



Australian Government
AusAID

Quality at Entry Report for International Mining for Development Centre

A: AidWorks details			
Initiative Name:	International Mining for Development Centre		
Initiative No:	tbc	Total Amount:	\$31,000,000
Start Date:	October 2011	End Date:	30 June 2015

B: Appraisal Peer Review meeting details	
Initial ratings prepared by:	Simon Cann-Evans, Director Mining Taskforce
Meeting date:	Friday 30 September 2011
Chair:	Murray Proctor, FADG Sectoral Policy Division, AusAID MPZ
Peer reviewers providing formal comment & ratings:	<ul style="list-style-type: none"> – Simon Cann-Evans, Director Mining Taskforce, AusAID – Andrew Edge, Director Africa Strategy, Performance & Partnerships, AusAID – Dr Sally Rynveld, Manager Pacific Design and Strategy Support, AusAID
Independent Appraiser:	– Michael Pilbrow, Independent consultant
Other peer review participants:	<ul style="list-style-type: none"> – Eleanor Flowers, Executive Officer, Resources and Business Liaison Section, Trade and Economic Division, DFAT – Nick Birch, Manager International Resources Diplomacy Section, International Strategy and Taxation Analysis Branch, Resources Division, DRET – Andrew Schloeffel, DRET secondee to the Mining Taskforce, AusAID – Tanya Morjanoff, Economist Mining Taskforce, AusAID – Amy Haddad, Director Scholarships Section, AusAID – Layton Pike, ADG, Governance and Social Development Branch, AusAID

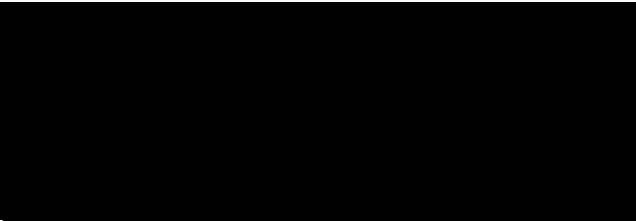
C: Safeguards and Commitments		
Answer the following questions relevant to potential impacts of the activity.		
1. Environment	Have the environmental marker questions been answered and adequately addressed by the design document in line with legal requirements under the <i>Environmental Protection and Biodiversity Conservation Act</i> ?	Yes
2. Child Protection	Does the design meet the requirements of AusAID's Child Protection Policy?	N/A

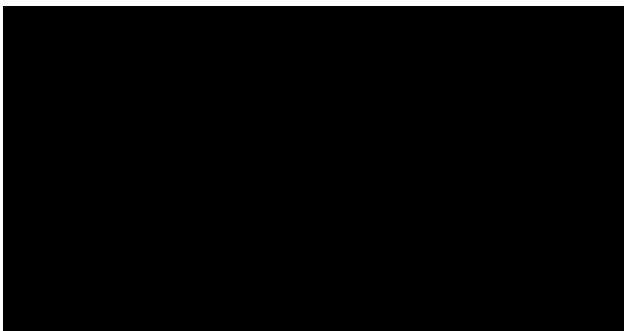
D: Initiative/Activity description *completed by Activity Manager (no more than 300 words per cell)*

