

# **CASM Strategic Plan 2004-2006**



## **INTRODUCTION**

The Communities and Small-Scale Mining (CASM) initiative was launched in March 200, responding to an urgent plea, persistently made at every international meeting on small-scale mining, for improved coordination between the various institutions working in this sector and for better integrated, multi-disciplinary solutions to the complex social and environmental challenges facing small-scale mining communities. CASM is currently striving to create a knowledge-based community and strong network of miners, communities, government officials, development agencies and non-profit organizations. CASM also supports and promotes the development of projects and approaches by individuals, communities and institutions that will directly or indirectly contribute to the reduction of poverty and the advancement of strong, resilient communities in regions where small-scale mining represents an important activity. In order to better address the complex challenges facing the sector, CASM is now seeking to strengthen its current role as a knowledge developer, knowledge sharer and network builder and to become a more active promoter and advocate of “good practice” and better conceived approaches for meeting the poverty challenge and building the basis for more sustainable communities and economies (Figure One).

## **CASM’S VISION FOR ARTISANAL AND SMALL-SCALE MINING**

CASM is determined to make concrete advances towards achieving its vision for the artisanal and small-scale mining sector. CASM envisions this sub-sector of the mining industry as one which:

- Advances integrated rural and regional social and economic development;
- Functions within an equitable and effective legal framework;
- Establishes positive, productive relationships with local communities, as well as with large scale mining companies and government agencies;
- Utilises environmentally responsible techniques;
- Complies with international standards related to labor regulations and occupational health and safety;
- Provides an acceptable income through increasingly productive mining and processing practices;
- Allows for long-term efficient resource extraction;
- Has access to fair markets and sources of credit; and
- Enhances local infrastructure and services.

## **CASM STRATEGIC PLAN – ADVANCING THE VISION**

CASM has recently defined a strategic approach for itself that proactively responds to the needs of miners, communities and governments affected by artisanal and small-scale mining while contributing to higher level policy objectives. The CASM Strategic Plan speaks directly to the Millennium Development Goals and builds on insights and recommendations arising from recent major international and regional initiatives on artisanal and small-scale mining<sup>1</sup>. Some of the critical areas of concern for which adequate responses have yet to be identified and mainstreamed include: the empowerment of women; environmental and human health issues, including HIV/AIDS; transparency and governance; and the re-conceptualization of small-scale mining as a non-farm income generating activity and its effective integration into the rural economy.

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<sup>1</sup> Building on current knowledge and experience is critical to the development of a responsive and dynamic CASM. A number of initiatives provide clear guidance on what must be undertaken in artisanal and small-scale mining sector, and these efforts, combined with input from CASM advisors and members, provide the basis for the development of a new vision for CASM. Hallmark programs considered include, but are not limited to, the Mining, Minerals and Sustainable Development Initiative (MMSD), the Extractive Industries Review (EIR), the Yaoundé Seminar on Small-Scale Mining, Agenda 21 and the Millennium Development Goals (MDG).

The CASM Strategic Plan is based on a set of three strategic goals, each of which reflects one or a number of the Millennium Development Goals (MDG) and collectively serve the primary CASM goal of reducing poverty and promoting sustainable livelihood development in artisanal and small-scale mining communities (Table 1). Activities for each CASM goal have been established with clearly defined targets (milestones) and a corresponding implementation schedule. Relevant qualitative and quantitative indicators to measure progress towards the realization of CASM's strategic goals and developmental impacts have also been identified.

Programmatic highlights include the following:

- *Small Grants Program*: Revised to target a localized region or community, with selection criteria based on contribution to CASM Strategic Goals (Annex II). This will enable closer project monitoring and feedback, provide a practicable means to share lessons learned and encourage integrated community development by addressing multiple issues within the same area.
- *Strategic Research Program*: Responsive to critical knowledge gaps identified through recent efforts and initiatives, while directly supporting achievement of CASM Strategic Goals.
- *Mapping Initiative*: Implemented to identify what is and has been undertaken by governments, NGOs, international agencies and donor organizations in the sector, with the intent of: benefiting from lessons derived from these projects and promoting knowledge sharing; reducing redundancy between projects; generating a mechanism for peer review; identifying knowledge gaps and critical needs; and strengthening the network between existing CASM members and encouraging participation from other individuals and institutions.
- *Web-Based Knowledge Center*: Expanded to include web-based resources on best practices and on gender, child labor, biodiversity and fair trading issues.
- *Gender Mainstreaming*: Initiated to promote the inclusion of women, and their empowerment in the artisanal and small-scale mining sector by creating special resource and guidance materials reflecting women's concerns and constraints, by supporting emergent women's networks and women's participation in CASM activities, by identifying gender specific issues along with practical solutions.
- *Partnership Building*: Strengthened to foster the development of a broader-based and more effective work alliance globally by encouraging and assisting other organizations and institutions to become constructively involved, and by strengthening partnership capacity at both global and national levels to be better able to respond to key challenges, to design and implement appropriate and effective policies, and to mount action oriented programs that benefit directly target communities and achieve strategic objectives.
- *Technical Assistance*: Based on the more effective use of CASM's extensive knowledge resources, including that of the Expert Advisory Group, to make available appropriate technical experience and expertise in order to provide guidance to stakeholders on policy and technology, and to improve policy and project execution on the part of government and non-government organizations through independent review and feedback of ASM initiatives.

The evaluation of CASM's own performance will be conducted in part by the CASM Strategic Management and Advisory Group (SMAG) via a bi-annual review of progress indicators and an annual review of overall performance against objectives. This will include a specific assessment of how effective CASM activities have been in realizing Strategic Goals as well as the MDG.

