

**MINING, MINERALS
& SUSTAINABLE
Development**

**WORK
PLAN
AND BUDGET**

1 October 2000

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PART I: INTRODUCTION

Part I consists of an introduction, explanation of the objectives of the document, the objectives and structure of MMSD, and a review of project activities to date.

PART II: DETAILED NARRATIVE

Part II is a detailed narrative describing expected project activities.

PART III: MILESTONES

Part III is a compilation of the detailed project milestones.

PART IV: FINAL PROJECT BUDGET PLAN

Part IV is the Final Project Budget Plan.

PART I: INTRODUCTION

PREFACE

This Work Plan is the culmination of a series of planning documents designed to define the MMSD Project in operational terms.

This process began with the *Scoping Report* (October 1999), which forms part of the contract between IIED and the WBCSD. The *Scoping Report* set out the basic conception of the Project but does not provide the operational detail for its execution.

The *Draft Project Strategy* (March 2000) was the first attempt to develop a specific conceptual plan, milestones, and revised budget on which the Project could be executed. An important feature of that document was that it introduced the idea of developing regional partnerships to strengthen the MMSD Project, an idea we have been pursuing vigorously since that date.

This is now the fourth draft of this Work Plan. The first version, dated 29 June 2000, was for internal discussion. The second, dated 7 July 2000, was presented to the commercial members of the Sponsoring Group before the date it bears and was discussed by them at a meeting on that date. The third draft, dated 24 August 2000, was discussed by the Project's Assurance Group at their meeting on 28 and 29 August 2000 in Golden, Colorado.

In line with the comments received, this is a much shortened document. We have developed other documents which talk about project origins, project objectives, and expected outcomes. This document is therefore simply a skeleton outline of the project: a brief description of the way it is organised, milestones, and responsibilities.

OBJECTIVES OF THIS REPORT

An earlier version of this report was presented to the Sponsoring Group in July 2000.

This Work Plan seeks to fulfil the following objectives:

- To provide a clear plan of work, milestones, and support for a final project budget, as contemplated by the contract between the World Business Council for Sustainable Development and IIED.
- To finish 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 of the Project as outlined in those documents. While in a dynamic Project periodic review of the work plan will be required, Project management now needs a greater degree of clarity as to whether it can continue to operate on this Plan and with this budget.

- To provide the basic tool which will be used by project management for planning, financial control, and evaluation as the project becomes much more active and complex.
- To inform our Assurance Group, Sponsoring Group, IIED management, the World Business Council and our many other stakeholders in detail of project plans and intentions.
- To serve as a basis for amendment to the existing contract between IIED and the World Business Council consistent with the following contents.

PROJECT OBJECTIVES

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 was approved was as follows:

- 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 issues that will ever be faced by the mining and minerals industries. At best, 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.

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.

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.

ELEMENTS OF THE MMSD PROJECT

The MMSD Project is organised around four distinct elements or functions. Each of these has a vital role in the overall success of the Project, and each is the responsibility of one of the Project’s senior managers.

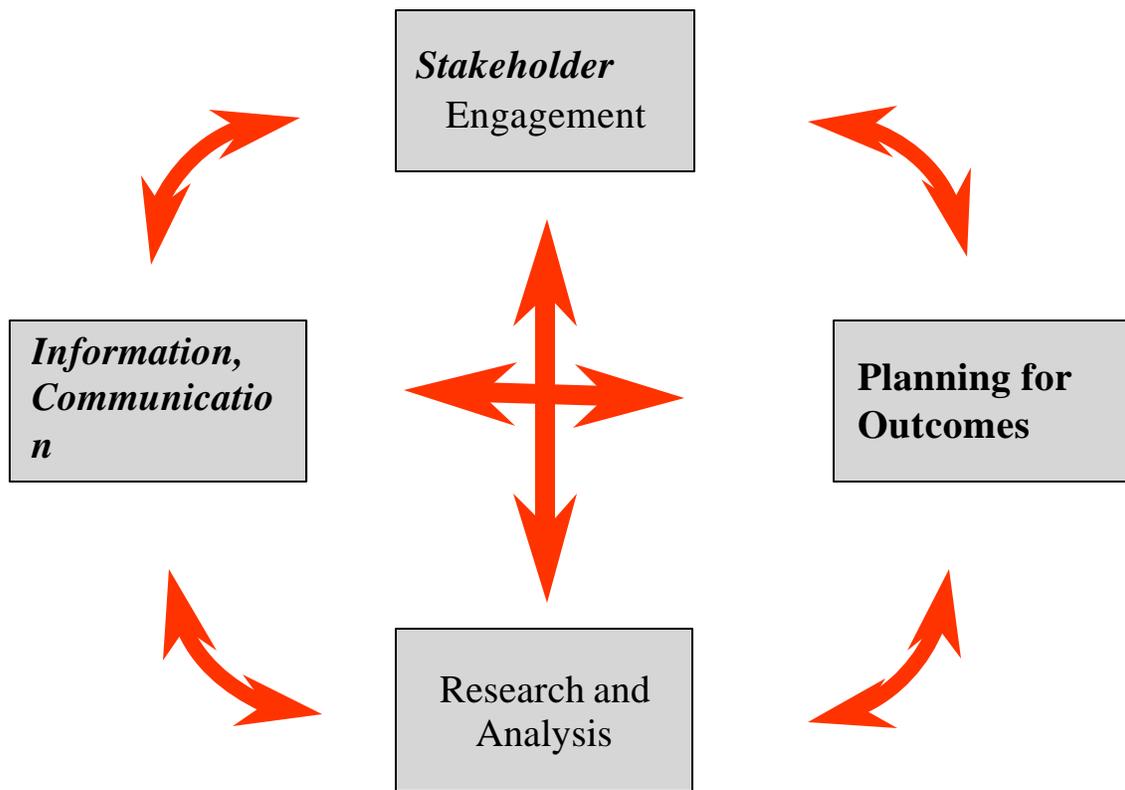
These four elements and the responsible managers are:

- Research and Analysis/Caroline Digby
- Stakeholder Engagement/Frank McShane
- Planning for Outcomes/Elisabeth Wood
- Information Communication and Dissemination/Ray Doucet

The MMSD Project will undertake many individual activities. Each activity will incorporate all four of these elements.

Lead responsibility for managing each activity, keeping it within budget, and meeting milestones will be assigned to the appropriate manager depending on which element predominates in its conception and design. But *all four members of the management team* will have a role in the conception of each activity, and continuing role in review and monitoring, to ensure that it incorporates and continues to develop all necessary elements.

CONCEPTUAL FRAMEWORK OF THE MMSD PROJECT



PART II: DETAILED ACTIVITIES

PROJECT ELEMENTS

Section A of this Part II describes the proposed activities for *each of the project's four elements*: stakeholder engagement; research and analysis; communication and information; and planning for outcomes, at the level of the Project's Centre at IIED in London. Part B below will describe the *regional processes*.

A. Organisation and Activities At The Project Centre

As previously described, the Project is organised in four elements. Each of these is dealt with in turn..

1. *Stakeholder Engagement*

The stakeholder engagement element of the project is intended to promote an equitable, constructive, secure, and transparent set of processes for engagement of all interested stakeholders. It will have three components. These are:

- Assisting in assuring that there is an adequate plan for stakeholder engagement at the Project level *and* in each of the individual Activities the Project undertakes. This will include identifying and engaging with diverse participants in the various research workshops and other events which the project will develop.
- 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) **Stakeholder Engagement in Project Activities**

Other elements of the Project, such as Research and Analysis, Communications, or Planning for Outcomes will be leading a number of specific Project Activities. It is part of the function of the Project's stakeholder engagement effort to ensure that there is a realistic and effective plan in place for each such Activity to identify and involve principal stakeholders in an appropriate way.

For example, as part of the research element of the project we will be holding a number of research workshops on controversial topics. While these workshops will be principally entrusted to the Research Manager, the Coordinator of Stakeholder Engagement will have a serious shared responsibility for ensuring that there is consultation in designing the workshop, that we find balanced groups of attendees to invite, and to ensure that important sets of views are not left out of the process. The detail and level in which this planning is done will depend on the scale of the activity, available budget, and other factors.

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.

b) 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.

The idea is that MMSD, alone or with other partners, could define as many as three 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.

These global processes will be convened in a way that *could* move towards mediation or consensus building. However, 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:

- Attracting credible partners to conduct these processes in collaboration with MMSD.
- Building processes of this type on as many as three key sets of issues.
- Attracting a broad range of participants into these processes, which includes 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	\$950,000	\$100,000	\$850,000	£593,750
2.3	Facilitators and consultants	\$75,000	\$37,500	\$37,500	£46,875

c) 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 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 in any case in the course of the project. 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.

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.

Stakeholder Engagement	Total \$	Sponsors Pool	Restricted Sponsors	Total £
2.1 Strategic support of regional processes - consultants	\$60,000	\$60,000	\$0	£37,500

