Mining, Minerals & Sustainable Development

WORK PLAN

(DRAFT)

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PART I: INTRODUCTION

OBJECTIVES

This Work Plan represents the third in a series of reports which provide an update on current thinking and a review of the progress of the MMSD project to date. It is preceded by the Scoping Report (October 1999) and Draft Project Strategy (March 2000). This Work Plan seeks to fulfill the following objectives:

- To provide a clear plan of work, milestones, and support for the final project budget, as contemplated by the contract between the World Business Council for Sustainable Development and IIED.

- To continue the process, which started with the *Final Report and Proposal for Action, A Scoping Project for the World Business Council for Sustainable Development,* and has continued through the draft *Project Strategy* and other documents, of developing operational detail to realise the general objectives outlined in those documents.

- To provide a basic management tool for planning, budgeting, and evaluation as the project becomes much more active and complex.

- To inform our Assurance Group, Sponsorship Group, IIED management, the World Business Council and our many other stakeholders in detail of project plans and intentions.

PREFACE

On the most general level, the objective of the MMSD project has been stated as being "to identify how mining and minerals can best contribute to the global transition to sustainable development."

The more specific expression of this in the Scoping Report on the basis of which the project commenced was:

- First, to assess global mining and minerals use in terms of the transition to sustainable development – its track record in the past and its current contribution to and detraction from economic prosperity, human well-being, ecosystem health and accountable decision-making;

- Second, to identify if and how the services provided by the minerals' system can be delivered in accordance with sustainable development in the future;

- Third, to propose key elements of an action plan for improvement in the minerals system; and

- Fourth -- and crucial for long-term impact -- to build a platform of analysis and engagement for ongoing cooperation and networking between all stakeholders.

In a project limited in time and resources, these objectives must be implemented realistically. This project does not exist to solve or even to address all of the sustainability issues that will ever be faced by the mining and minerals industries. Rather, it can provide a start at identifying some of the issues, and getting processes underway, which in the long run will move us closer to solutions. Frankly, even creating a series of issue or regionally based platforms where the various stakeholders can have a more candid and realistic dialogue about their concerns will be a major challenge. It is too much to expect that those processes will yield some kind of ultimate consensus in the period of this project, and we should all start thinking now about how to sustain them at the end of this project if they are proving their worth.

Clearly, not everyone sees the topic of sustainable development with the same sense of urgency. But there are a growing number of people who believe that the set of problems which we refer to under the heading of "sustainability" are not just important, but may well pose a very real and quite serious threat to human security, to human well being, and to the quality of life of this and future generations.

Conversely, starting to solve those problems, and embarking on a more sustainable course, could be a real opportunity for this generation. It could help to reorganize our societies in ways which give communities more control over their destinies, make us as individuals and as groups more secure and better off, and give us all a chance to improve the quality of our existence.

We are operating within very real, if poorly understood, limits. These are imposed by the mounting demands of a growing world economy and population, by the capacity of the Earth's physical and biological processes to provide us with our necessities, or by our capacity to organise ourselves in open and transparent ways that encourage cooperative approaches to problems. Since these processes and limits, social and physical, are not that well understood, there is no guarantee that the change we have loosed on the world will always be gradual, reversible, proportional, or produce results to our liking.

The choice may simply be whether we consciously lead and try to shape that transition or just react as best we can as it happens.

If we believe that the sustainability issue is real and serious, the choice is not whether or not there will be a transition. There will be. We hope it will be a planned transition rather than a hard landing.

MINING, MINERALS AND SUSTAINABLE DEVELOPMENT

The Brundtland Commission vision of sustainable development is to meet the needs of the present generation without undermining the capacity of future generations to meet their needs.

Making the transition to a society which works consistent with this principle is beyond the capability of any one individual, institution, or industry.

Even at the smallest unit, the individual or household, it is very hard to envision sustainability in isolation from the rest of society. If the productive work of that household is largely determined by what society is willing to pay for, if what the household consumes is determined by what the market has available for sale, if how it disposes of its wastes depends on what alternatives the community has acted to provide, it is very hard to imagine what a "sustainable household" would be if the rest of society pursues business as usual.

This project is therefore not about trying to determine what "sustainable mining" or a "sustainable minerals industry" might look like *in isolation from the rest of society*. Sustainable development is a broad social transformation which has global, national, regional, local and individual consequences. Rather than trying to imagine a "sustainable mining and minerals sector" therefore, this project focuses more on a series of questions which include, but are certainly not limited to:

1. As society shifts to a more sustainable model, what consequences will this have for the way the minerals industries do business? Do some industry practices create barriers or obstacles which make this transition harder?

2. What consequences will this shift have for the roles played by government and civil society?

3. How will the industry have to change to keep pace with other social sectors? Are there opportunities for industry to lead rather than follow?

4. What other social actors will also have to change to make way for the needed changes in the mining and minerals sector?

Even less is this project about trying to determine what a "sustainable mine" is. The question can in our perspective only make sense in terms of a sustainable society, which we still are far from reaching. Even then, it cannot be answered at the mine site, but only by looking at what comes into the mine site *(e.g., energy, reagents, water)* and what goes out -- what happens to the mine's products throughout their life cycle (*e.g. the way in which they meet human needs, energy and other inputs into fabrication, their reuse, remanufacture, or recycling, the effects of their dispersal into the environment).* Even the most environmentally sound, socially responsible mine in the

world is not necessarily consistent with concepts of sustainability if its products are not being used safely and responsibly.

Many people have spent a great deal of energy trying to come up with a short, clear *definition* of "sustainable development" which does complete justice to the diversity of views, encompasses all of the enormous social complexity, and incorporates all of the insights of science on the subject. This project will add very little to the literature on that subject because in our view there is too much still to be done at the level of detail before the perfect definition emerges from the mists.

Instead, what can be done in a project such as this is to identify a series of rigorously supported boundary conditions which:

- Identify elements which really *cannot* be consistent with any serious idea of sustainability; or

- Identify components that clearly *must* form a part of the mix in any realistic approach to the subject.

In short, we hope to identify some *necessary* conditions for sustainability, but are not intending to try to identify all of the *sufficient* conditions. Perhaps, when enough of the necessary conditions become clear, we can obtain some glimpse of the bigger object, which is so difficult to see directly.

APPROACHES TO SUSTAINABILITY

If we cannot understand the role of a household or an industry in the transition to sustainable development without understanding the transition on the broadest scale, the issues for a project such as this one become quite complex. They are certainly beyond the understanding of any one individual, or any one discipline. The only possible way to approach the subject effectively is in collaboration, enlisting the voluntary cooperation of other actors, and recognising that each will have a distinct view conditioned by experience, training, interest, and the structures of professional disciplines.

But we have to have enough of a vision to design our project, and a rationale for what we do.

1. Sustainable development and social processes

A very useful and important way to look at sustainable development is as a process. People who see sustainability in this way point out that "development," economic, social or cultural, is a human process. Further, the principal new stresses on ecosystems are being created by the behaviour of people *e.g.* rivers don't generally pollute themselves, to the extent that they do, those living along them may have had a long time to adapt. And ultimately, it is argued, it is not desirable to force all these people into rigid structures which compel them to behave according to environmentally

acceptable norms. The only option then is a fundamental change in the way we engage other people and groups in taking action to confront common problems, emphasizing education, cooperation, voluntary action, dialogue, and mutual respect.

In this view, the transition to sustainable development is fundamentally a question of *process,* getting the right people into the right kind of interactions over the right issues inside the right structures. Indeed, as the Brundtland Commission concluded over a decade ago: "in essence, sustainable development is a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations".

2. Sustainable development, research and analysis

But there are others who have a very different outlook. In one important set of views, all the dialogue imaginable is not likely to produce sustainability because the principal problem is that we do not know what the limits are in which we are operating, nor understand the consequences of transcending them in biological, economic, physical or other dimensions. As an example, without research to reveal to us global climate change, we might invent all kinds of new means of social interaction without addressing this issue, or having any idea that it *was* an issue, or of whether, why, or how to respond to it.

In this view, the transition to sustainability must start with *rigorous research and analysis* which will let us understand what we are up against, what are the limits eco-systems can tolerate, and what the phenomena are that we have to manage.

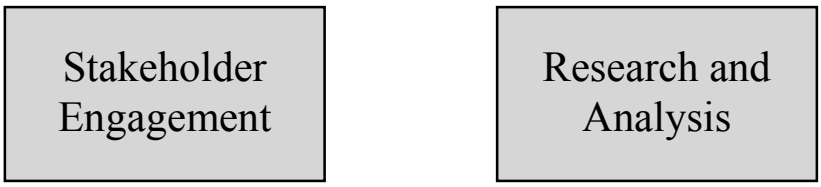
3. The conflict of views

This is not the place to get deeply into this conflict of views. A great deal has been said and written on this subject, not all of it very enlightening.

The proponents of the "process" vision respond to the argument that research and analysis are the proper entry point by arguing, in essence, that the criticism is no more than a way of saying that there are more people, specifically the people who understand the scientific and technical issues, who need to be brought into the dialogue. When all is said, they believe, the issue is still therefore *one of process.* And, they ask, what good will a deeper technical understanding of the problems do without some idea of how to act on it, and inject it into the social process? The argument continues.

And it is a critical one for us, because it fundamentally affects what the MMSD project is about. Is it really about what different social actors think about mining and minerals, and how to build more effective and much more constructive structures for dialogue among them? If so, it may build some important bridges among the different stakeholders, but there is a real concern that the discussion will not be trusted because it is perceived to be poorly informed. This is a risk the project does not want to run.

Or is the project really about reaching a new level of comprehension of the issues through research and analysis, and trying to achieve some breakthrough in understanding? If so, it might run the risk that the study team would achieve some new insights, which would be viewed with suspicion by many other actors, and which would have little chance of being carried forward into action. This is also a risk this project cannot afford.



