



# IGF

INTERGOVERNMENTAL FORUM  
on Mining, Minerals, Metals and  
Sustainable Development

# 2019 ANNUAL REPORT



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#### **IISD Head office**

111 Lombard Ave.  
Suite 325  
Winnipeg, Manitoba  
Canada R3B 0T4

#### **IGF/IISD Ottawa office**

220 Laurier Ave. W.  
Suite 1100  
Ottawa, Ontario  
Canada K1P 5Z9

#### **IISD Toronto office**

IISD at Centre for  
Social Innovation  
192 Spadina Ave.  
Suite 109  
Toronto, Ontario  
Canada M5V 2C2

#### **IISD Geneva office**

International  
Environment House 2  
9 chemin de Balaxert  
1219 Châtelaine  
Geneva, Switzerland

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2019 AGM delegates

## 2019 AT A GLANCE

5

new members

500

participants at the AGM

7

regional peer-learning workshops

74

members in total

80

countries represented at the AGM

14

training workshops

23

partnerships



# IGF

INTERGOVERNMENTAL FORUM  
on Mining, Minerals, Metals and  
Sustainable Development

**The Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) supports more than 70 countries committed to sustainable development in mining to limit harm to the environment and to communities and to ensure that financial benefits are shared.**

governments working in the sector. We provide our members with a number of services, including in-country assessments, capacity building, individual technical assistance, and guidance documents. Our flagship event is our Annual General Meeting (AGM), which explores best practices and gives members a chance to engage with each other, industry, and civil society.

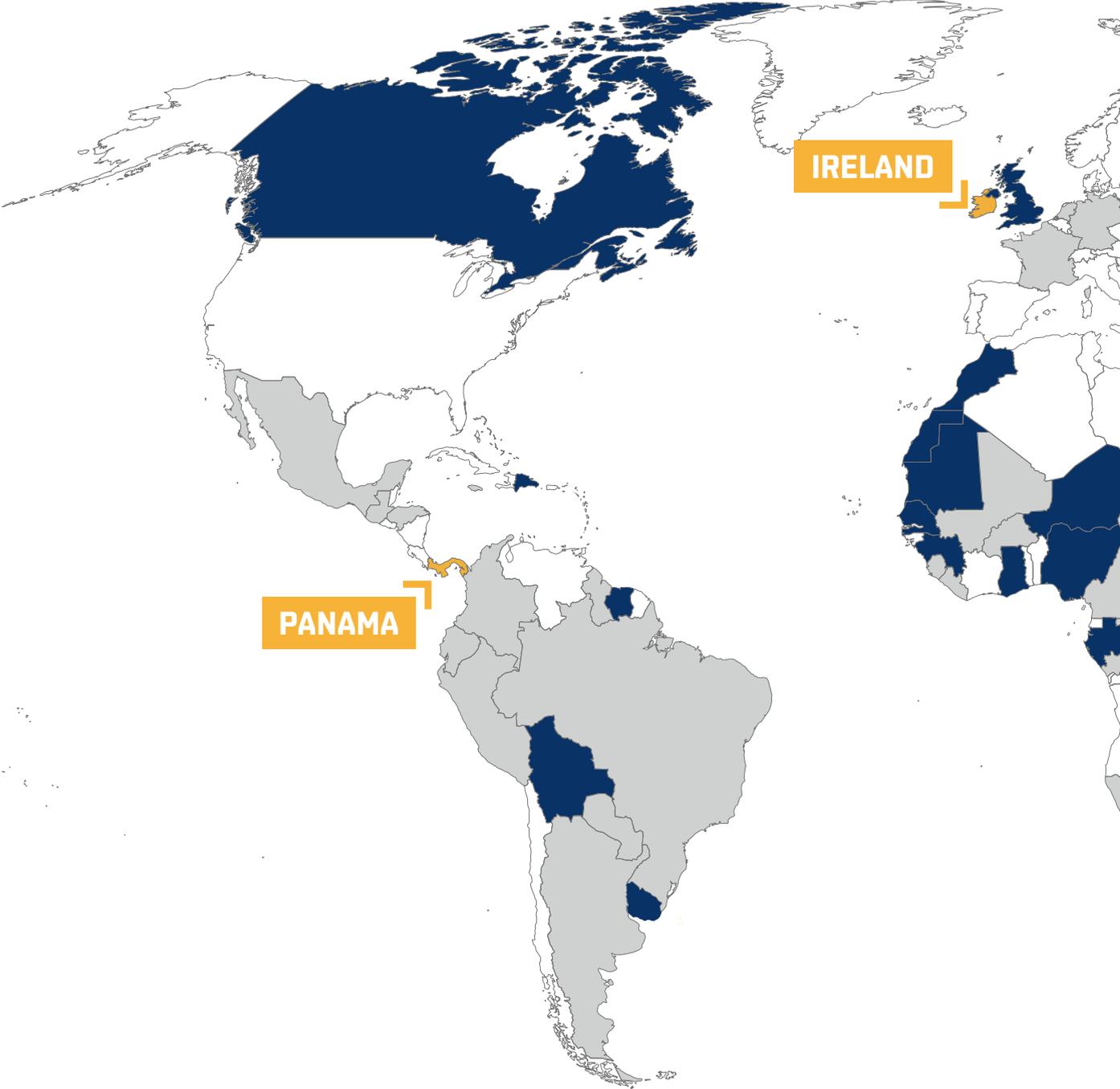
These efforts are largely framed by our Mining Policy Framework (MPF), a policy guidance and assessment tool that sets out international best practices in six thematic areas: the legal and policy environment, financial benefit optimization, socioeconomic benefit optimization, environmental management, 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.

