

Annual Plan 2012 – 2013



International Mining for Development Centre



Australian Government
AusAID



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA



THE UNIVERSITY OF
WESTERN AUSTRALIA

www.im4dc.org

The **International Mining for Development Centre** supports developing countries to transform their extractive resource endowments into inclusive and sustainable economic growth and social development by assisting governments and civil society organisations through education and training, fellowships, research and advice.

© 2013

This work is copyright to the International Mining for Development Centre (IM4DC), a joint venture between The University of Western Australia and the University of Queensland in partnership with the Australian Government through AusAID. It may be reproduced in whole or in part subject to the inclusion of an acknowledgement of the source and no commercial usage or sale. Reproduction for purposes other than those indicated above requires written permission from the IM4DC Director, 35 Stirling Highway, Crawley, WA 6009, Australia.

This work does not necessarily represent the views or the policy of AusAID or the Commonwealth of Australia.

Table of Contents

Acronyms	3
1 Strategic Overview	4
1.1 Purpose of IM4DC	4
International Mining for Development Centre Summary	5
1.2 Operating principles	6
1.3 IM4DC deliverables	6
1.4 Centre operations	7
2 Annual Planning overview	8
2.1 2012-13 Annual Plan	8
2.2 Planning for 2013-14 and 2014-15	9
3 Centre budget	15
4 IM4DC Program 2012-13	18
4.1 Education and training	18
4.1.1 Short course program	18
4.1.2 Process and budget	18
4.1.3 Collaboration opportunities	19
4.1.4 In-Australia courses	19
4.1.5 In-country courses	20
4.2 Action Research	21
4.2.1 Competitive round research	22
4.2.2 Commissioned research and tailored advice	22
4.2.3 Student and fellowship support	22
4.3 Visiting Fellowship program	23
4.3.1 Distinguished Fellows	23
4.3.2 Development Fellowships	24
4.4 Institutional linkages	25
4.5 Publications	25
4.5.1 Practical tools and guides	25
4.6 Annual Conference	26
4.7 Advice to governments	27
4.8 Alumni management	27
5 Country prioritisation and activity planning	29
5.1 Country prioritisation	29
5.2 Mongolia	29
5.3 Indonesia	30
5.4 Peru	30
5.5 Ghana	31
5.6 Zambia, Mozambique	31
5.7 The Philippines	31

5.8	Liberia	32
6	IM4DC administration	33
6.1	Staffing and contractor plan	33
6.2	Business systems	33
6.3	Advisory Committees	34
6.3.1	Mining for Development Advisory Committee to AusAID	34
6.3.2	Advisory Group to University Partners	34
7	Management of Risks	35
7.1	Risk policy and framework	35
7.1.1	Objectives	35
7.1.2	Principles	35
7.1.3	Application	35
8	Reporting schedule	36

Acronyms

AAA	Australia Awards in Africa
AAPF	Australia-Africa Partnerships Facility
AusAID	Australian Agency for International Development
CSRMI	Centre for Social Responsibility in Mining (Sustainable Minerals Institute, University of Queensland)
DFAT	Department of Foreign Affairs and Trade
EITI	Extractive Industry Transparency Initiative
EMI	Energy and Minerals Institute (University of Western Australia)
ETAEMR	Training Agency of the Indonesian Ministry of Energy and Mineral Resources
GASI	General Agency for Specialised Inspection (Mongolia)
GIMPA	Ghana Institute of Management and Public Administration
GIS	Geographical Information Systems
GIZ	German Agency for International Cooperation
IM4DC	International Mining for Development Centre
KPI	Key Performance Indicator
M4D	Mining for Development
NGO	Non-Government Organisation
OHS	Occupational Health and Safety
RWI	Revenue Watch Institute
SMI	Sustainable Minerals Institute (University of Queensland)
UQ	University of Queensland
UWA	University of Western Australia

1 Strategic Overview

1.1 Purpose of IM4DC

Many developing countries possess minerals and petroleum endowments that present those nations with the opportunity to accelerate economic and social development. The International Mining for Development Centre (the Centre) supports developing countries to transform their extractive resource endowment into inclusive and sustainable economic growth and social development. It does this principally by building human resources capacity through training, workplace interaction and cooperative research. The Centre is a key element of Australia's mining for development initiative.

Mining for development, including AusAID country and regional programs that address mining related issues, represents a major new field for AusAID in its programs of support for economic development.

IM4DC harnesses the intellectual capital existing in the Australian resources and higher education sectors to provide education, training and research outputs that demonstrate and transfer knowledge about leading practices in support of each inter-related theme. The IM4DC partners, The University of Western Australia (UWA) and The University of Queensland (UQ), plus other partner institutions, work with developing nations in building capacities within government, universities, research institutions and civil society organisations.

