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## ELEVENTH PLENARY MEETING OF THE POLICY DIALOGUE ON NATURAL RESOURCE-BASED DEVELOPMENT

*Building collective knowledge for actionable policies*

### ANNOTATED AGENDA

12<sup>th</sup> – 13<sup>th</sup> December 2018 - OECD, Paris (OECD Conference Centre)

#### ABOUT THE POLICY DIALOGUE

The Policy Dialogue on Natural Resource-based Development is a multi-year intergovernmental process of knowledge sharing and peer learning among OECD and partner countries producing minerals, oil and gas on how to harness natural resources for structural transformation and more inclusive and broad-based development. Compared to other fora, the added value of the Policy Dialogue on Natural Resource-based Development lies in its unique structure designed to facilitate the generation, systematisation, and access to tacit and newly developed collective knowledge through collaborative OECD and non-OECD evidence-based policy analysis.

The Policy Dialogue focuses on four Work Streams: (i) Shared Value Creation and Local Development; (ii) Revenue Management and Spending; (iii) Getting Better Deals, and (iv) Domestic Resource Mobilisation (tackling BEPS, corruption and commodity trading transparency).

The Policy Dialogue is a cross-directorate OECD initiative, led by the Development Centre and involving relevant Directorates that can contribute or lead in specific policy domains, namely, the Centre for Tax Policy and Administration (CTPA), Development Cooperation (DCD), Environment (ENV), Financial and Enterprise Affairs (DAF), Global Relations Secretariat (GRS), Legal Directorate (LEG), Public Governance and Territorial Development (GOV), and Trade and Agriculture (TAD).

For more information visit the website: <http://www.oecd.org/dev/natural-resources.htm>

#### OBJECTIVES, STRUCTURE, FORMAT OF THE EVENT AND PARTICIPANT EXPECTED CONTRIBUTION

This two-day meeting will bring together representatives of governments, international organizations, extractive industries, civil society, and think tanks and will provide opportunities to advance the work under the different Streams of Work, according to the [roadmap](#) agreed upon at the Tenth Meeting of the Policy Dialogue on 25-26 June 2018.

The first day (**12 December**), will begin with presentation of a Report by the OECD Development Centre under Work Stream 2, consolidating guidance on effective resource management and spending for sustainable development, followed by a session to review progress made on tackling BEPS challenges. The afternoon session will offer the opportunity to share the finalized version of *Guiding Principles for Durable Extractive Contracts (Guiding Principles VII and VIII)*.

The second day (**13 December**), will begin with two sessions on the Thematic Dialogue on Commodity Trading Transparency, followed by a session to advance work under Work Stream 1 (Shared Value Creation and Local Development), with a thematic focus on upgrading and value addition in extractive value chains.

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The objectives of the meeting are as follows:

### **Work Stream 1 - Shared value creation and local development**

#### *Compendium of Practices for Shared Value Creation*

- At the Tenth Plenary Meeting, three new examples were discussed and validated by participants for the inclusion in the on-line [Compendium of Practices](#), which facilitates the implementation of the Framework for [Collaborative Strategies for In-Country Shared Value Creation: Framework for Extractive Projects](#). The examples focused thematically on how industry and government can address nascent opportunities for the extractive sector to contribute to and benefit from the global low-emission transition. In discussing the examples, participants noted that addressing risks and challenges associated with new technologies, such as ensuring the secure supply of key minerals and impactful R&D initiatives, requires alignment across all levels of government to promote effective policies, including paying proper attention to the consequences for local communities.
- The Eleventh Plenary Meeting will provide an opportunity to discuss a further tranche of examples to be added to the *Compendium*. The sessions will focus on the *Framework's* Step 3, exploring how to retain more in-country value and use extractive value chains to develop new products or services.

### **Work Stream 2 – Revenue Management and Spending**

- At the Fifth Plenary Meeting, participants agreed to undertake further analysis to investigate how to use natural resource revenues to support the implementation of the 2030 Agenda for Sustainable Development. Subsequently, the OECD Development Centre presented for further discussion a series of reports on stabilisation funds, strategic investment funds, earmarking, and direct cash transfers.
- At the Eleventh Plenary Meeting, a final report, consolidating the analysis and recommendations provided in the four reports presented to date on mechanisms for effective revenue management and spending will be presented.

