



INTERGOVERNMENTAL FORUM
on Mining, Minerals, Metals and
Sustainable Development

MANAGING ASM: IGF REGIONAL WORKSHOP FOR AFRICA

KIGALI, RWANDA JUNE 2017

INTRODUCTION

Artisanal and small-scale mining (ASM) presents both a significant opportunity and challenge to many countries. The sector is responsible for a large proportion of the global production in minerals and metals, and it supports countless livelihoods, both directly and indirectly. At the same time, it can be a source of considerable risk and impact, socially, economically and environmentally. Strong governance and management of the sector will help governments capture the positive benefits of ASM while ensuring that any negative environmental, social and economic risks are minimized or eliminated.

To help in this effort, the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) released *Guidance for Governments: Managing artisanal and small-scale mining* in late 2016. This guidance document, prepared at the request of the IGF members and developed through an iterative process of extensive research and stakeholder consultation, aims to guide governments in the development of effective and inclusive management strategies for their ASM sectors. It is a three-phase process: the first phase establishes a foundation for the development of a management strategy; the

second—and largest—phase focuses on the development of a management strategy; and the third phase concerns implementation, monitoring and evaluation.

A consortium of eight East African countries—led by Uganda and Rwanda—requested upon publication of the guidance that a related training program be designed and delivered to ensure that these IGF member states had the capacities required to implement the guidance and develop their ASM management strategies. The scope of this demand-driven training workshop quickly expanded, with invitations sent to all English-speaking, sub-Saharan African countries to ensure greater reach, promote a richer sharing of experiences, and encourage peer learning. Once complete, the IGF plans to deliver similar training workshops in French and Spanish, depending on member demand.

Managing ASM: IGF Regional Workshop for Africa was held June 5–9, 2017, at the Marriott Hotel in Kigali, Rwanda thanks to financial support from the Government of Canada. 36 participants from 14 IGF member countries attended: Uganda, Kenya, Tanzania, Rwanda, Ghana, Nigeria, Liberia, Sierra Leone, Namibia, Botswana, Zambia, Malawi, Ethiopia and South Sudan.¹

¹ South Sudan announced, at the close of the workshop, its intention to become a member of the IGF.



The goal of the workshop was to enhance the capacity of participants to apply and implement the IGF Guidance for Governments on Managing Artisanal and Small-Scale Mining. The workshop objectives were to:

1. Train IGF member representatives to understand the IGF Guidance for Governments to Manage Artisanal and Small-Scale Mining.
2. Create opportunities for knowledge sharing and peer learning on cross-cutting ASM issues and challenges.
3. Put in place a community of practice to support the integration of the IGF Guidance for Governments to Manage ASM in the participating countries.

The five-day workshop was facilitated and led by a team of expert trainers selected from a training-of-trainers workshop held in Nairobi in April 2017, in collaboration with IGF technical staff. It was co-hosted by the Governments of Rwanda and Uganda, and was officially opened by Francis Gatare, Chief Executive Officer of the Rwanda Petroleum, Mining and Gas Board.

In Gatare's opening remarks, he encouraged participants to use the workshop as an opportunity to learn and share experiences. He further thanked the IGF and the Government of Canada for their support in the development of the guidance and for organizing of the workshop.



TRAINING METHODOLOGY AND APPROACH

The workshop was designed around participatory exercises as much as possible to ensure the active involvement of all participants and to enrich the learning process. The methods and materials used were focused on tapping into and building on the participants' extensive knowledge base, by applying this experience to the IGF guidance. The guidance document and its supplement were provided to all participants, and used as the basis for the training. Training techniques included:

1. Brief, lecture-style PowerPoint presentations on the phases and steps of the IGF guidance.
2. Group-based activities and assignments to work through and evaluate trainees' understanding of the guidance and its application.
3. Knowledge-sharing clinics, expert round tables and plenary discussions on ASM issues and challenges.
4. An ASM case study from Rwanda, prepared and distributed in advance and presented on the first day, and on which all subsequent workshop exercises were based.
5. Additional ASM case studies from selected members states: Uganda, Ghana, and Tanzania.
6. A field visit to an ASM tungsten mine outside of Kigali.
7. Learning journals for self reflection, and return-to-work planning sessions to encourage the application of the guidance upon completion of the course.

DAY 1: PHASE 1, GETTING STARTED

The training commenced with an overview of Phase 1 of the guidance: "Getting Started." This phase of the guidance sets a foundation for the development of the ASM management strategy: participants worked in groups through the steps of establishing an ASM task force, establishing a forum for stakeholder consultation, analyzing the ASM context and engaging with potential partners. Participants did so using a Rwandan case study, which



had been prepared for distribution prior to the training and was presented in detail early on Day 1 by representatives from the Rwanda Petroleum, Mining and Gas Board. This case study introduced participants to the ASM sector in Rwanda, and provided a basis for discussions and exercises throughout the week. The day concluded with a knowledge clinic, in which participants talked through specific ASM challenges through peer learning.

DAY 2: NYAKABINGO MINE SITE VISIT

Day 2 proceeded with a field visit of Nyakabingo mine, a mixed small-scale/artisanal tungsten mine site near Kigali. Participants were able to tour the mine site, which included visits to an artisanal panning site, a decommissioned mine shaft, an active mine shaft, and a sorting area.

