



African Minerals Development Centre: Human and institutional capacities

Harnessing mineral resources for Africa's transformation



Africa Mining Vision (AMV)

“Transparent, equitable and optimal exploitation of mineral resources to underpin broad-based sustainable growth and socio-economic development.”

The AMV puts Africa’s long term and broad development objectives at the heart of all policy-making concerned with mineral extraction.

Contents

Africa Mining Vision (AMV)	2
A message from AMDC’s Coordinator	3
From Vision to action: the human and institutional capacities workstream	4
AMDC Partners	6
AMDC’s human and institutional capacity work and the Sustainable Development Goals (SDGs)	7
Human and institutional capacities: How we are making a difference	8
Capacities work - future strategic directions ...	13
Capacity Workstream - Who we are	13
Learning more	14
AMDC Contacts	15

Milestones

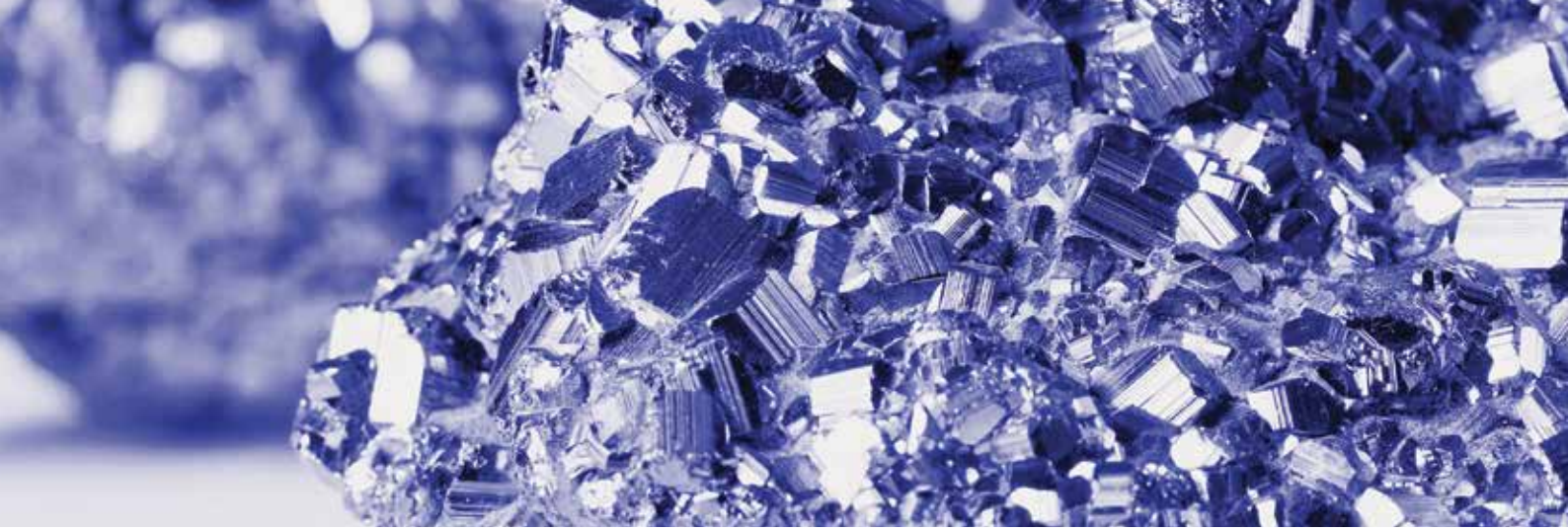
- 2009 Africa Mining Vision (AMV) adopted by African Union (AU) Member States as the continental framework for the development of the minerals sector in Africa.
- 2011 AU Member States adopt a comprehensive AMV Action Plan.
- 2013 The African Minerals Development Centre (AMDC) established to accelerate AMV implementation across Africa.
- 2014 onwards AMDC leads concerted and strategic efforts to put the AMV framework into operation through programme activities and studies with AU Member States, African regions, and key global initiatives.

The AMDC Vision

To become a Centre of Excellence and the facilitator of choice to enable AU Member States to realise the Africa Mining Vision.

