board outlined in the original proposal was instead adopted by AusAID for the overall Mining for Development Initiative, and subsequently disbanded in 2014.

IM4DC commenced with a relatively small group of six staff, peaking at 12.5 FTE during the last two years of activity. Many of the program management team were involved in day-to-day coordination and support of individual activities.

Overview of IM4DC

<table>
<thead>
<tr>
<th>IM4DC Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Western Australia</td>
</tr>
<tr>
<td>Energy and Minerals Institute</td>
</tr>
<tr>
<td>The University of Queensland</td>
</tr>
<tr>
<td>Sustainable Minerals Institute</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IM4DC Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
</tr>
<tr>
<td>Deputy Director</td>
</tr>
<tr>
<td>Operations</td>
</tr>
<tr>
<td>Education and Capability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IM4DC Program and Administration Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program management</td>
</tr>
<tr>
<td>Communications</td>
</tr>
<tr>
<td>Finance and data management</td>
</tr>
<tr>
<td>Administration</td>
</tr>
</tbody>
</table>

---

1 The Australian Agency for International Development (AusAID), Canberra, 2011.
2 Plundered Planet: How to Reconcile Prosperity with Nature, 2010
IM4DC Strategic Program Areas

- Regional and local economic and social development
- Sub-national governance of the mining sector
- Minerals policy, regulation and agreements
- Community engagement and consultation
- Health and safety of workforces and communities
- Environmental management and regulation

The IM4DC Strategic Framework was adapted over time to reflect the continuous learning and analysis gained from independent research and feedback from delivery partners, participants, alumni and others. The framework is detailed on page 14 of this report.

The goals of IM4DC were articulated in the original proposal, initially focusing on:
- Improving policies and practices in the governance and management of extractive industries, and their interactions with society and the environment.
- Improving the capacity to develop and implement legislative frameworks.
- Improving a country’s knowledge of its resources base.
- Enabling countries to continue to build local capacity in minerals governance.

The key themes and targeted outcomes of the early IM4DC program were:
- Governance and regulation
- Community and environmental sustainability
- Operational effectiveness

Building on its initial twelve months’ of engagement with key stakeholders, IM4DC strengthened its focus on six integrated Strategic Program Areas. It also strengthened its adaptive and collaborative approach to capacity building, ensuring its program was consistently tailored to meet local needs and contexts to provide informed interventions and support.

The key activities of the IM4DC program involved individuals, organisations and governments through a range of modalities that were largely unchanged from program inception.

**Action Research Program**
- Research to assist with implementation and application of existing knowledge to address specific developing country issues.

**Education and Training**
- In-Australia and in-country short courses, including flagship courses in Australia on each strategic theme, as well as customised study tours and support.

**Fellowships**
- Distinguished Fellows Program: customised programs for influential stakeholders to visit Australia for specific projects.
- Development Fellowships Program: customised development programs for individuals or small groups in Australia.

**Advice to Governments**
- Short reviews, advice or contributions to larger projects.

**Institutional Linkages**
- Linkages with selected developing country institutions to build their capacity to provide ongoing resource governance support.

**Practice Guides and Publications**
- Practical tools and information to assist developing countries in facilitating the contribution of extractive industries to inclusive and sustainable economic growth and social development.

**Annual Mining for Development Conference**
- Stakeholder forum focusing on discourse and knowledge sharing on the topic of mining’s contribution to inclusive and sustainable economic and social progress in developing countries.

**Alumni Program**
- Integrated program supporting ongoing engagement and interaction that includes Alumni Forums, M4DLink and extended alumni capacity support.

At the core of the IM4DC program was a highly collaborative approach designed to harness the intellectual capital existing in the Australian resources and higher education sectors. This approach aimed to increase the knowledge, experience and skill levels of key personnel within governments, universities, research institutions and civil society organisations in developing countries.

A key feature has been the integrated nature of the program, with different elements able to reinforce each other to maintain engagement, to build alumni capacity, and to strengthen linkages with key institutions. This was further reinforced in IM4DC’s targeted capacity building approach that:
- Tailored programs for local audiences
- Targeted recruitment of participants
- Applied feedback loops at times before, during and post programs
- Supported the development and implementation of practical return-to-work programs wherever possible.
IM4DC’s global mandate targeted priority developing countries that met a range of key criteria agreed with the Government of Australia. These included identification as a resource-rich nation, the opportunity for poverty reduction, and possessing an appropriate state of readiness to maximise successful outcomes. Priority regions included Asia-Pacific, Africa and Latin America. The initial list of ten individual target countries was modified during the life of the program in response to changing contexts and government priorities.

IM4DC stakeholders included funding agencies, delivery partners, research collaborators, participants and alumni, ranging across government, industry, academia and civil society. This stakeholder network was critical to the growth, development and delivery of the IM4DC program and to the strength of ongoing alumni engagement to support leadership and the realisation of change.

Analysis of IM4DC interactions with delivery partners over the life of the program illustrated the extent of this engagement.

IM4DC progressively adapted and tailored its program, systems, processes and resources. The Centre adopted an adaptive management approach in order to respond to emerging opportunities and challenges.

Recognising the complex nature of supporting social and economic development in developing countries through stewardship of their resources, IM4DC undertook a number of actions in order to respond to emerging opportunities and challenges. For example:

- As alumni capability grew in terms of knowledge and expertise, IM4DC strategically recruited individuals and organisations to participate as delivery partners in the program.
- The substantive ‘flagship’ programs were introduced to increase alignment with the program framework’s identified areas of need and demand.
- Following the initial years of operation, IM4DC adapted its monitoring and evaluation program based on research and understanding of the impact of the program.

300+ delivery partners

- 77 Australian and international education and research institutions, schools and centres. This included 20 Australian education and research institutions involving 62 schools and centres
- 55 Australian federal and state government agencies
- 10 Australian non-profit and community organisations
- 97 international government, research, civil society and education institutions outside Australia
- 92 Australian and international industry organisations and mining related companies

A complete list of all IM4DC delivery partners can be found on our website at [www.im4dc.org](http://www.im4dc.org)
• A greater focus on in-country program delivery reduced barriers to attendance, improved access to the program and strengthened understanding of the local context both for IM4DC and program participants.
• Alumni feedback over time resulted in greater online engagement through the M4DLink community of practice and provided opportunities to interact and share knowledge and experiences.
• In recognition of the importance of alumni implementation post-engagement, IM4DC increased the influencing and leadership focus of program activities.
• Engagement strategies and participant criteria were adjusted following a research report into the program impact, aiming to maximise alumni success in implementing change.

Mid-Term Review of IM4DC

The Mid-Term Review of IM4DC was undertaken for DFAT in 2013/1411. The findings were positive, reporting that the Centre had delivered high quality programs in a cost-effective manner, and that there was strong support for this type of integrated activity-based program from key stakeholder groups and Australian missions in countries and regions where IM4DC was active.

