PARTNERING FOR OUR COMMON FUTURE

Optimising mining's partnering capability to contribute to community resilience and thriving societies

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tpi
THE PARTNERING INITIATIVE

ICMM
International Council on Mining & Metals

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FOREWORD

In 2020, in the wake of the Covid-19 crisis, the International Council on Mining and Metals (ICMM), Business Fights Poverty, and The Partnering Initiative released a report: *Building Forward Better: Mining as a partner in supporting more inclusive and resilient societies.* **This explored the collective leadership of the mining and metals industry in 'building forward better' post-Covid-19. Partnerships – with all stakeholders, and across industry – were seen as the key to unleashing the unique power of the industry in being able to positively impact communities, societies, and environments, while simultaneously creating business value.**

Also that year, ICMM initiated a major 15-year initiative, Skills for Our Common Future, which aims to catalyse the building of skills that support communities to become more resilient, better able to participate in economic opportunities in mining and other sectors, and prosper. Here again, partnerships with communities, government, non-government and civil society organisations, academia, and others – within and across industries – will be critical to its success.

This guide builds on the deep and substantive work done by ICMM to support *Mining Partnerships for Development*, providing a structured process to generate ideas with partners through which mining's contribution to social and economic development could be enhanced. In the intervening decade since that comprehensive toolkit was published, there have been many examples of partnerships, at different scales and levels of ambition, struck between mining companies, communities and other development actors. The social practitioners in the sector who contributed to this research all recognised how far partnering had come, and how central partnering was to delivering shared value. They also acknowledged how much further there is to go to truly make the most of the transformative power of partnering.

For the industry to play its role as a genuine partner in development, it needs to be institutionally optimised to work this way, with a clear and compelling strategy, the right systems and processes, the skills and culture, and the connections and relationships across stakeholders.

This guide aims to support mining companies to take stock, identify the room for improvement and dig deeply into the ways we can systematically strengthen our capability for partnering. The concepts laid out here and the self-assessment tool have been designed and tested to help you consider your organisation's current state and how it might improve, and are brought to life by practical examples.

Many different types of partnerships have been forged to address shared challenges, and partnering effectively is a skill that individuals and organisations can acquire.

In the global context of disruption, our efforts to become better partners and to be able to partner more effectively, have never seemed so timely or so necessary.

The Sustainable Development Goals clearly lay out a vision for the world we all want, and recognise that partnering sits at the heart of making that world a reality. This guide aims to reflect on the experience of mining in partnering over the past decade, and provide practical support to strengthen the partnering capability of the sector and those we partner with, to deliver on the vision of the global goals. We are delighted to have worked together to tailor this for the mining sector.

But we recognise that building partnering capability is a journey. This guide contributes to the first step along that path and we anticipate that it will be followed by other resources and tools to continue to guide companies to enhance their partnering capability. We encourage you to carefully consider the concepts and approaches described in this practical guidance, to reap the rewards of optimised partnering.

Nicky Black,
Director, Social and Economic Development, ICMM

Darian Stibbe,
Executive Director, TPI

ABOUT THIS RESOURCE

KEY TAKEAWAYS: The mining industry can be a significant contributor to supporting communities to become more resilient, better able to participate in economic opportunities that emerge across mining and other sectors, and to navigate and prosper through change. This resource sets out to support companies to understand the potential offered by optimised partnering and undertake a diagnostic on the degree they are set up and operating to be institutionally 'fit for partnering'. The aim is that companies will use this resource to enhance their partnering capabilities.

This resource aims to help mining companies to understand the degree to which they are currently set up to be institutionally *fit for partnering* – ie having in place the right strategies, systems and processes, culture, capacity and networks to be able to partner effectively and better contribute to community resilience. The analysis then allows companies to identify and prioritise areas for them to build their institutional capability, optimise their partnering and deliver significantly greater collaborative value.

The resource is set out in four parts:

- **Part 1** defines partnering and provides a snapshot of current partnering practice as well as setting out the potential for mining as a partner to contribute to community resilience.

- **Part 2** sets out a framework for the institutional capability (*fitness for partnering*) companies need to have in place in order to fully deliver on that potential.

- **Part 3** provides a tool to self-assess *fitness for partnering*.

- **Further resources** are provided in an Annex to support companies in improving their institutional capability to partner.

HOW IT WAS DEVELOPED

The resource was developed during January-May 2021. Inputs included a survey completed by 35 individuals from across ICMM's membership; and a series of interviews and focus group discussions including with members.

"The power of collaboration will again be crucial as we work together to address the challenges we face in transitioning the workforce of today to the workforce of tomorrow safely, inclusively and fairly."
Nicky Black[1]

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1. https://www.weforum.org/agenda/2020/12/metals-and-mining-industry-skills-outlook/

PART I

MINING AS A PARTNER IN CONTRIBUTING TO COMMUNITY RESILIENCE AND THRIVING SOCIETIES

THE FOOTPRINT OF MINING AND THE POTENTIAL FOR IMPACT THROUGH PARTNERING

Of all industries, mining has possibly the widest ranging and deepest impact on humanity and the planet.

At one end of the value chain, every person's life is reliant on the mining industry, from the steel beams that hold up the buildings we live and work in, to the mobile phones in almost every person's pocket.

At the production end of the value chain, mining also has a significant impact: as a major employer, as a purchaser of goods and services, as a user and builder of infrastructure, as a utilizer of water and energy, as a payer of taxes, and in terms of its impact on host communities and the environment.

The economic, social, environmental and political impact mining has, and the size and length of time of the investments it makes, means that it has the potential to be a powerful and hugely positive, transformational, partner. By actively aligning its resources and investments alongside those of government, international development partners, communities, and NGOs it can deliver extensive social, environmental and economic benefits that contribute to community resilience both within and beyond its own value chain and, through this, reap extensive benefits itself.

17 PARTNERSHIPS FOR THE GOALS

Prosperous Economy

8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Thriving Society

7 AFFORDABLE AND CLEAN ENERGY
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
4 QUALITY EDUCATION
3 GOOD HEALTH AND WELL-BEING

1 NO POVERTY
11 SUSTAINABLE CITIES AND COMMUNITIES
5 GENDER EQUALITY
2 ZERO HUNGER

Healthy Environment

15 LIFE ON LAND
14 LIFE BELOW WATER
6 CLEAN WATER AND SANITATION
13 CLIMATE ACTION

Attribution: Rockström and Sukhdev

Partnering is both a skill set and an approach that can mitigate risk and create value for those involved.

By combining complementary resources, partnering, at its most effective, can deliver extraordinary results beyond the sum of the resource inputs. The fundamental basis for partnering is an understanding that all sectors of society – whether business, government, civil society – should be aiming for the same vision: prosperous economies, resilient, thriving societies and a healthy environment. Business cannot thrive when societies are sick, natural resources are scarce or climate change renders assets unworkable.

Taken together, the societal sectors (government, communities, NGOs academia etc) have an incredibly diverse range of complementary resources from financial to human to social capital, technology to technical

DEFINITION OF 'PARTNERSHIP'
In this resource, we use the following definition of partnership:

- An ongoing **collaborative relationship** among two or more organisations...
- **Aligning interests** around a **common vision**...
- Combining or exchanging **resources** (both financial and non-financial) and competencies and **sharing risk**...
- **To collectively deliver towards societal, environmental and/or economic goals** while delivering **benefits to all partners**.[2]

knowledge, regulatory powers to data. Where there are alignments of interests, partnerships (see box) can combine the collective resources in ways that can deliver significant additional value towards that shared vision of prosperity.

2. SDG Partnership Guidebook

WHY IS PARTNERING CRITICAL FOR THE FUTURE OF MINING – AND THE COUNTRIES IT OPERATES IN?

Investing in building strong stakeholder relationships is an opportunity for mining. It helps to create greater resilience in an increasingly volatile and uncertain operating environment, increases trust in mining by investors, communities and governments, and helps mining companies attract and retain top talent. Those companies that take a long-term view in building strong relationships with stakeholders will emerge as industry leaders.

