Project Title: Sustainable Development of Mining in Rwanda

Programme Value: £4,246,681

Date started: April 2017

End Date: March 2020

Report Date: 4th May 2018

Project synopsis

SDMR is a 3-year technical assistance programme with a budget of £4,286,681. Cardno Emerging Markets (UK), Ltd., is implementing it.

The key government partner is the Rwanda Mining Petroleum and Gas Board. The Implementation Phase started on 1st October 2017 and will end on 31st March 2020. The implementation started in October 2017.

The SDMR programme aims to contribute to the economically and environmentally sustainable growth of Rwanda’s mining sector, in line with the Government of Rwanda’s Economic Development and the Poverty Reduction Strategy (EDPRS). SDMR will do this by supporting an enabling environment that will increase private sector investment in mining in Rwanda, and by testing the effectiveness of targeted interventions for the ASM such as a new mining services aggregation model as a way of achieving a viable and sustainable mining sector.

Intended results to be delivered include:

1. A more professional, open and transparent mining sector;
2. A more efficient and economically viable mining sector, in line with environmental best-practice
3. Increased level of private investment in the sector;
4. Improved incomes of artisanal miners.

Disclaimer

The British Government’s Department for International Development (DFID) financed this work as part of the United Kingdom’s aid programme. However, the views and recommendations contained in this report are those of the consultant, and DFID is not responsible for, or bound by the recommendations made.
## Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ASM</td>
<td>Artisanal and small-scale mining</td>
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<td>AFR</td>
<td>Access to Finance Rwanda</td>
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<tr>
<td>BGR</td>
<td>German Federal Institute of Geosciences</td>
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<td>BSP</td>
<td>Better Sourcing Programme</td>
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<td>BTC</td>
<td>Belgium Technical Cooperation</td>
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<td>DFID</td>
<td>Department for International Development</td>
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<td>ITSCI</td>
<td>ITRI Tin Supply Chain Initiative</td>
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<td>IUCN</td>
<td>International Union for Conservation of Nature</td>
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<td>M4P</td>
<td>Making Markets Work for the Poor</td>
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<td>RDB</td>
<td>Rwanda Development Board</td>
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<td>REMA</td>
<td>Rwanda Environmental Management Authority</td>
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<td>RMA</td>
<td>Rwanda Mining Association</td>
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<td>RMCA</td>
<td>Rwanda Museum for Central Africa</td>
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<td>RMB</td>
<td>Rwanda Mining Petroleum and Gas Board</td>
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<tr>
<td>RRA</td>
<td>Rwanda Revenue Authority</td>
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<tr>
<td>3Ts</td>
<td>Tin, Tungsten and Tantalum</td>
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<tr>
<td>UR</td>
<td>University of Rwanda</td>
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<tr>
<td>USAID</td>
<td>United States of America International Development</td>
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<td>WDA</td>
<td>Workforce Development Agency</td>
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<td>WIAMO</td>
<td>Women in/and Mining Organisation</td>
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1 Introduction

The Sustainable Development of Mining in Rwanda (SDMR) programme aims to contribute to the economically and environmentally sustainable growth of Rwanda’s mining sector, in line with the Government of Rwanda’s National Strategy for Transformation. It is the first of its kind in aiming to deliver a multifaceted, integrated transformation of the mining sector in Rwanda. Further, it is the first reported attempt at applying the Making Markets work for the Poor (M4P) approach to the mining sector, a concept that is usually associated with agriculture and health sectors.

This report comes at the end of Quarter 4 of the SDMR Programme. Hence, it presents a summary of the progress of the Programme over the last 12 months. This includes the Inception (design) Phase carried out in Quarters 1 and 2, and the Implementation Phase in Quarters 3 and 4. In Quarter 3, planning was initiated for each of the interventions, all of which were validated by the key partners. In Quarter 4, implementation activities were concerned mostly with agreeing with the key partners on execution details for each intervention following the M4P principles, particularly regarding the role of SDMR as a facilitator. At the same time, SDMR continued to render support to RMB as part of an on-going process. This included the following:

- Supporting investment promotion through attendance of the Mining Indaba Conference in Cape Town, South Africa, and the Prospectors and Developers Association of Canada (PDAC) Conference in Toronto, Canada.
- Supporting collaboration with other development entities for further support of the RMB. This included collaboration with the Royal Museum of Central Africa (RMCA) on Geo-data management and Mining Regime review with the African Minerals Development Centre (AMDC) and the African Development Bank (AfDB) (through the AfDB “African Legal Support Facility” - ALSF).

To ensure appropriate alignment with RMB, the SDMR Team Leader and Deputy Team Leader continued to participate in the Senior Management Meetings of RMB. The SDMR staff (and consultant experts) have been occupying the RMB office space allocated to the programme as part of the embedding process.

Planning was also advanced for the feasibility study of the Mining Services Aggregation Centres (MSACs) piloting. The most important development was the identification and engagement of an implementing partner for Pilot. This is the cooperative COMIKAGI, which has been engaged after appropriate due diligence and collection of baseline survey data about this operator as well as the operations in the surrounding area.

2 Progress to Date

2.1 Key Achievements

The programme design phase consisted of two main components of work: Scoping Studies and Designing Indicative Interventions.

Scoping studies included the following:

- Mining Regime Review
- Mineral Value Chain Analysis
- Access to Finance
- Geological Information Management
- Mineral Resources Information Management
- Governance and Organisational Capacity Development
- Gender and Social Inclusion
Designing Indicative interventions was informed by the M4P process with respect to identifying and prioritising interventions. Further planning was then carried with the key implementation partners to develop for each intervention a concept note, an action and budget. The key results from the implementation of these interventions to date is detailed in the following sections.

2.1.1 Mining Regime Review

This intervention has four key components, namely supporting:

> Finalisation of the new National Mining Policy;
> Development of new or amended legislative regime necessitated by the draft mining policy;
> Development of a Beneficiation and Value Addition Strategy;
> Development of a Mine Closure and Environmental Rehabilitation Bond Strategy.

2.1.1.1 Key achievements

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<tr>
<th>Key Activities</th>
<th>Key Achievements</th>
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| Activity 1: Support AMDC in reviewing the draft national mining policy | - SDMR provided support in the review of the draft mining policy, which is now waiting for approval by the competent authorities. The initial recommendations resulted in clearer policy statements with respect to structure and content. This included the following:
  - Arrangement of policy themes to be explicitly stated as background, issues, objectives, policy statements, and strategic actions;
  - Policy statements that provide longer term vision rather than from short-term action;
  - Inclusion of a thematic section on regional integration and the promotion of large scale mining,
  - Commitment to focus on generation of geological data; updating revised targets of Vision 2020;
  - Alignment of labour statistics provided with Labour Force Survey;
  - Inclusion of the following in the Action Plan Matrix - 1. Dissemination of existing and newly enacted mining policy, laws, guidelines etc., 2. Conduction annual assessment on the progress, loopholes, challenges in the implementation of mining policy, laws, guidelines for on real times changes; 3. Develop value addition strategy for minerals; 4. Conduct value chain analysis for the key minerals;
  - Including a section on monitoring of both public and private exploration projects; development of mineral exploration reporting standards and guidelines; and putting in place the guidelines for mineral exploration reports (data, information) disclosure.
  - Making clear the importance of monitoring and evaluating the implementation and effectiveness of the policy.
- Facilitated AMDC support to provide recommendations for alignment of draft NMP with AMV. This included orienting AMDC on the analysis of
### Key Activities

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<th>Key Achievements</th>
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<td>the Rwanda mining regime, particularly with respect to the findings of the scoping studies; stakeholder consultations undertaken by RMB to date in the development of the NMP; the changes recommended by SDMR to the NMP draft.</td>
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### Mining Regime Updates

**Activity 1: Gap analysis and identification of key areas for update support**
- From the scoping studies and engagements with the key stakeholders, SDMR mapped the following key areas for update:
  - Development of new legislation;
  - Mineral exploration;
  - Mining Fiscal Regime.
- Mobilising experts to support the updating of the regime to ensure that new regime has a robust mining law and regulations, and there are strategies in to guide mineral exploration and an optimal fiscal regime.

