ROUNDTABLE ON THE FUTURE OF THE COMMUNITIES AND SMALL-SCALE MINING (CASM) INITIATIVE

Summary of Roundtable Outcomes

On 28-29 June 2010, a number of leaders from civil society, governments and government agencies, private mining companies, and donors met in Washington, DC to discuss the future of the Communities and Small-scale Mining (CASM) initiative. (For a list of roundtable participants, please see attachment A.) The roundtable was convened by the World Bank, the current CASM Secretariat, with the aim of achieving the following objectives:

- Explore potential vision, mission statement, and mandate for the future of CASM or a new entity that could respond to key artisanal and small-scale mining (ASM) challenges over the next decade;
- Identify criteria and specific options or models for governance, funding, and an institutional home to provide coordinated support to this entity; and
- Discuss the timeline and process for moving forward, including steps to refine preferred option(s); opportunities for stakeholder consultation and consensus building; and other preparation for the September CASM meeting.

This paper is meant as a summary of the roundtable discussion outcomes, particularly with regard to criteria and options for designing a new CASM entity's mission, program elements, governance, institutional arrangement or home, and funding mechanisms. Also included is an overview of next steps and timelines for follow-up and design of CASM's successor.

This summary represents RESOLVE's understanding of the concepts that participants identified and generally agreed as having promise for further exploration. It is understood that each area described below, is in draft form. It is notable that significant agreement was reached and the meeting concluded with a sense of confidence that the elements below form a potentially strong basis for a CASM successor organization.

RESOLVE welcomes feedback regarding this summary as we work with World Bank and other stakeholders on next steps.

Flipchart notes from the meeting are included as Attachment B.

Mission Elements

Below is a set of mission elements adapted from bullet points briefly discussed on day two of the roundtable, along with suggestions made during the discussion. These will need further refinement, but there was agreement that these elements can serve as a starting point in sketching a forward-looking mission for CASM:

- CASM aims to promote poverty reduction and sustainable development in communities where responsible artisanal and small-scale mining is an important economic activity.
- CASM is powered or supported by a global multi-stakeholder network.
- Stakeholders in CASM hold each other mutually accountable for meeting development objectives set on a global, regional, and in-country basis.
- CASM provides a platform for supporting ASM practitioners with a focus on responsible small scale mining.
- CASM develops actionable policies, tools and products; convenes project teams of experts and stakeholders; creates space for dialogue; and organizes hands-on expertise, services and guidance for its members.

Other suggestions included adding a human rights frame to the mission and using the term "community of interest" to describe the network. Participants also raised questions as to how to frame CASM's interaction and relationship with ASM practitioners: should CASM provide a platform for and support miners' interests, and/or be an active "voice" for the miners? These comments will be taken on board as a new, formal mission statement is drafted as part of the business plan.

Program Elements

Roundtable participants clearly articulated the benefits of CASM's network features and its contributions over the past ten years as a platform and connector for information sharing and networking. At the same time, participants noted that, to garner sufficient interest and funding to continue in the future, CASM must have the mandate and resources to enable more concrete results on the ground in countries with artisanal and small-scale mining (ASM) communities. These themes emerged from the pre-meeting interviews and the meeting itself.

Participants began visioning the CASM program as a package of a network base, stronger delivery capacity related to existing activities and services, with a more active in-the-field support role aimed at bolstering host country capacity and cooperation between government, private sector, civil society, and ASM practitioners. A central element of this new program role centered on the notion of tri-partite (government, industry, civil society) or multi-party mutual contribution and mutual accountability for supporting improvements in the ASM sector in specific countries.

Roundtable participants generally supported the development of a business plan with the following package of program elements:

CASM 1.0: Affirm and Strengthen Current Network, Website, and Tools.
Participants saw significant value in the CASM Network and wanted to ensure CASM met its current commitments and obligations, particularly during this current transition stage and interim period. CASM should continue to operate its website and it should make investments in strengthening its web presence to ensure that it is current.

CASM should also ensure that all current reports and tools are current and available on the website. CASM should begin to plan for a meeting but recognize a) that the meeting should occur after a business plan is developed and b) that it is likely to be necessary to secure additional funds, including sponsorships, to support the meeting. A date should be set once a timeline is finalized for the business plan. . The commitment to these activities during this period of transition will send a message that, while its form and function will change in the coming months, stakeholders and donors continue to value and support the CASM brand and its evolution into a more active entity.

CASM 2.0: Activate and Enhance the CASM Network and Network Services. Stakeholders recognize the value of CASM's existing network and information-sharing functions, as well as the need for the organization to take a more active role in the future. As such, roundtable participants recommended that the next CASM Secretariat be designed and resourced to actively seek and make connections between key ASM actors and activities, as well as to distill and promote lessons learned from ASM projects and literature. Additionally, participants supported the idea that small-scale miners and others should be asked to join the network and become actual members, demonstrating the network's importance and need.

