The International Institute for Sustainable Development (IISD) is an award-winning independent think tank working to accelerate solutions for a stable climate, sustainable resource management, and fair economies. Our work inspires better decisions and sparks meaningful action to help people and the planet thrive. We shine a light on what can be achieved when governments, businesses, non-profits, and communities come together. IISD’s staff of more than 120 people, plus over 150 associates and consultants, come from across the globe and from many disciplines. Our work affects lives in nearly 100 countries.

IISD is a registered charitable organization in Canada and has 501(c)(3) status in the United States. IISD receives core operating support from the Province of Manitoba and project funding from governments inside and outside Canada, United Nations agencies, foundations, the private sector, and individuals.

The Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) supports more than 75 nations committed to leveraging mining for sustainable development to ensure negative impacts are limited and financial benefits are shared. It is devoted to optimizing the benefits of mining to achieve poverty reduction, inclusive growth, social development, and environmental stewardship.

The IGF is focused on improving resource governance and decision making by governments working in the sector. It provides a number of services to members including: in-country assessments; capacity-building and individualized technical assistance; guidance documents, and conferences which explore best practices and provide an opportunity to engage with industry and civil society.

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.
CONTENTS

A Year of New Challenges and Opportunities 4

2020 At a Glance 5

2020 Successes 6

Reaching More People 8
  Our Members 9

In-Country Impacts 12
  Answering the Call: Tax Base Erosion and Profit Shifting 13
  Guidance for Governments on ESIA 15
  Supporting Policy Progress in Jamaica and Panama 15

Supporting Peer Learning 16
  Gender and Mining Governance 101 16

Who We Are 19
  Executive Committee 19
  IGF Members 19
A YEAR OF NEW CHALLENGES AND OPPORTUNITIES

2020 will be remembered for the COVID-19 pandemic, which brought health and economic hardships across the globe. Restrictions on travel and large gatherings deeply affected the IGF’s work. We saw a variety of policy reactions from governments that affected their mining sectors. Consequently, we responded with crisis-specific research and virtual events to help our member countries navigate this challenging time.

At the same time, we continued advancing our core work. Highlights include publishing a new Guidance for Governments on legal frameworks for environmental and social impact assessments (ESIA); completing Mining Policy Framework (MPF) assessments for Jamaica and Panama; launching two e-learning courses, one on local content policies and one on gender and mining governance; and a new project: The Future of Resource Taxation. We also welcomed Armenia and Sweden to the IGF, increasing our membership to 76 countries.

In October, we hosted the 16th Annual General Meeting (AGM) virtually for the first time, on the theme of Mining and COVID-19: From Crisis to Sustainability. By some measures, the event was our most successful yet, attracting a considerably larger and more diverse group of participants.

Surely, 2020 was a difficult year. But recovery, like sustainability, is the only path forward. Today, more than ever, the IGF is well placed to help our member countries overcome the challenges of 2020 and beyond.

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

Sincerely,

Greg Radford
IGF Director

Rokhaya Samba Diene
Executive Committee Chair
2020 AT A GLANCE

**2020 VIRTUAL AGM**

- 1,800+ registered participants
- 110 countries represented
- 16th AGM
- 75 speakers
- 17 themed sessions

**COVID-19 RESPONSE SERIES**

- 5 reports
- 9 webinars
- 8 blog posts

**2020 AT A GLANCE**

- 2 new members
- 76 members in total
- 3,337 followers
- +703 followers in 2020

**E-Learning and Workshops**

- 2 e-learning courses launched
- 15 webinars
- 1,500+ webinar attendees
- 26 workshops
- 850+ workshop participants

**Additional Statistics**

- 757 followers in 2020
- 1,500+ users
2020 SUCCESSES

2020 IGF AGM

We attracted more than 1,800 registered participants from 110 countries for our first virtual AGM.

GENDER AND MINING GOVERNANCE COURSE

Nearly 1,400 participants from 90 countries joined this virtual learning initiative from the IGF and our partners.

COVID-19 RESPONSE SERIES

We launched the COVID-19 Response Series, which grew to include reports, blogs, and webinars for over 850 attendees throughout the year.

SWEDEN JOINS AS OUR 76TH MEMBER

The Government of Sweden joined the IGF with a commitment to demonstrate and support responsible mining.

LOCAL CONTENT E-LEARNING PLATFORM

This free virtual learning course supports members to design and implement local content policies to advance sustainable development in mining.

