



Unlocking Equitable Mineral Value Addition

Key Outcomes from South-South Inter-Governmental Dialogue

Indonesia, 30 November – 4 December 2025



 Natural Resource
Governance Institute

Introduction

From 30 November to 4 December 2025, government delegations and partners gathered in Bali, Indonesia, for a South-South Inter-Governmental Dialogue on Unlocking Equitable Mineral Value Addition. The dialogue brought together officials from 10 countries across Africa, Asia and Latin America that hold significant reserves of minerals and will play a central role in the evolution of global markets for clean energy technologies and other key industries—Chile, Democratic Republic of Congo, Ghana, Indonesia, Mexico, Mongolia, Morocco, Philippines, Zambia and Zimbabwe. They were joined by representatives from intergovernmental organisations, research institutions and development agencies. Co-organized by Indonesia's National Economic Council and the Natural Resource Governance Institute, with support from ViriyaENB, the

event sought to generate shared lessons and inform governments' efforts to enhance the contributions of their mineral sectors to sustainable development for their people—including through greater domestic value capture, technological upgrading and more equitable participation of local communities. While country experiences varied significantly, participants identified key cross-cutting strategies over the course of the week for enhancing in-country value addition, strengthening leverage in the international marketplace, and protecting the environment and citizens' rights. This document summarizes these key points of convergence that emerged from the dialogue, and offers approaches to advance continued learning and coordination among Global South governments to enhance equitable mineral development.



Key takeaways from the dialogue



1 Building an integrated approach—rather than governing the sector one project at a time—is critical

The most important point of convergence among participants was that generating sustainable benefits requires an integrated strategic approach that situates mining and value addition—whether upstream local content or downstream processing—within a broader economic, environmental and social framework. Grounding ambitions into a systematic strategy encompassing goals around industrial development, energy, trade, diplomacy, climate and citizen engagement is crucial for governments aiming to move up the value chain and generate benefits that endure for their people. Countries should not simply seek to add value for its own sake, but should rather define clear objectives for national development and measure progress against those objectives. This integrated vision should also link mineral value addition not only to export markets, but also to long-term domestic energy transition goals.

2 Context-specific analysis helps governments take advantage of specific opportunities accorded by their geology, geography and resources

The increasingly complex global landscape and highly concentrated markets reinforce the need for Global South countries to pursue value addition strategies tailored to the specific opportunities and constraints of each value chain. Not all forms of value addition are feasible, desirable or a priority in every context. Differences in global market share, infrastructure requirements, technology risk, environmental and social impacts, national institutional structure, stage of development and broader economic needs will shape government approaches to adding value to minerals. This includes how they distinguish between near-term, “no-regret” opportunities and longer-term, higher-risk bets.

3 Long-term visions should be ambitious but iterative

Value-addition strategies benefit from being anchored in long-term national visions that provide predictability for investors and can endure across political cycles. Countries that have made progress have sequenced investments and policy reforms over time, while recognising uncertainty and learning as inherent features of industrial transformation. This approach requires governments to recalibrate policies as markets, technologies and domestic conditions evolve.

4 Carrots and sticks are both needed, blending firmness with incentives and flexibility in investor relationships

Governments need to establish firm rules to govern relationships with investors to advance the needs and opportunities of their citizens. Transparent information sharing and strong anti-corruption standards are key drivers of responsible investment to draw the right partners and guide their actions to support national objectives. At the same time, developing value-addition opportunities and accompanying financial instruments requires trusted communication and sustained engagement between governments and companies, to maximize alignment of interests, and to design policy and incentives that reflect commercial realities. Proactive information sharing between industry and government facilitates timely decision-making and a coherent long-term approach that balances the needs of investors, citizens and government.

5 Investment in human capital development must be strategic and consistent

Successful value addition can create myriad opportunities for skills development, employment, leadership and financial returns for citizens and communities. However, achieving this is not automatic, and governments and their private-sector partners should develop long-term plans and tools to measure progress to build citizen skills across a range of fields and professions. Scholarships, secondments, formal degree and certification programs, vocational training, practical experience building and local content requirements can all be important components of an overarching strategy to build skills alongside the scaling-up of national production, processing and manufacturing.

6 Speaking with one voice: intra-governmental coordination is vital

Designing and implementing effective value-addition strategies requires coordination across multiple ministries and agencies, yet this remains challenging in many contexts. Fragmented responsibilities, overlapping mandates and inconsistent communication can impede alignment between mining, energy and industrial policies, and limit the integration of environmental and social considerations into decision-making. Successful approaches combine clear chains of command with formal mechanisms for inter-agency collaboration, backed by sustained political support.

7 A multi-stakeholder approach and clear communication are key

Value-addition strategies involve trade-offs, take time to deliver results and, even then, may not fully meet citizen expectations. Strategies can falter when governments do not engage national and local stakeholders effectively, leaving policies vulnerable to pressure to change course. Meaningful consultation and sustained engagement with a broad range of stakeholders are essential. Clear communication of objectives, timelines and expected benefits—particularly in countries with histories of unfulfilled promises around resources—can help build trust. Transparent, data-driven narratives in accessible language can support political backing across electoral cycles and reinforce the credibility of long-term commitments.