For example, rather than simply collecting relevant documents on the CASM website, staff would review literature to identify trends, best practices, and other information of relevance to CASM members/stakeholders. CASM may also take a more active research role to fill in knowledge gaps.

Further, CASM would help identify and connect to key global initiatives for which ASM is or should be a central issue. For example, CASM could liaise with the Global Mercury Partnership and the treaty process, either by directly participating or identify CASM members/stakeholders who can represent and advocate for sustainable ASM/SSM in those fora. CASM would also organize an active roster of experts and service providers to support members and in-country activities.

CASM could also convene tripartite discussions when major issues arise needing multi-stakeholder discussion and action. These would occur on both a global and regional level. This would position CASM as a support and service to communities, governments, mining companies, companies in the supply chain, and others as they grappled with issues related to the ASM sector. CASM would be seen as a "go-to" for necessary dialogue and solutions.

CASM 2.0 would be enhanced by a more advanced suite of collaborative technology tools to increase access and provide network members with enhanced services.

CASM 3.0: Provide Solutions—In-country Capacity Building and Accountability. Roundtable participants noted that there is a need for in-country work with governments, private sector, civil society, and ASM practitioners to support stronger relationships, project planning and troubleshooting, and effective implementation of ASM-related policies and practices. Participants also identified a need for accountability mechanisms to measure and report on progress in these areas. The future CASM could play this role by supporting work at the country and perhaps

regional level, either providing in-region services directly or identifying other qualified technical assistance providers.

As part of this work, CASM could convene multi-sector teams to support governments in development of sector goals. This would entail working with governments and other local stakeholders to create "action plans" or "roadmaps" that address social, economic, environmental, and other key ASM issues, and that build in milestones and accountability mechanisms to measure progress against objectives. The program could also include pilots to test solutions, training and capacity building to support progress towards goals.

Within the context of in-country objectives, and support, stakeholders and experts would work together to develop and implement strategies to address issues such as mercury and cyanide use, conflict and conflict metals, supply chain systems and transparency, and conflicts between large-scale and small-scale mining. This would position the new CASM to make a solid contribution to addressing these challenges on-the-ground and with regard to global policy dialogues.

If successful, this work could bolster government capacity and improve investor/donor opportunities in countries. As such, CASM could also consider designing and supporting (directly or through fundraising assistance) a financing mechanism for in-country projects that correspond to country-specific objectives and benefit the ASM community and promote responsible mining, health and safety, alternate livelihoods, and other goals.

It is important to note that the frame for this solutions focused program is one of supporting and advancing sustainable development, not simply addressing ASM. As such strategies and tools would address broader development issues.

Roundtable participants suggested these program elements as a reflection of CASM's existing strengths, while recognizing opportunities for a more active, results-oriented approach to its work. It is important to note that pursuing only "1.0" and "2.0" activities is unlikely to gain financial support of past, current, and potential future donors. Rather, to be successful, the future of CASM must also work to address existing gaps in in-country capacity building, problem-solving, and planning and accountability work with host governments.

Participation and Governance

In small groups and plenary, roundtable participants discussed desired characteristics to govern the design of participation in and governance of a new CASM entity.

Members: Roundtable participants discussed various options for membership, and voiced an interest in designing mechanism to promote a more active and formalized sense of CASM membership. This could be created through tiered memberships tied to nominal fees or at least the requirement that a miner or other stakeholder formally join the CASM Network. (Note: Any fees are not envisioned as a significant funding source, and a tiered structure is not intended to confer or deny status or access based

on fees paid.) Further discussion is needed to outline benefits to and expectations of members.

Participants agreed on the importance of including ASM practitioners as an integral part of the membership base, coupled with a means of linking to and promoting involvement of these ASM members in CASM events and in-country projects.

Board: Roundtable participants described a strategy-oriented Board with multi-stakeholder representation (government, civil society, private sector/large-scale mining, and ASM) that includes perspectives from the full value chain. There was general agreement that a multi-party board and governance was essential, and that this Board should truly govern the new CASM, with full authority and leadership, in an effort to create a strong sense of multi-party ownership. At least a core of Board members should have fundraising capacity.

Roundtable participants identified the value of including ASM practitioners on the Board, though also highlighted potential challenges in identifying representatives interested in focusing on global policy and governance issues. (Past participation of ASM practitioners has generally indicated greater interest in local conditions and issues.)

Many also noted the importance of a Board where all serving have an equal voice in decision-making, regardless of donor status. To support this goal, a participant suggested considering a **Donor Committee**; this body would include all donors and elect one to two representatives to sit on the Board.

Other options identified included ad hoc or standing **issue-specific commissions or technical advisory groups**. These groups would be created by the Board as needed to support progress on CASM priorities.