ARMENIA BECOMES AN IGF MEMBER

The Government of Armenia joined the IGF, incorporating a sustainability focus into its new mining strategy.
ESIA GUIDANCE FOR GOVERNMENTS

This represents our fourth Guidance for Governments document, focusing on improving legal frameworks for ESIA and management.

MPF ASSESSMENTS

Jamaica – This MPF assessment focuses on strengthening Jamaica’s legal framework for mining.

Panama – We conducted this MPF assessment for Panama to help policymakers prepare for expected growth in the sector.

SUSTAINABILITY FORUM

More than 150 sector leaders attended our annual Sustainability Forum at the Prospectors & Developers Association of Canada (PDAC) convention in Toronto to discuss the future of work in the industry.

THE FUTURE OF RESOURCE TAXATION PROJECT

We launched this project to rethink how governments financially benefit from mining activities, specifically in developing countries.

DRAFT GUIDANCE ON ENVIRONMENTAL MANAGEMENT

This draft was issued for public consultation on our forthcoming Guidance for Governments: Environmental Management and Mining Governance.

SUSTAINABILITY ROUNDTABLE

Over 100 delegates joined our annual Sustainability Roundtable at Mining Indaba in South Africa, which focused on how technology and innovation are transforming mining.
REACHING MORE PEOPLE

Since its inception, the IGF Secretariat has been defined by its ability to foster connections and engagement with governments and other mining sector stakeholders. Convening face-to-face is a critical part of our work to guide policy-makers toward leveraging mining for sustainable development.

The early months of 2020 unfolded as expected, with over 250 delegates joining our sustainability events at Mining Indaba and the PDAC Convention. These sessions focused on new technology and the future of work in the industry. Shortly thereafter, we had to adopt new ways of operating as the global pandemic closed the IGF Secretariat offices in March and stopped international travel.

Fortunately, our early steps toward a new digital-only mode of operating were met with the enthusiastic participation of our community. While convening virtually has its limitations, our colleagues embraced the change, with many appreciating the increased accessibility that came with it.

Our team went on to deliver 15 open webinars, many of which focused on the crisis-specific implications for mining policy on artisanal and small-scale mining, employment, local content, new technology, and taxation. We also delivered a suite of webinars to support our latest Guidance for Governments on ESIA. All told, we counted more than 1,500 webinar attendees.

To deliver technical assistance and capacity building to IGF members, our team conducted 18 virtual workshops to support international best practices on mining policy, as outlined in our flagship IGF Mining Policy Framework guidance and assessment.
tool. We also launched free e-learning courses on local content policies as well as gender and mining governance to educate policy-makers from a distance on these important and complicated topics. We drew on our network to survey countries about their gender-related policy needs and the pandemic’s impact on the governance of artisanal and small-scale mining communities. These initiatives relied on the virtual participation of hundreds of government officials, experts, and other stakeholders in our 76 member nations and beyond.

In October, we held the IGF’s AGM, the 16th iteration of our flagship event. As a virtual, multilingual event, we attracted a record number of participants and very positive feedback, demonstrating the importance of convening to discuss mining policy and sustainable development amid an unfolding health and economic crisis.

In a year marked by disconnection and disruption, the Secretariat’s successes in 2020 underline the relevance of our mission to maximize the benefits of mining to achieve poverty reduction, inclusive growth, social development, and environmental stewardship.
IGF 16TH ANNUAL GENERAL MEETING
October 20–22

The IGF hosted its AGM virtually for the first time. The event’s theme was Mining and COVID-19: From Crisis to Sustainability. Sessions examined important mining sector trends and implications stemming from the ongoing health and economic crisis. Speakers and participants from across the globe connected, including high-level officials, mining sector experts, and other stakeholders from government, academia, industry, and non-governmental and international organizations from across the globe.

1,800+ registered participants from 110 countries
75 speakers
17 themed sessions

"I liked the very interesting dissertations and learning about global trends for the design of sustainable policies for the mining industry."

AGM delegate

2020 AGM REGISTRANTS BY SECTOR

- 10% Other
- 7% International organizations
- 12% Academia
- 16% Non-governmental organizations
- 35% Government
- 20% Industry
MINING 4.0: HOW TECHNOLOGY AND INNOVATION ARE TRANSFORMING THE MINING SECTOR
February 3

We partnered with the International Council on Mining and Metals, the Organisation for Economic Co-operation and Development (OECD), and the World Economic Forum (WEF) to deliver this event at Mining Indaba. It featured interactive discussions about innovation and new technologies in mining—specifically the challenges and opportunities they bring. Participants focused on skills development, the future of work, and implications for government revenue.