MILESTONE

15 May 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.

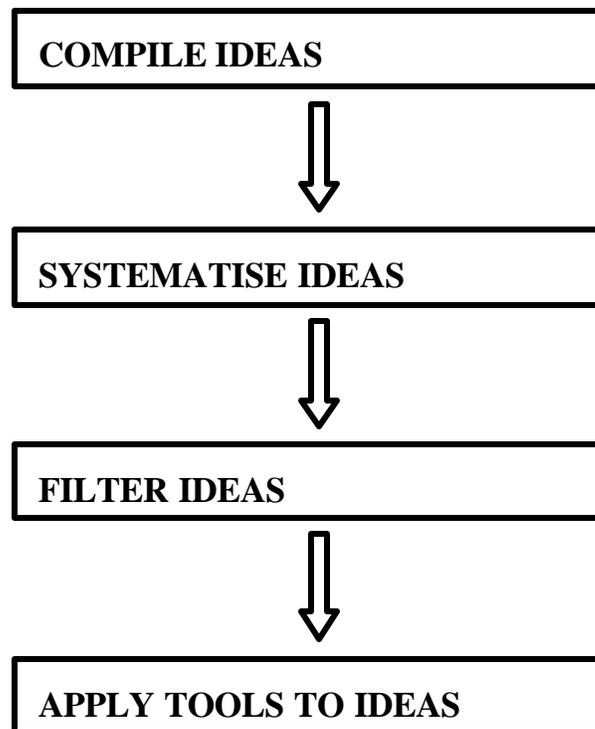
a) **Basic background research**

Some of the effort 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

b) **Indepth research and analysis on specific themes**

There are a bewildering number of themes, concerns and ideas that could potentially be covered under the heading of minerals and sustainable development. The key challenge of the research effort will be to stay focused and select a limited number of high priority projects with carefully structured processes around them. 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. It is important not to let any one group or sector define ideas or set priorities for others.

Starting in mid-1999 with the process leading to preparation of the *Scoping Study* and continuing into August of 2000, MMSD has been not only accepting, but aggressively soliciting ideas for analysis from all parties. While we are still open to new ideas, the emphasis has shifted to the next stages in this process.

SYSTEMATISE IDEAS

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

The task of systematising them or organising them into general themes is a daunting one. We have nevertheless made significant progress in this task leading to a *Proposed Outline for Final Report* which is now being widely circulated for comment.

FILTER IDEAS

The fact that we have identified a theme as pertinent to our work does not indicate how much emphasis and effort we will devote to it, what partners are interested in exploring it with us, what kind of stakeholder participation is needed, or how hard it is to gather meaningful data about it.

There are a number of criteria we are therefore using to *filter* the groups of ideas as we design our research programme. The most obvious of these is whether someone else is already dealing with it successfully. If this is the case, our approach 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 outcomes of our work could practically and efficiently be implemented. In the absence of clear ideas of how implementation could occur we are likely not to proceed in depth, because MMSD wants above all to be *practical in approach*.

We now have a number of ideas which have passed through this filtering process as worthy of special emphasis. Undoubtedly a number of other ideas will shortly be emerging from this process over the next two months.

APPLY TOOLS TO IDEAS

It is becoming increasingly clear that MMSD's main objective should not be to do original research – though some will be undertaken – but instead to gather and synthesise the wealth of information and research that is already being undertaken by a wide variety of actors worldwide.

As we move forward, the focus has thus swung to analysis and synthesis of existing work. We must ensure that we use our limited time and resources to best effect without duplicating other initiatives. Most projects will be done in cooperation with other organisations already active in the subject matter.

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

1. Research fellows

Potentially among the most beneficial elements of the MMSD project is the Research Fellowship Program. We 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. We now have five Research Fellows who bring research skills, commitment and enthusiasm from a variety of disciplines. Three more Fellows will join the project over the next six months. The Fellows come from a range of countries including Canada, Chile, Peru, Uganda (via South Africa), Australia and Britain. 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 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	\$253,000	\$60,000	\$193,000	£158,125
1.5 Miscellaneous Consultants	\$85,000	\$85,000	\$0	£53,125

2. Commissioned research on specific topics

The project is in the process of making agreements with others to perform research on identified tasks in aid of overall development of the report and other project outputs. In most cases this will be commissioned. Several members of the Sponsoring Group have

agreed to undertake specific research tasks as a contribution to the project. Other IIED programmes, including the Environmental Economics Programme and the Sustainable Markets Group, will do some of the work.

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

The majority of the commissioned research will be contracted through procedures and under criteria being developed by the Research Manager.

Research and Analysis		Total \$	Sponsors pool	Restricted sponsors	Total £
1.6	Company performance data	\$300,000	\$0	\$300,000	£187,500
1.7	Topical research	\$880,000	\$500,000	\$380,000	£55,000

3. Research done by regional partners

One of the great advantages of decentralising the project is that we will have established relationships with partners in the principal mineral producing and consuming regions. Our regional partners will have a much better ability than the core Work Group to understand the priority topics and undertake research in their regions. Where applicable, this research will enrich the global research and dialogue through providing regional perspectives.

Some of the research and analysis to be conducted at the regional level will be defined by the regional partner itself. The core Work Group will also be able 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 latter purpose are included in the “Topical research” previously described.

4. 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. These will be constructed to bring those with divergent viewpoints together in an attempt to clarify and focus areas of commonality and areas of divergence. They will be designed in cooperation with the Coordinator of Stakeholder Engagement.