Institutional Home and Secretariat

Roundtable participants shared views on the needs and desired characteristics of an organization or organizations to serve as the institutional home and secretariat staff for CASM.

Participants repeatedly cited the critical need for a dedicated staff and secretariat with sufficient time and resources to activate and support continual progress on the CASM mission and program areas. This staff would report to the Board, and possibly work with commissions and advisory groups as directed. Desired staff skills include project management and coordination, capacity building, communications, and potentially fundraising.

In discussing the institutional home, participants observed the value of CASM's association with World Bank, given its status and credibility with governments. At the same time, housing the secretariat solely at the Bank has and could continue to discourage certain donors, as some perceive that the Bank has sufficient funds. There were also issues raised with regard to efficiency of operation and decision-making, and many felt this would be enhanced by outsourcing the secretariat or at least some of the functions.

Given these lessons, it will be useful to map the set of needed secretariat functions (e.g., leadership, management/coordination, financing, and technical support), and consider the costs and benefits of different partnerships or joint institutional arrangements that could meet these needs. For example, the technical staff could remain at the Bank, with facilitation and management functions at an outside independent organization or organizations. Another option raised at the roundtable was the formation of a new NGO to house CASM. While participants did not seek to establish an agreement on one model, because additional analysis is necessary, there was a sense of openness to exploring new models as well as a sense that the Bank should continue to play a leadership role.

In discussing institutional arrangements, roundtable participants also identified an opportunity to think of planning in phases. For example, an existing organization could serve as secretariat in the interim or short-term phase, with responsibility for initiating and supporting the new vision for CASM over a certain period as well as working toward establishing a new institution to house and staff CASM in the longer-term.

Funding and Mechanisms

Participants recommended seeking a broad funding base with a diverse set of donors from the public and private sector that could include. It may be advantageous to separate funding mechanisms and seek different revenue streams for the secretariat, general operations and activities, and in-country projects. In this way, long-term funds could be sought for core services, with an opportunity for fee-for-service or project-specific funding as "CASM 3.0" is initiated.

Similar to other design features of a new CASM, participants noted the importance of learning from past successes and challenges. As the organization and its program elements are designed in greater detail, the business plan will need to articulate time-defined deliverables and outcomes, and how these goals benefit the range of potential donors or funders. A successful business model will also need to account for the fact that different issue sets relevant to ASM (e.g., mining, international development, human rights, etc.) are often housed across multiple agencies within a country.

It was suggested that the business plan needed to clarify who is being served, what issues are being addressed, and where CASM can have real impact. Additionally, there would need to be an agreement on indicators so that progress could be measured.

As in developing the mission, considering a rights-based and poverty reduction frame could be attractive to a wider set of funding partners than CASM has historically reached. Focusing efforts on specific issues, such as mercury and conflict minerals, could also attract funding from a broader set of interested parties.

Lessons Learned

At the outset of the meeting, a number of lessons were shared with regard to CASM's successes and challenges. These were drawn from both written evaluations and pre-

meeting interviews. During the meeting, many participants offered views on CASM's successes and its shortcomings. However, what is still needed is a general agreement on the lessons that will inform next steps. Therefore, in advance of the development of the business plan, RESOLVE will prepare a lessons learned analysis from existing evaluations, pre-meeting interviews, and the meeting discussion. We will share this with stakeholder and seek to reach agreement on this baseline document.

Next Steps—a Business Plan for CASM

Ideas raised at the roundtable represent the initiation of a planning phase for designing and assessing options for a new CASM entity's mission, program, governance, secretariat and institutional arrangement to be presented in a new business plan, including a multi-year resource plan and strategy.

RESOLVE will work with World Bank on the following activities, in consultation with stakeholders:

- Meeting Outcomes—RESOLVE will develop and circulate a summary of roundtable outcomes to invitees (*this document*), with an opportunity for review and comment by participants. (July 2010)
- Lessons Learned—Based on existing documents and stakeholder feedback, RESOLVE will summarize lessons learned to inform development of a new business plan. This document will be shared with roundtable participants. (July-August 2010)
- Options Paper—Roundtable input and additional discussion will inform the design of a structure and business plan for a new CASM entity. Components will include interim and permanent governance structure, institutional home, and funding mechanisms. The process will draw on roundtable participants and others and will be iterative to ensure input and robust design and help build toward generally agreement on a plan. (July-September 2010)
- Business Plan Development and Testing— Based on the options paper, RESOLVE will draft a ten-year business plan to examine the cost, funding mechanism, and institutional home for the alternatives presented in the draft options paper, seeking stakeholder feedback and working to build consensus around the business plan (September 2010)
- Business Plan Adoption and Implementation—An interim decision making structure will be established, including a first meeting of interim governance stakeholders to ensure agreements are in place to support the transition to the new structure and business plan. This stage will include a written plan for assessment of results, reporting to stakeholders and funders, and accountability for the new CASM and its programs. (Late 2010 or Early 2011)
- CASM Conference/Session & Agreement on Three-Year Action Plan—RESOLVE will plan for and facilitate a session of the stakeholder conference to discuss the proposed CASM business plan, as well as prepare a report on key outcomes and next steps. (Late 2010 or Early 2011)

