



IGF

INTERGOVERNMENTAL FORUM
on Mining, Minerals, Metals and
Sustainable Development

2017 IGF ANNUAL REPORT

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The International Institute for Sustainable Development (IISD) is an independent think tank championing sustainable solutions to 21st-century problems. Our mission is to promote human development and environmental sustainability. We do this through research, analysis and knowledge products that support sound policy-making. Our big-picture view allows us to address the root causes of some of the greatest challenges facing our planet today: ecological destruction, social exclusion, unfair laws and economic rules, a changing climate. IISD's staff of over 120 people, plus over 50 associates and 100 consultants, come from across the globe and from many disciplines. Our work affects lives in nearly 100 countries. Part scientist, part strategist—IISD delivers the knowledge to act.

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ABOUT US

The Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) supports more than 60 nations committed to leveraging mining for sustainable development to ensure negative impacts are limited and financial benefits are shared.

We are devoted to optimizing the benefits of mining to achieve poverty reduction, inclusive growth, social development and environmental stewardship.

We are focused on improving resource governance and decision-making by governments working in the sector. We provide a number of services to members including: in-country assessments, capacity building, individual technical assistance and guidance documents. Our flagship event is our Annual General Meeting, which explores best practices and gives members a chance to engage with industry and civil society.

These efforts are largely framed by our Mining Policy Framework, a policy guidance and assessment tool that sets out international best practices in six thematic areas: the legal and policy environment, financial benefit optimization, socioeconomic benefit optimization, environmental management, post-mining transition and artisanal and small-scale mining.

The International Institute for Sustainable Development has served as Secretariat for the IGF since October 2015. Core funding is provided by the Government of Canada.



IGF

**INTERGOVERNMENTAL FORUM
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EXECUTIVE COMMITTEE MEMBERS

Alexander Medina Herasme, Dominican Republic (Chair)

Gudrun Franken, Germany

Vincent Kedi, Uganda

Rokhaya Samba, Senegal

Roberto Sarudiansky, Argentina

Mandakhbat Sereenov, Mongolia

Greg Radford (head of Secretariat, ex officio member)

MINING CAN DO MORE THAN CREATE WEALTH: IT CAN CREATE WELL-BEING FOR A WHOLE COUNTRY.

MESSAGE FROM THE EXECUTIVE COMMITTEE CHAIR

It is an honour to be the newly elected chair of the executive committee for the next two years. I have served on the committee as Dominican Republic's representative since 2015, and attended the general assembly since 2012.



IGF has grown into a mature organization over the last two years. We have a focused team that has the power to help governments meet their resource sector goals, network and share knowledge and set mining best practices. We have achieved a great deal, but we can do more to support governments as they develop a mining infrastructure that promotes sustainable development and reduces poverty.

I believe it is particularly important to make the most of the socioeconomic benefits that can come from mining. Mining can do more than create wealth: it can create well-being for a whole country. That is why this year's focus on artisanal and small-scale mining (ASM) at our Annual General Meeting (AGM) was so valuable. About 150 million people in 80 countries in the Global South depend on ASM for their livelihood, and in 2017, there were 40 million people around the world working directly in the sector. When we help governments develop, implement and monitor an effective ASM strategy, we improve the lives of many people.

The AGM's technical workshop on tax base erosion and profit shifting was equally valuable. The International Monetary Fund estimates that the Global South loses USD 200 billion to tax avoidance across all sectors. With a long list of sustainable development

goals to finance, governments are understandably worried about losing tax revenue.

We also reviewed our procedures during the AGM and approved some changes to our rules of procedure resulting from last year's governance review. We restructured our election process to make sure that our committee reflects the diversity of our membership, increased our executive committee from five to six members, and elected four new members to the committee:

Argentina, Mongolia, Senegal and Uganda. Germany was re-elected for a second term. Together, our executive committee represents English, French, German, Russian and Spanish-speaking countries.

I am looking forward to spreading the work of the IGF, particularly in my region of Latin America. Furthermore, we are preparing to launch guidelines on local content that will help governments maximize social benefits in their local communities during the life of a mine, and are continuing to work on guidelines for tax base erosion and profit shifting.

I would like to thank Glenn Gemerts of Suriname and the rest of the outgoing executive committee for their service over the past two to four years. Together we are helping countries build a good image for mining and giving governments the tools they need to make sure mining benefits everyone.

Alexander Medina Herasme
Chair, Executive Committee

REPORT FROM THE IGF SECRETARIAT

We have made tremendous progress in the two years since the Government of Canada committed to funding the IGF Secretariat through the International Institute for Sustainable Development. We have confirmed our mission of helping governments optimize the benefits of mining to reach their Sustainable Development Goals (SDGs) and been strategic about building capacity around the globe.



This year, representatives from about 35 member countries participated in our training and capacity-building workshops on themes highlighted by our Mining Policy Framework (MPF): artisanal and small-scale mining (ASM), mine closure, mining economy, value chain, environmental management and mining laws and codes. We signed new partnerships with the Asia-Pacific Economic Cooperation Mining Task Force, the Organisation for Economic Co-operation and Development (OECD) Centre for Tax Policy and Administration, and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), among others, and continue to develop a variety of workshops with PanAfGeo. You can read about all of our partnerships on [page 11](#) and about our MPF on [page 15](#).

Our membership grew substantially in 2017. We welcomed Cambodia, Chad, Ecuador, Fiji, Guyana, South Sudan and Somalia as new members to the IGF this year, and will continue broadening our reach in 2018.

This year's Annual General Meeting (AGM) was our most successful to date. It focused on ASM, a growing concern for many of our member governments and other stakeholders. Over 60 governments and 80 international organizations attended the AGM, and all experienced the peer-to-peer learning and opportunities for dialogue that we are known for. You can read more about our AGM on [page 3](#).