**Figure One: CASM – A Vision to Build Upon**

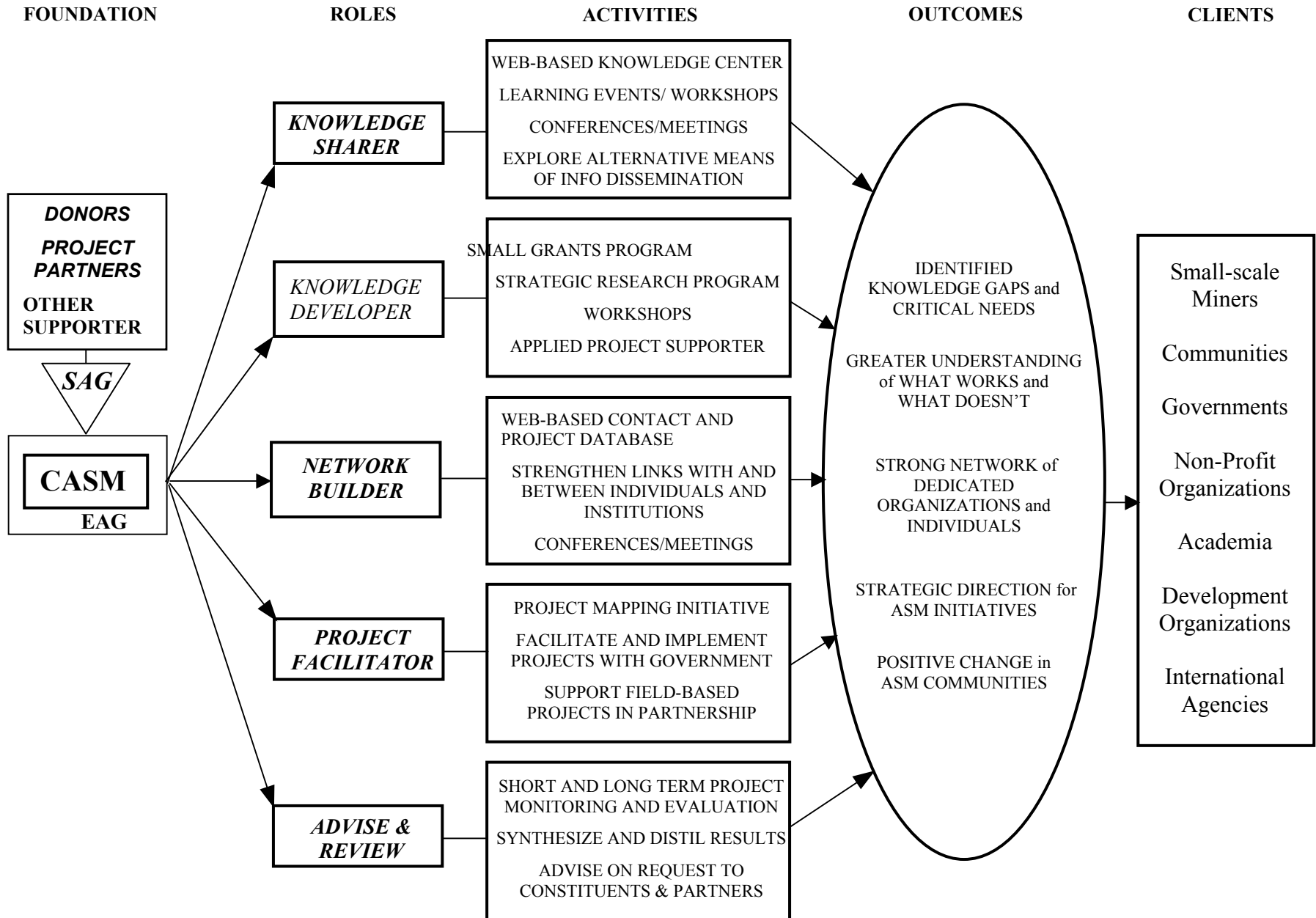


Table One: CASM Strategic Goals, Activities, Targets and Indicators

CASM Strategic Goal <sup>1</sup>	Activities <sup>2</sup>	Targets	Process Indicators [Data collection strategy]	Developmental Impact Indicators [Data collection strategy]
<b>HIGHER LEVEL STRATEGIC GOAL: REDUCING POVERTY &amp; BUILDING SUSTAINABLE COMMUNITIES</b>				
<i>Millennium Development Goals: 1 to 8</i>	<ul style="list-style-type: none"> <li>Learning events, conferences and workshops – working for multi-sector participation (India or Philippines 2004)</li> </ul>	<ul style="list-style-type: none"> <li>At least 10% of alternative sector participants in AGMs and Learning Events</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of social scientists, rural development and health specialists participating in CASM AGMs and Learning Events [Survey of Registrants].</li> <li>Number of alternative sector project or event participants who commence work in ASM communities [Follow-up Survey]</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of target community respondents who participated in projects or events who indicate that the small grants have had a positive or very positive impact on the community. [Follow-up Survey]</li> </ul>
	<ul style="list-style-type: none"> <li>Project: Integration of ASM within Poverty Reduction Strategies</li> </ul>	<ul style="list-style-type: none"> <li>ASM well-represented in at least five PRSPs by December 2006</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of governments who have incorporated ASM into PRSPs</li> </ul>	<ul style="list-style-type: none"> <li>Number of countries identifying actions or a strategy to enhance the contribution of ASM to poverty alleviation in PRSPs [Review of PRSPs]</li> </ul>
	<ul style="list-style-type: none"> <li>Small Grants Program</li> </ul>	<ul style="list-style-type: none"> <li>Each CASM Strategic Goal is addressed by the target community in every round of small grants in 2004, 2005, and 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Number of proposal submissions received per round of grants.</li> <li>Number of Small Grants awarded per target community.</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of target community respondents who have increased income <i>and</i> employ more environmentally responsible techniques [Follow-up Survey]</li> <li>Proportion of beneficiaries who indicate they are satisfied or very satisfied with project outcomes [Survey]</li> </ul>
<i>Strategic Goals 1, 2, and 3 and the corresponding activities contribute to Reducing Poverty and Building Sustainable Communities</i>				
<b>Goal 1: Enhanced Governance and Transparency</b>	<ul style="list-style-type: none"> <li>Partnership Project: Legal frameworks and formalization processes for ASM</li> </ul>		<ul style="list-style-type: none"> <li>Number of representative from each</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of target community respondents who indicate that work in a more secure environment [Follow-up Survey]</li> </ul>