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	\$280,000	\$200,000	\$80,000	£175,000

c) 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.

Research and Analysis		Total \$	Sponsors pool	Restricted sponsors	Total £
1.8	Research in aid of global dialogue	\$100,000	\$50,000	\$50,000	£62,500

MILESTONES

1 July 2000	First Research Fellows start work.
15 July 2000	Revised compilation of ideas and solicit any additions posted on website.
1 August 2000	First research focus process identified.
1 August 2000	First subject for convening a global dialogue identified.
15 August 2000	End of “compilation” stage. While we remain open to new ideas, our focus has now shifted to organising ideas.
15 August 2000	Identified first 5 “priority” research topics and broad framework of analysis.
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. *Information and Communications*

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 has 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 databases of relevant contacts on a worldwide basis.
- Develop and maintain lists of relevant events at which there may be opportunities for publicising 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 criticised 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. This is also related to the following section.

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 IIED¹ 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.

¹ 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	\$25,000	\$20,000	\$5,000	£15,625
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	\$20,000	\$20,000	\$0	£12,500
3.5	Database	\$10,000	\$5,000	\$5,000	£6,250
3.6	Information / archive management	\$32,000	\$32,000	\$0	£20,000
3.7	Consulting services	\$180,000	\$80,000	\$100,000	£112,500
	Total	\$338,000	\$228,000	\$110,000	£211,250

4. Planning for Outcomes

A key component of MMSD is planning for Project outcomes. We do not intend to engage in a theoretical discussion on possible outcomes – it will be for the different stakeholders to define what the outcomes will be in different scenarios. As expressed in the Draft Project Strategy “exactly what that process should be, and how it can be complementary to, rather than duplicative of, other processes, will need to be looked at carefully, in close consultation with key actors, starting at an early stage in the Project.”

The objectives of preparing for outcomes now are to:

- *Understand current thinking:* To develop, within the project, a deep knowledge and understanding of the thinking of leading experts in various aspects of mechanisms for change.
- *Inform stakeholders:* To use that knowledge to inform stakeholders so that discussion of that subject can be as knowledgeable and useful as possible.
- *Engage stakeholders:* Many stakeholders may be reluctant to engage or stay engaged unless they see that MMSD is serious about change.
- *Ensure support for the outcomes:* To ensure that the outcomes of MMSD are accepted and supported by the various stakeholders – i.e. that the stakeholders agree with and are in a position to implement suggestions.
- *Inform the research agenda:* To ensure that we do not pursue research ideas in depth before the question of how results could be implemented is addressed.
- *Ensure practical conclusions:* To attempt to ensure that as problems are focused, practical ways of addressing them are focused at the same time.

- *Maintain momentum:* The project may be able to create a certain amount of momentum on some issues. Once a consensus is reached on what the required change is, that momentum can be lost in some protracted discussion of what tools to use to do the job. Previously identified tools to implement the solutions need to be ready for the problems that are found.
- *Sustain project achievements:* A number of concrete achievements are planned over the course of the next two years, These include: the establishment of regional processes; improved communications and networks; databases of stakeholders, initiatives and knowledge; and increasing capacity, trust and understanding. It is important that, where possible, these achievements are developed in ways that can be sustained after the life of the central project.

a) Steps in the process

Planning for outcomes will be an integral part of all research and stakeholder engagement activities. However, a number of steps are envisaged that relate specifically to outcomes. There will undoubtedly be some changes, but current plans are as follows:

- **Phase 1** We held an initial meeting of experts on *'Preparing for Implementation'* in July 2000 in Geneva. Key goals of the meeting were to:
 - Understand expert thinking on implementation.
 - Learn lessons from other related experiences.
 - Gather considerations for preparing for implementation of the outcomes of MMSD and review the tools available.
 - Inform the selection of research themes.
 - Collect inputs for the work plan on implementation.

This meeting has informed the approach laid out in this section of the document. A draft summary of the meeting, participants and its conclusions is available.

- **Phase 2** We are now preparing an Interim Report on *Planning for Outcomes*. This report is based on contracted and in-house research and involves extensive consultation with individuals from various stakeholder groups. It is intended to provide a common basis for discussion on options for MMSD outcomes. A spectrum of possible outcomes for MMSD will be considered in terms of: effectiveness for the purpose, acceptability to key stakeholders, feasibility, efficiency and measurability.
- **Phase 3** The Interim Report will be used as an input to and discussion for all MMSD stakeholder and research activities at global and regional level to help those involved to develop outcomes appropriate to their area of work.
- **Phase 4** We intend to hold a series of meetings with different stakeholder communities to get their reaction and support to the ideas developed around the

outcomes of MMSD from different Project activities. It is envisaged that these meetings will take place between August and December 2001.