3. Description of the Initiative/Activity	<p>The Centre is one part of a \$127 million Mining for Development Initiative approved by Cabinet as a New Policy Proposal on 22 August 2011. The Mining for Development Initiative will have a broad international focus, recognising the significance of mining to developing countries across Africa, Latin America, Asia and the Pacific. In addition to the mining centre, the initiative will consist of the following components:</p> <ul style="list-style-type: none"> • A <i>Linkages</i> program to enable Federal and State governments and universities to work with counterparts in developing countries to improve public sector capacity in mining regulation. (\$20 million over four years). • <i>Australian Mining Awards</i> to provide scholarships in a range of mining-related fields. (This component would be valued at approximately \$23 million over four years) • A <i>Community and Social Development Program</i> that will support selected NGOs and relevant multilateral institutions that are actively promoting community development and social and environmental responsibility in mining in developing countries. (\$20 million over four years). • An <i>Economic Capacity Building</i> program to assist developing countries develop extractive industry policy frameworks and build their macroeconomic policy capacities. (\$20 million over four years). • A <i>Revenue Transparency</i> program, delivered through the World Bank, to support developing countries implement the Extractive Industries Transparency Initiative. (\$15 million over four years, much of which is already committed).
4. Objectives Summary	<p><i>What are we doing?</i></p> <p>The proposal received states that the objectives of the Centre will be delivered through three broad themes:</p> <ul style="list-style-type: none"> • governance and regulation, (including government financial management, approvals and licensing, OHS and environmental regulation) • community and environmental sustainability, (including managing and monitoring impacts, community and social development, social licence to operate) and; • operational effectiveness, (including geotechnical and pre-competitive data management) <p>These objectives are in line with AusAID's intentions in designing the Mining for Development Initiative. The Centre will form links to other components of the initiative by attracting scholarship holders, providing targeted advice to AusAID in implementing the initiative, partnering with NGOs and international organisations for action research and training, and through maintaining relationships with other organisations.</p>

4. (cont)	<p>Over the 4 year life span of the Centre, it should contribute the following outputs:</p> <ul style="list-style-type: none">• Provide approximately 720 participants with targeted in-Australia short course training;• Provide approximately 1,060 participants with targeted in-country short course training through regional hubs;• Educate 1,100 participants through an annual high level conference highlighting the results from across the Mining for Development Initiative, which will also be drawn together in annual publication;• Provide approximately 24 intensive three month fellowships in Australian institutions;• Produce up to 33 practical guides and tools tailored for individual developing countries for tailored advice/research; and• 100 days of technical advice to the Australian Government to assist with, for example, designing and evaluating aid activities to support sustainable mining. <p>The proposal also notes that UWA will be the lead university and that UWA will host the centre.</p>
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E: Quality Assessment and Rating

Criteria	Assessment	Rating (1-6) *	Required Action (if needed) ‡
1. Relevance	<p>Why are we doing this?</p> <ul style="list-style-type: none"> • Responding to the findings of the Independent Review of Aid Effectiveness, the Australian Government's Aid policy refers to mining in one of the ten development objectives — "Improving incomes, employment and enterprise opportunities for poor people in both rural and urban areas, including the development of sustainable mining industries to boost overall economic development". • The rationale for the proposed Initiative is articulated in terms of <ol style="list-style-type: none"> a) rapid growth in mining/minerals extraction & processing in countries like PNG account for positive economic growth in recent years, but revenue does not translate into improvements in service delivery, livelihood opportunities or poverty reduction for the vast majority of these countries' populations; b) Australia has demonstrated significant experience & expertise in the sector; and c) Few other donors or multilaterals are currently engaged in the sector. This represents a significant opportunity for Australia to establish a reputation as a global leader in supporting development in the sector, potentially enhancing partner governments' performance in managing their mining interests & investing the revenue in improved service delivery. • While the centre is not based on an analysis of need and demand from partner countries, mining has been identified by many partners, particularly Africa and Mongolia, as an area where they would like support from AusAID. The Centre, with the support of AusAID, will need to examine specific needs once it is operational. The proposal itself does not analyse the landscape of what other donors and governments are doing – but this was covered in the independent review and subsequent government response which identified this as a niche area where Australia could make a real difference  <ul style="list-style-type: none"> • Concerns were raised that the logical sequence of impact is not well developed in the activity proposal, but all present agreed that an International Mining for Development Centre will contribute to improving the development outcomes for participating countries. It was also noted that this is just one component of a larger initiative; it delivers through one main modality, but the broader Initiative delivers through other modalities. 	5	<p>A theory of change is not well developed in the proposal. This should be improved either within the proposal or through an AusAID document providing a theory of change and linking the Centre to AusAID regional/country objectives and programs.</p> <p>There is a case to be made for the Initiative developing a strong focus on the Pacific.</p> <p>As the Centre works in new countries, it should tie its work to developing country priorities</p>