IM4DC implemented the following actions to address specific recommendations of the review:

• Maintaining a dialogue with DFAT on practical approaches for the program to support the Australian Government’s economic diplomacy agenda. IM4DC prepared a discussion paper on the alignment of the program with DFAT’s Economic Diplomacy and Aid for Trade frameworks12, and commissioned an analysis under the Advice to Government facility. The Centre continued to work closely with overseas DFAT Missions on these issues. IM4DC was also requested to assist in designing and facilitating the DFAT-organised workshop on developing a METS sector in APEC countries.
• Consulting with industry on program development and plans, and proactively seeking industry contributions to the IM4DC program. Our program analysis reflected that approximately 92 mining and industry associations were involved in the delivery of the program. The Centre engaged with industry, the Minerals Council of Australia and the Australian Africa Mining Industry Group regarding the 2014-2015 program and explored options for increased collaboration. IM4DC continued to utilise specialists from industry and other stakeholder groups in program delivery, including leading experts and a number of experienced ex-government regulators.
• Continuing to increase the involvement of other providers in the delivery of IM4DC programs. Our analysis found program delivery involved 20 education and research institutions in Australia, that included 62 Schools and Centres, 55 Australian federal and state government agencies, and ten Australian non-profit and community organisations.
• Undertaking a Gender Rapid Review of IM4DC programs and operations and producing an IM4DC Gender Strategy and Action Plan13. The Centre implemented this plan from March 2015, which included enhanced gender-focused equality and equity reporting. Several gender-focused activities were undertaken during 2014-2015 and IM4DC regularly reported on progress to the Board. The IM4DC Gender Strategy was subsequently used by DFAT as an input to the APEC Mining Taskforce meeting in the Philippines in August 2015.
• Engagement with universities other than UQ and UWA was expanded, with joint delivery of two workshops involving the University of New South Wales and the Australian National University (ANU) in Mongolia and Papua New Guinea respectively. ANU also supported an additional round of student research projects, as well as an action research project in Mongolia. This engagement was in addition to previous and ongoing external engagement including, for example, extensive use of Curtin University resources through the UWA/Curtin Centre for Exploration Targeting partnership. Four other Australian Universities received funding from the IM4DC Grant for delivery of education and research activities.

Case study: Sustaining alumni engagement and networks

IM4DC’s Alumni Program has supported emerging leaders in resource development since 2011. The program assisted participants to implement learning in their home countries and supported them to assist each other to influence change in resource governance. In addition, M4DLink was developed as an online platform for engagement and ongoing interaction. The program included:

<table>
<thead>
<tr>
<th>M4DLink online community of practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through this innovative online platform, IM4DC has supported more than 1,600 alumni, faculty and experts to collaborate with peers to influence policy and effect change through networking, innovative problem-solving and sharing expertise.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IM4DC conferences, forums and events</th>
</tr>
</thead>
<tbody>
<tr>
<td>IM4DC hosted a number of events for more than 1,400 alumni to share knowledge on mining and energy for development:</td>
</tr>
<tr>
<td>• IM4DC Annual M4D Conferences held in 2012, 2013 and 2015</td>
</tr>
<tr>
<td>• Alumni Forums held in Australia in 2014 and 2015</td>
</tr>
<tr>
<td>• Alumni Mining for Development Days were held in Peru, Zambia, Ghana, Indonesia and Mongolia during 2014 and 2015</td>
</tr>
<tr>
<td>• Alumni networking events in Papua New Guinea and Africa held during 2015.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alumni support</th>
</tr>
</thead>
<tbody>
<tr>
<td>IM4DC provided additional support and financial assistance to a number of small alumni projects to build on successful return-to-work outcomes and engage in resource governance activities.</td>
</tr>
</tbody>
</table>

Develop Leaders emerging from IM4DC alumni
Coalitions and alliances amongst alumni and other networks convened
Organisational linkages and capacity built
Leaders emerging from IM4DC alumni
Actions as agents of change in their workplace and context
Advocacy for policy and practice change
Sustaining effort to build knowledge base and develop advice for policy and decision makers
Institutional Arrangements
Legislation
Policies
Regulation
Norms and conventions
Oversight
Global practice
Local implementation
Effective minerals and energy governance enabling sound mining practice and benefit sharing which underpin inclusive economic growth and social development

Demand
Beneficiaries
Nations
Communities
Vulnerable people
Practitioners
Partners
Government
Universities
Civil Society
Industry

Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Develop
Coalitions and alliances amongst alumni and other networks convened
Organisational linkages and capacity built

Empower
Actions as agents of change in their workplace and context
Advocacy for policy and practice change
Sustaining effort to build knowledge base and develop advice for policy and decision makers

Influence
Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Realise
High level outcome

Principles of approach
Deliver excellence and quality
Utilise convening power
Independence and credibility

Integrated program
Knowledge and dissemination component
Engagement and facilitation component
Analysis, policy and strategic direction component

Challenge
Development from resources and energy differs to other forms of development

Objective
IM4DC can engage, develop and empower individuals and partners to address the challenge and influence the achievement of the development result

Impact
Developing countries to transform their extractive resource endowment to inclusive and sustainable economic growth and social development

Implication
Developing countries can transform their extractive resource endowment to inclusive and sustainable economic growth and social development.

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Target
Beneficiaries
Nations
Communities
Vulnerable people
Practitioners
Partners
Government
Universities
Civil Society
Industry

Output
Influence
Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities

Intermediate outcome
Engage
Improved knowledge and information available to and utilised by policy and decision makers
Policy and decision makers actively engaged in discourse on policy and practice change in an international context
Credible and constructive tailored interventions to support identifying and addressing their development priorities
IM4DC worked closely with partners and networks to understand demand for assistance from developing country stakeholders. The Centre used pre-existing University networks to identify the capabilities it could draw on from Australian institutions, including industry, civil society, academia and government. Focusing on needs and capability supported the program’s targeted response to demand.

**Case study: Mongolia collaboration delivers integrated approach**
IM4DC collaborated with a number of partners, including the World Bank, Germany’s Federal Institute for Geosciences and Natural Resources, the General Agency for Specialised Inspection and the Gender Center for Sustainable Development, to deliver an integrated program of activities tailored to the needs of Mongolia.

Short courses were delivered in Occupational Health and Safety regulation and management, occupational hygiene and internal audits, together with a study tour on large scale underground mining, and training in slope stability for open cut mines.

IM4DC also hosted a study tour for the Mongolian Government to share knowledge into how Western Australia manages water for mining regions - part of a World Bank infrastructure support project.

IM4DC engaged with all these stakeholders to understand demand and to design activities that complemented other initiatives underway in Mongolia.

**Fellowships address priority country demand**
IM4DC supported a total of 27 fellowships over the life of the program, with a number of requests from governments of priority countries for fellowships for government officials. Examples include:

- Min Zar Ni, Deputy Team Leader for the Myanmar EITI National Coordination Office, completed a fellowship researching fiscal regimes and revenue transparency. This work followed his participation in a 2013 Study Tour for a group of Myanmar Government officials and civil society members of Myanmar’s EITI stakeholder group.

- The Ghana Minerals Commission requested IM4DC to tailor two six-week professional development programs for a small group of senior mines inspectors. This included programs at University Centres, SIMTARS, government mines departments, site visits, discussions with mining companies, and short courses in emergency response and risk management. One of the participants was subsequently selected to become Deputy Chief Mines Inspector.

**Advice to governments**
As part of its program, IM4DC provided 100 days of advice to governments on a diverse range of issues related to mining for development, in response to direct requests. Examples include:

- Following a self-funded study tour to Western Australia by a group from the Ministry of Mines and Energy in Cambodia, IM4DC funded a scoping study in 2014 of the Cambodian Mineral and Petroleum Policy and Regulatory Environment.

- IM4DC provided advice to the Government of Kenya in regard to their draft mining policy and legislation in 2014.

- At the request of the Manila DFAT Post, IM4DC funded an expert to attend a 2014 workshop in the Philippines on Land and Property Rights in the Bangsamoro. IM4DC also provided briefing papers to DFAT Manila on other relevant technical issues.

**Case Study: Building mines inspection capacity in Indonesia**
IM4DC signed an MOU with the Education and Training Agency of the Ministry of Energy and Mineral Resources (ETAEMR) in 2012 to improve the effectiveness of the Indonesian Mines Inspector Training Program, and to build capacity in mines inspection and resources administration.