"The mining and metals industry is facing a paradigm shift, as it incorporates greater sustainability, absorbs technical innovation from other sectors, and seeks a way forward in the midst of a pandemic. By focussing on modernization, digitalization, and transparency, the industry can strengthen its foundational role in a rapidly evolving global economy. However, effectively managing related changes will require greater adaptability, transformative thinking, and building stronger relationships in a global context."

World Economic Forum, Strategic Intelligence for Mining and Metals

If the mining industry sees itself (and is seen by others) as an extraordinary source of investment, skills, resources, assets, experience, data, technology, innovation, relationship networks and problem-solving capacity, then the potential value that can be created, both for companies and for stakeholders, becomes significant.

There is recent evidence of the outcomes of genuinely collaborative relationships across the mining industry. This includes the remarkable response to Covid-19, when mining companies were donating entire hospitals or meeting shortfalls in a country's oxygen supply using their industry connections not available to governments.

> "Partnering is beyond social investment. It's about how we deal with issues and create mutually beneficial outcomes which protect the company and create resilient communities. Without effective partnerships, we don't have a viable business"[3]

Such outcomes can only have been the result of open, collaborative, trust-based relationships, enabling a free and open exchange of information, ideas and resources.

In addition to Covid-19, the mining industry has over many years demonstrated corporate leadership across a number of issues. These include:

- **Infectious disease control**, extending a company's sphere of influence way beyond its own workers, to their families and communities as well as those of its suppliers.
- The development of **community foundations**, which can be significant regional development actors in their own right.
- Innovative **benefit sharing arrangements**, providing integrated approaches to sourcing and labour – an approach that is largely unknown in industries beyond mining.
- **Its supply chain innovations**, enabling diversification of suppliers and engagement of local and smaller enterprises in a company's supply chain.

Building on its examples of leadership, the mining and metals industry has the opportunity to play a critical role in bolstering the resilience of societies and economies.

It is uniquely placed to be a driver (or hinderer) of thriving human ecosystems, by virtue of its geographic footprint, its economic power, and the influence it can have with stakeholders including governments, investors, supply chains, employees, and the communities with which it is co-located.

However, delivering on its potential does not happen automatically. It requires mining to recognise its contributing role as an important societal actor, among the landscape of actors, working towards a common vision; it requires stakeholders also to recognise this potential; and it requires vision about what additional value might be created through more ambitious forms of partnership. Ultimately this all depends on active, creative and ongoing engagement between mining and its stakeholders.

> "Historically the focus has been on what we get out of stakeholder relationships: the social licence to operate. Going forward, it is social licence to operate and mutual value creation."

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3. Illustrative quotes from the research for this project are shown in pull-out boxes in red text throughout this report.

The two diagrams below demonstrate the required shift in mindset. They also hint at the vast range of reasons companies may partner in order to enhance outcomes – including social-economic development, institutional and governance strengthening, economic diversification, natural resource use/conservation, environmental resilience and sustainability, and more:

1. Unsustainable state: Mining operating in its own interests, seeing itself (and being seen by others) at the centre of the universe

2. Desired state: Mining operating as a development partner within a network of stakeholders

Adapted from: Jane Wei-Skillern and Marty Kooistra

There are significant barriers to partnering that companies face at every step. They may stem from: perceived misalignment of objectives; mistrust; organisational barriers, such as inflexible systems and procedures, or lack of support for a partnering model; legal obstacles; mismatched organisational cultures; lack of competencies to effectively partner; or reluctance to relinquish ownership or control, amongst others.

These are the things that cause partnerships to fail. Indeed, they are the barriers that those partnerships that already exist are likely to have overcome. Through using the Fit for Partnering approach set out in Part II, companies can embed the structural, systematic elements of partnering that create the enabling context to overcome these barriers.

PARTNERING'S ROLE IN RESTORING AND BUILDING TRUST

The more effectively partnering is undertaken, the more trust emerges (and vice versa). Partnerships move at the speed of trust - the more trust there is, the more open and free the information exchange, the higher the tolerance for failure / experimentation and therefore learning, and the more commitment to shared success is generated from all partners.

SKILLS FOR OUR COMMON FUTURE

ICMM's Skills for our Common Future Initiative aims to:

'Catalyse the building of skills that support communities where we operate to become more resilient, better able to participate in economic opportunities that emerge across mining and other sectors, and to navigate and prosper through change. This means working in partnership with others to build skills for:

- Mining and its value chain.
- The future of work.
- Community prosperity and life.'[4]

Meeting these objectives will mean ICMM member companies and their operations will need to work with a range of stakeholders including local government, training colleges, community organisations, business organisations, NGOs, training providers and others. Success depends both on listening and engaging, aligning with others' initiatives, and on bringing mining's full set of resources to the table, beyond simply providing funding. It will require

working holistically, aligning decision-making with local development priorities and needs, and aligning with existing non-mining initiatives and others' investments.

Mining companies already focus a lot of attention on skills training, both within their own core operations and in many cases, among those of their suppliers and contractors. There is a great deal of transferable skill and experience elsewhere, that can be brought to bear in relation to where, why and how mining works in partnership with others, and applied in the context of the Skills Initiative. Learning from elsewhere is important in the context of partnering, as in other contexts, because it enables the application of leading practice as well as avoiding the duplication of effort. This guide aims to support partnering in the context of the Skills Initiative but also more broadly in any endeavours in which companies seek to partner for optimised outcomes.

HOW IS MINING CURRENTLY PARTNERING?

Participants in the development of this resource identified four broad areas of partnering across mining:

1. Community development.
2. Supplier relationships.
3. Talent management (through relationships with training providers, universities and technical colleges, for example).
4. Relationships with NGOs.

Across these broad areas, there are likely to be many examples of interesting practice. Some examples of partnerships within these overall areas, identified by participants, are shown below. Sometimes, arrangements described as 'partnerships' (within and beyond mining) tend to be conventional transactional arrangements and do not fit the definition provided earlier in this report.

This is not a value judgement, and there is nothing inherently wrong with a transactional arrangement. If deliverables are tangible and already known, then a transactional arrangement is an appropriate and straightforward way of working. The point here is this: it is confusing to use the term 'partnership' to describe an arrangement that is purely transactional.

"We tend to misuse the language of partnership... In most instances we are a funding partner – we lack a lot of vision about what it really means to be a partner."

4. https://www.icmm.com/en-gb/social-performance/skills-for-our-common-future

PART I

The table provides some examples of the differences between a transactional arrangement and a partnership approach.

	TRANSACTIONAL ARRANGEMENT	PARTNERSHIP APPROACH
Scope of work	One party decides a programme of work based on their knowledge and experience	Co-generation based on joint knowledge/ experience
Flow of resources	One party purchases a service from – or donates to the work of – another	Partners bring together complementary resources (including those such as social capital which may not be 'for sale')
Contractual basis	Legally binding contractual arrangements with clear activities and outputs decided at the beginning	Non legally binding partnering agreement with clear agreed expected outcomes, with flexibility over how to get there (often accompanied by legal contract covering financial elements)
Commitment	Limited engagement from parties beyond the contractual arrangement	Willingness/appetite to go above and beyond 'business as usual'
Ways of working	Each party stays in its comfort zone, doing what they normally do	Partners together create new ways of working
Accountability	One-way	Mutual
Delivery capacity	Contracted partner expected to have full capacity to deliver	One partner may support capacity development of the other to deliver more effectively

ADVANTAGES OF A TRANSACTIONAL APPROACH	ADVANTAGES OF A PARTNERSHIP APPROACH
• Well-defined and manageable commitment. • Lower management and administration costs – requires significantly less investment in relationship-building. • Clear decision-making authority and unambiguous contractual relationship. • Predictable procedures and outcomes. • Clear lines of authority and accountability. • Comfortable/familiar.	• Stronger potential for innovative solutions. • More appropriate/implementable approaches within a specific context. • More adaptable to changing realities. • Stronger commitment from partners – willing to go the extra distance. • Better-informed decision-making. • Wider potential for influence and change. • Stronger overall accountability. • Greater potential for mutual learning.

