

Can Tina give birth to Lois?

Community Development and the Mining Industry

by
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Remember

- TINA: There is no alternative
 - big, global, outside capital, external decision making
- LOIS: Locally owned, import substituting,
 - Small to medium, networked, internal capital, local assets and finance

Mining companies engaging in participatory development



A New Journey

- History of CD practice in small NGOs and large organisations: local and state government
- Sept 2007:
 - Graduate Certificate in Community Relations in the Minerals Industry at University of Queensland (School of Social Work and Human Services and CSR/M)
 - Support person in Centre for Social Response training team with Tony Kelly training BHPB, Teck, Rio Tinto and Xstrata internationally

History of Community Relations in Mining

- Mixed history:
 - Poor reputation
 - CR not on the agenda
 - Human rights abuses
 - Conflicts
 - Exploitation of Indigenous Peoples
 - Collusion with oppressive regimes



Last decade: Social License

- Pressure for change:
 - National and International NGOs, shareholders, UN, national governments, local communities
- Capacity Building:
 - guidelines, research, training, consultancies
- Global compacts and financing requirements:
 - IMF and World Bank
- Regulation

In Australia

- OK TEDI disaster and Mining Ombudsman
- Oxfam and BHPB training
- Centre for Social Responsibility in Mining (CSRMI)
- Graduate Certificate in Community Relations in the Minerals Industry
- **Globally** other companies requesting participatory development training (Rio Tinto, Xstrata, Teck)

Guarded optimism and healthy skepticism



2 Initiatives

- Oxfam/BHPB/Centre for Social Response
- Graduate Certificate Community Relations in the Minerals Industry

Oxfam/BHPB/Centre for Social Response

- 8 years
- Exposure program and training
- Training for transformation
- Relationship based
- Management and front line staff
- Mostly practice but some policy
- Growing demand
- Outside ↔ In

Graduate Certificate In Community Relations CD and CE

- On-line
- 2 subjects
- 12 months
- Practical transformation
- Practice orientation
- Relationships/
dialogue between
students and trainer
- Skills require more
classroom time
- Dedicated and
passionate people
- Many ah ha moments
- mentoring

CR in Mining

- Limited professional background
- Limited influence
- Remote locations/isolated
- Service delivery orientation
- Technically focused
- Gender issues
- Can have significant resources
- Complaints and conflict
- Often very marginalised communities
- High levels of stress and mobility
- Social development through employment



Content

Semester 1

- Values and principles
- Traditions
- Frameworks/methods
- Dialogue
- Building participatory groups
- Gender and Indigenous

Semester 2

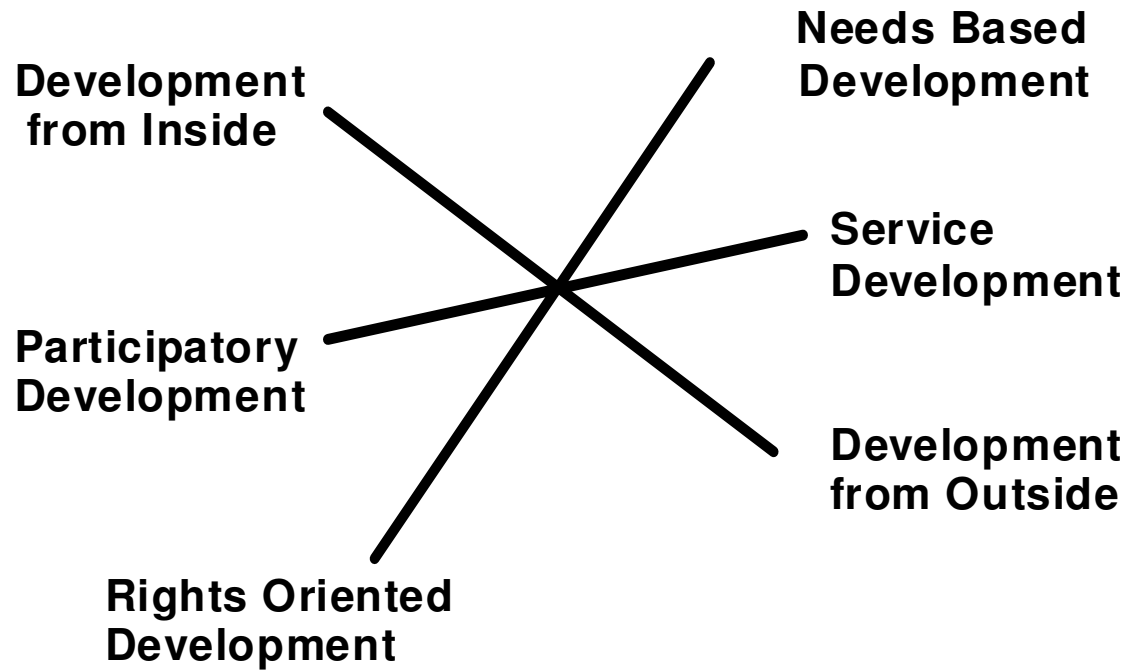
- Techniques: conflict, SIA, baselines
- Building strong and effective organisations
- Evaluation
- Community Engagement
- CED and CCD

4 Models of Organisation ↔ Community Interaction

- Traditional
 - Information provision
 - PR
- Emergent
 - Dialogue
 - Development process



PEOPLE DEVELOPMENT MATRIX



Can Tina give birth to Lois?

- Some signs of hope at the local and global level:
 - CR staff
 - some managers
 - some companies
- Reach is small but growing
- A few setbacks: GFC
- Danger of co-opting the language but not changing the values and practice

What else is needed?

- External support to change:
 - Strategies to move management, shareholders, financial institutions and partner with NGOs
- External advocacy for change:
 - Glocal (Local↔Global) responses
- Internal transformation