

Annual Plan 2014 – 2015

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International Mining for Development Centre

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The **International Mining for Development Centre** was established to promote the more sustainable use of minerals and energy resources in developing nations by assisting governments and civil society organisations through education and training, fellowships, research and advice. Our focus is three core themes—governance and regulation, community and environmental sustainability, and operational effectiveness.

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Abbreviations

AAA	Australia Award for Africa
AAPF	Australia Africa Partnership Facility
ACG	Australian Centre for Geomechanics
AMDC	Africa Minerals Development Centre
AusAID	Australian Agency for International Development
AusIMM	Australian Institute of Mining and Metallurgy
BGR	Bundesanstalt für Geowissenschaften und Rohstoffe (German Federal Institute for Geosciences and Natural Resources)
CBU	Copperbelt University
CIDA	Canadian International Development Agency
CIPL	Centre for Innovation in Professional Learning
DMP	Department of Mines and Petroleum
EITI	Extractive Industries Transparency Initiative
EMI	Energy and Minerals Institute
ETAEMR	Education and Training Agency of the Ministry of Energy and Mineral Resources, Indonesia
GASI	General Agency for Specialized Inspection, Mongolia
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IM4DC	International Mining for Development Centre
KPI	Key Performance Indicator
M4D	Mining for Development
MEF	Monitoring and Evaluation Framework
MIREM	Ministério dos Recursos Minerais, Mozambique
MOU	Memorandum of Understanding
OHS	Occupational health and safety
RET	Department of Resources, Energy and Tourism
SIMTARS	Safety in Mines Testing and Research Station, Queensland
SMI	Sustainable Minerals Institute
TVET	Technical and Vocational Education and Training
UEM	Universidade Eduardo Mondlane, Maputo, Mozambique

UNZA	University of Zambia
UQ	The University of Queensland
UWA	The University of Western Australia

1 Overview

1.1 Introduction

The University of Western Australia and The University of Queensland established the International Mining for Development Centre (IM4DC) in October 2011 in response to a request from the Australian Government. IM4DC is funded by the Australian Government through the Department of Foreign Affairs and Trade. IM4DC supports developing countries to transform their extractive resource endowment to inclusive and sustainable economic growth and social development.

This International Mining for Development Centre Annual Plan 2014-15 sets out details of the Centre's activities for the final year of the IM4DC Grant Agreement, which ends on 30 June 2015. The Annual Plan comprises the following sections:

- An outline of the strategic and operational context for IM4DC
- Summary budget for 2014-15
- Activity delivery program for 2014-15
- Country priorities and programs
- A summary of IM4DC governance, administration and operational arrangements.

Supplementing this Annual Plan are IM4DC's Monitoring and Evaluation Framework, and Operations Manual.

1.2 Purpose of IM4DC

IM4DC helps partner countries host mining well and do well from mining. Many developing countries possess minerals and energy endowments that present those nations with the opportunity to accelerate economic and social development.

Core to IM4DC's role is building knowledge, skill and institutional capacity within resource-rich countries to enable change through reforming policies and regulation and improving oversight relating to all phases of exploration, mining and processing, so as to encourage investment, deliver returns and enhance the interests of communities and the environment. It does this principally through education and training, institutional partnerships and cooperative research. The Centre is a key element of Australia's extractives sector development assistance activities.

IM4DC harnesses the intellectual capital existing in the Australian resources and higher education sectors to deliver capacity-building activities that demonstrate and transfer knowledge about leading practices in policy and governance across the mining lifecycle and through mining's interactions with other sectors, communities and the environment.

The IM4DC partners, The University of Western Australia (UWA) and The University of Queensland (UQ), and other institutions, work in partnership with government agencies, universities, research institutions and civil society organisations in developing nations.

Through implementing this learning and taking leadership roles, IM4DC alumni and partner institutions are empowered to bring about transformational change that enables developing nations to maximise the opportunities from resource production while minimising undesirable impacts.

1.3 Integrated program

The Strategic Framework for IM4DC (Figure 1) provides a summary of the purpose of the Centre, themes, strategic program areas, outcomes, and the integrated nature of strategic program areas and activities is provided on the following page.

The elements of the IM4DC program are:

- **Education and training** through short courses, workshops and study tours
- **Fellowships** to enable current and future leaders to undertake extended training, work experience and research
- **Action research** to investigate and address issues relating to mining for development
- **Practical guides** and research publications to provide information and tools for stakeholders
- **Advice to governments** in Australia and developing countries on mining for development policy and governance
- **Alumni network** to continue interaction and knowledge transfer and to facilitate a mining for development community of practice
- **Partnering** with developing country institutions to help build their capacity and develop collaborative networks
- **Alumni Forums** and the **Mining for Development Conference** to bring together stakeholders to review and discuss leading policy and practice.

This integrated program is underpinned by a rigorous **monitoring and evaluation** process that drives a **continuous improvement** model to constantly lift the level of performance and effectiveness (see Figure 2).

In its first two years and eight months of operation to 30 June 2014, IM4DC has been able to demonstrate and refine its theory of change. The Monitoring and Evaluation Framework will be progressed in 2014-15 to better articulating and demonstrate impact.

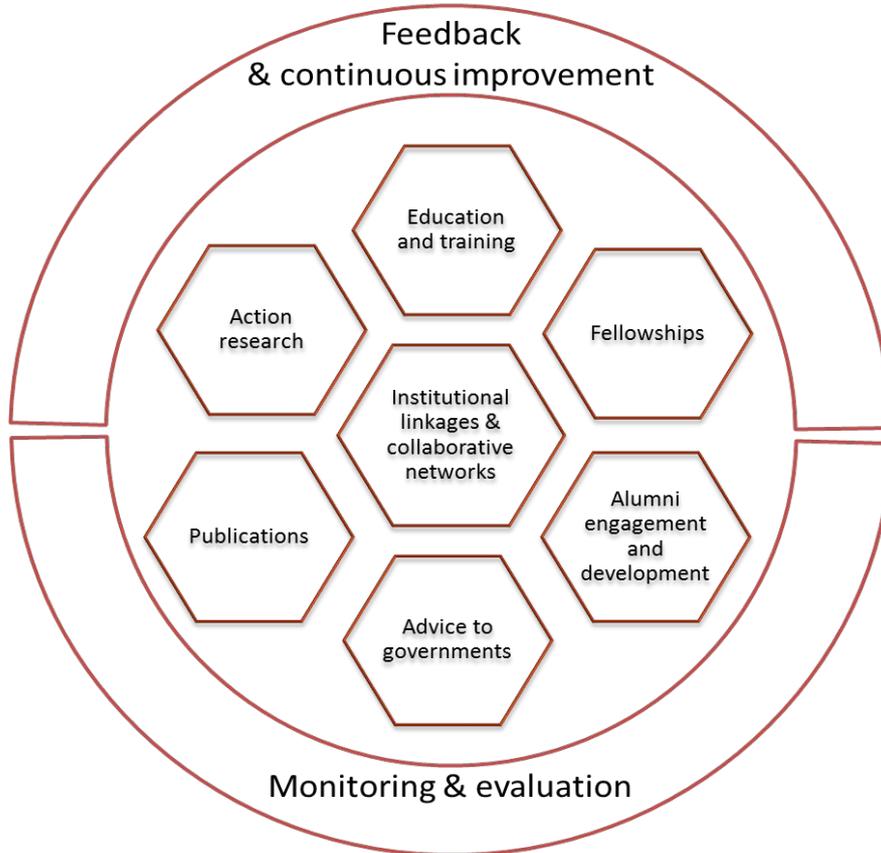
In seeking to empower individuals and institutions to bring about transformational change, IM4DC adopts this integrated approach to activity development, selection of participants, activity monitoring, end and post activity feedback, and ongoing monitoring of participants activities on return utilising formal and informal tools.



Figure 1: International Mining for Development Centre Strategic Framework

Goal						
To support developing countries to transform their extractive resource endowment to inclusive and sustainable economic growth and social development						
Themes						
Governance and Regulation		Community and Environmental Sustainability			Operational Effectiveness	
Improved governance and accountability through effective and transparent regulation and management of extractive industries		Strengthened economic, social and environmental outcomes from mining in developing countries through education and training, institutional strengthening, and capacity building			Implementation of policies and processes that ensure that resources developments result in substantial, inclusive and sustainable development	
Strategic Program Areas						
Regional and local economic and social development	Sub-national governance of the mining sector	Minerals policy, regulation and agreements	Community engagement and consultation	Health and safety of workforces and resources communities	Environmental management and regulation	
Outcome: Alignment of project economic interactions with broader societal development objectives, including objectives of indigenous peoples and for environmental protection. Through processes such as: regional planning and infrastructure development; local content and enterprise development; control of small-scale and artisanal mining	Outcome: Strengthened governance capacity of stakeholders at community, local and regional levels. Focused on local accountability, understanding and monitoring of mining operations, and capacity to manage agreement negotiation and implementation processes	Outcome: Sound, robust policy and regulatory frameworks and capacity to manage them. Establish platforms and build skills for: management of geoscience data and exploration, negotiation of project agreements and approvals, tax regimes and revenue management	Outcome: Improvements in the processes used by industry, government and NGO stakeholders to engage with local communities. To ensure: understanding and communication of impacts at the local level; fair and effective community agreements processes; open and transparent engagement with indigenous communities	Outcome: Implementation of effective regulatory and management approaches for occupational and community health and safety. Including: leading practice regulatory frameworks ; sound HR management; protecting and enhancing community health	Outcome: Improvements in the capacity of all stakeholders to understand and manage the environmental aspects of resource projects. Including: effective and inclusive environmental impact assessment processes; integration of land and water management; mined land rehabilitation practices; environmental management and monitoring	
Program Activities						
Education and training	Action Research	Fellowships	Advice to governments	Conference	Institutional linkages	Publications
Participants receiving training through short courses and study tours in-country, in-region and in-Australia	To assist with implementation and application of existing knowledge to address specific developing country issues related to mining	Current and future leaders visiting Australia for training, experience, research and collaboration, and transferring knowledge to home countries	Short reviews, analysis, advice and scoping studies for governments from partner countries and Australia	Bring stakeholders together to facilitate the global exchange of knowledge and experience to improve mining for development policy and practice	Capacity-building linkages with selected developing country institutions, including universities and institutions of government and multilateral agencies	Provide resource-rich nations with practical tools and information that will assist them in facilitating development of sustainable mining industries
Target Outcome						
IM4DC alumni and partner institutions effecting change through transformational leadership in mining for development and related activities						

Figure 2: IM4DC's integrated program



1.4 Operating principles

IM4DC has adopted the following operating principles for its activities. The Centre:

- Works with DFAT Australian Aid on scoping studies and needs analysis for priority countries, consulting with stakeholders from government, civil society, global and regional NGOs, education and research institutions, mining and mining services industries, and other aid donors
- Designs activities for each country and multi-country regions that meet identified needs and priorities, are agreed with national and regional governments, and that complement other mining for development activities of DFAT and other donors
- Delivers courses and selected other activities for other countries in regional hubs and in Australia, both on its own and in collaboration with other DFAT Australian Aid programs and programs of other donors
- Focuses on core strengths of education and training to build human resource capacity and strengthen institutions, while also bringing to bear other university-based policy and technical capabilities to support mining for development through research, fellowships and advice to government

- Builds in-country capacity to enable ongoing strengthening of mining governance beyond the life of IM4DC's activities
- Harnesses the knowledge and skills of UWA and UQ, and other Australian and international education and research institutions to access leading practice across all themes and activities
- Operates efficiently and effectively with accountability to client institutions in developing countries, Australian Aid, and UWA, UQ and partner institutions
- Applies the highest standards of ethics and probity to all activities.