AMDC Mission

To work with AU Member States and their national and regional organisations, including the AUC, the NEPAD Planning and Coordinating Agency (NPCA), and Regional Economic Communities (RECs) to enable mineral resources to play a greater transformative role in the development of the continent through increased economic and social linkages, and in this manner, help address its intractable poverty and limited development.



A message from AMDC's Coordinator



In 2009, the Africa Mining Vision (AMV) was adopted by African Heads of State and Government. The AMV offers a unique, pan-African pathway to finally reverse the old paradigm regarding the management of our mineral wealth. It seeks to use Africa's natural resources sector to transform the continent's social and economic development. AMDC is the lead institution that supports the AU Member States to fast-track alignment of their mineral sector development to the Vision, to achieve better developmental outcomes.

The Vision is designed to support our governments in addressing the complex linkages that must be unlocked to make mineral resources truly developmental. AMDC's seven workstreams reflect the priorities identified by African governments, and work together to support African mineral economies to: develop consistent development-oriented mineral policies and regulatory frameworks; make effective use of geological and geospatial information for governance and developmental outcomes; diversify their economies by unlocking economic linkages; establish a knowledge-driven and well-governed African mineral sector that is socially and environmentally accountable, and contributes to broad-based growth and development; and build a viable and sustainable artisanal and small-scale mining sector to provide decent quality of life for rural communities.

In order to achieve the transformation envisaged in the AMV, Africa needs effective institutions and highly skilled people. There are significant skills gaps across Africa to be addressed, and much to do if African nations are to successfully transform existing institutions in order to meet present and future demands. AMDC's human and institutional capacities workstream plays a vital role, working with Member States to help them identify and plan for these changing needs, and helping to improve regional integration. AMDC's capacity building work reaches a wide range of stakeholders, including mining-affected local communities and civil society. We are proud that AMDC's collaborative approach has been recognised by civil society, and at global level by an invitation to present our capacity building strategy at the 2016 G7 CONNEX Initiative in Tokyo.

Dr. Kojo Busia
AMDC Coordinator



From Vision to action: the human and institutional capacities workstream

The goal of AMDC's human and institutional capacities work is to strengthen the African minerals skills base to make it stronger, more competitive, and better aligned to AMV outcomes. It also facilitates knowledge-sharing and peer learning between African countries, with the aim of strengthening regional cooperation and integration.

AMDC's human and institutional capacities workstream was established to address a number of key challenges highlighted in the Africa Mining Vision and identified by AU member states as requiring strategic support from AMDC.

Properly resourced state institutions are key to the development of an industrialized and competitive economy. Yet in Africa, most state institutions responsible for the administration of the mineral sector do not have adequate human and material resources to discharge their responsibilities. In order to raise their game beyond promotion and regulation to leadership of a globally competitive mining economy, new skills are required: capacity for visioning, scenario building, and planning, taking local environments into account.

Across Africa there are significant gaps in technical and entrepreneurial skills, capable research, development and innovation institutions and those that offer training in science and technology. Except for South Africa, there is little mining industry participation in the delivery of education and training in most African countries. Regional and continental frameworks to accelerate capacity development



The AMV is systemic as well as sector-wide, bringing together key components of capabilities in a way that is dynamic and transformative to the minerals sector.

are equally inadequate. Together these factors hamper Africa's efforts to develop a knowledge-driven and competitive industrialised economy.

The AMV encourages African minerals sector stakeholders to think 'out of the mining box'. For this workstream, this means a value chain approach, designing innovative systems to build the human and institutional capabilities needed to drive industrialisation. It involves creating platforms for sectoral cluster development, and bringing together research, innovation, and skills to support and sustain greater local participation.

AMDC works with AU member states and regionally on skills strategies, including re-skilling and building higher-value skills. We are stimulating debates with stakeholders about skills priorities, including skills transfer, mobility, and vocational training; and about domestic resource mobilisation schemes to ensure sustainable funding of skills development programmes. We are also working with stakeholders including member states, civil society, and the private sector to map and improve institutions involved in building and strengthening human and institutional capacity.

Capacity deficits



Capacity deficits: cross-cutting and sector-wide. Biggest asymmetries: gaps between design of interventions and implementation, oversight and monitoring.