We are devoted to increasing 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

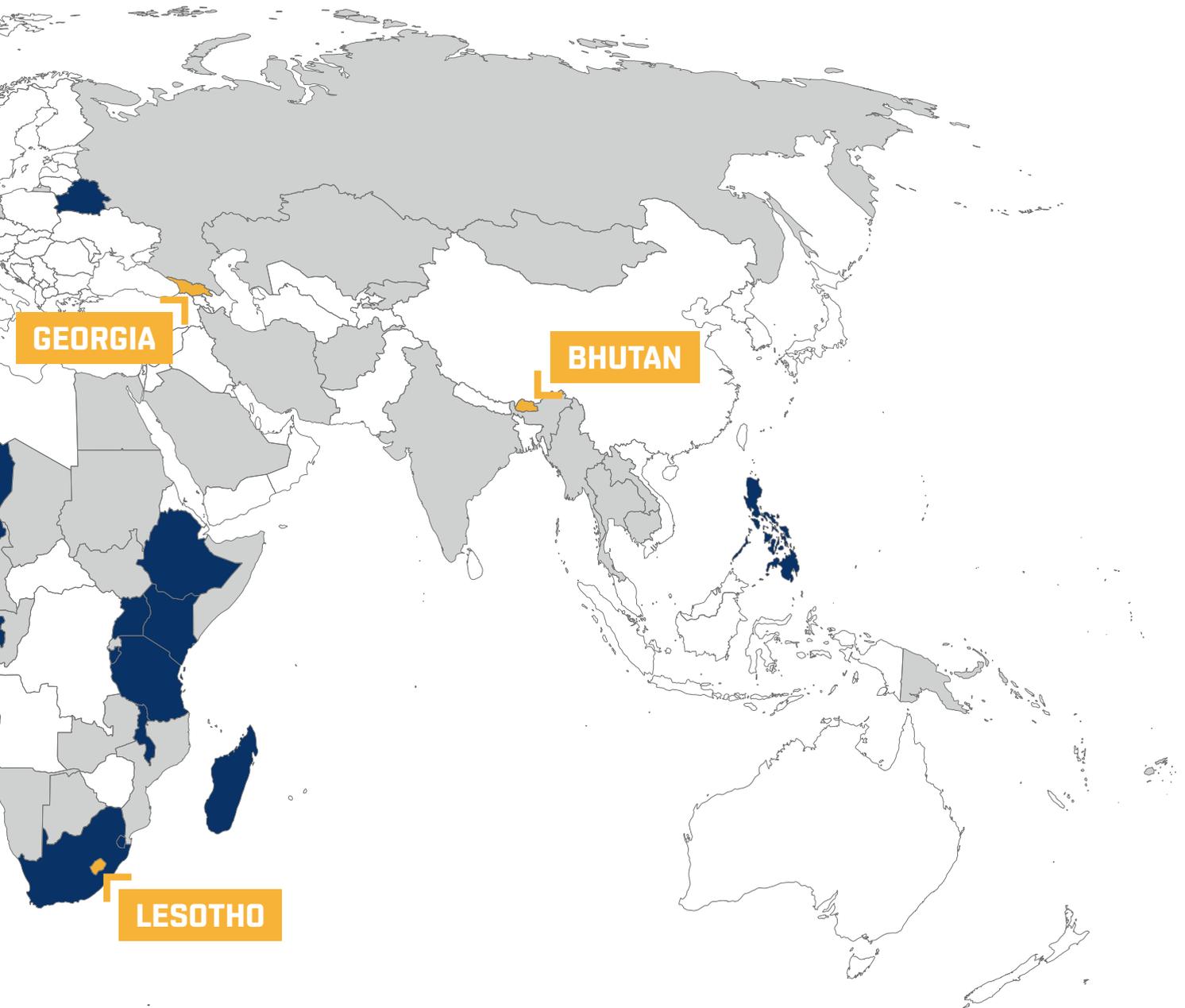
# OUR MEMBERSHIP CONTINUES TO GROW



 New members in 2019

 Continuing members

 Founding members



# MESSAGE FROM THE EXECUTIVE COMMITTEE CHAIR



I'd like to start by thanking the Executive Committee for electing me as Chair for the next two years. I am honoured to be the first person from an African country to hold the position. Having served on the Executive Committee as Senegal's representative since 2015, I have seen the IGF blossom into a truly remarkable organization and will work hard to ensure that it continues.

One measure of our success is the ability to attract members from every corner of the world. This year, we welcomed five new countries—Bhutan, Georgia, Ireland, Lesotho, and Panama—bringing the total to 74. Our rapid growth over the last few years shows that more and more countries share the same goals for sustainability in the mining sector and believe that the IGF can help them achieve those goals.

As someone who has attended the AGM since 2008, I was delighted that this year's theme was Mining in a Changing Climate. Rising temperatures, increasing precipitation, and more and more intense storms mean everyone must adapt. It's clear that if we continue to mine the way we once did, there will be social, economic, and environmental consequences for the population and the economy. But the AGM was full of great discussions about new technology, new materials, and green energy—as well as new approaches—to help us make the transition to sustainable low-carbon mining while also improving local content and ensuring that everyone benefits from our natural resources.

One of the highlights of this year's AGM was the new guidance document on Environmental and Social Impact Assessment. This is extremely important work that will help governments, especially mining departments, and contribute to sustainable development. And it was certainly well received by the participants at the meeting. The work on base erosion and profit shifting also means a great deal to members. Together we are helping countries build a good image for mining and giving governments the tools to ensure that mining benefits everyone.

I would like to thank Alexander Medina Herasme of the Dominican Republic and the rest of the outgoing members of the Executive Committee for their excellent service. I invite everyone to our 16th Annual General Meeting, which will run from November 9 to 13, 2020.



**Dr. Rokhaya Samba Diene**  
Chair, Executive Committee

## **EXECUTIVE COMMITTEE MEMBERS**

**Dr. Rokhaya Samba Diene**  
Senegal (Chair)

**Ayagalan Molor**  
Mongolia

**Vincent Kedi**  
Uganda

**Maureen Coulas**  
Canada

**Carmen Hagenaaars**  
the Netherlands

**Dione Macedo**  
Brazil

**Greg Radford**  
(head of Secretariat,  
ex officio member)



# REPORT FROM THE IGF SECRETARIAT

I am pleased to report another successful year for the IGF. Our membership

now stands at 74. With another 16 countries expressing interest, there's still room to grow.