- **Phase 5** The results of this process will be integrated in the Final Report.

b) Budget

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

4.	Preparing for outcomes	Total \$	Sponsors pool	Restricted Sponsors	Total £
4.1	Initial meeting (Geneva)	\$25,000	\$20,000	\$5,000	£15,625
4.2	Follow up	\$75,000	\$60,000	\$15,000	£46,875
4.3	Consultants	\$25,000	\$12,500	\$12,500	£15,625
	Total	\$125,000	\$92,500	\$32,500	£78,125

MILESTONES

24 July 2000	Workshop on preparing for outcomes in Geneva, Switzerland.
30 November 2000	Interim Report on <i>Planning for Outcomes</i> .
Dec 2000 – Aug 2001	Interim Report used as an input to and discussion for all MMSD activities
Aug – Dec 2001	Series of meetings with different stakeholder communities

B. Regional Partnerships And Regional Centres

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 “ensure that the needs and priorities of developing countries are fully represented,” or “tackle the full range of minerals across the world’s regions” or “recognise the complexity of the mining and minerals arena, and the local specificity of many problems.”

MMSD is seeking to establish partnerships with existing organisations in a number of the principal mineral producing and consuming regions of the world to carry forward the work of the Project at the regional level.

The reasons for this approach are several. Among them are:

1. A great deal of very useful research and analysis has been done on a regional basis. The MMSD Final Report will be much enriched by tapping into these sources of information and ideas more deeply than can be accomplished from the project centre in London.
2. While some priority issues will be common throughout the world, others differ between regions. Similarly, some of the outcomes of MMSD will be most appropriately implemented at a regional level.
3. The broad stakeholder engagement process which this project envisions cannot credibly be accomplished without regional bases.
 - In the long run, after this Project is over in 2002, there is a recognised need for a network of strong, regionally-based centres, broadly acceptable to the many stakeholders around the industry, capable of quality research on issues of sustainable development affecting the minerals industries. The Project must have some conception of where its work will be carried forward after the final report in order to Create a network of institutions which will survive after MMSD ends to continue the initiatives it develops.
4. To meet the needs of many regions to support and develop institutions or centres - independent of the control of any single set of stakeholders - to do research, promote open dialogue, disseminate information and develop other be perceived as more than a short term public relations exercise.

This network of regional centres is the best identifiable alternative for meeting all these needs.

At the regional project level the main functions of the MMSD partner are to

- Enhance the effectiveness and efficiency of the MMSD Project in undertaking research and analysis, engaging as broad a base of stakeholders as possible, planning for implementation of Project outcomes, and communicating with the many interested people and institutions worldwide.
- Ensure that the Project makes maximum benefit of important work which has been, and is being, carried out by researchers and institutions worldwide.
- To be a focal point for initiatives related to mining, minerals and sustainable development.

The regional partner also has other functions and responsibilities in relation to the core project which are

- To provide, in collaboration with the core project, contributions to research on global issues where appropriate.
- To collaborate broadly with other regional elements of MMSD on issues of mutual importance
- To contribute to the final project outcomes of the Work Group.

1) Regions in which partnerships are being developed

MMSD is currently exploring the development of partnerships in these regions:

- Australasia
- Europe
- Latin America
- North America
- Southeast Asia
- Southern Africa

While MMSD hopes to form partnerships in each of these regions, the ability to do so depends on factors within the region, including a sense that the process offers benefits to regional researchers and stakeholders, the willingness and capacity of regional institutions to serve as partners, and working through very complex political issues of international cooperation.

To date, the results of the Project's exploration of these partnerships are among the most gratifying and encouraging aspects of MMSD.

Forming strong and effective partnerships in all of these regions is a great challenge. While MMSD is working hard and to date successfully in all of these regions, it may well be that problems will arise which prevent all six of these efforts from being successful. A network composed of even three or four truly effective regional partnerships would be a major accomplishment which immeasurably enriches the Final Report and other MMSD activities.

We are also quite aware that there are very important activities underway in other parts of the world outside these six regions. Yet limitations on management resources, money, and time make it infeasible to try to build full regional partnerships in the areas at this point. Proposals have been submitted to the European Union and the UK

Department for International Development for the funding of a regional partnership in West Africa.

MMSD also intends, to the extent that resources permit, to develop research workshops and individual research projects in a number of other parts of the world. Plans are advancing for such activities in the former Soviet Union/Commonwealth of Independent States. Other possible places in which this approach may be fruitful are China, Japan, or India. The key to success in these efforts will be to find strong regional organisations which share MMSD's basic goals and which will be willing to take the initiative in partnership with MMSD to move these activities forward.

In the process, MMSD will undoubtedly be able to assess the feasibility of formation of regional centres in these areas in the future, and identify actors who could be helpful in such efforts should they be undertaken after the end of this Project.

2) Organisation of the regional centres

While the Work Group established in London and overseen by the Assurance Group is thought to be a good structure for the core project, it is recognised that regional structures may well be different. Clearly, if the regional centres are to be effective in addressing regional issues and engaging regional stakeholders, they need in the first instance to be highly autonomous and established within a governance structure that is regionally appropriate.

