RESPONSIBILITY STRATEGY & MANAGEMENT

CREATING VALUE THROUGH COLLABORATIVE SUSTAINABLE DEVELOPMENT

AN EXECUTIVE EDUCATION PROGRAM
CAPE TOWN, SOUTH AFRICA
MAY 6 > MAY 10, 2013

McGill ISID
FASKEN MARTINEAU
INTRODUCING
McGILL UNIVERSITY’S INSTITUTE FOR THE STUDY OF INTERNATIONAL DEVELOPMENT AND FASKEN MARTINEAU

> McGill’s Institute for the Study of International Development – Research and teaching has never been as strong at McGill as it is today, and this is reflected in the vibrancy of the Institute for the Study of International Development. Development studies has become a core strength and an increasingly prominent feature of McGill University, and The Institute for the Study of International Development is one of a few select North American epicenters for development research and teaching, generating impressive levels of original research, establishing new relations with the international development community, and training future generations of researchers, teachers, policymakers and development practitioners.

> Fasken Martineau is a leading international business law and litigation firm. Fasken Martineau has nine offices with approximately 700 lawyers across Canada and in the UK, France and South Africa. Through our international CSR group, we offer a broad range of expertise including governance and audits, risk assessment, due diligence, indigenous and Aboriginal relations, anti-corruption strategies, social and community engagement and alternative dispute resolution. With our integrated team approach, we help clients develop and manage proactive CSR strategies and solutions that respond to the expectations of not only shareholders, but also a diverse range of stakeholders including employees, suppliers, customers, the local and indigenous communities, local, state, and federal governments, environmental groups, international institutions and other non-governmental civil society organizations.

> Learn more about ISID
> Learn more about Fasken Martineau
> Register online
The essential course for professionals working in the expanding field of corporate social responsibility and sustainable development

McGill University’s Institute for the Study of International Development and the law firm of Fasken Martineau are pleased to announce the launch of the highly successful Executive Education Certificate Program, Corporate Social Responsibility Strategy and Management: Creating Value Through Collaborative Sustainable Development. The intensive 5–day course is a practical program designed for professionals in growing field of corporate social responsibility. It is an applied program intended for those in the private and public sectors, including those working for international organizations, consulting companies, nongovernmental and community organizations.

The program will be held in downtown Cape Town, South Africa May 6 – 10, 2013
NEW CHALLENGES AND NEW OPPORTUNITIES ARE EMERGING as the juxtaposition of economic, social and environmental issues affecting businesses, governments, NGOs, international institutions and other organizations in innovative and complex ways. Public, private and civil society organizations are facing increased pressure to integrate economic, environmental and social issues into their business models and, simultaneously, to deliver increasing value to their stakeholders. The Corporate Social Responsibility Strategy and Management: Creating Value through Collaborative Sustainable Development program will equip businesses, managers, practitioners and community leaders to meet these challenges and help their organizations thrive in the process.

The program is designed to both provide practical and meaningful theories, tools and approaches that will enable participants to learn and work directly with key leaders from other types of organizations. Experienced leaders from business, government and civil society will learn and work together. This intensive 5 day program will provide the tools for developing practical solutions to real issues. Participants will learn to align and harmonize corporate social responsibility to align and harmonize social and economic issues to develop solutions that create shared value. It will help managers and practitioners understand how to navigate through the world of CSR and create, implement and manage collaborative sustainable development strategies.

The program will introduce participants to leading edge thinking and practical applications of Corporate Social Responsibility in a number of contexts. Students will learn strategies and develop the skills to lead, implement and manage corporate social responsibility within their respective organizations.
THIS PRACTICAL, APPLIED PROGRAM WILL OFFER IMPORTANT TOOLS FOR A WIDE RANGE OF PEOPLE who are working in corporate social responsibility, leading organizations or are interested in understanding the dynamic space where private sector interests can simultaneously create business value and local value while supporting sustainable development. It is a practical program intended for professionals and leaders from private, public and civil society.

TEACHING METHODS
TEACHING METHODS WILL INCLUDE LECTURES, CASE STUDIES, GROUP EXERCISES, GUEST SPEAKERS AND AN INTRODUCTION TO KEY CONCEPTS, FRAMEWORKS, POLICY CONTEXTS AND BEST PRACTICES. This will be supplemented by practical insights into issues relating to risk management, consensus building, leveraging partnerships, and managing for results. The program will also include one year of post program support that will help connect participants to important knowledge resources and expand their own networks. Participants will be divided into teams consisting of representatives from different stakeholder groups with the guidance of the teaching team. The teams will prepare projects for presentation on the last day of the program.