EXAMPLES OF 'PARTNERSHIP'

The following examples of partnership were offered by participants. The examples give an insight into the range of partners and partnerships currently underway. They also demonstrate the different understanding of the term 'partnership', and the potential value of having common language – this is explored further overleaf.

MMG AND UNICEF

MMG's partnership with Unicef, initially focussed on infant nutrition, has developed since 2013 and has involved significant investment in the relationship on both sides, resulting in promising results in Lao PDR and Democratic Republic of Congo, supported by MMG in Australia.[5]

A *lettre d'intention*[6] between Unicef and MMG in the DRC indicates a strong partnership between the two including elements such as:

- A clear definition of the common vision and mission.
- Recognition of the opportunity to create added value to reach common objectives through the partnership.
- A joint working plan with clear budget assignment (from both partners).
- Rules for external and internal communication processes.

Find out more:
https://www.unicef.org/laos/stories/reaching-out

'The explicit alignment of mining efforts with regional and national development appears to be bringing multiple benefits [in Lao PDR].'
(ICMM, 2016)

VALE AND THE MINING HUB, BRAZIL

Brings multiple mining companies and their suppliers together with IT and legal companies in order to enable 'connection, collaboration, and empowerment of innovation in the sector'[7].

Find out more:
https://www.mininghub.com.br/en/parceiros/

GOLD FIELDS AND THE RAND WEST STAKEHOLDER FORUM, SOUTH AFRICA

A forum for discussions between multiple mining companies, local government, and community trusts and community stakeholders. As one of the research participants for this project noted: 'Previously, the community was not speaking directly to the companies. The dynamic changed with this roundtable.'[8]

Find out more:
https://www.goldfields.com/reports/annual-report-2018/community-relations-in-south-africa.php

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5. Further information: https://www.unicef.org/laos/stories/reaching-out
6. Thanks to Michel Santos, MMG, for sharing this document during the research process.
7. Further information: https://www.mininghub.com.br/en/parceiros/
8. Further information: https://www.goldfields.com/reports/annual-report-2018/community-relations-in-south-africa.php

ORANO AND THE YA'THI NÉNÉ COLLABORATION AGREEMENT, CANADA

Agreement signed between Orano, Cameco and seven Athabasca Basin communities around supporting the natural environment around the mine. The agreement is voluntary (ie not required by law) and has been formalized based on long-standing relationships with Indigenous and other local communities in the areas where Orano operates or has activities. The agreements are negotiated in partnership with Cameco.[9]

Find out more:
https://www.yathinene.ca/monitoring

BHP AND THE SUPPLIER INNOVATION PROGRAM, AUSTRALIA

The programme helps suppliers to access project opportunities, find new avenues for collaboration and to put forward solutions while retaining IP. The program allows BHP to crowd-source a broader range of solutions to business problems and represents a significant shift from the tender methods traditionally used to engage suppliers.[10]

Find out more:
https://austmine.com.au/Web/Supply%20
Opportunities/BHP_Supplier_Innovation_Program.
aspx

ANGLO AMERICAN, GLENCORE, ICMM ET AL AND THE MINE WATER COORDINATING BODY, SOUTH AFRICA

Established in 2016, the Mine Water Coordinating Body provides 'an effective platform for engagement and partnership between mining companies, communities and governments to work together to achieve sustainable benefits for mining companies, its employees, host communities and the environment post mine closure'. Multiple ICMM members are engaged alongside other partners, and ICMM is providing ongoing national-level facilitation and engagement of partners (at the time of writing, similar work was also underway in Australia).[11]

Find out more:
https://issuu.com/thenbf/docs/ir_2020_design_final_
updated/s/11059727

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9. Further information: https://www.yathinene.ca/monitoring
10. Further information: https://austmine.com.au/Web/Supply%20Opportunities/BHP_Supplier_Innovation_Program.aspx
11. Further information: https://issuu.com/thenbf/docs/ir_2020_design_final_updated/s/11059727

RANGE OF PARTNERSHIP TYPES

When 'partnership' is used as a catch-all term, it makes it difficult to make strategic decisions about when, how, where and why to use a partnership approach. The partnership spectrum below shows a high-level categorisation of partnership types, developed over many years' experience.

PARTNERSHIP SPECTRUM SHOWING THE RANGE OF DIFFERENT TYPES OF PARTNERSHIP FOR THE SDGS

1. Leveraging others' resources for my organisation	2. Doing 'traditional' development better	3. 'Transformational' development
Leverage/Exchange	Combine/Integrate	System Transformation
Partners exchange resources of all kinds to deliver benefits to each of the partners, enabling them to deliver more or deliver better	Multiple partners combine their complementary or similar resources in ways which directly or indirectly deliver traditional development impact more effectively, efficiently, innovatively, or at greater scale. Together the partners are able to deliver more than the sum of their parts.	Multiple actors bring together essential complementary resources that together create the levers required to deliver system transformation, which could not have been achieved by any one actor working alone.
For example, a company providing donations to a local school or health centre.	For example, a company and development institution co-developing an enterprise development initiative.	For example, a company working collaboratively with multiple stakeholders towards sustainable watershed management in a region.

TRANSFORMATIONAL PARTNERSHIP EXAMPLE (NON-MINING)

The Ayubia National Park (ANP) is spread over 3,312 hectares in the Galliat region in the Western Himalayan Ecoregion.

Unsustainable land management practices, including from tree-cutting, had led to deforestation, environmental degradation, water shortage and flash floods in the region.

In order to reverse the degradation and create a sustainable legacy, a multi-stakeholder partnership for integrated watershed management was set up including: the Coca-Cola company (an industrial user of water in the region), WWF-Pakistan, national and local government, community and religious leaders, and academia.

It undertook a range of programmes to reinstate groundwater recharge through reforestation and soil restoration. Given the reliance of the livelihoods of many people on tree-cutting, the programme also required the development of alternative livelihoods, including new jobs directly related to the conservation of the park. An additional essential element for long term sustainability was the increased sense of ownership of

the National Park by local people, who began to see the park as an important asset they were proud of and for which they were the custodians.

This transformational shift was only possible because of the range of key levers that the different partners could bring to the table, from the legal designation of the area as a national park (government), to the influence community and religious leaders could have on the affected communities.

Business value: long term sustainable supply of water for Coca-Cola; reputational benefits and significant improvements in stakeholder relations through being a partner in development.

Societal value: long term sustainable supply of water; reversal of environmental degradation; renewed sense of community pride and ownership; diversified economy/alternative income avenues; new transferable skills; environmental and cultural values preserved.

"From a supply chain perspective alignment is good, however sites manage their own local partnerships with varying success."

MAXIMISING VALUE CREATION THROUGH PARTNERING

The snapshot of partnering practice above – together with experience documented elsewhere by ICMM and others[12] – indicates that there are many examples to build on. However, experiences suggest that current approaches to partnering across the industry are often ad hoc and rely on the experience and skillset of the individual or team managing the relationship. This introduces risk of missing opportunities to unlock mutual benefit for companies and their stakeholders.

Experience both within and beyond mining demonstrates that in order to operate as a true partner, it is necessary to have two elements in place: 1) courageous **individuals** with the right mindset and skillset to place the needs of mining alongside those of other stakeholders; and 2) **organisational contexts** that enable and encourage these individuals to forge partnerships.

Many mining companies are already putting in place the talent development processes to ensure they recruit and develop individuals with a mindset and skillset that enables them to partner with other organisations.

The organisational partnering framework described below offers a potential continuous improvement framework for mining that ensures these courageous individuals are operating within an enabling context.

Strengthening the capability to develop genuinely collaborative, trust-based relationships with diverse stakeholders provides the best insurance against crisis and the mitigation of future challenges.

"As a company that is dealing with the consequences of partnerships that have broken down, this organisational capability is critical to the future success of the organisation."