We will form more regional partnerships, focusing on Asia and Latin America. In April, we will launch our second guidance document and begin planning related training workshops. Focused on local content policy, the document will show governments how to optimize the local benefits of mining. And of course, we will also continue to engage with as many members as possible.

On behalf of the IGF Secretariat, I would like to thank the Government of Canada and our members for their continued support.

Greg Radford
IGF Director

Demonstrating Our Growth	2016	2017
AGM attendees	314	379
Number of countries represented at AGM	62	71
New members	1	7
New membership inquiries	5	16
Regional workshops	2	6

OUR MOST SUCCESSFUL AGM TO DATE

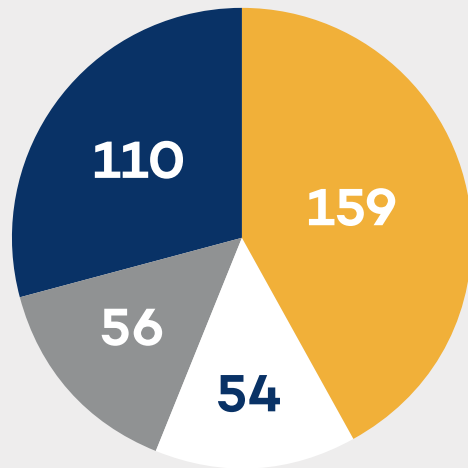
Our Annual General Meeting is our flagship forum. It brings together member countries and international financial institutions, multilateral organizations, non-governmental organizations, industry associations, donor governments and other interested parties who value the networking opportunities of our forum.

The 2017 AGM was held in Geneva, Switzerland from October 17 to 19 and hosted by the United Nations Conference on Trade and Development (UNCTAD) at the Palais des Nations. This year's theme was Managing Artisanal and Small-scale Mining (ASM). You can read more about ASM starting on [page 19](#).

Seven of the meeting's sessions focused on ASM, anchored by an overview of global and regional trends. The sessions discussed strategies for managing and formalizing ASM, interactions between large-scale mining and ASM, and women and ASM, which was a particularly popular session.

The rest of the sessions covered voluntary principles and human rights, voluntary sustainability initiatives for the mining sector, development minerals and the Sustainable Development Goals, multistakeholder engagement, environmental management, policies on local content, mine closure and optimizing the financial benefits of mining.

PARTICIPANTS BY TYPE



WE ALSO HOSTED:

1. An intergovernmental workshop that included:
 - An update on our activities
 - A review of trends and emerging issues on mining codes and regulations
 - A consultation on our forthcoming guidance document on local content
 - Regional breakout sessions that gave government representatives the chance to share the challenges of optimizing the benefits of mining for sustainable development, rank the MPP's six pillars in order of priority and identify common priorities
2. A technical workshop that covered tax base erosion and profit shifting, which a 2016 survey of members identified as their primary concern. We are in the process of writing a guidance document on the issue, and have partnered with the Organisation for Economic Co-operation and Development (OECD) to create a two-year program. You can read more about this partnership on [page 12](#).

SESSION TOPICS

- ASM formalization
- Formalization and management strategies for ASM—licence areas and ASM zones
- Voluntary principles on security and human rights
- Global, environmental, social and governance trends
- Voluntary sustainability initiatives for the mining sector
- Large-scale mining (LSM) and ASM: Challenges and new industry approaches
- Development minerals and the SDGs
- Government, community and industry engagement to develop a common vision for mining
- Mine closure and post-mining transition
- ASM case studies
- Environmental impact assessment (EIA) for ASM-LSM
- Local content policies in the mining sector: Lessons, challenges and new tools
- Women and ASM
- Achieving good governance for biodiversity in the mining sector
- Artisanal and small-scale gold mining
- Financial benefit optimization

Percentage of delegates who said:	
The AGM succeeded in fostering dialogue and building capacity	91%
They met at least four people they'd like to connect with in the future	84%
The presentations were valuable	85%
They came away with new ideas for how mining can contribute to sustainable development	91%

"The greatest strength of the IGF is the ability to bring together high-level, experienced experts where meaningful interactions and dialogue can occur, and relationships are forged that continue after the annual meetings. The annual meetings improve year on year."

Government representative

AT A GLANCE



SEVEN NEW MEMBERS JOINED THE IGF IN 2017

We are the only global venue for discussing mining issues with peer countries from all over the world. We bring together industry, academia and civil society for a technical, not political, discussion on how to improve the sector.

IGF members commit to ensuring that mining activities in their jurisdictions are compatible with the objectives of sustainable development and poverty reduction. Any member state of the United Nations can become

a member of the IGF. We are a member-led, voluntary partnership. National government representatives at the IGF are officials with the lead responsibility for mining and mining-related activity in their country. You can email Secretariat@IGFmining.org to get more information on becoming a member.

Our membership grew substantially in 2017. We welcomed Cambodia, Chad, Ecuador, Fiji, Guyana, South Sudan and Somalia as new members to the IGF this year.

CAMBODIA

Mostly undeveloped. Most active mines are small-scale quarries.

GOALS

- Develop a strategic plan to exploit mineral resources that includes transparent laws and regulations.
- Complete a geologic survey.
- Promote the participation of private businesses.
- Encourage mining companies to effectively manage their environmental impact.
- Boost revenue collection.

CHAD

Mining contributes 2% to 4% of gross domestic product. Construction materials dominate the sector, which includes gold mining.

GOALS

- Identify potential of mining sector by completing geological survey.
- Promote mining opportunities to national and international investors.
- Establish national mining research centre and register of mining properties.
- Revise mining laws to include sustainable development objectives.
- Adjust tax system and financial incentives.
- Formalize artisanal and small-scale mining sector.

ECUADOR

Recent revisions to mining and tax policies attracting renewed interest in sector.

GOALS

- Attract the right kind of investment from socially responsible companies that maintain high environmental standards.