### **Work Stream 3 – Getting better deals**

- A workshop on the *Guiding Principles of Durable Extractive Contracts* will be held on 11 and 12 December back-to-back with the Eleventh Plenary Meeting. It will provide the opportunity for invited participants to make progress towards the finalisation of the document.

### **Work Stream 4 – Domestic Resource Mobilisation (tackling BEPS and corruption)**

#### *Thematic Dialogue on Commodity Trading Transparency*

- At the Tenth Plenary Meeting, companies active in trading acknowledged the importance of transparency of trade-related payments and shared emerging disclosure practices around oil sales. At the same time, they also called for an assessment of the critical need for such information and the assurance that it would indeed translate into effective demand for accountability by end-users. Participants also embarked on a peer-learning exercise on the procedures and criteria used to select buyers of publicly owned oil, gas and minerals, discussed the use of existing templates for disclosure of payments for oil purchases, and the internal policies that companies have implemented to identify and address the risks of corruption and rent diversion in commodity trading.
- The Eleventh Plenary Meeting will provide the opportunity to reflect on the preliminary results of the stocktaking exercise by the OECD Development Centre on the procedures used by state-owned enterprises to select the buyers of publicly-owned oil, gas and minerals. Participants will further consider the types of

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information that should be disclosed in a global reporting template by companies active in trading, in order to use available information for improved accountability.

### *BEPS in Mining*

- At the Tenth Plenary Meeting, the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) and the OECD Centre for Tax Policy and Administration presented a new draft toolkit titled 'The Hidden Cost of Tax Incentives in Mining'. The toolkit aims to help countries identify and cost the potential behavioural responses by mining investors to tax incentives.
- The Eleventh Plenary will provide the opportunity to learn about an illustrative financial model factoring in the behavioural responses of investors into the economic analysis of tax incentives to better assess their costs, value and need in any given context. This financial model will supplement the toolkit, to help countries assess the practical fiscal impacts of incentives. Further to the agreement reached at the Seventh Plenary Meeting to work collaboratively to test the methodology for the determination of product mineral pricing in selected countries, a study on bauxite pricing will be also be presented.

The meetings of the Policy Dialogue **depart from** the traditional conference format distinguishing between speakers and audience. **Every participant** plays a role as both **a knowledge holder and a knowledge recipient** while the **OECD Development Centre** acts as **a neutral knowledge broker**, by contributing to framing the issues and facilitating the generation, systematisation, and access to tacit or newly developed collective knowledge.

Participants are not only expected to share relevant experience, policies, and case-studies but also to clearly articulate their knowledge needs and indicate, which countries they would like to learn from to build or further refine their knowledge base. **In this interactive setting, there are no prepared speeches, official statements or long presentations. Proposed guiding questions** aim at helping participants prepare their contributions and identify relevant issues and questions they would like to see addressed during the meeting.

**Reference documents** are distributed ahead of the meeting in order to help participants prepare their contributions, support the discussion and move the process forward. Participant contributions are expected to be **short, narrative** in style, and **reactive** to other interventions.

**The event will be closed-door and held under Chatham House Rule of non-attribution of sources in order for participating countries and stakeholders in the multi-stakeholder consultation to engage in frank and thought-provoking discussions.** It is expected that this method of work will be conducive to the establishment of a trustworthy environment where participating countries engage in open and constructive exchanges that could pave the way for the collective development of new knowledge as well as innovative and mutually beneficial policy solutions.