Attachment A: List of Roundtable Participants

Tony Andrews PDAC
Maria Laura Barreto, Alliance for Responsible Mining
Mamadou Barry, World Bank
Brad Brooks-Rubin, U.S. Department of State
Abbi Buxton, IIED
Assheton Carter, Pact
Pete Chirico, U.S. Geological Survey
Nick Cotts, Newmont Mining Corporation
Kevin D'Souza, Barrick Gold
Jeffrey Davidson, Rio Tinto
Paulo de Sa, World Bank
Stephen D'Esposito, RESOLVE
Susan Egan-Keane, NRDC
Anne-Marie Fleury, ICMM
Karen Hayes, Pact
Jonathan Hobbs, World Wildlife Fund
Felix Hruschka, Consultant
William Kingsmill, World Bank
Ngomesia Mayer-Kechom, DDI
Nellie Mutemeri, Consultant
Veronica Nyhan-Jones, IFC Comm. Dev.
Jacob Palley, U.S. Department of State
Rémi Pelon, World Bank
Esther Petrilli, World Bank
Jennifer Peyser, RESOLVE
John Plyler, Motorola
Christopher Sheldon, World Bank
Kevin Telmer, Artisanal Gold Council
John Tychsen, DANIDA/Danish Geological Survey (GEUSS)
Steve Van Bockstael, Egmont Institute
Gotthard Walser, World Bank

Attachment B: Roundtable Flipchart Notes

Day 1 – June 28, 2010 – Morning Session

Needs/Opportunities for CASM Vision & Mission

- Unifying vision, strong center – do a mapping
- Raise profile of ASM; legitimize
- Help further define vision of what ASM is
- "Pre-educate" partners before meetings
- Education/outreach on ASM – engage w/governments, to delegations
- Platform for discussion – network/sharing – bigger than current
- Don't duplicate on implementation
- Enhance activities on the ground – ask current network for ideas
- Need strong international body – build solutions
- Impact – ASM-focused outcomes and products (e.g., publications, charters, certification)
    - Innovations in the market place – supply chain
- Engage with LSM
- Focus on achieving satisfactory livelihoods for communities
- Support those active on the ground, or new product
- Represent miners
- Convening of different stakeholders; impartial – facilitate best practice and knowledge exchange
- Change agent
- Rights, access to land
- Social networking, e.g., Facebook
- ASM, SSM, LSM – linking the 3
- Convening and management around data, baselines, monitoring, impact – measure changes
- Network platform
- Mutual accountability
- Define action – create moment/get communities together and a mechanism for follow up
- Poverty-conflict-governance
- "ASM World Cup"
- Include communities and small-scale mining into the UNEP treaty
- Engage with governments through treaty – use mercury opportunity to discuss other issues
- All forms of ASM, or is gold the focus? – there is no KP equivalent
- Need to choose/narrow
- Push toward government?
- Regionalization – empower regions
- Facilitate action
- Mine to market opportunities
- Formalization/property (organize/registration – support for miners) rights moving ASM – formal sector
- Don't duplicate existing efforts on the ground
- Choose 2 or 3 global initiatives? e.g. mercury, fair trade
- Human rights, land water, gender child labor, VPs
- Alternative livelihoods
- Interaction with LSM – mining companies
- Conflict minerals / ethical minerals / supply chain

- Technology – communications
- LSM & ASM relationships
- Keep open to diverse interests
- Other voices – ASM practitioners, NGOs

<u>Scoping</u>

- Funding = challenge
- Yes – network expand
- Active facilitation – mutual accountability
- Issues – dependent on country/region
- Transition from informal to formal – rights/access
- Underlying drivers – to address
- More network than implement
- Advocacy
- Value chain, markets, etc.
- Financing models – projects and for miners
- Enabling environment
- Government capacity – engage
  Policy and local – actionable/executable
- Engage w/ASM sector on ground
- Catalyze new spin-offs – issue and geographic specifics
- Represent ASM in other for a (e.g., EITI)
- Work with mining schools/academia
- Mercury and gold mining
- Need identity, sense of ownership, clarity of governance
- Empower miners
- What are the enabling conditions? – can it deal with the symptoms, or underlying conditions/causes?
  - What is the value add?
  - What is the competitive advantage?
- Potential Roles/Services
  - Active connector/facilitator/broker between
    - Civil society
    - Miners
    - LSM
    - Governments – county level
  - Convening between those on the ground and in policy discussions
  - Identify models and examples – conditions, replication – lessons learned and training?
  - Create/compile documents – technical; policy
  - Facilitate financing of projects
  - Public policy
  - Environmental and technical services (e.g. Hg, others)
  - Capacity building
  - Credit