At ETAEMR’s request, a range of integrated training activities were delivered over three years including two technical seminars in Bandung, a five-week Mines Inspector Leadership Course, and specialised programs in Explosives Management and Resource Conservation.

IM4DC has also supported ETAEMR in the development of an advanced level curriculum for mines inspector training, and assisted in the development of a remote learning system to enable broader access for regional participants. This work has led to ongoing engagement with the Ministry and joint projects on benchmarking mineral policy and research to provide guidance on new CSR regulations for mining companies. Many of the activities undertaken included significant co-funding by the Indonesian Government.
The IM4DC approach promoted engagement between stakeholders in government, industry, academia and civil society, and encouraged the sharing of up-to-date knowledge and information in order to underpin the development of local analysis and discourse on policy and governance issues.

“Ssingo Artisanal Gold Miner Association is the only ASM association that has taken part in the mineral policy review process. I led my team twice to meet with the government and civil society to present our contribution. IM4DC has changed my life in a way my voice is now widely heard. The voiceless ASM practitioners will now have a platform when my radio talk show kicks off later this month.”

EMMANUEL KIBIRIGE, SSINGO ARTISANAL GOLD MINER ASSOCIATION, UGANDA

“As a result of an action research grant from IM4DC, we have been incorporated into the current program of remediation of abandoned mines. Our participation will be with the geochemistry characterisation studies of the main abandoned mines identified as high risk to the environment.”

SHEYLA BETHSY PALOMINO ORE, GEOLOGICAL MINING AND METALLURGICAL INSTITUTE (INGEMMET), PERU

“A lot has happened... including a Mineral Revenue Assessment Tour of mine sites and many more similar visits were slated. At each, all major stakeholders at both State and Federal level of government were involved. Interactive sessions were held and opinion on policy matters was obtained.”

RABIU KABIR, REVENUE MOBILISATION ALLOCATION & FISCAL COMMISSION, NIGERIA

Case Study: Agreement-making with Indigenous peoples in Peru

Yohannaliz Auqui is an independent researcher with Peru’s Ministry of Culture and participated in IM4DC’s Consultation and Agreement-Making Processes with Indigenous Peoples for Mining and Resource Projects course in Australia in 2012. She then attended a workshop in Lima on Indigenous Peoples and Mining and has successfully continued her work in this area.

“Both events were significantly useful because they put together different stakeholders as officials, indigenous representatives and industry,” says Yohannaliz. “This diversity allowed us to share several points of view and understandings.”

“We are working to confront the indigenous peoples’ distrust in order to achieve the dialogue. One example of success is the consultation processes that are taking place in Peru, according to the specific regulation. To date, we have achieved agreements between the government and the indigenous peoples,” she said.

Yohannaliz was also a presenter in the Transferring Knowledge Workshop at the National University of San Marcos, which aimed to build the capacities of academics to achieve social consensus.

Case study: Women’s economic empowerment in Papua New Guinea

Lesley Bennett is the Program Manager, Women in Mining and Petroleum Program at the PNG Chamber of Mines and Petroleum in Papua New Guinea. Lesley’s participation in the Community Aspects of Resource Development course in 2013 is supporting her to address the issue of unequal distribution of benefits to women and children in mining communities in Papua New Guinea.

Since the course, she has designed and implemented suitable programs to impart skills and deliver equipment to enable women to benefit economically from the opportunities available to them.

“I am more appreciative of the need to work collaboratively with other partners and stakeholders. I have included government agencies into program design, such as engagement with the National Department of Education’s National Literacy Awareness Secretariat to facilitate adult literacy. Industry partners of the Chamber are also supporting the programs.

“I have built a relationship of trust with the communities. I have, where possible, engaged local women in the training. This has helped to build confidence among the target group.”
Recognising that change would be implemented by the participants in its various activities, IM4DC focused on developing individual leaders, and establishing coalitions and linkages through the leverage of alumni and delivery partner networks.

Case study: African Resources Negotiation Network

Many countries have identified the need for capacity building in negotiating mining agreements and contracts. IM4DC facilitated the emergence of the African Resources Negotiation Network (ARNN), which provides ongoing cross-country collaboration and coordination of mining negotiations training, resource development and knowledge sharing throughout Africa. This work was the result of a series of roundtable discussions in Africa and Australia, which led to an ongoing collaboration between the Government of Cameroon with IM4DC and UWA.

The ARNN has set itself the objective of finalising a negotiation handbook and negotiation training manual aimed at strengthening the capacity of African governments to negotiate extractive industry contracts.

IM4DC also supported delivery of a mining negotiation frameworks module at the African Institute for Economic Development and Planning short course on Mineral Policy and Contract Negotiations. These activities were strongly linked to other IM4DC initiatives that supported mining and development, such as mediation and conflict resolution capacity building. Utilising these negotiation tools, the University of Ghana will deliver a negotiations course in 2015.

“By this means Australia has contributed significantly to the development of expertise and understanding of issues on mining in developing countries, and been generous in sharing our knowledge and skills. One of my favourite products from the course is a “Handbook of 50 Pieces of Advice to an Official who is Engaged in the Negotiation of Mining Contracts” by Fabien Nkot. I commend it to all of you. It is a wonderful example of the empowerment provided by the program.”

AUSTRALIAN HIGH COMMISSIONER MATTHEW NEUHAUS, AMBASSADOR TO ZIMBABWE

IM4DC has worked closely with the Zambian Mines Safety Department and the University of Zambia to build capacity in accident investigation and risk management training for mines inspectors. IM4DC has provided its training materials in these areas to these institutions and they are now collaborating to deliver the training to mining companies operating in Zambia.

“We are working towards a National Centre for Sustainable Mineral Industry in the Philippines where trained professors will be located. Our collaboration with UWA and UQ is already supporting our graduates in building their capability in the sustainable minerals industry.”

COURSE PARTICIPANT

“The team has formed the Artisanal Mining Africa Network to promote ethical values, efficiency, fairness, sustainable environmental practices, and thorough understanding of the impact of small scale mining in Africa. Management has agreed to initiate and institutionalise 'mine-community relation day' to scale up synergy and strengthen relationships between companies and resource communities.”

STEVEN KORSHI AGBO, MINERALS COMMISSION, GHANA

“The benefits of the collaboration with the Mines Safety Department and IM4DC have been that inspectors are better placed now to conduct accident/incident investigations with confidence - inspectors are well equipped to handle OHS in the mining industry. There is a shift in the approach to OHS matters, from reactive to proactive inspections, guided by Inspection Guides as well as the development of audit guides looking at the safety system operations and the drivers which generate the safety systems through a risk assessment based approach.”

GEORGE BANDA, MINES SAFETY DEPARTMENT, ZAMBIA
Building leadership was an ever-increasing focus of the IM4DC program, aimed at empowering participants to act as agents of change and to advocate for good policy and practice.

