

TRA Training Capability Statement

Triple R Alliance (TRA) is a small group of experienced social performance practitioners who are driven to ensure companies have a sustained positive impact on the communities where they operate. We typically work in frontier markets or areas of social and political instability. Our goal is to help companies to increase the quality of their community relations through application of a more rigorous approach to social performance, including through the use of Boréal's IMS software.

Our Training Approach

We approach all training we do, including support for Boréal's CSR software, from an Integrated Social Performance perspective. That is, we emphasize how the use of Boréal's CSR software can support a company's engagement, impact mitigation, and benefit distribution and its social performance as a whole. We do this by promoting linkages between a team's effective use of Borealis software and company management systems.

We build training programs around three complementary components: **knowledge, skills, and behaviour**. We use a range of training styles and methods, including:

- Ad-hoc informal discussions through conference calls;
- Informal on-the-job coaching/training;
- Formalized training sessions;
- Implementation of a training curriculum.

We create a training model to meet a company's needs and suit its local context; in some cases, a short targeted training is warranted whereas in other circumstances companies want us to integrate knowledge transfer into ongoing day to day activities. We often adopt a hybrid of approaches.

Our Training Expertise

The following are examples of trainings that are part of our core areas of expertise:

- Beyond the System: Effective Data Information Collection and Analysis**
 - Personalized Boréal's software-specific coaching to teams to improve consistency in the gathering, documentation and analysis of information. A combination of on-site as well as remote support.

- Getting Company Community Relations Right – Predictable and Doable**
 - Extensive on the ground experience has identified the context specific approaches for "getting it right". The training focuses on proven approaches for success (and failure!)

- Practical Engagement Skills**
 - Focuses on effective listening, (non) verbal communication and determining underlying interests. Includes a section on first time engagement with the community, do's and don't's.

- ❑ **Managing Community Expectations – Yes, It Can Be Done**
 - Focuses on practical approaches and staff behaviour.
- ❑ **Conflict Management and Resolution Techniques**
 - Hands-on guidance on basic conflict resolution skills. Includes ‘dealing with an angry public.’
- ❑ **Interest Based Negotiations and Community Agreement Making**
 - Explains the IBN approach as a way to create win-win options. Includes Harvard case study.
- ❑ **Grievance and Complaints Management as a Stakeholder Engagement Improvement Tool**
 - Based on our experience developing grievance mechanisms for dozens of companies.
- ❑ **Social Risk Identification, Assessment and Action Planning for Non-Technical Practitioners**
 - Provides guidance on how to use and implement a risk-based social performance approach.
- ❑ **Human Rights for Business Made Practical**
 - Demystifies the practical ways by which companies can meet current best practice.
- ❑ **Influx Management – You Have More Control than you Think**
 - Provides training on the prevention of excessive influx as well as the mitigation of impacts.
- ❑ **Positioning the CSR department Internally – Getting a Seat at the Decision Making Table.**
 - Focuses on efforts to increase the internal credibility and relevance of the function.
- ❑ **Integrated Social Performance – The Business of Everybody**
 - Typically an awareness training that links day to day activities to social performance.

Our Training Experience (selection only)

<i>Who</i>	<i>Topic</i>	<i>Target Audience</i>
Rio Tinto, Canada	Interest Based Negotiation	Management Team
Tullow, Kenya	Engagement Skills	Community Officers
Sherritt, Madagascar	Conflict Resolution Skills	Community Officers
GIZ, Kenya (NGO)	Engagement with Companies	Regional Development Staff
Canadian Embassy Staff	Conflict Analysis tools	Trade Commissioners
Barrick, Tanzania	Social Risk Management	Heads of Department
Ma’aden, Saudi Arabia	Managing Local Expectations	All Company/Contractor Staff
OMV, Austria	Grievance Management	Section Heads
Tullow Uganda	Stakeholder Engagement	Country Team