100+ participants

THE FUTURE OF WORK IN THE MINERALS INDUSTRY
February 29

The year is 2045, and the mining sector has changed dramatically. What key collaborations, decisions, and actions were taken in the last 25 years to enable this age of peace, prosperity, and progress? Over 150 leaders in the minerals industry convened to answer these questions at our annual Sustainability Forum at the PDAC Convention, co-hosted with PDAC and WEF.

150+ participants

“Often the most valuable of the PDAC sustainability-themed sessions. Very much appreciate interacting and group work.”

Forum delegate
An IGF training session on international taxation issues in Dakar, Senegal, in January 2020.
ANSWERING THE CALL: TAX BASE EROSION AND PROFIT SHIFTING

Mining is a critical source of government revenue for resource-rich developing nations. Optimizing these financial benefits is a core concern for IGF member countries. In 2020, several governments called on the IGF for capacity building on tax base erosion and profit shifting (BEPS) risks that can undermine effective taxation of the mining sector.

In response, our BEPS in Mining Program team, in partnership with the OECD and others, delivered a series of country-specific and regional trainings to equip government officials across the globe with the required knowledge and tools to support effective tax policy and administration for an equitable sharing of the financial benefits from mining.

Excessive interest deductions, international tax treaties, mineral pricing, tax incentives, and transfer pricing were just some of the topics covered in our BEPS trainings in 2020.

BEPS TRAINING RECIPIENTS

- Angola
- Argentina
- Botswana
- Burkina Faso
- Burundi
- Colombia
- Côte d’Ivoire
- Democratic Republic of the Congo
- Ethiopia
- The Gambia
- Georgia
- Ghana
- Guinea
- Kenya
- Lesotho
- Liberia
- Madagascar
- Mauritania
- Mongolia
- Namibia
- Niger
- Nigeria
- Papua New Guinea
- Senegal
- Sierra Leone
- Tanzania
- Zambia
- Zimbabwe

TOPICS

- Base Erosion and Profit Shifting in the Mining Sector
- Financial Modelling
- Financial Transactions
- International Tax Treaties
- International Taxation
- Mineral Licence Valuation
- Mineral Pricing (coal, bauxite, mineral sands)
- Mining Fiscal Regime Design
- Mining Royalty Regimes: Policy and administration
- Transfer Pricing Risk Assessment in Mining
The training on transfer pricing risk assessment in the mining sector was very useful and practical, reflecting actual issues encountered by auditors.

Ignatius Mvula
Head of the Mining Audit Unit, Zambia Revenue Authority

MINING AND GENDER GOVERNANCE: ENHANCING WOMEN’S VOICES AND PARTICIPATION IN WEST AFRICA
November 26

While women have been entering the mining sector in greater numbers in recent years, men’s participation, consultation, and access to resources still overshadow that of women. To support gender equality in mining, we hosted this virtual workshop on enhancing women’s voices and participation in mining governance for Women in Mining of West Africa.

36 participants from 13 countries

SUPPORTING MINE CLOSURE GOVERNANCE IN NAMIBIA

In 2020, the IGF reviewed global practices and worked with the Government of Namibia on policy to improve governance around mine closure and post-mining transition. While preparing to implement its new mining bill—which requires financial assurance based on mine closure planning. The IGF’s workshops and consultations led to the creation of a new specialized government committee to support and approve industry closure plans and assurance.

35 workshop participants, including officials from four ministries, civil society, and industry

“This capacity building is necessary to participate in good governance through advocacy and other means.”

Gender workshop participant
GUIDANCE FOR GOVERNMENTS ON ESIA

An effective mining legal framework draws clear lines of responsibility and accountability and establishes a foundation of good governance covering the full life cycle of a mine. To support governments in this regard, we published our Guidance for Governments: Improving Legal Frameworks for Environmental and Social Impact Assessment and Management. This resource fills a gap in the literature on legal frameworks for ESIA and related management plans. It includes a summary of international best practices with examples, strategies, and tools to help policy-makers.

SUPPORTING POLICY PROGRESS IN JAMAICA AND PANAMA

In 2020, we completed MPF assessments for the governments of Jamaica and Panama.

Jamaica is home to significant bauxite mining and alumina manufacturing operations. The mining sector accounts for 2.2% of the country’s GDP and employs 6,000 people. The IGF’s recommendations include improving public consultation throughout the mine life cycle and streamlining mining governance.

Panama has seen a new world-class mine come online in 2019 and expects further growth in the mining sector, which accounts for an estimated 6% of its GDP. Among other things, the IGF identified a need for updated mining-specific legislation and regulations, and suggested the government create a dedicated mining development strategy.