Our three pillars—Engagement, Assessment, and Capacity Building—are the foundation of the organization and remain the big draw for our members. Our AGM is our flagship annual event, and I'm proud that this year's theme, Mining in a Changing Climate, attracted more people from more countries than ever before.

We completed MPF assessments in Jamaica and Honduras this year. We are completing our 14th assessment since we launched the MPF in 2013, and our goal of 15 by 2020 seems achievable.

This year, for the first time, we began offering online training that focused on our *Guidance for Governments: Local Content Policies* (see page 24). This online access allows more of our members to take advantage of our work and improves the support we can offer when we visit countries. Looking forward, we will soon publish our newest *Guidance for Governments* focused on *Improving Frameworks for Environmental and Social Impact Assessment and Management*. It covers ways to promote responsible environmental and social management during each phase of the ESIA process (see page 25). We will issue the final version in

the spring, once the documents are through the consultation and review processes. We will also soon begin work on a new guidance document that will focus on assisting governments in implementing environmental management policies that are consistent with their MPFs. It will help governments ensure that important issues such as biodiversity, water, waste, and emergency preparedness are appropriately managed.

As we continue to make great progress on our three pillars, we're also advancing the organization's goals through our commitment to publishing excellent, leading-edge research on subjects such as the impact of new technology on jobs and skills, women in artisanal and small-scale mining, tax base erosion and profit shifting, and mine-closure strategies. This forward-looking work not only demonstrates the breadth of our expertise but also that we are trying to advance the field beyond the routine and the ordinary. (For more on this, please see our spotlight on reports and publications on pages 9–10.)

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

# SPOTLIGHT ON REPORTS AND PUBLICATIONS

We continue to expand the amount and breadth of the research we do. In 2019, our reports looked at what changes in the mining sector mean for people, jobs, and communities.



## NEW TECH, NEW DEAL: TECHNOLOGY IMPACTS REVIEW

While disruptive technologies are nothing new in mining, the change is now occurring at a speed and scale never seen before. Driving the adoption of new technology is the need to improve health and safety, reduce operating costs, improve productivity, and reduce asset development costs as ore grades and accessibility decline and upfront capital requirements rise. However, the nature of tasks and the needs from the labour market will evolve, meaning that skill requirements will necessarily change.

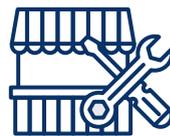
Our impacts review explores how governments and mining companies can address this disruption and ensure that technological changes in mining contribute to sustainable development.



**Prioritize skills development, training, and talent retention**



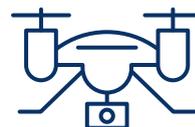
**Diversify local content policies**



**Focus on community economic development**



**Establish new arrangements between host governments and mining companies**



**Make new technology part of the new deal**

## CASE STUDY SERIES

Our new case study series was created to promote real-world success stories and share learning lessons that advance sustainable development in mining. In 2019, we explored how automation in Australia, Mali, and South Africa is helping communities, as well as the challenges and opportunities women in Africa and Asia face in artisanal and small-scale mining (ASM). What did we find?

### AUTOMATION AND WATER-SAVING TECHNOLOGIES

New technologies in mining are reshaping how mines operate across the globe. While the benefits are substantial, businesses and host countries must learn how to distribute these outcomes more equally to avoid discontent and conflict.

In consultation with local communities, policy-makers and the mining industry can turn challenges into opportunities in many ways. This includes: better preparing for the future of work and providing skills building, adapting corporate social responsibility (CSR) policies to find proper economic alternatives for impacted communities, and sharing the benefits of technologies, such as access to potable water or cheaper energy sources.

### SKILLS BUILDING FOR WOMEN IN ASM

The challenges that women face in the ASM sector have been studied extensively; however, interventions and their level of impact have been limited or insignificant. Our case study is a deep dive into the lives of women in Mongolia, Zambia, and Zimbabwe, detailing how to empower their meaningful participation in the sector through skills building and institutional capacities.

Donor-driven initiatives empowering women through education and skills building must involve governments and local practitioners as partners, while governments should support and seek donor and financial institutions' help in strengthening women's miners' associations.

## OTHER 2019 PUBLICATIONS

Insights on Incentives: Tax Competition in Mining

Local Content Policies in the Mining Sector: Scaling up Local Procurement

Mining Project Rehabilitation and Closure Guidelines: Papua New Guinea

Mining Policy Framework Assessment: Ecuador

State of Sustainability Initiatives Review: Standards and the Extractives Economy

Women in ASM: Intervention for Greater Participation

# 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 mining that support sustainable development.

# 2

## ASSESSMENT

We evaluate policies and benchmark against best practices.

### MINING POLICY FRAMEWORK (MPF)

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

### MPF ASSESSMENT

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

# 3

## CAPACITY BUILDING

We provide tools to effect long-term institutional change.

### GUIDANCE FOR GOVERNMENTS

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

### 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.

# 1. ENGAGEMENT

As a member-led organization, we provide as many opportunities as possible to collaborate, access world-class experts, and learn from one another. Our AGM, our flagship event, is a unique forum connecting our members with the international mining community. We also engage with our members through capacity-building programs, at conferences, in our newsletter, and on social media.

## A RECORD NUMBER OF PARTICIPANTS AT OUR 15TH AGM

Mining in a Changing Climate, the theme of our AGM this year, continued our tradition of tackling timely subjects. Over 500 people registered for the event from 80 countries. Our website provided daily summaries of the event along with a summary report.