“I have been empowered through the dialogue and using the presentation of David Day – Influencing without authority.”
SABIG AHMED, REPUBLIC OF THE SUDAN

“My involvement with IM4DC has been instrumental in preparing me for my current work. I am the first technically competent Ugandan civil society member working on promoting good governance and practices in the mining sector - all thanks to numerous capacity building training attained through IM4DC. I also recommended three other Ugandans, an artisanal miner, a social scientist at Action Aid Uganda and a government official with the Uganda Human Rights Commission (UHRC) for IM4DC training. We are now championing the cause of ASM and other minerals and mining related issues in Uganda.”
DON BINYINA BWESIGYE, AFRICA CENTRE FOR ENERGY AND MINERAL POLICY, UGANDA (ACEMP), UGANDA

“I have drafted the procedures for accident investigation and I am currently working on a checklist best suited for such investigations.”
NILESH KARAN, MINERAL RESOURCES DEPARTMENT, FIJI ISLANDS

“I am delivering mine safety training to artisanal miners across the country until next year, and as a result I expect to see a decrease in the number of accidents.”
COURSE PARTICIPANT

“Case study:
Progressive environmental rehabilitation of nickel mine sites in the Philippines
Rowena Varela is Director Research and Extension at Caraga State University in the Philippines and is an alumnus of a 2014 Environmental Management course. Her return-to-work project was on capacity building of nickel mine environmental managers, along with the Multipartite Monitoring Team (MMT) on progressive rehabilitation in Caraga Region, Philippines.
Since the course, Rowena has incorporated environmental management into the mining operation and determined the end-use plan of the area after mine closure. In addition, she has encouraged mining companies to include biodiversity monitoring in rehabilitated areas to determine if ecological succession has started to ensure eco-restoration.
Before her team began working with the mining companies, mining company rehabilitation programs involved merely planting trees in monoculture. Now, there is an increasing trend towards ecologically sound rehabilitation.
Rowena plans to replicate the training and technology demonstration to other nickel mining areas in the Philippines.”

Rowena Varela
Director Research and Extension
Caraga State University
Philippines

“Case study:
Integrated program supports Africa Minerals Development Centre
Marit Kitaw is an Economic Affairs Officer at the Africa Minerals Development Centre in Ethiopia and has participated in the IM4DC program since May 2013. Marit has been involved in several activities including the Resource Governance Masterclass, the Gender and Mining Study Tour, and the Emerging Leaders in African Mining (ELAM) program as both participant and facilitator. These events have articulated with the EITI and Mining Indaba Conferences she also attended.
“I directly applied the lessons learned on resource governance and mineral policy to the governance module I deliver at AMDC,” says Marit. “Since ELAM in 2014, I have analysed issues in the mining sector to arrive at optimal solutions. I was so inspired by ELAM 2015 that I decided to write a paper, Africa’s Minerals for Development: A Paradigm Shift.”
“Overall, IM4DC has had a tremendous impact on me and AMDC. Its achievements and impacts are incredible. I will do my personal best to ensure that its legacy continues and its valuable products are put to good use.”

Marit Kitaw
Economic Affairs Officer
Africa Minerals Development Centre
Ethiopia

15 http://goxi.org/profiles/blogs/africa-s-minerals-for-development-the-role-of-transformational
The influence of IM4DC alumni is being demonstrated through changes to policy, legal and regulatory frameworks, as well as organisational approaches to managing governance to influence broader sector and system change.

Case study: Mediation skills support agreement-making in Fiji

Noa Kurunalagi Tuiloma is a Community Liaison Officer in Fiji who has applied his new mediation skills following his participation in the Mediation and Negotiation Training Workshop in Perth in May 2014. Since his return home, Noa has been heavily involved in preparing compensation agreements, resolving breaches in agreements and conducting training on mediation.

Together with alumnus Mr Isei Rayawa, who also attended the Mediation and Negotiation workshop, they have conducted a two-day mediation training workshop with 22 participants from the Lands Department and Mineral Resources Department in Fiji.

Noa hopes to carry out future meetings in neutral venues to put all stakeholders at ease. He also hopes to raise awareness of the mining, quarry and environment legislations amongst landowners and developers.

“After a five month consultation period with the land owners, we were able to get most supporters to the renewal of Special Prospecting licenses. Now the company has started off with the exploration after obtaining a five year renewal of the prospecting license term.”

Case study: Building OHS capability for local SME procurement in Ghana

The Sekondi-Takoradi Chamber of Commerce and Industry (STCCI) identified that local companies in Ghana’s western region find it difficult to participate in the supply chain for large companies, as they lack the required standards for OHS management systems.

IM4DC has worked with STCCI over the past three years to help achieve an appreciable level of local procurement in the extractive sector of Ghana, with several Chamber staff attending training courses in Australia.

STCCI, in collaboration with IM4DC and the Australian High Commission Ghana, has developed the program, Health & Safety Systems Development and Management Coaching for Small and Medium Enterprises, to support Chamber member companies to develop OHS management systems. A service guide/tool kit on the development and implementation of OHS management systems and policies for Small to Medium Enterprises (SMEs) was also produced.

STCCI’s successes include influencing national policy direction, establishing the first Ghana Extractive Industry Safety Conference (GEISC 2015), and advocating for the speedy passage of the Oil and Gas Local Content bill into law. It has also built capacity through the Local Procurement short course, creating the opportunity for local suppliers to address the challenges involved in local procurement efforts.

IM4DC Fellow Professor Musibono developed two new course syllabi in consultation with UQ staff, to be implemented at the University of Kinshasa in the Democratic Republic of the Congo. He has also initiated creation of a Centre for Extractive Industry Sustainability and Socio-Environmental Responsibility within the Department of Environmental Science and Engineering at the University.

As a result of his Fellowship, Mr Min Zar Ni Lin is preparing a policy brief about sovereign wealth fund and revenue management for the Deputy Finance Minister and the Natural Resource Fund Government Working Committee of the Ministry of Finance in Myanmar.

The Sekondi-Takoradi Chamber of Commerce and Industry (STCCI) identified that local companies in Ghana’s western region find it difficult to participate in the supply chain for large companies, as they lack the required standards for OHS management systems.

STCCI, in collaboration with IM4DC and the Australian High Commission Ghana, has developed the program, Health & Safety Systems Development and Management Coaching for Small and Medium Enterprises, to support Chamber member companies to develop OHS management systems. A service guide/tool kit on the development and implementation of OHS management systems and policies for Small to Medium Enterprises (SMEs) was also produced.

STCCI’s successes include influencing national policy direction, establishing the first Ghana Extractive Industry Safety Conference (GEISC 2015), and advocating for the speedy passage of the Oil and Gas Local Content bill into law. It has also built capacity through the Local Procurement short course, creating the opportunity for local suppliers to address the challenges involved in local procurement efforts.
The IM4DC alumni’s application of knowledge, analysis, skills and networks, built on the multi-sectoral expertise and experience of Australia, has strengthened the stewardship of mineral resources by government, communities and industry stakeholders to realise inclusive economic opportunities and social benefit.

“As a Division Chief, I was able to advise the establishment in our mineral processing zone to safeguard properly the disposal of mine waste. A correct structure on how to contain mine waste has been advised to our various gold processing establishments, in order to minimise the pollution discharge to water bodies.”

NONITO DELA TORRE, LOCAL GOVERNMENT OF TAGUM CITY, PHILIPPINES

“My successes have been to get agreements between company and community influence area of Block 95 in Loreto, Peru. I implemented a Dialogue Table with participation of the State, company and community... to empower people in their rights.”

CINTHIA LOPEZ, NATIONAL OFFICE OF DIALOGUE AND SUSTAINABILITY OF THE PRESIDENCY OF COUNCIL OF MINISTERS, PERU

IM4DC OpenData for West-Central Africa has provided open access to a regional geosciences and geographic database as part of IM4DC’s action research program. OpenData enables mining and development stakeholders to download map-based information and the data behind it, about geology, natural resources, geography and infrastructure. http://opendata.im4dc.org

**Case study:**
**Supporting the design of PNG’s mining legislation**

Lesley Siowi is an Environmental Scientist in the Autonomous Bougainville Department of Mineral and Energy Resources in Papua New Guinea. Lesley has used the knowledge gained from the IM4DC Environmental Management in Mining Course to inform the design of Bougainville’s mining legislation. She found the course material and discussions on rehabilitation and mine closure plans useful and as a result, the Bougainville mining legislation now includes sections on both rehabilitation and mine closure.