"The IGF will help us manage the sector responsibly. We look forward to the opportunity to collaborate with like-minded nations and to learn from their experiences."

His Excellency Javier Córdova
Minister of Mining

"We hope to grow the list of responsible investors who can spur the industrial development of our mining sector while improving our capacity for good governance and responsible management of our natural resources."

Youssef Abassalah
Minister of Mines, Geology and Quarries

FIJI

Improving environmental sustainability efforts through equitable management of lands and minerals.

GOALS

- Increasing local employment and providing economic benefits to the country.
- Promoting gender equality in underground mining operations.

“The nation looks forward to building capacity, establishing best practices inspired by others in the mining sector and fostering economic benefits due to improved processes and systems.”

Dr. Rajjeli Taga, Director of Mineral Development for Fiji’s Ministry of Lands and Mineral Resources

GUYANA

Mining has played an important role in Guyana’s history, and accounts for a significant portion of the national economy. The sector includes large-scale bauxite and widespread artisanal and small-scale gold mining.

GOALS

- Update the legislative framework that governs the sector.
- Place renewed emphasis on exploration, mining, environmental and land management and reclamation.
- Position the sector on a green trajectory in line with the president’s vision of a green state.

“We view the IGF as an important forum at which Guyana can be guided with regard to formulating policy and strategies for the mining sector.”

Honourable Raphael G.C. Trotman
Minister of Natural Resources

SOUTH SUDAN

Strengthening economy after decades of civil war. Mining could spur broader economic development and diversification.

GOALS

- Develop mining ministry’s physical infrastructure.
- Build the capacities of ministry staff.
- Strengthen administrative system and procedures.
- Promote culture of research and best practices.
- Strengthen coordination within the ministry and with its stakeholders.

“The IGF is a unique venue where member states engage with mining companies, industry associations and civil society on sustainable mining. As we diversify from petroleum, we are eager to learn from other members while we work to develop our mining sector.”

His Excellency Gabriel Thokuj Deng
Minister of Mining

SOMALIA

Industry in its infancy and currently under the jurisdiction of its states.

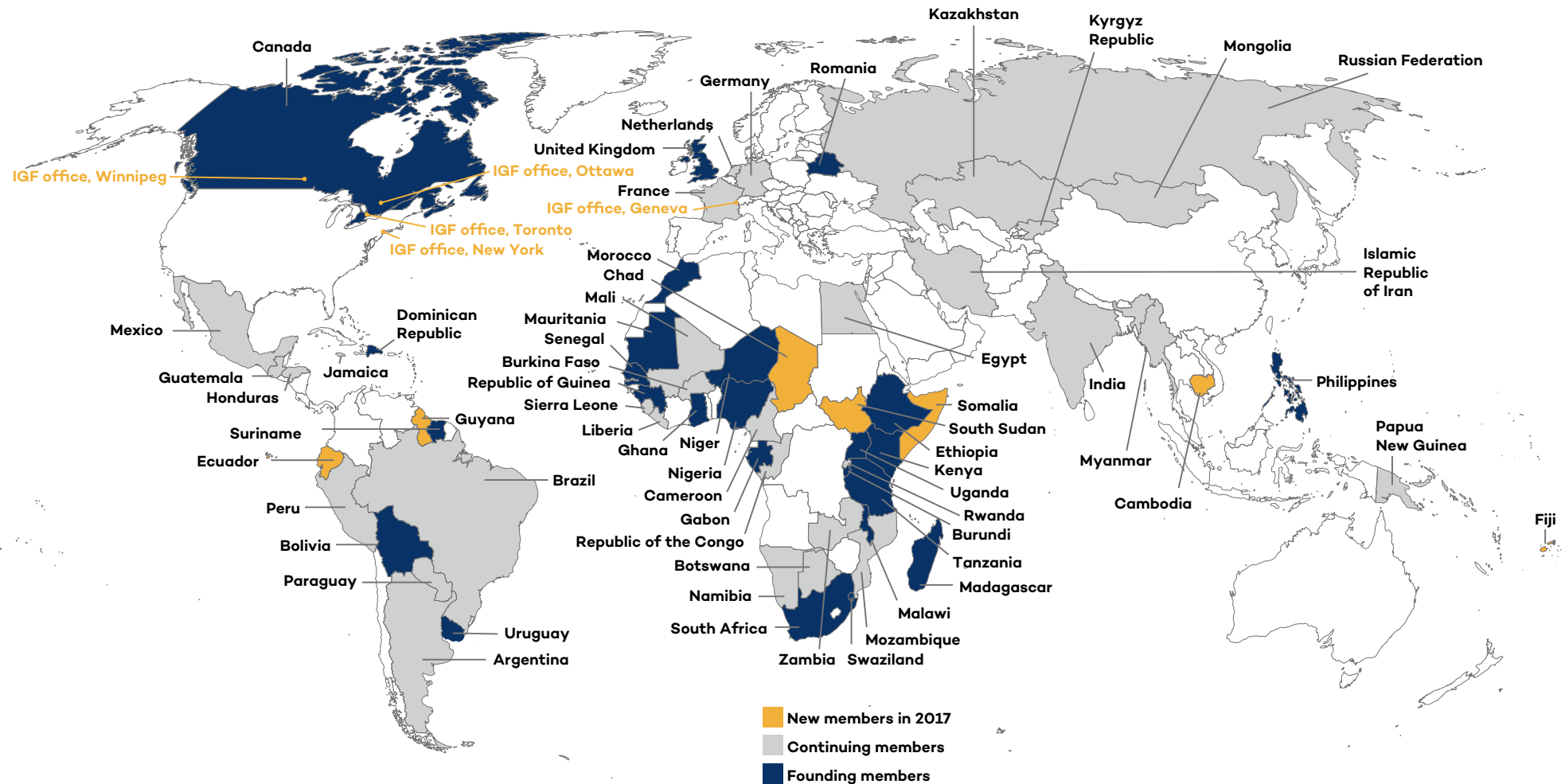
GOALS

- Establish laws and policies to attract investment and further the socioeconomic interests of the country.
- Increase local participation of Indigenous entrepreneurs.
- Establish standards that safeguard health, safety and environment.