8 Strong traceability systems that include both large- and small-scale mining are essential for equitable value-chain development

Value-addition strategies for critical minerals will not succeed unless they systematically integrate traceability and responsible governance in artisanal and small-scale mining (ASM) as core elements of value-chain development, rather than treating them as ancillary compliance requirements. Traceability is a crucial tool for supporting responsible business conduct and building trust in the value chain. In turn, this helps attract diversified investment and supports a level playing field between investors and communities in determining how mining investment meets local people's expectations.

Traceability systems—whether digital, regulatory or market-based—depend on the meaningful participation and alignment of all value-chain actors, including artisanal miners, cooperatives, traders, processors, downstream manufacturers, regulators and affected communities. Excluding ASM from traceability frameworks risks perpetuating informality, undermining data integrity, and reinforcing barriers to equitable participation in higher-value segments of critical mineral supply chains.

9 Mineral-importing economies and international institutions must consider the implications of their actions for stable, efficient and green value chains

Global demand for minerals is rising and efforts to diversify supply chains are intensifying, creating opportunities to establish value chain activities in new locations, including within the Global South. At the same time, mineral-rich countries in the Global South face growing obstacles to advancing value addition, including the expanding use of export controls, large-scale industrial subsidies and actions by major economies that constrain policy space. Reinforcing inequities in global value chains is in no-one's interest: it can fuel public frustration in producing countries, heighten the risk of supply disruptions, and cause countries to forgo value-addition opportunities that could lower costs, reduce emissions and contribute to more efficient and greener value chains that reduce environmental impact.

10 Strategic neutrality and alliances are increasingly important

As geopolitical maneuvering intensifies, strategic neutrality and diversified partnerships are increasingly important for Global South countries. South-South cooperation is a key mechanism for enabling such neutrality, while preserving national policy autonomy. By coordinating rather than competing, countries can strengthen their bargaining power and reduce vulnerability to external pressures. Areas for collaboration include standards, skills development, regional infrastructure and continued mutual learning.

11 Deeper South-South learning is necessary to unlock collaboration and innovation

Despite growing global attention to minerals, there are few spaces for open, detailed and practical exchange among Global South governments. Cross-country inter-governmental learning can help address shared challenges, reduce information asymmetries with major consumer countries, and support policy innovation around key issues such as technological upgrading, partnership strategy, protected areas or no-go zones, human capital development, traceability, ASM, tax policy and intra-governmental coordination, among others. The dialogue highlighted interest in continued engagement and collaboration to build on the exchanges initiated in Bali.



Annex 1 - List of participants

Below is a full list of participants in at the South-South Inter-Governmental Dialogue on Unlocking Equitable Mineral Value Addition organized from 30 November to 4 December 2025 in Bali and Weda Bay, Indonesia. The event was conducted under the Chatham House Rule, and the views expressed in this report do not necessarily represent the views of the individuals present or their employers.

No.	Name	Job Title	Institution	Citizenship
Country Delegates				
1.	Maurice Miema	Directeur-General	Centre d'Expertise d'Evaluation et de Certification, Democratic Republic of the Congo	Democratic Republic of the Congo
2.	Martin Kwaku Ayisi	Technical Advisor to the Minister	Ministry of Lands and Natural Resources	Republic of Ghana
3.	Mohamed Ouhmed	Secretary General	Ministry of Energy Transition and Sustainable Development, Kingdom of Morocco	Kingdom of Morocco
4.	Abdessamad El Attillah	Deputy Director of the Geology, Mines and Hydrocarbons		
5.	Edward Shabani	Principal - Economic Planner	Ministry of Mines and Minerals Development, Republic of Zambia	Republic of Zambia
6.	Gloria Magombo	Permanent Secretary	Ministry of Energy and Power Development, Republic of Zimbabwe	Republic of Zimbabwe
7.	Shorai Kavu	Deputy Director for Power Development		
8.	Atty. Dante R. Bravo	President	Philippine Nickel Industry Association	Republic of the Philippines
9.	Charmaine Olea-Capili	Executive Director		
10.	Arif Havas Oegroseno*)	Vice Minister*)	Ministry for Foreign Affairs, Republic of Indonesia	Republic of Indonesia
11.	Ida Bagus Made Bimantara	Director of ASEAN External Cooperation		
12.	Niwa Rahmad Dwitama	Diplomatic Official		
13.	Meidy Katrin Lengkey	Secretary General	Indonesian Nickel Miners Association	