**Activity 2: Support of drafting of new mining law**
- SDMR facilitated support from the AfDB through the African Legal Support Facility (ALSF) for the drafting of the new mining legislation.
- Mobilising mining legislation expertise to provide continuity on support to drafting and implementation of new mining legislation.

### Beneficiation and Value Addition Strategy

**Activity 1: Scoping work**
- Mapped areas of intervention, including the importance of guiding efforts on mineral-based industrialisation through local value addition and development of backward, lateral and forward linkages; and providing a framework for commodity specific strategies and action plan.
- Mobilising mineral economics expertise to support development of strategy.

### Mine Closure and Environmental Rehabilitation Bond Strategy

**Activity 1: Drafting of the Mine Closure and Environmental Rehabilitation Bond Strategy**
- Close engagement of RMB, RDB and REMA to optimise institutional arrangements for environmental management.
- Consultations were conducted with different stakeholders including but not limited to RMA, REMA, RDB, REWU, FECOMIRWA, APEFA, etc.
- Mobilised environmental management expertise to support the development of the Mine Closure and Environmental Rehabilitation Bond Strategy.

#### 2.1.1.2 Challenges and Lessons Learned

The programme has adjusted milestone deliverable schedules to align with changes in the progress as well as the changes in intervention approach. An example of such a change is in the development recommendations for “mining regime updates”; this was initially conceived as linear, “starting with supporting National Mining Policy finalisation followed by a gap analysis to identify recommendations for updates in the mining regime”. However, other developments beyond the control of the programme have led to delays with a cascading effect.
2.1.1.3 **Priorities for the next quarter**

The programme priorities for the next quarter include:

- Support the finalisation of the recommendations from AMDC;
- Support the review of the draft law and development of regulations (Ministerial Orders) being led by AfDB;
- Complete the development of the Mine Closure and Environmental Rehabilitation Bond Strategy;
- Capacity gap assessment in environmental management;
- Provide update inputs into the draft mining law and regulations on mineral exploration, the fiscal regime and other environmental management provisions (including recommendations for optimal institutional arrangements) and other areas identified for the development of regulations and other implementing tools;
- Development of Beneficiation and Value Addition Strategy.

2.1.2 **Mineral Value Chain Analysis**

This intervention has three key components, namely supporting:

- Development of an Action Plan for beneficiation and value-addition of 3Ts;
- Development of a strategy for development of industrial minerals and construction materials;
- Development and implementation of an Investment promotion strategy.

### 2.1.2.1 Key achievements

<table>
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<tr>
<th>Key Activities</th>
<th>Key Achievements</th>
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<tbody>
<tr>
<td><strong>Action Plan for beneficiation and value-addition of 3Ts</strong></td>
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<tr>
<td>Activity 1: Scoping studies on the 3Ts</td>
<td>An improved understanding of the key drivers of the value chains of the 3Ts, and mapping the prospects of potential beneficiation and value addition in Rwanda. This has provided a platform for building further to develop an action plan for government to actualisation the potential.</td>
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<tr>
<td>Activity 2: Development of the 3Ts Beneficiation and Value Addition Action Plan</td>
<td>Mobilising mineral economics expertise to support the development of the 3Ts Beneficiation and Value Addition Action Plan</td>
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<tr>
<td><strong>Development of a strategy for development of industrial minerals and construction materials</strong></td>
<td></td>
</tr>
<tr>
<td>Activity 1: Scoping studies on industrial minerals and construction materials</td>
<td>Mapped areas of intervention</td>
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<tr>
<td></td>
<td>Mobilising expertise to support development of strategy</td>
</tr>
<tr>
<td><strong>Investment promotion strategy</strong></td>
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<tr>
<td>Activity 1: Development of strategy</td>
<td>Scoped a general approach to promote the sector including engaging key stakeholders RDB and RMB;</td>
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<tr>
<td></td>
<td>Mobilising expertise to support the development of an Investment Promotion strategy.</td>
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<td>Activity 2: Participate in promotional events</td>
<td>Raised the profile of Rwanda as mining investment destination by attending and supporting attendance of Mining Indaba in Cape Town South Africa and PDAC in Toronto Canada.</td>
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2.1.2.2 Challenges and Lessons Learned

A valuable lesson learnt is the importance of proper planning for participation in promotional events and also tracking follow-up to maximise the opportunities deriving from strategic meetings made at international mining events.

As a result, SDMR in partnership with RMB developed a contact tracking matrix. Key contacts with potential benefit to RMB and SDMR Programme will be followed up and integrated into the intervention plans.

2.1.2.3 Priorities for the next quarter

The key priorities for the next quarter include the following, supporting:

- Development of the 3Ts Value Addition Action Plan;
- Development of a strategy for the development of industrial minerals and construction materials;
- Development of an Investment Promotion strategy including preparation of the attendance of other mining promotion events such as the mining conference in Perth Australia.

2.1.3 Access to Finance

This intervention is focusing on the development of de-risking interventions and financial products suitable for the sector. The approach is to engage financial institutions to develop and test ideas and products tailored to the mining sector under the controlled environment provided by the mining services aggregation centre (MSAC). The approach will generate products and implement initiatives that will improve access to credit for commercial entities while also improving access to financial products (e.g. banking, insurance etc.) by mine workers.

2.1.3.1 Key achievements

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<tr>
<th>Key Activities</th>
<th>Key Achievements</th>
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| Activity 1: Establish a network of stakeholders to support Access to Finance de-risking interventions | o Identified the key stakeholders and key players. These include the key players in finance and credit provisions (banks, MFI, sector association, regulator), and the beneficiaries of finance (cooperatives (FECOMIRWA), RMA, mining companies (e.g. Piron, MAWARID, Rutongo, Ngali), mineral traders etc.  

  o Established interest by commercial banks (Bank of Kigali, I&M and BPR) to participate in piloting de-risking products initiatives and special products at a grassroots level (e.g. MSAC pilot environment). |

| Activity 2: Scope approach to addressing “access to finance” barriers | o Mapped the environment; for example established that financial institutions in Rwanda on average possess an insufficient understanding of the mining sector and generally consider the provision of financial services to mining sector entities risky. Key barriers to access to finance for mining sector entities include inability by potential borrowers to prepare bankable projects, credit risk averseness of financial institutions, perceptions of high exposure to risks associated with social and environmental safeguards (e.g. child labour, conflict minerals etc.) |
Engaged Access to Finance (AFR) programme to assess of entry points for de-risking initiatives, and learn from their experience in sectors outside of mining. AFR has valuable experience in the agriculture sector for example partnering with commercial banks to enhance financial transactions for small producers using mobile device applications; some of these approaches may be transferrable to the ASM sector.

2.1.3.2 Challenges and Lessons Learned

The main challenge for the interventions have been associated with entry points for developing innovative solutions, for both commercial entities and individual mine workers. The key lessons learnt include the need to establish partnerships with entities that have developed similar products in other sectors and the importance of networking key stakeholders in the sector including RMA and financial institutions. It appears important to establish a platform or space to develop and test the innovative solutions and the MSAC pilots provide this.

2.1.3.3 Priorities for the next quarter

The key priorities for the next quarter include:

- Mobilising expertise to support the development of de-risking initiatives;
- Establishing a network of stakeholders to support the development of “access to finance” initiatives, RMA has expressed interest to be the focal point to such an initiative;
- Engage AFR to develop a collaboration on transferring some of their learnings to the ASM sector;
- Development of agreements with specific finance institutions to partner in the grassroots interventions in the MSAC pilots.

2.1.4 Geological Information Management System

This is intervention is principally about procurement of a system to optimally store geological information, uploading pre-existing data and generating new knowledge products.