Criteria	Assessment	Rating (1-6) *	Required Action (if needed) ‡
2. Effectiveness	<p>Will it work?</p> <ul style="list-style-type: none"> •The Centre outcomes are not articulated clearly enough. The development objective within the Australia aid policy is clear, and identification of performance metrics at the output level is clear (though not for all outputs). There is some articulation of outcomes in parts of the document, but they have not been logically grouped together in a single space, nor have ways of measurement been provided (monitoring and evaluation). •At the output level, it is clear the two universities have significant relevant prior experience, that they are world renowned educators, and that they would be able to execute the deliverables to a high quality. 	4	<p>Greater detail and decisions on interaction with other AusAID programs</p> <p>The end-of-Initiative outcome (as distinct from the higher level development goal) needs to be clearly defined, and outputs need greater clarity.</p> <p>The linkages between the intermediate outcomes and the end-of-Initiative outcome need to be described, together with the assumptions inherent in these linkages. The development of a simple theory of change/program logic would address these deficiencies & significantly strengthen the proposal.</p>
3. Efficiency	<p>How will we do it?</p> <ul style="list-style-type: none"> •The activity seems adequately resourced to achieve the deliverables with three core staff backed by two universities whose daily business is education provision.  <ul style="list-style-type: none"> •The Centre is designed to draw on the existing expertise and experience of two of Australia's leading mining research institutions. These institutions have strong links both within and outside of Australia; existing infrastructure; and the ability to deliver almost immediately on some of the desired outputs from the Centre. The proposal does not make it clear how the Centre will seek to partner with industry and draw upon their expertise (other than through the advisory committee). Likewise potential links with NGOs is not clear. •How the work of the Centre will align with / complement / utilise AusAID regional and country programs not clear (e.g. how use existing in-country scholarship selection and mobilisation mechanisms to avoid creating own mechanisms) 	5	<p><i>The role of the research component needs greater clarification as to what it is, how funds will be allocated for research, what outcomes will they contribute to, how will it contribute to the other parts of the Centre.</i></p>

Criteria	Assessment	Rating (1-6) *	Required Action (if needed) ‡
4. Monitoring & Evaluation	<p>How will we know?</p> <p>The proposal does not include an adequate description of a system for monitoring the quality of inputs and evaluating their impact. An IM4DC theory of change/program logic, as mentioned above, would facilitate the development of an M&E plan.</p> <p>There are different outcomes/outputs/objectives mentioned in the proposal. Some more achievable and measurable than others, but no clear link between them.</p> <p>However, there is a process outlined for needs analysis, priority setting and development of a performance framework based on these. The document also sets out proposed governance arrangements including an advisory committee though the reporting link to AusAID is not outlined in detail.</p> <p>All peer reviewers raised concern over the lack of an adequate monitoring and evaluation framework and/or performance indicators in the initial proposal. UWA subsequently provided more detail on their proposed approach and took responsibility for a centre level monitoring and evaluation framework and indicators. AusAID will develop an initiative level framework and monitor the performance of the whole initiative, using information provided by the Centre. The proposal states that the Centre outcomes have been drafted in such a way as to make them amenable to inclusion in a monitoring and evaluation process that is expected to be driven across the mining for development initiative by AusAID.</p>	4	Ensuring annual reporting against agreed milestones and deliverables as well as an 'inception period' with an exit clause if there is poor performance or research deviates too far from the agreed framework could be more explicit in the proposal
5. Sustainability	<p>Will benefits last?</p> <ul style="list-style-type: none"> •The Centre focuses on sustainability at the level of the individual participant – individuals who will influence change; and at the level of what they change (i.e. better regulation implemented, better curricula in universities etc) •A stakeholder engagement plan is to be developed in 2011/12 to mitigate participants not using activities to benefit their country's development – an alumni program will also include metrics to identify participant impact on target country/region •Sustainability is central to the Initiative's raison-d'être: the goal is to maximise the sustainability of benefits from mining for the majority of the population. At the same time the Initiative aims to reduce the negative impacts of mining and increase developing countries' compliance with Australian & international environmental protection legislation. 	5	Sustainability measures will need to be identified at the indicator level and the methodology to do this need to be clear — and this should be in the monitoring and evaluation plan.
6. Gender Equality	<p>How will we achieve gender equality?</p> <p>The proposal gives some consideration to gender issues, and the analysis showing the differential impacts (positive and negative) of mining on women & men is well received. It identifies how the activity will work to measure gender ratios of program staff, counterparts, partners, and participants</p> <p>This is not an activity which has gender as a main cross cutting theme. The Centre could use its research component to look specifically at a number of gender issues.</p>	4	<p>Better articulate what role the centre might have in terms of gender and mining (e.g. action research on relevant issues; include gender related issues in curriculum for courses to be run etc)</p> <p>Gender indicators will need to be included in the performance framework of the Centre.</p>