As the regionalisation process begins to gain momentum, project experiences from the regions are introducing new and very constructive elements to the MMSD conceptual framework for decentralisation. The MMSD project both welcomes and encourages all initiatives which help to democratise the process of stakeholder involvement. The diverse nature of the regions and the differences in approach mean that the core Work Group in London will also have differing roles in each region. It is envisioned that each region will have some version of the following,

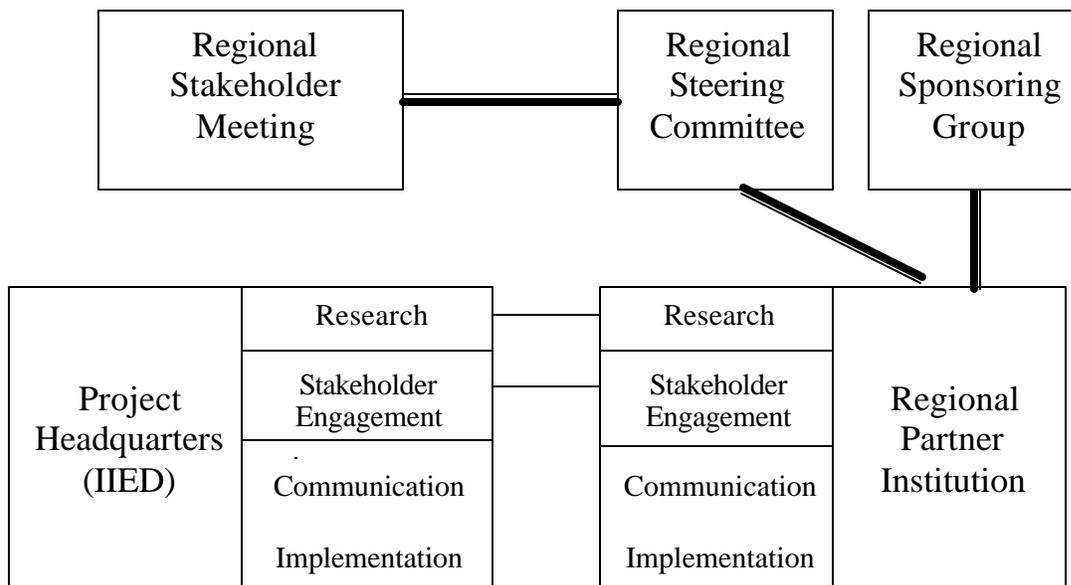
- A multistakeholder **regional steering committee** or advisory group
- **A regional sponsoring group** which will provide resources to expand and deepen the centre's work.

It is part of the mandate of the regional partner organisation and the co-ordinator with the assistance of the core-project when required, to identify and encourage membership of this group. Leaving a regional legacy of the MMSD project largely depends on identifying appropriate regional sponsors to support the work of the regional centre beyond the core project's two years.

The role of this group is one of broad stewardship of the project. Ideally, the group should have a good mix of industry and non-industry sponsors. While it is expressly written into the main Sponsoring Group Charter of the MMSD that sponsors cannot veto the outcomes of the project, sponsors play a valuable role in advising and commenting on Work Group activities and products.

- **A partner institution or consortium** which will execute and administer the project under the direction of a Project Coordinator.
- **A full time Project Coordinator** who will be responsible for managing all project activities at a regional level as well as coordinating fundraising efforts.

The proposed regional structure may be depicted as follows, though there will undoubtedly be significant variations:



3) Work to be done through regional centres

MMSD is aware that much very interesting and valuable work is already underway in institutions which may be interested in becoming regional centres, or by researchers or others with whom such institutions are in contact. This is one of the principal motivations for MMSD regionalising its efforts. Wherever possible we want to look for synergies with existing projects.

At the same time, MMSD will be conducting a number of important activities at the global level. It will seek to strengthen the bonds between those initiatives and regional centres and their networks, in an effort to support and create value on all sides.

For example, when organising workshops or meetings for global projects, MMSD will try to involve its regional partners in these activities. Regional partners will be consulted about and asked to look for an appropriate role for their regions in these activities.

MMSD is a dynamic project which is constantly identifying new opportunities. Regional partnerships may therefore share in those opportunities, or develop their own opportunities within the MMSD framework.

MMSD does have in mind a minimum work program which it will ask regional partners to conduct. This program involves the four core elements of MMSD:

- Research and Analysis
- Stakeholder Engagement
- Planning for Outcomes
- Information, Communication, Dissemination

RESEARCH AND ANALYSIS

Research and stakeholder engagement activities done through regional centres will be of three types:

1. A report, in an agreed format, on a series of **defined issues within the region**. The template for these reports will be **developed at the Project Centre** in close consultation with regional partners.
2. In depth research and stakeholder engagement around **priority issues as determined by regional partners** through consultation with stakeholders in the region.
3. Research and stakeholder engagement on **special projects**. Special projects will be developed with funding made available by specific donors for identified purposes.

