Program Outline
This course will be based on a flexible and adaptive adult learning approach built from Participants’ existing knowledge to address their identified learning and needs. It will be delivered through a series of learning modules integrating knowledge, skills and experience to Participants’ Reintegration Action Plans (RAPs).

The course will be delivered over a total of six weeks, with four weeks of delivery at The University of Queensland St Lucia campus in Brisbane and two weeks in Lusaka and the Copperbelt of Zambia. Ideally, there will be a minimum of six weeks between the delivery of the first part of the program in Australia and the second part of the program in Zambia, during which Participants will be expected to further develop and begin implementing their RAPs.

Course objectives
By end of the course, participants will gain:
- Skills in contract negotiation and resource planning for large scale extractive investments from the permitting of exploration, through to operations and closure.
- Competency in the design and enforcement of national and subnational legal frameworks.
- Methods for linking national development plans to development of extractive industries.
- Skills in monitoring extractives and the need for inclusive approaches to resource development.
- Skills in negotiation, mediation and dispute resolution and how to lead these processes.
- Skills in project management and change management along with public speaking developed through activities such as the Reintegration Action Plan (RAP) and discrete workshops.
- Engagement and knowledge sharing with a range of stakeholders in the extractives sector.
- Development of a RAP to share knowledge and skills with colleagues and apply course principles to improve the development returns from extractives investments.

Characteristics of ideal candidates
Participants should be mid-level career professionals, ideally with a tertiary qualification and be currently working in a position that involves securing development outcomes through extractives investments. Optimally, each group will represent mix of public, private and civil society perspectives and be evenly split between men and women.

Course content – including pre and post engagement requirements
The course content will provide knowledge and skills to empower Participants to leverage www.australiaawardsafrica.org
the best development outcomes for their countries by better planning, negotiating, monitoring and implementing a ‘better deal’ for mining, oil and gas investments, while cognisant of the continued need to attract foreign direct investment to their countries. Set within the framework of the African Mining Vision adopted by the African Union in 2009, the course will provide an international context as well as focus on experiences in African nations and Australia. The international context will include reference to the Extractive Industries Transparency Initiative (EITI) and other global initiatives for responsible mining and resource governance aimed at achieving development outcomes from extractives investments. The natural resource governance value chain will be used as a framework for understanding the various stages through which the full value of an extractive resource should be managed to deliver the greatest possible benefits for a country and its citizens. The stages are:

- **Stage 1** – Deciding to extract: Assessing the value of developing a country’s natural resources and weighing investment prospects against social and environmental impacts of resource extraction.
- **Stage 2** – Getting a “good deal”: Moving from contract negotiation to regulation and monitoring of extractives projects throughout the project lifecycle.
- **Stage 3** – Revenue transparency: Ensuring that taxes and royalties are collected efficiently, retained, and shared between national and subnational levels of government.
- **Stage 4** – Managing volatile resources: Planning and preparing for the boom and bust cycles typical of mining, oil and gas.
- **Stage 5** – Investing for sustainable development: Spending resource revenues effectively in ways that promote sustainable development at national, regional and local levels.

Formal course components will lay down the foundations of thought and practice, and be followed by sessions focusing on applications to industry and government, and reflections on what this means for Participants in their professional capacity. Formal components contain the principles, concepts and frameworks that guide the lifecycle of extractives investments from exploration through to closure. These include developing and implementing legal frameworks governing extractives investments, including a focus on African examples; how extractives investments are linked to national development plans in the context of the Africa Mining Vision; negotiation, mediation, and alternative dispute resolution applicable to resource governance; and monitoring and implementing agreements on mining, oil and gas sector investments.

Applied components contain opportunities for exposure, experience, interpretation and participation that illustrate principles of formal learning in practice across the full extractives investment lifecycle; from private sector, public sector, and civil society perspectives. Delivery will involve field visits, case studies, hands-on experiences, discussions, debates, seminars and presentations.

With support from the delivery team, Participants will develop a RAP that addresses a need that is currently (or imminently) required as part of their role in their home organisation. Throughout the course they will be provided with time and support to apply the course learnings to this project. Prior to course commencement, Participants will be supported to think about possible topics for development through the RAP. There are multiple sessions formally dedicated to RAP development, refinement and presentation.

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throughout the program, along with opportunities for one-on-one consultation with course staff. RAP development and implementation forms the basis for Participant assessment and includes five equal components – 1) Presentation; 2) Logic of RAP; 3) Likelihood of success; 4) Planning of the RAP; and 5) Progress in implementation.

Course details on a weekly basis

<table>
<thead>
<tr>
<th>WEEK</th>
<th>MODULE</th>
<th>DESCRIPTION</th>
<th>LOCATION</th>
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<tbody>
<tr>
<td>1</td>
<td>Context and principles for attracting and benefitting from extractives investment</td>
<td>Principles of resource governance; Attracting investment and maximising value; Understanding the lifecycle of large-scale investments; Industry and government engagement in large-scale projects</td>
<td>University of Queensland, Brisbane, Australia</td>
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<tr>
<td>2</td>
<td>Regulation and Negotiation: Theory &amp; Practice</td>
<td>Titles, contracts, and conditions; Public Sector approaches to obtaining value from extractives investments; Masterclass in Negotiating Investment Contracts and Mediation</td>
<td>University of Queensland, Brisbane, Australia</td>
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<tr>
<td>3</td>
<td>Industry, Government, and Community Relations through investment lifecycles</td>
<td>Field visits to the Hunter Valley in New South Wales, with opportunities to engage with and understand the interactions between large scale mining companies, communities, local government, and local businesses.</td>
<td>University of Queensland, Brisbane, Australia</td>
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<tr>
<td>4</td>
<td>Monitoring and Implementation of Extractives Investments</td>
<td>Regional and local development planning; Managing and monitoring investments with limited resources; Economic, social, and environmental aspects of mine closure.</td>
<td>University of Queensland, Brisbane, Australia</td>
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PARTICIPANTS RETURN TO WORK IN HOME ORGANISATIONS

<table>
<thead>
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<th>WEEK</th>
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</tr>
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<tbody>
<tr>
<td>5</td>
<td>Legal frameworks and their implementation in Africa</td>
<td>Africa Mining Vision; Leveraging extractives investments for sustainable development outcomes; Legal frameworks in Zambia and the region; Project feasibility, financial models, and evaluation.</td>
<td>Lusaka, Zambia</td>
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<tr>
<td>6</td>
<td>Maximising benefit for local and national partners</td>
<td>Copperbelt mine lifecycles: Infrastructure development; Local procurement and development policies; Social and environmental impacts of extractives investments.</td>
<td>Copperbelt, Zambia</td>
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