2.1.4.1 Key achievements

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<tr>
<th>Key Activities</th>
<th>Key Achievements</th>
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<tr>
<td>Activity 1: Established a collaboration with the ‘Royal Museum for Central Africa’ (RMCA), Belgium</td>
<td>Based on intensive preparatory work during the last quarter 2017, the SDMR programme entered into a strategic collaboration with the RMCA. SDMR experts supported the RMCA team leader in developing ToR and a framework agreement between SDMR, RMCA and RMB. The official kick-off meeting of the ENABEL financed project took place on 15 March 2018 under the chair of Hon. Francis Gatare, CEO RMB.</td>
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### Key Activities vs. Key Achievements

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<tr>
<th>Activity 3: Established a pre-selection of potential Geo-IMS providers</th>
<th>SDMR experts in cooperation with RMCA established a pre-selection of potential service providers for the Geo-IMS. RMCA as well as the SDMR experts will build on their experience learning from similar technical assistance programmes from the past 10-15 years. Special emphasis was placed on African countries. The desk research started with a list of 11 providers from a recent World Bank project in the DRC (2014), followed by internet searches which led to 8 potential providers being identified.</th>
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<td>Activity 4: Touched base with pre-selected IMS service providers</td>
<td>In close coordination with the Cardno’s procurement expert the pre-selected companies were to informed about the SDMR programme and requested to provide details of their respective Geo-IMS software, operating platform, corresponding hardware, and requirements on IT infrastructure.</td>
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<td>Activity 5. Requested feedback from clients</td>
<td>SDMR experts contacted institutions – predominantly geological surveys - where a Geo-IMS system has been installed by one of the pre-selected company. The objective was to request a feedback on the system itself and the implementation though the service provider. Feedback received from Namibia (BEAK project) and Sierra Leone (GAF project) was positive. In other cases for instance for Ghana and Uganda, the previously installed systems are no longer on-line. When contacted, BEAK explained that they are in the process of re-installing the geo-database in Uganda.</td>
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| Activity 6: Specifying the new Rwandan geo-IMS system | SDMR experts continued to work on the specifications and the set-up of the proposed Geo-IMS system. They are considering the input and expectations of RMB and other Rwandan institutions, the evaluation of the former client’s feedback, own findings but also the SDMR programme’s budget constraints. As part of the in-country research, the SDMR team has recently approached the following organisations/ institutions:  
  > AOS Ltd (National Data Centre operating company): AOS is prepared to host the Geo-IMS/MRIMS databases under a cloud-hosting service arrangement. Monthly rates are to be negotiated between RMB and AOS.  
  > MITEC – Ministry of Information Technology and Communications: The Director, National Digital Transformation advised the team to contact RISA.  
  > RISA – Rwanda Information Society Authority: RISA is in charge of Rwanda’s ICT policies and infrastructure and is leading the country’s efforts in cyber security. RISA wants to be included in the ToR review process.  
  > RLMUA – Rwanda Land Management and Use Authority: RLMUA is eagerly awaiting the creation of a national geological database and offered a data-sharing arrangement between RLMUA’s Land Administration and Information System (LAIS) and the Geo-IMS. |
| Activity 7: Drafting of a procurement notice and request of expression of interest | Under the lead of Edson Madeira SDMR procurement expert, SDMR experts have recently begun to draft a procurement notice and request of expression of interest for the new Geo-IMS. |
Key Activities | Key Achievements
--- | ---
Activity 8: Drafting of ToR for the procurement of new geo-data IMS | In due consultation with RMB and supported by RMCA’s expertise in geo-databases, the SDMR experts commenced to draft the ToR for the procurement of goods and services for setting up a new Geo-IMS system for the RMB. In terms of administrative issues related to the entire procurement process (e.g. tax, ownership, contracting authority, and hand-over), the SDMR experts are in close liaison with Cardno’s procurement expert. The draft document was submitted for internal review to RMCA.

Activity 9: Elaborated an action plan on “scanning documents at the RMB archive” | SDMR experts elaborated a detailed action plan, which includes the local procurement of required hardware, for “scanning documents at the RMB archive”.

Activity 10: Approached new potential partners | At the recent Mining Indaba Convention in Cape Town, SDMR contacted the British Geological Survey (BGS) and discussed opportunities for capacity building activities at the RMB as complementary services to SDMR training efforts. BGS might be able to attract additional DFID funding for this exercise.

Activity 11: Ongoing collection of geo-data within RMB | During the kick off meeting with RMCA, it was noted that some information kept in Belgium may be the same as that stored in RMB. In order to avoid duplication, it was agreed that RMB starts a process to establish what data is stored in Kigali. SDMR provided a template to be filled with information regarding location, format, author, and year of production and other details for the available geological data which RMB staff are currently filling.

2.1.4.2 Challenges and Lessons Learned
The kick off meeting with RMCA was an indication of the start of a good collaboration between RMCA, RMB and SDMR which will finally lead to the much anticipated repatriation of the geological data from Tervuren Archives and uploading onto the new Geo-IMS. The collaboration will enhance the capability of Rwanda to increase research and geological knowledge and further develop its mining sector.

The Geo-IMS system will not only benefit RMB but will have an impact at national and international levels. For this broad impact to be realised, it is necessary to involve institutions that have an ICT mandate hence the involvement of National Data Centre, Rwanda Information Society Authority and many more so that it aligns with the national ICT policy and standards.

2.1.4.3 Priorities for the next quarter
The priorities for the next quarter include the following:

- SDMR following up on locating the soil data identified by UGhent. If the data can be found and is still usable (CDs might no longer be readable), RMCA has offered to add this dataset to the 2007 historic archive data for transformation to current GIS/database formats and migration to the future Geo-IMS.
- Finalising the Geo-IMS procurement process
- Initiating the process of procuring hardware for data digitisation
- Supporting RMB staff in the mission to Belgium to assess the data that will be repatriated
### 2.1.5 Mineral Resources Information Management System

#### 2.1.5.1 Key achievements

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<tr>
<th>Key Activities</th>
<th>Key Achievements</th>
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<tr>
<td>Activity 1: Drafting of ToR for procurement of the FlexiCadastre upgrade</td>
<td>The ToR draft for the procurement of the FlexiCadastre upgrade by SDMR for RMB commenced after extensive consultation with RMB counterpart. The envisaged upgrade shall also include a software maintenance agreement with the service provider (TRIMBLE) which shall cover at least the implementation phase of the SDMR programme. The ToR draft document is being developed on the basis of the Geo-IMS ToR with modifications concerning FlexiCadastre-specific details.</td>
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<td>Activity 2: Established further inter-institutional links (in particular with RNRA)</td>
<td>As part of the overarching objective to link other relevant Rwandan institutions to the FlexiCadastre system, which have a direct or indirect connection to the local mining industry, the team engaged with the Rwanda Natural Resources Authority (RNRA). Access through the software would allow an optimised cooperation between the RMB and RNRA in terms of efficient use of natural resource and mining-related data.</td>
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<td>Activity 3: Continued the development of mobile app and online application for ‘real-time’ data transfer</td>
<td>As suggested in the intervention’s concept note, the data transfer of traceability-related data from the mines (or other iTSCI tagging stages) to the RMB Traceability Unit shall be accelerated by the implementation of a mobile application by RMB officers responsible for the execution of iTSCI tagging but also on other traceability schemes accredited in Rwanda like the Better Sourcing Programme (BSP). SDMR is still developing concept considering the versatile applications and end-user groups.</td>
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<tr>
<td>Activity 4: Established a collaboration with the International Growth Centre (IGC)</td>
<td>SDMR continued to engage on developing a collaboration to digitise pre-existing mining operations data. The non-disclosure agreement is being finalised.</td>
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#### 2.1.5.2 Challenges and Lessons Learned

Important progress have been done in the design of characteristics of the FlexiCadastre upgrade.

The collaboration with IGC has taken a while to consummate due to delays in signing of the NDA on their side, however it has not affected SDMR deliverables in anyway which continue to be on track. Once the NDA is signed the IGC activities to support digitisation of pre-existing data will seamlessly dovetail into the SDMR schedule. For example, production reports in excel files under the traceability unit and inspection reports under Mine Inspection Unit from RMB can already be migrated to the FlexiCadastre.