4. The MMSD approach to sustainability

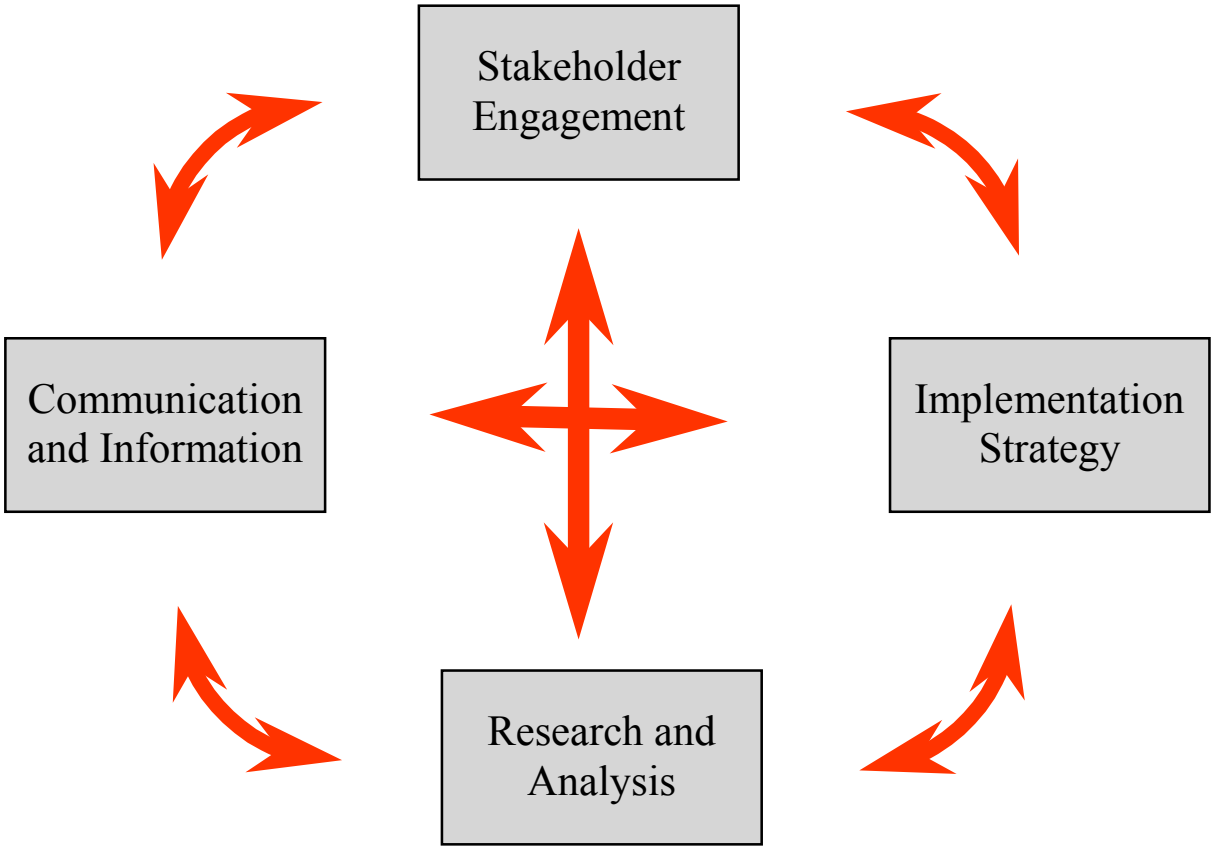
In deciding how the MMSD project will approach the problem of sustainability, we have started from the premise that these viewpoints are not mutually exclusive but *in fact are complementary.* The fact that they describe what they see differently does not mean that they are describing different phenomena. In fact, we believe these are *both* useful starting points for discussing sustainability, that it is *not necessary to choose* between them in any ultimate sense, and that *they enrich each other.* In short, the project is about *both of them*.

Research and analysis produce information that is vital to enlightening the social dialogue. The social dialogue helps to inform research by defining what it is that people want to know.

And both play a role in any discussion of implementing change and making it concrete. Without research and analysis it is hard to be well informed about what has to change in order to keep the earth's systems working productively. Without some understanding of the social interactions it is hard to develop very practical ways to change behaviour.

This is therefore the model on which the project is built, consistent with the Scoping Report, which foresaw the project as "a two-year process of analysis *and* stakeholder engagement."[1]

MMSD STRUCTURE



[1] Scoping Report at 2, Section 1.1, *emphasis added.*

PROGRESS TO DATE:
COMPLETING THE START-UP PHASE

The project has four distinct phases:

- Phase 1: *Start-up*: developing the work plan, recruiting core staff and establishing the head office, to be completed by June 2000.
- Phase 2: *Operations*: carrying out the project's core elements and delivering a draft report by 31 December 2001.
- Phase 3: *Presentation*: design, production and dissemination of the project outputs during 2002.
- Phase 4: *Implementation*: carrying forward the project conclusions thereafter.

The current contract between IIED and WBCSD covers only Phases 1 and 2.

According to the Scoping Report, the nine month Start-up phase was to focus on:

- Attracting organisations to the Sponsorship Group and raising additional finance.
- Building up the multi-stakeholder Assurance Group.
- Creating the core of the Work Group, including appointing the lead agency.
- Developing a draft project plan and budget, including a communications strategy.
- Building credibility with stakeholders.
- Holding a stakeholder dialogue meeting to advise on the draft work plan.
- Submitting a detailed work plan to the Sponsoring Group.

As to each of the objectives outlined above for Phase 1, we view the results to date as follows:

- **Attracting organisations to the Sponsorship Group and raising additional finance**

  This has proven to be an area of some difficulty, which is now quickly being overcome. Briefly, we view the situation as follows:

  - We are extremely encouraged by the strong and consistent level of interest in this project on the part of potential sponsors. Our concept seems to be sound as judged by the willingness of potential sponsors to engage with us.

  - However, it has been hard to concretize this interest without a final approved budget, something sponsors clearly have a need to see. On the other hand, developing that budget requires developing a work plan, which can only be done through a great deal of consultation with other actors.

- It is also clear that taking a general sponsor expression of support – of which we have many - and turning it into clear signed documentation is a time consuming task and that the Project Coordinator, on whom this burden falls, needs support to get the job done. This support is being recruited and, we hope, will shortly be in place.

- Current status is consistent with the description of Phase II of the project as seen in the parties' contract, which was perhaps more realistic about the need to develop a clear work plan and budget *first,* and only then be able to finalise discussions with potential sponsors.

➢ **Building up the multi-stakeholder Assurance Group**

Sixteen of the eventual 24 members have been designated and have held a successful meeting on May 22 and 23 at which they selected an interim Chair, Dr. Jay Hair. Additional members will be designated and a permanent Chair selected at the Group's second meeting, which will be held in late August**.** A draft charter has been discussed, along with the overall responsibilities of the Group. It is planned that the Assurance Group will meet twice a year during the project's lifetime.

➢ **Creating the core of the Work Group, including appointing the lead agency**

This is done. All but one of the management team has been hired, and is either already at work or will be reporting over the next few weeks. All other positions have been filled and staff have begun work. We are making every effort to fill the one unfilled position, communications coordinator.

➢ **Developing a draft project plan and budget, including a communications strategy**

This is the draft project plan and is accompanied by the draft budget. Elements of a communications program have been put in place but, overall, the communications part of the project is far from satisfactory to us. We are both redoubling efforts to find a communications professional full-time, and trying to fill the gap with some consulting services in the interim.

➢ **Building credibility with stakeholders**

Others will have to judge our success on this score. We will simply note that we are generally satisfied with the level and diversity of participation by various stakeholder groups in our activities to date.

➢ **Holding a stakeholder dialogue meeting**

A successful Strategy Planning Workshop was held in London on 4-6 May at which over 45 experts from different organisations participated. The Workshop involved a series of presentations as well as small and large group discussions. Key objectives were to:

- Describe the Global Mining Initiative and MMSD.
- Understand participants' concerns.
- Discuss the four project elements: research and analysis, stakeholder engagement, communications and implementation.
- Develop ideas on regional processes.
- Envision outcomes.

Notes from the Workshop are to be distributed shortly.

➢ **Submitting a detailed work plan to the Sponsoring Group**

This document and the accompanying budget are expected to fulfill this expectation. The Sponsoring Group has postponed its meeting to October but we otherwise regard progress in this area as satisfactory.

The contract between WBCSD and IIED signed in April 2000 updated the requirements for the Start-up Phase in particular specifying that the Assurance Group should review the plan prior to its submission to the WBCSD by May 31, 2000. It was not possible for this review to take place as planned, and this report could not be prepared in written form in anticipation of the Assurance Group meeting on 22 and 23 May, for several important reasons. However, all important elements of it were defined in presentations to the Assurance Group meeting, all of them were discussed in depth, and the Assurance Group clearly indicated understanding of and support for the general outlines of what has become this plan.

This document will be sent to the Assurance Group for comment as soon as it is complete, and will be discussed in depth at the Group's next meeting in August.

PART II: DETAILED ACTIVITIES

PROJECT ELEMENTS

This section describes the proposed activities for each of the project's four elements: stakeholder engagement; research and analysis; communication and information; and implementation.

1. Stakeholder Engagement

The stakeholder engagement element of the project is intended to be conducted in a way that promotes an equitable, constructive, secure, and transparent set of processes for engagement of all interested stakeholders. It will have four components. These are:

- Supporting the regional stakeholder processes, described below.
- Assisting in identifying diverse participants for the various research workshops and other events which the project will hold.
- Managing three to four large global stakeholder dialogues on key issues.
- Producing a document that embodies the mutually agreed values and principles which will govern the way this project approaches engaging stakeholders in its activities.

Each of these components will be dealt with in turn.

a) Support to regional stakeholder processes

The regional stakeholder processes will be managed at the regional level by MMSD's regional partners. The activities are described later. MMSD's principal contribution will be to provide a budget to hire a regional coordinator. This is part of the regional budget.

At the level of the project centre, the commitments would be two. First is a substantial commitment of the time of the project's Coordinator of Stakeholder Engagement in agreeing with the regional partners on the objectives and general outlines of the regional engagement processes, and periodic monitoring of these processes during their execution. These costs are paid out of the core budget.

The second is related to our need to run two workshops with regional staff in stakeholder processes. While we anticipate many of the regional partner staff may be very sophisticated in these issues, they will undoubtedly have different levels of understanding and this is a way of assuring that there is a common "MMSD approach" to these processes, and that we work together to develop it. Since this approach will be developed jointly, with full participation of regional staff, it will reflect regional skills, experience and perspectives. It also ensures some degree of consistency and approach,

and helps build the complex matrix of relationships which will hold MMSD together as a project.