AGM speakers and participants expressed the need for the sector to invest more in climate change mitigation and adaptation. Throughout the week, participants explored innovative solutions, including:

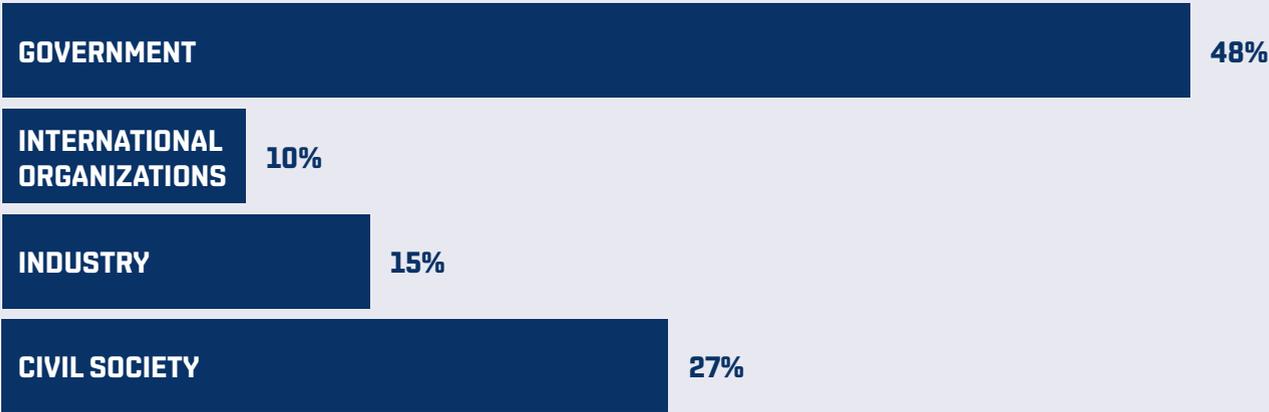
- “Climate-smart” mining and “green mines” that use renewable energy, avoid waste generation, and restore degraded land by reprocessing mine tailings and capping old tailings.
- Post-mining transition strategies, including for coal regions, which would restore environments damaged by mining activities and provide alternative employment for people in local communities.
- Development of common standards for responsible mining.

- How producer countries, especially African countries, can derive long-term benefits from the increase in global demand for minerals used in renewable energy technology, and what can be done to promote ownership models that benefit local communities.

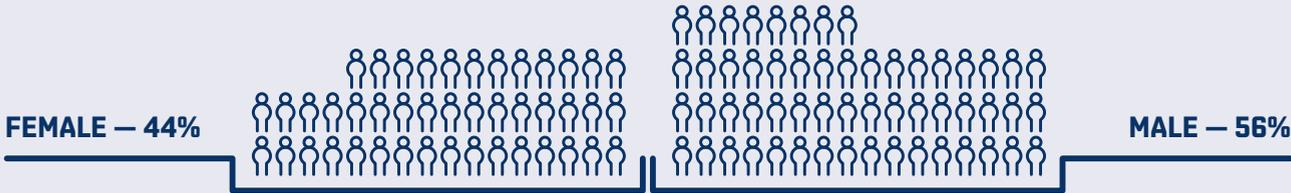
Other important topics discussed include:

- Gender equality issues, including whether women have opportunities to be involved in national- and local-level debates around the impacts of mining, whether they benefit from mining activities, and whether they have avenues to report mining-related problems, including gender-based violence.
- Efforts to formalize the ASM sector, especially from the perspective of eliminating child labour, promoting decent work, and avoiding mercury emissions from artisanal and small-scale gold mining.

## PARTICIPANTS BY TYPE



## PARTICIPANTS BY GENDER



This year’s Friday technical workshop at the AGM focused on the implementation of the *Guidance for Governments on Local Content Policies*. This one-day workshop looked more closely at policies aimed at stimulating local procurement and downstream value addition, respectively. Member countries shared their experiences, and the workshop took a deep dive into the impacts of new technologies on the future of local content, with a particular focus on employment.

## PROVIDING THOUGHT LEADERSHIP AT INTERNATIONAL EVENTS

### NEW TECHNOLOGIES: THE FUTURE OF MINING IN THE AMERICAS

We co-hosted our second annual Mining and Sustainability Forum of the Americas in Buenos Aires in partnership with the Inter-American Development Bank (IDB) and the Mines Ministries of the Americas Conference (CAMMA). The Mining and Sustainability Forum of the Americas is a unique opportunity to engage with government officials from Latin American and Caribbean countries to discuss how mining can

contribute to sustainable development. The focus this year was on New Technologies: The Future of Mining.

The mining sector is in the early stages of a technology revolution that will fundamentally change the face of mining, just as it has already done in sectors such as manufacturing, finance, and communications. Automation, replacing electric-powered for diesel-powered machinery, drones providing real-time data, safer underground equipment, deep-sea robots, and water-neutral processing are only some of the changes the mining value chain will certainly see.

This is good news for productivity, worker safety, gender equality, and environmental impacts. What is not certain, though, is what these changes mean for the relationship between mining companies and local communities, as well as for the role of governments in supporting both while strengthening the sector's contribution to sustainable development.