#### 2.1.5.3 Priorities for the next quarter

The priorities for next quarter include the following:

- Finalisation of the ToR for the upgrade of the FlexiCadastre
- Development of the mobile application for remote data capture taking into account the current work by RMB to develop an application based on the KoboTool Box to collect mineral traceability data
- Initiate digitisation of pre-existing data in collaboration with IGC expert Ameet Morjaria. IGC will use available statistics and data to produce academic papers and reports. Their initial work will consist of uploading historical (production) data of mining operations into the FlexiCadastre system. They will also capture the relevant information from various reports submitted by mining companies, and the
ones prepared by RMB staff during their fields. The collected information shall then be integrated into the respective modules: mines inspection, statistics, mineral traceability, and licensing.

2.1.6 Mining Services Aggregation Centre Piloting

This intervention is about piloting the Mining Services Aggregation Centre (MSAC) concept at two locations in Rwanda. The concept is to facilitate in a centralised fashion, access to knowledge, skills and inputs to improve the operational viability of ASM operations, while improving performance with respect to environmental and social safeguards.

2.1.6.1 Key achievements

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<tr>
<th>Key Activities</th>
<th>Key Achievements</th>
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| **Activity 1:** Development of MSAC approach/framework | o Based on discussions with RMB and DFID and given the short timeframe for the SDMR programme, the selection of an existing mining company or cooperative to host the MSAC was viewed as the quickest path to implementation rather than using the scenario prioritisation outcomes (reported in Q3) as the starting point for more detailed designs.  
   * The MSAC approach has been agreed by key stakeholders especially RMB and DFID.  
   * An implementing partner (COMIKAGI) has been identified and they have agreed to partner with SDMR on MSAC Pilot 1  
   * COMIKAGI will work as a ‘demonstration hub’ (for sustained upliftment of technical, environmental, social, governance practices and business capacity) and a hub for service provision, capacity building and training in a defined catchment area.  
   * Further development of the MSAC concept, i.e. details of what the pilot will involve, how it would be set up, what it would deliver to the ‘demonstration hub’ itself and what it could deliver to mines in the surrounding area (this latter is critical and one of the principal concerns raised by RMB – that the MSAC should generate catchment-wide benefits and not just uplift the implementing partner). |
| **Activity 2:** Conducting consultative meetings with stakeholders | o A number of meetings have been held with COMIKAGI as partner for MSAC Pilot 1 with respect to exploring its interest in the role of implementing partner and defining a common vision for a collaboration between the cooperative and SDMR. In that regard, three meetings have been held with COMIKAGI management to discuss the MSAC concept in detail, the aims and objectives of the partnership.  
   * After the meetings, the COMIKAGI management consulted their general assembly which endorsed the idea.  
   * At the end of these consultative meetings, a draft Memorandum of Agreement and Draft action plan for April to September 2018 were developed. |
| **Activity 3:** Profiling of mining companies/cooperatives | o A field survey was conducted to compile detailed data to profile different mining companies and cooperatives which fall under the catchment area for MSAC pilot one. These companies and cooperatives are considered as potential customers for MSAC Pilot 1.  
   * They information collected represents key mine site information, key company information and initial data which can be used as a base to |
measure how MSAC intervention will impact the performance of each company and cooperative.

<table>
<thead>
<tr>
<th>MSAC Pilot 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 1: Development of MSAC approach/framework</strong></td>
</tr>
<tr>
<td>o Identified an opportunity for developing MSAC Pilot 2 for which addressing environmental impacts of mining would be a central theme. This would involve collaborating both private sector operators and technical partner whose core competency is management of environmental impacts through river catchment area management. This presents an opportunity for innovative environmental remediation and recycling of waste. This has included accessing research funds from the Water for Growth Programme to develop some of the innovative ideas.</td>
</tr>
</tbody>
</table>

| **Activity 2: Identification of partners** |
| o Water for Growth Programme was identified as the potential technical partner |
| o Coalition of private sector partners in the Ngororero District were identified |

| **Activity 3: Identification of potential location** |
| o Nyaboronogo catchment area was identified as the potential location with a three districts falling in the catchment area. |

2.1.6.2 **Challenges and Lessons Learned**

MSAC implementing partner (COMIKAGI) is willing to host MSAC but they will require technical and financial support from SDMR to upgrade their capacity. Financial institutions (Banks) indicated that they are keen to work with mining companies/cooperatives if their technical capabilities are enhanced, to mitigate some of the risks that led to failures in their previous forays into the sector. Of particular interest is provision of data defining mineral reserves. It is acknowledged that the capacity of COMIKAGI as the implementing partner for MSAC Pilot 1 will need to be enhanced. As a risk mitigating measure to ensure sustainability of the MSAC Pilot 1, SDMR will endeavour to include its cohort of commercial partners with the potential to act as third party operators.

2.1.6.3 **Priorities for the next quarter**

The priorities for the next quarter include the following:

- Finalisation of the MoU with COMIKAGI;
- Finalise due diligence of participating firms in MSAC Pilot 1 catchment area;
- Preparation for technical implementation of MSAC Pilot 1, including initiating ore reserve determination, chemical analysis and assaying and laboratory testwork for mine plan and mineral recovery optimisation;
- Finalising the implementation framework for MSAC Pilot 2 including location and implementing partners.

2.1.7 **Cross-cutting areas**

The main cross-cutting areas are gender and social inclusion, capacity development and safety health and environment.

2.1.7.1 **Key Achievements**

The achievements in these cross-cutting areas have included the following:
o Scoping the gender and social inclusion issues that need to be implemented under each intervention. This has included for example gender mainstreaming in the mining regime, framing the M&E framework for monitoring gender mainstreaming, and planning for gender and social inclusion in the MSAC pilots. The draft NMP was reviewed to make sure that there are provisions for gender mainstreaming. Collaboration with the programme implementing partner WIAMO has led to identification of potential partnerships with IMPACT on gender initiatives, and initiation of collaboration with REWU on issues of social inclusion (an MoU with REWU has been drafted).

o Scoping the SHE areas in all the interventions. For example, this has included ensuring that management of SHE issues is provided for in the mining regime and that in the design of MSAC Pilots improvements in environmental and social safeguards are incorporated, and the M&E Framework of the SDMR programme has incorporated these requirements.

o Capacity development has been mainstreamed in all the interventions as it is as the core of the sustainability strategy of the SDMR Programme. Capacity building has been positioned at the interventions level (particularly with respect the capacity of individuals and institutions toe ‘sustainability agents’) and also with respect to capacity of the sector whole sector and linked to that is creating a pipeline of skills. The latter has been meant exploring and building collaboration with entities who can support broader capacity development interventions. The programme has worked on developing collaboration with the University of Rwanda, RMCA, IPRC, BGS, Camborne School of Mines, AMDC and UNESCO.

2.1.7.2 Challenges and Lessons Learned

Implementation of the mainstreaming of the cross-cutting issues is lagging behind the implementation of the core interventions. It is hoped that as the core interventions become more established the cross-cutting will start to take root, through purposive mainstreaming activities. For example under the MSAC pilot deliberate “affirmative action” in the selection of participants in some activities will be undertaken to ensure inclusivity with respect to women and vulnerable groups. On the environment and social safeguards for example the MSAC pilots will support good practices through entity level policies and procedures as well training of participants and regulators.

2.1.7.3 Priorities for the next quarter

The priorities for the next quarter include the following:

> Implementation of cross-cutting issues in all interventions
> Development of an integrated framework for Capacity Development for the whole programme
> Development of an integrated framework for SHE for the whole programme

2.2 Progress against the Logframe

Progress is reported against the Programme Logframe (refer to SDMR Logframe in Appendix 1). At this stage of the implementation of the SDMR Programme, (i.e. six months into the Implementation Phase) it is deemed that measurable progress can only be reported against Output targets (refer to the SDMR “Indicator Performance Tracking Table” in Appendix 2). No interventions have been implemented long enough to have resulted in any measurable progress towards the targets of Intermediate Outcomes, Outcomes and Impact from the Programme.