Criteria	Assessment	Rating (1-6) *	Required Action (if needed) ‡
7. Analysis and Learning	<p>Have well have we thought this through?</p> <ul style="list-style-type: none"> • Situational analysis was drawn together as part of the independent aid review and the Government's response – although this is not referenced clearly in the document • The provider (UWA and UQ) has extensive experience in the design, implementation and evaluation of training (in mining) which was the reason why they were chosen as the preferred partners for the Centre. The proposal is drawing on the extensive experience and expertise of the two institutions involved. The proposal includes reasonable analysis and notes some lessons in the document. A theory of change is not well developed though. • This Initiative represents a relatively new area for AusAID support so learning must largely be drawn from international experience. A wealth of research exists on the economic, technical, environmental, social and other dimensions of mining and minerals processing, much of it painting a grim picture. By leading the way in building knowledge and skills, IM4DC represents a unique opportunity to contribute to positive change. Sound technical analysis and continuous learning represent the core principles of the Initiative's education & training and Action Research programs. • There are a range of lessons from AusAID programming that are not captured in the document – lessons in regard to running scholarship programs both in-Australia and in-country; lessons on alumni networks and latest research on developmental leadership (of high relevance to alumni networks) 	5	Theory of change and literature reviews have not been done thoroughly, this is largely due to the time constraints in designing the initiative. The initiative could benefit from an analysis of lessons learned on relevant issues.

* Definitions of the Rating Scale:			
Satisfactory (4, 5 and 6)		Less than satisfactory (1, 2 and 3)	
6	Very high quality; needs ongoing management & monitoring only	3	Less than adequate quality; needs to be improved in core areas
5	Good quality; needs minor work to improve in some areas	2	Poor quality; needs major work to improve
4	Adequate quality; needs some work to improve	1	Very poor quality; needs major overhaul

E: Next Steps <i>completed by Activity Manager after agreement at the Appraisal Peer Review meeting</i>		
Provide information on all steps required to finalise the design based on <i>Required Actions</i> in "C" above, and additional actions identified in the peer review meeting	Who is responsible	Date to be done
1. Progress the design of monitoring and evaluation framework at the initiative level and ensure a theory of change is present	Jan Cossar, consultant	11 November 2011
2. Mining Taskforce needs to negotiate IP rights with the Centre	Simon Cann-Evans	October 2011
3. Ensure the monitoring and evaluation framework received by the centre is appropriate and includes suitable performance indicators.	Mining Taskforce	April 2012
4. Request that the centre articulate its plan for engaging with stakeholders, including other parts of the initiative	Mining Taskforce	November 2011

E: Next Steps *completed by Activity Manager after agreement at the Appraisal Peer Review meeting*

5. The AusAID mining taskforce should plan engagement with other program areas	Mining Taskforce	November 2011
6. AusAID will suggest that gender be identified as a priority area for research	Mining Taskforce	October 2011
7. Clarify with universities that courses will be available to participants from NGOs and universities in partner countries	Mining Taskforce	October 2011
8. Clarify with universities the content of action research, including increasing the proportion allocated to applied collaborative research	Mining Taskforce	October 2011
9. Include a line on harmonising scholarship conditions and alumni events across the two streams (Australian Mining Awards and awards funded by the centre) in the grant agreement	Mining Taskforce	October 2011

F: Other comments or issues *completed by Activity Manager after agreement at the APR meeting*

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F: Approval *completed by ADG or Minister-Counsellor who chaired the peer review meeting*