14.	Melscho Mendbayar	Head of Industrial Policy Department	Ministry of Industry and Mineral Resources	The State of Mongolia
15.	Sandagdorj Nyamdorj	Specialist on Critical Minerals	Erdenes Mongol Group	
16.	Francisca Bastías	Analyst in Foreign Affairs Department	Ministry of Mines, Republic of Chile	Republic of Chile
17.	Nicolás Springmüller Pinto	Managing Director	Corporación Nacional del Cobre de Chile (CODELCO) Shanghai	
18.	Ivan Couso	Chief of Staff to the Executive Vice Presidency	National Mining Company of Chile (ENAMI)	
19.	Diana Marel Ruiz	Head of Exploration, Extraction and Processing	Litio Para México	United Mexican States
Inter-governmental Organizations				
20.	Pedro Manuel Moreno	Deputy Secretary-General	United Nations Conference on Trade and Development	United Nations/ Switzerland
21.	Cevat Tansug Ok	Economic Affairs Officer in the Extractive Commodities Section		Republic of Turkey
22.	Marit Kitaw	Economic Affairs Officer, Minerals sector Lead	United Nations Economic Commission for Africa	Federal Democratic Republic of Ethiopia
23.	Massimo Geloso Grosso	Head of OECD Office in Jakarta	Organization for Economic Co-operation and Development	
24.	Marie Desiree Martine Isabelle Ramdoo	Director of the IGF Secretariat	Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF)	Republic of France
25.	Benjamin Boakye	Executive Director	African Centre for Energy Policy	Republic of Ghana
26.	Anannya Das Banerjee	Associate Director	Council for Critical Minerals Development in the Global South	Republic of India
Think Tanks				
27.	Martín Latorre	Researcher	Energy Center, Universidade de Chile	Republic of Chile
28.	Prof. Diego A. von Vacano	Professor of Political Science Department	Bush School of Government, Texas A&M University	Plurinational State of Bolivia

29.	Hasrul Hanif	Manager of Extractive Industries Learning Hub	Department of Politics and Governance, University of Gadjah Mada	Republic of Indonesia
30.	Roes Ebara Gikami Lufti	Junior Research Associate	Institute for Economic and Social Research, Faculty of Economics and Business, University of Indonesia	
31.	Ellin Victoria	Scholarship Awardee	GEM Co., Ltd.	
Development Agencies/Philanthropy Organization				
32.	Cassady Walters	Managing Director, Power	Rockefeller Foundation	United States of America
33.	Suzanty Sitorus	Executive Director	Visi Indonesia Raya Emisi Nol Bersih (ViriyaENB) Foundation	Republic of Indonesia
34.	Fajrin Hanggoro	Program Manager		
35.	Najla Attahiya	Program Support		
Organizers				
36.	Patrick Heller	Chief Program Officer	Natural Resource Governance Institute	United States of America
37.	Maria Paz Gonzalez	Senior Program Officer		Republic of Chile
38.	Nafi Quarshie	Africa Director		Republic of Ghana
39.	Thomas Scurfield	Africa Senior Economic Analyst		United Kingdom
40.	Matteo Molineris	Capacity Development Officer		Grand Duchy of Luxembourg
41.	Frenky Simanjuntak	Indonesia Representative		National Economic Council, Republic of Indonesia
42.	Luhut B. Pandjaitan	Chairman		
43.	Septian Hario Seto	Executive Secretary		
44.	Tubagus Nugraha	Executive Director for Policy Synchronization of Economic Priority Program		
45.	Rifky Setiawan	Chief of Secretariat		
46.	Nataneil Adhynagara Horansil			

Acknowledgements

This “Key Outcomes and Takeaways” document reflects points of consensus that emerged during the South-South Inter-Governmental Dialogue on Unlocking Equitable Mineral Value Addition, organized in Bali and Weda Bay, Indonesia from 30 November to 4 December 2025. A full list of participants is included as Annex 1. The event was conducted under the Chatham House Rule, and the views expressed in this report do not necessarily represent the views of the individuals present or their employers. The following participants contributed directly to the drafting and finalization of this outcomes document: Septian Hario Seto, Natan Adhynagara, Martin Kwaku Ayisi, Anannya Das Banerjee, Benjamin Boakye, Niwa R. Dwitama, Maria Paz Gonzalez, Massimo Geloso Grosso, Patrick Heller, Shorai Kavu, Marit Y. Kitaw, Meidy Katrin Lengkey, Matteo Molineris, Nafi Quarshie, Thomas Scurfield, Frenky Simanjuntak and Diego von Vacano.

About NRGi

The Natural Resource Governance Institute is an independent, non-profit organization that supports informed, inclusive decision-making about natural resources and the energy transition. We partner with reformers in government and civil society to design and implement just policies based on evidence and the priorities of citizens in resource-rich developing countries. Learn more at www.resourcegovernance.org

About NEC

National Economic Council (Dewan Ekonomi Nasional) is a presidential advisory body that provides strategic economic policy advice to the President of Indonesia. The National Economic Council has the mandate to provide support and recommendations to the President in accelerating the implementation of strategic policies and key initiatives in the economic sector.