1.5 Activity delivery principles

IM4DC asks its delivery partners from universities, governments, industry and civil society to be guided by the following principles in running activities:

- Provide information about mining governance in a balanced manner and within a sustainability framework
- Highlight leading practice, informed analysis and clear lessons in all aspects of mining and its interactions
- Encourage a range of stakeholder perspectives to be expressed
- Provide a platform for participants to question and explore the concepts presented
- Avoid direct promotion of political or commercial objectives
- Include the opportunity for participants to prepare and share 'return to work' plans
- Seek frank participant feedback on activity content and delivery in a consistent format.

1.6 Supporting development policy and economic diplomacy

IM4DC and its activities align closely with the Australian Government's new development policy, *Australian aid: promoting prosperity, reducing poverty, enhancing stability* and its purpose to *promote Australia's national interests by contributing to sustainable economic growth and poverty reduction*. In IM4DC's partner countries, sustainable resource development offers high potential for inclusive and sustainable economic growth, driven by private sector development that is enabled by stronger human and institutional capacities. IM4DC supports developing countries to build policy and regulatory environments that both enable business and result in inclusive economic growth.

IM4DC's Monitoring and Evaluation Framework measures outcomes against target outcomes and ensures that IM4DC's activities meet the criteria of the Government's performance framework *Making Performance Count: enhancing the accountability and effectiveness of Australian aid*.

The new development policy is closely aligned with the Government's economic diplomacy agenda. IM4DC's activities support the objectives of economic diplomacy by delivering benefits both to developing countries and Australia.

1.7 IM4DC operations

The operations of IM4DC support effective, high quality delivery of services while maintaining efficiency in the use of Australian aid funds.

IM4DC governance, management and resourcing are discussed in chapter 4. IM4DC's operations are guided by the Operations Manual, which includes a Risk Management Plan. Both are reviewed periodically. The performance of IM4DC is assessed through its Monitoring and Evaluation Framework.

The Centre reports to DFAT and to its partner universities on outputs, and monitors and reports on the impact of its activities through regular activity and financial reporting, and by providing six monthly and annual reports.

1.8 2014-15 activities

In summary, the Centre will deliver during 2014-15:

Short courses

- 10 short courses, study tours and workshops delivered in Australia for 190 participants
- 19 short courses and workshops delivered in priority countries to 680 participants, with regional participation through 'hubbing' and the involvement of local partner institutions

Fellowships

- 8 Fellowships for extended programs comprising courses, practical experience and research in mining governance.

Action research

- 10 new research projects, a small number of commissioned research projects targeting specific needs, plus research support for up to 5 students from developing countries. IM4DC will also manage to completion a number of ongoing projects.

Practical guides

- A further three publications as part of the ongoing series of practical guides and research publications that address aspects of mining for development policy and practice.

Advice to governments

- On-demand, rapid-response advice to Australian and developing country governments.

Mining for Development Conference

- The third annual International Mining for Development Conference to be held at The University of Western Australia in April/May 2015 to facilitate the global exchange of knowledge and experience to improve mining for development policy and practice.

Alumni management

- An upgraded alumni management and communication system to facilitate a community of practice of participants in Centre activities via the M4DLink online platform and Alumni meetings.

Institutional linkages

- Support for partnerships between Australian and international universities and other institutions to build capability, capacity and coordination.

Additional activities

- Tailored additional activities agreed with DFAT and other partners to address needs and opportunities as they are identified, with a limited budget provided from IM4DC's core funds, and with other activities requiring additional funding.

As in past years, the program is expected to change somewhat during the year in response to changing circumstances and priorities, new opportunities and requests from country partners and DFAT. The core of the above activities will remain as planned, however. Changes will be advised in quarterly and half-yearly reporting.

1.9 Progress against Grant Agreement KPIs

The 2013-14 Annual Report provides details of the Centre's outputs and outcomes to date. Since its inception in late October 2011, IM4DC has:

- Delivered 70 short courses, workshops and study tours to 1832 participants from more than 50 developing countries, with 29 per cent female participation
- Hosted 16 Fellowships
- Commissioned 32 action research projects
- Published 4 Guides to Australian Practice and numerous research publications
- Presented two international conference events attracting 700+ delegates
- Developed collaborative partnerships with education, research and policy institutions in developing countries
- Achieved better-than 95 per cent approval ratings from participants for course content and quality.

This places IM4DC ahead of most of its original KPIs and on track to out-perform its four year KPIs.

The 2014-15 Annual Plan builds on the Centre's demonstrated performance during its first 32 months and responds to established and new demand.

IM4DC will maintain a similar level of activity in 2014-15 to that delivered in 2013-14. As it is the final year of the current Grant Agreement, the majority of activities are projected to be delivered by the end of May 2015, so as to allow for an orderly wind-down and reporting process.

The 2014-15 budget provides for a modest surplus at the end of 2014-15 to allow for a wind-down of IM4DC activity in the three months to 30 September and transition to a replacement program.

Performance indicators for IM4DC's operations to 30 June 2014 and forecast performance indicators for the final year and life of program are summarised in Table 1.

Table 1: Key Performance Indicators 2011-12 to 2014-15

Performance Indicator	2011-12 Actual (a)	2012-13 Actual (b)	2013-14 Actual (c)	2014-15 Projected (d)	2014-15 Grant Agree't	Total Grant Agree't	Total Actual & Projected (a+b+c+d)
Training: in-Australia							
Number of short courses	5	15	18	10	10	34	48
Participant training days	221	2589	3005	2450	2000	8270	8265
Total number of students	95	262	293	187	200	680	837
Training: in-country/in-region							
Number of short courses	5	10	17	19	12	34	51
Participant training days	816	1212	2577	3610	2100	6850	8215
Total number of students	284	298	600	680	420	1190	1862
Visiting Fellows							
Distinguished Fellows	0	0	2	4	10	24	6
Development Fellows	0	10	4	4	0	0	18
Annual Conference							
Annual Conference attendance	0	685	0 ^b	300	300	1100	985
Conference supported places	0	65	0 ^b	30	30	120	95
Technical Advice							
Advice to government (days)		25	11	15	30	120	51
Action Research							
Action Research projects	15	12	17	15	12	44	59
Student research support	6	5	12	5	9	37	30
Number of publications	3	1	18	28	30	85	50
Alumni							
Alumni meetings	0	0	2	5	2	6	7
Alumni attending in-country meetings	0	55	23	150	80	180	228
Alumni attending annual conference	0	55	72	75	50	95	202
Institutional linkages							
Activities with partner institutions	0	6	17	15	N/A	N/A	38

Note:

a 2013-14 Actual from KPI Table Master Document as at 260614

b 2013-14 Conference attendees and sponsor places nil due to DFAT request not to hold event in 2014

2 IM4DC strategic and operational context

2.1 Australia’s economic diplomacy and development policies

The activities of IM4DC are closely aligned to Australia’s economic diplomacy agenda and new development policy. The Australian Government has put economic diplomacy at the core of its international engagement. Economic diplomacy brings together Australia’s foreign, trade, development and other international economic activities within an integrated framework, with the objective to deliver greater prosperity for Australia, the region and the world.

Australia’s new development policy, *Australian aid: promoting prosperity, reducing poverty, enhancing stability* is closely aligned with economic diplomacy.

IM4DC not only helps partner nations to develop their resources sectors for national and community benefit, but also builds on Australia’s globally-leading reputation for mining investment, knowledge, technology and governance. Benefits therefore flow to both partner nations and Australia.

Core to IM4DC’s role is building knowledge and skill to enable change through reform of regulation and improving oversight relating to all phases of exploration and mining, so as to encourage investment, deliver returns and enhance the interests of communities and the environment.

Figure 3: Australian aid program strategic framework and IM4DC’s activities

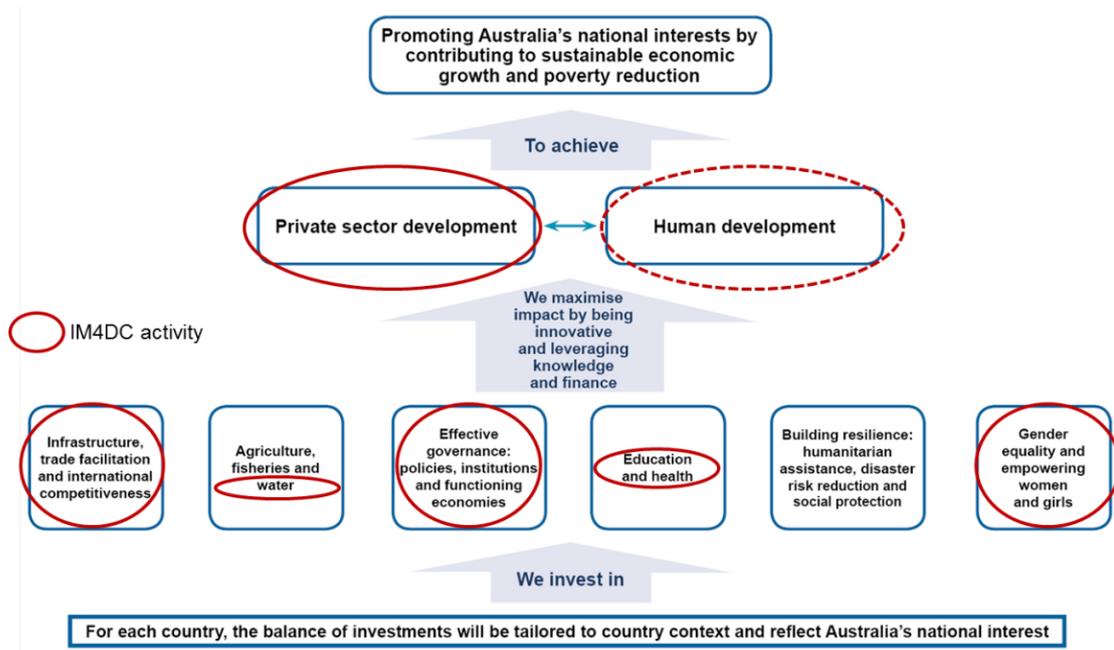


Figure 3 illustrates where IM4DC’s activities interact with the strategic framework for the Australian aid program.

