

**SUSTAINABLE DEVELOPMENT IN
INDIGENOUS COMMUNITIES, REMOTE
AREAS AND DEVELOPING COUNTRIES**

OUTCOMES BOOKLET



ABOUT COFFEY

Coffey is a leading global professional services consultancy focusing on both physical and social infrastructure. We use specialist knowledge to deliver extraordinary outcomes for our clients across the full lifecycle of a project, from concept to completion. And all of our people have one thing in common: a passion to solve emerging challenges to improve the lives of communities.

Operating for 50 years, we are listed on the Australian Securities Exchange (ASX:COF) and part of the S&P/ASX 300. Around the world, we are providing services at every stage of the infrastructure lifecycle – starting with planning and financing the project, through development and resolving the technical challenges to the management of resources, timelines and budgets. The cycle continues as we use our specialist knowledge to ensure objectives continue to be met in the long term and infrastructure is appropriately maintained.

Our work involves a wide range of built assets – like roads, buildings, gas pipelines, mines, and sporting facilities – just about everything that is required to meet the demands of a growing world population, rapid urbanisation and heightened environmental sustainability awareness.

Through our expertise, we are also enabling government and aid agencies to strengthen local communities, increasing quality of life and living standards. We develop mechanisms and manage projects across a range of social infrastructure, including economic development, education and training and health.

We have over 4,000 people working on projects in more than 80 countries and permanent offices throughout the Americas, Africa, Asia Pacific, Europe and the Middle East.

Visit coffey.com today and find out more about our specialist services

LNG.COFFEY.COM

...our LNG dedicated microsite provides detailed information from our experts:


- White Papers
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SUSTAINABLE DEVELOPMENT IN INDIGENOUS COMMUNITIES, REMOTE AREAS AND DEVELOPING COUNTRIES	3
ABOUT COFFEY ENVIRONMENTS	4
CHALLENGES AND OPPORTUNITIES	6
IMPLICATIONS FOR EXECUTIVES	8
THE RED LIGHTS	11
OPPORTUNITIES FOR JOINT DEVELOPMENT GOALS	12
CREATIVE SOLUTIONS AND APPROPRIATE INDICATORS	13



“We must look
beyond the spotlight
beam to understand
the opportunity that
exists ...”

Sustainable Development in Indigenous Communities, Remote Areas and Developing Countries

This booklet is the output of a workshop held by Coffey and attended by resources industry representatives that looked beyond the rhetoric to consider sustainable development and the challenges of working in remote environmental and developing countries.

The workshop discussion was informed by personal insights provided by Dr Lynn Arnold, former South Australian Premier, CEO of Anglicare and Board Chair of Ahava Energy and the experiences of Sasha Pendall, Senior Advisor to Wodside's Sunrise Gas Development on the company's experience in remote

Indigenous communities in Timor Leste, Mauritania and Australia.

Participants at the workshop discussed the many challenges in operating in such challenging environments, brainstormed creative solutions to those challenges and developed performance indicators to track success in managing those issues.

It is hoped this booklet will provide participants with a lasting reminder of the event and some useful resources to refer to when tackling such issues on the ground.



About Coffey Environments

Social performance is how Coffey Environments describes an organisation's ability to plan for, manage and monitor the effects it has on its stakeholders (both positive and negative). Moreover, sound social performance can ensure projects are developed and executed in a manner that builds greater value for shareholders, employees and host communities.

Coffey Environments (then Coffey Natural Systems) acquired the expertise of established social performance consultancy Q & A, and engaged former Director, Danicia Dutry, to enhance Coffey's social performance management capacity. The unique fusion of Coffey and Q & A has resulted in an unmatched depth of skills and experience, coupled with proven systems to quantify and apply an evidence-based approach to key discipline areas.

In December 2009 Coffey Environments and Coffey Natural Systems become one to help clients transform environmental, social and safety expenditure into investment.

Coffey Environments partner with clients globally to deliver life of project specialist

environmental, social and safety performance solutions in the infrastructure, resources, government and property sectors.

Coffey Environments become involved in projects at the early stage of feasibility, providing strategic advice, management of the approvals and permitting process, stakeholder engagement and technical investigations. Our involvement continues as we provide environmental management, OHS, waste management and energy monitoring services during construction and operations.