WHO SHOULD ATTEND

- community economic development
- civil society strengthening
- anti-corruption
DAY 1
SETTING THE CONTEXT AND THE CHALLENGE OF CORPORATE SOCIAL RESPONSIBILITY

- GOVERNANCE, COMMUNITIES AND SUSTAINABLE DEVELOPMENT: To generate shared value, corporations must engage with host governments and local communities with the goal of promoting sustainable development through the generation of shared value. This module is intended to provide key insights regarding what sustainable development is and why such engagement is essential for achieving it.

This section will identify the principal challenges to achieving both sustainable development and engagement with local stakeholders, including historical suspicions on the part of many communities, the need to increase community capacity for engagement with industry, poor governance in host countries and communities, and environmental degradation.

- THE HISTORY OF CORPORATE SOCIAL RESPONSIBILITY: What it is and what it is not. Where and how did it originate? What are the principal challenges it faces? To begin to answer these questions, this module will provide an overview of CSR, including a review of current issues, debates and how, in a practical sense, the premise of responsibility and shared value fits within the context of industry practices, international conventions, international aid architecture policies and sustainable development in general. The discussion will also include a broad overview of the roles, functions and interests of various actors, as well as identify new trends and directions in corporate social responsibility. In particular, it will provide a broad understanding of the tensions and opportunities regarding the private sector’s role in fostering sustainable development that balances economic growth with social equity and environmental protection. The nature of CSR in South Africa, as well as developing countries more generally will be emphasized.
DAY 2
INTERNATIONAL LEGAL STRUCTURES AND THE ROLE OF INTERNATIONAL FINANCIAL INSTITUTIONS

THE RULE OF LAW AND THE REGULATORY ENVIRONMENT: Through the evolution of Business Codes of Conduct and Regulatory Requirements, as well as growing expectations that Voluntary Principles be respected, the social aspects of business are coming under increasing oversight. National, international and voluntary standards and codes of conduct are emerging almost weekly. The module is intended to provide an overview and important insights into this complex and rapidly developing area. Particular attention will be given to providing an overview of some of the major codes and reviewing norms that have emerged relating to compliance and enforcement.

ROLE OF INTERNATIONAL FINANCIAL INSTITUTIONS: IFI’s represent an important stakeholder that directly affects private sector strategies. In part, this reflects globalization and the emergence of market driven development models that are based on the important role of foreign direct investment as the primary source of capital flowing to developing economies. This module will cover issues relating to: privatization and investment liberalization; the roles of key multilateral institutions (IMF, IFC, World Bank, UN); and, how competition and market driven approaches can be reconciled within broader development objectives, including meeting the MDG’s, promoting sustainable development, protecting the environmental and addressing issues of social equity.

DAY 3
THE CORPORATE PERSPECTIVE AND NGO’S IN CSR

THE CORPORATE PERSPECTIVE: This module will examine the role of financial markets and business stakeholders as critical constituencies that successful businesses understand and work with. It will take participants inside both the business and operational aspects of CSR, as well as examine the rapidly evolving relationship between financial markets and CSR, including the power of reputation and perception. It will also explore how CSR can both creates opportunities and mitigates risks, providing participants with detailed information on the growing sustainable...
investing sector. Finally, the module will explore the growing importance of stakeholder panels as instruments for ensuring sustainable development through better relations between industry and other actors.

NON GOVERNMENTAL ORGANIZATIONS are increasingly finding that their own objectives can be furthered by working with companies and other key stakeholders to develop, implement, facilitate, coordinate and oversee corporate social responsibility programs and create shared value for all stakeholders. This section will examine the important role that NGOs can play in CSR projects and how CSR projects can help NGOs to further their organizational and development objectives.

The Ins and Outs of Development Projects: Project management principles including important operational, technical and leadership considerations relating to: bidding and proposal development; project planning, design and implementation; forging strategic partnerships; results-based management and evaluation; and other practical considerations will be addressed.

DAY 4
PUTTING CSR INTO CONTEXT: THE INVESTOR PERSPECTIVE, CAPACITY BUILDING AND NEGOTIATIONS

CAPACITY BUILDING FOR INVESTMENT AND NEGOTIATION. This module examines challenges and opportunities in the integration of CSR into large-scale investor projects in emerging markets. It will focus on the extractive sector and will explore both greenfield projects and ongoing operations, addressing issues such as; scope of CSR in emerging market economies, host country government policy and economic development frameworks, role of international standards and guidelines, investor objectives, resource nationalism, and host country government capacity.
CSR IN PRACTICE: This section builds on the previous four days to enable participants from all sectors learn how they can use CSR in their projects and organizations. The day will feature case studies on some of the most innovative and value creating CSR projects (often delivered by the very people who developed and led the projects in the field) and will also feature specific lectures on how to maximize value from CSR.

This module will explore strategies and techniques for aligning the value creation objectives of business with the social and environmental objectives of CSR activities. It will also take a practical look at management and reporting frameworks that can optimize CSR as a value creation tool for business, community and other stakeholders. The section will look at specific ways in which business can maximize their return on CSR investments.