Figure 4 indicates how IM4DC supports the achievement of the four objectives of the economic diplomacy agenda.

Figure 4: Economic diplomacy objectives and IM4DC activities

<p>Trade – Pursue trade liberalisation through bilateral, regional and global trade agreements that open up new markets for Australian exporters and sustain a strong, rules-based architecture for global trade</p>	<ul style="list-style-type: none"> • IM4DC builds capacity to develop policies and practices and to analyse their implications for investor behaviour and returns to nations and sub-national regions through activities in fields such as investment policies for resources and infrastructure, fundamentals of minerals economics and markets, domestic policy and regulation to support and leverage investment, negotiation strategies, and design and administration of minerals revenue systems.
<p>Growth – Support global growth, including by using Australia's aid program and other measures to promote economic reform and infrastructure, and through regional and global economic cooperation fora</p>	<ul style="list-style-type: none"> • IM4DC builds capacity of nations to grow their economies sustainably through development of their resources sectors. IM4DC does this by developing capacity within partner government agencies, by supporting regional resources development bodies and by contributing to global and regional policies through international fora. • IM4DC helps alumni and partner institutions to recognise both needs and opportunities for infrastructure and services to support mining development and also to deliver sustainable economic and social development dividends.
<p>Investment – Promote investment into Australia and Australian investment internationally</p>	<ul style="list-style-type: none"> • IM4DC builds capacity of nations develop their resources sectors for national and community benefit through transfer of knowledge and skills about resources governance; and development of sound policies, regulation and oversight that both enhance the investment climate within nations and improve returns to those nations and their communities. • IM4DC activities help to enhance Australia's position as a leading nation in sustainable resources development and as a preferred investment partner.
<p>Business – Advance the interests of Australian business overseas, the development of a stronger private sector in our region, and promote Australian tourism</p>	<ul style="list-style-type: none"> • IM4DC's capacity-building activities in sound resources governance build on Australia's globally-leading reputation for mining investment, knowledge, technology and governance – helping to enhance the position of Australian companies and institutions involved in mining, and mining equipment, technology and services. • IM4DC conducts capacity-building in local economic development covering facilitation of enterprises and employment, enhancement of education and training, and infrastructure policy and delivery.

2.2 Regional and country prioritisation

In consultation with Australian Aid and informed by analysis of resources and policy potential, IM4DC has prioritised countries for the services of the Centre. Focus countries include:

- Asia-Pacific: Indonesia, The Philippines, Mongolia, Papua New Guinea
- Africa: Ghana, Mozambique, Tanzania, Zambia
- Latin America: Peru.

These focus countries comprise both countries where IM4DC has developed integrated programs since 2011 (Indonesia, Mongolia, Ghana, Zambia, Peru) and countries where it is establishing such programs (Mozambique, The Philippines, Papua New Guinea, Tanzania).

The selection of these countries has been based on a range of criteria, including mineral potential, policy potential, demonstrated demand and Australia's strategic and investment interests.

IM4DC services many more countries in Africa, Asia Pacific and Latin America by providing access to courses by participants from these countries and undertaking tailored activities in response to demand.

The IM4DC 2014-15 program is disaggregated by region and focus country in Appendix A

2.3 Implementation of Mid Term Review recommendations

In early 2014, IM4DC was subject to an independent Mid Term Review (MTR), commissioned by DFAT. The MTR Report is available at <http://aid.dfat.gov.au/Publications/Pages/im4dc-mid-term-review.aspx>

The findings of the review were positive, reporting that the centre had to date delivered high quality programs in a cost-effective manner, and that there was strong support for this type of activity-based integrated program from key stakeholder groups and Australian missions in countries and regions where IM4DC had been active.

The MTR include a number of specific recommendations for the final year of the current Grant Agreement. In summary, the recommendations were:

- The program should continue for its final year and build on the momentum established
- IM4DC activities should be increasingly targeted to support the Australian Government's economic diplomacy agenda
- The Australian mining industry and other stakeholders should be brought into the program more closely
- More competition should be introduced to the selection of expertise for IM4DC activities
- IM4DC should continue activities in Africa and Latin America even if the bilateral and regional aid programs to these regions have been reduced
- IM4DC and DFAT should agree on a more rigorous set of expectations in relation to gender and mining.

A detailed list of the MTR recommendations and IM4DC's proposed responses is included in Appendix C. A number of the recommendations deal with stakeholder engagement and involvement in IM4DC activities, and section 2.4 addresses the incorporation of responses to these issues into the Annual Plan.

In response to the final recommendation on gender, IM4DC has commissioned a rapid review of the current incorporation of gender considerations in all aspects of its program, and will use the outcomes to guide adaption of 2014-15 activities.

2.4 Stakeholder engagement

IM4DC works with a range of stakeholders in Australia and other countries in developing and implementing its programs. Stakeholders include government agencies, mining and services companies, industry bodies, civil society organisations and universities.

2.4.1 Industry engagement

The Australian and international mining community contributes to IM4DC activities in the form of provision of expertise through industry speakers at IM4DC short courses and study tours, and providing access to operating sites for field activities. In 2014-15, IM4DC will trial some co-presented activities with industry organisations. In addition, selected activities include industry personnel as participants.

The MTR included a recommendation that IM4DC involve industry more closely in the design and delivery of activities. During the 2014-15 year IM4DC will build on its already extensive engagement with industry in the following ways.

Enhanced consultation and communication

Provide more specific opportunities for communication with individual companies and industry associations in relation to the program as a whole, and relevant program elements. Specifically IM4DC will:

- Arrange regular feedback sessions with key industry and professional associations, including the Minerals Council of Australia, the International Council on Mining and Metals, the Australia Africa Mining Industry Group, the Chamber of Minerals and Energy of Western Australia and the Australasian Institute of Mining and Metallurgy.
- Arrange for its staff, and alumni to present at relevant industry forums about both IM4DC activities and mining for development issues
- Involve IM4DC participants and alumni in appropriate industry conferences in Australia and other countries
- Build contacts more systematically with chambers of mines and similar organisations in priority countries.

Involvement of industry in delivery of IM4DC activities

In 2014-15 IM4DC will:

- Expand the number of industry representatives from Australia and other countries who present at IM4DC courses and workshops
- Continue to arrange field visits to mining company offices, mining and processing sites, and METS operations, recognising that hosting such visits can place significant demands on operating mines
- Seek to use recognised industry-leading organisations in specific fields to deliver activities where appropriate.

Inclusion of industry participants in IM4DC activities

IM4DC will expand the number of industry personnel as participants in courses and workshops by:

- Inviting more representatives of chambers of mines and chambers of commerce to attend IM4DC courses
- Invite company representatives to participate in selected IM4DC courses and workshops, where the engagement of multiple stakeholder groups has the potential to improve the learning experience for all participants.

In making decisions on company participation opportunities, IM4DC will be guided by the following principles:

- Company participants should not supplant non-industry participants
- Company participation should be on a self-funded basis
- Open discussions will be enhanced and not compromised by industry participation.

IM4DC will identify opportunities to expand the inclusion of industry places, with a view to generating cost efficiencies in overall delivery. This may also include IM4DC support for programs already being delivered to industry by recognised providers, with support for expanding these to a wider range of non-industry participants.

Cooperation in activity delivery

IN 2014-15, IM4DC will trial collaborative delivery of selected activities between partner governments, in-country institutions and mining and services companies and their associations. Collaborations may include any or all of joint presentation of course or study tour activities, co-funding of activities and joint research. At all times, governance measures will be implemented to ensure that conflicts of interest are avoided and that there are no financial subsidies from IM4DC to companies.

2.4.2 Engagement of non-government organisations

As with the mining and METS sectors, IM4DC has engaged with a range of civil society NGOs in the IM4DC program. A number of Australian and international NGO staff have presented in IM4DC activities to groups of international participants, both in Australia and overseas. NGO participants from a range of developing countries have also been included in most courses and workshops.

In 2014-15, IM4DC will seek to expand its involvement with NGO organisations in the through:

- Delivery of three Action Research projects identified and led by NGO organisations, working in partnership with university researchers.
- Increasing the level of NGO involvement in course delivery
- Extending IM4DC engagement with the civil society sector through various means including attendance at appropriate conferences and workshops, and undertaking regular briefings and consultation.

2.4.3 Involvement of other Australian academic institutions

Throughout its program to date, IM4DC has engaged other Australian academic institutions in program delivery, most notably through the involvement of Curtin University personnel through the existing UWA – Curtin collaborative organisation, Centre for Exploration Targeting. IM4DC has also engaged with the Western Australia School of Mines to arrange delivery of several program elements for groups based in Perth.

During 2013-14 IM4DC also supported postgraduate students at Curtin University and the University of New South Wales with research funds to extend the scope of their projects.

In 2014-15, IM4DC will expand the extent of delivery by other institutions, identifying opportunities where a good fit exists between delivery capacity and key program areas. It is envisaged that personnel from institutions other than UQ and UWA will co-ordinate or play a significant role in delivery of at least five offshore activities..

2.4.4 Australian Government engagement

IM4DC works very closely with its funding organisation, the Department of Foreign Affairs and Trade (DFAT), and is in regular communication about aspects of the global program. IM4DC has consulted extensively with DFAT in the development of this Annual Plan. In light of the changing context for IM4DC's work in specific countries, IM4DC will continue to engage with relevant DFAT country and regional aid programs in both Canberra and overseas Posts to keep DFAT stakeholders informed about IM4DC activities, and to consult on upcoming programs.

IM4DC also works closely with DFAT Heads of Mission and personnel in Posts, and with Austrade, to ensure that IM4DC activities align with economic diplomacy and aid for trade strategies and activities in each of the countries and regions in which IM4DC operates.

IM4DC also supports Australia's economic diplomacy efforts by supplying speakers for in-country and regional forums on topics where Australia has recognised expertise, such as mining and water, and mining and infrastructure.

2.4.5 State Government engagement

IM4DC engages with the Governments of Western Australia and Queensland through its collaborations with state mines departments and associated agencies.

IM4DC has an agreement with the Department of Mines and Petroleum in Western Australia under which the Department provides personnel to deliver elements of IM4DC courses and also hosts visits of IM4DC participants to the Department. IM4DC assists the Department with management of overseas delegations and with delivery of its activities under the agreement between the Government of Western Australia and the Common Market for Eastern and Southern Africa.