Throughout the lifecycle, we leverage our expertise in geographic information systems and our project management skills to support a project. At the end, we undertake contaminated site assessment and remediation, effectively allowing the lifecycle to begin again as the site is remediated for a new land use.

We nurture excellence and encourage our people to stay abreast of the latest developments in their chosen specialties by creating the space for great team work and innovation.

Our specialists bring over 35 years of project experience in more than 40 countries throughout the Americas, Africa, Asia Pacific, Europe and the Middle East. They are supported by global offices and a fully accredited laboratory, equipped with the latest technology to provide fast results from a full range of tests.



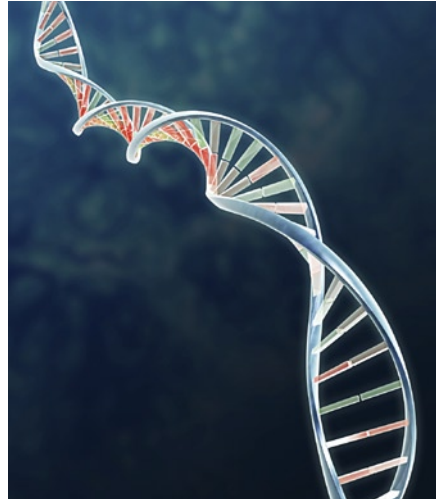
Challenges and Opportunities

Enacting sustainable development in Indigenous communities, remote areas and developing countries is a path of potential pitfalls and setbacks. But with the challenges come great opportunities.

KEY CHALLENGES IDENTIFIED

- lack of remote community's exposure to main stream workforce industry culture and vice versa
- the challenge for remote community members to juggle family, community and work responsibilities
- infrastructure funding/provision being seen as the only solution – example of health centre and nurses accommodation in papunya indigenous communities
- cultural encounter issues and tensions within and between the differing layers including:
 - international government and agencies
 - national government
 - local government
 - organisations.
- arms length and working with construction or operational contractors for delivery of plans
- breadth and size of exploration activity in a geographical sense (including geographical isolation)
- values dissonance
- 'cultural spectacles' - separating truth from stereotypes
- competencies of different language and cultural nuances, e.g., 'seguro' example – means with certainty in spanish vs maybe in the local context
- structure of the community, e.g., elders, traditional owners, women
- resourcing and communicating across breadth. number of communities and stakeholders
- capacity, standard of living, education, skill levels of remote communities in terms of capacity to engage and apply development programs
- moving beyond usual suspects in employment

- is full participation industry employment a core goal for both parties?
- starting with community awareness, capacity development and basics such as clean water
- training to address skill deficit
- see consultation as a continuum of activities
- finding ways to join two polarities - "double helix"
- accept and articulate the things that belong as the responsibility of the communities; governments or the organisations and other things maybe a shared responsibility
- identifying the core values (the things that really matter and those which are in common) then identify where the differences are
- defining early on what is our definition of success?
- finding the right people to be involved (internally)
- recruitment, retention and diversity strategies are more than just hr logistics but integral components of success in this area
- beneficiary can become the benefactor and this should be a key objective.

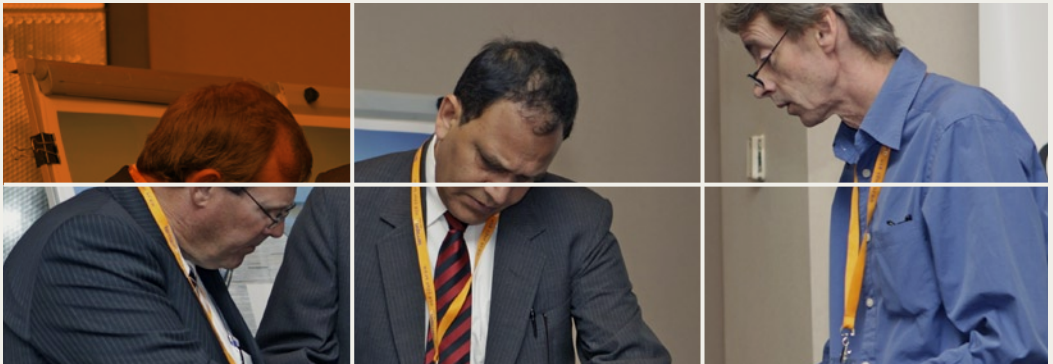


Double Helix

An organic model, indicating need for a continuous process on behalf of two polarities.