“We are eager to learn from the experiences of other member countries as we work to develop a roadmap for the responsible management of our mining sector.”

His Excellency Abdirashid Mohamed Ahmed
Minister of Petroleum and Minerals

OUR MEMBERSHIP HAS GROWN TO 63 COUNTRIES ACROSS FOUR CONTINENTS





OUR SUCCESSES: 2017 BY THE NUMBERS

379

participants at AGM

8

organizations endorsed our ASM guidance document

6

new global and regional partnerships

6

regional peer learning workshops

7

new members

175

media stories that mentioned IGF

2

regional training sessions about the ASM guidance document

16

partnerships

11

training workshops

63

member countries

OUR THREE PILLARS

Our members are dedicated to realizing sustainable development through mining. We facilitate this through our three pillars:

1.

ENGAGEMENT

We create opportunities to network, educate and collaborate.

Annual General Meeting

Our flagship event.

Partnerships

We work with other international, regional and national organizations to promote the sustainable development agenda.

International Events and Conferences

We promote best practices in sustainable development in mining.

2.

ASSESSMENT

We evaluate policies and benchmark against best practices.

Mining Policy Framework

A comprehensive framework of international legislative, social and environmental best practices.

MPF Assessment

A voluntary assessment of a country's mining framework is measured against the best practices set out in the MPF, followed by customized training programs and advisory services.

3.

CAPACITY BUILDING

We provide tools to effect long-term institutional change.

Training

Members can request workshops and technical support on all aspects of mining policy, as well as mining contract negotiations, dispute resolution and conflict prevention.

Guidance for Governments

Guidance documents are designed to assist in priority areas identified by member states to support governance and implementation of the MPF.

1. ENGAGEMENT

As a member-led organization, we believe it is important to provide as many opportunities as possible for our members to collaborate, access world-class experts and learn from one another. Our flagship event is our Annual General Meeting (AGM), a unique forum connecting our members to the international mining community. Between meetings, we engage with our members through capacity-building programs, at conferences, direct outreach, our newsletter and on social media.

You can read about our 2017 AGM starting on [page 3](#) and our partnership activities starting on [page 11](#).

INTERNATIONAL EVENTS, CONFERENCES AND MEETINGS

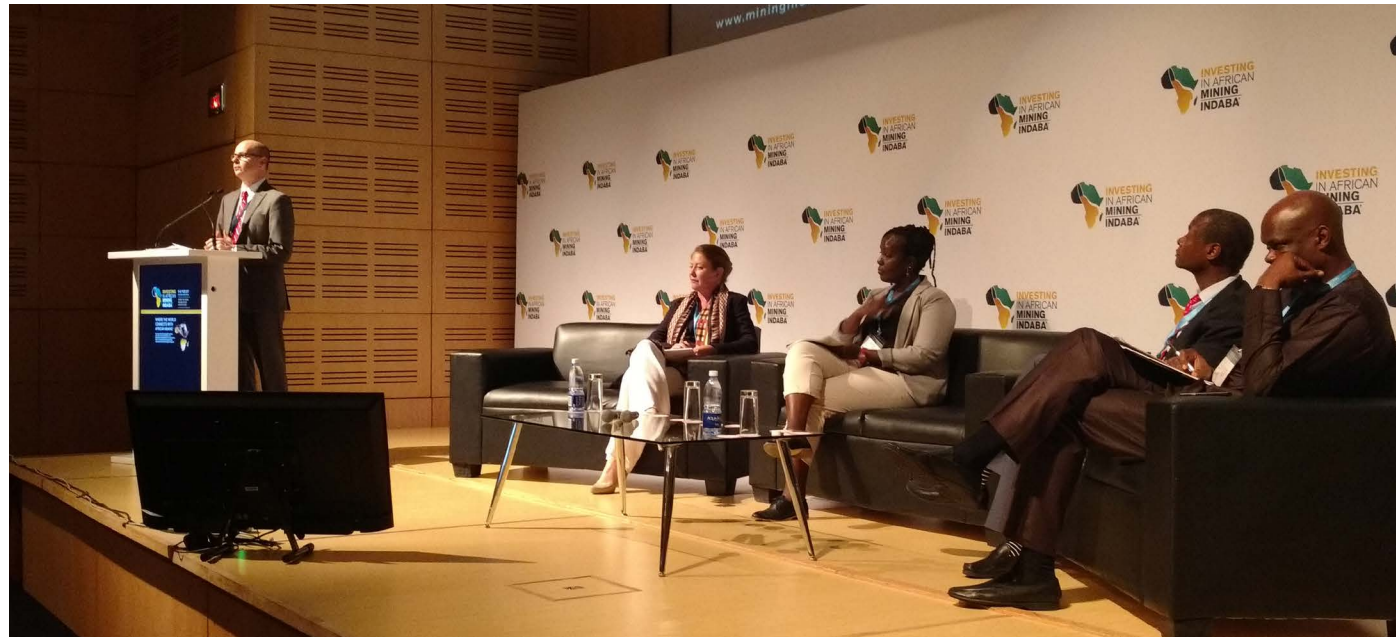
We participated in 13 conferences in 2017:

- Investing in African Mining Indaba in Cape Town
- Prospectors & Developers Association of Canada annual convention in Toronto
- Investing in LatAm Mining Cumbre in SantiagoExpoMineria in Guadalajara
- Extractive Industries Transparency Initiative board meeting and workshop in Colombia
- Asia-Pacific Economic Cooperation mine closure workshop and Mining Task Force meetings in Hanoi
- PanAfGeo Annual Meetings and Launch Event in Windhoek
- Swedish Environmental Protection Agency-United Nations Development Programme Environmental Governance Program for Mining annual meetings in New York
- Conference of Ministries of Mining of the Americas in Buenos Aires

- Energy and Mines World Conference in Toronto
- Organisation for Economic Co-operation and Development 11th forum on responsible mineral supply chains in Paris
- World Resources Forum 2017 in Geneva
- International Association for Impact Assessment annual conference in Montreal
- International Council on Mining and Metals Tax Forum in Lima

STAYING CONNECTED

We update our members on our activities through our website (www.IGFMining.org), our newsletter, and our Twitter and Facebook feeds ([@IGFMining](#)).