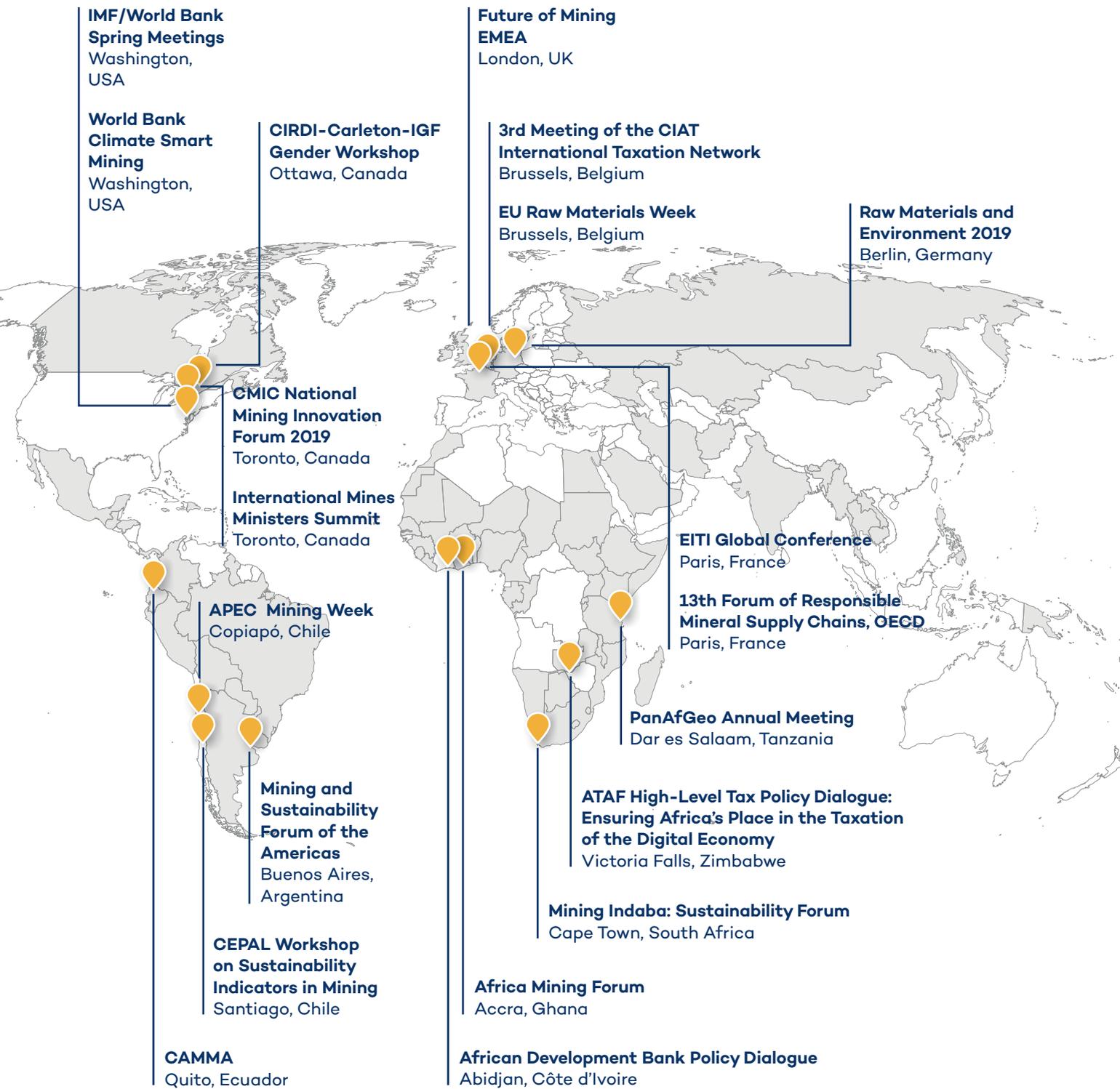
Understanding the various impacts of these new technologies on governments, companies, and communities and thoughtfully planning for them in a coordinated manner was the focus of the forum.

## **AFRICA FORUM ON MINING**

We partnered with the African Development Bank, UNDP, UNECA, and CONNEX in the organization of the first-ever Africa Forum on Mining, an initiative led by the African Union Commission. The event was held in Accra, Ghana, on 13-15 November 2019. This Forum launched a unique Pan-African platform to discuss emerging and recurrent policy issues on the future that African policy makers want for the minerals sector. The theme chosen for this maiden event celebrated the 10th anniversary of the adoption of the Africa Mining Vision by African Heads of States. It reflected on what has been achieved and where the continent wants to go, moving forward.

The Africa Mining Vision provides an overarching framework for African countries to better leverage their mineral resources for equitable and sustainable development outcomes. Ten years on, a number of countries have successfully embraced reforms to get a better and fairer share from their mineral endowments and many others are designing or revisiting their development paradigm to ensure their resources benefit their people.

# OUR TEAM MEMBERS PARTICIPATED IN 20 CONFERENCES IN 2019



# 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. Some of our key partner programs in 2019 include:

## **ASM AND ENVIRONMENTAL MANAGEMENT**

We have delivered 10 workshops and created four handbooks on ASM and environmental management of mines in Africa, thanks to our partnership with PanAfGeo.

## **COMMUNITY DEVELOPMENT**

We hosted a week-long workshop on CSR, policy considerations, and community development agreements as part of policy and legislative frameworks in Burkina Faso in July due to our partnership with the West African Economic and Monetary.

## **FOSTERING GENDER EQUALITY**

In 2019, we launched online training modules and related resources and hosted interactive sessions at the AGM to improve gender equality in mining thanks to our partnership with the Environmental Governance Programme of the Swedish Environmental Protection Agency and the United Nations Development Programme.

## **NEW TECHNOLOGIES IN LATIN AMERICA AND THE CARIBBEAN**

Our annual Mining and Sustainability Forum of the Americas focused on New Technologies: The Future of Mining in Buenos Aires alongside ARMinera 2019. Thanks to the support of the IDB and the Mines Ministries of the Americas Conference, delegates explored opportunities and challenges presented by new technologies in mining for the Latin America and the Caribbean region.