What happens is that we see the world, and others in it, through a kind of filter that we might describe as cultural spectacles. Our own particular bias distorts our opinions of others, so that we may not see them as they really are.

Richard D Lewis 'The Cultural Imperative: Global Trends in the C21' [p91]



Implications for Executives

For the decision-makers, developing projects in indigenous communities, remote areas and developing countries, is a mine field of cultural and societal intricacies. How can executives successfully navigate the maze?

1. Listen and hear

- look beyond the problem to the potential – it lies within the community you are looking at
- make no assumptions
- be prepared to listen, listen, listen, and listen some more
- research thoroughly before commencing a journey
- please listen and understand! what is on the top of the priority list in the community? what is bothering them? what are the issues? what is in the deal for me/us? engage people in discussions
- listen to people's experiences and what they perceive of activities/things happening in their community.
- really listen more to what the indigenous community are doing.

2. Be genuine and act with humility

- don't make promises you can't keep
- be alert for inevitable inter-cultural misunderstanding
- be sensitive to time and trying to expedite a process
- take the time to chat. have a cup of tea!
- listen to everyone who has a concern or comment
- understand the values of the whole community and relate those with their behaviours
- be humble! park your ego
- be humble and gracious in all that is shared with you
- be humble, you don't understand their situation
- provide opportunities for people to participate.

3. Find perspective

- spend a day in their shoes – to kill a mocking bird
- start from basis that is simple and directly affects the stakeholder
- find the common ground for interaction – as human beings!
- maximise outcomes/benefits by allocating equal time to internal and external stakeholders.

4. Be resilient

- this is hard – don't ever let anyone say it isn't or call it the 'soft' stuff
- be prepared to deal with anger arising from events of the past and don't take it personally
- this is so much more than a day job – don't ever forget that! (even when you're onto focus group #10 and hearing all the same stories).

5. Be clear from the outset but build in flexibility for change

- be clear in purpose
- assume or presume little local knowledge (if you're not one)
- be prepared to deviate (or change completely) from the set agenda.

6. Know what success looks like

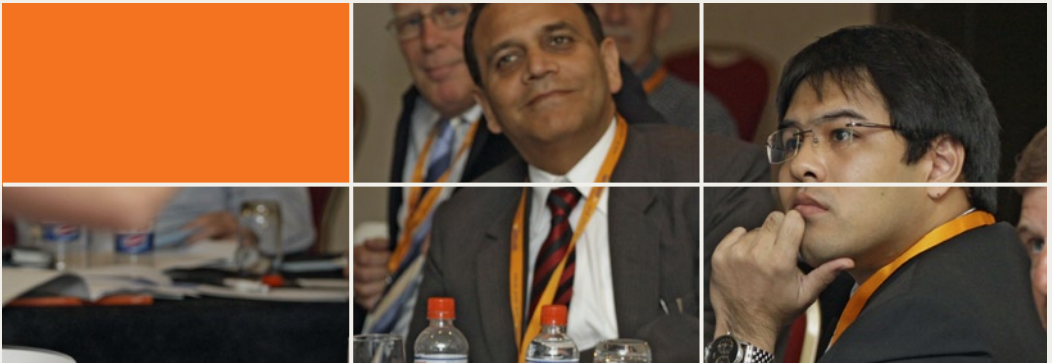
- set stretch targets for career pathways with appropriate support mechanisms in place – and be prepared for the

long, long haul during training and work placement

- know your criteria for success but understand what it takes communities to want to engage work with you
- emphasise sustainable employment outcomes
- we have the ability to bring change, will it be good change or destructive change
- ensure the community is left with a commercial or business legacy.

7. Act

- be passionate! demonstrate enthusiasm for achieving outcomes
- act and deliver on promises
- provide feedback
- accommodate community priorities where you can
- leadership... be demonstrative with your actions.