Framing/Exploring Roles

- What's the function: active/passive?
- network/platform ← agent → on the ground activities
- What are the issues: single → few → many
- Audience and beneficiaries: many ←→ single
- Measurement: performance ←→ impact

1. Convenor/network – more active, beyond secretariat – network
2. Active facilitator (global)/broker (more local)
   Regional CASMs – local practitioners
   Issue-specific WGs
   Capacity-building for governments
   Implement best practices
3. Documents
   A. Lessons learned
   B. Data/Tech

   Initiate research
   Collect
   Process
   Turn into reality/actions – meaningful change
   Education of sectors
4. Facilitate financing
   Including small programs/credit programs and incentives ASM SSM
5. Advocacy – "CHAMPION"
   To international community?
   Take position or organize for local practitioners
6. Mobilize expertise – regional centers

Day 1 – June 28, 2010 – Breakout Session Notes

Group 1

Chair
- Rotated between sectors (?)
- Access to government
- Global reach
- Force of personality

Secretariat
- Operations
- Clear manager – accountable, knowledge, multi-skilled, HR
- Paid
- Capacity to grow

- Respected by stakeholders
- Stability and continuity
- Credibility and legitimacy

Trust Fund/Financial Management
- Procedures in Place
- 4 Multi-donor trust fund?
- Disbursement machine
- Pro bono audited accountant?
- Foundation?
- Low bureaucracy

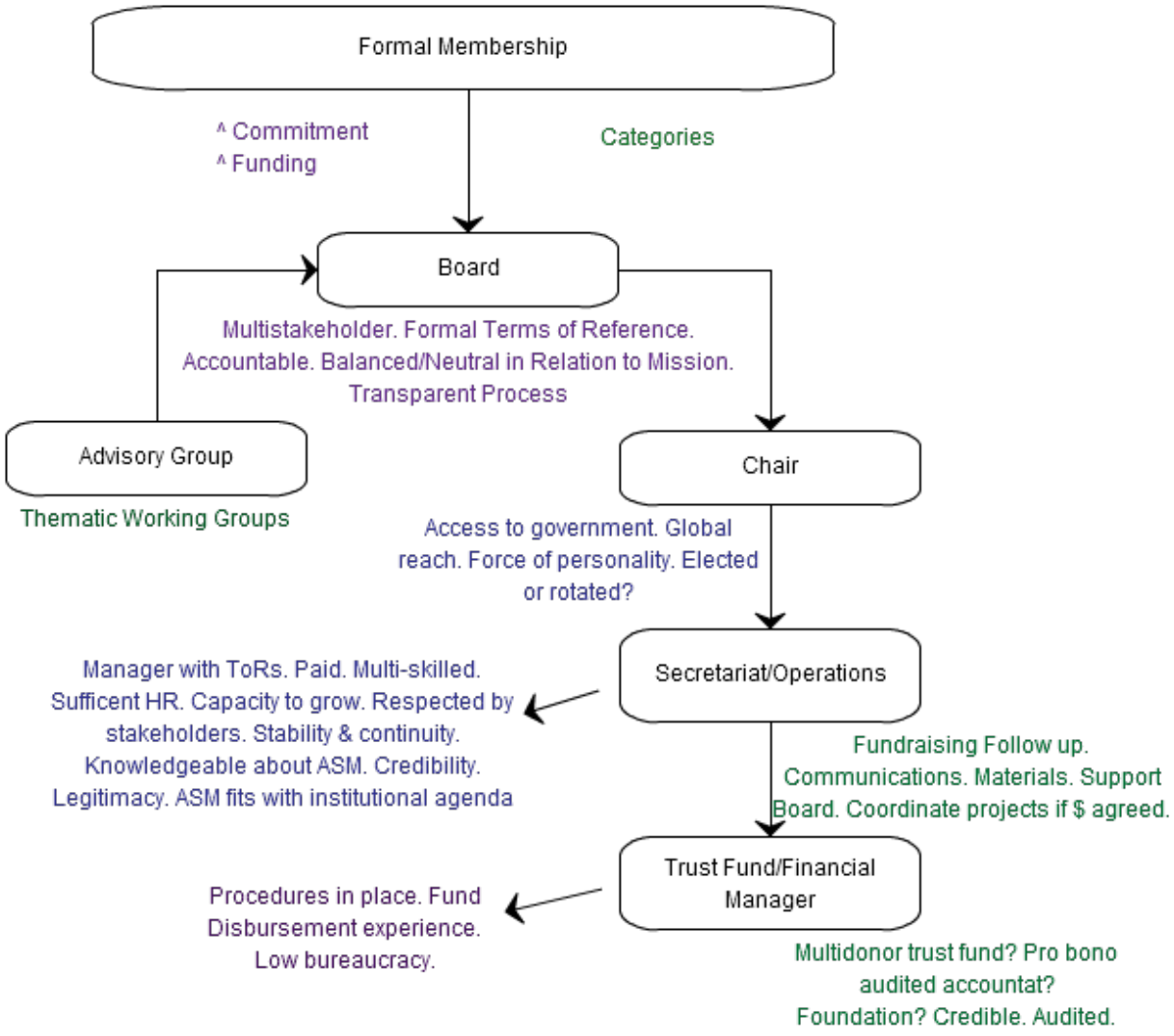
Type of Organization
- Non-Profit
- $ and resources
- Global reach
- Recognition
- Neutral and objective
- ASM should not get "lost" in agenda
- Avoid bias/conflict
- Coherence with institutional agenda
- Incentive structure