Finally, our team is noting the importance to align with ICF framework and had initially highlighted all logframe indicators contributing to ICF indicators. However, following DFID recent request to include ICF indicators as part of the logframe, our recommendation would be to mobilise a climate change specialist in order to advise on this matter and define a proper methodology.
### OUTPUT 1

**Output Indicator 1.1**

- **Baseline** (March 2017)
- **Milestone 1** (March 2018)

**Revised mining legislation, regulations, standards and policies**

Recommendations (which reflect consultation with sector stakeholders) presented to GOR for finalisation of national mining policy, mining regime update and mineral value chains which include reference to social inclusion, rights and employment conditions, environment and climate change compliant with international standards

- **Planned**
  - National mining policy, mining regime available but needs to be upgraded
  - Support finalisation of the National Mining Policy (NMP)

- **Achieved**
  - Recommendations for Mine rehabilitation and closure performance bond strategy completed
  - Recommendations to support finalisation of NMP have been completed and the draft policy is awaiting tabling to Cabinet and Parliament. Some of the recommendations accepted include alignment the NMP with Africa Mining Vision (AMV). This has led to the mobilisation of African Minerals Development Centre (AMDC) support to RMB in the optimisation of the mining regime and alignment with AMV.
  - Recommendations for the Mine Rehabilitation and Closure Performance bond strategy will be completed in Q5 meanwhile consultations were already undertaken with institutions in charge for implementing the strategy (i.e. RMB, Rwanda Environmental Management Authority (REMA), the Ministry of Environment, and Rwanda Development Board (RDB)).

### OUTPUT 2

**Output Indicator 2.1**

- **Baseline** (March 2017)
- **Milestone 1** (March 2018)

**Mining Information Management systems operational**

- **Planned**
  - Maps & documents are available but only in hard copy. Some documents are currently stored in Belgium.

- **Achieved**
  - TORs for GIMS were finalised and have been used to develop Expression of Interest to engage potential suppliers.
  - RMCA - RMB work plan agreed

### OUTPUT 3

**Output Indicator 3.1**

- **Baseline** (March 2018)
- **Milestone 1** (March 2018)

**Financial service providers offer appropriate financial strategies/products**

- **Planned**
  - % of financial products developed with support of SDMR

- **Achieved**
  - Identified constraints faced by financial service providers include: i) Lack of information on the resources (reserves) that mining companies have; and ii) mining companies do not operate with proper books of account and thus consider mining as a high risk venture.
  - IBM Bank, Banque Populaire du Rwanda (BPR), and Bank of Kigali were engaged as potential partners for de-risking initiatives. The banks have expressed interest to partner, specifically in the MSAC pilots both with respect to providing finance to the mining operations and to improving the banking of miners’ wages. Engagement was also carried out with Access to Finance Rwanda to borrow on expertise on access to Finance and arrangements future collaborations are being worked on.

### OUTPUT 4

**Output Indicator 4.1**

- **Baseline** (March 2018)
- **Milestone 1** (March 2018)

**Improved capacity of mining sector institutions & IRA for more effective mining sector management & revenue collection**

- **Planned**
  - % of GDR staff reporting better understanding of mining sector management disaggregated by gender

- **Achieved**
  - The capacity gaps and constraints identified are: i) use of the flexible/serial; ii) audit of mining operations by IRA; and iii) follow up on regulation of environmental management

### OUTPUT 5

**Output Indicator 5.1**

- **Baseline** (March 2018)
- **Milestone 1** (March 2018)

**Increased capacity of miners, mining companies/cooperatives in targeted ‘catchment areas’ to run efficient, safe and environmentally-friendly mines**

- **Planned**
  - % of trained miners reporting high level of relevance of the training sessions for their daily work disaggregated by gender

- **Achieved**
  - The training needs identified include: i) training mine technicians, ii) mine planning, iii) mineral processing, iv) management of mine waste, v) Management of tailings, vi) Closure and waste field and land rehabilitation, vii) Business planning, and viii) Financial Management.

### OUTPUT 6

**Output Indicator 6.1**

- **Baseline** (March 2018)
- **Milestone 1** (March 2018)

**Operational pilot MSACs in targeted ‘catchment areas’**

- **Planned**
  - Number of mine sites (cumulative) accessing MSAC services disaggregated by mining company

- **Achieved**
  - COMIKAGI has been identified as the implementing partner for MSAC 1 A draft MOU with MSAC 1 partner has been developed.
  - Nyabarongo catchment area was identified as the potential location with a three districts falling in the catchment area.
2.3 Cross-cutting issues

The three crosscutting issues being implemented across all the interventions are: a) capacity development; b) gender and social inclusion; and c) safety, health and environmental management. These issues are considered in the design of each individual intervention, but also in an integrated fashion across all interventions to ensure coherence.

> Capacity Development – A capacity development expert has been mobilised to support activities that are being incorporated in the Action Plans of each intervention, and to provide a coherent approach.

> Gender and Social Inclusion – An Action Plan has been developed incorporating all aspects of mainstreaming gender and social inclusion in all the interventions of the SDMR Programme. Activities to be reported to date are the disaggregation by gender and vulnerable groups of data collected in the surveys carried out for the MSAC pilot institutional analysis and due diligence process.

> Safety, Health and Environment – An integrated Action Plan is yet to be developed, but a scope of work to develop a strategy for Mine Closure and Rehabilitation Bond Provision under the Mining Regime intervention has been developed and an expert hired to undertake the work in Quarter 5.
3 Programme Management

3.1 Programme Implementation

An Implementation Plan was developed as part of the Inception Report. It provides broad guidance on scheduling implementation of the interventions and programme management activities. For each intervention an Intervention Concept Note and action Plan with budget has been developed (available on the SDMR shared folders).

3.2 Resourcing

The key resources required for Quarter 4 were the following (refer to Appendix 4):

> Personnel (Staff and Expert Mobilisation Report is also in Appendix 4):
  
  o Core Team - Team Leader and Deputy Team Leader;
  
  o Office support staff – Finance Manager, Administration and Logistics Manager, and Monitoring Evaluation, Learning and Communication Officer;
  
  o Intervention Managers:
    
    ▪ Capacity Development: Emmanuel Gumisiriza
    
    ▪ Information Management Systems: Celse Gabinema
    
    ▪ MSAC Pilots: Gallican Cyesa
  
  o Core Experts – ASM Specialist, Senior Geologist, and Gender and Social Inclusion Expert; and
  
  o Short-Term Experts (Technical Advisors) – Learning and Development, M&E, ASM, Geology, Capacity Development.

> Programme Management support – SDMR continues to receive support from the Cardno International Development Regional Office in Nairobi, including Financial Control, IT services etc.

> Logistics – Larger office space was acquired for the programme to accommodate staff and visitors; RMB office space has also been allocated to the programme, and is being used by staff; programme vehicle was procured; and additional computers were acquired (for the new Intervention Managers) as well as a new printer with greater capacity.

3.3 Stakeholder Engagement and Communication

3.3.1 Stakeholder Engagement

The programme has continued to engage stakeholders with more focus on activities directly related to interventions. All interactions are logged in call reports stored in the Stakeholder Database. The key activities have included the following:

> Mining Indaba in Cape Town, South Africa: The programme leveraged the Team Leader’s network to secure financial support from the Mining Indaba Conference organisers for the Team Leader, the CEO of RMB (and an advisor) to attend the Mining Indaba, and the DFID SRO accompanied them to the conference in Cape Town (Figure 3, RMB CEO giving a presentation at the Mining Indaba).
The conference participation provided an opportunity to raise the profile of the Programme and engage high-level players in Africa’s mining sector for collaboration with the Programme and to attract investment to Rwanda. A contact tracking tool has been instituted to ensure effective follow up. One such contact is the British Geological Survey which have agreed to carry out a scoping mission to explore potential for collaboration on capacity building. The Geological Survey of Finland has been contacted, and have agreed to explore opportunities for supporting the production of investment products from geological information.

> Prospects and Developers Association of Canada (PDAC) convention in Toronto, Canada: The Deputy Team Leader accompanied the Chief Operating Officer of RMB to this annual gathering in Toronto. This provided an opportunity to raise the profile of the Programme and engage high-level players from the mining sector in North and South America in particular, for collaboration with the Programme as well as attracting investment to Rwanda. The contact tracking tool is also being used to ensure effective follow up with contacts established at PDAC.