IM4DC has an arrangement with the training and consulting arm of the Queensland Department of Natural Resources and Mines, Simtars, for it to deliver training for mines inspectors and trainers.

Queensland and Western Australian Departments responsible for trade and investment promotion also engage regularly with IM4DC about alignment of IM4DC's activities with State Government interests in developing countries.

2.4.6 Collaborations with overseas organisations

IM4DC collaborates extensively with donors and delivery organisations from outside Australia in delivery of its activities. These collaborations include:

- Joint delivery of activities such as the mining taxation design and administration project with the World Bank, and geoscience capacity-building in Africa with Germany's BGR
- Parallel delivery of complementary activities, such as the cooperation with BGR in capacity-building in health and safety oversight in Mongolia
- Cooperation with the Canadian International Institute for Extractive Industries and Development in improving capacity in the artisanal and small-scale mining sector
- Joint program delivery with the Indonesian Government's Education and Training Centre for Minerals and Coal.

IM4DC will continue such collaborative activities in 2014-15.

3 2014-15 program and budget

3.1 Program overview

As outlined in chapter 1, the IM4DC program represents an integrated portfolio of co-ordinated activities that lead to sustainable development outcomes. The following sections outline the 2014-15 plan for each element of the program.

A particular focus of the plan for 2014-15 is involvement of alumni and developing country partner institutions in co-ordination and delivery of activities. In addition, and as flagged earlier in this document, IM4DC will be seeking to enhance the existing engagement of other institutions and stakeholders in the delivery of the program, both in Australia and overseas. The centre has commenced a review of the incorporation of gender considerations into all elements of its program, and will implement the recommendations of the review as soon as they become available

As this will be final year of the current Grant Agreement, the program will be reviewed on a quarterly basis to ensure that it is responsively delivered to meet targets, while addressing current demand and emerging opportunities.

3.2 Budget summary

The budgeted expenditure and income for the core IM4DC program for 2014-15 is summarised in Table 2 and Table 3. Actual income and expenditure outcomes for 2011-12, 2012-13 and 2013-14 are also shown.

Any additional activities undertaken by the Centre will be consistent with the scope of activities envisaged in the Grant Agreement and consistent with specific country program objectives. Agreed additional activities will be reflected in the Centre's targets and budget and by separate Grant Agreements.

The Centre utilises the UWA and UQ financial management systems. These include quarterly budget reviews through which funds can be reallocated to agreed priority areas reflecting actual expenditure. In 2014-15, the final year of the Grant Agreement, the Centre will actively prioritise resources to deliverable activities through the quarterly budget process. Such decisions will be taken to maximise the content and impact of the program and will be taken in consultation with DFAT.

Table 2: Actual and projected expenditure 2011-12 to 2014-15

Expenditure Item	2011/12 Actual \$	2012/13 Actual \$	2013/14 Actual \$	2014/15 Budget \$	2011-15 Total \$
Short Courses	705,608	3,670,323	5,200,723	6,059,095	15,635,748
Distinguished Fellowships	-	124,448	73,894	200,000	398,343
Development Fellowships	-	244,036	286,609	200,000	730,645
Annual Conference	-	827,288	111,926	391,140	1,330,354
Advice to Government	2,400	24,406	51,709	35,000	113,515
Action Research	823,755	758,392	990,167	1,860,212	4,432,525
Alumni Management	2,591	270,697	105,201	918,671	1,297,160
Publications and Guides	49,250	12,450	106,224	75,998	243,922
Institutional Linkages	-	16,348	92,193	96,000	204,541
Core Staff	599,106	774,947	763,773	932,847	3,070,673
Board Costs	-	22,342	20,883	23,239	66,464
Monitoring and Evaluation	-	37,238	119,590	108,310	265,138
Secretariat Travel	120,478	123,118	174,202	147,192	564,990
Advisory Committee Travel and Meeting Costs	-	62,457	-	-	62,457
Independent Audit	-	-	26,768	25,000	51,768
Centre Administration	557,368	1,315,005	1,407,577	1,612,807	4,892,757
Total Expenditure	2,860,556	8,283,494	9,531,439	12,685,511	33,361,000

Note: Costs of Short Courses, Alumni Management, Board, Core Staff and Centre Administration include wind-up costs of \$294,020 to be incurred between 30 June and 30 September 2015

Table 3: Income 2011-12 to 2014-15 under Grant Agreement

Income Item	2011/12 Actual \$	2012/13 Actual \$	2013/14 Actual \$	2014/15 Budget \$	2011-15 Total \$
Balance brought forward from previous year	-	4,335,109	3,639,880	2,955,075	-
Tranche of Core Funding	7,000,000	7,000,000	8,000,000	9,000,000	31,000,000
Annual Conference Registration Fees	-	7,000	-	37,500	44,500
Interest	161,867	214,340	846,634	200,000	1,422,841
Other Income	33,798	366,925	-	500,000	900,723
Total Income	7,195,665	11,923,374	12,486,514	12,692,575	33,368,064
Net balance carried forward	4,335,109	3,639,880	2,955,075	7,064	7,064

3.3 Education and training

The education and training program addresses the need for personnel from government, academic and civil society stakeholders in developing countries to be more skilled in resources development, policy and governance issues. It incorporates short courses, study tours and workshops of varying lengths, delivered both in Australia and partner countries.

The topics for the training courses have been identified as priorities for the target countries through a variety of means, including direct requests from in-country institutions, DFAT requests, information from country scoping and design studies, feedback from the key stakeholders including industry and NGO's, IM4DC's understanding of mining challenges in particular contexts, and through feedback from country institutions and IM4DC alumni.

Course participants are identified through a variety of means, depending on context. These include nomination by client country agencies, referral from DFAT in-country missions, recommendations by alumni from previous IM4DC and Australian Aid activities, and existing university networks and other stakeholders, including AMDC in Africa. Final selection of participants is undertaken against set criteria including geographic priorities and individual capacity to implement change, also allowing for the need to achieve a gender balance in courses wherever possible.

The proposed 2014-15 short course program is outlined in the sections below. The course topics, locations and formats are subject to refinement as the year progresses. The current program reflects a degree of over-programming against budget, as experience has demonstrated that changes will occur throughout the year due to a variety of circumstances and some activities may not be able to be delivered.

The total budget for course delivery for the 2014-15 is \$6,059,095.

3.3.1 In-Australia courses

The in-Australia course program (Table 4) for 2013-14 includes four 'Flagship' programs of four week duration which align with our key programming areas. These will be open to participants from priority countries, and others on consultation with DFAT. They will be advertised widely with a view to encouraging competition amongst applicants in order to attract and select from high quality cohorts. During this year's program IM4DC will seek to align common leadership and cross-cutting themes into these programs, and build on the base of 'Return-to-work' plans already being deployed.

In addition to these Flagship courses, IM4DC will present shorter programs and study tours linked to specific events and requests from country partners. A number of these have been identified and are listed below, others will emerge during the 12 month period.

In addition, the Centre will continue to contribute to study tours conducted by AAPF and other DFAT-supported projects. This includes assisting with programming, providing lecturers, and presenting workshops of up to one day in duration.

Table 4: In-Australia courses 2014-15

Activity	Duration	Participant number	Countries	Location	Date
Flagship courses – aligned with Strategic Program areas. Generally include field trip components. All have a leadership framework and return to work planning process as part of course.					
1. Community aspects of resource developments	20 days	20	Global	Brisbane	Jul 2014
2. Occupational health and safety leadership	20 days	20	Global	Perth	Nov 2014
3. Environmental management	20 days	20	Global	Brisbane	Feb 2015
4. Mineral policy and economics	20 days	20	Global	Perth	May 2015
Other courses and workshops – responding to country program requests, and also to take advantage of opportunities to build programs around relevant conferences or other events.					
5. Mines inspector leadership program	25 days	12	Global	Brisbane	Jul 2014
6. Kimberley Process study tour (with DFAT)	12 days	12	Africa	Perth	Sep 2014
7. Safe and effective blasting	8 days	12	Asia Pacific	Brisbane	Oct 2014
8. Infrastructure study tour	10 days	25	Global	Brisbane	Under discussion
9. Nickel and alumina value chain study tour (with Indonesian Ministry of Energy and Mineral Resources)	5 days	12	Indonesia	Perth and regional Western Australia	Under discussion
10. Mining revenue design and administration study tour (with Indonesian Ministry of Finance and Australian Treasury)	5 days	12	Indonesia	Perth	Under discussion
Additional flexible courses/support – short term course programming during the year.					
11. Workshop for AAPF study tour - governance	1 day	30	Africa	Perth	Aug 2014

3.3.1 In-country courses

The proposed in-country course program is set out in Table 5 and comprises workshops and short courses of between 2 and 15 days, depending on topic and participant cohort. These include both courses run in regional hubs, and a series of customised courses being delivered as part of specific country programming. Also included is the Regional Development Flagship course, being delivered for the second time in a regional location. Several other in-country activities are under consideration.

In-country courses will aim to source approximately half of the participants from other countries in the region where appropriate, although there will be cases where events are purely local.

Table 5: In-country courses 2014-15

Activity	Duration	Participant number	Countries	Location	Date
1. Manual and automated workflows for data integration and exploration targeting (with Southern and Eastern Minerals Information Centre and 25th Colloquium of Africa Geology)	15 days	19	Africa	Dar es Salaam, Tanzania	Aug 2014
2. Gender and the extractive industries in Papua New Guinea symposium and workshop	2 days	100	Papua New Guinea	Port Moresby, PNG	Aug 2014
3. Social impact development indicators for resources projects	3 days	80	Papua New Guinea	Lae, PNG	Aug 2014
4. Mine rehabilitation and closure	2 days	30	Mongolia	Ulan Bator, Mongolia	Sep 2014
5. Life of mine cycle and sustainable closure (with Universidad de Ingeniería y Tecnología)	3 days	18	Peru	Lima, Peru	Sep 2014
6. IAIA Resettlement Conference (with International Association for Impact Assessment)	5 days	29	Global	South Africa	Oct 2014
7. ASM safety for mines inspectors	4 days	60	Ghana	Ghana	Oct 2014
8. Mineral economics	5 days	20	Philippines	Manila, Philippines	Nov 2014
9. Resource conservation	5 days	20	Indonesia plus regional	Indonesia	Nov 2014
10. Management of large volume waste	5 days	30	Zambia plus neighbours	Zambia	Nov 2014
11. Mining tax design and administration (with AMDC and World Bank)	5 days	40	Africa	Addis Ababa, Ethiopia	Nov 2014
12. Negotiation workshop (with Africa Resources Negotiation Network)	5 days	20	Mozambique	Mozambique	Q4 2014
13. Mining policy forum (with Indonesian Ministry of Energy and Mineral Resources)	2 days	30	Indonesia	Indonesia	Jan 2015
14. Emerging Leaders in African Mining, (with AMDC)	10 days	30	Africa	Cape Town	Feb 2015
15. National conference on social impact development indicators for resources projects	3 days	40	Papua New Guinea	Port Moresby, PNG	Feb 2015
16. Regional development	10 days	30	Asia Pacific	Asia Pacific location	Q1 2015
17. Mineral resource estimation	5 days	12	Mongolia	Mongolia	Q1 2015
18. Environmental monitoring	3 days	30	Philippines	Philippines	Q1 2015
19. Occupational health and safety	3 days	30	Peru plus regional	Peru	Q1 2015
20. Mines inspector training (with Indonesian Education and Training Centre for Minerals and Coal)	3 days	30	Indonesia	Indonesia	Q2 2015

3.3.2 Innovation in course delivery

IM4DC has commenced work related to online delivery of programs in two projects, one focussed on geoscience content and the other linked to the delivery of technical content for the Mines Inspector training program in Indonesia. In addition to continuing these initiatives, IM4DC will pursue additional opportunities for online delivery and other innovative course delivery methods.