Embedding ways of working that encourage and enable the development of partnerships is a business priority when set against a backdrop of rapid staff turnover, increased automation, and urgent social, economic and environmental need and opportunity.

12. See 'Further reading' section, below.

TOOL 1

MAPPING, CATEGORISING AND IDENTIFYING PARTNERSHIP GAPS
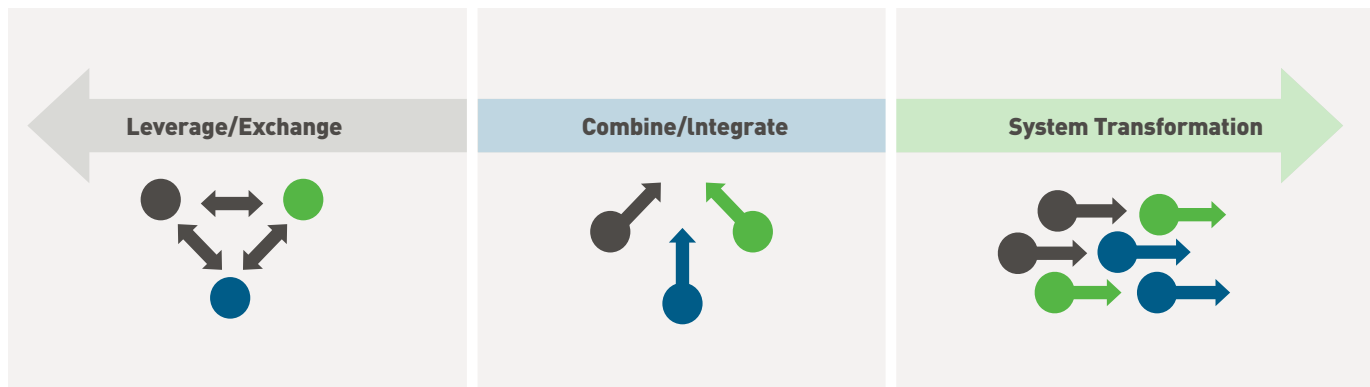
This tool uses the partnership spectrum to help sites better understand the range of partnerships they're involved in, the value they are creating, and what forms of partnership they could/should be pursuing to maximise value creation and deliver their strategic objectives. While it could be used by an individual within one function, it would best be used by a cross-functional group in order to understand the whole range of partnerships the site is engaged with.

1. MAPPING AND CATEGORISING

Key question: What partnerships are we engaged in?

The partnership spectrum can help to define more precisely which type of partnership is involved. Use the spectrum to map and understand the range of partnerships that the site is already involved in, that is, the site's 'portfolio' of partnerships.

- Think of leverage/exchange partnerships as 'doing more and better'. This model is most appropriate when one (usually larger) organisation wants to support the work of another (usually smaller) organization and can donate useful resources to let them do it better/bigger; or when two organisations each has resources that are valuable to the other partner, and by exchanging them, each gains. When a mining company makes a strategic social investment, this will often be a leverage/exchange partnership.

An example of this type of partnership in the context of the Skills Initiative might be: investing in educational facilities to provide new staff that are skilled a defined set of competencies; or investing in health facilities that provide services to both the mining workforce and to local communities.

- Think of combine/innovate partnerships as 'doing new activity together'. This model is most appropriate when there is an ambition to combine assets and resources of all kinds, because they enable partners collectively to deliver more than the sum of the parts, and deliver more efficient, effective, innovative or sustainable impact. This involves organisations doing something rather different to what they currently do – still applying their core competence, but applied in a different or non-conventional way.

An example of this type of partnership in the context of the Skills Initiative might be: ensuring ongoing access to talent with an emerging/rare/hard-to-define set of competencies, in remote areas. For example, BHP

partnered with a number of organisations including vocational training and academic institutions to fast-track development and delivery of new autonomy related qualifications in mining, ensuring a skilled talent pool to meet the emerging skills needs of this technology.[13]

- **Think of systems transformation partnerships as 'doing change together'**. This model is most appropriate when there is a complex and deep-rooted issue that requires multiple stakeholders to collaborate towards systems-level or structural change.

  An example of this type of partnership in the context of the Skills Initiative might be: when a mining company (or group of mining companies) uses their core competencies in long-term planning and investments to align its core business operations with a region's development plan around health or education. For example, Antofagasta is a partner in the Somos Choapa programme, the largest public-private alliance for community development in Chile. Through the programme, Antofagasta works with municipal government and communities to implement projects for the area's sustainable economic, social and environmental development.[14]

Most mining companies (at both site and corporate level) will likely be engaged in many types of partnership that fall into one or more of these categories across the spectrum. The categories are not entirely separate – hybrid forms are common, and partnerships might start in one place and move to another.

In emergency or humanitarian situations there are often creative, short-term, informal collaborations which indicate strong, trust-based relationships between stakeholders. This type of informal collaboration appeared to be common in mining, particularly during the initial wave of the Covid-19 crisis.

2. ANALYSING

Key question: What value are the partnerships creating, and where are the gaps?[15]

Once partnerships have been defined and categorised at a high level, they can be analysed:

1. What strategic value/benefits is each of the partnerships creating: for the company, for key stakeholders (including the company benefit of good stakeholder relationships)?
2. How does that value compare to the (financial, social capital, and time) investment the company is making?
3. Is there additional value the partnership could potentially deliver with adjustment?
4. Given the above, should the partnership: i) continue as is; ii) be closed or iii) be further developed.

Taken together does this portfolio of partnerships fully deliver the site's strategic objectives, and if not, what gaps need to be filled?

3. DEVELOPING

Key question: How are we going to strengthen our partnerships and the partnership portfolio?

Once the existing partnerships have been analysed, it becomes possible to make strategic decisions, for example, about how many partnerships to develop further; of which type; and for what purpose.

A project plan can be developed which identifies overall timing and level of ambition for enhancing existing or creating new partnerships (or even ceasing partnerships if necessary).

This project plan might the form of a series of deliberately exploratory, time-limited 'design sprints', through which small teams quickly agree how to learn from a number of agreed, pre-existing partnerships, and how to extend, replicate or build on what already exists. The output from this step will be a simple action plan for strategic partnership development that can be incorporated into ongoing programmes of work being undertaken by mining companies.

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13. See: http://tiny.cc/vvzwtz
14. See: https://somoschoapa.cl/
15. See also 'Value assessment framework' on pages 84-85 of https://www.thepartneringinitiative.org/wp-content/uploads/2020/07/SDG-Partnership-Guidebook-1.0.pdf

PART II

FIT FOR PARTNERING

All mining companies are fully versed in commercial partnerships with other companies, as part of an efficient value chain or joint ventures. However, partnerships with other societal sectors (communities, NGOs and other civil society organisations, local government) are very different in at least three ways:

1. The type of partner.
2. The nature of the relationship.
3. What they are trying to achieve.

At a simplified level for illustrative purposes, the following, shows some of the typical differences between commercial and multi-stakeholder partnerships.

	COMMERCIAL PARTNERSHIPS	MULTI-STAKEHOLDER PARTNERSHIPS
Type of partner	Other commercial entities, usually operating with similar commercial practice, shared incentives of maximization of profits; familiar and well understood.	Communities, NGOs, local government, UN – people/environment-focused incentives; different underlying values and operating approaches; bring a huge variety of resources (including many that are not purchasable such as social capital); usually unfamiliar and not well understood.
Nature of the relationship	Transactional relationship based on clear commercial contract for supply of goods/services at a specific price or joint venture.	Very wide range of relationships from transactional (eg donating money) to voluntarily combining resources, based on trust and a desire to maximise mutual benefits (eg aligning mining investments in infrastructure, with a country's own investments to deliver greater value to all)
Aims of the partnership	Efficient and profitable commercial value chain/profitable joint venture with clarity of specific objectives and how to achieve them.	To deliver some (often complex and interconnected) combination of social/environmental and business benefits, often emergent from the process, rather than fully understood from the beginning.