The road to sustainable development is long and there are many red lights along the way to halt a project's progress or slow it down.



The Red Lights

- schedule and timing
- treating it as a nice to do
- say one thing and doing another
- failure to research properly
- **common sense is not always so common**
- communities interpretation may differ from developers
- new language for operations not operating in this space
- developers are often so good at developing projects, they assume they can do everything themselves including solving social issues
- lack of flexibility in project itself
- companies do this often but communities may have never seen this before – how do they get traction if they don't understand it?
- not explaining why you are there
- will spend \$50 million on exploration yet won't spend \$1 million on making a difference and getting big wins in this area
- not seeing the win-wins of a joint development approach
- not a bottomless pit need clear feasibility, research and planning to find value
- not able to quantify the lost opportunity i.e quantify what happens if we don't get it right
- miscomprehension between those who plan it and those who build it.



Opportunities for Joint Development Goals

Where do the opportunities exist for the establishment of joint development goals?

<i>Examples of Local Goals</i>	<i>How these can be related to Development Goals</i>
Infrastructure – hospitals, theatres, parks, roads schools, education →	Attraction and retention of staff
Ensuring appropriate delivery of funds →	Membership of EITI and ensure regulated independent tracking e.g . Petroleum funds and government procedures in place in Timor Leste example ensures appropriate diligence for both
Understanding project impacts →	Being heard and able to engage e.g using story boards to consolidate and build understanding.
Local employment strategy →	Ability to divest and ensure no negative impacts – understanding of “local” way and culture
	Have regular information about who really makes decision and how things operate locally – applies to how governments work and make decisions
Ability to deliver successful outcome and leave legacy for long term →	Partnerships with NGOs and universities to build capacity
Training meets industry needs →	University partnerships – right students and right outcomes
Better hygiene and sanitation →	Hydro well system for projects – example of partnership with World Vision
Assistance with maternity outcomes in remote areas →	Funding meets community needs/targets
How do we know you have been successful/ made a positive impact? →	Count on benchmark and track/measure success
Decision made in interest of and with local understanding →	Permanent presence of organisation in community provides company with ongoing data and information

Creative Solutions and Appropriate Indicators

Difficult challenges often need us to think outside the box (or torch beam) to find creative solutions. Early identification of measurement indicators enables us to track our success in solving those challenges.

<i>Identified Challenges</i>	<i>Creative Solutions</i>	<i>Measurement Indicator</i>
Managing environment locally	<ul style="list-style-type: none"> - baseline environmental and social measurement on potential environmental impact - form a joint development from with NGOs and governments - benchmarked case study review – communication - investigate alternative infrastructure siting options 	<ul style="list-style-type: none"> - empirical data – assist decision process - public opinion shift on organisations ability to manage attitudinal / cultural % debate. - constructive scientific debate - creative “double” options – infrastructure siting – cost benefit
Stakeholder Engagement/Consultation <ul style="list-style-type: none"> - how best to establish credibility - how best to get communities to engage - how to engage NGOs 	<ul style="list-style-type: none"> - outsource credibility - find best practise - common ground – find it between parties - use appropriate mediator/ facilitator – external - take time 	<ul style="list-style-type: none"> - communities turn up vs don't turn up - ongoing, proactive decisions – even if not acceptable - public community support – locals defend/support project - NGOs haven't been able to get foot in
Time frame/schedule <ul style="list-style-type: none"> - design effectiveness at what risk - executive set deadline 	<ul style="list-style-type: none"> - risk management includes social and long term – NPV - regulatory bodies 	<ul style="list-style-type: none"> - delivery on time - approvals from stakeholders
Trial by media	<ul style="list-style-type: none"> - early information/consultation - complete story 	<ul style="list-style-type: none"> - increase in level of community awareness regarding the importance of issues
Bad history	<ul style="list-style-type: none"> - warts 'n' all facts 	<ul style="list-style-type: none"> - declining interest

FURTHER READING

Centre for Social Responsibility in Mining, Indigenous Employment in the Australian Minerals Industry.

Community Engagement & Development October 2006, Leading practice sustainable development program for the Mining Industry.

CONTACT US

Contact us to discuss how we can help you achieve the best outcome for your project.

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