The IM4DC Alumni Network and its special website, M4DLink, provide a platform for ongoing peer-to-peer learning and professional development.

3.3.3 Coordination and collaborations with other programs and institutions

IM4DC's short course program is one of a suite of aid-funded course and study tour offerings available to participants in most jurisdictions that IM4DC services. IM4DC therefore closely coordinates with other programs to ensure complementary course and study offerings and no duplication. The Australian Aid programs that IM4DC coordinates with include:

- Australia Africa Partnerships Facility Study Tours
- Australia Africa Awards Short Courses
- Study tours operated as part of DFAT's Government Partnerships for Development activities.

In addition, IM4DC collaborates with other programs to:

- Co-deliver activities, such as the current World Bank-IM4DC collaboration on mining revenue design and administration and the IM4DC-AMDC Emerging Leaders in African Mining program
- Deliver commissioned activities for partner country government institutions and donors on a funded or co-funded basis.

3.4 Action Research

Action Research activities are aligned with IM4DC core themes and strategic program areas. There are three objectives for the IM4DC Action Research program:

- To underpin education and training program offerings that target the needs of priority countries
- To enable the delivery of tailored research and associated advice for developing countries, responding to important priorities identified through interaction with participants in the overall M4D program
- To support research activities by postgraduate research students and IM4DC Fellows, and enhance links with supervisors or researchers at institutions in students' and fellows' home countries.

Through interaction with the Australian Aid program and other universities, IM4DC ensures that research complements research undertaken under the Australian Development

Research Awards and other funding schemes. IM4DC seeks avenues to involve both Australian and developing country institutions in the Action Research program.

Table 6 sets out the Action Research program for 2014-15, while the following sections describe the components. Appendix B details all Action Research projects that will conclude in the 2014-15 year.

A key feature of the Action Research program for this year is collaboration between Australian and overseas institutional partners. Many of the projects awarded under the competitive round have been developed following interactions with course participants during discussion of country priorities and Return to Work projects. Similarly, IM4DC has identified and supported priority areas for encouraging partnerships through the application of commissioned research projects. These activities represent an investment in building research capacity and experience in priority countries.

Table 6: Action Research projects 2014-15

Activity	Budget
Competitive research grants <ul style="list-style-type: none"> Targeted May 2014 call around identified priorities, projects commissioned in June/July 	\$570,000
Student research grants <ul style="list-style-type: none"> Awards of top-up funding to developing country students at Australian National University 	\$55,000
Commissioned research and tailored advice <ul style="list-style-type: none"> Commissioned research on program effectiveness Other commissioned research and tailored advice 	\$749,965
Outstanding payments to projects awarded in previous years	\$540,247

3.4.1 Competitive round research

A final university partner competitive round for research was initiated in April 2014, for projects to be commissioned in 2014-15. A list of the successful projects is included in Appendix B.

A focus for this round was research that seeks to provide analysis of the effectiveness of IM4DC activities to date and analysis to inform future minerals energy and development interventions. Emphasis was also placed on joint proposals developed in conjunction with alumni and/or institutions in target countries.

All research projects are required to produce: a brief summary of the outcomes tailored to the intended audiences and a full report covering all aspects of the project. Projects are also encouraged to generate publications wherever possible, acknowledging that not all projects will be targeted at formal academic publication. All research outputs are published on the IM4DC website. Projects will also disseminate research outcomes through other methods, such as workshops involving stakeholders.

3.4.2 Student research support

IM4DC provides research funding support to early career researchers from developing countries undertaking study on mining-related issues at Australian institutions, with a view to enhancing their research outcomes and building capacity in academic institutions in their own regions. These scholars are primarily supported through existing schemes such as the Australian Awards program. IM4DC funds will be used to supplement scholars' research activity, to enable in-country fieldwork and to strengthen links with home institutions.

In 2014-15, funding will be made available to five students of the Australian National University in order to broaden the reach of this activity. The budget for this activity for 2014-15 is \$55,000. The award process will be finalised in August 2014, with outputs required to be finalised by May 2015.

3.4.3 Commissioned research and tailored advice

A flexible program of commissioned research will be implemented by the Centre, with research projects targeting priority mining for development issues. Funds will be allocated for the involvement of other Universities, on a commissioned basis in specific priority areas.

The 2014-15 budget for this is \$749,965. Planned activities include the following:

- The continuation and finalisation of a major project to develop a mining for development indicator framework using relevant sub-national socio-economic data in four priority countries. This will draw together current research expertise from UWA and UQ. A budget allocation of \$215,000 has been made to support the finalisation of this project.
- Additional commissioned research to meet the needs of the program, to respond to specific requests for information on emerging topics, to support education and training activity, and to add to the stock of knowledge in specific topics, such as through development of case studies. A total of \$200,000 has been allocated for this category.
- Three research projects involving university researchers partnering with NGOs on priority topics identified through stakeholder engagement.

3.4.4 Management of ongoing action research activities

The Centre will manage to completion 13 commenced action research activities due to be completed in 2014-15. These projects are listed for information in Appendix B.

3.5 Fellowship program

The Fellowship program provides in-depth experiences in Australian institutions for leaders and future leaders in mining for development fields. The objective is to support and equip participants to shape mining and development policy and governance processes in their regions. The program involves stakeholders visiting Australia for varying periods of up to 12 weeks to work with counterparts, undertake research and develop approaches to policy and practice. On return to their home institution, they transfer knowledge and exercise leadership in mining for development fields, supported by their host institutions in Australia.

To date the Fellowship program has been under-utilised. In the final year of the program IM4DC will use alumni and overseas partner institutions to drive this aspect of the IM4DC activity portfolio. Invitations will be extended for nominations of potential Fellows and areas for institutional development to key partners.

The 2014-15 Fellows will be selected in the first three months of the year for activity September 2014 to May 2015. At the end of September, any unallocated funds not allocated to specific Activity Proposals will be reallocated to other areas of the program. During this time, targeted overseas institutions will be asked to nominate individuals and thematic areas for proposals. At present, three Activity Proposals have either been approved or are in process for Fellowships from Myanmar, the Philippines and Ghana. Discussions are advanced on a number of others.

Table 7: Fellowships 2014-15

Activity	Budget
8 Fellowships	\$400,000

3.6 Institutional linkages

IM4DC has developed collaborative linkages with institutions in priority developing countries and regions in order to strengthen their capacity to play key roles in mining for development. There is a particular focus on co-delivery of courses with tertiary institutions, as well as the strengthening of research capacity.

In addition, IM4DC has established collaborative partnerships with training and policy training, notably with the Education and Training Agency of the Indonesian Ministry of Energy and Mineral Resources and the African Minerals Development Centre.

In the main, these linkages are developed and maintained through the delivery of various elements of the IM4DC program. For 2014-15, a small additional budget has been allocated for the direct enhancement of such linkages. These funds will be used for various activities including:

- In-country visits to partner institutions by Australian academics for the purpose of identifying and implementing further collaborative activities (where possible to their presence in-country for course delivery)
- Assisting with the development of course curriculum and delivery capacity
- Support of in-country events presented by partner institutions
- Developing linkages between research programs at Australian and partner institutions.

Table 8 highlights current priorities for the linkages program.

Table 8: Focus for Institutional Linkages 2014-15

Region/country	Institution
Africa	African Minerals Development Centre
Zambia	Mines Safety Department; University of Zambia; Copperbelt University
Ghana	Minerals Commission; University of Ghana; University of Mines and Technology
Indonesia	Education and Training Agency of Ministry of Energy and Mineral Resources
Mongolia	General Agency for Specialised Inspections; Mongolia University of Science and Technology
Philippines	Consortium of universities led by University of the Philippines
Peru	INGEMMET, various universities, Ministry of Energy and Mines

3.7 Publications

The objective of the IM4DC Publications program is to share information that informs key stakeholders about leading practices in converting mineral and energy endowments into sustainable development outcomes. Publications are disseminated through a variety of means including the IM4DC website, relevant international conferences and events, and IM4DC training courses.

The focus of the 2014-15 Publications program will be on finalising work in progress, encouraging the conversion of high priority Action Research outcomes into publications (including various media), and supporting the dissemination of research outputs via the IM4DC website.

3.7.1 Practical tools and guides

In 2014-15, IM4DC will finalise the Guide to the Management of Small Mines and a report of the 2013 *Mining, Agriculture and Development: Bread from stones* conference. The budget include allowances for editing, translation and production costs.

IM4DC will also collaborate with the World Bank to finalise a publication on infrastructure development in mining regions.

IM4DC will also work with the World Bank to produces a supplementary publication to its 2013 mining tax design and administration sourcebook. The publication will focus on design and administration to avoid transfer mispricing of mineral products and inputs to mining businesses.

3.7.2 Research publications

The outputs of the Action Research program also result in a number of publications including both academic and conference papers. In addition, Action Research reports will be available via the IM4DC website.

Table 9: IM4DC publications 2014-15

Activity	Budget
Agriculture and Mining	\$20,000
Negotiation Manual	\$25,998
Transfer Pricing Progress Report and Final Publication	\$15,000
Infrastructure Guide (with World Bank)	\$15,000
Total	\$75,998

3.8 Mining for Development Conference

In 2013-14, the planned Mining for Development Conference was postponed at the request of the Australian Government. The July Alumni Forum in Brisbane took advantage of the presence of a number of overseas participants in Australia at the time.