This activity is a key to managing the risks inherent in our taking a lead through intermediaries we are managing only at a distance, in inserting ourselves into difficult and extremely conflictive situations in the far corners of the globe.

The Coordinator of Stakeholder Engagement will make a major contribution to this process but we also foresee the need for some consulting time from a senior consultant.

One of the outputs of this process will be the set of mutually agreed values and principles of engagement which we describe under subsection d below as a very valuable independent output of the project. This product will also help to identify areas in which differences need to be respected, and provide a basis for evaluation of the results.

The budget for these activities is as follows:

Stakeholder Engagement		Total $	Sponsors pool	Restricted sponsors	Total £
2.1	Strategic support of regional processes – consultants	$40,000	$40,000	0	£25,000

b) Support for workshops

As part of the research element of the project we will be holding a number of research workshops on controversial topics. While this will be principally entrusted to the Research Manager, the Coordinator of Stakeholder Engagement will have a serious shared responsibility for ensuring that we find balanced groups of attendees to invite, to ensure that important sets of views are not left out of the process. This will be an ongoing activity, which will not have its own separate budget allocation.

Part of this process may also be development of an agreed approach, process or set of principles for identifying attendees.

c) Global dialogues

What we believe may become one of the most valuable results of the project is our very careful convening of several large, multi-stakeholder dialogues around specific groups of very highly contentious issues. An example may be *Interaction Between Mining Companies and Minority or Indigenous Cultures,* something which has been seriously proposed to MMSD.

The idea is that MMSD, alone or with other partners, could define three or four such issues of global importance, and attempt to bring together key actors who can help clarify the issues and the problems, and perhaps point in the general direction of solutions. We are acutely aware that there are risks in doing this, but it is our

understanding that MMSD exists precisely because there are also great risks in not tackling these issues. And while we need to understand those risks, and minimize or manage them as skillfully as we can, MMSD's niche is to try to deal effectively and constructively with these difficult situations.

While these global processes would be convened in a way which *could* move towards mediation or consensus building, we want to be very clear that there is no way that MMSD or anyone else could assure that such a group would reach a consensus on anything, especially within the time deadlines of this project. We would regard the outcomes as successful if we succeeded in

- Building processes of this type on three to four key sets of issues.
- Attracting a broad range of participants into the process, which included at least some participation from all major stakeholder groups.
- Substantially clarifying the problems and issues to enlighten our report.
- Creating conditions under which the process could continue on past the end of the project life if the participants deemed it useful to themselves that this occur.
- Establishing valid precedents for stakeholder engagement in the future, which are acceptable to a broad range of stakeholder groups.

Stakeholder Engagement		Total $	Sponsors pool	Restricted sponsors	Total £
2.2	Strategic stakeholder meetings	$1,050,000	$50,000	$1,000,000	£656,250

d) Principles of engagement

This project will be attempting to engage a wide variety of stakeholders in difficult discussions about difficult issues. Attempting to involve so many different people from so many different social sectors, cultural perspectives, and regions of the world in this type of process is extremely ambitious and has rarely been attempted at this scale and diversity.

While the project will have very skilled and seasoned people managing this process, we also know that much of this engagement will come at a decentralised level, in far away regions, and that rigid top down management of the process is not feasible for that reason alone. We are comfortable with this because it is our view that *this is always the case with such processes* even if they are not so diverse and far flung. Once a dialogue of this type has started, no one controls the outcome. And any attempt to control it virtually guarantees its failure.

But one way to manage the undoubted risk in this process is to develop, together with the people who will be conducting these processes, a common system or approach.

Mutually agreed, understood and accepted values and principles for engagement can set out explicitly what the expectations are of participants, what expectations are not realistic, how peoples' interests are protected as the process continues, indeed how to ensure that the space in which this dialogue occurs is regarded as safe enough by all participants to give them confidence in going forward and staying in the process.

We believe that this process has to occur anyway in the course of the project. But it therefore creates an opportunity we should not miss to create a product at very little extra cost or effort, which can be used outside the project and after the project in engagement efforts related to mining and minerals. Essentially, this would be the project's statement of best practice in the art of stakeholder engagement around mining and minerals controversies. It can also serve as a basis for evaluation of the activities of this project, and designing more effective future processes. We would undertake this with due caution to ensure that the principles were not abused, and that key stakeholders are not excluded.

This Statement of Principles is an outcome of the workshops described above under subsection c, and therefore has no separate budget line.

MILESTONE

15 July 2001: Develop and publish best practice guide or statement of principles for stakeholder engagement.

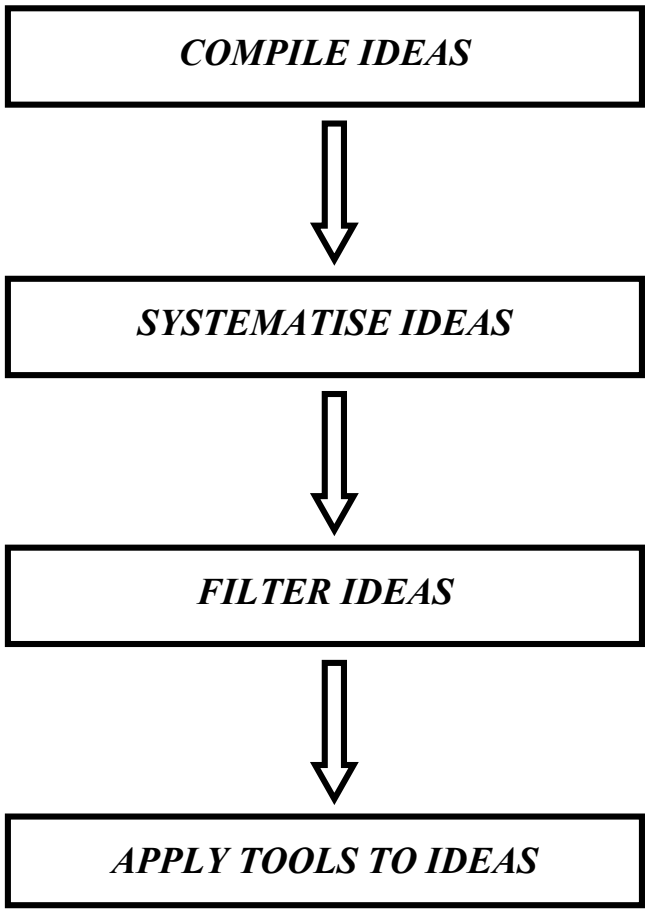
2. Research and Analysis

The project will devote a very high portion of its overall efforts to research and analysis under the overall direction of the MMSD Research Manager.

Some of this will be very basic research or "gap analysis", trying to establish what has and what has not been done by others, and establishing a solid foundation for the more advanced research activities which will take place later.

	Research and Analysis	Total $	Sponsors pool	Restricted Sponsors	Total £
1.1	Literature Review	$100,000	$100,000	0	£62,500
1.2	Baseline Research	$200,000	$50,000	$150,000	£125,000

To help us generate specific topics for research and analysis, we are currently in a planning process which involves the following four steps:



These concepts are explained in more detail below, and the specific results are derived from them.

COMPILE IDEAS

There are a very large number of ideas or issues which fall within one or another idea of sustainability concerns in the mineral production and mineral consumption cycles. Different social actors attach different levels of importance to various individual ideas or groups of ideas.

MMSD must be very inclusive at this stage, not only accepting, but aggressively soliciting ideas for analysis from all influential parties.

How ideas are expressed in succinct form is very important.

SYSTEMATISE IDEAS

The number of individual ideas being suggested for analysis is almost overwhelming.

What we hope is that those ideas will fall into groups or patterns that we can then deal with more manageably.

FILTER IDEAS

There are a number of criteria we are then using to filter the groups of ideas as we design our research program. The most obvious of these is whether someone else is already dealing successfully with it, in which case our approach, if we deal with the issue set at all, is likely to be to add value to existing efforts rather than do our own work independently.

Another filter is whether we can conceive how the results of our work could fruitfully and efficiently be implemented. In the absence of clear ideas of how implementation could occur we might not proceed.

APPLY TOOLS TO IDEAS

MMSD research and analysis will employ five distinct types of tools:

a) Junior Research Fellows

Potentially among the most beneficial elements of the MMSD project is the Research Fellowship program. We have had a very high number of inquiries and applications from extremely well qualified candidates from some of the world's principal mineral producing and consuming regions. A number of Fellowships have been awarded and the project will have available the research skills, commitment and enthusiasm of several very able young researchers from a variety of disciplines and several different countries. It is our belief that these researchers can and will act as effective agents for dissemination of the knowledge and approaches developed in the project.

Research Fellows will undertake specific research tasks, as agreed with the Research Manager, selected to help build and enrich our overall project report and other outputs.

Research and Analysis		Total $	Sponsors pool	Restricted sponsors	Total £
1.4	Research Fellows	$160,000	$60,000	$100,000	£100,000

b) Commissioned topic research

The project will make agreements with others to perform research on identified tasks in aid of overall development of the report and other project outputs. In some cases this will be in a relatively traditional fee or honorarium model. In other cases organisations will agree to undertake specific research tasks as a contribution to the project. In most cases, this will result in the donor being recognised as a project Sponsor. Some work could be done by other IIED programs.

Individual projects will fit together into an overall work plan designed to produce the project report and other products.

The majority of the paid contracts let will be through procedures and under criteria being developed by the Research Manager. In some cases, particularly at the inception of the project, it may be necessary to award specific contracts to get work started in critical areas we know will be of interest.

Research and Analysis		Total $	Sponsors pool	Restricted sponsors	Total £
1.7	Commissioned topic research	$860,000	$510,000	$350,000	£537,500

c) Regional research

One of the great advantages of decentralising the project is that we have ready access and established relationships with solid partners in the principal mineral producing and consuming regions, who have a much better ability than the center of the project to gather some kinds of information, or to identify and contract talented local researchers.

While some of the research to be conducted at the regional level will be defined by the regional partner itself, under guidelines agreed with the project's Research Manager, the project will have a right to call on its regional partners either to perform research or to contract others to do it in aid of the overall project report or other products.