“IM4DC has had a very important positive impact on the Department of Mining in Bougainville,” said Lesley. “The officers that have attended various courses have influenced greatly the development of mining policies and legislation by incorporating important issues they learned during their time with IM4DC.”

**Case study:**
**Mongolia MOU confronts gender based violence**

In 2014, IM4DC funded an action research project on gender based violence in mining communities in Mongolia, undertaken by the Centre for Social Responsibility in Mining, the University of Queensland in partnership with the locally-based Gender Center for Sustainable Development.

The publication of the research and subsequent engagement processes led to a three-year MOU between a local mining company and the Mongolian Government, aimed at addressing gender based violence through the improvement of safety and local facilities.

The research also resulted in a Distinguished Fellowship being awarded to Ms Oyuntsetseg Oidov, Advisor to the National Committee on Gender Equality in Mongolia, who used the opportunity to engage with researchers, government agencies and the Minerals Council of Australia on gender issues in mining.
RELEVANCE

As the centre-piece of the Government of Australia’s broader Mining for Development initiative, IM4DC’s purpose was to support developing countries to transform their extractive resource endowments into inclusive and sustainable economic growth and social development, to benefit their nations and people. This purpose remains relevant to the Australian Government and its economic diplomacy agenda.

The partnership of UWA and UQ and their respective institutes provided relevant world-class Australian leadership and expertise, and a framework to respond to the development needs. IM4DC’s annual planning was developed in consultation with Australian agencies in-country and in Australia, as well as with local officials and stakeholders. Flexibility in the program implementation enabled responses to emerging opportunities and direct requests from the Australian and other governments. IM4DC communicated regularly with DFAT personnel based in priority countries. It also participated in scoping missions to ensure alignment with overall goals. Its process of mapping country contexts and needs analyses against its strategic programming areas highlighted priorities where need and delivery capacity aligned - ensuring relevance to local contexts.

As a flexible and nimble organisation, IM4DC managed demand and remained engaged with the global mining sector. IM4DC identified opportunities and responded to emerging priorities where engagement was built on requests such as those from the governments of Myanmar, Papua New Guinea and the Philippines.

Participants’ assessment of the relevance of program content to their own context was routinely recorded at greater than 90 per cent. Feedback opportunities were used on a regular basis to ensure that material was updated as appropriate.

The IM4DC Mid-Term Review of April 2014 concluded that, “At a practical level, the Centre’s work has been highly relevant to the objectives of the M4D initiative and strongly aligned with other Australian Government M4D activities.” It also stated that IM4DC’s rigorous planning approach “has complemented other DFAT programs and avoided duplication.”
EFFECTIVENESS

A key objective in the IM4DC framework was to effect change through transformational leadership in mining for development and related activities. IM4DC’s effectiveness is therefore ultimately demonstrated through alumni that are leading and implementing sustainable change in their home countries.

A range of IM4DC action research reports and follow-up surveys identified numerous examples of leadership effecting change in resource governance, and evidence of positive changes achieved through alumni return-to-work plans and other activities. These reports and various case studies can be found at http://im4dc.org/resources.

IM4DC’s integrated strategic program developed and maintained an impressive network of partnerships and collaborations that grew steadily from 2011 to 2015. IM4DC generated a stakeholder-rich network that included more than 300 delivery partners engaged in providing an integrated program to more than 2,700 participants. IM4DC stakeholder networks are detailed in the final pages of this report.

The Mid-Term Review identified that the program’s short courses were perceived as high quality, with effective institutional linkages in most partner countries. For example, in Zambia, IM4DC formed a partnership with both the University of Zambia and Copperbelt University. IM4DC’s action research program was also identified as high quality and focused on understanding priority needs and gaps, and supporting learning and program improvement.

Program effectiveness was also enhanced through the inclusion of various alumni and key local influencers with specific expertise or knowledge, and who participated as delivery partners. IM4DC managed significant risks to its program, participants and staff during a variety of difficult circumstances, including serious illnesses and the Ebola outbreak in Africa. As a result of its risk management and sensitive approach to the needs of participants, no major issues occurred over the period.

EFFICIENCY AND VALUE FOR MONEY

The key performance indicators set in the original Grant Agreement were met in almost all areas, and in most cases, were exceeded by a significant margin.

IM4DC’s partner universities, UWA and UQ and their respective institutes, supported program efficiency by providing direct access to world-leading expertise and technical skills. IM4DC also leveraged University reputations and accessed extended networks, together with a range of industry, government and civil society organisations that supported delivery of the program.

IM4DC developed a broad range of processes that supported organisational and program efficiency. These included the use of a multi-skilled program support team to flexibly resource activities, leveraging of University management systems including procurement, and regular monitoring and review processes.

IM4DC was able to provide rapid support to various DFAT initiatives, such as the Asia-Pacific Economic Cooperation event in Perth and the Australia Mongolia Extractives Program Design Study. The IM4DC secretariat also provided significant un-costed advice and support to DFAT over the four-year period.

IM4DC’s cost efficiency was supported through co-investment by overseas governments in a number of activities, including study tours to Australia and the hosting of workshops in several overseas countries.

Efficiencies were also achieved through partnerships with other DFAT facilities such as the AAPF and the Australia Awards Program, including collaboration on a number of study tours and related events. IM4DC staff also brought to the organisation valuable existing networks, expertise and experience that supported the organisation’s capability and efficiency during its early development and establishment.

“The cost of IM4DC global programs provided value for money and was comparable with other DFAT-funded benchmarks... costs were reasonable and IM4DC kept its average costs per course participant lower than the approved estimates in the Grant Agreement.”

IM4DC MID-TERM REVIEW REPORT, 2014
MONITORING AND EVALUATION FRAMEWORK (MEF)

IM4DC established a robust MEF upon commencement of the program. Focused on deliverables and action learning, the MEF was supported by data collection tools and methodologies, a comprehensive database, and six-monthly and annual reporting to DFAT and to the IM4DC Management Board. The MEF was integral to the program’s continuous learning and improvement cycle, and proved crucial in identifying evidence for impact through the alumni return-to-work program and follow-up feedback. To date, the MEF has demonstrated that many alumni have implemented their return-to-work activities to various degrees, as reported in the Evaluation of Impact: The Alumni’s Perspective report of February 2015.

Since 2012, the MEF has been continually improved to reflect new learning and program needs, with an independent evaluation conducted by Praxis Consulting via staff reflection workshops in Perth and Brisbane. The Accelerated Learning Laboratory (ALL) was also commissioned to undertake independent action research as part of its Evaluation of Impact Report. The most recent improvement to the MEF occurred as a result of IM4DC’s Gender Strategy and Action Plan, developed in March 2015 in response to the Mid-Term Review and identification of gender as a key issue for women’s participation and empowerment. MEF improvements included gender-focused disaggregated participation data and feedback.