DAY 3: PHASE 2, DEVELOPING AN ASM MANAGEMENT STRATEGY

Days 3 introduced the second and most complicated part of the guidance: “Developing an ASM Management Strategy.” The purpose of this phase is to develop an ASM vision and Management Strategy that addresses the negative impacts and enhances the positive impacts of all types of ASM in the country. Given the length of this phase, it was covered over two days. On Day 3, facilitators introduced participants to the process for developing an

ASM vision, and to the benefits of further dividing the national ASM sector into different types to ensure that management strategy responds to varying needs and challenges. For the purposes of the exercise, and in keeping with the Rwandan case study, the workshop participants decided to develop an ASM strategy for base metals. Group exercises then focused on the development of an economics approach to managing ASM. The day also featured a case study from Uganda, as well as expert round tables led by participants, where particular approaches to addressing ASM challenges were presented and discussed.

DAY 4: PHASE 2, DEVELOPING AN ASM MANAGEMENT STRATEGY

The work on Phase 2 of the guidance continued on Day 4, with participants working in small groups to develop an approach to responding to ASM that focused on mitigating the negative social, environmental and economic impacts of the sector. Participants were then taken through the process of consolidating strategies for the various types of ASM into an overall ASM management strategy for the country. In addition to these exercises, participants were treated to a presentation on ASM in Tanzania, and there was an open plenary discussion aimed at discussing outstanding ASM issues and answering any lingering questions.



DAY 5: PHASE 3, IMPLEMENTING AN ASM MANAGEMENT STRATEGY

The workshop concluded on Day 5 with Phase 3: “Implementing an ASM Management Strategy.” This phase is about putting the ASM Management Strategy into practice, and ensuring its success through effective monitoring and evaluation. In addition to brief lectures and group exercises, participants were given a presentation on the ASM situation in Ghana, and had further opportunities at peer learning through expert round tables. At the close of the workshop, country representatives presented preliminary return-to-work plans, which had been developed throughout the week by country representatives to assist them in applying the guidance to the development of national ASM management strategies.

A key highlight of the workshop was the use of knowledge clinics and expert roundtable discussions on identified ASM issues and challenges as part of the daily learning process. These sessions enriched participant understanding and knowledge, while also serving to strengthen new relationships among participants, as they were able to learn from each other’s experiences in addressing ASM challenges and harnessing ASM opportunities.

OBSERVATIONS AND FEEDBACK

The workshop in Kigali was the first attempt by the IGF to transform a guidance document into a capacity-building opportunity for its members. The success of the workshop—as measured by the workshop evaluations submitted by participants at its close—helps to ensure opportunities to replicate this model for future guidance documents will be pursued going forward.

Key lessons to integrate into the planning, design and delivery of future demand-driven IGF capacity-building workshops include:

- Extensive preparation by the facilitation team prior to the workshop—including team calls, facilitation training and the development of a detailed facilitation plan—helped to ensure the workshop’s success. For future capacity-building workshops, all training materials—daily agendas, group exercise instructions—should be in place prior to Day 1 of the workshop to avoid unnecessary last-minute preparations. In addition, the training team should meet at least one day prior to the start of the workshop to go over the facilitation plan in person and the set up the room. The team should also meet one hour prior to the





morning start each day to prepare, and for 30 minutes at the end of each day to go over what worked, what did not, and whether adjustments need to be made to the agenda for the next day.

- Participation during the interactive group exercises was very high, and related discussions would often continue into the next session. The structure of future trainings should be flexible enough to capture these dynamics, particularly when dealing with more intense sections of the guidance. Giving participants the chance to work through the content in smaller groups, with facilitators on hand to answer any questions, was a strong learning model. The workshop agenda should aim to minimize lecture-style sessions as much as possible in order to focus on group work, and participants should be strongly encouraged to read through the guidance prior to the training, and in advance of each day's lessons, to ensure that they are familiar with the content before the scheduled lecture-based presentations.
- It is essential that peer learning opportunities among participants be built into the facilitation plan. Participants expressed great interest in learning from the challenges, opportunities and solutions used to address ASM challenges by their colleagues. Peer learning can take a number of forms: case study presentations, expert round tables, knowledge clinics, and networking breaks. The facilitation team must take advantage of the rich diversity of experience in the room.
- Including a field trip component early in the workshop program helps ground the guidance in real-world examples, while also providing participants with an opportunity to get to know each other. This requires both a willing partner and significant preparation; the mine site operator will have to guide participants safely through the mine site, while getting participants to, from and around the site safely and punctually necessitates a lot of work ahead of time.

Workshop evaluations were completed by participants at the close of the last day. Feedback was overwhelmingly positive: the majority of participants felt that the workshop was excellent, with high quality presentations, interventions and discussions. The majority also strongly agreed that the guidance and the training workshop were useful to their governments. It is hoped that with strengthened capacities, new knowledge and detailed return-to-work plans, participants can now start to integrate the guidance into their countries' efforts to manage and develop artisanal and small-scale mining in an economically, socially and environmentally beneficial manner. The IGF will be following up with the workshop participants in the months ahead to see how they are using the guidance document in their work.

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