The funds available for this purpose are included in the "Commissioned topic research" previously described.

d) Research Workshops or Focus Groups

Where there is a good deal of controversy and/or divided expert opinion on technical matters, one approach the project intends to use is Research Workshops, deliberately constructed to bring those with divergent viewpoints together in an attempt to clarify and focus areas of commonality and areas of divergence. While the lead responsibility for most of these activities will lie with the Research Manager, they will require a very high level of cooperation with the Coordinator of Stakeholder Engagement and other members of the Work Group who could, in appropriate circumstances, even have lead responsibility for a given activity. Our view is that the project will benefit from, and have the capability to manage, perhaps six such processes during its lifetime. Obviously, these will vary in size and scope, and the number could be somewhat larger

if they are small and highly focused processes, or somewhat smaller if they are bigger and more diffuse in scope.

Research and Analysis		Total $	Sponsors pool	Restricted sponsors	Total £
1.3	Research Workshops	$260,000	$190,000	$70,000	£162,500

e) Research support to global dialogues

The limited number of large global dialogues we seek to convene will be principally managed by the Coordinator of Stakeholder Engagement. However, it will be necessary for the Research Manager to cooperate closely with this activity in order to develop research activities that support it and to capture the results of the process in ways that inform our final report and other products.

MILESTONES

1 July 2000	First version of research topics list for Research Fellows must be completed.
1 July 2000	First Research Fellows start work.
15 July 2000	Publish revised compilation of ideas and solicit any additions.
5 August 2000	Identify limited list of "priority" research topics.
15 August 2000	Contracts awarded or other arrangements made for first "must do" topics.
1 August 2000	End of "compilation" stage. While we remain open to new ideas, focus shifts to organise ideas.
1 August 2000	First research focus process identified.
15 August 2000	First subject for convening a global dialogue identified.
30 September 2000	End of "systematisation"stage. Project publishes master systematisation of topics.
30 November 2000	End of "filtering" stage. Revised master list of project plans and outputs is published.

3. Communication and Information

The MMSD project will only be successful if it is highly visible and succeeds in engaging others around very highly controversial issues.

One of the project's most important aims is to promote higher levels of mutual confidence and trust among stakeholders in order to make it possible to have more open and productive communication among them.

The only possible way that MMSD can be successful is if it acts consistently with these principles. This requires:

- A very high degree of openness and transparency in all we do. This might be called "research in a fishbowl."
- Constant communication with all stakeholders about what we are doing: a policy of "no surprises."
- The discipline to tell the same story to everybody, and avoid the temptation to "spin" information for different audiences.
- Effective and timely dissemination of project results.

The project will have a full time Communications Coordinator.

The activities planned for our communications effort fall into these categories:

a) General awareness

There are a variety of audiences worldwide, which include national mining agencies, national environmental agencies, mining companies, exploration companies, trade groups, community groups, human rights NGOs, environmental organisations and others who need to be made aware of the existence and nature of the project.

- The communications component of the project will therefore have to:
- Expand maintain and improve the project website on a continuous basis.
- Develop and maintain data bases of relevant contacts on a worldwide basis.
- Develop and maintain lists of relevant events at which there may be opportunities for publicizing project activities.
- Ensure publication and distribution of four page periodic electronic project bulletins.

b) Promoting the appearance and reality of transparency

We need consistently to present the reality and the image that this project is transparent, that questions, even hard ones, will be answered promptly and directly, and that to the full extent of our information policy, information we have is in fact available to those who ask for it. And we need to back this image up with the reality of timely clear and coherent responses to inquiries.

- Develop and implement policy for free access to information.
- Supervise response to the project's general e-mail inquiry line.

c) Information efforts geared to specific project activities

The project will have a substantial number of separate subprojects and activities. Perhaps ten of these are likely to be of broad interest. Some of them will be of more interest to one stakeholder group or social sector than to others. We will need to develop the ability to target information about these specific activities to the audiences who will want to know about them in a timely manner.

- Develop and maintain good contacts with specialised media in our areas of interest and promote their interest in our activities.

d) Quick response capability

This project will have a highly visible role in some highly controversial activities about which people feel very strongly. Undoubtedly, we will at times find ourselves being criticized or portrayed badly in the media somewhere in the world.

We need the capability to respond quickly with clear and accurate information about the project and our activities when this occurs, as it most certainly will.

- Stay aware of media coverage of MMSD.
- Keep current and relevant stores of information regarding MMSD in condition for response should questions arise.

e) Publication and distribution of publicity materials and interim products

MMSD will publish a number of publicity materials and interim reports and papers during its life. Some of this material may be in traditional printed format. Some may be as videos, CDs, or in other forms.

Since the specific areas of research and analysis have just started to be defined, it is not possible at this stage to identify clearly the number, timing, size, or other parameters of these outputs.

- Supervise graphics, printing, and production of outputs.
- Develop systems for distribution to specialised audiences appropriate for each product.

We have costed a nominal publications budget, with the clear understanding that this budget will have to be refined and reviewed in some depth once the outputs and their scale and timing are clearer.

The basis of this budget is the publication of eight interim reports, each of approximately eighty pages, with color cover and some limited interior color printing, in runs of 3000 copies, and their distribution 50% free and 50% at a price equal to publication cost.

f) Presentation, publicity, and dissemination of final report

The presentation, publicity and dissemination of the final report are not a part of this work plan. The contract between WBCSD and IIED[2] describes a project Phase III as follows:

> **Phase III Presentation**
>
> It is anticipated that prior to the submission of the Project Report, and certainly afterwards, maximising of the value of the Project Report and the Project will require a concentrated effort to disseminate the Report, explain publicly and privately its conclusions and the process through which they were developed, so as to insure that key actors understand its rationale and importance. The design, production and dissemination for a broader external audience of the Project Report are also part of this phase."

This phase is *not* a part of the current contract but will be subject to a separate agreement which will be negotiated later and have its own separate budget.

However, all project activities at earlier stages should be conducted with a view that this will be the eventual principal product of the project, and that all earlier phases should take maximum opportunity to set the stage for this process.

[2] Article 3.

The total communications budget is therefore set at £10,000 per year of the project plus non-core costs as follows:

3.	**Information and Communications**	Total $	Sponsors pool	Restricted sponsors	Total £
3.1	Website	$13,000	$13,000	0	£8,125
3.2	Bulletins & promotional material	$32,000	$32,000	0	£20,000
3.3	Publications	$39,000	$39,000	0	£24,375
3.4	Dissemination	$48,000	$48,000	0	£30,000
3.5	Database	$5,625	$5,625	0	£3,516
3.6	Information / archive management	$32,000	$32,000	0	£20,000
	Total	**$169,625**	**$169,625**	**0**	**£106,016**

4. Implementation

The implementation element of the MMSD Project, as described in the contract between WBCSD and IIED,[3]

> **"is designed to provide a clear set of mechanisms for possible adoption by a variety of stakeholders of the Project results. Study of the feasibility and potential design of such a process will be part of Phases l and ll. Any possible adoption of such a process would be part of Phases lll and lV, and thus outside the scope of this contract."**

The objectives of this study should be analysed rigorously, comment should be sought on them from a variety of people, and they should be refined in light of the results of that process.

As expressed at this stage, these objectives are:

- To develop, within the project, a deep knowledge and understanding of the current thinking of leading experts in various aspects of implementation processes.
- To use that knowledge to inform our various interested stakeholder communities so that discussion of that subject can be as knowledgeable and useful as possible.
- To ensure that implementation is designed in a way that is accepted by the various stakeholders – i.e. that the stakeholders agree with and are in a position to implement suggestions.
- To ensure that we do not pursue research ideas in depth before the question of how results could be implemented is addressed.

[3] Article 5.

- To attempt to ensure that as problems are focused, practical ways of addressing them are focused at the same time.

a) Steps in the process

There will undoubtedly be some changes involved in this plan. But current plans are roughly as follows:

- **Phase 1** We will solicit three to four very experienced outside experts to prepare and deliver presentations at our initial workshop.

- **Phase 2** We will hold the initial workshop on the 24th and 25th of July 2000 in Geneva, Switzerland. Invitees will be a diverse group characterised by their personal knowledge of implementation issues related to sustainability in government, in industry, and in organisations from civil society.

- **Phase 3** Following the workshop, we will – through Research Fellows and contracted research – undertake a review of current practices and ideas around implementation. This may include case studies on good and bad practice, and constraints to implementation, as well as a survey of implementation approaches that have proved successful in other industry sectors.

- **Phase 4** We will hold a series of three or four small workshops with different stakeholder communities to get their reaction to the ideas developed. One or more of the experts may be asked to attend as well. These workshops will be respectively with (a) industry (all sponsors, and perhaps some others should be invited to send representatives), (b) governments (we are hoping to facilitate this through the World Mines Ministers Forum or another event at which the mines ministers would be present), and (c) civil society. The first of these workshops would be held perhaps 1 November. The last of them would be conducted by 28 February 2001.

- **Phase 5** The ideas from these workshops and those coming out of the wider programme of research and analysis will be pulled together by us (with perhaps some consultant help) into a document capable of the widest possible circulation. This needs to be done by 15 April 2001.

- **Phase 6** The consultants, plus selected other actors identified in the preceding stages, will be "fed in" to ongoing dialogues and discussions on various of the topical issues we are discussing in the Research and Analysis and Stakeholder Engagement processes to inform these efforts.

b) Budget

The proposed budget for this element of the project is as follows:

4.	**Implementation Meetings**	Total $	Sponsors pool	Restricted Sponsors	Total £
4.1	Initial meeting (Geneva)	$25,000	$20,000	$5,000	£15,625
4.2	Three follow up meetings	$75,000	$60,000	$15,000	£46,875
	Total	**$100,000**	$80,000	$20,000	**£62,500**

MILESTONES

24 July 2000	Workshop on implementation in Geneva, Switzerland.
10 September 2000	Papers due on potential implementation strategies for MMSD.
1 November 2000	First of the three sectoral implementation workshops is held.
28 February 2001	Last of the three sectoral implementation workshops has been held.
15 April 2001	Implementation strategy document.

PROJECT STRUCTURE

1. A Decentralised Approach: Regional Partnerships

A look at the guiding principles set out in the Scoping Report quickly shows why it is necessary that the project be decentralised.