“IM4DC has increased in impact and focus over the past 12 months. This is particularly evident in the language and approach undertaken by the Centre. It is apparent in the way information and results are now reported and analysed. It is reflected particularly in the new framework developed by the Centre..... There are emerging results which indicate progress towards change in individual behaviour and contribution to organisational and institutional change.”  
IM4DC REVIEW AND REFLECTION REPORT 2015, PRAXIS CONSULTING

IMPACT AND SUSTAINABILITY

IM4DC’s report, Evaluation of Impact: The Alumni’s Perspective of February 2015, identified that participants reported initiating and implementing positive changes at the individual level, in their work groups, and in their organisations. The report found that there was “active engagement and strong motivation amongst IM4DC alumni to transfer learning at home to improve their work practices”. Among other changes, alumni have reported implementing new or amended policy and regulations, development of new curricula, and establishment of new organisations to champion and push for change in resource governance. These improvements to practical governance at local and regional levels are key to providing more stable climates for resource developments which enable economic linkages and inclusive social development.

IM4DC’s implementation of a return-to-work plan approach, ongoing alumni engagement and the development and implementation of the M4DLink online community of practice, were key elements in empowering alumni to lead change and deliver sustainable benefits in their home countries. Partnerships with others, such as the AMDC and a number of regional universities and government agencies, are also expected to help sustain impact in the long-term.

The intermediate outcomes described earlier in this report highlight progress in many developing country contexts. The realisation of the ultimate outcomes of the IM4DC program will occur over longer timeframes. Recognising the importance of ongoing engagement, DFAT has agreed to fund the Alumni Program for a further 12-month period while a successor activity to IM4DC is established. Any follow-on Australian Government activity to support capacity-building on resource governance issues will further increase impact by building on the foundations established by the IM4DC program.

“These findings are in line with current thinking about how to facilitate positive developmental change in complex situations. It suggests that the Centre is working in a sophisticated way that could be expected to contribute to significant long term impact. While that long term impact is yet to be realised, the most recent research suggests that there are early signs of contribution to such impact now emerging.”
IM4DC REVIEW AND REFLECTION REPORT 2015, PRAXIS CONSULTING

ANALYSIS AND LEARNING

IM4DC used a number of tools and methods to capture participant feedback on a range of program activities such as short courses, study tours, fellowships, forums and conferences. These include feedback on group discussions, networking, participant and alumni surveys, online feedback through M4DLink and case studies.

IM4DC staff also contributed through facilitated reflection workshops and internal reviews to capture delivery learnings and identify improvement opportunities. The information gained is utilised to develop or improve course content and delivery, as well as to support logistical matters, and participant and delivery partner needs.

Continuous analysis and learning supported the progressive evolution of the IM4DC program by informing and refining the six Strategic Program Areas and related activities, the MEF and IM4DC’s annual planning and review processes. Importantly, these processes supported IM4DC’s increased focus on alumni leadership and empowerment to effect positive change. This in turn informed the ongoing development of the IM4DC strategic framework.

The framework provides a summary of IM4DC’s approach to change, representing key elements required to effect change in complex situations. It aims to highlight the way in which Centre activities integrate with each other and are driven by a principled approach, in order to address challenges and contribute to objectives.

GENDER EQUALITY

Gender equality is recognised as an important factor in ensuring broad-based inclusive development, with mining operations posing particular challenges in several areas. IM4DC undertook several activities focused specifically on gender, including:

- A ground-breaking action research project on gender based violence in Mongolia.
- Co-delivery with AAPF of the Mining and Gender Study Tour in 2013 at which a group of 35 African women examined issues around gender impacts and inclusion in the resources sector.
- Support for women gemstone miners in Madagascar, led by a group of female alumni.
- An action research project, Social Impact of Mining on Women: Balochistan and Sangatta Compared, focused on Pakistan.

Female participation was identified as a priority in participant recruitment, with the program achieving an overall rate of approximately 30 per cent in a male-dominated sector.

The Mid-Term Review recommended increasing the focus on gender, and IM4DC developed a Gender Strategy and Action Plan in March 2015, with initial actions implemented.

Gender and cultural considerations were integrated into the participants’ selection criteria, program planning and support of participants’ needs during their involvement in the program. Participant feedback was sought and opportunity to raise issues was included to ensure actions could be taken to address any actual or potential negative impacts on participants’ involvement. Opportunities were also sought to involve women leaders and role models in the program delivery to demonstrate and discuss gender in practice.

The Gender Strategy and Action Plan also enabled explicit considerations of gender in training, research, governance of IM4DC, marketing, and monitoring and evaluation that has enriched the overall program.

A review of IM4DC’s implementation of this strategy can be found at http://im4dc.org/wp-content/uploads/2013/07/IM4DC-Gender-Strategy-Implementation-Brief-final.pdf

The IM4DC Gender Strategy and Action Plan is aligned to DFAT’s three pillars of gender equality: promoting women’s voices in decision making, leadership and peace-building; women’s economic empowerment; and ending violence against women and girls.
IM4DC was rapidly mobilised to implement an emerging global agenda to support developing nations to achieve good stewardship and governance in mining for development. The Centre exceeded most of its key performance indicators, as demonstrated in Table 1 on page 27 of this report.

The University partners provided thought leadership and innovation in the development of IM4DC’s unique program and its strategic framework. Their intellectual capability, institutional links, strategic guidance and implementation support has delivered a program of excellence, and contributed convening power and rich stakeholder networks for IM4DC. Their invaluable contribution ensured IM4DC achieved, and indeed exceeded, many of its program targets.

Through improved capability provided by IM4DC’s program of education, training, research, and alumni engagement, program participants have demonstrated leadership and implementation of change - achieving high level impact for themselves, their organisations and their nations.

A range of staff reflection workshops, feedback and evaluations have provided IM4DC with a rich learning experience:

- The integrated nature of the program meant that opportunities to reinforce learning through follow-on engagement in research, fellowships, conferences and forums could be implemented efficiently and effectively.
- Developing institutional relationships with government agencies, academic institutions and others allowed for a greater breadth of engagement, and provided a knowledge network platform for sustainability beyond the life of the program.
- Diversity amongst course and study tour groups was valued by participants and facilitators alike, providing rich opportunities for individuals to learn from each other and their varied contexts. Diversity in gender, nationality, culture, region and stakeholder group all contributed to learning outcomes.
- The use of a return-to-work framework for most programs was a useful tool to focus groups on the learning outcomes, and helped identify more committed alumni who effectively self-selected for further engagement.

- Industry and government stakeholders in Australia engaged enthusiastically with the program, providing rich experiences for participants. There is much to learn from Australia’s experience in managing mineral resources, and stakeholders reflected openly on what had worked well and lessons learned where outcomes were less successful.
- The evolution of the strategic framework towards the empowerment and influence model helped shape the focus on alumni engagement post-course. This adaptive management within the overall Grant Agreement allowed a more nimble and responsive approach.
## Key Performance Indicators

### Training - in Australia

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of courses</td>
<td>34</td>
<td>52</td>
</tr>
<tr>
<td>Participant training days</td>
<td>6800</td>
<td>8243</td>
</tr>
<tr>
<td>Total number of participants</td>
<td>680</td>
<td>896</td>
</tr>
<tr>
<td>Percentage of female participants (target &gt;20%)</td>
<td>ns</td>
<td>30.0%</td>
</tr>
<tr>
<td>Number of repeat participants</td>
<td>ns</td>
<td>106</td>
</tr>
<tr>
<td>Percentage of participants overall satisfaction positive</td>
<td>ns</td>
<td>94.3%</td>
</tr>
</tbody>
</table>

### Training - in Country

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of courses</td>
<td>34</td>
<td>53</td>
</tr>
<tr>
<td>Participant training days</td>
<td>5950</td>
<td>8030</td>
</tr>
<tr>
<td>Total number of participants</td>
<td>1190</td>
<td>1937</td>
</tr>
<tr>
<td>Percentage of female participants (target &gt;20%)</td>
<td>ns</td>
<td>30.0%</td>
</tr>
<tr>
<td>Number of unique or repeat participants</td>
<td>ns</td>
<td>180</td>
</tr>
<tr>
<td>Percentage of participants overall satisfaction positive</td>
<td>ns</td>
<td>90.0%</td>
</tr>
</tbody>
</table>