## DAY 1 – Multi-Stakeholder Plenary Meeting

12 December (Room CC7, OECD Conference Centre)

08:00 – 09:00	Registration & Breakfast
09:00 – 09:10	<p><b>Welcoming remarks by the OECD Development Centre</b></p> <p><i>Mr Seong-ho Lee, Ambassador and Permanent Representative, Permanent Representation of the Republic of Korea to the OECD and Vice-Chair of the Governing Board of the Development Centre.</i></p> <p><i>Mr Federico Bonaglia, Deputy-Director of the OECD Development Centre.</i></p>
09:10 – 10:45	<p><b>Work Stream 2: Revenue Management and Spending</b></p> <p><b>Chair: Chile</b></p> <p><i>Mr Javier A. Garcia, Counsellor Environment, Energy, Transport, Development Cooperation, Chilean Mission to the OECD</i></p> <p><b>Session 1: Managing and spending extractive revenues for sustainable development: guidance for resource-rich countries</b></p> <p>Non-renewable natural resource revenues can make an important contribution to harnessing inclusive growth and sustainable development. For resource-rich developing countries, this requires first managing the counter-cyclical nature of resource revenue flows to ensure that there is a consistent level of resources available for spending; and then ensuring effective spending to support the achievement of the Sustainable Development Goals.</p> <p>Building on the analysis and peer-learning and experience sharing hosted since 2013 on trade-offs, advantages and disadvantages of revenue management and spending mechanisms, this session will provide the opportunity to review a consolidated report prepared by the OECD Development Centre, providing guidance for resource-rich countries on effective revenue management and spending.</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Review lessons learned and key recommendations on effective revenue management and spending for sustainable development</li> <li>• Rationalise and consolidate the findings of the thematic dialogues on stabilisation and savings funds, sub-national revenue sharing, strategic investment funds, and earmarking.</li> </ul> <p><b>Kick-off interventions by:</b></p> <ul style="list-style-type: none"> <li>• Dr Adam Dixon, Associate Professor, Maastricht University</li> </ul> <p><b>For reference:</b></p> <p>Report by the OECD Development Centre on <i>Managing and spending extractive revenues for sustainable development: guidance for resource-rich countries</i></p>

10:45 – 11:15	Coffee Break
11:15 – 13:00	<p><b>Session 2: BEPS in mining - launch of guidance materials on tax incentives, debt finance, and valuing mineral exports</b></p> <p>This session will briefly present the three recently published practice notes launched in October 2018 by the Joint BEPS in Mining Program of the OECD’s Centre for Tax Policy and Administration and the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF). These provide policy and administrative guidance on how to address some specific causes of tax base erosion and profit shifting in the mining sector: excessive interest deductions, tax incentives and valuing mineral exports.</p> <p>The session will then highlight the financial model designed to help states better understand the impacts of tax incentives in the mining sector. The model can be used to illustrate the potential costs of tax incentives, including how investors can magnify the intended tax benefits by changing their behaviour in response to a tax incentive.</p> <p>Finally, the IGF and OECD CTPA will outline the various forms of technical assistance on mineral taxation that governments are invited to request.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Support governments to better assess the costs, the value and the need for tax incentives in any given context.</li> <li>• Strengthen governments’ capacity to counter excessive interest deductions in the mining sector</li> <li>• Choose the appropriate policy option for monitoring the value of mineral exports</li> </ul> <p><b>Kick-off interventions by:</b></p> <ul style="list-style-type: none"> <li>• Mr Howard Mann, Senior International Law Advisor, Inter-Governmental Forum on Mining Minerals, Metals and Sustainable Development (IGF)</li> <li>• Mr Maikel Evers, Adviser – BEPS project, OECD Centre for Tax Policy and Administration (CTPA)</li> <li>• Mr Iain Steel, IGF Consultant</li> </ul> <p><b>For reference:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Limiting Excessive Interest Deductions by Mining MNEs</a>: Building on BEPS Action 4, this practice note guides government policy-makers on how to strengthen their defences against excessive interest deductions in the mining sector.</li> <li>• <a href="#">Limiting Base Erosion from Tax Incentives in Mining</a>: Supplementing wider work undertaken by the Platform for Collaboration on Tax, this practice note focuses on the use of tax incentives in mining specifically, examining the tax base erosion risks they can pose.</li> <li>• <a href="#">Monitoring the Value of Mineral Exports</a>: Ensuring appropriate pricing of minerals relies on high-quality, accurate testing facilities and controls. This practice note helps governments choose the appropriate policy option for monitoring the value of mineral exports, considering the type of mineral, the risk of undervaluation, existing government capacities, and available budget.</li> </ul>
13:00 – 14:30	Buffet lunch (Château, Room Roger Ockrent)

