



# IGF

INTERGOVERNMENTAL FORUM  
on Mining, Minerals, Metals and  
Sustainable Development

**2020  
ANNUAL  
REPORT**



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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.



**IGF**

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# 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,



A handwritten signature in black ink, appearing to read "Greg Radford".

**Greg Radford**  
IGF Director



A handwritten signature in black ink, appearing to read "Rokhaya Samba Diene".

**Rokhaya Samba Diene**  
Executive Committee Chair

# 2020 AT A GLANCE

2020 VIRTUAL AGM



**1,800+**

registered participants

**110**

countries represented



**16<sup>TH</sup>**

AGM

**75**

speakers

**17**

themed sessions

COVID-19  
RESPONSE  
SERIES



**5**

reports



**8**

blog posts



**9**

webinars



**2**

new members



**76**

members in total



**3,337**

followers

**+703**

followers in 2020



**15**

webinars

**1,500+**

webinar attendees



**2**

e-learning courses  
launched

**1,500+**

users



**26**

workshops

**850+**

workshop participants

# 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.

## 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.



## SWEDEN JOINS AS OUR 76TH MEMBER

The Government of Sweden joined the IGF with a commitment to demonstrate and support responsible 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 policy-makers prepare for expected growth in the sector.



## 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.

## 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*.

# 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.

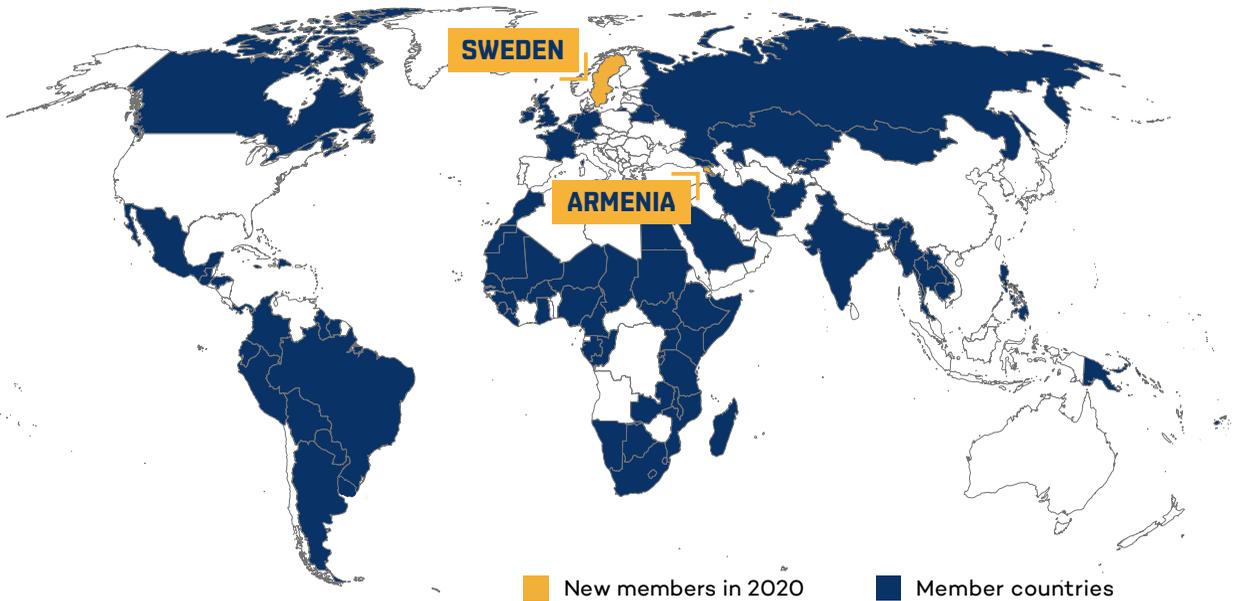
Our team went on to deliver 15 open webinars, many of which focused on the crisis-specific implications for mining policy on artisanal and small-scale mining, employment, local content, new technology, and taxation. We also delivered a suite of webinars to support our latest Guidance for Governments 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

## THE SIX PILLARS OF THE IGF'S MINING POLICY FRAMEWORK

1. Legal and policy environment
2. Financial benefit optimization
3. Socioeconomic benefit optimization
4. Environmental management
5. Post-mining transition
6. Artisanal and small-scale mining

## OUR MEMBERS



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.

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<b>1,800+</b> registered participants from 110 countries	<b>75</b> speakers	<b>17</b> themed sessions
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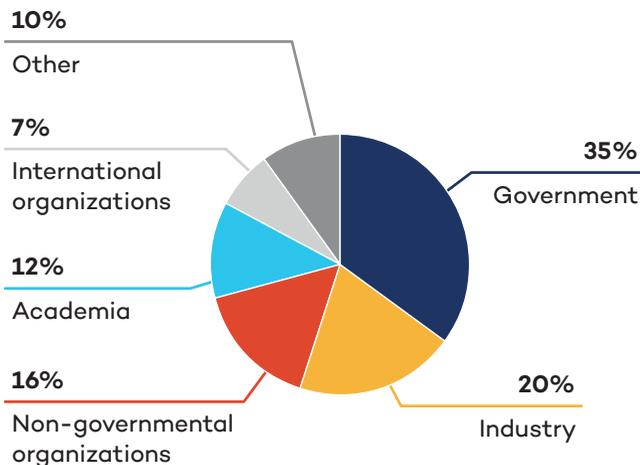
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//  
**I liked the very interesting dissertations and learning about global trends for the design of sustainable policies for the mining industry.** //

AGM delegate



## 2020 AGM REGISTRANTS BY SECTOR





## 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.

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**100+**  
participants

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## 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.

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**150+**  
participants

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

Forum delegate

# IN-COUNTRY IMPACTS



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

450+  
participants

### 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.

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**36**  
participants from 13 countries

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**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.

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

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**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.

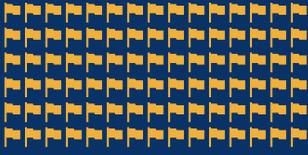
Participants learned how to evaluate the impacts of mining projects on communities, specifically the industry's impact on women. Lessons promoted understanding the importance of women's participation in mining projects and the benefits it brings to all stakeholders. The course also outlined measures

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.



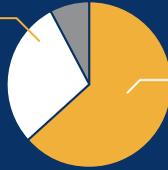
**1,343**  
participants



**90**  
countries  
represented



**29%**  
of registrants  
identified as male



**63.4%**  
of registrants  
identified as female



**31%**  
completion rate  
(more than triple the  
industry average)

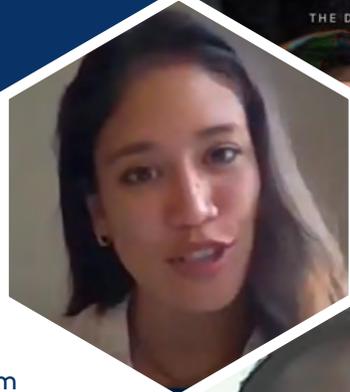
**1,100+**   
engagements in  
virtual forums



**52%**  
of graduates say they can  
influence policy in their job



**98%**  
of graduates say they will use their  
learning to influence policy



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.

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**200+**  
registered users

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## 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.

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**60+**  
government officials from 13  
countries

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



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