It is simply not realistic to think that a staff centralised in one office could possibly conduct a process which would "understand[.] issues across the world in different locations, both in the developed and developing worlds," or "ensur[e] that the needs and priorities of developing countries are fully represented," or "tackl[e] the full range of minerals across the world's regions" or "recognis[e] the complexity of the mining and minerals arena, [and] the local specificity of many problems." Even if it managed

somehow to do that, it would have a very hard time convincing others that it had dome so in any credible way**.**

The need for some kind of project presence in some of the principal mineral producing and consuming regions is felt in all four of MMSD's areas of work:

- In ***stakeholder engagement,*** there are strong rationales for developing such processes at a regional level. These include the difficulty in identifying all the important actors from the project centre, the costs of assembling large numbers of people on a global basis, the similarity of concerns within regions based on similar economic realities and levels of development, the fact that there are important specific areas of concern which may be acute in some places but nonexistent in others, and a variety of other concerns. If we are going to try to make dialogue more possible by building trust, that has to be done on the local and not just the global level.

- In ***research,*** there are many kinds of information which require local knowledge and contacts to obtain, to understand, or to explain. Moreover, research priorities differ regionally. In addition, the project can play an important role in building research capacity, which is a high priority in most regions.

- In ***information and communication,*** regional institutions have a clear advantage in knowing who to communicate with and how to reach them, and in disseminating the project results. They are also a much more sensitive and promising channel for the project to hear the concerns and ideas of people in those regions than is trying to organise that from London.

- It seems probable – given the differing priorities and regional capacities - that many possible forms of ***implementation*** could be handled more efficiently and effectively from a regional centre than from project headquarters.

We plan on proceeding to identify five to six key regional partner institutions (or consortia) around the world, who would assist with these tasks on a regional basis.

It is important to recognise that we are not trying to ensure that every region or country in the world is included somehow in this process. That would be excessively ambitious for a project which has already grown significantly beyond the early vision.
The idea will simply be to establish a strong regional presence in selected parts of the world with important concentrations of mineral production and consumption. For areas where some activity proves necessary but which are not directly covered by one of the regional centres, there are other options, as described below.

Criteria for choosing regional partner institutions will include:

- Acceptability to a broad range of stakeholders.
- Credibility in sustainable development.
- Credibility in mining.
- Dedication to quality work and willingness to work to deadlines.
- Willingness to work outside a purely national framework.

Specific activities will be negotiated with each centre, recognising that one of the advantages of decentralisation is that we do not need to employ exactly the same approach in each case but can adjust the approach to the reality of each region.

Substantial opportunities for raising funds exist in some but not all regions; in some cases these are constrained by the short life span of this project as compared to the long project cycles of aid agencies or others potential sponsors. We anticipate that some but perhaps not all of the regions will form a regional sponsorship organisation to raise some of the funds needed for these activities. But the more quickly MMSD wants this done, the more MMSD is going to have to pay costs itself.

The activities expected in general will include these:

a) Scoping Report

At the outset, we will ask each of our regional partners to prepare a 10-20 page document describing a Draft Action Plan beginning July 2000 and ending December 31 2001. The report will include a schedule of activities and a preliminary budget.

b) Stakeholder Engagement.

We anticipate that the regional partner would undertake these activities. At the same time we understand that some regions have in fact already undertaken some of these steps, or that they could be effectively combined with other planned events. In all cases the plan would be to take maximum advantage of existing efforts rather than attempting to start anew.

- **Stakeholder meeting.** Organise at least one major stakeholder meeting in the region, in which the goal is to bring together the various actors to discuss regional issues related to the transition to sustainability and its relationship to the mining and minerals sector. Concrete outputs would include a clearer definition of the issues of concern in the region, and the formation of some form of multi-stakeholder regional Steering Committee or regional Assurance Group, where one does not already exist, as well as wide dissemination of information about the project.

- **Preliminary planning sessions.** It may well be that some stakeholder groups are reluctant to want to engage more broadly without some opportunity to sort their issues out with colleagues sharing their views first. Thus it may be necessary to provide for one or more preliminary meetings to ensure that there is a chance to engage groups who feel this need.

- **Steering Committee.** We would very much like to come out of the stakeholder process with functioning ongoing consultative bodies which would provide a long term platform in which stakeholders could engage other actors within a framework of growing confidence and mutual respect, which would have some role as well in advising the regional partner organisation to ensure that it continues to be as sensitive as possible to the concerns of all actors.

MILESTONES

1 July 2000	First regional partner is identified and agreement reached.
1 August 2000	First regions start detailed planning for stakeholder events.
30 September 2000	First workshop has been held to develop, together with regional partners, concepts to govern stakeholder engagement process.
1 October 2000	Regional partnership relationships have been established in five to six regions.
30 November 2000	Second workshop has been held to develop, together with regional partners, concepts to govern stakeholder engagement process.
1 December 2000	All regions have now begun detailed planning for stakeholder events.
1 December 2000	First major stakeholder event is held.
15 May 2001	All stakeholder events have now been held.
1 June 2001	Some form of regional multistakeholder steering committee or advisory group has been formed in each of the regions.

c) Research and Analysis

We anticipate that each regional partner will, as part of its commitment to MMSD, be ready, willing and able to perform (or contract others to perform) specific research tasks at the request of the central project. This will give the central project the ability to mobilise knowledgeable regional institutions to gather information according to some common plan.

In addition, we believe that each regional partner, acting under general guidelines established by MMSD, should be free to develop a research agenda around topics which it, after serious consultation with regional stakeholders, determines to be priorities. The resulting regional reports should, we believe, do much to enrich the MMSD process and its various outputs.

MILESTONES

1 July 2001	First regional reports published
1 October 2001	All regional reports published

d) Communication

MMSD wants to ask regional partners to undertake a significant role in publicizing the project locally, informing stakeholders regionally, and building data bases of interested individuals and institutions.

In addition, we envision that information collected and expertise developed will through MMSD will be used to form the basis of regional resource centres which will be sustained beyond the life of the project.

MILESTONES

1 September 2000	First regional data base begins operation
1 January 2001	All regional data bases are in operation

e) Implementation

It is anticipated that the issue of implementation will be a principal topic for the regional steering committee and a principal motive for convening it.

f) Budget

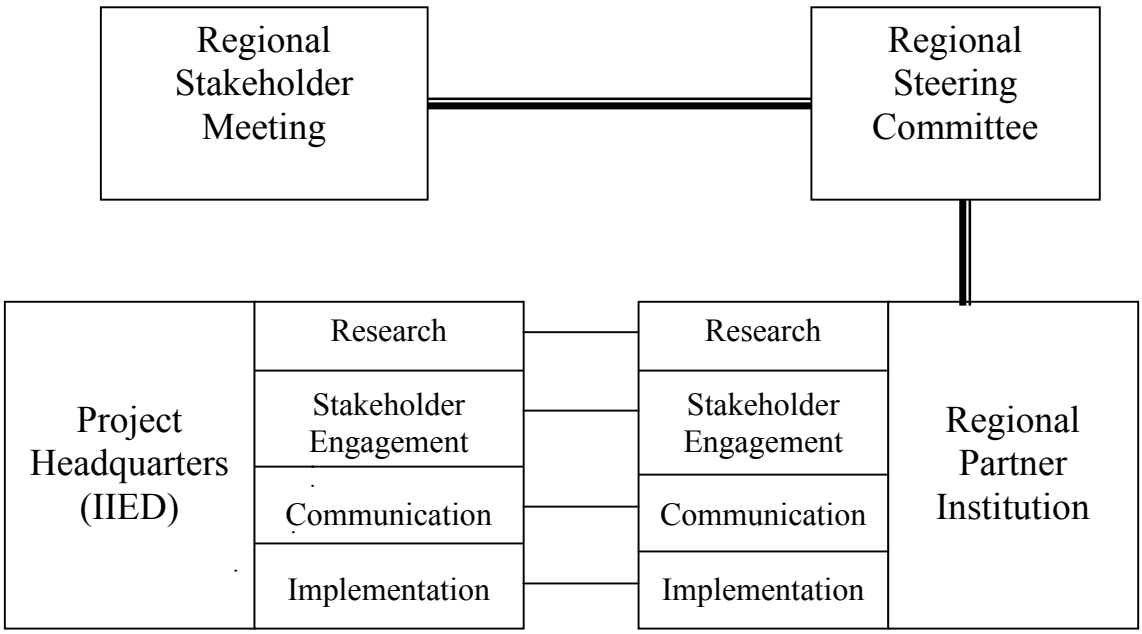
The proposed budget for these activities is as follows:

Regional Activities	Total $	Sponsors pool	Restricted sponsors		Total £
Regular Regions					
Scoping study	$10,000	$5,000	$5,000		£6,250
Coordinator (18 months)	$75,000	$75,000	0		£46,875
Overheads @15%	$11,000	$11,000	0		£6,875
Travel and Costs	$14,000	$14,000	0		£8,750
Subtotal	$110,000	$105,000	$50,000	subtotal	£68,750
Engagement					
Meetings x 12 people x 2	$16,000	$8,000	$8,000		£10,000
Meetings x 60 people x 1	$500,000	$25,000	$25,000		£31,250
Facilitator	$5,000	$2,500	$2,500		£3,125
Miscellaneous costs	$4,000	$2,000	$2,000		£2,500
Subtotal	$75,000	$37,500	$37,500		£46,875
Commissioning budget	$100,000	$50,000	$50,000		£62,500
Communications	$15,000	$15,000	0		£9,375
Regional Resource Centre	$10,000	$10,000	0		£6,250
Implementation x 1 meeting of Steering Committee	$15,000	$15,000	0		£9,375
TOTAL	**$325,000**	**$232,500**	**$92,500**		**£203,125**

As indicated above, there will undoubtedly be some regional variations in the requirements, and in the ability to raise some of these funds in the region through a regional Sponsoring Group or otherwise. We do not have an excess of time to get these processes moving, however, which indicates that we should in fact budget as above.

For six processes of this type, the total would therefore be $1,950,000.

The proposed regional structure is depicted as follows:



g) Regional Research Workshops

In some regions, such as the former Soviet Union or China, it may simply be too ambitious in the limited life span of this project to be attempting broad stakeholder engagement processes or development of regional centres of work.

At the same time, these areas may simply be too important as mineral producing or consuming regions not to try to engage them in the MMSD process.

We envision in such regions a more abbreviated process, consisting of recruiting one or more outside partners to work with us to identify a number of different people, representing reasonably diverse background and expertise, who would be invited to an early research workshop at which the goals would include:

- Identifying principal sustainability issues in the region which related to mining and minerals.
- Discussing how these can best be researched and incorporated into the project's outputs.
- Attempting to identify the most effective way that MMSD can operate in the region.