Multi-stakeholder partnerships are essential to support the operating environment in which mining companies can thrive (while the communities and countries also thrive). However, they lie outside core business and usually outside of companies' comfort zones. They require a different set of approaches, skills, strategy, systems and even culture (together forming the 'institutional capability') in order to be most successful. An analogy is effective project management: all companies recognize that a systematic, quality assured, institutionally embedded approach to project management is essential to running a profitable company. By the same token, a systematic, quality assured, institutionally embedded approach to partnering is essential to maximise environmental and social performance, enhance economic impact and realise shared value aspirations.

FIT FOR PARTNERING FRAMEWORK

The table below sets out a framework[16] for what a fully optimized, fit for partnering mining company has in place to maximize value from partnerships.

1. LEADERSHIP & STRATEGY

- Clearly defined vision and rationale for partnering.
- Unique value proposition of the organisation.
- Full partnering strategy, aligned with or integrated into organisational strategy.
- Commitment from board/executive leadership.
- Sufficient budget committed.
- Strategy and commitment fully communicated across, and accepted by the organisation.

2. SYSTEMS & PROCESSES

- Partnering policy, principles and typology of partnership developed.
- Clearly defined internal rules and procedures across full lifecycle of partnerships.
- Systematic approach to mapping/indentifying potential partnerships.
- Cost and value assessment of potential partnerships; due diligence of partners.
- Tracking, monitoring, relationship and knowledge management system.
- pro-partnering legal agreements.
- conducive HR policies/KPIs.

3. SKILLS & SUPPORT

- Staff have sufficient relationship and trust-building skills, understanding of other sectors, mindset and technical knowledge of effective partnerships.
- Staff have sufficient time allocated to fulfill their roles.
- Tools and guidelines for partnering available;
- Direct support available from experienced partnership brokers.
- Mechanisms in place to capture and disseminate experiences of partnering (eg through a community of practice).

4. PARTNERING CULTURE

- A humility over what can be achieved alone and an inclination to reach out to work with others to achieve goals.
- Encouragement to risk trying out new approaches to achieve the mission, with an acceptance that with risk can come failure.
- Tenacity, drive and courage.
- A commitment to enter into partnerships on the basis of equity, transparency and mutual benefit.
- An ability to give up autonomy in decision making and work for the benefit of the partnership as a whole.
- An innovative and creative approach to finding new solutions.

5. NETWORKS & RELATIONSHIPS

- Well-connected and trusted part of a diverse and active network of stakeholders.
- Relationships are sufficiently strong that stakeholders alert about risks and opportunities.
- Network is sufficiently extensive to be able to engage directly whenever there is a problem or opportunity.
- Management approach to measure and continuously improve the quality of relationships with stakeholders.
- Ongoing investment in building stakeholder networks and relationships outside of immediate programmatic need.

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16. The Fit for Partnering Framework was developed by The Partnering Initiative and has been used by a number of organisations to improve their partnering capability.

1. LEADERSHIP AND STRATEGY

What we heard

> "The complexity which with partnering deals, especially those [partnerships] leading to innovative outcomes, is not always fully understood, and therefore often under resourced."

> "The [partnering] survey really got me thinking about having a written strategy around partnerships – I have never really deliberately sat down and thought about this. It seems like there would be huge value in doing this."

> "Sometimes we are not on the same page with leadership team. If there is not enough support from leadership team this creates difficulties. They need to own the process. It is not enough just to say yes to it. It needs very good support within the company."

Bottom line: There should be a clear strategy to guide partnership efforts and maximize their strategic value, and strong leadership to help make it happen.

Considerations

Partnering takes significant time and effort, rarely aligns well within internal processes, and is often uncomfortable to deliver, particularly where it is ambiguous, complex or requires balancing of interests. Strong leadership can make all the difference; by making public commitments and personally engaging with key partners (thereby demonstrating and entrenching organisational prioritisation), assigning the necessary resources to deliver it well, supporting staff to take (measured) risks, and championing the approach internally including promoting a 'make it happen' attitude among staff.

Partnering is not an end in itself, but a means to an end: to better utilize all available resources to maximise both societal/environment benefits and business benefit. A well-thought-through strategy, developed in consultation with a site's key stakeholders, will help to provide clarity over what is trying to be achieved and the set of partnerships a site might want to be developing, and provide a yardstick by which to understand if existing or new potential partnerships are strategic and so should be supported.

Symptoms if this element is not in place

Without clear strategic direction, partnering will often be quite ad hoc and reactive, rather than deliberate and focussed to deliver specific strategic goals for the business and the community.

Without the full backing of leadership to champion and prioritise it internally, take risks and unplug obstacles, partnering can be excessively slow or lead to interesting (but more risky) opportunities being dropped. Externally, without the visible backing of leadership, the company may not be taken seriously when engaging with other stakeholders.

Examples of good practice

Anglo American collaborative regional development. A result of many years' investment and prioritisation, the company has identified collaboration as a central mechanism for delivering against the company's core purpose, and there is clear methodology set out describing how the company engages in partnership.

2. SYSTEMS AND PROCESSES

What we heard

> "Our systems often hinder the partnering process as they are based on traditional transactional style engagements. Processes have been created to manage this, however they are often onerous... creating more steps in the process to accommodate rather than streamlining."

> "Approach to partnering is stronger on paper than in practice. To get results from a partnership we need people to manage the partnership, resource it properly; need regular meetings and a proper strategy."

> "Internal and external commitments do encourage partnerships – incentives are there; what we are missing are internal systems to manage that partnership."

Bottom line: A site needs systems and processes that are supportive of partnering, rather than obstacles to it.

Considerations

Most companies have developed their internal systems and processes over time based on standard business needs, eg to support supplier contracting, or standard philanthropic giving. Many of these processes, however, are either not supportive or even obstacles to collaboration. For example, even after collectively developing a plan for a new programme in partnership with an NGO, if the company wishes to provide some funding, it may need to go through its standard procurement process, sometimes even having to put the opportunity – which only exists because the NGO created it – out to tender, or at a minimum make a case for sole sourcing.

Partnering – if it is to be done strategically and efficiently – requires systems and processes that are optimised to support collaboration. This means having a range of processes from identifying potential partnership opportunities in the first place, through fast track sign off, suitable legal agreements, managing, monitoring and reviewing systems etc.

Symptoms if this element is not in place

Partnering will take excessive amounts of time, held up by a lack of a clear sign off process, friction with partners caused by excessive demands around due diligence or challenges finding an appropriate legal agreement. Without appropriate managements systems in place, the site won't know when things may be going wrong in a partnership (meaning problems become crises), or be able to measure the strategic value the partnership is delivering etc.

Examples of good practice

Newmont Community Investment and Development Standard. This internal performance standard supports effective partnering and ensures partnership systems are embedded into work areas (such as community investment and development, in this instance). The performance standard is clear in prioritising partnership as a mechanism for meeting community investment aspirations: *'Partnership opportunities shall be preferred over unilateral action for the implementation of community investment and development programs.'*

Several companies pointed to partnerships with suppliers and contractors as good practice examples of aligning interests with their stakeholders, leading to open and rapid sharing of knowledge and experience. **BHP's** Supplier Engagement approach involves sharing of data analytics: *'Partnering enabled us to react swiftly and confidently. We could not have done this through a transactional approach. We need to take the spirit of partnership into our shared future'.*[16]

Beyond mining... The **Caribbean Public Health Agency** has developed a public-facing **partnering policy** which defines partnering and clearly explains the process by which others can partner with them and the value to be gained.

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16. 'Developing resilient supply chains' video.

3. STAFF SKILLS AND SUPPORT

What we heard

> "While we aim to hire staff to the Social Responsibility teams with a skill set in partnering, we have no formal policies, incentives, etc. to meet this need."

> "Our people aren't trained to make the most out of a partnership. It is the structural part that we're missing."

> "People are realizing that external groups can do it better and partnering is the best option. Unfortunately our internal skills to manage these partnerships to get the most out of them is lacking and therefore our limitation."