## **TAX BASE EROSION AND PROFIT SHIFTING (BEPS)**

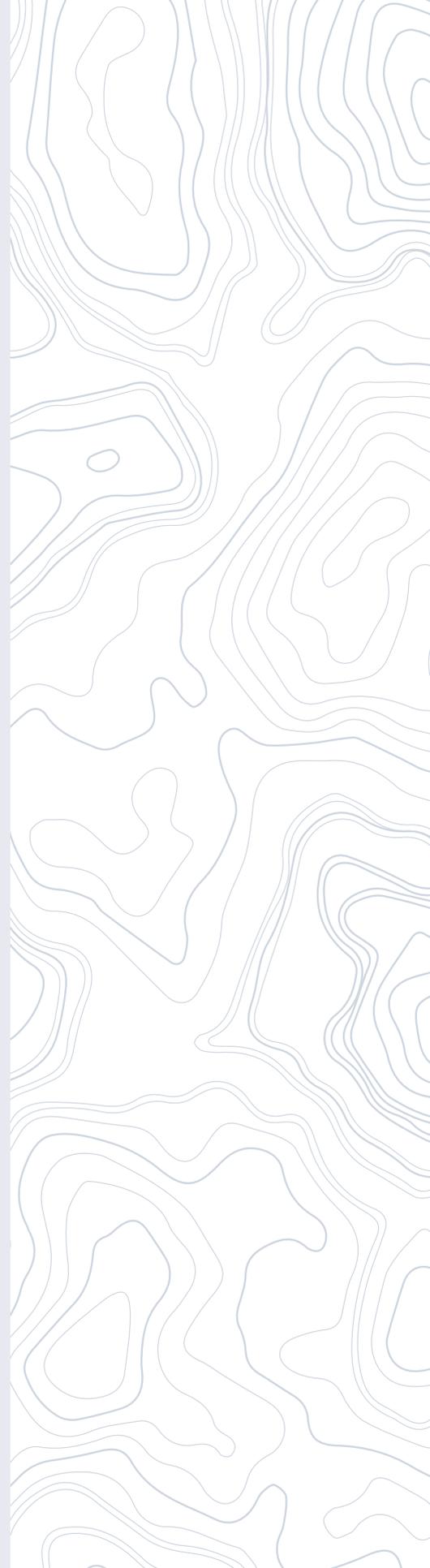
Due to our partnerships with the African Tax Administration Forum, the Ford Foundation, the Organisation for Economic Co-operation and Development (OECD) Centre for Tax Policy and Administration, and the UK Department for International Development, our tax BEPS in mining program boomed in 2019. We have published three practice notes, hosted regional and bilateral workshops, provided technical support, and begun deep-dive support with four countries.

We would also like to thank the Government of Germany for supporting programs related to BEPS, contract negotiation support, ESIA guidance, local content policy, and the future of mining, namely the Federal Institute for Geosciences and Natural Resources (BGR), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the CONNEX Support Unit.

## OUR PARTNERS

We partner with the following internationally recognized organizations:

- African Development Bank
- African Union Commission
- The Asia-Pacific Economic Cooperation Mining Week (Chile)
- Association of Southeast Asian Nations Senior Officials for Minerals and Minerals Ministerial
- Canadian International Resource Development Institute
- CONNEX Support Unit
- Coordinating Committee for Geoscience Programmes in East and Southeast Asia (CCOP)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Environmental Governance Program of the Swedish Environmental Protection Agency and UNDP
- European Commission
- German Federal Institute for Geosciences and Natural Resources (BGR)
- Inter-American Development Bank
- International Institute for Environment and Development
- Mines Ministries of the Americas Conference (CAMMA)
- Organisation for Economic Co-operation and Development
- PanAfGeo – including Swedish Geological Survey
- Prospectors and Developers Association of Canada
- United Nations Conference on Trade and Development
- United Nations Development Programme
- United Nations Economic Commission for Africa
- West African Economic and Monetary Union
- World Bank
- World Economic Forum



# 2. ASSESSMENT

## MINING POLICY FRAMEWORK

Our MPF represents the best practices required for good environmental, social, and economic governance of the mining sector and the generation and equitable sharing of benefits in a manner that will contribute to sustainable development. It is organized around the following 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 on biodiversity, and preparing comprehensive mine emergency plans that meet internationally recognized best practices.



### POST-MINING TRANSITION

Requiring that each mining operation has 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 ASM so that individual miners can earn a safe living with minimal social and environmental impacts.