READ MORE ABOUT OUR REGIONAL WORKSHOPS ON PAGE 21.

BROADENING OUR IMPACT THROUGH GLOBAL PARTNERSHIPS

We work with external organizations to develop training workshops and guidance documents that promote best practices around the globe.

We partnered with six global organizations in 2017:

- Asia-Pacific Economic Cooperation (APEC) Mining Task Force
- Canadian International Resource Development Institute (CIRDI)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- East African Community (EAC)
- Organisation for Economic Co-operation and Development (OECD)
- PanAfGeo – including Geological Survey of Denmark and Greenland and Swedish Geological Survey

"As a centre of expertise and a key venue for global dialogue on mining sector good governance, we recognize our partnership with the Intergovernmental Forum as holding significant potential for mutually beneficial cooperation to advance shared goals and objectives."

Asia-Pacific Economic Cooperation

ASIA-PACIFIC ECONOMIC COOPERATION MINING TASK FORCE

We have a three-year partnership agreement with the Asia-Pacific Economic Cooperation Mining Task Force

(APEC MTF). It is the first time the MTF has entered into a formal partnership agreement with an external partner.

Our first project is to help implement the MTF's mine closure checklist for governments in one of our member countries. The checklist, which is still under development, will detail how to:

- Assess a government's mine closure policy framework
- Identify key gaps
- Develop a strategy for addressing the framework's gaps based on best practices.

AGM delegates received a copy of the draft APEC mine closure checklist before our AGM and were asked to comment on the draft checklist during the session on mine closure and by email for two weeks after the meeting. The checklist is being finalized and will be published early in 2018.

CANADIAN INTERNATIONAL RESOURCE DEVELOPMENT INSTITUTE (CIRDI)

We co-hosted a week-long workshop with CIRDI on mine closure in Suriname in June 2017 for more than 45 participants from the Dominican Republic, Guyana, Jamaica and Suriname. You can read more about the workshop on [page 21](#).

DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ)

We are partnering with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), a German development agency, to help African tax authorities address transfer mispricing in the mining sector. We are holding workshops based on *The Toolkit for Transfer Pricing Risk Assessment for the African Mining Industry*, which GIZ developed with the African Tax Administration Forum.

We held the first workshop for the government of Côte d'Ivoire in October 2017, and have planned a second one for the government of Liberia in February 2018.

EAST AFRICAN COMMUNITY (EAC)

We are working with the East African Community (EAC) and its parliamentarians to develop a regional mining code that would apply to Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda. The East African Legislative Assembly (EALA) members who sit on the committee related to mining met with IGF in Kigali, Rwanda from March 2 to 4, 2017 for a workshop to review and finalize the draft law. EAC Mining Bill 2017, which has since undergone first reading, will be subject to public hearings and validation by the EALA, again with IGF support.

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT (OECD)

We are working with the Organisation for Economic Co-operation and Development (OECD) Centre for Tax Policy and Administration to develop mining-specific solutions for addressing the USD 200 billion lost to tax avoidance across all sectors in the Global South.

Our members will provide guidance and consult on proposed solutions to make sure the solutions are

responsive, practical and can be implemented by countries with limited resources. Our AGM included a technical workshop on tax avoidance, and we will continue to develop the guidance document in 2018.

PANAFGEO

We are partnering with PanAfGeo on 14 training sessions in Africa from 2017 to 2019.

PanAfGeo is a collaboration between 12 geological surveys of Europe and the Organisation of African Geological Surveys, which represents Africa's 54 geological surveys. It is increasing the geological knowledge of countries in Africa to help governments improve estimates of their national mineral reserves—they thus gain a better understanding of potential revenues and have a stronger position when negotiating with mining companies.

Seven training sessions will focus on the environmental management of mines and how to use geosciences to understand, predict and prevent the impact mining has on the environment. The first workshops were held in Senegal in July and Botswana in November. Future workshops will take place in Rwanda, Tanzania and Zambia in 2018 and Mozambique and Nigeria in 2019.

Seven training workshops will be held on artisanal and small-scale mining (ASM) on a regional scale and include in-country training. The first was held in September in Ghana for 40 representatives from Ghana and 11 representatives from the geological surveys of neighbouring countries. Future workshops are scheduled for Kenya, Malawi and Zambia in 2018, and Burkina Faso, Mozambique and Sierra Leone in 2019. Each of these workshops will lead to an ASM handbook developed by the trainees. You can read more about ASM on [page 19](#).

OUR PARTNERS

We partner with the following internationally recognized organizations:

- The Asia-Pacific Economic Cooperation Mining Task Force
- Canadian International Resource Development Institute
- Columbia Center on Sustainable Investment
- Deutsche Gesellschaft für Internationale Zusammenarbeit
- East African Community
- The European Commission
- German Federal Institute for Geosciences and Natural Resources
- Inter-American Development Bank
- International Council on Mining and Metals
- International Development Research Centre
- International Institute for Environment and Development
- Organisation for Economic Co-operation and Development
- PanAfGeo – including Geological Survey of Denmark and Greenland and Swedish Geological Survey
- Prospectors and Developers Association of Canada
- United Nations Conference on Trade and Development
- The World Bank
- The World Economic Forum



2. ASSESSMENT

MINING POLICY FRAMEWORK

Our Mining Policy Framework (MPF) is a roadmap for driving sustainable development through mining. Tabled during the 19th session of the United Nations Commission on Sustainable Development (CSD19), it is a non-binding comprehensive model of international legislative, social and environmental best practices organized around six themes.