### Visiting Fellows

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Visiting Fellows</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>Percentage of female Fellows (target &gt;20%)</td>
<td>ns</td>
<td>26.0%</td>
</tr>
</tbody>
</table>

### Annual Conference

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Conference attendance</td>
<td>1100</td>
<td>1114</td>
</tr>
<tr>
<td>Percentage of female participants (targeted &gt;30% female)</td>
<td>ns</td>
<td>37.0%</td>
</tr>
<tr>
<td>Percentage of conference participants overall satisfaction positive</td>
<td>ns</td>
<td>86.0%</td>
</tr>
</tbody>
</table>

### Technical Advice

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advice to Government (days)</td>
<td>120</td>
<td>99.75</td>
</tr>
</tbody>
</table>

### Action Research / Tailored Advice

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new competitive Action Research/Tailored Advice projects</td>
<td>44</td>
<td>57</td>
</tr>
<tr>
<td>Student and fellowship research support support</td>
<td>ns</td>
<td>33</td>
</tr>
<tr>
<td>Number of publications</td>
<td>85</td>
<td>151</td>
</tr>
</tbody>
</table>

### Alumni

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of alumni meetings (in country)</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Alumni attending alumni meetings in-country</td>
<td>180</td>
<td>205</td>
</tr>
<tr>
<td>Alumni attending annual conference</td>
<td>95</td>
<td>143</td>
</tr>
</tbody>
</table>

### Institutional Linkages

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Grant Agreement KPIs 2011-12 to 2014-15</th>
<th>Total Delivered 2011-12 to 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities conducted with partner institutions in developing countries</td>
<td>ns</td>
<td>21</td>
</tr>
</tbody>
</table>

**Note:** ns not specified, a Includes a group of six Afghan Fellows funded through a separate Grant Agreement. b In March 2015 IM4DC also helped facilitate a short course on Mining Law and Policy with the University of Ghana in Accra for 43 paying participants. This activity included delivery of three courses over the last two year period, funded through a separate Grant Agreement. This data has not been included in KPI Reporting. c This figure includes the 2014 Alumni Forum participants. d Demand driven.
Acknowledgements

IM4DC would like to thank all of its program delivery partner institutions, governments, industry, not-for-profit, community and support organisations for their important contributions to, and participation in, activities and the ongoing development of alumni. These include:

- 62 Schools and Centres from 20 education and research institutions in Australia
- 55 Australian Federal and State Government Agencies
- 10 Australian not-for-profit and community organisations
- 97 institutions outside Australia
- 92 Australian and international industry and industry associations

AUSTRALIAN UNIVERSITIES, EDUCATION & TRAINING AND RESEARCH INSTITUTIONS

Australia-Africa Universities Network
Australian National University, Canberra
- ANU College of Asia and the Pacific
- School of Culture History and Language
- Crawford School of Public Policy
- Development Policy Centre
- ANU College of Law, Australian Centre for Dialogue
- ANU College of Asia and the Pacific, The State, Society and Governance in Melanesia Program (SSGM)
- Australian Centre for Dialogue
Central Institute of Technology, Perth
Central Queensland University

Crawford Fund
CSIRO
- Queensland Centre for Advanced Technologies
- Mineral Resources Flagship, Resources in Society Group
Curtin University, Perth and Kalgoorlie
- Western Australian School of Mines
- Curtin Graduate School of Business
Eastern Goldfields College, Kalgoorlie
Emergency Response Group Training, Western Australia
Goldfields Institute of Technology, Kalgoorlie
International Water Centre (UQ, UWA, Griffith University and Monash University)
Minning Education Australia
Murdoch University
- Africa Research Group
Pawsey Supercomputing Centre (CSIRO, Curtin University, Murdoch University, UWA and NCRIS)
The University of Melbourne
- Melbourne School of Population and Global Health

University of New South Wales
- Faculty of Engineering
- Australian Centre for Sustainable Mining Practices
- Faculty of Science
- Institute of Environmental Studies
- Climate Change Research Centre
The University of Queensland
- 17 Schools, Centres and Institutes
The University of Sydney
- Faculty of Arts and Social Sciences
- Graduate School of Government
University of Technology Sydney
- Faculty of Law

The University of Western Australia
- 24 Schools, Centres and Institutes

AUSTRALIAN FEDERAL AND STATE GOVERNMENT AGENCIES

Australian Government
- Australia Africa Awards
- Australia Africa Partnerships Facility
- Australian Government Missions in Africa, Asia-Pacific and Latin America
- Australian Trade Commission
- Department of Foreign Affairs and Trade: Country Mining for Development and Extractives for Growth Programs
- Department of Foreign Affairs and Trade: Trade, Investment and Economic Diplomacy Division
- Department of Industry and Science
- Department of Infrastructure and Regional Development
- Department of Treasury
- Regional Development Australia Fitzroy and Central West

New South Wales State and Local Government
- NSW Trade and Investment, Division of Resources and Energy
- Muswellbrook Shire Council
**Queensland State and Local Government**
- Central Highlands Regional Council
- Charters Towers Regional Council
- Department of Energy and Water Supply
- Department of Natural Resources and Mines
- Department of State Development, Infrastructure and Planning
- Gladstone Ports Corporation
- Gladstone Regional Council
- Ipswich City Council
- Queensland Treasury
- Coordinator General
- SIMTARS

**Western Australia State and Local Government**
- AgWest
- Australian Marine Complex
- Botanic Gardens and Parks Authority
- Dampier Port Authority
- Department of Agriculture and Food
- Department of Commerce
- Department of Finance
- Department of Mines and Petroleum
- Department of Planning
- Department of State Development
- Department of Training and Workforce Development
- Department of Transport
- Department of Treasury
- Department of Water
- Esperance Sea and Land Authority
- Fremantle Ports
- Goldfields Esperance Development Commission
- Goldfields Indigenous Housing Association
- Kalgoorlie-Boulder City Council
- Karratha City Council
- LandCorp
- Metropolitan Redevelopment Authority
- Pilbara Ports Authority
- Pilbara Development Commission
- Shire of Ashburton
- Shire of Esperance
- Shire of Ravensthorpe
- Southern Ports Authority

**Australian Not-for-Profit and Community Organisations**
- Clontarf Foundation
- Goldfields Land and Sea Council, Western Australia
- Maritime Union of Australia
- Muragenda Rangers, the Pilbara, Western Australia
- Ngadju Conservation, Norseman, Western Australia
- Ravensthorpe Agricultural Initiative Network, Esperance, Western Australia
- Women in Mining Western Australia
- Yamatji Marlpa Aboriginal Corporation, Western Australia
- Oxfam Australia
- World Vision Australia

**Institutions Outside Australia**

**Global**
- International Council on Mining and Metals
- Natural Resource Governance Institute
- Transparency International
- United Nations Educational, Scientific and Cultural Organisation
- World Economic Forum
- World Bank Energy and Extractives Global Practice

**Africa**
- African Development Bank
- African Institute for Economic Development and Planning
- African Minerals Development Centre
- Artisanal Mining Africa Network
- Building Markets, Liberia
- Copperbelt University, Zambia
- The Energy Commission, Ghana
- Ghana Geological Survey Department
- Ghana Institute of Management and Public Affairs
- Kitwe City Council, Zambia
- Makerere University, Uganda
- The Minerals Commission, Ghana
- Mines Safety Department, Zambia
- Ministry of Energy and Minerals, United Republic of Tanzania