“Having only recently entered the world of International Development, the McGill ISID Exec course was an excellent introduction to the various theories, practices and results...especially from “Aid” to “Sustainable Development” and “Gender-Cultural” Aspects. The course was particularly remarkable in that I learned as much from the other participants as I did from the speakers (the participants had the floor much of the time). My hats off to the entire McGill and Fasken team for being able to create such electric dynamics in a learning setting.”

JOANNE FREEZE, CEO Candente Mining
THE TEACHING TEAM WILL BE MADE UP OF LEADING EXPERTS, PRACTITIONERS AND INNOVATORS ACROSS A VARIETY OF DISCIPLINES AND SECTORS.

- **Philip Oxhorn** (PhD, Harvard) is a Professor of Political Science at McGill and Founding Director of the Institute for the Study of International Development (ISID). He is a recognized expert on democratic development, civil society, international indigenous issues, human rights and governance. Dr. Oxhorn has worked extensively in Latin America, North America, and Africa, and has also worked as a consultant to the Inter-American Development Bank, the United Nations Development Program, the United Nations Population Fund, the Canadian International Development Agency (CIDA), the International Development Research Centre (IDRC), the Department of Foreign Affairs and International Trade, Canada, Department for Aboriginal Affairs and Northern Development, Canada, the Ford Foundation, The Carter Center, the Woodrow Wilson Center for International Scholars, and the Mining Association of Canada.

- **Franque Grimard** (PhD, Princeton) is a McGill Professor of Economics and Associate Director of the Institute for the Study of International Development. Areas of expertise include international health policy, environmental economics, sustainable development and areas relating to aid effectiveness and performance measurement.

- **Kevin O’Callaghan** is co-chair of Fasken Martineau’s Corporate Social Responsibility Law Practice Group. Kevin provides strategic advice on aboriginal, regulatory, environmental and other corporate social responsibility (‘CSR’) issues. Kevin’s litigation practice also involves complex commercial litigation with a particular emphasis on environmental issues. Kevin has advised clients on a myriad of environmental matters including environmental assessment, cost recovery actions, off-site migration, ground water contamination, and regulatory offences. Additionally, Kevin pro-
provides ongoing advice to resource companies on obligations to First Nations and agreements with First Nations. Kevin is a member of the Corporate Social Responsibility Committee of the Prospectors and Developers Association of Canada.

WAYNE DUNN is one of Canada’s leading experts in the field of CSR. He has led more than forty social licensing projects in over thirty countries across six continents, helping clients to innovate and succeed in difficult and challenging circumstances. His projects have won prestigious global awards and been developed into lectures and case studies. His innovation and entrepreneurial skills have been demonstrated across dozens of projects and several start-ups, including one that was featured on the front page of the Wall Street Journal. Wayne is a frequent lecturer worldwide on business and economic issues, and also provides volunteer support to numerous local, national and international organizations. He has a M.Sc. in Management from Stanford University’s School of Business.

ROBIN MCCLAY is the Executive Director of McGill University’s Institute for the Study of International Development. Robin came to McGill from the Canadian Government where he served as Director, International Partnerships at the Canada School. He also worked as Director of Research and Director of Democratic Institutions at the Canadian International Development Agency (CIDA). Robin was the former head of one of Harvard’s Interfaculty Initiatives and continues to serve as a Founding Member of the Harvard University School of Public Health’s Leadership Council. Robin holds degrees from Harvard University, the London School of Economic and McGill University.

ANNE DROST practises in the Energy, Environmental, Climate Change and Regulatory Law Group of Fasken Martineau DuMoulin LLP. She is co-chair of the Corporate Social Responsibility Law Practice Group and also practises in the areas of Mining Law, Aboriginal Law and Real Estate Law. In Environmental Law, Ms. Drost has experience in advising clients on regulatory approvals, compliance and in transactions such as the acquisition or disposition of land. Anne is regularly a sessional lecturer at the McGill Faculty of Law. She teaches courses on Energy Law and Climate
Change and has taught Land Use Planning, Environmental Law and Municipal Law in past years.

**FRANK MCSHANE** (PhD, McGill) is a professional with 20 + years of experience in the extractives industries, including leading teams in corporate affairs / corporate responsibility in the development of environmental and social strategy, policy, risk mitigation, governance, compliance and assurance standards. Providing advice to senior operating committees and corporate boards of directors. Recognized as a leader in CSR with extensive experience internationally and in Canada negotiating with senior managers, politicians, NGOs, civil society and other stakeholders. Extensive international and domestic experience in stakeholder engagement and community relations particularly where associated with contentious issues. Published academic and previously with a leading UK think-tank advising government and industry on environmental, social and governance issues. Currently serving on the Board of Directors for the Association of the Voluntary Principles on Security and Human Rights.