AMDC's human and institutional capacities workstream:

- Works to make the African minerals skills base stronger, more competitive, and better aligned to AMV outcomes
- Enables movement of skills across regions by improving access to, and accreditation of, education and training
- Strengthens decision-making capacities of stakeholders in the sector.

"Agenda 2063 identified the minerals sector as one of the key sectors that will lead to the achievement of the aspirations of African people that define the "Africa We Want". This can only happen if the mineral resources play their transformative role, particularly contributing to industrialization processes. The Africa Mining Vision offers greater opportunities for governments, citizens, private sector, and development partners through innovative and holistic approaches to develop national owned strategies, policies and laws for governing the mineral sector to ensure growth and sustainable development."

H.E. Fatima Haram-Acyl, *Commissioner, Department of Trade and Industry, African Union Commission*



AMDC Partners

Strategic Partners

The African Union Commission (AUC), African Development Bank (AfDB), United Nations Development Programme (UNDP), United Nations Economic Commission for Africa (UNECA), NEPAD.

Human and institutional capacities partners

United Nations Conference on Trade and Development (UNCTAD)

Minerals and Energy for Development Alliance - MEfDA (formerly IM4DC)

International Senior Lawyers Project (ISLP)

African Legal Support Facility (ALSF)

Columbia Center for Sustainable Investment (CCSI)

G7 CONNEX initiative (*see page 11*)

Funding Partners



AMDC's human and institutional capacity work and the Sustainable Development Goals (SDGs)

The Africa Mining Vision and the SDGs provide a mutually-reinforcing framework for minerals-led development in Africa.

On 25 September 2015, spearheaded by the United Nations, countries adopted a set of seventeen Sustainable Development Goals, setting a fifteen-year agenda that aims to end poverty, protect the planet, and ensure prosperity for all. Adopted in 2009, the AMV has inspired Africa's position in the design and adoption of the SDGs.

The AMV has therefore proved to be ahead of its time. The strong linkages between the AMV pillars and the SDGs are evident. Preceding the global SDGs by more than six years, the AMV departed from the conventional wisdom on minerals to focus

on broad-based development. The overriding goal of the AMV is a sustainable and well-governed mineral sector that effectively garners and deploys resource rents and is safe, healthy, gender- and ethnically-inclusive, environmentally-friendly, socially responsible and appreciated by surrounding communities, and provides a mutually-reinforcing framework for structurally transformed mineral-led development for the continent.

AMDC's human and institutional capacities workstream has an important contribution to make to the achievement of a number of SDGs, most importantly:



- High-value skills
- Capacity development
- Improving access to STEM subjects
- Scholarships and training



- Equal pay/ equal opportunity
- Asymmetric impact
- Support to women entrepreneurs in value chains



- Reducing unemployment
- Growing job opportunities for citizens
- Helping to eradicate poverty



- Movement of skills
- Boosting technology/ innovation capacity



Human and institutional capacities: How we are making a difference

Addressing skills gaps and helping to improve institutional capacities will increase high-value employment opportunities all over Africa, and help to create a knowledge-driven African mining sector.

Institutional strengthening and the Country Mining Vision (CMV)

AMDC recommends a strategic approach to human and institutional capacity building throughout the minerals value chain. The CMV offers a route to achieving this, since it breaks the AMV into practical processes based on national development priorities. AMDC supports member states to develop CMVs to meet country-specific needs.

One early priority in CMV planning is to map the country's existing institutions related to the mining sector, as well as likely future institutional needs if the CMV is to be implemented effectively. The CMV mapping work diagnoses institutions' capacity to deliver on their current mandates, as well as their ability to respond to future requirements.



It also assesses countries' approaches to inter-institutional coordination, an important factor in achieving policy coherence and economies of scale.

Each country's approach differs, with a diverse range of institutions involved in minerals industry performance. These might include: fiscal and planning agencies; research establishments (e.g. geological surveys); trade and industry departments; financial institutions; parliamentary and judiciary bodies; professional associations; and regional and continental bodies. For example, in Niger, AMDC is working with the regional mining school on curriculum development, to position the school to plan for future skills needs and gaps.

AMDC's CMV Guidebook, free to download (see *page 14*), sets out these mapping processes and the diagnostic questions in detail.



“It is my hope that the minerals of Malawi bring health, happiness and prosperity for all Malawians. This is the responsibility of the people who will negotiate [on Malawi’s behalf]. Malawi will be a rich or a poor country depending on what you do.”