CASM Strategic Goal <sup>1</sup>	Activities <sup>2</sup>	Targets	Process Indicators [Data collection strategy]	Developmental Impact Indicators [Data collection strategy]
<b>Transparency</b>  <i>Millennium Development Goal: 1, 2, 3, 4 and 8</i>	<ul style="list-style-type: none"> <li>Project: Fair Marketing Strategies for ASM produced minerals</li> <li>Regional Networking: CASM-China</li> <li>Regional Networking: Support women's regional networks and associations</li> </ul>	<ul style="list-style-type: none"> <li>At least one representative from each level of government attends inaugural meeting and commits to participating in CASM-China.</li> <li>CASM supports regional women's network and association activities in 2003, 2004, 2005 and 2006.</li> </ul>	<ul style="list-style-type: none"> <li>level of government CASM-China members</li> <li>Proportion of CASM-China members from non-traditional sectors</li> <li>Amount of funding allocated to AFWIMN and/or other regional women's networks/associations per annum.</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○ Number of countries recognizing gender-dimension of ASM in PRSPs [Review of PRSPs]</li> <li>○ Number of governments who have initiated measures to mitigate gender barriers to the effective participation of women in ASM [Follow up Survey]</li> </ul>
<b>Goal 2: Improved Environmental Sustainability and Natural Resource Management</b>  <i>Millennium Development Goals: 3, 6 and 7</i>	<ul style="list-style-type: none"> <li>CASM Learning Events and Workshops</li> <li>Best Practices Manual (technology issue)</li> <li>Field Testing of Manual in various WB and non-WB ASM projects (e.g. Mozambique)</li> <li>Technical Assistance to government, community, NGO's as requested basis. (e.g. Governments of Nigeria and Mozambique)</li> <li>Partnership Project: Protecting Endangered</li> </ul>	<ul style="list-style-type: none"> <li>Undertake at least one regional learning event in 2004, 2005 and 2006</li> <li>At least 200 downloads of Best Practices manual by June 2005</li> <li>Assistance on at least two projects</li> <li>At least 10, 15 and 20 projects are</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants in regional learning events [Sex disaggregated survey]</li> <li>Proportion of participants surveyed who felt that the workshop met or exceeded their needs and expectations [Sex disaggregated survey]</li> <li>Number of guideline downloads from website</li> <li>Number of beneficiaries</li> <li>Number of development,</li> </ul>	<ul style="list-style-type: none"> <li>○ Proportion of target community respondents who indicate they have changed practices since participation in the project or event or receipt of guidance materials [Follow-up survey]</li> <li>○ Proportion of target community respondents who indicate that they have modified their practices resulting in: improved working conditions; increased income; decreased environmental impacts; enhanced communication skills or improved health [Follow-up Survey]</li> </ul>

CASM Strategic Goal <sup>1</sup>	Activities <sup>2</sup>	Targets	Process Indicators [Data collection strategy]	Developmental Impact Indicators [Data collection strategy]
	<p>Species – Cohabitation Scenarios for Endangered Wildlife and Artisanal Miners in Africa</p> <ul style="list-style-type: none"> <li>Partnership Project: Experiment in Regional Collaboration to Minimize Downstream Impacts of ASM on the Water Quality of mining communities of the Guyana Shield</li> <li>ASM Mapping Initiative</li> </ul>	identified through the initiative by 2004, 2005 and 2005, respectively	governmental, non-governmental and/or academic organizations who participate/provide input into mapping project	
<b>Goal 3: Reduction of HIV/AIDS, Malaria and other diseases in Mining Areas</b>  <i>Millennium Development Goals: 3, 5 and 6</i>	<ul style="list-style-type: none"> <li>Project: Guidelines for HIV/AIDS Interventions in ASM Communities</li> <li>Field Testing of Guidelines in various WB and non-WB ASM projects (e.g. Mozambique, Nigeria)</li> </ul>	<ul style="list-style-type: none"> <li>At least 100 downloads of HIV/AIDS guidelines June 2005</li> </ul>	<ul style="list-style-type: none"> <li>Number of guideline downloads</li> <li>Number of communities or organizations who have commenced interventions using guidelines [Follow-up Survey]</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of miners and sex trade workers using condoms in guideline target communities [Survey by health-based organization]</li> </ul>

1. Corresponding Millennium Development Goal shown in italics.

2. The revised Small Grant Program will support all CASM Strategic Goals  
ASM refers to artisanal and small-scale mining