<p><b>14:30 – 15:30</b></p>	<p><b>Work Stream 3: Getting Better Deals</b></p> <p><b>Chair: Guinea</b></p> <p><i>Mr Nava Touré, Principal Counsellor, Ministry of Geology and Mines, Republic of Guinea</i></p> <p><b>Session 3: Guiding Principles for Durable Extractive Contracts</b></p> <p>The Eleventh Plenary Meeting will provide an opportunity to report on the results of the expert workshop held on 11 December. These principles were developed in response to the mandate received by the OECD Development Centre’s 52 member countries in October 2017 to provide host governments and investors with a common reference to shape durable, equitable and mutually beneficial relationships.</p> <p>The Guiding Principles are a forward-looking aspirational document, rather than simply a reflection of existing approaches in contractual practice.</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Share the finalised version of Guiding Principles VII and VIII.</li> </ul> <p><b>Kick-off interventions by:</b></p> <ul style="list-style-type: none"> <li>• Dr Lahra Liberti, Head of Unit, Natural Resources for Development, OECD Development Centre</li> </ul> <p><b>For reference:</b></p> <ul style="list-style-type: none"> <li>• <i>Guiding Principles for Durable Extractive Contracts (Guiding Principles VII and VIII)</i></li> </ul>
<p><b>15:30 – 18:30</b></p>	<p><b>Workshop on the Guiding Principles for Durable Extractive Contracts</b></p> <p>This workshop will bring together invited experts to continue the discussion of the final comments received by the OECD Development Centre on the <i>Guiding Principles</i>.</p>
<p align="center"><b>DAY 2 – Multi-Stakeholder Plenary Meeting</b></p> <p align="center">13 December (Room CC7, OECD Conference Centre)</p>	
<p><b>08:00 – 09:00</b></p>	<p><b>Registration &amp; Breakfast</b></p>
<p><b>09:00 – 13:00</b></p>	<p><b>Thematic Dialogue: Commodity Trading Transparency</b></p>
<p><b>09:00 – 10:45</b></p>	<p><b>Co-Chairs: United Kingdom and Nigeria</b></p> <p><i>Dr Timothy Okon, Special Adviser on Fiscal Strategy, Ministry of Petroleum Resources, Federal Republic of Nigeria; and Mr Andrew Preston, Head of the Joint Anti-Corruption Unit, Home Office, United Kingdom</i></p>

Building on the momentum created by the 2016 UK Anti-Corruption Summit, the Thematic Dialogue on Commodity Trading Transparency was launched in June 2017. Participants in the 9<sup>th</sup> Plenary Meeting of the Policy Dialogue on Natural Resource-based Development expressed broad support for moving forward to develop tailored workable approaches to address clearly identified remaining transparency gaps to complement EITI's efforts. These include: (1) the development of a global reporting template for payment disclosure by companies involved in commodity trading; (2) the operationalisation of due diligence guidance for companies to tackle specific risks of rent diversion and corruption; (3) the development of a template to support SOEs in selecting buyers.

The Thematic Dialogue will provide the opportunity to advance work on output 1 and 3.

**Session 5: Peer-learning and knowledge sharing on State-owned Enterprises (SOEs)' selection procedures used to select buyers of publicly-owned oil, gas and minerals.**

Currently, there is little publicly available information or systematic analysis in EITI and non-EITI implementing countries on the procedures used by SOEs for the selection of buyers. Further to the agreement reached at the Tenth Plenary Meeting to pursue the peer-learning exercise, the OECD Development Centre has undertaken a Stock-take to fill this knowledge gap. The Thematic Dialogue will provide the opportunity to share the preliminary results of this Stock-take and to pursue the experience sharing and peer-learning process.

**Objectives:**

- Update on the preliminary results of the survey
- Experience sharing on procedures and criteria used to select buyers of publicly owned oil, gas and minerals

**Kick-off interventions by:**

- Mr Elliot Smith, Legal Analyst, OECD Development Centre
- Mr Benjamin Chilenge, Administrador Do Pelouro Comercial, ENH
- Ms Alice Valvodova, Project Director, Responsible Sourcing, RCS Global & Mr Joseph Williams, Senior Advocacy Officer, Natural Resource Governance Institute (NRGI)

**Guiding questions:**

- *Which types of arrangements and procedures do SOEs use to select the buyers of publicly-owned oil, gas and minerals?*
- *Do these procedures vary according to the nature of the specific commodity (crude oil, natural gas, minerals)?*
- *How can selection procedures and criteria be designed to limit pressure to use political and operational discretion (whether in terms of pricing or arbitrariness of selection)?*

**For reference:**

- *Preliminary Stock-take by the OECD Development Centre of the Selection Procedures used by State-owned Enterprises to Select Buyers of Oil, Gas and Minerals*
- Working Paper by RCS/NRGI: *The Sale of Minerals and Metals by Governments and State-owned Enterprises*

10:45 – 11:15

Coffee Break

11:15 – 13:00

**Session 6: What oil, gas and minerals sales data need to be disclosed by companies active in trading?**

Participants agreed to work toward the development of a global reporting template for payment disclosure by companies involved in commodity trading.