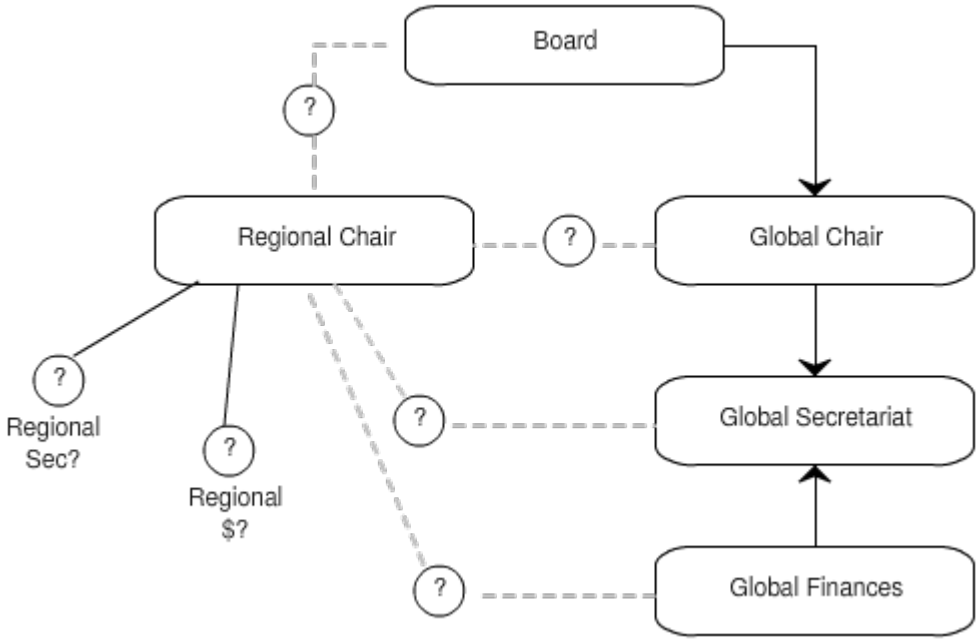
Principles
1) Multi-stakeholder
2) Neutrality – non-alignment within the mission
    - "ASM contributing to SD
    - True to the mission
    - Balanced – voices from all sectors represented in governance structure
3) Ground rules/transparency about decision making process and governance (How this is developed)
4) Global/regional/national/local
    - Defining the relationships
    - Autonomy vs. veto?
    - Flexibility
    - Continuity
    - Inclusivity?

Decision making board
- Accountable
- Formal
- ToRs
- Elected (rel to principles)
- Categorized (region, type of organization)