On the basis of the final agreed Quality Rating assessment (C) and Next Steps (D) above:

- ☒ **QAE REPORT IS APPROVED**, and authorization given to proceed to:
- ☒ **FINALISE** the design incorporating actions above, and proceed to implementation
- or: ☐ **REDESIGN** and resubmit for appraisal peer review

☐ **NOT APPROVED** for the following reason(s):

M. PRO CTW
< name of MC / ADG >

signed:

[Signature]

30/9/2011
< date >

When complete:

- Copy and paste the approved ratings, narrative assessment and required actions (if any) (table D) into AidWorks
- The original signed report must be placed on a registered file

Quality Criteria - Consider these questions when assessing:**Relevance – “Why are we doing this?”**

- Is the specific role of Australian aid (aid objectives) in contributing to a Partner's priority development outcomes clearly articulated?
- Does the activity contribute to higher level objectives of the Australian aid program as outlined in a Partnership for Development, and/or relevant country, regional and thematic strategy?
- Does the activity target priority needs not addressed by other development partners, and/or how is Australia otherwise seeking to harmonise its assistance?
- If working with/through another partner (e.g. UN, WB, PIFS), consider *both* the clarity and relevance of Australian *objectives for the partnership*, (why we chose to work this way) and the partner's aid objective(s) *vis a vis* the development context, partner priorities and beneficiaries' needs.
- Is the design relevant to the context specific analysis and lessons? i.e. does contextual analysis clearly inform:
 - the proposed approach to addressing the identified development issues?
 - the modality and financing arrangements selected?

Effectiveness – “Will it work?”

- Are the objectives for this activity (aid objectives), clear, measurable and achievable within the stated timeframe?
- Is it clear how we think change will occur (theory of change) i.e.:
 - are the relationships linking analysis, objectives and our approach clear and plausible?
 - are the underlying assumptions clearly outlined?
- Are main risks and plans to prevent or mitigate them identified?
- Does the design identify key partnerships which may contribute to achieving objectives?

Efficiency – “How will we do it?”

- Are proposed technical solutions and associated implementation arrangements high quality, appropriate to the context and good value for money?
- Where appropriate, are implementation arrangements harmonised with other donors and aligned with partner government systems?
- Are roles and responsibilities of all development partners and all actors involved in activity implementation clearly identified?
- Is the activity adequately and appropriately resourced to achieve the desired objectives?

Monitoring and Evaluation – “How will we know?”

- Will proposed monitoring and evaluation help us to know how it is all working? Do proposed arrangements clearly support management, accountability and lessons-learning needs (including ongoing quality and performance reporting)?
 - is it focused on priority information needs and not overly complex?
 - is it clear what will be assessed, by whom, when and how (including baselines where appropriate)?
 - can this also inform analysis and judgement of contribution to/achievement against higher level objectives of the program?
- Will data be gender-disaggregated to measure impact on men and women, boys and girls?
- Will monitoring and evaluation arrangements use or contribute to strengthening local monitoring and evaluation systems and/or capacity? If strengthening the capacity of partner performance management is an *objective of the activity*, will this be tracked and managed accordingly? (Note this would then need to be identified in the Objectives summary and assessed against “Effectiveness”).
- Is monitoring and evaluation adequately resourced?
- Where we are jointly implementing with other partners and/or funders, are there *AusAID specific objectives* for engagement in the activity/partnership, and do monitoring and evaluation arrangements address this?

Sustainability – “Have we planned for benefits to last?”