THE LEGAL AND POLICY ENVIRONMENT

Enacting a legislative regime that provides clear lines of responsibility and accountability for governments and companies.

FINANCIAL BENEFIT OPTIMIZATION

Ensuring that mineral resources revenue is collected transparently and put to work supporting the nation's sustainable development.

SOCIOECONOMIC BENEFIT OPTIMIZATION

Promoting the highest standards of occupational health and safety, creating employment and business development opportunities and protecting human rights.

ENVIRONMENTAL MANAGEMENT

Managing water and mining waste, avoiding potential adverse effects to biodiversity, and preparing comprehensive mine emergency plans that meet internationally recognized best practices.

POST-MINING TRANSITION

Requiring that each mining operation have a fully funded mine closure plan that complies with internationally accepted guidelines and best practices, and effectively manages the legacy issues of orphaned or abandoned mines.

ARTISANAL AND SMALL-SCALE MINING

Legitimizing artisanal and small-scale mining so that individual miners can earn a safe living with mining social and environmental impacts.

We have a guidance document to help governments manage artisanal and small-scale mining. Read more starting on [page 19](#).



MINING POLICY FRAMEWORK ASSESSMENTS

Our Mining Policy Framework assessments compare a country's mining framework against the international best practices set out in the MPF.

Assessments are voluntary and fully authorized by the country's ministry in charge of mining. Open to all member countries, an MPF assessment takes approximately six months to complete. Our team of experts lead the two-phase process with the support and participation of the ministry in charge of mining. The minister appoints a representative who is a local focal point and identifies key legislation and documents, coordinates stakeholder consultations and field visits, and validates our findings. After our review we address areas for improvement with on-the-ground technical training.

PHASE 1: ASSESSMENT

Our team of experts conducts a comprehensive review of a country's mining laws and policies.

DESKTOP REVIEW

We review the country's mining laws, policies and regulations, comparing them to the best practices set out in the Mining Policy Framework.

FIELD RESEARCH

We consult with stakeholders from government, civil society and private sector.

Field research includes mine site visits to observe how the regulatory framework is implemented in practice.

PHASE 2: REPORTING

We publish a report of our findings.

REPORTING

The ministry in charge of mining validates our findings, and we publish a report outlining the strengths and gaps in the country's mining regulatory framework.

PHASE 3: CAPACITY BUILDING

Expert trainers work with stakeholders to address identified weaknesses.

We develop a customized training program for key stakeholders from the government, civil society and private sector.

The government prioritizes the session topics, which are aimed at providing stakeholders with the necessary tools for addressing gaps identified in the assessment.

We have completed eight assessments since launching our Mining Policy Framework in 2013, and our goal is to publish 15 to 25 MPF assessments by the end of 2020.

We completed four assessments in 2017. Some of our recommendations included:

Mongolia—Improve the government's ability to audit complex tax returns and deal with transfer pricing and beneficial ownership, be clearer about how mining revenue is used at provincial and district levels, and manage the impact of mine waste, especially on water resources.

Rwanda—Manage water quality at base metal mines, build capacity to do environmental impact assessments that are consistent with international standards and provide detailed guidance on mine closure planning.

Senegal—Optimize the socioeconomic benefits of mining, improve mine closure requirements, and formalize artisanal and small-scale mining.

Suriname—Adopt mining decree, establish clear mine closure requirements, and improve formalization of artisanal and small-scale mining sector.

We completed two additional phase one assessments in 2017 for Ecuador and Mauritania. Throughout 2018, we will be working on developing phases two and three to report on findings and train government officials.

You can read all of our MPF assessments on our website (www.IGFMining.org).

"Our government is working to establish a clear and cohesive strategy to ensure that all stakeholders are working together to grow the mining sector for the betterment of our nation. We are grateful to the IGF for this timely and insightful assessment, and we are looking forward to further collaboration."

Francis Gatare
Chief Executive Officer
Rwanda Mines, Petroleum and Gas Board





3. CAPACITY BUILDING AND TRAINING

GUIDANCE FOR GOVERNMENTS

Our guidance documents help governments implement our Mining Policy Framework. We plan to develop guidance for each of the MPF's six themes and publish one per year. Our members vote on the theme of each year's guidance document at the Annual General Meeting. Each document takes one to two years to complete.

We have completed or are working on three guidance documents:

- Artisanal and Small-Scale Mining (selected in 2014)—complete.
- Local Content Policy (selected in 2016) will help maximize benefits to governments and local communities during the lifetime of a mine—will be published in April 2018.
- Base Erosion and Profit Shifting (selected in 2015) will help governments reduce and eliminate illicit money flows in mining—in progress.

You can read more about more about our Artisanal and Small-Scale Mining guidance document and related capacity-building workshops starting on [page 21](#).



MINING POLICY FRAMEWORK IMPLEMENTATION WORKSHOPS

Training workshops and technical support in relation to the Mining Policy Framework are among our primary tools for achieving sustainable development through mining.

Our workshops are available on request to all member countries and tailored to meet the specific needs of member governments. We cover all aspects of mining policy, as well as mining contract negotiations, dispute resolution and conflict prevention. We include local and regional experts in our training sessions, which builds regional capacity and ensures that our programs reflect local perspectives. The workshops combine theory and practice. Workshops on contract negotiations, for example, include mock negotiations to provide those in attendance with a hands-on, practical learning experience.