In 2014-15, IM4DC will present the Mining for Development Conference in Perth, in line with the Centre's planned multi-year program of activity. The Conference will provide a platform for IM4DC Alumni and other stakeholders to discuss minerals and energy governance and effective development approaches. The proposed parameters of this event are those outlined in the original Grant Agreement. The event would target 300 participants including IM4DC course participants and alumni, industry, NGO and government representatives, and academic institutions. Participation of external stakeholders including from industry will be on a self-funding basis.

IM4DC will consult further with DFAT regarding the 2015 Conference program and format.

Table 10: Mining for Development Conference 2014-15

Activity	Budget
Expenditure	\$391,140
<u>Less</u> income from registrations	\$37,500
Total	\$353,640

3.9 Advice to governments

The Advice to Government activity provides rapid-delivery advice of up to five days per assignment to Australian and priority country governments on policy, legislation, systems and technical matters. Advice is provided on request from DFAT or through a defined tasking mechanism, and is charged on a daily basis at standard Centre rates against the allocated budget.

The Centre's core staff will continue to provide advice to DFAT as requested, outside the formal Advice to Government budget.

Table 11: Advice to Government 2014-15

Activity	Budget
Advice to Government	\$35,000
Total	\$35,000

3.10 Alumni engagement

The objective of IM4DC’s Alumni program is to assist participants in IM4DC activities to implement their learning in their regional contexts, and to develop a community of practice where participants assist each other in addressing issues of extractive resource governance. The successful ongoing engagement of Alumni and development of a global ‘community of practice’ are critical success factors for IM4DC and mining for development. The Centre will have more than 2500 Alumni by end 2014-15.

The 2014/15 Alumni engagement program will have a significantly expanded scope, with the aim of assisting alumni to strengthen in-country relationships and activities, as the IM4DC program transitions to the next phase of development assistance. Particular focus will be placed on opportunities for alumni to undertake discrete activities which build on their initial engagement with IM4DC, including participation in research projects, extension activities, and co-delivery of activities in their own context.

3.10.1 M4DLink

The Centre has established a dedicated website, M4DLink, to facilitate ongoing interaction between individuals participating in courses and between alumni and course faculty. The prototype was launched at the May 2013 Conference. As at August 2014, there were 1360 registered M4DLink users.

In May 2014, the Australia-Africa Mining for Development (AM4D) website site capturing African mining governance activities, and financed by the Australian Aid program, went offline. IM4DC has worked closely with Australia Africa Partnerships Facility (AAPF) to transition 400 AAPF alumni, who had opted-in, to M4DLink. IM4DC is now working with AAPF in actively using the platform to support Study Tours in its 2014-15 program. Plans are also underway to add Australia Awards mining for development alumni to M4DLink participants .

IM4DC is in the process of reviewing M4DLink functionality, capabilities and user engagement, and will further develop the platform during the 2014-15 period, with the intention of creating a legacy platform for supporting ongoing work in this sectoral part of the Aid program

3.10.2 Alumni days

In 2014-15, IM4DC will co-ordinate Alumni Days in Australia and five other countries (Ghana, Mongolia, Zambia, Peru and Indonesia). These forums are designed to review implementation of individuals’ return to work plans, to obtain feedback on IM4DC’s programs and to receive input on future capacity-building priorities and delivery modes.

These forums will also provide opportunities to share success stories, critically discuss challenges and formulate regional action plans. Short Alumni meetings will also be held in conjunction with several in-country courses.

IM4DC will work with other mining for development delivery providers such as AAPF, African Minerals Development Centre (AMDC) and Australia Awards to co-ordinate in-country alumni activity. In Africa, IM4DC has agreed to work with the AMDC on using such events to focus on the development of individual Country Mining Visions, a core element of their work plan for the coming year.

3.10.3 Alumni support scheme

The Centre will provide financial support for alumni to participate in relevant mining for development events globally. This will allow Alumni to share their knowledge and experience with others from resource-rich developing countries and thereby enhance sustainability of the mining for development program. An allocation of \$80,000 has made to fund this scheme.

3.10.4 Alumni monitoring and evaluation

A critical component of alumni management is capturing, documenting and sharing the outcomes and impact of IM4DC alumni in contributing to sustainable mining for development. This process will involve reviewing feedback from follow up surveys, identifying case studies based on return to work plans, action research and activity on M4DLink. For select countries, a synthesis and review will be undertaken that describes IM4DC engagement (action research, education and training, alumni days, linkages, publications, advice and fellowships) with that country.

Table 12: Alumni management and community of practice expenditure 2014-15

Activity	Budget
Enhancement of M4DLink to include wider mining for development participants and additional functionality and marketing collateral	\$202,372
Alumni Day activities in Australia and five priority countries (includes significant expenditure for 2013-14 Alumni Day in Brisbane in July 2014)	\$616,298
Alumni knowledge-sharing scheme	\$80,000
Development of alumni case studies	\$20,000
Total	\$918,671

Table 13: Alumni day activities 2014-15

Activity	Duration	Countries	Location	Date
Alumni Day Peru	1 day	Peru	Lima	Oct 2014
Alumni Day Zambia	1 day	Zambia	Lusaka	Nov 2014
Alumni Day Mongolia	1 day	Mongolia	Ulan Bator	Q1 2015
Alumni Day Ghana	1 day	Ghana	Accra	Q1 2015
Alumni Day Indonesia	1 day	Indonesia	Jakarta	Q2 2015
Alumni Day Australia	1 day	Global	Perth	May 2015

4 IM4DC operations

IM4DC seeks to ensure that its administration remains effective and efficient, and that administration costs relative to activity levels are at or below levels of comparable programs.

The Centre will carry forward the level of staff and contractor resources to run the IM4DC program, administer the organisation and report on performance. This reflects experience of the first 32 months of operations, and the need to deliver a full program in the 2014-15 before the end of the current grant.

Monitoring and evaluation processes, and administration systems will focus on the successful delivery of the program and meeting end of program obligations. IM4DC has requested an extension of the final audit and reporting from 31 July to 30 September 2015. IM4DC has planned to reflect this. The period will also enable the Centre to assist with any transition to a subsequent program.

IM4DC Management reports regularly to the IM4DC Board on a wind down plan, which includes the intention to finalise a handover plan by the end of 2014.

4.1 IM4DC Management Board

The IM4DC Board oversees governance and accountability of IM4DC. The Board meets two-monthly to consider reports on activities to date and forthcoming, financial reports, monitoring and evaluation, proposals for initiatives, and future planning. The Board comprises the Director of the UWA Energy and Minerals Institute and Director of the Sustainable Minerals Institute and UQ. Board papers are provided to DFAT.

4.2 Human resources

IM4DC has a small management and administration team to facilitate delivery and monitoring and evaluation of its program. IM4DC utilises the support services of the partner universities in program delivery and for specialist services such as legal and human resources, as well as contractors engaged for specific program delivery tasks and projects.

The Centre's courses, research, advice and publications are delivered principally by personnel from university-based schools and centres hosted and co-hosted by the partner universities and other institutions in Australia and offshore. Personnel from industry, government and civil society organisations supplement university resources.

For 2014-15, the following management and staffing structure is in place.

Figure 5: IM4DC management and staffing structure



Reflecting changes to the Australian Aid program, the proposed Africa Coordinator position to be shared with DFAT will not be implemented.

In addition to the services provided by staff and internal contractors, the Centre outsources:

- Travel and accommodation services
- Participant logistics and per diem services
- Writer and producer for publications
- Website provider
- Alumni web developer
- Database upgrade
- Conference program director
- Conference event management.

As well, IM4DC utilises a number of services provided The University of Western Australia and The University of Queensland:

- Insurance
- Legal services
- Financial services
- Human resources services
- Information and communications technology services
- Office accommodation.

4.3 Administration budget 2014-15

Table 14 summarises the IM4DC administration budget for 2014-15.

Table 14: Administration budget 2014-15

Expenditure Item	1 July – 30 June \$	1 July – 30 Sept \$	Total \$
Monitoring and evaluation	108,310	-	108,310
Secretariat Travel	147,192	-	147,192
Audit	25,000	-	25,000
Communications	41,000	-	41,000
Core management staff	840,712	92,135	932,847
Administration staff	457,487	51,487	508,975
Rent and administration costs	292,200	31,900	324,100
UWA management, services and overhead fee(a)	677,299	61,433	738,732
TOTAL EXPENDITURE	2,589,201	236,955	2,826,156

^a UWA levies a 35% management and overhead fee on the cost of Centre operations. This covers the cost of UWA Shared Services such as insurance, legal services, financial systems, HR management etc.

4.4 Business systems

The Centre has established systems to:

- Assess country priorities and needs for capacity building, and prioritise activity delivery in countries and regions
- Gather, analyse and report on quantitative and qualitative data on activity delivery, participant learning and implementation of return to work plans
- Recruit and manage staff and contractors
- Assess and manage risks.

These and other systems are set out in the IM4DC Operations Manual.

4.5 Office accommodation

Office accommodation and furniture is provided in Perth and Brisbane within premises of UWA and UQ respectively, with rental paid to the universities.

4.6 Planning and reporting

The Centre works closely with the DRAFT Resource and Energy section and country/regional posts, as well as other donor organisations to ensure that IM4DC planning and delivery of activities dovetail with wider mining for development activities and mining-related country and regional programs.

The Centre reports to DFAT and its partner universities on outputs, and monitors and reports on the impact of its activities through regular activity reporting, and six monthly and annual reporting.

IM4DC also publishes a monthly newsletter and an annual highlights report, which along with its continually updated website, keep all stakeholders informed.

The IM4DC reporting schedule for the year is outlined in Table 15. This is a similar schedule to previous years and includes reporting requirements for the end of Grant Agreement. These include the final program audit, acquittal, and program report.

Table 15: IM4DC reporting schedule

Report / Plan	Indicative date
Quarterly Financial Report	October 2014
Six Monthly Progress Report (draft)	January 2015
Six Monthly Progress Report (final)	February 2015
Quarterly Financial Report	April 2015
2014-15 Annual Report (draft)	July 2015
2014-15 Annual Report (final)	August 2015
Final Program Audit	September 2015
Final Program Acquittal Statement	September 2015
IM4DC Final Program Report	September 2015

End of program reporting is planned to be completed by end of September 2015. The IM4DC final program report is expected to provide a brief outline of activity and cover key outcomes compared with objectives, development impacts, sustainability and lessons learned.

DFAT has requested quarterly financial reports from IM4DC. These will be in the format of financial reporting currently provided to the IM4DC Board and copied to DFAT.

In addition to the formal reporting schedule, IM4DC is continually interacting with, and reporting activities to DFAT Resources and Energy Section and country programs. As well, IM4DC provides two monthly reports in the form of copies of the IM4DC Director's reports to the Board.