We anticipate in this way also to identify people who may serve as researchers and to put together appropriate review processes for research and analysis generated within the region.

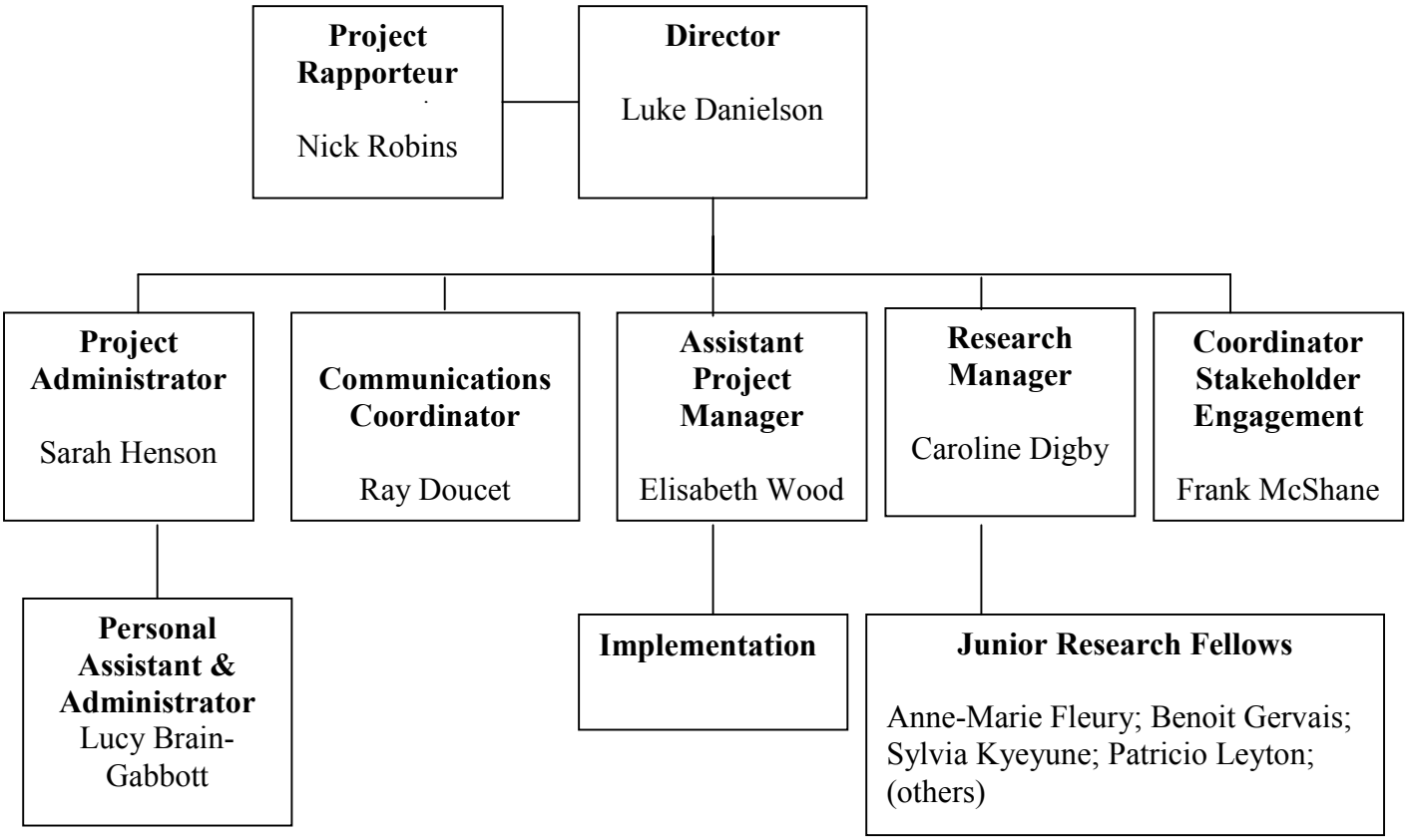
MILESTONES

15 October 2000	First regional research workshop has been held.
1 January 2001	Second regional research workshop has been held.

On this basis we have calculated a budget which allocates $50,000 to each of these two workshops, for a total of $100,000.

2. Core Work Group

The IIED Core staff structure corresponds to the project structure. A current organisational diagram is as follows:



3. Governance

At the Strategic Planning Workshop, concern was raised regarding the governance of the project and, in particular, the role and representation of the Assurance Group. These concerns were conveyed at the First Meeting of the Assurance Group in discussions of the Draft Charter and selection additional Members.

Sixteen of the twenty-four Assurance Group members have been appointed. The remaining eight will be selected by the Group Members to ensure a spread of representation of key stakeholders and geographical areas.

OUTCOMES

- Defined implementation process.
- Agreed principles of engagement.
- 3-4 global dialogues on key issues.
- Stronger regional research capabilities.
- Broad dissemination of a thorough survey of available information (possible series of CDs).
- Report (may be a constellation of objects, not just a document).
- Agenda for future research (global and regional).
- Platforms for engagement at the regional level.
- Action agenda (global and regional).
- Identification of attendees for May 2002 meeting.

AFTER THE PROJECT

Phases I and II of the project is to last slightly more than two years. At that time, IIED has committed to bring the project to an end under its auspices. This is a key commitment because it makes it possible to work more cooperatively with existing institutions that are less likely to see the project as a long term competitor for resources.

This does *not* mean that all elements of the project would or should come to an end. For example, if MMSD has succeeded in getting started a dialogue among stakeholders on a key issue, which all concerned believe is headed in a positive direction, it would be

foolish not to try to continue it in a new institutional home. And clearly, the idea is that the regional partner organisations we affiliate with will be existing institutions, selected in part precisely because they are expected to have a future role in mining and minerals research, which we hope will include activities building on achievements during the life of this project.

PART III: MILESTONES

MILESTONES JULY 2000

1 July 2000	First version of research topics list for Research Fellows must be completed.
1 July 2000	First Research Fellows start work.
1 July 2000	First regional partner is identified and agreement reached.
15 July 2000	Publish revised compilation of ideas and solicit any additions.
5 August 2000	Identify limited list of "must do" research topics.
24 July 2000	Workshop on implementation in Geneva, Switzerland.

MILESTONES AUGUST 2000

1 August 2000	End of "compilation" stage. We remain open to new ideas but shift focus to organising ideas.
1 August 2000	First research focus process identified.
1 August 2000	First regions start detailed planning for stakeholder events.
15 August 2000	Contracts awarded or other arrangements made for first "must do" topics.
15 August 2000	First subject for convening a global dialogue identified.
28 August 2000	Second meeting of the Assurance Group.

MILESTONES SEPTEMBER 2000

1 September 2000	First regional database begins operation.
10 September 2000	Papers due on potential implementation strategies for MMSD.
30 September 2000	First workshop has been held to develop, together with regional partners, concepts to govern stakeholder engagement process.
30 September 2000	End of "systematisation"stage. Project publishes master systematisation of topics.

MILESTONES OCTOBER 2000

1 October 2000	Regional partnership relationships have been established in five to six regions.
15 October 2000	First regional research workshop has been held.

MILESTONES NOVEMBER 2000

1 November 2000	First of the three sectoral implementation workshops is held.
30 November 2000	Second workshop has been held to develop, together with regional partners, concepts to govern stakeholder engagement process.
30 November 2000	End of "filtering" stage. Revised master list of project plans and outputs is published.

MILESTONES DECEMBER 2000

1 December 2000	All regions have now begun detailed planning for stakeholder events.
1 December 2000	First major stakeholder event is held.

MILESTONES JANUARY 2001

1 January 2001	Second regional research workshop has been held.
1 January 2001	All regional data bases are in operation
15 January 2001	Develop and publish best practice guide or statement of principles for stakeholder engagement.

MILESTONES FEBRUARY 2001

28 February 2001	Last of the three sectoral implementation workshops has been held.

MILESTONES APRIL 2001

15 April 2001	Implementation strategy document.

MILESTONES MAY 2001

15 May 2001	All stakeholder events have now been held.

MILESTONES JUNE 2001

1 June 2001	Some form of regional multistakeholder steering committee or advisory group has been formed in each of the regions.

MILESTONES JULY 2001

1 July 2001	First regional reports published.

MILESTONES OCTOBER 2001

October 2001	All regional reports published.
15 October 2001	First draft of report containing results of project ready.

MILESTONES DECEMBER 2001

15 December 2001	Report of results of project to be sent to WBCSD.

MINING, MINERALS AND SUSTAINABLE DEVELOPMENT
DRAFT BUDGET 21st June 2000

*** = committed costs**
NB All costs are accounted for on a basis of actual costs.

PART 1 - PROJECT CORE

YEAR ONE - CALENDAR YEAR 2000 FROM DECEMBER 1 1999 [13 months]

	1	**LABOUR COSTS**			**COST**
*	1.1	Project Director	LD		70000
*	1.2	Acting Director/Project Rapporteur	NR		45600
*	1.3	Assistant Project Manager	LW		57600
*	1.4	Stakeholder Coordinator	FM		34560
*	1.5	Research Coordinator	CD		34560
*	1.6	Communications Coordinator			28960
*	1.7	Administrator	SH		39096
*	1.8	PA	LB-G		33480
*	1.9	Part-time secretarial assistance			16616
				Sub-Total	*£360,472*
*	1.10	Nigel Cross			9120
*	1.11	Other IIED inputs, consultants and temporary help			70000
				Sub-Total	*£79,120*
				Total	**£439,592**
	2	**CORE COSTS**			
*	2.1	Office Rent			50000
*	2.2	Overseas Staff Rent			18000
*	2.3	Cabling/Start Up/Photocopier			25000
*	2.4	Travel and subsistence			30000
*	2.5	Core Meetings and Workshops			50000
				Total	**£173,000**
	3	**PERSONNEL**			
*	3.1	Training			8000
*	3.2	Personnel Contingency			5000
*	3.3	Recruitment			25000
				Total	**£38,000**
	4	**OFFICE COSTS**			
*	4.1	Photocopying			10000
*	4.2	Communication			10000
*	4.3	Postage			10000
*	4.4	Computers and Printers			10000
*	4.5	Office Supplies and Sundry			7500
				Total	**£47,500**
	5	**FINANCE**			
*		Finance and Banking Costs		***Total***	**£4,000**
	6	**INFORMATION**			
*	6.1	Information and Promotion			10000
*	6.2	Books, Subscriptions etc			5000
				Total	**£15,000**