Bottom line: Staff need a specialised set of professional competencies in order to deliver effective partnerships, along with guidance and support.

Considerations

Building partnerships requires a range of skills and competencies, the so-called 'must-haves': mindset for partnering, understanding of other sectors, skills for negotiating and building relationships and a technical knowledge of partnerships (see below). While some people are natural partnership builders, for most, these are competencies that can be built up through a mixture of training and, essentially, experience. Mining companies are taking quite different approaches. Some recognise these as important competencies and recruit for them and/or provide training. Others may hire from the communities or organisations with whom they want to partner in order to ensure understanding of the sectors, and to arrive – ideally – with some built-in trust.

In addition to the competencies, partnering can be made more systematic and more efficient by having clear internal tools and guidance and on-call internal or external specialist support to help staff. Finally, in order to help incentivise and reward effective partnership working, appropriate key performance indicators can be worked into management practice.

Symptoms if this element is not in place

Partnerships rely on people. Without the skills and the tools to support them, staff will struggle to develop robust, effective partnerships or to maintain them,

particularly when – as is often the case – challenging circumstances arise. Further, when skilled individuals holding relationships leave, any resulting gap in the quality of relationship management may lead to considerable problems in the partnership.

Examples of good practice

As a relatively decentralized, integrated company, Gold Fields is connecting collaborative competencies with leadership development. As participants in this research noted: "If you do not collaborate, we don't consider you a leader in our company."

Several companies reviewed for this research noted that they have moved on from requiring positions to hold specific mining experience: *"There's an openness to bring in a more diverse workforce"*. Increasing the diversity of a workforce to including those from a non-mining background can help to make partnerships more effective because it increases empathy and understanding of the contexts of other stakeholders.

Beyond mining... The World Food Programme has developed a 'partnering capability model' which identifies the different skills and approaches required by the organization for the different types of partnership in which it seeks to engage. It has included certain elements into core competencies for all positions.

Mindset	**U**nder-standing of other Sectors	**S**human Relationship Skills	**T**echnical Partnering Knowledge

4. CULTURE

What we heard

"Collaboration is in our values. These are messages that we try to convey at all levels of the organisation. Not perfect yet but is a constant effort."

"True innovation takes money and vision. Most mining companies want 'off the shelf' innovation that can be implemented quickly and at a minimal cost."

"We are definitely seeing a culture and mindset shift, acknowledgement that working together with other stakeholders is critical to make progress however not yet a consistent part of business."

Bottom line: The organisational culture (and associated behaviours) strongly influence the ability for a site to act as a trusted and effective partner.

Considerations

While strategies, systems and competencies are essential, they must be underpinned by relevant values and a pro-partnering organisational culture in order for a site to be an authentic and effective partner. A pro-partnering culture includes humility over what you're able to deliver on your own; the recognition of, and respect for, all types of resources partners can bring to the table beyond money; the willingness to share leadership and develop a collective vision (rather than controlling the narrative); and the desire to maximise the benefits to your partners as well as to your company.

A further cultural piece is a spirit of creativity both to be able to collectively develop innovative collaborations, and to be able to come up with creative solutions to the inevitable challenges that will come up.

Finally, in more ambitious, transformational partnerships, where the precise activities and the resulting impacts may be impossible to fully plan in advance, it will be necessary to work much more adaptively, and far less linearly.

Symptoms if this element is not in place

Without the culture and behaviours that support partnering, the company will come across as inauthentic when attempting to collaborate. Relationships will likely stick to a transactional basis, with the company seen as a source of money, rather than as a genuine partner in development.

Examples of good practice

Several companies identified that there is significant investment in 'agile management' approaches, which encourage flexible, highly iterative, cross-functional working. Some research participants noted that these cross-functional teams could gradually be extended to included external stakeholders. This could be a way to bring partners into decision-making processes at a much earlier stage than might otherwise be the case.

Beyond mining... The partner of an **insurance company** had the following insight about the relationship, indicating a collaborative culture:

"Our organization has worked in partnership with foundations, donors and funders previously, but our work with XXX is far more collaborative, on a daily basis, than any other project we have delivered. We operate as a team, not as donor and grantee."

5. NETWORK AND RELATIONSHIPS

What we heard

> "If the community where we operate has success, we are sustainable, we are partners and we must work together."

> "The site is strongly committed in opening in collaboration and partnering with others to grow together with the surrounding communities."

> "We are committed to working very closely and partnering with the local communities to create progress for not only the company, but the individuals, community groups and countries in which we operate."

Bottom line: Companies need to have good networks and strong relationships within the landscape of actors

Considerations

In some cases, mining operates as part of a network of other stakeholders who share a vision of a region's development (see diagram 'Desired state: Mining operating as a development partner), and there are long-standing, trust-based relationships between a mining company and its stakeholders.

These networks of trust-based relationships may apply both horizontally (across stakeholder types) and vertically (from site level to corporate level and back). These invisible, hard-to-measure networks of relationships are business critical for mining. Their presence means that stakeholders are motivated to help a mining company to avoid social or environmental problems, as well as being motivated to bring opportunities for value creation to the attention of the company.

As such, these networks serve as an early warning system for social or environmental problems that may be coming down the line, enabling a mining company to make the necessary course corrections. They also represent a source of opportunity to create value, enabling a mining company to leverage their global supply chains, including their engineering know-how and all of their other extraordinary resources and assets, in order to solve a specific local problem or challenge.

Symptoms if this element is not in place

If a company is not well connected, or not well trusted, it will find it an uphill task to partner effectively beyond the most transactional of relationships. Without a strong network, the company won't know important local issues arising that could affect the mine, and will miss out on partnering opportunities.

Good practice examples

During the initial global wave of the Covid-19 pandemic, **PCI-Gases** partnered with **Newmont Mining** to redirect a Deployable Oxygen Concentration System (DOCS) 500 unit from Minera Yanacocha, the fourth largest gold mine in the world, to Cajamarca Regional Hospital in northern Peru. The installation of the DOCS 500 helped the hospital secure an uninterrupted supply of oxygen to respond to the exponential growth in the numbers of infected Covid-19 patients. As of December 2020, Peru was one of the worst-affected countries with more than 32,000 confirmed Covid-19 deaths. The President of Peru, Martin Vizcarra, visited the Cajamarca Regional Hospital and welcomed partnerships between mining and medical gas companies to support public hospitals during the pandemic[17].

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17. Source: Access to medical oxygen virtual roundtable report, Every breath counts/Access to medicine foundation, December 2020

PART III

FIT FOR PARTNERING SELF-ASSESSMENT

PURPOSE

To help understand the degree to which a site is set up to be institutionally fit for partnering; ie having in place the strategy, processes, capacities, culture and networks to be able to maximise value from partnerships. It helps to identify areas of strength as well as gaps in practice which are blocking or slowing down good partnering. In turn, this will help to prioritise the areas where a targeted investment in organisational capacity development may be useful.

INTENDED USERS

The tool can be used by an individual with first-hand knowledge of partnership implementation at site level. By preference, it should be used collectively by a cross-functional group including, for example representatives from talent development, legal, procurement and finance, as well as those delivering partnerships. Such a group would be able to provide a more rounded and complete picture.

HOW TO USE THE TOOL

The tool is based on the 'Fit for Partnering' framework (see Part II of this document), which includes all the elements that, together, allow a site to be optimised for partnering.

For each of these elements, you will be asked the degree to which that element is currently in place and being utilised. In addition, we suggest that you give a priority rating of the extent to which a particular element is mostly significantly affecting the site's ability to implement partnerships. Use this ranking to prioritise the site's efforts to improve, aiming at advancing each priority element in the order it appears on the list. There is also a place for you to capture reflections and evidence for each of the elements. Having identified the priority areas for action using the self-assessment process, an action plan can be developed, using the interpretation and action planning guide on page 32.