4.7 Monitoring and evaluation

IM4DC has established a comprehensive Monitoring and Evaluation Framework, in consultation with DFAT, for monitoring and evaluation of IM4DC activities, outputs and outcomes.

The framework is based on best practice monitoring and evaluation, where key evaluation questions and program logic are used to drive data collection, a mixed methods approach is used and there are clear avenues for using the data. The purpose of monitoring and evaluation activities for the Centre is to:

- Provide performance information that helps IM4DC make decisions about its activities and strategic directions.
- Enable the Centre to be more accountable to stakeholders
- To learn from what is or isn't working well and understand why
- Help to identify inefficiencies in activities
- To be transparent with partners and others doing similar work so that there is sharing of information and lessons learnt, and minimization of duplication.

Planned monitoring and evaluation activities are included in Table 16.

Table 16: Monitoring and evaluation activities 2013-14

Timing	Activity	Purpose
Ongoing	End of activities survey	Immediate participant feedback
Ongoing	Activity reporting	Specific activity summary
June-July 2014	Six month Alumni follow up survey	Follow up survey on participants' implementation on return
August 2014	IM4DC Delivers follow up survey	Follow up discussion son participants implementation on return
December 2014	Commissioned Semi structured interview	Independent interviews with participants on impact of program
December 2014	Six month Alumni follow up survey	
February 2015	Six month progress report	Follow up survey on participants implementation on return
February 2015	IM4DC Delivers follow up survey	Follow up discussion son participants implementation on return
June 2015	Commissioned evaluation review	Review of IM4DC reporting and evaluation of program impact
July v	Annual report	Report on 2014-15 program
September 2015	Completion report	Report on program
TBA	Independent completion report	May be commissioned by DFAT

4.8 Management of risks

In 2012, the Centre undertook a detailed risk assessment and from this developed a Risk Policy and Framework, and Risk Register. The Risk Register is contained in the Operations Manual. The Risk Register is subject to periodic review by IM4DC management and at each meeting of the Board, based on operating experience and additional knowledge.

A IM4DC 2014-15 program by region and focus country

Mongolia

In Mongolia, IM4DC has presented courses in occupational health and safety alongside a BGR capacity-building program, building on pre-existing relationships. The initial objective is to focus on mining inspectorate capacity, and formation of linkages with academic institutions.

Table 17: Mongolia activities 2014-15

Activity	Notes			
Short courses	Duration	Participant number	Location	Date
Mine rehabilitation and closure workshop	2 days	30	Ulaanbataar	Sept 2014
Mineral resource estimation	5 days	12	Ulaanbataar	Q1 2015
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Action research	No current projects			
Fellowships	Distinguished Fellowship focussed on Gender and Mining			
Institutional linkages	Mongolia University of Science and Technology National University of Mongolia Gender Centre for sustainable Development			
Mining for Development Conference	Access to sponsored places for selected alumni			
Advice to governments	Access to short term advice			
Alumni program	Ongoing interaction via M4D Link; Alumni event in Ulaanbataar			

IM4DC is broadening its engagement with a range of government agencies, and will support the new Australian Aid program focussed on mining announced earlier this year. Places are offered on in-Australia courses on relevant themes for personnel from government, universities and NGOs.

The Centre is seeking to develop relationships with appropriate academic institutions. Relationships are being developed with the School of Mines at the Mongolian University of Science and Technology and with the National University of Mongolia.

Indonesia

The signing of the Memorandum of Understanding with the Training Agency of the Ministry of Energy and Mines (ETAEMR) in 2012 has led to a comprehensive program of cooperation. The focus is to build capacity within the inspectorate function at both central and regency government levels, which has responsibility for safety and environmental monitoring, and technical and resource management oversight. The program for 2014-15 will expand beyond this into a range of other technical and policy priorities of the Ministry.

Course places are also offered to university and NGO representatives, as well as to personnel from other ministries.

Table 18: Indonesia activities 2014-15

Activity	Notes			
	Duration	Participant number	Location	Date
Short courses/study tours				
Nickel and alumina value chain study tour* (with Ministry)	5 days	12	Perth	Under discussion
Mining Policy Forum (with Ministry)	2 days	30	Jakarta	Jan 2015
Safe blasting practice and monitoring	10 days	6 (from Indonesia)	Brisbane	Oct 2014
Mining revenue design and administration study tour (with Indonesian Ministry of Finance and Australian Treasury)	5 days	12	Perth	Under discussion
Resource conservation**	5	20	Indonesia	Q1 2014
Mines Inspector training workshop**	3	30	Bandung	Q2 2015
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Legend for Indonesian course/study tours: *travel to and from Australia funded by ETAEMR; ** in-Indonesia costs funded by ETAEMR				
Action research	A GIS-based exploration in initiative to steer sustainable development			
Fellowships	Access to Distinguished and Development Fellowships			
Institutional linkages	Education and Training Agency, Ministry of Energy and Mineral Resources University Consortium for Earth Science and Technology Selected other universities			
Mining for Development Conference	Access to sponsored places for selected alumni			
Advice to governments	Access to short term advice			
Alumni program	Ongoing interaction via M4D Link; Alumni event in Jakarta			

The IM4DC program is closely coordinated with, and supports other Mining for Development and related activities being undertaken by the Australian Aid Program in Indonesia, through AIPEG, GPF and Australia Awards.

The Philippines

IM4DC activity builds on previous Australian Aid funded PSLP, ALA and ADS activities involving staff and students from a network of Philippine universities. The IM4DC objective is to undertake activities to strengthen this network through linkages and in-country programs that address priority themes.

Table 19: Philippines activities 2014-15

Activity	Notes			
Short courses	Duration	Participant number	Location	Date
Mineral economics (incl. resource estimation)	5	30	Manila	Q1 2015
Management and monitoring of Tailings Storage Facilities	5	20	Manila	Nov 2014
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Action research	Establishing a Stakeholder Dialogue to develop a Shared Agenda for Mining Development in The Philippines			
Fellowships	Fellowship linked to Action Research project			
Institutional linkages	University of the Philippines and UP-led universities consortium			
Mining for Development Conference	Access to sponsored places for selected alumni			
Advice to governments	Access to short term advice			
Alumni program	Ongoing interaction via M4D Link			

IM4DC plans to undertake a scoping visit to customise the in-country course program to meet the needs of specific agencies and stakeholders.

Papua New Guinea

IM4DC is developing its program in PNG in line with feedback from key stakeholders. A key strategy is to build on existing linkages, including the Australian Aid funded project undertaken by the Australian National University with UniTech in Lae.

Table 20: PNG activities 2014-15

Activity	Notes			
Short courses	Duration	Participant number	Location	Date
Gender and mining seminar	2	100	Port Moresby	Aug 2014
Social impact development indicators for resource projects	3	80	Lae	Aug 2014
National Conference on social impact development indicators for resource projects	3	40	Port Moresby	Feb 2015
Regional Development	10	30	TBA, PNG	Feb 2015
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Action research	Digital payment systems and the distribution of compensation and community investment payments from Papua New Guinea's resource projects - financial inclusion of families, women and youth? A community's 'right to know': Adding practical support to the idea of prior consultation			
Fellowships	Access to Distinguished and Development Fellowships			
Institutional linkages				
Mining for Development Conference	Access to sponsored places for selected alumni			
Advice to governments	Access to short term advice			
Alumni program	Ongoing interaction via M4D Link			

Other Pacific countries

IM4DC is liaising with the Australian Aid program regarding support for other countries in the region including the Solomons and Fiji, and has already commenced some support via opportunities to participate in Australian courses. This engagement will be strengthened in 2014-15.

Peru

IM4DC has maintained an active program in Peru, with Lima being a delivery hub for other countries in the region. Table 21 shows activities in which Peruvian personnel and institutions will participate during 2014-15.

Table 21: Peru activities 2014-15

Activity	Notes			
Short courses	Duration	Participant number	Location	Date
Occupational health and safety	3	30	Lima	Q1 2015
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Action research	Translating values into action: implementation strategy for improved mine-community relations in Peru The role of safety beliefs in influencing safety outcomes in the mining sector in south American countries Environmental geochemistry of abandoned mines in the Puno Region of Peru – to guide strategic planning for regional development and legacy site management			
Fellowships	Access to Distinguished and Development Fellowships			
Institutional linkages	Joint research projects and training activity with various university partners			
Mining for Development Conference	Access to sponsored places for selected alumni			
Advice to governments	Access to short term advice			
Alumni program	Ongoing interaction via M4D Link; Alumni event in Lima			

Ghana

The Australian Aid Scoping Study and IM4DC engagement with stakeholders, including the Minerals Commission, have identified a number of priority issues for Ghana. These include improvements in the management of technical aspects of environmental impacts by the inspectorate, leadership of the inspectorate, and a cluster of issues associated with local content and community development.

In addition, IM4DC has commenced a project with the University of Ghana Law School to lift capacity to teach legal and non-legal practitioners about leading practice in mining law, negotiation and agreements.

Table 22: Ghana activities 2014-15

Activity	Notes			
	Duration	Participant number	Location	Date
Short courses				
ASM Safety for Mines Inspectors	4	60	Tarkwa	Nov 2014
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Action research	Customary law and mining – Australia and Ghana Mining and water law reform for Ghana Learning through failures: preparation of a series of lectures for teaching of mine waste management best practice			
Fellowships	Access to other Distinguished and Development Fellowships			
Institutional linkages	Minerals Commission: Involvement of staff in IM4DC programs University of Ghana: Assistance with Mining Law program (core activity funded separately via AAPF) University of Mines and Technology (UMAT): Capacity-building partnership			
Mining for Development Conference	Access to sponsored places for selected alumni			
Advice to governments	Access to short term advice			
Alumni program	Ongoing interaction via M4D Link; Alumni event in Accra			

Zambia

Activities in Zambia focus on building capacity for mines inspection, including health and safety and waste management. Institutional relationships are focussed on joint delivery of courses, and collaborative research.