**Asia-Pacific**
- Office of the Prime Minister, Cameroon
- South African Institute for International Affairs
- Southern and Eastern African Mineral Information Centre, Tanzania
- Tanzania Minerals Audit Agency
- Uganda Human Rights Commission
- United Nations Economic Commission for Africa
- Universidade Eduardo Mondlane, Mozambique
- University of Agriculture and Technology, Kenya
- University of Cape Town, South Africa
- University of Ghana
- University of Mines and Technology, Ghana
- University of Pretoria, South Africa
- University of the Witwatersand, Johannesburg
- University of Yaoundé II, Cameroon
- University of Zambia, School of Mines
- Zambia Revenue Authority

**Europe**
- Federal Institute for Geosciences and Natural Resources (BGR), Germany
- German Agency for International Cooperation (GIZ)
- Institute de Recherche pour le Development, Toulouse
- Imperial College London
- Mining Indaba LLC
- Oxford University

**North America**
- Canadian International Resources and Development Institute
- Columbia Center on Sustainable Investment, New York
- Department of Foreign Affairs, Trade and Development, Canada
- Partnership Africa Canada
- University of British Columbia

**Latin America**
- CONDESAN (Consortium for Sustainable Development of the Andean Ecoregion)
- Fundación Casa de la Paz, Chile
- Grupo de Diálogo, Minería y Desarrollo Sostenible, Peru
- Latin American Mining Monitoring Program
- Instituto Geológico Minero y Metalúrgico, Peru
- Peruvian Ministry of Energy and Mines, Peru
- National Committee on Gender Equality, Mongolia
- National Engineering Centre, University of the Philippines
- Papua New Guinea Chamber of Mines and Petroleum
- Papua New Guinea Institute of National Affairs
- Papua New Guinea University of Technology
- University of Indonesia
- University of the Immaculate Conception, Philippines
- University of Papua New Guinea
- University of Southeastern Philippines
- Trisakti University, Indonesia
- United Nations Development Program, Papua New Guinea
- University of Philippines
- Caraga State University, Philippines
• Sociedad Nacional de Minería Petroleo Y Energia, Peru
• Societas Consultora de Análisis Social, Peru
• Universidad Agraria La Molina, Peru
• Universidad del Pacifico, Peru
• Universidad Nacional de Colombia
• Universidad Nacional Ingeniero, Peru
• Universidad Nacional Mayor de San Marcos, Peru
• University of Technology and Engineering
• Women in Mining and Resources, Latin America

INDUSTRY AND INDUSTRY ASSOCIATIONS

• Abmak Associates
• Alcoa of Australia
• Alkane Resources
• Allens Linklaters
• Amalgamated Prospectors and Leaseholders Association
• Anglo Coal (Capcoal Management)
• AngloGold Ashanti
• Association of Mining and Exploration Companies
• Assetivity Asset Management Consultants
• Australia-Africa Mining Industry Group
• Australian Petroleum Production and Exploration Association
• Australian Institute of Mining and Metallurgy
• Barrick Gold Corporation
• BGC Australia
• Blackwater International Coal Centre
• BHP Billiton
• BHP Billiton Mitsubishi Alliance
• BHP Billiton Nickel West
• Cambodia Association for Mining and Exploration Companies
• Centerra Gold Inc, Mongolia
• Central Tenement Services
• Chamber of Commerce and Industry, Western Australia
• Chamber of Mines of the Philippines
• The Chamber of Minerals and Energy of Western Australia
• Chamber of Mines of South Africa
• Citigold Corporation Limited
• Coal & Allied
• Elemental Strategy
• Esperance Chamber of Commerce and Industry
• Evolution Mining
• Fitzroy Basin Association Inc
• Fortescue Metals Group
• GHD Australia
• Gladstone Industry Leadership Group
• Glencore Xstrata
• Global Exploration Tenement Services
• Heron Resources
• Hunt and Humphrey Project Lawyers
• IBM Research
• Jellinbah Mining
• JK Tech
• Kalgoorlie-Boulder Chamber of Commerce and Industry
• Kalgoorlie Consolidated Gold Mines
• Karratha and Districts Chamber of Commerce and Industry
• Kwinana Industries Council
• Lepanto Consolidated Mining Company, Philippines
• Mastermyne
• Minerals Council of Australia
• MMG
• Mopani Copper Mines PL, Zambia
• Nautilus Minerals
• Newcrest Mining
• Newmont
• Northparkes
• Orbis Gold
• Orica
• Pacific National
• Peabody Energy
• Perth Airport
• Philex Mining, Philippines
• Port Waratah Coal Services
• PriceWaterhouse Coopers
• QGC
• Queensland Alumina Limited
• Queensland Curtis LNG
• Queensland Magnesia
• Resolute Mining Ltd
• Resources Industry Training Council, Western Australia
• Riklan Emergency Management Services
• Rio Tinto Argyle Diamonds
• Rio Tinto
• Rio Tinto Iron Ore
• The Safety Managers, Queensland
• Scott Mining Services
• Sekondi-Takoradi Regional Chamber of Commerce and Industry, Ghana
• Shell Australia
• Sibelco Australia Limited
• Sirolli Institute
• Sojitz Minerva Mining
• Stanwell Corporation Limited
• Sun Metals Corporation
• Sustainable Development Strategies Group
• Teng Tsuma Geoservices, Burkina Faso
• Thiess
• Toro Energy Limited
• Vale
• Visionary Earth Science Pty Ltd
• Wesfarmers Curragh
• Wesfarmers CSBP Limited
• Whittle Consulting
• Woodside
• Yancoal Australia Limited
### Glossary of Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAPF</td>
<td>Australia-Africa Partnerships Facility</td>
</tr>
<tr>
<td>ALL</td>
<td>Accelerated Learning Laboratory</td>
</tr>
<tr>
<td>AMDC</td>
<td>African Minerals Development Centre</td>
</tr>
<tr>
<td>APEC</td>
<td>Asia-Pacific Economic Cooperation</td>
</tr>
<tr>
<td>ARNN</td>
<td>African Resources Negotiation Network</td>
</tr>
<tr>
<td>BGR</td>
<td>Bundesanstalt für Geowissenschaften und Rohstoffe (German Federal Institute for Geosciences and Natural Resources)</td>
</tr>
<tr>
<td>CSIRO</td>
<td>Commonwealth Scientific and Industrial Research Organisation</td>
</tr>
<tr>
<td>DFAT</td>
<td>Department of Foreign Affairs and Trade, Australia</td>
</tr>
<tr>
<td>EMI</td>
<td>Energy and Minerals Institute</td>
</tr>
<tr>
<td>GASI</td>
<td>General Agency for Specialised Inspection, Mongolia</td>
</tr>
<tr>
<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)</td>
</tr>
<tr>
<td>IDEP</td>
<td>The Academic Institute for Economic Development and Planning</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Government Organisation</td>
</tr>
<tr>
<td>OHS</td>
<td>Occupational Health and Safety</td>
</tr>
<tr>
<td>SIMTARS</td>
<td>Safety in Mines Testing and Research Station, Queensland</td>
</tr>
<tr>
<td>SMI</td>
<td>Sustainable Minerals Institute</td>
</tr>
<tr>
<td>UNZA</td>
<td>University of Zambia</td>
</tr>
<tr>
<td>UQ</td>
<td>The University of Queensland</td>
</tr>
<tr>
<td>UWA</td>
<td>The University of Western Australia</td>
</tr>
</tbody>
</table>