We anticipate that the regional centres will do some work in house and other work by contracting it out to qualified researchers on individual subjects.

In addition, we hope that each regional centre will contribute to an overall worldwide bibliography on mining, minerals and sustainable development.

STAKEHOLDER ENGAGEMENT

MMSD's concept is to combine research and stakeholder engagement in innovative ways to produce results which are analytically rigorous but broadly defined, understood, and accepted.

MMSD expects regional engagement processes will be developed by its partners as part of the MMSD project which focus on:

- Identifying concerns, problems, and priorities of regional stakeholders, to help in defining the regional research agenda.
- Making special efforts to understand and give voice to the concerns of marginalised or underrepresented groups.
- Ensuring broad support for their own governance structures and the means through which advisory group or steering committee members are selected, and ensuring that the agenda of the regional centre remains broadly responsive to a variety of key stakeholders.

The design of such processes should reflect understanding of previous consultation and engagement processes in the region, and build on their work to the maximum extent achievable. The design should also reflect the innovative work of other groups outside the mining industry such as the International Union for the Conservation of Nature's work on collaborative management.

This work should result in a report summarizing the results of the consultation process in a form suitable to be incorporated into the region's final report. The report will be governed by normal reporting principles and practices.

PLANNING FOR OUTCOMES

A hallmark of the MMSD process will be attention to developing the mechanisms which are capable of implementing the objectives, solutions, or outcomes defined by the research and analysis and stakeholder efforts.

As the regional research and stakeholder engagement processes develop, regional partners should propose mechanisms to ensure that they are prepared for implementation of outcomes.

INFORMATION COMMUNICATION AND DISSEMINATION

A regional partner organisation should have the capability to:

- Inform interested parties in the region about MMSD, its objectives, and its activities
- Inform the Project centre of activities and findings at a regional level for global dissemination
- Communicate and share information with other MMSD regional centres
- Solicit and receive ideas, suggestions and comments from actors in the region and incorporate them meaningfully in all project activities
- Make available as broadly as possible and propose an active plan for distribution and dissemination of materials about mining, minerals and sustainable development, not only the regional centre's own reports, but reports of others,

including the MMSD central office and other regional partner organisations in other parts of the world

- Building data bases of regional stakeholders and other contacts in a form compatible with the databases being built at the project centre and in other regions

4) Regional budgets

MMSD believes that the establishment of the proposed network of regional partners requires commitment on all sides. MMSD is willing to make a contribution to the establishment of the centres. But we believe that in the spirit of true partnership, potential regional partners should also make a significant commitment. The size and form of that commitment will depend upon the economic realities not just of the partner organisations, but of the regions in which they work.

What MMSD can offer to this process is

- some money to fund the project at the regional level and get it started.
- We can also offer excellent access to a network of potential funders, some of whom our potential regional partners may not have established strong relationships with in the past.

What we must emphasize is that these prospects are very real, but that they will require work and effort on the part of our regional partners to develop. Organisations which are not willing to devote effort to building relationships with potential funders, or not willing to take an entrepreneurial approach to building this program regionally, will not be suitable partners in this process. MMSD can be very helpful, but the drive must come from within the regional partner organisation. In making the efforts to increase the scope of the project through the development of regional networks and sponsors, partner organisations will in turn increase the regional effectiveness of the project.

MMSD regard the commitment, effort and buy-in of regional partners as the most essential element of the regionalisation process. In the long run, we believe that it is these relationships with potential funders that can help assure the durability and longevity of the project in the regions. Most importantly, this process will ensure that the regional centres own the project and have the commitment to develop it into the future when the core project has come to an end.

We emphasize that budgets will be negotiated with each regional partner based on the needs, costs, salary levels, and available external funding within that region. There is no “standard budget” that every region will get regardless of these factors. What potential regional partners can anticipate from MMSD is the following:

- The salary of a full time regional coordinator for the duration of the project.
- A reasonable contribution to travel and communications costs of that coordinator

- Funding to pay the full cost of that part of the regional research report which responds to the standard list of issues which will be developed by the project centre in cooperation with our partners.
- A contribution, which we hope will be matched by our partner, or by other sources, to a fund used for research on priority topics as defined by the regional stakeholder process.
- Strong cooperation in helping to raise funds for mutually agreed special research projects.
- Significant funding for the regional stakeholder consultation process and resulting report.
- A grant toward establishment of a regional information centre
- Funding of the regional contribution to the bibliography
- Help in formation of a regional Sponsoring Group which will be able to augment the program through contributions at the regional level

Actual budgets of regional centres will be negotiated. However, for planning purposes we have identified the following “typical” budget for a regional centre.