Table 23: Zambia activities 2014-15

Activity	Notes			
Short courses	Duration	Participant number	Location	Date
Management of large volume waste	5 days	30	Kitwe	Nov 2014
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Action research	Regional planning of resource regions– Zambia Case Study The Potential of Zambian Copper-Cobalt hyperaccumulator plants for phytoremediation of polluted (mining/smelter) soils Learning through failures: preparation of a series of lectures for teaching of mine waste management best practice			
Fellowships	Access to Distinguished and Development Fellowships			
Institutional linkages	Mines Safety Department: Continue program of OHS training for Mines Inspectors University of Zambia: Joint research projects and training activities Copperbelt University: Joint research projects and training activities			
Mining for Development Conference	Access to sponsored places for selected alumni			
Advice to governments	Access to short term advice			
Alumni program	Ongoing interaction via M4D Link; Alumni event in Lusaka			

Mozambique

Activities in Mozambique are concentrated in building institutional capacity in mining education though capacity building in mining-related curricula at universities

Table 24: Mozambique activities 2014-15

Activity	Notes			
Short courses	Duration	Participant number	Location	Date
Negotiation workshop	5 days	20	Maputo	Q4 2014
Access to IM4DC global Flagship short courses in Australia (4) and other relevant Australia-based programs	10-20 days	1 – 2 per course	Australia	2014-15
Action research				
Fellowships	Access to Distinguished and Development Fellowships			
Institutional linkages	Universidad Eduardo Mondlane (UEM): participation in Africa Resources Negotiation Network			

Activity	Notes
Mining for Development Conference	Access to sponsored places for selected alumni
Advice to governments	Access to short term advice
Alumni program	Ongoing interaction via M4D Link

Other Africa

In addition to courses and other activities presented within priority countries, IM4DC will present several courses and workshops, and conduct research in several other African countries and/or servicing participants from these.

Table 25: Other Africa activities 2014-15

Activity	Notes			
Short courses	Duration	Participant number	Location	Date
Manual and automated workflows for data integration and exploration targeting	15 days	19	Dar es Salaam	Aug 2014
Kimberley Process Study Tour	12 days	12	Perth	Sept 2014
IAIA Resettlement Symposium	5 days	29	South Africa	Oct 2014
Mining Tax Design and Administration	5 days	30	Addis Ababa	Q4 2014
Emerging Leaders in African Mining	10 days	30	Cape Town	Feb 2015
Action research	Defining best practice for corporate data delivery to national African geological surveys: regulation, technical implementation and compliance Developing on-line training system for geosciences in Africa to increase knowledge-sharing			
Fellowships				
Mining for Development Conference	Access to sponsored places for selected alumni			
Alumni program	Ongoing interaction via M4D Link			

B Action Research projects 2014-15

B.1 Projects awarded to university schools and centres June 2014

IM4DC has commissioned ten new Action Research projects out of 35 applications from university-based researchers.

Project	Lead Researcher	Notes
A community's 'right to know': Adding practical support to the idea of prior consultation	Associate Professor Deanna Kemp, UQ SMI Centre for Social Responsibility in Mining	Collaborations with PNG Chamber of Mines, Bougainville Mining Department, and Universidad Pacifico and Futuro Sostenible, Peru
Building capacity in environmental regulation and management in the emerging Fijian bauxite and alumina sector	Dr Talitha Santini, UQ SMI Centre for Mined Land Rehabilitation	Collaboration with Fiji Department of Lands and Mineral Resources, and International Aluminium Institute
Digital payment systems and the distribution of compensation and community investment payments from Papua New Guinea's resource projects - financial inclusion of families, women and youth?	Dr Tim Grice, UQ SMI Centre for Social Responsibility in Mining	Technical advisory committee: members from DFAT, Pacific Islands Working Group on Financial Inclusion of the Alliance for Financial Inclusion, PNG Minerals Resource Authority and PNG Chamber of Mines
The Potential of Zambian Copper-Cobalt hyperaccumulator plants for phytoremediation of polluted (mining/smelter) soils	Antony van der Ent, UQ SMI Centre for Mined Land Rehabilitation	Collaboration with The Copperbelt University, Zambia
Regional planning – Zambia Case Study	Bev Kubat, UQ SMI WH Bryan Mining and Geology Research Centre	Consultations with relevant government and industry bodies and University of Zambia
Translating values into action: implementation strategy for improved mine-community relations in Peru	Winthrop Professor Caroline Baillie, UWA Faculty of Engineering	Cooperation with Latin American Mining Monitoring Programme
The role of safety beliefs in influencing safety outcomes in the mining sector in south American countries	Winthrop Professor Mark Griffin, UWA School of Psychology	Collaboration with Peru National Society of Mining, Petroleum and Energy (SNMPE)
Customary law and mining – Australia and Ghana	Associate Professor Murray Wesson, UWA Law School	Collaboration with Goldfields Land and Sea Council and University of Ghana Law School
Mining and water law reform for Ghana	Associate Professor Alex Gardner, UWA Law School	Collaboration with University of Ghana Law School
Social impact assessment of mining investment in Balochistan (Pakistan)	Professor Samina Yasmeen, UWA School of Social Sciences	Engagement of in-country researchers

B.2 Commissioned projects in 2014

The following Action Research projects have been commissioned between January and June 2014 for delivery in the 2014-15 year.

Project	Lead Researcher	Notes
Environmental geochemistry of abandoned mines in the Puno Region of Peru – to guide strategic planning for regional development and legacy site management	Dr Mansour Edraki and Corinne Unger, UQ SMI Centre for Mined Land Rehabilitation	Collaboration with INGEMMET (Institute of Geology, Mining and Metallurgy), Peru
Establishing a Stakeholder Dialogue to develop a Shared Agenda for Mining Development in The Philippines	Professor Emmy Manlapig, UQ SMI Julius Kruttschnitt Mineral Research Centre	Collaboration with University of South-East Philippines
Learning through failures: preparation of a series of lectures for teaching of mine waste management best practice	Winthrop Professor Andy Fourie, School of Civil, Environmental and Mining Engineering	Drawing on experience in IM4DC-sponsored teaching and research in Zambia and Ghana
A GIS-based exploration initiative to steer sustainable development	Dr Steven Micklethwaite UWA-Curtin Centre for Exploration Targeting and Bernadetta Devi, UQ SMI Centre for Social Responsibility in Mining	Collaboration with Office of Energy and Mining, Southeast Sulawesi
Defining best practice for corporate data delivery to national African geological surveys: regulation, technical implementation and compliance	Professor John Miller, UWA-Curtin Centre for Exploration Targeting	Consultation with African geological surveys
Developing on-line training system for geosciences in Africa to increase knowledge-sharing	Professor Mark Jessell, UWA-Curtin Centre for Exploration Targeting	Cooperation with Universities of Ghana, Dakar, Bamako, Ouagadougou
Listening to the Voices of Displaced and Resettled Communities in Mozambique	Associate Professor Deanna Kemp, UQ SMI Centre for Social Responsibility in Mining	In collaboration with Oxfam
Strengthening Indigenous Governance in Bolivia through Mining	Professor Mark Moran, UQ Institute for Social Science Research	In collaboration with World Vision

B.3 Student projects funded for completion in 2014-15

Project	Researcher	Notes
Indigenous Community Participation in Informal Artisanal Gold Mining in the Upland of Bombana District, Indonesia	Omar Aschari Abdullah Pidani	Being implemented on behalf of IM4DC by ANU through its Crawford School of Public Policy
Mining, conservation, and indigenous rights: governance in a disputed environment in the Philippines	Emerson Sanchez	Being implemented on behalf of IM4DC by ANU through its Crawford School of Public Policy
Understanding the role of women in Artisanal and Small Scale mining communities in the Autonomous Region of Bougainville, Papua New Guinea	Anita Iko Togolo	Being implemented on behalf of IM4DC by ANU through its Crawford School of Public Policy

Project	Researcher	Notes
Local Conflicts over a Global Resource: The Impacts of Rare Earth Mining on the Community and the Economy in Malaysia	Husna Jamaludin	Being implemented on behalf of IM4DC by ANU through its Crawford School of Public Policy
Health Risks and Outcomes of Artisanal and Small Scale Gold Mining (ASGM) in the Bombana District, Southeast Sulawesi, Indonesia	Health Risks and Outcomes of Artisanal and Small Scale Gold Mining (ASGM) in the Bombana District, Southeast Sulawesi, Indonesia	Health Risks and Outcomes of Artisanal and Small Scale Gold Mining (ASGM) in the Bombana District, Southeast Sulawesi, Indonesia

C Responses to Mid Term Review of IM4DC

MTR Recommendation	Response
1. The IM4DC should be able to continue to deliver its planned activities over the remainder of the Grant Agreement, due to finish in June 2015, and continue the momentum it has built in the first 2½ years	IM4DC is continuing with planning and implementation of 2014-15 program
2. In addition to supporting the Australian Government's development agenda of economic growth and poverty reduction, the IM4DC's priorities should also be increasingly targeted to support the Australian Government's new economic diplomacy agenda, in close dialogue with DFAT and industry. The Review notes that IM4DC is already doing some positive work in this regard	<p>Activities that deliver on both capacity-building and economic diplomacy objectives are being implemented</p> <p>Activities being discussed with DFAT in Canberra and at Posts and adjusted as definition of and priorities for economic diplomacy and aid for trade are refined</p> <p>IM4DC research and advice to government will inform DFAT consideration of priorities</p> <p>Articulate mining for development as a key economic growth and poverty reduction strategy</p>
3. The Australian mining industry and other stakeholders should be brought into the planning and delivery of activities much more closely	<p>Discussions underway with industry associations, individual companies and NGOs, plus state government agencies, on 2014-15 program and opportunities for cooperation. Includes:</p> <ul style="list-style-type: none"> • Ongoing engagement of mining and mining services executives for course delivery and expanded engagement of mining operations in country and in Australia to host field visits • Company personnel to be invited to participate on a fee-paying basis for certain courses • Ex post accounting of industry engagement since IM4DC inception being prepared for the Annual Report <p>Further opportunities will be explored to expand the role of external stakeholders including industry in delivery of activities, noting that the current level of engagement does not appear to be well understood</p>
4. A greater degree of competition should be introduced to selection of expertise for IM4DC activities. Full tendering for each expert is not suggested, but IM4DC should be able to demonstrate the value for money of those chosen (from UWA, UQ or elsewhere) were superior to other options available.	<p>Existing partner universities (UNSW, Curtin, ANU) plus Sydney University to be asked to deliver more of IM4DC program; and benchmarking to be conducted based on alumni feedback and costs</p> <p>IM4DC is holding discussions with key providers to identify potential synergies with the planned program for 2014-15</p>
5. The geographic priority to Africa and Latin America should remain even if the bilateral / regional programs to these regions are reduced in size. An Australian mining niche in these two places would not only continue the good assistance already in place, but would be of considerable benefit in terms of Australia's national interest.	Continue with planning and implementation of 2014-15 program as proposed with adjustments to meet requests for additional capacity-building activities in some Asia-Pacific countries
6. DFAT and the IM4DC should agree on a more rigorous set of expectations in relation to gender and mining, and that this should be reflected in an updated Monitoring and Evaluation Framework. This should take account of the Australian Government's priority placed on women's economic empowerment and women's leadership as central tenets of the Australian Government's aid program.	IM4DC has commissioned a rapid review of the gender focus in its current program. Discussions will be held with DFAT about gender and mining and M&E Framework to be revised. Gender issues to be integrated into course curriculum where relevant and practicable.