Advisory Group
- Thematic Working Groups

Membership? Categories?
- Commitment
- Funding

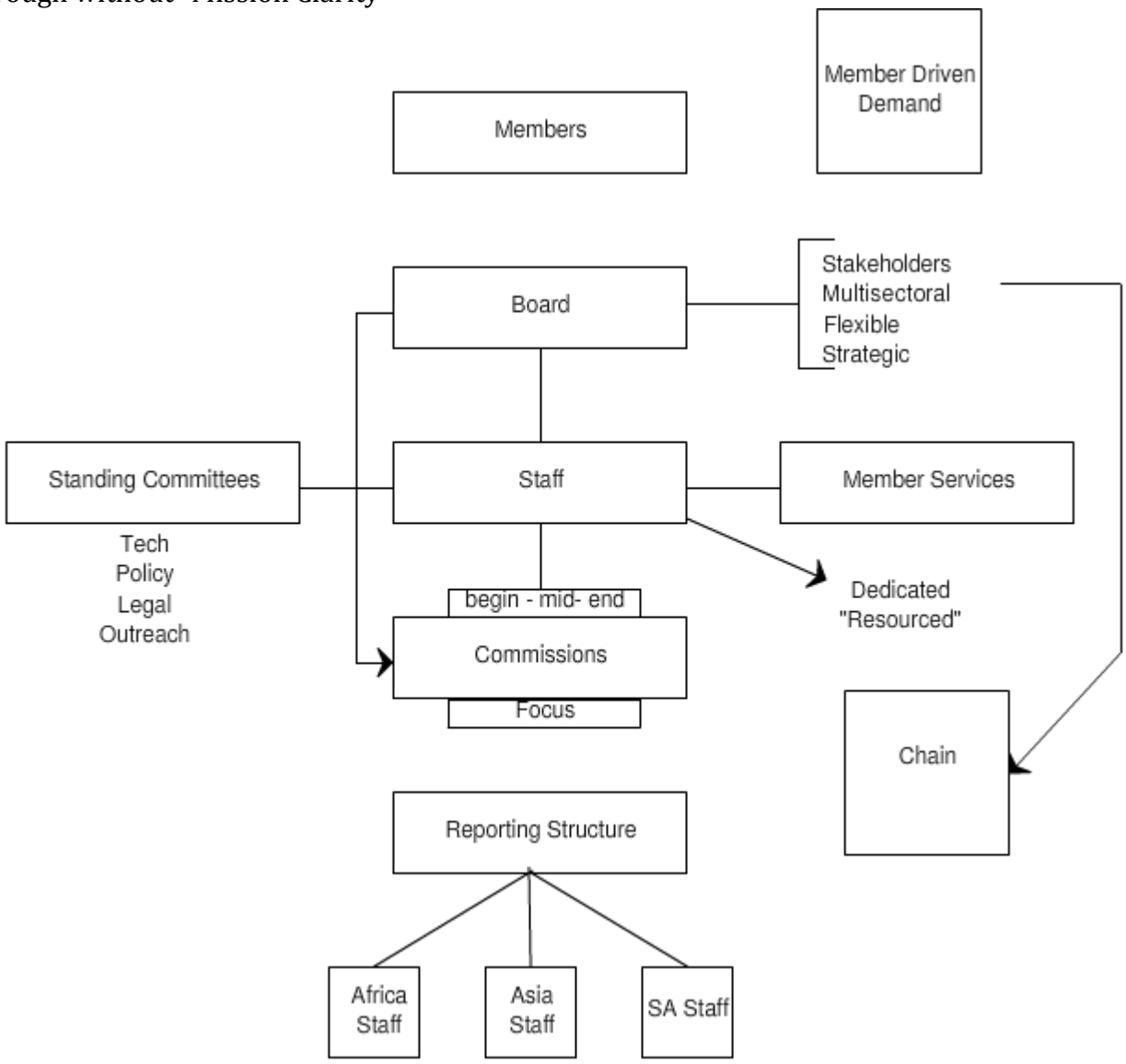




- CASM addressing big picture so specific initiatives/programs can use this as a partner
- Focus on 2-3 high profile themes
- Identify & target potential donors
- Respond to their priorities
- Emphasize expertise and resources within the network
- Appetite for regional/ground projects w/ outcomes/indicators
- e.g., Specific workshops, documents, outcomes
- Impact on business
- Government capacity
- Common themes on sustainable development
- Realistic outcomes/indicators/timelines

Group 2

Tough without "Mission Clarity"



<u>Business Case</u>

1) Private Sector
    a. Addressing ASM issues
    b. Risk Management
    c. ASM Champion
       "Capacity in ASM"

2) Countries/Governments
   Donor governments
    - Organizing ASM

- Assistance (coordination → multi-lateral)
- Industry assistance/reputation
- Environ/poverty aid

Host Country
- Bringing capacity
- Improving investment environment
- Livelihoods
- Reducing social risk

3) Other Donors

Day 1 – June 28, 2010 – Afternoon Session

Membership
- Tiered – participation, fee
- Include ASM practitioners – measurable
- Formalized – echo theme of registering ASM
- Equal participation regardless of fee paid – access to different products
- Wanting to see outcomes
- What do you get as member?
- Test of the network
- Would a fee be motivating?
- What other contributors?

Governance/Board
- Board reps membership – strategic decisions- decision-making body
- Separate donor/funds from board – donor committee
- Represent full value chain – major stakeholders, recruitment – elections? – seed initially with rep group
- Fundraising capability

Staff/Secretariat
- Facilitates Board decision-making
- Dedicated staff
- Coordinating function – could be smaller staff / mining and other skills (e.g. development) – not necessarily technical expertise – capacity building – design a vision for training
- Independent; not project implementer, without interest in implement
- Carry out instruction of board with tools – standing committees or commissions
- Business development, fundraising
- Knowledge management – instilling knowledge practically; and convey message
- Partnerships with other efforts
- Donors
- Board – 2 donor reps
- Other trust fund / multi- donor
- Secretariat – sep. funding