TOTAL IIED YEAR ONE	**£717,092**
	$1,147,347

YEAR TWO - CALENDAR YEAR 2001

	1	**LABOUR COSTS**		
*	1.1	Project Director		84604
	1.2	Acting Director/Project Rapporteur		35880
	1.3	Assistant Project Manager		60480
*	1.4	Stakeholder Coordinator		80064
*	1.5	Research Coordinator		80064
*	1.6	Communications Coordinator		53856
*	1.7	Administrator		53856
*	1.8	PA		46080
*	1.9	Part-time secretarial assistance		23040
			Sub-Total	*£517,924*
	1.10	Nigel Cross		9384
	1.11	Other IIED Inputs, consultants and temporary help		35000
			Sub-Total	*£44,384*
			Total	**£562,308**
	2	**CORE COSTS**		
*	2.1	Office Rent		50000
*	2.2	Overseas Staff Rent		18000
	2.3	Travel and subsistence		40000
	2.4	Core Meetings and Workshops		30000
			Total	**£138,000**
	3	**PERSONNEL**		
	3.1	Training		5000
	3.2	Personnel Contingency		5000
	3.3	Recruitment		0
	3.4	Relocation		0
			Total	**£10,000**
	4	**OFFICE COSTS**		
	4.1	Photocopying		10000
	4.2	Communication		10000
	4.3	Postage		10000
	4.4	Computers and Printers		5000
	4.5	Office and Sundry Costs		7500
			Total	**£42,500**
	5	**FINANCE**		
		Finance and Banking Costs		**£4,000**
	6	**INFORMATION**		
	6.1	Information and Promotion		11500
	6.2	Books, Subscriptions etc		3500
			Total	**£15,000**

TOTAL IIED YEAR TWO	**£771,808**
	$1,234,893

YEAR THREE - JAN-MAR 2002

	1	**LABOUR COSTS**		
*	1.1	Project Director		29689
	1.2	Acting Director/Project Rapporteur		14352
	1.3	Assistant Project Manager		15120
*	1.4	Stakeholder Coordinator		20592
*	1.5	Research Coordinator		20592
*	1.6	Communications Coordinator		13464
*	1.7	Administrator		13464
*	1.8	PA		11520
*	1.9	Part-time secretarial assistance		5632
			Sub-Total	*£144,425*
	1.10	Nigel Cross		3128
	1.11	Other IIED Inputs, consultants and temporary help		20000
			Sub-Total	*£23,128*
			Total	**£167,553**
	2	**CORE COSTS**		
*	2.1	Office Rent		35000
*	2.2	Overseas Staff Rent		5000
	2.3	Travel and subsistence		10000
	2.4	Core Meetings and Workshops		10000
			Total	**£60,000**
	3	**PERSONNEL**		
	3.1	Training		0
	3.2	Personnel Contingency		0
	3.3	Recruitment		0
*	3.4	Relocation		15000
			Total	**£15,000**
	4	**OFFICE COSTS**		
	4.1	Photocopying		3000
	4.2	Communication		2500
	4.3	Postage		3000
	4.4	Computers and Printers		1500
	4.5	Office and Sundry Costs		2000
			Total	**£12,000**
	5	**FINANCE**		
		Finance and Banking Costs		**£1,500**
	6	**INFORMATION**		
	6.1	Information and Promotion		2500
	6.2	Books, Subscriptions etc		1000
			Total	**£3,500**

TOTAL IIED YEAR THREE	**£259,553**
	$415,285

TOTAL COSTS YEAR 1-3	**£1,748,453**
	$2,797,525

Total Committed IIED COSTS **$2,039,571**

PART 2 - PROJECT ACTIVITIES

1. Research and Analysis

		total	sponsors pool	restricted sponsors	
1.1	Literature Review	$100,000	100000	0	£62,500
1.2	Baseline Research	$200,000	50000	150000	£125,000
1.3	Research Workshops (5-6)	$260,000	190000	70000	£162,500
1.4	Research Fellows (x6)	$160,000	60000	100000	£100,000
1.5	Miscellaneous consultants	$85,000	85000	0	£53,125
1.6	Company performance data	$300,000	0	300000	£187,500
1.7	Commissioned topic research (note1)	$860,000	510000	350000	£537,500
	subtotal	$1,965,000	$995,000	$970,000	
				TOTAL	**£1,228,125**
					$1,965,000

2. Stakeholder Engagement

		total	sponsors pool	restricted sponsors	
2.1	Strategic support of regional processes - consultants	$40,000	$40,000	0	£25,000
2.2	Strategic stakeholder meetings (note 2)	$1,050,000	$50,000	$1,000,000	£656,250
		$1,090,000	$90,000	$1,000,000	
				TOTAL	**£681,250**
					$1,090,000

3. Information and Communications

		total	sponsors pool	restricted sponsors	
3.1	Website	$13,000	$13,000	0	£8,125
3.2	Bulletins & promotional material	$32,000	$32,000	0	£20,000
3.3	Publications	$39,000	$39,000	0	£24,375
3.4	Dissemination	$48,000	$48,000	0	£30,000
3.5	Database	$5,625	$5,625	0	£3,516
3.6	Information / archive management	$32,000	$32,000	0	£20,000
	total	$169,625	$169,625	0	
				TOTAL	**£106,016**
					$169,625

4. Implementation Meetings

		total	sponsors pool	restricted sponsors	
4.1	Initial meeting (Geneva)	$25,000	$20,000	$5,000	£15,625
4.2	3 follow up meetings	$75,000	$60,000	$15,000	£46,875
		$100,000	$80,000	$20,000	
				TOTAL	**£62,500**
					$100,000

5. Regional Activities (Note 3)

	total	sponsors pool	restricted sponsors	
Regular regions (x6)				
Scoping study	$10,000	$5,000	$5,000	£6,250
Coordinator (18 months)	$75,000	75000		£46,875
Overheads @15%	$11,000	11000		£6,875
Travel and Costs	$14,000	14000		£8,750
subtotal	**$110,000**	$105,000	$5,000	**£68,750**
Engagement				
meetings x 12 people x 2	$16,000	$8,000	$8,000	£10,000
meetings x 60 people x 1	$50,000	$25,000	$25,000	£31,250
facilitator	$5,000	$2,500	$2,500	£3,125
miscellaneous costs	$4,000	$2,000	$2,000	£2,500
subtotal	**$75,000**	$37,500	$37,500	**£46,875**
Commissioning budget	**$100,000**	$50,000	$50,000	£62,500
Communications	**$15,000**	$15,000	0	£9,375
Regional Resource Centre	**$10,000**	$10,000	0	£6,250
Implementation x 1 meeting of Steering Committee	**$15,000**	$15,000		£9,375
Sub total	$325,000	$232,500	$92,500	£203,125
Sub total x 6	$1,950,000	$1,395,000	$555,000	£1,218,750
Other regions	$100,000	$100,000		
TOTAL	**$2,050,000**	**$1,495,000**	**$555,000**	
			TOTAL	**£1,281,250**
				$2,050,000

PART 3 - ASSURANCE GROUP COSTS

Assurance Group Costs

	total	sponsors pool	restricted sponsors	
Per diems @ $500 x 15 x 5 x 2 =	$75,000	$75,000	0	£46,875
Contingency	$6,000	$6,000	0	£3,750
Travel @ $2000 x 20 x 5 =	$200,000	$200,000	0	£125,000
Accommodation and food @ approx. $650 per head x 5 x 24 =	$78,000	$78,000	0	£48,750
	$359,000	$359,000	0	
			TOTAL	**£224,375**
				$359,000

SUMMARY

		total $	sponsors pool	restricted sponsors	total £
	PART 1 Project Core	$2,797,525	$2,797,525	0	**£1,748,453**
	PART 2 Project Activities				
1	**Research and Analysis**	$1,965,000	$995,000	$970,000	**£1,228,125**
2	**Stakeholder Engagement**	$1,090,000	$90,000	$1,000,000	**£681,250**
3	**Information and Communications**	$169,625	$169,625	0	**£106,016**
4	**Implementation Meetings**	$100,000	$80,000	$20,000	**£62,500**
5	**Regional Activities**	$2,050,000	$1,495,000	$555,000	**£1,281,250**
	PART 3 Assurance Group Costs	$359,000	$359,000	0	**£224,375**
	Subtotal	**$8,531,150**	**$5,986,150**	**$2,545,000**	**£5,331,969**
	Contingency 5% note 4	$426,557	$299,307	$127,250	£266,598
	GRAND TOTAL	**$8,957,707**	**$6,285,457**	**$2,672,250**	**£5,598,567**

Notes to the budget

Note 1 Potential topics: life cycle study, scenario study, market access study, UNCTAD issues, technology potential study, other x 2

Note 2 Potential topics: Finance, property rights, indigenous people, market access, information, waste management, north/south equity

Budget	total	sponsors pool	restricted sponsors
Initial preparation and meeting	50000		
onward study	200000		
meetings	100000		
	350000		
times 3 (realistic)	*1050000*	*50000*	*1000000*

It may be that there is a 4th meeting, in which case $350,000 will be added to the budget - dependant on specific sponsorship

Note 3 Six regions have been fully priced, namely Australasia, Latin America, Southern Africa, North America, Europe and South East Asia. Russia and China are priced on a 'non-stakeholder basis' at $50,000 each

Note 4 It is assumed that a budget line for monitoring and evaluation will be added in subsequent phases (see contract)

This budget covers work for the core team and project activities from 1 December 1999 to March 2002.

It does not include any estimates for the final report production, printing or dissemination.

The labour costs itemised include: a) salary, social security charges, pensions, insurance, b) IIED overheads to cover accountancy and audit, IT/systems management, personnel, legal and insurance costs, reception and IIED indirect overheads.