Honourable Bright Msaka SC, Minister of Natural Resources, Energy and Mining, Malawi

Capacity building for better and fairer contracts

AMDC is providing capacity building support to dozens of countries to help them negotiate better and fairer contracts. For example, AMDC is currently implementing a capacity building programme on contract negotiations in five countries: Chad, Congo, Equatorial Guinea, Malawi, and Niger.

The programme addresses each country’s own priorities. For example, in Malawi, AMDC worked with the Government to form a mining contract negotiation task team. The new team will support the updating of Malawi’s legislation, regulation and policies and capacity building relating to the sector. The governments both of Burkina Faso and of Chad have requested AMDC’s technical assistance in order to review each country’s mining code and align it to AMV principles.

Meanwhile in Brazzaville, the Ministry of Mines and AMDC hosted a workshop to launch the Congo programme, which provides technical assistance to key mining sector stakeholders to negotiate, implement and monitor its mining contracts more efficiently and effectively. At this event, the Congolese Parliament sought AMDC support in strengthening the capacity of Members of Parliament to better monitor the implementation of mining and petroleum contracts and extractive projects in the country.

The programme is supported by the 9th Tranche of the United Nations Development Account.



AMDC and the G7-CONNEX Initiative

AMDC is working with key global initiatives, such as the CONNEX initiative of the G7 group of leaders, with a view to aligning their principles with the AMV. Established in 2014, CONNEX (Strengthening Assistance for Complex Contract Negotiations) states that, given the right enabling environment, the income developing countries generate from the extractive industries can make a huge contribution to reducing poverty. It aims: “... to provide developing country partners with extended and concrete expertise for negotiating complex commercial contracts, focusing initially on the extractives sector, and working with existing fora and facilities to avoid duplication...”

AMDC was invited to present the African position at the G7 CONNEX Initiative International Conference on Capacity Building and Transparency in Tokyo in September 2016. The human and institutional capacity team has proposed a strategic way forward to align the two initiatives even more closely. This includes: working to secure commitment from participating African countries; supporting capacity development for both high and low value minerals, including vocational education and training for sustainable skills post-mining; and establishing an AMV-compliant legislative and regulatory framework that also supports the SDGs (*see page 7*).

Increasing civil society and women's participation

Building human and institutional capacity must also involve civil society and, in particular, women's associations. Civil society organisations (CSOs), faith based organisations, academics, unions, industry associations, media and members of mining communities all have an important role to play in implementing the Vision. AMDC's work includes providing capacity building courses to parliaments, local communities, and NGOs to ensure their effective participation in the governance of the mineral sector – for example, providing checks and balances to Government functions.

A growing number of CSOs and trade unions – national, regional and pan-African – are involved in outreach and capacity building to increase knowledge of the AMV and build advocacy around implementation. In September 2016 the first Africa Mining Vision Civil Society Organisation Forum was held in Nairobi, Kenya, with a wide range of participants from across the region.

The workstream encourages women's participation in capacity building activities and programmes in line with the AMV tenets and SDG 5 on Gender (see page 7). The AMV stresses gender inclusivity as an indicator of a sustainable and well-governed mining sector. Thus the capacities workstream aims to promote gender equality in all its activities and to raise the awareness of public authorities on the need to actively involve women in mining governance and along the mineral value chain. AMDC works with a wide range of women's associations and women parliamentarians in many countries.



"Since its establishment the AMDC has provided technical support for requesting countries in formulating domestic mining policies in line with the Vision. It has also cooperated with a number of CSOs to raise awareness of the AMV."

Dr Claude Kabemba, Director of the Southern Africa Resource Watch, at the Alternative Mining Indaba 2016

"Governments and civil society have to collaborate to fight the injustices and imbalances of our continent, which prevent communities to benefit from national resources. We therefore call upon for a Parliamentary resolution that clearly introduces a new legislative regime on the role of Parliament in relation to the AMV and the management of mineral resources in Africa."