Regionality
- Funding? – at local level – allows focus on major issues – keeps closer to beneficiaries
- Structure/institutional arrangements
- Harmonization of regional policies
- Advisory committee/commission
- Need interactive dialogue – continual progress, reporting
- Appoint a chair; tie to board

Funding
- Consider broader donor community – what's new?
- Success stories – issue-driven, specifics help make the case
  - Mercury, KP, Conflict minerals
- Broad funding base – diversity in funding – diversity in donors – value propositions key resources, activities partnerships, beneficiaries/customers, revenue structure
- Project specific
- Fee for service
- Standards/best practices and implementation assistance
- What are the lessons – how not to repeat history – what works? What not works? Why?
- Focus – issue areas? – whether and how – initial, longer term
- CASM remaining funds – September – clear mandated and funded team
- What will we deliver on? What benefits to funders? – "What are we going to sell?"
- Function – include issue areas – how would it work? Time defined goals /outcomes
- Explore different approaches – e.g. rights-based "duty to contribute"

Day 2 – June 29, 2010

Day 2 Agenda
- Elements of mission
- Governance/secretariat
- Program areas and funding "test"
- Planning process/timeline

Define
- Who are members?
- Where CASM works?
- What does CASM do?

Mission Elements
- Human rights
- Poverty reduction – add as part of sustainable development
- Voice of…stakeholders – (not ASM miners?) Platform to provide forum for ASM miners, e.g. annual meeting – "a" voice of ? – outcome – promotes responsible SSM – where appropriate conditions
- Activities with relevance to miners; provide access to key for a
- "community of interest"
- Empower

Program Areas

- Consultancy – right model?
  - Conflict of interest?
  - Challenge
  - Competing of members
- Donor funding for roster of experts and funds
- How to support technical capacity/access for governments
- CASM help bring good practices – in one place
- Secretariat/staff with skills; be involved
- Services and capacity
- Linkable to field – measurable outcomes
- Priority/starting point – annual meeting with ASM miners, website
- Network – define-hub/switch
- Responsible ASM team and active archive
- Program management
- Formalize. get leverage – intentionality
- Some project role/advisor/draw
- Government engagement in monitoring "roadmap"? e.g. Hg – short courses
- Interest of whole sector at heart
- Functions/services, issue areas, deliverables/outcomes/examples, funding/revenue stream/business model – 1st three years, resources/staff

  Mercury Example
  - Policy/forum plug-in
  - Government capacity – roster of consultants, regional facility, staff?
  - Mobilizing resources
  - Technical guidance – distilling BMPs

- Funding mechanism
- Issue/ project to activate CASM

Functions/Services

- "CASM 1.0" – "still in business"
  - Website
  - 2010 meeting?
- "CASM 2.0"
  - Network and convenor
  - Active archive
- "CASM 3.0"
  - Government/country capacity and action plan and accountability
  - Funding projects

Institutional Home

- Leadership, management, financing
- Integrate into existing org? "Under umbrella" – foster parent?
- New NGO
- "Split arrangements" (managed by multiple institutions – different functions to different organizations)

- Under bank umbrella – contract with outside organization to manage/be secretariat – legit and convening power and management capability external
- Funding/donor issue?
- Need cost/benefit analysis – costs/etc. of options
- With partners
- Perception of stakeholders
- Explore all possibilities
- Phasing – interim, short, long term

Needs Assessment/Lessons Learned
- Continue core services plus build on
- Need new brand?
- Standards, networks, work with governments
- Secretariat/staff – need dedicated staff
- Host organization (interim/long term?)
- World Bank needs partners
- Show results – and how will improve numbers
- Need to be able to work with governments – have status with governments
- Able to get donors…right "environment"

Lessons/Donor Feedback
- Current mission too small to fund
- Fund through country programs/mismatch – need local/regional
- ASM – didn't connect with topic
- Being in World Bank can be challenging (some donor hesitance to give funding to the Bank)
- Link to project on the ground/specific issue
- Remaining funds?
- Kinds of projects to fund – allocation?

Lessons for Reforming CASM
Must consider/analyze the following:
1. Weaknesses/roadblocks – what did we learn
    a. Why funders did not give financial support
    b. Secretariat limitations and successes and why
2. Assessment of market niche
    a. Gaps
    b. Market demand
    c. Help define what is in 3.0 functions of new secretariat
    d. Options analysis

Next Steps
- Action items/note – schedule/calendar with milestones
    - Planning group
    - Including "homework" (internal and external)/lessons
    - Business plan
- Thematic issues, e.g. Hg, conflict minerals, etc.
- Broader outreach – communications, including donors, private sector

- September? – CASM Meeting and other interim force
    - And/or December
    - And/or Nairobi end of September OECD
    - Get as many SH as possible, including miners
    - Include donors
    - Ongoing support for website – Hg November 10? – get suggestions
    - Dar es Salaam EITI Meeting in October