WE HOSTED FOUR MPF WORKSHOPS IN 2017:

	Participants	Hosted by	Goal
Mongolia March — 4 days	80 people from national and subnational governments, industry and civil society	IGF and the Ministry of Mining and Heavy Industry	Build capacity to implement our MPF in Mongolia.
Rwanda March — 5 days including field visit	36 people from 14 national governments	IGF	Build capacity to implement our MPF in Rwanda using seminars and group exercises on post-mining transition, financial and socioeconomic benefit optimization.
Senegal July — 3 days	40 people from national and subnational governments, private sector and civil society	IGF	Strengthen the abilities of public and private parties working on assessments relating to economic and social issues in the mining sector in Senegal.
Suriname June — 5 days	45 people from national and subnational governments, industry and civil society	IGF and Canadian International Resources and Development Institute (CIRDI)	Build capacity to implement the Suriname MPF, and help improve environmental management and environmental social impact assessment requirements and approvals related to mine permitting. This workshop supplemented our regional training workshop on mine closure, which you can read about on page 21 .



FROM THEORY TO PRACTICE: MANAGING ARTISANAL AND SMALL-SCALE MINING

We launched our first Guidance for Governments in January 2017.

Managing Artisanal and Small-Scale Mining is a step-by-step inclusive process governments can use to develop, implement and monitor an effective ASM strategy. It is designed for all levels of government in the Global South where ASM takes place. It sets out three phases:

	Steps involved	Key activities	Outputs
Phase 1: Getting started	<ol style="list-style-type: none"> 1. Form a task force 2. Set up a way to consult with stakeholders 3. Analyze context 4. Engage with partners 	<ul style="list-style-type: none"> • Establish a working team • Desk-based research • Identify and map stakeholders • Reach out to potential partners 	<ul style="list-style-type: none"> • ASM task force • ASM context analysis • Platform, plan and process for stakeholder dialogue on ASM
Phase 2: Developing an ASM management strategy	<ol style="list-style-type: none"> 1. Develop an ASM vision 2. Organize and prioritize ASM types 3. Develop a management strategy 4. Finalize ASM management strategy 	<ul style="list-style-type: none"> • Stakeholder workshops • Strategy development 	<ul style="list-style-type: none"> • ASM vision • ASM management strategy
Phase 3: Implementing the ASM management strategy	<ol style="list-style-type: none"> 1. Prepare to implement 2. Implement 3. Monitor, evaluate and improve 	<ul style="list-style-type: none"> • Planning • Implementation • Outreach • Stakeholder consultations • Monitoring and evaluation 	<ul style="list-style-type: none"> • Implementation plan • Monitoring and evaluation plan

WHAT IS ASM?

Artisanal and small-scale mining

(ASM) ranges from informal individual miners making a subsistence livelihood to small-scale formal commercial entities producing minerals in a responsible way. An important source of income for many, ASM can carry substantial risks and cause environmental damage.

A 2016 member survey showed that legitimizing ASM so that individual miners can earn a safe living with minimal social and environmental impacts was their second highest priority for ensuring that the mining sector contributes to sustainable development and poverty reduction in their country.

So far, eight groups have endorsed the document:

- The Cobalt Development Institute
- Initiative for Responsible Mining Assurance
- International Council on Mining & Metals
- London Bullion Market Association
- Organisation for Economic Co-operation and Development
- Responsible Jewellery Council
- Tantalum-Niobium International Study Center
- World Gold Council

We have hosted two ASM training sessions since launching the document:

- Training-of-the-Trainers workshop in April in Kenya to train 14 local experts picked by IGF and RCS Global, a natural resources supply chain audit and advisory group, on how to use the guidance
- Managing ASM: IGF Regional Workshop for Africa in June in Rwanda for 36 people from 14 member countries in Africa.

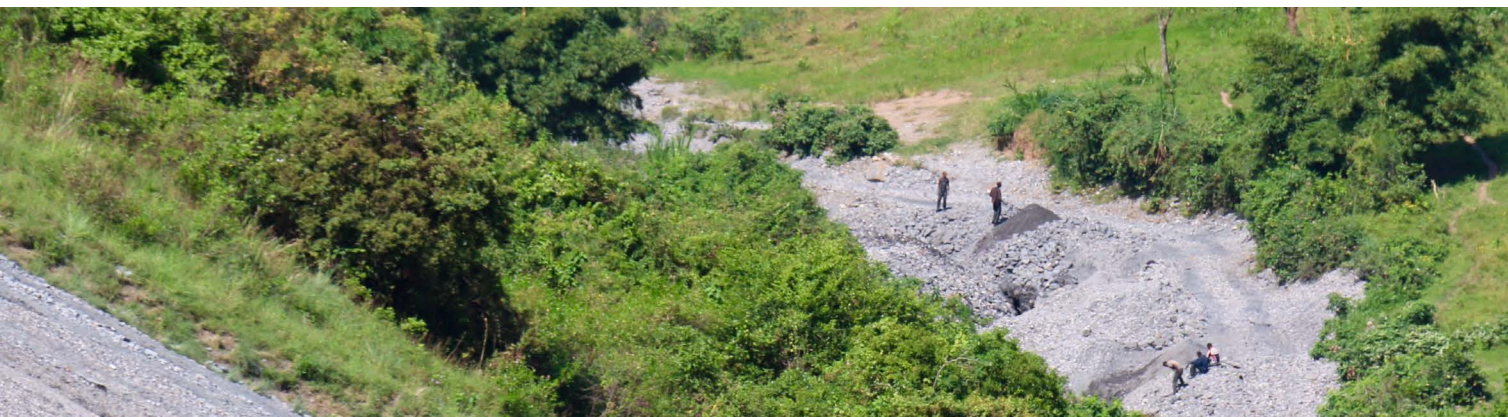
You can download a copy of *Managing Artisanal and Small-Scale Mining* and read meeting reports on our training sessions at our website (www.IGFmining.org).