- Is it clear what sustainable benefits/change the activity aims to generate? Is sustainability in fact an aim of, or reasonably achievable by, the activity? Benefits may be assessed in terms of either or both:
 - objectives/outcomes – what the activity itself is aiming to achieve (Australian aid objectives), and what would result for that in terms of immediate or longer-term shared development outcomes; and
 - processes – how the activity will operate.
- Have specific constraints to sustainability, in the context of the proposed activity, been identified and addressed?
 - this should include consideration of financial, human resource and political constraints
- Are the strategies for achieving sustainability explicit?
 - are they integral to the activity objectives, approaches and monitoring and evaluation?
- How likely are beneficiaries and/or partner country stakeholders to have sufficient ownership, capacity and resources to maintain desired activity outcomes after Australian Government funding has ceased?
- How well are any **emerging environmental, climate and disaster challenges** (e.g. extreme weather events, resource degradation, pollution, disasters and climate change related impacts) or opportunities (e.g. for Disaster Risk Reduction or adaptation) being addressed in activity design?
- Does the activity aim to build resilience to cope with changing conditions and future uncertainties?
- How is the design ensuring no significant negative environmental impacts are likely (including complying with the Environment Protection and Biodiversity Conservation Act) and does it pursue opportunities to enhance the environment?

How will monitoring and evaluation be used to assess and report on environmental sustainability of the activity?

Gender equality – “How are we going to achieve it?”

- How will the activity contribute to advancing gender equality or support women's and men's equal engagement in, and benefit from, the activity?
- How well does the design integrate gender equality into objectives and the consideration of risks and sustainability?
- Does the design identify how the activity will work to develop capacity on gender equality objectives of program staff, counterparts, development partners, and/or the broader community?
- Is the monitoring and evaluation framework able to assess and report on progress towards gender equality results?
- Does the design propose gender expertise be accessed during implementation?
- Does the design provide for gender equality considerations and impacts at the policy level and with counterparts at the program level?
- Will the monitoring and evaluation assess and report on progress towards desired gender equality objectives, outcomes and impact?

Analysis and Learning – “How well have we thought this through?”

- Does analysis takes into account (as appropriate) political, institutional, economic, financial, organisational and human resource issues?
- Are lessons from previous experience in the sector and/or country taken into account?
- Does sufficient analysis underpin the theory of change?
- Does the analysis appropriately address and integrate other agency commitments and safeguards including gender equality, disability, environment, anti-corruption and child protection?
- Does the analysis take into account which partnerships are going to be critical in achieving the objectives and why?

Safeguards and Commitments

As part of activity design and implementation, attention is typically given to the risk **posed to** the success or effectiveness of an activity, and less often on the risk of potential harm **caused by** an activity. Policies and procedures that address the potential risk of harm that can result from an aid activity are known as **safeguards**. Cross-cutting policies and procedures aim to improve aid quality and effectiveness, while safeguards policies and procedures aim to “do no harm”. Cross-cutting issues often have “safeguard” implications, but not all safeguard issues will be cross-cutting issues. In AusAID, the following areas have both cross-cutting and safeguard implications. This section will be progressively added to as further guidance on safeguards issues is developed along with corresponding questions that must be addressed before commencing and initiative in AidWorks.

Environment (see the Guideline, *Integrating Environment into Activity Design*)

If there are environmental impacts that need to be considered, appropriate action needs to be taken from the very beginning in the design. Assess whether the design has answered and addressed the following questions:

1. Is the activity in an environmentally sensitive location or sector?
2. Is there potential for the activity to have an impact on the environment?
3. Is the explicit, or implicit, aim of the activity to have a positive environmental impact?
4. Is the activity relevant to multilateral environmental agreements?
5. Could the activity have significant negative environmental impacts?

Consider both the impact of the design and implementation phases, and of the ongoing activity, and what, if any, action is required to comply with the EPBC Act.

For additional information see *AusAID's Environmental Management Guide for Australia's Aid Program* or contact the Sustainable Development Group on +61 2 6206 4174.

Child Protection - AusAID's Child Protection Policy provides a clear framework for managing and reducing risks of child abuse by persons engaged in delivering Australian aid program activities. This policy applies to all AusAID staff, including those based overseas, and to all contractors and non-government organisations funded by AusAID. See guidance, *Child Protection Procedure Manual* (page 4), and the *Child Protection Policy*.

Choose **N/A** if the activity does not involve working with children or if the activity is to be implemented by one of the following:

1. Partner Government
2. An Australian Whole of Government Partner
3. Multilateral organisations
4. Donor governments

For additional information contact the Child Protection Officer on +61 2 6206 4184 or email CPO@ausaid.gov.au