Regional Activities	Total \$	Sponsors pool	Restricted sponsors		Total £
1. Regular Regions (x6)					
1.1. Scoping study	\$10,000	\$5,000	\$5,000		£6,250
1.2 Coordinator (18 months)	\$75,000	\$75,000	\$0		£46,875
1.3 Overheads @15%	\$11,000	\$11,000	\$0		£6,875
1.4 Travel and Costs	\$14,000	\$14,000	\$0		£8,750
Subtotal	\$110,000	\$105,000	\$5,000	subtotal	£68,750
2. Engagement					
2.1 Meetings x 12 people x 2	\$16,000	\$8,000	\$8,000		£10,000
2.2 Meetings x 75 people x 1	\$55,000	\$27,500	\$27,500		£34,375
2.3 Facilitator	\$5,000	\$2,500	\$2,500		£3,125
2.4 Miscellaneous costs	\$4,000	\$2,000	\$2,000		£2,500

	Subtotal	\$80,000	\$40,000	\$40,000		£50,000
3	Research Budget	\$100,000	\$50,000	\$50,000		£62,500
5	Communications	\$15,000	\$15,000	\$0		£9,375
6	Regional Information Centre	\$10,000	\$10,000	\$0		£6,250
	Implementation x 1 meeting of Steering Committee	\$15,000	\$15,000	\$0		£9,375
	TOTAL	\$2,080,000	\$1,510,000	\$570,000		£1,300,000

As indicated above, there will undoubtedly be considerable 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. Since we have limited time to get these processes moving, we have developed the indicative budget outlined above. For six processes of this type, we estimate the total to be in the order of \$2,080,000.

5) Expected activities

The activities expected will vary from region to region. Some of these steps may be added to or omitted. Regional partners are the best judges of what is appropriate. But we expect that in general activities will include these:

Scoping Report

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

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

10 August 2000	First workshop held in South Africa to develop concepts to govern stakeholder engagement process.
15 August 2000	First regions start detailed planning for stakeholder events.
1 December 2000	Regional partnership relationships have been established in five to six regions.
15 January 2001	All regions have now begun planning for stakeholder events.
15 February 2001	First major stakeholder event has been held.
15 July 2001	All stakeholder events have now been held.
1 July 2001	Some form of regional multistakeholder steering committee or advisory group has been formed in each of the regions.

Research and Analysis

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.

In addition, 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.

MILESTONES

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

Communication

MMSD wants to ask regional partners to undertake a significant role in publicising 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 through both the Project Centre and other regional centres will be used to form the basis of regional resource centres which will be sustained beyond the life of the project.

Planning for outcomes

It is anticipated that the issue of planning for outcomes will be a principal topic for the regional steering committees.

C. Other Parts Of The World: 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.

In such regions we envision 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

1 April 2001	First regional research workshop has been held.
1 September 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.

PART III: MILESTONES

MILESTONES JULY 2000

1 July 2000	First Research Fellows start work.
15 July 2000	Revised compilation of ideas and solicit any additions posted on website.
24 July 2000	Workshop on implementation in Geneva, Switzerland

MILESTONES AUGUST 2000

1 August 2000	First research focus process identified.
1 August 2000	First subject for convening a global dialogue identified.
10 August 2000	First workshop held in South Africa to develop concepts to govern stakeholder process.
15 August 2000	End of “compilation” stage. While we remain open to new ideas, our focus has now shifted to organising ideas.
15 August 2000	Identified first 5 “priority” research topics and broad framework of analysis.
15 August 2000	First regions start detailed planning for stakeholder events.

MILESTONES SEPTEMBER 2000

30 September 2000	End of “systemisation” stage. Project publishes master systemisation of topics.
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MILESTONES NOVEMBER 2000

30 November 2000 End of “filtering” stage. Revised master list of project plans and outputs is published.

30 November 2000 Interim Report on *Planning for Outcomes*.

MILESTONES DECEMBER 2000

1 December 2000 Regional partnerships have been established in five to six regions.

Dec 2000 – Aug 2001 Interim Report used as an input to and discussion for all MMSD activities

MILESTONES JANUARY 2001

15 January 2001 All regions have now begun planning for stakeholder events.

MILESTONES FEBRUARY 2001

15 February 2001 First major stakeholder event has been held.

MILESTONES APRIL 2001

1 April 2001 First regional research workshop has been held.

MILESTONES MAY 2001

15 May 2001

Develop and publish best practice guide or statement of principles for stakeholder engagement.

MILESTONES JULY 2001

1 July 2001

First regional reports published.

1 July 2001

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

15 July 2001

All stakeholder events have now been held.

MILESTONES AUGUST 2001

Aug 2001 – Dec 2001 Series of meetings with different stakeholder communities

MILESTONES SEPTEMBER 2001

1 September 2001

Second regional research workshop has been held.

MILESTONES OCTOBER 2001

15 October 2001

All regional reports published.