MINING, MINERALS AND SUSTAINABLE DEVELOPMENT - COMMITTED COSTS

YEAR ONE - CALENDAR YEAR 2000 FROM DECEMBER 1 1999 [13 months]

LABOUR COSTS (inclusive of all UK employment costs)

		Rate	60%	Rate		Days	Cost
Project Director	LD	420	252	511		150	76560
Acting Director/Project Rapporteur	NR	285	171	456		100	45600
Assistant Project Manager	LW	200	120	320		180	57600
Stakeholder Coordinator		240	144	384		135	51840
Research Coordinator		240	144	384		135	51840
Information Officer		181	108.6	289.6		135	39096
Administrator		181	108.6	289.6		135	39096
PA		155	93	248		135	33480
					£		**395112**
Nigel Cross		380	228	608		10	6080
Other IIED Inputs							25000
External Consultants							10000
Sub-Total							**41080**
TOTAL					**£**		**436192**
CORE COSTS							
Rent							50000
Overseas staff rent							15000
Cabling/Start Up/Photocopier							20000
Travel				1000		30	30000
Core Meetings and Workshops				10000		3	30000
TOTAL					**£**		**145000**
PERSONNEL							
Training							8000
Personnel Contingency							5000
Recruitment							25000
TOTAL					**£**		**38000**
OFFICE COSTS							
Photocopying							10000
Communications							10000
Postage							10000
Computers and Printers							10000
Office Supplies and Sundry							7500
TOTAL					**£**		**47500**
FINANCE AND BANKING COSTS							**4000**
INFORMATION							
Information and Promotion							10000
Books, Subscriptions etc							3000
TOTAL							**13000**
TOTAL IIED YEAR ONE					**£**		**683692**
					$		**1093907.2**

YEAR TWO - CALENDAR YEAR 2001

LABOUR COSTS

		Rate	60%	Rate	Days	Cost
Project Director	LD	450	270	720	180	95040
Stakeholder Coordinator		247	148.2	395.2	180	72000
Research Coordinator		247	148.2	395.2	180	72000
Information Officer		187	112.2	299.2	180	53856
Administrator		187	112.2	299.2	180	53856
PA		160	96	256	180	46080
TOTAL					**£**	**392832**

CORE COSTS

Rent		50000
Overseas Staff Rent		15000
TOTAL	**£**	**50000**

TOTAL IIED YEAR TWO	**£**	**442832**
	$	**708531.2**

YEAR THREE - JAN-MAR 2002

LABOUR COSTS

		Rate	60%	Rate	Days	Cost
Project Director	LD	450	270	720	45	23760
Stakeholder Coordinator		247	148.2	395.2	45	18000
Research Coordinator		247	148.2	395.2	45	18000
Information Officer		187	112.2	299.2	45	13464
Administrator		187	112.2	299.2	45	13464
PA		160	96	256	45	11520
TOTAL					**£**	**98208**

CORE COSTS

Office Rent		35000
Overseas Staff Rent		4000
TOTAL	**£**	**35000**

PERSONNEL

Relocation		15000
	£	**15000**

TOTAL IIED YEAR THREE	**£**	**148208**
	$	**237132.8**

TOTAL COSTS YEAR 1-3	**£**	**1274732**
	$	**2039571.2**

MINING, MINERALS AND SUSTAINABLE DEVELOPMENT
CORE COSTS
DRAFT BUDGET- MARCH 10 2000

Notes to the Budget

This budget covers work for the core team from 1 December 1999 to March 2002. The budget does not include any estimates for the final report production, printing or dissemination.
The labour costs itemised include salary, social security charges, pensions, insurance, as well as IIED overheads to cover accountancy, information, management, personnel and other services.

*committed

PART 1 - PROJECT CORE

YEAR ONE - CALENDAR YEAR 2000 FROM DECEMBER 1 1999 [13 months]

LABOUR COSTS (inclusive of all UK employment costs)

			Rate	60%	Rate	Days	Cost
*	Project Director	LD	420	252	672	150	100800
*	Acting Director/Project Rapporteur	NR	285	171	456	100	45600
*	Assistant Project Manager	LW	200	120	320	150	48000
*	Stakeholder Coordinator		240	144	384	135	51840
*	Research Coordinator		240	144	384	135	51840
*	Information Officer		181	109	289.6	135	39096
*	Administrator		181	109	289.6	135	39096
*	PA		155	93	248	135	33480
						£	**409752**
*	Nigel Cross		380	228	608	10	6080
*	Other IIED Inputs						25000
*	External Consultants						10000
	Sub-Total						**41080**
	TOTAL					**£**	**450832**

CORE COSTS

					Cost	Trips	
*	Rent						50000
*	Cabling/Start Up/Photocopier						20000
*	Travel				1000	30	30000
*	Core Meetings and Workshops				10000	3	30000
	TOTAL					**£**	**130000**

PERSONNEL

*	Training						8000
*	Personnel Contingency						5000
*	Recruitment						25000
	TOTAL					**£**	**38000**

OFFICE COSTS

*	Photocopying						7500
*	Communications						10000
*	Postage						7500

*	Computers and Printers						10000
*	Office Supplies and Sundry						7500
	TOTAL					**£**	**42500**
*	**FINANCE AND BANKING COSTS**						**4000**
	INFORMATION						
*	Information and Promotion						10000
*	Books, Subscriptions etc						3000
	TOTAL						**13000**
	TOTAL IIED YEAR ONE					**£**	**678332**
						$	**1085331**

YEAR TWO - CALENDAR YEAR 2001

LABOUR COSTS

			Rate	60%	Rate	Days	Cost
*	Project Director	LD	450	270	720	180	129600
	Acting Director/Project Rapporteur	NR	295	177	472	75	35400
	Assistant Project Manager	LW	210	126	336	180	60480
*	Stakeholder Coordinator		247	148	395.2	180	71136
*	Research Coordinator		247	148	395.2	180	71136
*	Information Officer		187	112	299.2	180	53856
*	Administrator		187	112	299.2	180	53856
*	PA		160	96	256	180	46080
						£	**521544**
	Nigel Cross		391	235	625.6	10	6256
	Other IIED Inputs						25000
	External Consultants						10000
	Sub-Total						**41256**
	TOTAL					**£**	**562800**
	CORE COSTS						
*	Rent						50000
					Cost	Trips	
	Travel				1000	30	30000
	Core Meetings and Workshops				10000	3	30000
	TOTAL					**£**	**110000**
	PERSONNEL						
	Training						5000
	Personnel Contingency						5000
	Recruitment						0
	Relocation						0
	TOTAL					**£**	**10000**
	OFFICE COSTS						
	Photocopying						7500
	Communications						10000
	Postage						7500
	Computers and Printers						5000
	Office and Sundry Costs						7500
	TOTAL					**£**	**37500**

	FINANCE AND BANKING COSTS						**4000**
	INFORMATION						
	Information and Promotion						10000
	Books, Subscriptions etc						3000
	TOTAL					**£**	**13000**
	TOTAL IIED YEAR TWO					**£**	**737300**
						$	**1179680**

YEAR THREE - JAN-MAR 2002

			Rate	60%	Rate	Days	Cost
*	Project Director	LD	450	270	720	45	32400
	Acting Director/Project Rapporteur	NR	295	177	472	30	14160
	Assistant Project Manager	LW	210	126	336	45	15120
*	Stakeholder Coordinator		247	148	395.2	45	17784
*	Research Coordinator		247	148	395.2	45	17784
*	Information Officer		187	112	299.2	45	13464
*	Administrator		187	112	299.2	45	13464
*	PA		160	96	256	45	11520
						£	**135696**
	Nigel Cross		391	235	625.6	5	3128
	Other IIED Inputs						15000
	External Consultants						5000
	Sub-Total						**23128**
	TOTAL					**£**	**158824**
	CORE COSTS						
*	Rent						25000
					Cost	Trips	
	Travel				1000	10	10000
	Core Meetings and Workshops				10000	1	10000
	TOTAL					**£**	**45000**
	PERSONNEL						
	Training						0
	Personnel Contingency						0
	Recruitment						0
*	Relocation						15000
	TOTAL					**£**	**15000**
	OFFICE COSTS						
	Photocopying						1500
	Communications						2500
	Postage						2500
	Computers and Printers						1500
	Office and Sundry Costs						2000
	TOTAL					**£**	**10000**
	FINANCE AND BANKING COSTS					**£**	**1500**

INFORMATION		
Information and Promotion		2500
Books, Subscriptions etc		1000
TOTAL	**£**	**3500**
TOTAL IIED YEAR THREE	**£**	**233824**
	$	**374118.4**
TOTAL COSTS YEAR 1-3	**£**	**1649456**
	$	**2639130**

PART 2 - PROJECT ACTIVITIES

1. Research and Analysis

		$		
1.1	Literature Review	100000		62500
1.2	Regional Reviews	260000		162500
1.3	Baseline Research	300000		187500
1.4	Responsive Research	600000		375000
1.5	Research Workshops	145500		90937.5
1.6	Consultants	60000		37500
1.7	Research Fellows	40000		25000
	TOTAL		**£**	**940937.5**
			$	**1505500**

2. Stakeholder Engagement

Engagement at the Project Level

2.2	Consultants	42000		26250

Regional Engagement

2.3	Regional Meetings	738000		461250
2.4	Regional Bodies	310800		194250
2.5	Regional Coordinators	614000		383750
2.6	Technical Support	36000		22500
2.7	Regional Information	30000		18750

Strategic Engagement

2.8	Stakeholder Meetings	367500		229687.5
	TOTAL	**2138300**	**£**	**1336438**
			$	**2138300**

3. Information and Communications

3.1	Website	25000		15625
3.2	Bulletins	35000		21875
3.3	Dissemination	20000		12500
3.4	Database	51000		31875
3.5	Resource Centres	200000		125000
	TOTAL	**331000**	**£**	**206875**
			$	**331000**

4. Implementation

4.1	Workshop	60000		37500
4.2	Follow-up	75000		46875
	TOTAL	**135000**	**£**	**84375**
			$	**135000**

TOTAL PROJECT ACTIVITIES	**£**	**2568625**
	$	**4109800**

TOTAL COSTS Part 1 + part 2	**£**	**4218081**
	$	**6748930**

MONITORING AND EVALUATION				5%	210904.1
CONTINGENCY				5%	210904.1
TOTAL				**£**	**4639889**
				$	**7423823**
ASSURANCE GROUP					
	Assurance Group	500000		$	500000
				£	312500
GRAND TOTAL				$	**7923823**
				£	**4952389**