TOOL 2

SELF-ASSESSMENT

Element	Not yet considered	Considered but not in place	Partially in place, partially utilized	Fully in place but not fully utilized	Fully in place and fully utilized	Importance 1-low to 5-high	Reflections and evidence
1. LEADERSHIP & STRATEGY							
The leadership team understands what partnering is.							
The leadership team supports the partnering activities underway and believes in the benefit of a partnering approach.							
The leadership team has committed internally to partnering, and provides sufficient internal budget.							
The leadership team plays an active and public role in engaging stakeholders of all kinds.							
There is a partnering strategy clearly setting out how partnerships can deliver strategic objectives including defined types of partnership to use according to particular problem/need/ opportunity arising.							
Public statements have been made (eg in sustainability reports, public forums) affirming that the company seeks to operate as a trusted partner.							
2. SYSTEMS							
There are processes in place to identify work areas, challenges, opportunities that would benefit from a partnership approach.							
There are processes in place to identify objectives for partnerships.							
Once a good potential partnership has been identified, there is a clear internal sign-off process.							
There is a set of agreements, financial and/or legal instruments suited to partnerships with different stakeholders.							
There are processes in place to monitor and check progress against objectives. .							
There are systems in place (eg partnering agreement, handover processes) to ensure partnerships can continue when a key representative departs.							
Due diligence and reporting requirements are fit for purpose to enable partnering with diverse stakeholders of varied capacity..							
There are processes in place to anticipate and resolve problems in partnerships.							

Element	Not yet considered	Considered but not in place	Partially in place, partially utilized	Fully in place but not fully utilized	Fully in place and fully utilized	Importance 1-low to 5-high	Reflections and evidence
3. STAFF SKILLS & SUPPORT							
There is recognition that good partnering requires a certain skillset.							
Human resources / talent efforts support partnering (eg include partnering competencies in job descriptions, key performance indicators).							
There are tools and clear guidance to support the development of partnerships.							
Staff are trained in the MUST-have competencies of effective partnering.							
Specialist partnering-related support is available to staff where necessary (eg facilitation/brokering/ partnership health check / partnership evaluation).							
4. CULTURE							
Collaboration or partnering has been identified as a company value and/or priority.							
Partnering is integrated into the culture.							
Cross-functional, 'agile' teams incorporate external stakeholders wherever appropriate.							
The company/site actively seeks to share its power with partners, rather than exercise power over its partners.							
The impact of the partnership is more important than positioning of the company's logo.							
5. NETWORKS & RELATIONSHIPS							
The company/site is part of a diverse and active network of stakeholders including communities, local government, NGOs and other companies.							
The company/site always knows who to pick up the phone to in order to explore problems or opportunities beyond immediate commercial or operational requirements..							
Relationships with stakeholders are sufficiently strong that they warn of potential risk or opportunity.							
Investment in stakeholder relationships outside of immediate programmatic or operational need is encouraged.							
There is a way to measure and continuously improve the quality of relationships with stakeholders.							

INTERPRETATION OF SELF-ASSESSMENT AND ACTION PLANNING

Having identified the priority areas for action using the self-assessment process, an action plan can be developed. The table below provides some potential examples of actions against each of the elements. Suggestions for what this support might look like are indicated in the right-hand column of the table below.

Element	Examples of potential site-level response	Potential future support
1. LEADERSHIP & STRATEGY		
The leadership team understands what partnering is.	Build the leadership team's awareness of the strategic importance of partnering through (eg) stakeholder engagement sessions or visits to other sites that are taking a more strategic approach to partnering.	
The leadership team supports the partnering activities underway and believes in the benefit of a partnering approach.		
The leadership team has committed internally to partnering, and provides sufficient internal budget.	Ensure strategy is fully costed and allocate sufficient budget for implementation, including investment from corporate where needed.	
The leadership team plays an active and public role in engaging stakeholders of all kinds.	Identify or create opportunities to meet and engage with representatives from other organisations. Hold regular 'meet the leadership' events.	
There is a partnering strategy clearly setting out how partnerships can deliver strategic objectives including defined types of partnership to use according to particular problem/need/opportunity arising.	Understand your organisational objectives and develop a strategy to help deliver those objectives. See strategy template in Annex 1.	*Direct support can be provided to individual sites to help develop their partnering strategies. Generic guidance for the development of partnering strategies could be produced, for customisation for individual companies.*
Public statements have been made (eg in sustainability reports, public forums) affirming that the company seeks to operate as a trusted partner.	Look for good examples of similar statements from peers and other sites; use existing engagement forums to make the public case.	
2. SYSTEMS		
There are processes in place to identify work areas, challenges, opportunities that would benefit from a partnership approach.	Look for good examples of similar statements from peers and other sites; use existing engagement forums to make the public case.	
There are processes in place to identify objectives for partnerships.	Understand your organisational objectives and develop a strategy to help deliver those objectives. See strategy template in Annex 1.	
Once a good potential partnership has been identified, there is a clear internal sign-off process.	Develop suitable processes across each of these areas. Processes must be highly supportive of partnering, not become either a burden or a tick box exercise.	*Develop generic processes that can be tailored by sites for their specific context.*
There is a set of agreements, financial and/or legal instruments suited to partnerships with different stakeholders.		
There are processes in place to monitor and check progress against objectives. .	eg Instigating a regular informal health check within all partnerships.	
There are systems in place (eg partnering agreement, handover processes) to ensure partnerships can continue when a key representative departs.		
Due diligence and reporting requirements are fit for purpose to enable partnering with diverse stakeholders of varied capacity..	Draw on recent experience in COVID-19 response to look for examples of where the company has reduced / minimised / simplified due diligence and reporting procedures for partners.	*Create generic due diligence / reporting requirements based on different levels of risk.*
There are processes in place to anticipate and resolve problems in partnerships.	Instigating a regular informal health check within all partnerships and have clear pathways for resolution and remedy.	

Element	Examples of potential site-level response	Potential future support
3. STAFF SKILLS & SUPPORT		
There is recognition that good partnering requires a certain skillset.	Review human resource / talent policies against partnering competencies; adjust KPIs to support partnership working.	*Develop good practice guidance on how mines are aligning HR / talent policies with partnering competencies*
Human resources/talent efforts support partnering (eg include partnering competencies in job descriptions, key performance indicators).		
There are tools and clear guidance to support the development of partnerships.	Create a central repository of partnering tools and guidance, based on existing partnerships.	*Develop a resource bank that can be tailored by companies to their specific contexts.*
Staff are trained in the MUST-have competencies of effective partnering.	Send staff on partnership training courses.	*A blended learning professional development course / coaching to build partnering competencies*
Specialist partnering-related support is available to staff where necessary (eg facilitation/brokering/ partnership health check / partnership evaluation).	Seek out those with most first-hand experience of implementing partnerships within the company and create an internal expert group that can provide specialist support; bring in external expertise.	*Direct support can be made available to sites. Company-specific communities of practice could be developed to facilitate peer-to-peer support and learning.*
4. CULTURE		
Collaboration or partnering has been identified as a company value and/or priority.	Undertake (internal and external) perception survey on whether a site is seen to be living its values as a collaborative organisation.	*Development of a generic perception survey that can be adapted for use by sites.*
Partnering is integrated into the culture.		
Cross-functional, 'agile' teams incorporate external stakeholders wherever appropriate.	Review recent use of cross-functional teams to assess which ones have engaged with external stakeholders and assess scope for making it easier to do this.	
The company/site actively seeks to share its power with partners, rather than exercise power over its partners.		
The impact of the partnership is more important than positioning of the company's logo.	Identify precedents for where the site has 'taken a back seat' in its external communications, due to the urgency or importance of an issue.	*Develop generic guidance on partnership communications for mining, which can be customised as needed.*
5. NETWORKS & RELATIONSHIPS		
The company/site is part of a diverse and active network of stakeholders including communities, local government, NGOs and other companies.	Map key stakeholders and quality of relationship; make active efforts to continue the relationship.	
The company/site always knows who to pick up the phone to in order to explore problems or opportunities beyond immediate commercial or operational requirements..		
Relationships with stakeholders are sufficiently strong that they warn of potential risk or opportunity.	Review responses to the initial wave of Covid-19 and learn from/build on how the site reacted	
Investment in stakeholder relationships outside of immediate programmatic or operational need is encouraged.		
There is a way to measure and continuously improve the quality of relationships with stakeholders.	Adapt / build on pre-existing metrics where they exist, for example in supplier management systems.	*Develop guidance for measuring the strength of relationships according to key stakeholder groups (eg indigenous communities, tribal leaders, municipalities, other companies, suppliers, investors, NGOs etc)*

ANNEXES

ANNEX 1: TEMPLATE FOR AN INTEGRATED MINING PARTNERING STRATEGY

The following is an indicative list of what might be covered in an integrated mining partnering strategy, based on experience in non-mining contexts. It is provided for guidance only and will need to be further contextualised to individual situations, for example, whether it is a stand-alone strategy in its own right, or part of an overall company strategy – of which partnering forms one important element.