ASM IN AFRICA

We are helping African countries implement our guidance and develop an ASM management strategy. Our first workshop was delivered in July to 36 participants from Botswana, Ethiopia, Ghana, Kenya, Liberia, Malawi, Namibia, Nigeria, Rwanda, Sierra Leone, South Sudan, Tanzania, Uganda and Zambia.

"Governments must take lead responsibility for managing ASM issues and are a key partner to our members exposed to ASM risks. The ASM Guidance fills a much-needed gap in providing governments with good practice approaches to managing ASM. We encourage its uptake and application in countries with ASM sectors."

Tom Butler
President and Chief Executive Officer
International Council on Mining & Metals

**VIDEO**

Visit our website for a webinar on our ASM Guidance for Governments
<http://igfmining.org/asm-guidance-industry-webinar/>



OUR REGIONAL WORKSHOPS, TRAINING AND TECHNICAL ASSISTANCE ARE OPPORTUNITIES FOR PEER-TO-PEER LEARNING

A TRAINING WORKSHOP IN GHANA

Our goal was to build the capacity of staff from the Ghana Geological Survey Authority (GGSA) and other agencies to help artisanal and small-scale miners. We focused on mobilizing the GGSA's knowledge, skills and resources to develop more profitable, efficient, environmentally friendly, safe and sustainable mining operations.

Our regional workshops, training and technical assistance combine capacity building with peer-to-peer learning. Usually organized around a specific theme, the workshops balance regional perspectives with local experts. They also give member governments the chance to share their experiences and learn from each other.

WE HOSTED SEVEN REGIONAL WORKSHOPS IN 2017:

- **Artisanal and Small-scale Mining**—Regional workshop in Ghana organized in partnership with the Geological Survey of Denmark and Greenland and part of PanAfGeo. You can learn more about our partnership with PanAfGeo starting on [page 12](#).
- **Economics of Mining**—A one-week training workshop for the West African Economic and Monetary Union on the fundamentals of mining economics in July in Bamako, Mali.

- **Environmental Management of Mines**—Regional workshops in July in Senegal and in November in Botswana organized in partnership with the Swedish Geological Survey and PanAfGeo. You can learn more about our partnership with PanAfGeo starting on [page 12](#).
- **Mining Bill 2017**—Two-day workshop for the East African Legislative Assembly facilitated by IGF. You can read more about the workshop and our partnership with them on [page 12](#).
- **Mine Closure**—A five-day regional workshop on mine closure organized in partnership with the Canadian International Resource Development Institute (CIRDI) in June in Paramaribo, Suriname for participants from the Dominican Republic, Guyana, Jamaica and Suriname. You can read more about our partnerships on [page 11](#).




"The workshop on Mine Closure Planning was very important for us. We learned many concepts and topics that we had not taken into account in mine closure plans that we have developed in Dominican Republic. When we returned, we met with the General Director of Mining, and our recommendation was that this workshop on mine closure be taught in the Dominican Republic, because it would be very valuable for the different actors in our country including government, mining companies and civil society."

Eng. Domingo Amparo
Director of Mining and Environmental Inspection of the Directorate General of Mining
Dominican Republic

- **Mining and Sustainable Development**—Regional workshop in Ben Guerir and Marrakesh, Morocco organized in partnership with Research Center for International Development (Canada), the Mohamed VI Polytechnic University (Morocco), the University of Quebec in Abitibi-Témiscamingue (Canada), the Cadi Ayyad University (Morocco), the Regional Center of Development of Tensift (Morocco), and the Institute for Research for Development (France).
- **Mining Value Chain Optimization**—A regional one-week workshop organized by the West African Economic and Monetary Union in September in Ouagadougou, Burkina Faso for 32 participants from eight countries.


OUR REGIONAL TRAINING WORKSHOP IN SURINAME

Nearly 50 trainees from government, industry and civil society from four countries learned how to develop a mine closure plan based on leading global practices. The one-week workshop emphasized planning and managing mine closure, financial assurance risks and the importance of effective community engagement, particularly with women. Trainees studied cases, visited a mine and prepared a mine closure plan based on a real mine site. We launched our Suriname MPF report at the end of the week.

IGF

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sur les Mines, les
Métaux et le Développement
Durable**

Photo includes the government officials that attended the 2017 AGM.

We would like to thank the Government of Canada for the generous financial support provided through Global Affairs Canada, which has allowed the IGF Secretariat to expand its mission and the services it provides to members.

“The greatest strength IGF has is the ability to connect people from different backgrounds, such as government, academia, mining companies, industry associations and civil society, to engage one another for the good stewardship of the environment and their economies.”

Dr. Harmony Musiyarira
Associate Professor
Namibia University of Science and Technology
Namibia

“IGF represents a global assemblage of minds to foster meaningful conversation around the mining sector that helps its members tackle critical challenges at the national level.”

Godfrey Scott
Senior Environmental Officer
Guyana Geology and Mines
Guyana

“IGF platform has provided an avenue for me to learn from other member countries the most simple route of managing mining-related components like supply chains, environment management, taxation, and share knowledge of its applicability in my country.”

Yunusa Mohammed
Deputy Director
Ministry of Mines and Steel Development
Nigeria

“IGF represents the central hub of policy sourcing in resource development and utilization. Here is the venue where all the issues and concerns are discussed in detail where possible solutions are laid out and discussed.”

Engr. Larry Heradez
Chief, Mining Tenements Management Division
of the Mines and Geosciences Bureau
Philippines

“IGF offers a dynamic platform for sharing practical country experiences and strengthening partnerships that advance more sustainable and inclusive mining.”

Tim Scott
Policy Advisor (Environment)
United Nations Development Programme



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