Hon. Eduardo Joaquim Mulémbwè, First Vice President Pan African Parliament, at the Joint meeting of Six PAP Committees, August 2016

Capacities work - future strategic directions

AMDC's human and institutional capacities workstream is involved with CMV engagement in an increasing number of African countries. One focus of our future work will look at enabling movement of skills across regions by improving access to, and accreditation of, education and training. We will work

on closing skills gaps and meeting the evolving needs of the mining sector and beyond. In this respect, we will encourage platforms that bring together research, innovation, skills, and the public and private sectors to build capabilities and develop systems of innovation and vocational training.

Capacities Workstream - Who we are

Claudine Sigam is the head of the Human and Institutional Capacities Workstream, which supports member states in building capabilities and developing skills to meet the evolving needs of the mining sector and beyond. Prior to joining AMDC, Ms. Sigam led the programme on oil, gas and minerals, trade, risk management and finance at UNCTAD in Switzerland. Ms. Sigam holds an MBA from the Massachusetts Institute of Technology (MIT), USA, and a MSc in Industrial Economy, University of Grenoble, France.

Consultants:

Coumba Doucoure has fifteen years of work experience at various levels in several African countries on contract negotiation and implementation related to natural resources. She worked on multi-jurisdictional transactions at the ALSF and in a range of national and international organisations. Ms. Doucoure holds a Master's in Law (European and International Law), a Postgraduate Diploma in International Commercial Law

and a Master's in Law (LLM) in International Business Law. She is the Lead Consultant of the AMDC's Development Account.

Fabrice Noah is the Project Analyst for the DA project on contract negotiation and monitoring. He has worked for several years in the field of research, capacity building and data analysis in the extractive sector. Mr. Noah holds a Master's Degree in Political Science and is a PhD candidate on strategic issues related to the implementation of local content in the African mining sector.

Nnenna Owoeye is a workstream programme officer. Her previous work experience, mainly in the extractives sector, includes programme administrative management, regulatory and compliance management, process development, human and project capacity planning, and organisational channel development and integration processes. Ms. Owoeye holds an LL.B in Law from the University of Lagos, Nigeria; she is certified and licensed to practice law at the Nigerian Bar and is a member of the Nigerian Bar Association.

Learning more

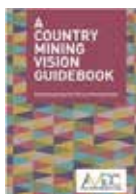
AMDC publications are free to download at

<http://www.uneca.org/publications/african-minerals-development-centre>
or search 'African Minerals Development Centre – Publications'.



Africa Mining Vision, 2009

Sets out the Vision and explains the rationale for a developmental mining approach that enables growth through building economic and social linkages to benefit African citizens.



Country Mining Vision Guidebook, 2014

A step-by-step guide to developing and implementing a Country Mining Vision (CMV), including planning multi stakeholder consultative processes, policy design and monitoring and evaluation.



Special Report by the AMDC: African Women in Artisanal and Small-scale Mining, 2015

Highlights the significant, yet underreported, role African women play in ASM, with personal testimonies from women miners.



Optimizing Domestic Revenue Mobilization and Value Addition of Africa's Minerals, 2016

The report presents options for harmonization and their implications for supporting domestic revenue mobilization and regional value chains. It reviews experiences from other countries and regions, with a view to identifying good practice for effective fiscal regimes in Africa.


AMDC Contacts

www.uneca.org/amdc
www.africaminingvision.org
Email: eca-amdc@uneca.org

AMDC – Keeping in touch

Sign up for AMDC's quarterly newsletter at eca-amdc@uneca.org

For the latest news and publications

 @amdc_amv

 search 'Africa Mining Vision'

 www.youtube.com/user/unecaVideo



Disclaimer

Opinions expressed in this publication do not necessarily reflect those of the United Nations or its Member States, or AMDC partners and funders.

All reasonable efforts have been made to ensure the contents of this publications are factually correct, but AMDC and its funders disclaim all liability and responsibility arising from any reliance placed on this material. Readers should not rely or act upon information provided for any possible legal purpose or any circumstance where loss or damage could arise as a result of reliance or acting upon any such information, without first seeking specific legal or professional advice.

© 2017 Economic Commission for Africa
Addis Ababa, Ethiopia

All rights reserved



African Minerals Development Centre,
UN Economic Commission for Africa,
Menelik II Avenue, P.O. Box 3001,
Addis Ababa, Ethiopia

© 2017 Economic Commission for Africa
All rights reserved