Strategic elements to consider

- Description of the organisational context, including a definition of partnering, categorisation of different partnership types and a rationale for their use as a mechanism for creating shared value (including the clear strategic value brought to the company)
- Materiality mapping: exploration of the key issues in this context for which partnering could potentially create value.
- Stakeholder map (other mining companies; other industries; social enterprises; communities; suppliers; NGOs; governments; universities; investors etc.), and the specific resources they can bring (including technical knowledge, social and political capital, access to communities, relationships, technology etc.); the risks/challenges/opportunities of working with them; their perception of mining as a partner.
- Value proposition – what does the company bring to the table (including comparative advantage against competitors)? Why would others want to partner with it? What if money was the least interesting resource provided by mining?
- Organisational arrangements for partnering at global, regional and country level and budget implications

- Internal systems and processes required for partnering:

  - Opportunity mapping process, to identify areas where partnering could create most value
  - Tools and approaches for assessment of prospective partnerships; assessment of power balance; partnering agreement templates
  - Internal/external support for the brokering/ negotiation of partnerships
  - Monitoring and reviewing of partnership value creation; ongoing partnership healthcheck
  - Ongoing relationship management
  - Approach to maximising value from the partnership within the company, including learning from experience
  - Mechanism for strengthening stakeholder capacity to partner, where appropriate

- Existing internal skills and capabilities and required additional capacity building for staff and partners to ensure partnerships are built effectively.

ANNEX 2: KEY RESOURCES, CASE STUDIES, TOOLKITS AND FURTHER READING

Development partner framework.
Development Partner Initiative, 2017. This framework was co-created by a diverse coalition of innovative leaders from mining, civil society, indigenous groups, faith leaders and other stakeholders. It 'maps a collaborative pathway to a new vision for the mining industry and its role in society'. It contains valuable insights about the role of mining as a partner in development, including why a mindset shift is needed for mining to think of itself as a 'development partner' rather than an 'extractive industry', and what this looks like in practice.

Fit for Partnering: An organisational development approach to becoming Partner of Choice, World Vision and TPI, 2020. This case study outlines the pioneering experience of a large international NGO that has committed to and publicly documented the experience. Organisational change processes to strengthen partnering are rarely published in the experience of World Vision can inform the efforts of other large organisations.

Partnering for inclusive business checklist.
TPI and Business Innovation Facility, 2013. This checklist sets out a list of questions for any company seeking to engage in 'inclusive business' partnerships, that is, partnerships which seek to provide incomes to disadvantaged people by including them in the company's value chain, or developing new markets with pro-poor products or services.

Building forward better. Business Fights Poverty, ICMM and TPI, 2020. This document was collaboratively produced during the initial wave of Covid-19 in response to the extraordinary outpouring of community-focussed efforts by leading mining companies. It reinforced that mining is an 'anchor industry' in many economies and demonstrated the scale and speed at which the industry can react when there is a sufficient sense of urgency.

Conflicting cultures. TPI fictionalised case study of a failed partnership, 2007. This is useful because it shows what can go wrong when a partnership is not effectively set up. Organisations are generally not comfortable sharing 'failures' but there are many important insights from collaborations that go wrong, which is why this case study may be useful.

Rio Tinto: Tackling the cross-sector partnering challenge. TPI case study, 2006. Rio Tinto was formative in early thinking by TPI about cross-sector partnering. Many of the lessons in this document still hold true today. For example, during a Rio Tinto leadership conference in 1995, the following comment was made: "We did not understand early enough that relationship-building competencies would be at the core of what makes a first class mining company...so called 'soft skills' are, in fact, 'hard' skills: hard to acquire and hard to practice... they must be integrated into the core competencies of any enterprise that wishes to grow."

SDG Partnership Guidebook, TPI and UN DESA, 2020. This sets out the essential factors required for any partnership to proceed, through a series of 'building blocks'. It draws on nearly 20 years' experience of partnering in multiple contexts, with different companies, NGOs, United Nations agencies, foundations, government departments, and across multiple themes including water, health, energy, and education.

Mining Partnerships for Development: Toolkit. P rovides a useful methodology for evaluating the positive and negative economic and social effects of mining at the local, regional and national levels in mining countries. These methods will be of relevance in particular to the increasing numbers of lower- and middle-income economies that have high levels of mineral dependence.

Mining Health Initiative, Health Partners International and Montrose International Africa, in partnership with the Institute of Development Studies and the International Business Leaders' Forum. (2013) A major research project into mining partnerships for health, including a series of four case studies (Newmont in Ghana, Rio Tinto in Madagascar, FQM in Zambia and Kenmare Resources in Mozambique).

Further details on the examples of leadership practice in the mining industry:

AGA Malaria and public-private partnerships in Ghana's health sector to obtain value from extractive projects. This case study showed why and how one mining company extended its malaria control programme to align with Ghana's national malaria control initiative. It is one of a series of case studies commissioned by the African Natural Resources Centre, designed to 'bridge the knowledge gap in natural resources project-driven SME development, supply chain-based domestic linkages, extractives revenue management, public-private partnerships and fiscal policy formulation'.

Establishing foundations to deliver community investments: A quick guide. IFC, 2015. Provides practical guidance for mining companies looking to engage foundations as part of their partnership building efforts. 'Companies and sectors cannot address complex development challenges on their own, and will need to work with partners across sectors in new and more effective ways. Such collaboration and partnerships offer new opportunities for foundations to play a bigger role in moving the development agenda forward and ensuring the sustainability of programs on the ground.'

The art and science of benefit sharing in the natural resources sector. IFC, 2015. This document sets out how IFC, as a development institution that invests in the mining industry, assesses how costs and benefits of natural resources development are shared across society. It provides a snapshot into the sophistication of the thinking around 'benefit sharing arrangements': thinking which could be applied in other contexts.

Citation for Dr Brian Brink's honorary degree awarded by Wits University, 2017. This shows how the extraordinary leadership of one individual can influence how a mining company thinks about its role in society, and change institutions as a result. There are extraordinary individual leaders across the mining industry. Given the high turnover of staff in the mining industry, it is all the more important to embed within a company's way of working, the experience of people like Dr Brink.

The innovation in mining series published by Deloitte (2015-2017) provides a series of regional snapshots into how large mining companies are innovating with their suppliers and other stakeholders to unlock greater value.

ICMM is an international organisation dedicated to a safe, fair, and sustainable mining and metals industry. Bringing together 28 companies – and over 35 regional, national, and commodities associations – we support mining with principles to sustainably manage the natural resources of our planet, and enhance the wellbeing of local communities.

The Partnering Initiative is an international NGO, founded in 2003, with the passionate belief that only through effective collaboration among business, government, NGOs and the United Nations system, can we achieve the shared vision of a prosperous economy, thriving societies and a healthy environment. TPI's tools and guidebooks have been used as the basis for multiple organisations' internal guidance and change management, and its policy pieces have influenced the United Nations system and international donors in their engagement and support of partnering.