> Interaction with RMCA and ENABEL to finalise and launch the collaboration on geological information management (MoU and Action Plan available from RMB senior management). The kick-off meeting was held in March.

> RDB and REMA were involved in the mobilisation of an Environment Expert who is going to lead the development of the Strategy for Mine Closure and Rehabilitation Bond Provision.

> The AMDC has been engaged in securing support for RMB on aligning the Rwanda mining regime to the AMV. A team of AMDC experts will visit Rwanda in early April 2018.

> Intense interaction with RMB leadership and senior management in planning execution of the interventions.

> Other stakeholders engaged include:
  - Water for Growth on potential collaboration for MSAC pilot 2;
  - World Bank, APEFA, IGC;
  - RRA (on revenue collection optimisation); and
  - Canadian High Commission (to support PDAC Convention attendance).

> There has been further engagement with stakeholders that are participating in the implementation of interventions, for example mining cooperative COMIKAGI.

> There have been engagements with RISA, RLMUA, National Data Centre and MITEC to see how better implement the GiMS intervention.

### 3.3.2 Communication plan

The following communication activities have been undertaken:

> To raise the profile of the Programme the Team Leader gave public lectures at the University of Rwanda (School of Mining and Geology) and the Kigali Green Drinks forum;

> Programme brochures were distributed through the UK Pavilion at the Mining Indaba;

> The programme website (www.sdmr.co.rw) is updated on regular basis; and

> The Programme social media accounts are updated regularly at
  - www.linkedin.com/in/sdmr-rwanda (LinkedIn)
  - twitter.com/RwandaSDMR (Twitter)
  - www.facebook.com/RwandaSDMR (Facebook)
3.4 Sector outlook

In the absence of a structured, specific governance analysis for the sector, SDMR provides a high level assessment of the sector. A more detailed analysis will be undertaken in the future and used to inform SDMR’s decision making. The key local, regional and global developments that may impact the mining sector in Rwanda include the following.

> National focus on the sector driven from an executive level, particularly with respect to the desire to align with AMV. A key development was the intervention by President Paul Kagame to mobilise support from the AMDC. The AMDC support will lead to the refinement of the NMP before finalisation, and a gap analysis that will be the basis of an optimal mining legislation. SDMR is using the interaction with AMDC to identify other support that this AU special vehicle can render to the programme. This includes optimising the developmental impact of minerals through mineral linkages (refer to Figure 5 and 6; illustrations of the mineral resource-based industrialisation proposition of the AMV (2009); Jourdan, 2008, a position that is aligned to the Rwandan priorities.

> The government is cracking down on illegal mining. In the short-term this may reduce the volume of product being handled by traders. However, in the long-term the enforcement of the law may result in traction for the formalisation efforts of government and enhance the outcomes and impacts of the SDMR programme, through increased productivity of the sector.

> Anticipated introduction of new mining policy and new mining law. Key stakeholders in the sector such RMA, REWU, REMA, RRA and others have indicated an anticipation of positive outcomes from the new mining policy and subsequent legislation and regulations. The anticipated positive outcomes include better management of the environment, improved working conditions of miners, increased revenue and better incentives for private sector investors amongst others.

> The launch of an industrial-scale mine (MAWARID), which may send a signal to other large-scale investors about the potential of Rwanda as a destination for mining investment. The MAWARID project will provide an example that serious investors following due process and appropriate levels of investment in exploration generate enough geological data to establish potential project viability. This development provides an opportunity for SDMR to support RMB in generating investment products from the geological data that it will be processing is part of the GIMS intervention.

> Rwanda’s chairmanship of the African Union which is bound to raise the country’s profile. Linked to the support that SDMR mobilised from the AMDC, the Programme has an opportunity to leverage this raised profile to support RMB in positioning itself at regional level, enhancing the programme outcomes.

> The outlook for 3T demand is positive, based on the increase in market share of electric cars including commercial trucks. The anticipated transformation of the Rwandan mining sector will benefit from 3T demand, the SDMR programme can use this positive outlook to generate investment interest in Rwanda.

> Tungsten prices have spiked 27% since January because of supply constraints. The world’s largest producer China has cracked down on miners in the last few months to ensure compliance with safety regulations, which led to the reduced supply. This provides an opportunity for new Rwandan mining projects to come on stream. The SDMR programme will support RMB in ensuring the right mix if incentives for investors who want to come to Rwanda in search of mining projects that would take advantage of increasing tungsten prices.

> There is political instability in the Democratic Republic of Congo, a major producer of 3Ts. The price increase that may result from traders to stockpiling 3Ts could impact demand from Rwanda positively. However, it is important to keep an eye on the potential negative impact with respect to the region as a high risk area. The SDMR programme will support RMB in mitigating the negative regional perceptions and keeping investors motivated to come to Rwanda by generating and disseminating the correct messages and have in place mechanisms that will.
3.5 Learning and Development

A Learning and Development (LD) Plan was developed during the Inception Phase and was updated at the start of Quarter 3. In Quarter 4 these were the key developments:

- LD Team developed drafts for four Policy Briefs based on the findings of the scoping studies. The Policy Briefs are intended to distil lessons learned from SDMR in data-driven policy recommendations stated in lay language. The topics are:
  - LD ASM and electronic data collection;
  - Gender and Social Inclusion and ASM;
The SDMR management team engaged with the newly appointed independent Evaluation Specialist Team to coordinate L&D efforts.

Members of the LDT undertook TA missions in Rwanda, including:

- Paul Mitchell
- Dylan MacFarlane

The planned LDT workshop did not take place due to logistical and scheduling challenges, and has been postponed until a later stage in the programme.

The SDMR assessment of gender and social inclusion in Rwanda’s mining sector in Gakenke was accepted as a Case Study to be presented at the Global Gender, Oil, Gas and Mining Conference hosted by the World Bank Group in Washington DC, June 26-27th 2018 (refer to Appendix 6 for the abstract).

### 3.6 Monitoring and Evaluation

Considerable efforts have been put into finalizing the Logframe with inputs from various reviewers. A final draft has now been submitted. Major revisions have been disaggregation of indicators, ICF indicators, indicator to show systemic change, and to move away from process indicators. Other key activities in M&E are outlined below.

**External evaluation:** A team from the Programme’s external evaluators (from Coffey) where in Rwanda for the initial contact with SDMR. One of the recommendations resulting from that mission was to do impact modelling to demonstrate the contribution of the SDMR Programme towards the impact indicators. Another recommendation was to apply the “Adopt, Adapt, Expand and Respond” (AAER) matrix (see figure 4) to monitor systemic change in line with the M4P approach. SDMR agreed to adopt this matrix as an approach to monitoring of results. A follow up mission is planned towards end of April 2018.

![Figure 4 - Systemic change framework; Adapt, Adopt, Expand and Respond (AAER) matrix (adapted from Nippard et al., 2014)](image)

**Indicator Performance Tracking Tool:** An Indicator Performance Tracking Tool has been developed to track contribution to milestone attainment on a quarterly basis (refer to Appendix 2). The tool shows progress against the target both cumulatively and as a percentage.

**Field Survey:** A field survey was carried out to collect information that would serve as a baseline of companies that are in the catchment area of the MSAC pilot. The survey covered companies in the districts of Gakenke, Kamonyi, Muhanga and Ngororero. This information will serve as a basis for monitoring MSAC activities.
field survey collected information on the state of mine sites and company profiles. The biggest challenge for the survey was that most companies do not keep written records.

**Measurement plans:** Towards the end of Quarter 3 measurement plans for each intervention were initiated. During Quarter 4 measurement plans continued to be refined, taking into account the developed action plans. What remains is to align the measurement plans with the Logframe which is yet to be approved.

### 3.7 Challenges and Lessons Learned

The following key challenges were encountered in the programme to date, and lessons were drawn with respect to how things could be done differently in the future.