At the Tenth Plenary Meeting, companies active in trading acknowledged the importance of transparency of trade-related payments and shared emerging disclosure practices around oil sales. At the same time, they also called for an assessment of the critical need for such information and the assurance that it would indeed translate into effective demand for accountability by end-users.

This session aims to consider exactly what types of information are necessary and useful to be disclosed in order to create an effective accountability demand in resource-rich countries. The proposed types of information are grouped into two categories: the physical commodity trade; and the financial flows.

**Objectives:**

- Explore what types of information are critical for accountability and therefore need to be disclosed
- Determine the need for different disclosure templates for oil, gas and minerals

**Category 1: Physical commodity trade**

- a) Quality (grade, API etc.)
- b) Quantity/volumes (e.g. bbl., tonnes)
- c) Selling price (e.g. per bbl.)
- d) Invoice/shipment/contract number
- e) Date of sale
- f) Contract type (spot sale, long-term, swap agreement etc.)
- g) Incoterms
- h) Loading / shipment date
- i) Load port, terminal or depot
- j) Vessel name (if applicable)
- k) Destination

**Category 2: Financial flows**

- a) Identity of the seller
- b) Identity of the buyer
- c) Beneficial ownership of the buyer
- d) Involvement of politically exposed person (PEPs)
- e) Conflicts of interest

	<p>f) Group corporate structure</p> <p>g) Fees, charges, credits</p> <p>h) Invoice amount</p> <p>i) Foreign exchange rate (if applicable)</p> <p>j) Payment account</p> <p>k) Payment due date</p> <p>l) Payment receipt date</p> <hr/> <p><b>Kick-off interventions by:</b></p> <ul style="list-style-type: none"> <li>• Mr Tom Martenak, Global Crude Marketing Manager, ExxonMobil</li> <li>• Ms Ines Schjolberg Marques, Policy Director &amp; Ms Murjanatu Ibrahim Gamawa, Country Manager EITI International Secretariat</li> <li>• Mr Marc Guéniat, Senior Researcher, Public Eye</li> <li>• Mr Emmanuel Kuyole, Executive Director, Centre for Extractives and Development, Africa (CEDA) (by video conference)</li> </ul> <p><b>Guiding questions:</b></p> <ul style="list-style-type: none"> <li>• <i>What types of information related to <b>physical commodity trading</b> are necessary to be disclosed in order to create an effective accountability demand in resource-rich countries?</i></li> <li>• <i>How has this information been used by civil society to improve accountability of commodity sales?</i></li> <li>• <i>What types of information <b>related to financial flows</b> are necessary to be disclosed in order to create an effective accountability demand in resource-rich countries?</i></li> <li>• <i>How has this information been used by civil society to improve accountability of commodity sales?</i></li> </ul>
<p>13:00 – 14:30</p>	<p>Buffet lunch (Château, Room Roger Ockrent)</p> <p>BOOK PRESENTATION</p> <p>EXTRACTIVE INDUSTRIES:</p> <p>THE MANAGEMENT OF RESOURCES AS A DRIVER OF SUSTAINABLE DEVELOPMENT</p> <p>by</p> <p>Mr Tony Addison, the Chief Economist/Deputy Director</p> <p>United Nations University's World Institute for Development Economics Research (UNU-WIDER)</p>
<p>14:30 – 16:30</p>	<p><b>Work Stream 1: Shared value creation and local development</b></p> <p><b>Co-chair: Norway</b></p> <p><i>Prof. Petter Nore, Senior Consultant, Norwegian Agency for Development Cooperation, Kingdom of Norway</i></p> <p><b>Session 7: Upgrading and Value Addition in Extractive-Industries Value Chains</b></p>

The first part of Session 7 focuses on identifying opportunities for increasing the localisation of productive activities, supplying goods and services to the extractive sector. Developing resource-rich countries export mostly primary products (mere raw materials) with no or little value addition. Session 7 will explore how OECD producing countries and partner countries like South Africa have accessed and upgraded in extractive value chains, and the net benefits that are accrued domestically, using data from the OECD/WTO TiVA database.