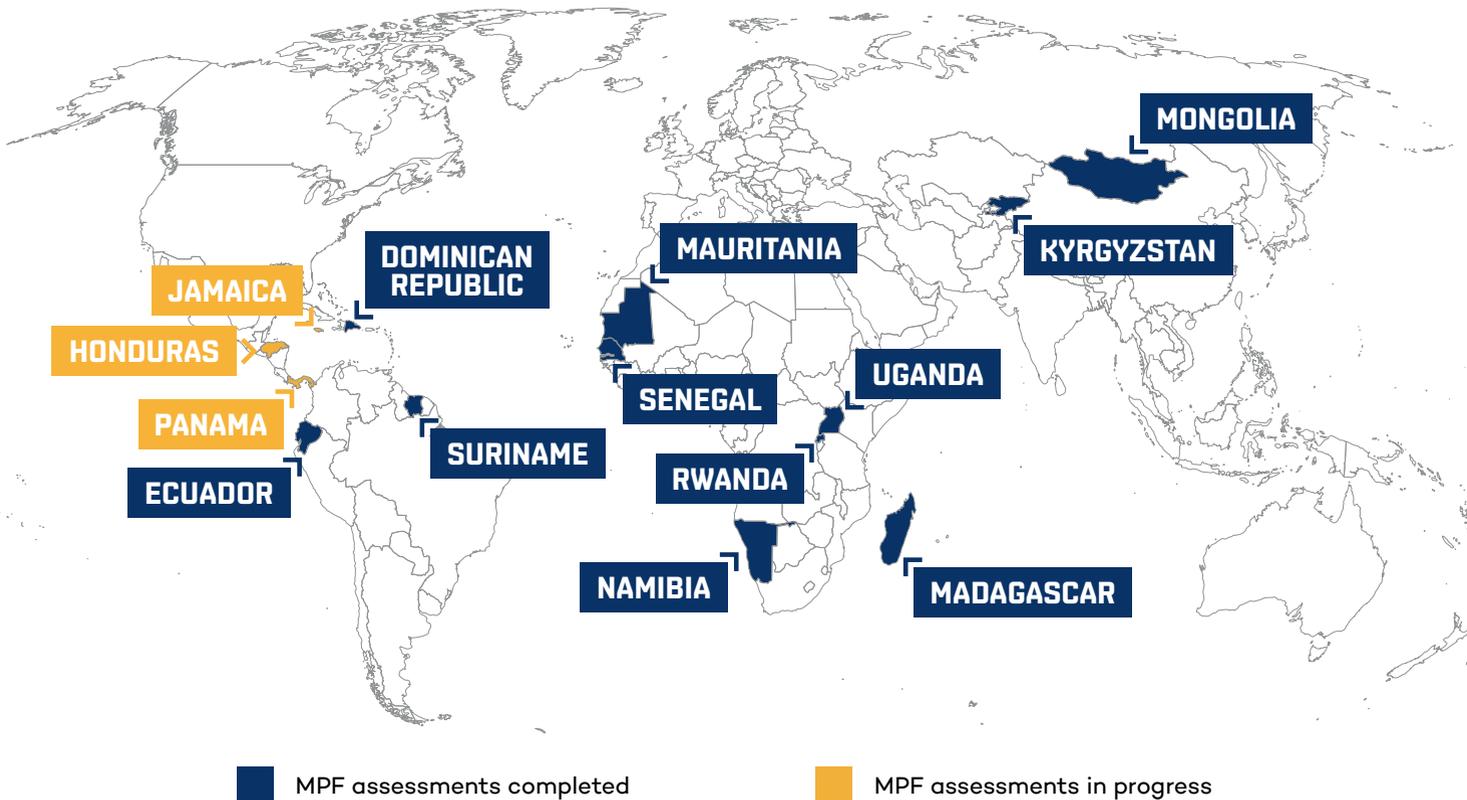
## MPF ASSESSMENTS

Our MPF 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. 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. Our assessment follows a thorough two-phase process, with the support and participation of the ministry in charge of mining.

### WHERE ASSESSMENTS HAVE TAKEN PLACE AND THOSE IN PROGRESS





### 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 MPF.

#### Field research

We consult with stakeholders from government, civil society, and the 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 on 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 the 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.

# 3. CAPACITY BUILDING AND TRAINING

## GUIDANCE FOR GOVERNMENTS

Our guidance documents are developed to help governments implement our MPF. We are developing documents for each of the MPF's six themes, and they provide important capacity-building tools to effect long-term institutional change.

This past year, our guidance document and related capacity-building efforts were focused around the following key themes:

- ASM
- BESP
- ESIA
- Local content policy

### OBJECTIVES OF THE GUIDANCE PROCESS

- Train government agents in implementing the guidance and developing a strategy.
- Analyze the ASM sector comprehensively to address specific challenges.
- Generate synergies between government agencies and ASM stakeholders.
- Hold a consultation forum to legitimize strategy with non-governmental stakeholders.

## ASM

After launching the ASM guidance in 2016, we hosted two regional training workshops in 2018. This year, our efforts were focused on helping governments develop ASM sector strategies and policies.

In Paraguay, where 5,000 people are dependent on ASM in the gold-producing region of Paso Yobai, we met with government agencies, including environment and mining ministries, for four days. On the fifth day, we visited the town of Paso Yobai for a consultation forum with miners, the large-scale mining company, and local government. The robust strategy includes capacity building for miners, coordination with credit agencies, and meetings with Congress deputies to amend the existing law.

Just three gold-producing regions of Brazil—Tapajos, Calcoene, and Peixoto de Azevedo—support 200,000 people in ASM. We met for four days with government agencies, including the mining and environment ministries, the heads of the mining cooperatives of the different regions, and non-governmental organizations and academics. For the consultation forum on the fifth day, we opened the discussion more broadly with other stakeholders, including international organizations and a senator from one of the regions. The United Nations Development Programme also spoke about gender and sustainable development goals.

## BEPS CASE STUDY: IMPROVING REVENUE COLLECTION IN ZAMBIA

The IGF, the African Tax Administration Forum (ATAF), and the OECD are working with the Zambia Revenue Authority (ZRA) and the Ministry of Mines and Mineral Development to improve revenue collection from the mining sector. Some of the achievements so far include strengthening the legal framework that regulates related party mineral sales and increasing government capacity to verify the price of copper, manganese, and other valuable by-products.

Zambia has amended its transfer pricing rules, and now ZRA has the power to detect the potential underpricing of mineral exports. In certain circumstances, ZRA can also use the final sale price to the end customer to calculate the tax owing in Zambia. An inter-agency Mineral Pricing Working Group has also been established. Building on the training on mineral valuation, the group is working with IGF experts to develop a guidance for taxpayers on the pricing of specific minerals. The program is also providing specific mining expertise, transfer pricing expertise, and hands-on assistance to ZRA with their mining tax audits.

## TAX BEPS

Developing countries lose more than USD 200 billion every year to BEPS across all sectors, according to International Monetary Fund estimates. We work with the OECD to help governments solve some of the most pressing base erosion challenges in the mining sector.

Highlights from our work in 2019 include:

- Continued research for practice notes on fiscal stabilization and tax treaties.
- Published the IGF Mining Tax Incentives Database, a collection of files comparing the fiscal regimes of 104 mining projects across 21 countries.
- Delivered a three-day training program on Monitoring the Value of Mineral Exports in Mongolia.
- Delivered a four-day training on International Taxation and the Mining Industry for countries in Latin America and the Caribbean.
- Provided four days of training on bauxite pricing for the Tax Authority of Jamaica.
- Delivered a four-day workshop to review the use of tax incentives in the mining sector in Burkina Faso.
- Contributed to a training on transfer pricing issues in the mining sector led by the UN Subcommittee on Extractive Industry Taxation in Vietnam.
- Took the lead on drafting a new chapter on tax incentives for the UN Handbook.



**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

## **FOCUS ON THE FIVE COUNTRIES SELECTED TO BENEFIT FROM THE IGF-OECD DEEP-DIVE PROGRAM**

### **ZAMBIA**

The first mission—in June with the ATAF and the OECD—included two days of training on mineral export valuation with a focus on copper and manganese. The delegation spent another two days with a smaller group of officials from the Mining Audit Team and the International Tax Unit.

### **GUINEA**

During a scoping mission in July, IGF-OECD met high-level government stakeholders, industry, development partners, and members of civil society to assess the country's needs.

### **MONGOLIA**

Delivered three days of training on mineral export valuation in February and a training on valuing mineral licences in October; supported the drafting of regulations.

### **COLOMBIA**

A scoping mission is planned for November.

### **PAPUA NEW GUINEA**

A scoping mission is planned for December.