**TERRY GRAY** is part of the Senior Management Team within the International and Canadian Programs division of World Vision Canada. He has worked in collaboration with various industry partners on development projects throughout his twenty-three year career in the NGO sector. This experience, combined with his institutional capacity development work with regional government, has provided an opportunity for a multi-sector approach to integrating economic, social and environmental imperatives into local development initiatives. Terry has worked on development projects throughout the world and spent almost half of his career living in Haiti, Malawi and South Africa. He is an accredited partnership broker through the
TEACHING TEAM

International Business Leader’s Forum/UK’s Overseas Development Institute’s Partnership Brokers Association Scheme.

- **Tanneke Heersche** heads up the firm’s Africa practice group and practices out of the firm’s Johannesburg office. She is highly regarded for her expertise and experience in the mining industry where she is recognised as a leading legal advisor. Her extensive experience includes advising on all aspects of the development and financing of mining and other natural resource projects in emerging markets. She regularly advises major international mining companies, international financial institutions and governments in numerous countries around the world.

- **Benj Gallander** has been called, “One of Canada’s best investors”. He is the co-editor of the Contra: the Heard Investment Letter [www.contratheheard.com], which has amongst the highest long-term returns in North America at 15.3 percent annualized for 15 years. He is the author of three best-selling books, two on investing in the stock market and one on starting a business, which he taught for a number of years. He is a regular on Canada’s leading business television show, Market Call, and his columns appear in Canada’s national newspaper, The Globe and Mail.

- **Philip Von Wieligh** has spent over 30 years in the South African mining industry, much of it working on the leading edge of the industry’s CSR practices. Working with Placer Dome and Western Areas he was a design and implementation leader in the development of the industry’s HIV/AIDS programming in the early 2000s. He led the industry’s transition to a more development focused approach to mitigating the impacts of industry retrenchment and downsizing and was a Founding Member of TEBA Development, the mining industry’s development arm. He was a key leader in the South/South technology transfer project that helped to transform HIV/AIDS programming in Papua New Guinea. His work has been recognized with numerous awards including the World Bank’s Development Innovation Award, Nexen Award for Corporate Social and Ethical Responsibility, Star of Africa Award and others. His work was featured in a Stanford Business School case study and he is a frequent lecturer at major events throughout the world including World Bank, United Nations, UN AIDS, etc.
The fee for this intensive five-day program is $3,495 CAD (plus applicable tax). All course related material, breakfast, lunch and health break refreshments are included.

Upon completion of the program, participants will receive a Certificate from McGill University’s Institute for the Study of International Development.

Registration and payment can be made online by clicking here.

Invoice billing options are available and payments by cheque can be made to McGill University and sent to the following address:

Institute for the Study of International Development
Attention: Executive Programs
Suite 240, 3460 McTavish Street
Montreal, Quebec H3A 1X9

For further information please email: executiveprograms.isid@mcgill.ca

Participants will be responsible for their travel arrangements and for securing accommodation.

Cancellations must be received in writing 15 days prior to the course start date. Registration fee refunds are subject to a 20 percent cancellation fee.
McGill has once more innovated and contributed significantly towards bringing debates of universal relevance into a practical classroom format. Building our collective knowledge across the various families of stakeholders in the socio-economic ... constitutes an essential step towards building effective partnerships, an important requisite for sustainable and durable development.

LOUIS GUAY
Senior Fellow
Saint Paul University

The course on Corporate Social Responsibility organized by ISID was a powerful and wonderful experience on many levels. There were consistently excellent speakers and a remarkable gathering of participants from many sectors and different countries. ... I was able to further my professional development skills which I will be able to apply within my own work place the Northern Ireland Rural Development Council to advance rural regeneration with good relations/corporate social responsibility outputs.

JOY HADDEN
Deputy Chief Executive -
Northern Ireland Rural Development Council
The ISID one week Corporate Social Responsibility course was a tremendous experience for me because of the quality of the lecturers and the experience of the participants. The presence of mining, government and NGO executives together made for a lively debate based on real situations in various parts of the world. The Course Director, Robin McLay, ensured that a learning environment prevailed at all times while also keeping plenty of breaks for networking and informal exchanges.

ALAIN BERRANGER
Board of Directors, CECI
Centre for International Studies and Cooperation (CECI)

Our company is just starting to develop its global strategy for Corporate Responsibility and Sustainability. This program provided an excellent grounding in how this field has developed and an opportunity to understand what others are doing in this area. What was extremely valuable was the dialogue with the other participants which included a diverse range from business to NGO’s, from all parts of the world. I left the week much better equipped to effectively lead our organization in this area.

JAY GREWAL
SENIOR VICE PRESIDENT, STRATEGY & STAKEHOLDER AFFAIRS
CAPSTONE MINING CORP