The second part of Session 7 discusses opportunities for the integration of resource-rich economies into green value chains and innovation-based process upgrading for cleaner production. The session will offer the opportunity to learn about two specific initiatives in Chile and Sweden for fostering integration into global green value chains, using in-country resources in a strategic way and by creating the enabling conditions to move from low to high-value activities and developing new sectors. The session concludes with a discussion of examples of cleaner production through efficiency-enhancing innovation (process upgrading).

**Objectives:**

- Share the findings of OECD research on domestic value addition in extractive value chains.
- Improve understanding on opportunities for product, functional, process and inter-sectoral upgrading.

**Kick-off interventions by:**

- Ms Jane Korinek, Trade Policy Analyst, Trade and Agriculture Directorate, OECD
- *Discussant:* Mr Abiel Mohlahlo, Deputy Director, Minerals Processing, Industrial Development, Department of Trade and Industry, South Africa (by video conference)
- *Discussant:* Mr Nils Handler, Research Associate, Federal Institute for Geosciences and Natural Resources, BGR
- Ms Victoria Paz Machuca, Director of Strategy and Sustainability, Chilean Production Development Corporation (CORFO)
- Dr Mårten Görnerup, CEO, Hybrit Development
- Dr Silvana Tordo, Lead Economist, World Bank Group

**Guiding questions:**

- *Where do developing countries stand in the global trade of value added goods and services in the extractive value chain?*
- *What are the segments of the extractives' value chain, where developing countries managed to create value-added activities and where do challenges remain?*
- *What are the enabling factors and potential obstacles to low to zero carbon production in extractive industries?*
- *How can resource rich-developing countries best position themselves to take advantage of the evolving commodity markets in a way that is consistent with countries' climate change and sustainability goals?*

16:30 – 16:45

Coffee Break

16:45 – 18:00

### Session 8: Compendium of Practices on the Framework on Collaborative Strategies for In-Country Shared Value Creation

The Eleventh Plenary Meeting will provide an opportunity to discuss a further tranche of examples for the possible inclusion in the online *Compendium*. The selection will provide examples of upgrading and value addition in extractive value chains, referring specifically to the Framework's recommendations to use efficiency-enhancing innovative technologies and develop other sectors or segments of higher value added that can support the creation of a diversified economy and reduce dependence on export of mere raw materials.

#### Objective:

Discuss and validate a new set of examples for inclusion in the online *Compendium of Practices*, complementing and supporting the implementation of the *Framework on Collaborative Strategies for In-Country Shared Value Creation*.

#### Examples presented for discussion and validation:

##### How to upgrade technological services for the upstream oil value chain in Kazakhstan

###### Kick-off interventions by:

- Mr Kuralbek Keldjanov, Deputy Country Chair, Shell Kazakhstan
- Mr Anatoly Leontiev, Commercial Adviser, Shell Kazakhstan
- Mr Uzakbai Karabalin, Deputy Chairman of KazEnergy Association, Member of KazMunayGas Board, Chairman of KazEnergy Scientific Council

##### How to process iron ore without using water (Brazil)

###### Kick-off interventions by:

- Mr Leonardo Neves, Environment Manager, Vale
- Ms Monica Fonseca, Environmental Licensing Expert Brazilian Institute of the Environment and Renewable Natural Resources (IBAMA) (by video conference)

#### Guiding questions:

- *What are the knowledge gaps industry and host governments are facing? How can they be overcome in order to increase local supplier participation and capitalise on the competitive advantage of geographical proximity to mining projects?*
- *How to upgrade technological services for the upstream oil value chain? Under what conditions could this example be replicated?*
- *What steps can industry take to minimise the water footprint? How could the example of producing iron ore without using water be replicated?*

#### For reference:

Draft Templates for inclusion in the *Compendium of Practices* (for discussion and validation)