**Table 1 - Challenges and lessons learned**

<table>
<thead>
<tr>
<th>Challenges faced</th>
<th>Lessons learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Limited budget for procurement of capital items, e.g. the funds available (from the Flexible Fund) to procure the GIMS are quite limited given the cost of such items.</td>
<td>If particular procurement is a must-have that it should be budgeted for in full, and not come from a ‘flexible’ fund. Innovative solutions may be identified, e.g. a modular approach to the GIM systems</td>
</tr>
<tr>
<td>2. Ad hoc requests from partners, e.g. for procurement of items that do not lead to systemic change</td>
<td>Early engagement and anticipating the needs of the stakeholders. Stick to the plan agreed with the partner.</td>
</tr>
<tr>
<td>3. Slow responsiveness of stakeholders</td>
<td>Early engagement and anticipating the needs of the stakeholders.</td>
</tr>
<tr>
<td>4. Limited implementation capacity of partners</td>
<td>Pro-active in identifying the needs of the stakeholder and structuring appropriate support.</td>
</tr>
<tr>
<td>5. Lack of clarity on institutional arrangements on procurement, ownership, taxes and handover of capital items, e.g. the items to be procured for the GIMS.</td>
<td>To be specified and agreed early/upfront in programme design.</td>
</tr>
<tr>
<td>6. Priority misalignment, for example on the need to carry out analysis that feeds into risk management for the Programme.</td>
<td>Clear communication and motivation of proposed interventions. Involving the partner in assessing their needs and identifying solutions.</td>
</tr>
</tbody>
</table>

### 3.8 Risk management

The Programme Risk Register has been updated with new risks identified in this quarter (refer to Risk Register Appendix 5).

Risk management activities undertaken during this quarter included individual meetings of Programme staff with different stakeholders to try to understand their interests and influence. To systematically capture the outcomes of these interactions, regularly has been instituted through weekly management meetings. The inclusion of the SDMR leadership in the RMB Senior Management meetings has resulted in the Programme being better informed about developments in RMB, and allows structured regular feedback.

During this period, most of the risks are still rated as moderate, which means that the likelihood is still low, and possible impact is medium (see appendix 5).

The following new risks were identified:

- Limited budget for procurement of capital items such as GIMS which could cause an operational or
delivery risk. In response the Programme is reviewing implementation of a modular system.

> The MRMIS system was initially owned by RNRA and therefore the license could be between Trimble and RNRA. If the ownership transfer is not done soon it could also pose a delivery risk.

The following key risks will continued to be monitored closely:

> **Risk No.8: Insufficient interest and engagement of mining company/cooperatives in target areas** - As the MSAC activities begin to take shape there needs to be continued engagement of mining companies/cooperatives in target areas so that they adopt the idea of MSACs.

> **Risk No 11: Financial sector willing to reassess loans for mining sector or develop appropriate financial products** - From engagements with the banks in Rwanda it appears that they are willing to provide finance to the mining sector, but they want mining companies to take operational and administrative steps first to mitigate risk. SDMR is exploring de-risking initiatives including learning from programmes like Access to Finance Rwanda that have collaborated with banks on de-risking initiatives in other sectors (e.g. agriculture).

> **Risk No. 14: Government of Rwanda unwilling to take ownership of the information management systems to ensure sustainability** - Under SDMR, two database interventions are being implemented: the GIMS and MRMIS. So far, the government has been supportive and has shown a willingness to take ownership of the systems.

> **Risk No. 18: Management of mining companies and cooperatives do not accept changes in internal economic model** - Successfully implementation of MSACs requires that mining companies and cooperatives change the way they conduct business. There is a possibility that not all companies will want to make those changes. SDMR plans to undertake due diligence analysis of all companies and cooperatives to be involved in the MSACs, and sign MOUs with them to exact commitment.

> **Risk No.36. Reputational risk to SDMR and DFID** –SDMR continues to watch out for anything that may cause reputational risk. The Programme has developed a due diligence matrix to help identify any reputational risk, and ensure that partner companies meet—or work towards meeting—the criteria.
4 Plan for Next Quarter

4.1 Planned activities for next quarter

The activities for Quarter 5 of the Programme will include implementing the initial activities of the Interventions (refer to Table 2).

Table 2 - Q5 activities as per Plan

<table>
<thead>
<tr>
<th>Milestone’s Deliverables</th>
<th>Planned activities April - June 2018</th>
<th>Tracking completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pillar 1: Create an enabling environment:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Recommendations on the mining regime update</td>
<td>Alignment of Rwanda mining regime with AMV Detailed review of current fiscal regime against the objectives of the NMP, and developing a fiscal framework and making recommendations for changes in legislation.</td>
<td>On track for completion in Q5 To be completed in Q6</td>
</tr>
<tr>
<td>1.2 Mine rehabilitation and closure performance bond strategy completed</td>
<td>Detailed review of current provisions and gap analysis against the objectives of the new NMP. Develop the strategy in consultation with RMB and key stakeholders RDB, REMA and RRA.</td>
<td>On track for completion in Q5 On track for completion in Q5</td>
</tr>
<tr>
<td>1.3 Mineral Value Chain Analysis</td>
<td>Beneficiation and value addition strategy recommendations completed, informed by mineral value chain analysis and engagement of key stakeholders such as RMB, RDB, RRA and RMA.</td>
<td>To be completed in Q6</td>
</tr>
<tr>
<td>1.4 Access to Finance</td>
<td>Scoping de-risking initiatives with banks and Access to Finance Rwanda (AFR)</td>
<td>To be completed in Q6</td>
</tr>
<tr>
<td>1.5 Geological Information Management System (GIMS)</td>
<td>Procurement of GIMS system Initiate evaluation of Geodata for digitisation, geo-referencing and geocoding (in Belgium and Rwanda) Training of staff to carry out digitisation</td>
<td>To be completed in Q6 On track for completion Q5 To be completed in Q6</td>
</tr>
<tr>
<td>1.6 Mineral Resources Information Management System (MRIMS)</td>
<td>Procurement MRIMS system Initiate digitisation of pre-existing mineral-production data by IGC</td>
<td>To be completed in Q6 To be completed in Q6</td>
</tr>
<tr>
<td><strong>Pillar 2: Piloting the MSACs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milestones’ Deliverables</td>
<td>Planned activities April - June 2018</td>
<td>Tracking completion</td>
</tr>
<tr>
<td>--------------------------</td>
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<td>---------------------</td>
</tr>
</tbody>
</table>
| **1.7 Ongoing implementation of Gakenke Pilot** | **MSAC 1:** Stakeholder and institutional mapping and due diligence  
Finalisation of Implementation Framework  
Memorandum of Agreement with key implementing partner COMIKAGI  
Engagement with companies and cooperatives in catchment area  
Definition of technical and processing services as well as soft services to be offered by MSAC1 and delivery mechanisms  
Development of business model and consultation with potential commercial partners and investors on roles and inputs  
Start of implementation | On track for completion in Q5  
On track for completion in Q5  
On track for completion in Q5  
On track for completion in Q5  
To be completed in Q6  
To be completed in Q7  
To be completed in Q7 |
| **1.8 Pilot 2: Financial, technical, environmental and social analysis of PFS options complete; prioritisation of options presented to stakeholders** | **MSAC 2:** Development of implementation framework  
Stakeholder and institutional mapping (including potential partner and investor identification) and consultation with key stakeholders based on PFS outcomes.  
Definition of ‘catchment area’ for selected models and scenarios and estimation of mineral, including waste rock and tailings. | On track for completion in Q5  
On track for completion in Q5  
On track for completion in Q5 |
| **1.9 Pilot 2: Planning stakeholder consultation undertaken** |  |  |
| **1.10 Stakeholder consultation on prioritised options for district 2 complete** |  |  |
| **1.11 Pilot 2: Finalisation of Feasibility study complete** |  |  |
| **Cross Pillars:** |  |  |
| **1.12 Progress Report submitted** | A quarterly progress report for Q5 will be prepared.  
Annual Report for Year 1 will be prepared. |  |
| **1.13 Learning and Development Report submitted** | The L&D activities undertaken will include:  
- LDT (Virtual) Meeting with Evaluation Specialist Team.  
- Publish first two Policy Briefs  
- Review Intervention Plans | On track for completion in Q5 |
### Milestone’s Deliverables

<table>
<thead>
<tr>
<th>Milestone’s Deliverables</th>
<th>Planned activities April - June 2018</th>
<th>Tracking completion</th>
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<tbody>
<tr>
<td>1.14 M&amp;E report submitted</td>
<td>Performance of the programme against the logframe will be presented in the annual M&amp;E Report. This will also present the measurement plan, including AAER matrix and VfM monitoring.</td>
<td>On track for completion in Q5</td>
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</table>

#### 4.2 Resourcing in the next quarter

The experts to be mobilised for the next quarter are listed in the Table 3 below.