## LOCAL CONTENT POLICIES

This year, we launched an ambitious online training platform in support of the Guidance for Governments we issued in 2018. Unlike anything we have done before, the eight modules—covering the five types of local content and the two cross-cutting concerns—provide the initial level of technical assistance. This allows us to offer more sophisticated help to members because they will already understand the basics of local content policies.

### OTHER HIGHLIGHTS FROM 2019:

- **Process support in Ghana.** As the country revises its local content policy, it is putting a supply chain development program in place, and we began providing consultations, analysis, and other advice. We also started providing process support in Burkina Faso late in the year, and this work will continue in both countries—as well as start in Senegal—in 2020.
- **Four-day workshop about regional industrial policy,** including local content, for the eight countries in the West African Economic and Monetary Union in Burkina Faso. Both government and private sector representatives attended the workshop, which looked at what has worked, what has not worked, and what can be improved. The goal was to give the member states a road map for revising their industrial policies.
- **Published *Local Content Policies in the Mining Sector: Scaling up Local Procurement*** is one of five expert papers we have commissioned to inform the guidance. The fifth paper—on horizontal linkages—should be published in 2020.

## ONLINE TRAINING: EIGHT MODULES

1. An introduction to the guidance
2. Local procurement
3. Direct local employment
4. Downstream linkages
5. Horizontal linkages
6. Build domestic capacity
7. The challenge of technological evolution
8. The challenge of international trade and investment law

## ESIA

We presented a draft of our *IGF Guidance for Governments: Improving Frameworks for Environmental and Social Impact Assessment and Management* at this year's AGM. It provides a summary of good international practice in legal frameworks for ESIA and related management plans for large-scale mines.

The draft guidance document highlights the importance of a comprehensive, transparent, and robust legal framework for ESIA and related environmental and social management in the minerals sector. From a sustainable development perspective, this guidance will build capacity within governments to:

1. Understand the potential environmental and social impacts (both negative and positive).
2. Responsibly manage the potential impacts of mining sector activities on the natural environment and people.
3. Support long-term socioeconomic development, which is particularly important for local communities.

A robust and comprehensive legal framework should provide for appropriate and meaningful engagement and participation of government, the company, the public, local communities, and Indigenous groups. Given the long lives of some mine projects, it is critical that a new mine development is acceptable to, and considers, those most likely affected by it. Potentially affected communities must have opportunities to contribute to the design of participatory mechanisms and have access to needed support to utilize these mechanisms, evaluate pros and cons, express their concerns and expectations, and get answers from the process throughout the life of the mine.

## CONSULTATION AND REVIEW PROCESS

We first presented the guidance for consultation with IGF members, then began a public consultation with all stakeholders. We also consulted with expert organizations, including:

- International Council on Mining and Metals
- International Association of Impact Assessments
- Secrétariat International Francophone Pour L'Évaluation Environnementale

We will issue the final guidance in April 2020, after an independent review by the Netherlands Commission for Environmental Assessment.

## PEER LEARNING: REGIONAL WORKSHOPS, TRAINING, AND TECHNICAL ASSISTANCE

Our regional workshops, training, and technical assistance combine capacity building with 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 co-hosted, funded, or facilitated the following regional workshops in 2019.

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### UEMOA - COMMUNITY DEVELOPMENT AGREEMENTS AND CSR

Ouagadougou, Burkina Faso / July 1–5

28 trainees from 8 countries

Hosted by: IGF, UEMOA Commission

#### GOALS

- CSR – stakeholder perspectives and modern and progressive approaches
- Community Development Agreements – trends and good practices

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### ENVIRONMENTAL MANAGEMENT OF MINES (WP4)

Abuja, Nigeria / April 1–12

24 trainees from 12 countries and 4 trainers

Hosted by: Geological Survey of Sweden, IGF, PanAfGeo

#### GOALS

- Managing environmental problems related to mining
- Using geosciences to understand, predict, and prevent environmental impacts caused by mining activities
- Study visits, case study field work on mine site rehabilitation

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### ARTISANAL AND SMALL-SCALE MINING (WP3)

Dakar, Senegal / July 17–20

50 trainees from 9 countries

Hosted by: PanAfGeo, French Geological Survey, EuroGeoSurveys

#### GOALS

- Using geology and mining techniques to mine safely, profitably, and responsibly
- Managing environmental and social problems relating to ASM
- Cooperatives, business management skills



Participants at IGF roundtables at INDABA 2019

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## **ASEAN+3-IGF SUSTAINABILITY WORKSHOP**

Bangkok, Thailand / July 23–25

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90 delegates from 7 countries

Hosted by: Thailand, IGF

### **GOALS**

- Mineral resource governance, mining, and sustainability
- Green technologies and mine rehabilitation
- Sustainability assessment indicators and tools

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## **ENVIRONMENTAL MANAGEMENT OF MINES (WP4)**

Tete, Mozambique / August 6–17

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20 trainees from 4 countries and 12 trainers

Hosted by: Geological Survey of Sweden, IGF, PanAfGeo

### **GOALS**

- Managing environmental problems related to mining
- Using geosciences to understand, predict, and prevent environmental impacts caused by mining activities
- Land usage and the life cycle of a mine, site rehabilitation



UEMOA workshop participants in Burkina Faso

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## **UEMOA WORKSHOP ON NEW INDUSTRIAL POLICIES**

Ouagadougou, Burkina Faso / November 12–16

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30 trainees from 9 countries

Hosted by: IGF, UEMOA Commission

### **GOALS**

- Challenges of industrialization in UEMOA countries
- New opportunities of the 4th Industrial Revolution
- Prospects to revise UEMOA's Common Industrial Policy

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## **INTERNATIONAL TAX AND MINING**

Bogota, Colombia / November 18–21

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41 trainees from 12 countries

Hosted by: IGF, OECD, CIAT, University Externale de Colombia

### **GOALS**

- BEPS issues, international taxation
- Treaties, trends, and expected changes
- Maximizing mining revenue benefits

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.



Crushing tungsten in Rwanda. Credit: Fairphone (CC BY-NC 2.0)



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