“The MPF assessment report will be the basis for our improvement efforts in mining-related institutions.”

H.E. Ramón Martínez
Minister of Commerce and Industry, Panama
SUPPORTING PEER LEARNING

GENDER AND MINING GOVERNANCE 101

Women are prominent actors in the minerals sector and within broader mining-affected communities. Nonetheless, women’s rights are often ignored and their contributions undervalued, leading to marginalization on and off the mine site.

"I learned a lot, and I am inspired to be a game-changer on the issue of gender and mining governance. This has added a new goal in my professional life."

Ndiwo Lorah Lesetedi
Department of Mines, Botswana

The IGF is committed to eradicating this entrenched inequity in mining. To promote gender equality, we developed and delivered a free online Gender and Mining Governance course in 2020, in partnership with the United Nations Development Programme and the Environmental Governance Programme.

The course was designed to help governments, mining companies, and civil society promote gender equality in the sector by drawing on the leading research and experts in the field.

Participants learned how to evaluate the impacts of mining projects on communities, specifically the industry’s impact on women. Lessons promoted understanding the importance of women’s participation in mining projects and the benefits it brings to all stakeholders. The course also outlined measures that can eliminate gender-based violence in mining communities and showed how investing in gender-sensitive governance produces more stable and resilient communities.

The four-week course took on a different topic each week, with required online lessons supplemented by lectures from topic experts. Course materials incorporated examples and case studies to demonstrate real-world successes and failures.
Overall, the course proved very popular, attracting a large, diverse audience and an exceptional completion rate. The accessibility afforded by the virtual platform proved valuable, especially amid 2020’s travel and assembly restrictions. While the initial effort was facilitated in English only, plans are underway to deliver the course in English, French, and Spanish in 2021.
E-LEARNING ABOUT LOCAL CONTENT
May 14

We launched an e-learning course to help policy-makers understand the complexity of creating effective local content policies. The free platform enables participants to explore which policy areas fall under local content, understand how to craft successful policies, assess the strengths and challenges of various available instruments, and more.

200+ registered users

INTERNATIONAL TAXATION AND MINING WORKSHOP
July 20–23

We delivered a four-day virtual training workshop on international taxation and mining in partnership with the West African Tax Administration Forum. Sessions included presentations from tax authorities in Liberia, Namibia, Sierra Leone, and Zimbabwe. Government officials from Namibia report they are using learnings from the training to reform their value-added tax regime for mining.

60+ government officials from 13 countries

“
A lot of learning took place which can be applied in the day-to-day activity in the tax administration.”

Loide Hamutumwa
Control Taxation Officer, Inland Revenue Department, Namibia
WHO WE ARE

EXECUTIVE COMMITTEE

Rokhaya Samba
Diene, Chair
Senegal

Ayasgalan Molor
Mongolia

Carmen Hagenaars
The Netherlands

Dione Macedo
Brazil

Maureen Coulas
Canada

Vincent Kedi
Uganda

IGF MEMBERS

Afghanistan  Fiji
Argentina  France
Armenia  Gabon
Bhutan  Georgia
Bolivia  Germany
Botswana  Ghana
Brazil  Guatemala
Burkina Faso  Guinea
Burundi  Guyana
Cambodia  Honduras
Cameroon  India
Canada  Iran
Chad  Ireland
Colombia  Jamaica
Dominican Republic  Kazakhstan
Ecuador  Kenya
Egypt  Kyrgyzstan
Eswatini  Laos
Ethiopia  Lesotho
Fiji  Liberia
France  Madagascar
Gabon  Malawi
Georgia  Mali
Germany  Mauritania
Ghana  Mexico
Guatemala  Mongolia
Guinea  Morocco
Guyana  Mozambique
Honduras  Myanmar
India  Namibia
Iran  Netherlands
Ireland  Niger
Jamaica  Nigeria
Kenya  Panama
Kyrgyzstan  Papua New Guinea
Laos  Paraguay
Lesotho  Peru
Liberia  The Philippines
Madagascar  Republic of the Congo
Malawi  Romania
Mali  Russian Federation
Mauritania  Rwanda
Mexico  Saudi Arabia
Mongolia  Senegal
Morocco  Sierra Leone
Mozambique  Somalia
Myanmar  South Africa
Namibia  South Sudan
Netherlands  Sudan
Niger  Suriname
Nigeria  Sweden
Panama  Tanzania
Paraguay  Thailand
Peru  Uganda
The Philippines  United Kingdom
Republic of the Congo  Uruguay
Zambia