**Table 3 - List of short term experts to be mobilised in Quarter 5 (L = Local)**

<table>
<thead>
<tr>
<th>Role</th>
<th>Expert name(s)</th>
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</thead>
<tbody>
<tr>
<td>M&amp;E</td>
<td>John Clifton</td>
</tr>
<tr>
<td>Learning &amp; Development</td>
<td>Marco Konings, Michael Priester, Dylan MacFarlane, Karen Hayes, Paul Mitchell</td>
</tr>
<tr>
<td>Gender and social inclusion</td>
<td>Aline Nkundibiza (L)</td>
</tr>
<tr>
<td>Governance</td>
<td>Bernard Nsanzimana (L)</td>
</tr>
<tr>
<td>Geology</td>
<td>Christopher Demel, Joseph Seegers, Hildebrand Kanzira (L)</td>
</tr>
<tr>
<td>Mineral Resources Information Management</td>
<td>Christopher Demel, Joseph Seegers</td>
</tr>
<tr>
<td>Capacity Development</td>
<td>Luc Assosa</td>
</tr>
<tr>
<td>M4P Intervention Management</td>
<td>Dolapo Olusanmokun</td>
</tr>
<tr>
<td>MSAC (ASM expert)</td>
<td>Paul Mitchell, Bernd Drechsler</td>
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<tr>
<td>Procurement Specialist</td>
<td>Edson Madeira (home-based)</td>
</tr>
<tr>
<td>Environment Specialist</td>
<td>Daniel Limpitlaw</td>
</tr>
<tr>
<td>Mineral Exploration</td>
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</tr>
<tr>
<td>Mining Legislation Expert</td>
<td>Being mobilised</td>
</tr>
<tr>
<td>Mining Fiscal Regime and Taxation Expert</td>
<td>Being mobilised</td>
</tr>
<tr>
<td>Mining Policy and Mineral Economics Expert</td>
<td>Being mobilised</td>
</tr>
<tr>
<td>Access to Finance Specialist</td>
<td>Being mobilised</td>
</tr>
<tr>
<td>Communication Expert</td>
<td>Being mobilised</td>
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</tbody>
</table>

#### 4.3 Procurement plan for next quarter:

There will be major procurement items for the following:

- GIMS – software for system and hardware for digitisation finalised by end September 2018
- MRIMS – software finalised by end of September 2018

The digitisation process for both GIMS and MRIMS may also require the use of enumerators who will be hired on a short-term basis.

#### 4.4 Managing risk in the next quarter

The current risks will be managed as per updated risk management register. Ongoing compilation of challenges and risks from Programme activities will be incorporated in the risk management strategy for optimal risk mitigation.

For the next quarter, the following activities will be done under risk management:

- Continue to review the environment so as to update the risk register; and
- Apply mitigation measures to the identified risks.
5 Appendices
Appendix 1: SDMR Programme Logframe

*Embedded file*
Appendix 2: Indicator Tracking Table

*Embedded file*
Appendix 3: Mining Services Aggregation Centre Pilot Report

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## Appendix 4: Staff and Experts Mobilisation Report and Projections

<table>
<thead>
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<td>Michael Priester</td>
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<td>Learning &amp; Development, MSAC (ASM expert)</td>
<td>Dylan MacFarlane</td>
<td>x</td>
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</tr>
<tr>
<td>Mineral Resources Information Management System</td>
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<td>x</td>
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<tr>
<td>M4P (Sector Analysis)</td>
<td>Dolapo Olusanmokun</td>
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<td>x</td>
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<tr>
<td>Baseline studies, MSAC (ASM expert)</td>
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<tr>
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<td>x</td>
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<td>Procurement Specialist</td>
<td>Edson Madeira</td>
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<tr>
<td>Capacity Development</td>
<td>Luc Assosa</td>
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<td>Mining Legislation Expert</td>
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<tr>
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<td>Mining Policy and Mineral Economics Expert</td>
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<table>
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<th>Role</th>
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<td><strong>SDMR CORE TEAM</strong></td>
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<tr>
<td>Team Leader</td>
<td>Nellia Mutemeri</td>
</tr>
<tr>
<td>Deputy Team Leader</td>
<td>Narcisse Nthinyuzwa</td>
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<tr>
<td>Administration and Logistics Manager</td>
<td>Regis Habimana</td>
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<tr>
<td>Finance Manager</td>
<td>Christian Numviye</td>
</tr>
<tr>
<td>Monitoring, Evaluation, Learning and Communication Officer</td>
<td>Racheal Nuwagira</td>
</tr>
<tr>
<td>Intervention Manager – Information Management System</td>
<td>Celse Gabinema</td>
</tr>
<tr>
<td>Intervention Manager – Capacity Development</td>
<td>Emmanuel Gumisiriza</td>
</tr>
<tr>
<td>Intervention Manager - MSAC</td>
<td>Gallican Cyesa</td>
</tr>
</tbody>
</table>
Appendix 5: Risk Register

*Embedded file*
Appendix 6: Abstract - Women in ASM Case Study – Gakenke District, Rwanda

Presentation Abstract - Gender and Oil, Gas and Mining
Themes:
- Human endowments in education, health, and social protection
- Voice and agency in service delivery, and gender-based violence

Women in ASM Case Study – Gakenke District, Rwanda (2017)
An assessment of gender and social inclusion in Rwanda’s mining sector was undertaken as part of the Sustainable Development of Mining in Rwanda (SDMR) Programme, and Gakenke District served as the case study. Women make up about 16% of the workforce in Rwanda’s mineral sector, which almost entirely consist of artisanal (un-mechanised) and small-scale operations. In Gakenke, 24% of those active in (mostly 3T—tin, tungsten, tantalum) mining and auxiliary services are female. Although that still falls short of the government’s stated goal of 30%, the experience in Gakenke shows that increased women’s participation in the mineral sector results in notable improvements for women and other vulnerable populations, as well as the community as a whole. Notably:

> Women’s employment in the mining sector is linked to positive impacts on their household’s well-being such as increased women’s decision-making ability, ability to cover family expenses (e.g. health, education, and savings), and alternative investments;

> Where a high level of community participation in mining exists, the participation of women in mining becomes common, and is generally encouraged by all members of the community.

However, negative impacts persist as well, and affect the most vulnerable disproportionally. The following issues need to be managed carefully alongside developing the mining sector and promoting equality in Rwanda’s ASM sector:

> Negative side effect of women earning income: some male partners felt they were free to spend their income on entertainment;

> Environmental impacts of mining affect women adversely (e.g. water pollution, deforestation make collecting water and firewood harder);

> Children see their elders end up working in mines regardless of their education, and drop out of school because they see it as a waste of time;

> CSOs, NGOs, and foreign donors are active in mainstreaming gender in mining, but their roles are limited to research and providing guidelines, and stop short of direct implementation support;

> Frameworks (e.g. Mining Revenue Sharing, CSR, MINIRENA (2013) Five-Year Strategic Plan for the Environment and Natural Resources Sector) exist within which gender mainstreaming and social inclusion interventions can be implemented, but awareness of relevant rights, regulations and guidelines is low among women, companies, communities, and civil society;

> Practical considerations deter women from entering mining workforce; Cost consideration keep owners/operators from addressing the easy fixes (in interviews with 44 female miners (across five companies), 29 pointed to lack of PPEs as a major challenge; 23 mentioned lack of on-site facilities for women).
Appendix 7 – Revised Workplan

*Embedded file*
Bibliography