A summary of the purpose of the Centre, desired results, themes, outcomes, and program areas and activities is provided on page 5. This has been developed in consultation with AusAID and will be further refined taking into account pedagogical, and monitoring and evaluation framework experience in implementing this Annual Plan.

International Mining for Development Centre Summary

PURPOSE										
To support developing countries to transform their extractive resource endowment into inclusive and sustainable economic growth and social development										
DESIRED RESULTS FOR DEVELOPING COUNTRIES										
Improved policies and practices in the governance and management of extractive industries and their interactions with society and the environment			Improved legislative frameworks and the capacity to implement them		Improved knowledge of a country's resources base		An ability to continue to build local capacity			
THEMES										
1. Governance and Regulation			2. Community and Environmental Sustainability			3. Operational Effectiveness				
OUTCOMES										
Improved governance and accountability through ethical and transparent regulation and management of extractive industries			Strengthened economic, social and environmental outcomes of mining in developing countries through institutional strengthening, education and capacity building			Implementation of policies and processes which ensure that extractive resources developments result in major, inclusive and sustainable socio-economic development				
STRATEGIC PROGRAMMING AREAS										
Regional and local socio-economic development		Sub-national governance of the mining sector		Minerals policy, regulation and agreements		Community engagement and consultation		Health and safety of resources communities and workforces		Environmental regulation and management
Alignment of mining project economic activity with broader societal development objectives through processes such as: regional planning and infrastructure development; local content and enterprise development; improved small-scale and artisanal mining		Enhancement of governance capacity at local and regional levels involving multiple stakeholders, with a focus on local accountability, understanding and monitoring of mining operations, and capacity to manage agreement negotiation and implementation processes		Development of well-designed national policy and regulatory frameworks that establish platforms for: the management of geoscience data and exploration; the negotiation of mining project agreements and approvals; mineral tax regimes and revenue management		Improvements in the processes used by industry and government stakeholders to engage with local communities, to ensure: understanding and communication of impacts at the local level; fair and effective community agreements and dispute resolution processes; open and transparent engagement with Indigenous communities		Implementation of appropriate regulatory and management approaches for occupational health and safety in the resources sector, including: regulatory frameworks for OHS built on modern risk management principles; community health and resource projects; operational aspects of managing and monitoring safety practices		Improvements in the capacity of all stakeholders to understand and manage the environmental aspects of resource projects including: effective and inclusive environmental impact assessment processes; integration of land and water management; mined land rehabilitation practices; operational environmental management and monitoring
PROGRAM ACTIVITIES										
In country short courses	In Australia Short Courses	Distinguished Fellows program	Development Fellowships	Annual Mining for Development Conference	Tailored education and training	Action Research program	Practical guides publication program	Institutional linkages	Advice to Government	
Participants receiving training through short courses outside of Australia	Participants coming to Australia for short courses and familiarisation programs	Influential stakeholders visiting Australia for extended stays	Opportunities for individuals including research higher degree (PhD and Master level) students studying in Australia	Gather stakeholders around the performance of mining and oil and gas contribution to inclusive and sustainable economic and social progress in developing countries	Activity delivered to meet the specific needs of developing country institutions	To assist with implementation and application of existing knowledge to address specific developing country issues	To provide target nations with practical tools and information that will assist them in facilitating the contribution of extractive industries to inclusive and sustainable economic growth and social development.	Centre linkages with selected developing country institutions such as the proposed African Minerals Development Centre to build their capacity to provide ongoing M4D support	Short reviews, advice or contributions to larger projects, to a maximum of 10 days per activity	

1.2 Operating principles

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

- Works with AusAID to identify priority countries for assistance, based on agreed criteria
- Conducts scoping studies and needs analysis in these countries in conjunction with AusAID, consulting with stakeholders from government, civil society, global and regional NGOs, education and research institutions, mining and mining services industries, and other aid donors
- Designs activities for each country that meet identified needs and priorities, are agreed with national and regional governments, and that complement other mining for development activities of AusAID and other donors
- Focuses on core strengths of education and training to build human resource capacity, while bringing to bear other capabilities to support mining for development
- Harnesses the knowledge and skills of UWA and UQ, and other Australian and international education and research institutions to harness leading practice across all themes and activities
- Operates efficiently and effectively with accountability to client institutions in developing countries, AusAID, and UWA, UQ and partner institutions
- Applies the highest standards of ethics and probity to all activities.

1.3 IM4DC deliverables

The key deliverables of IM4DC are:

- Training through short courses and familiarisation programs within countries and regions, and in Australia, designed to meet assessed needs
- Influential stakeholders visiting Australian institutions for extended stays as part of the Distinguished Fellows program
- Development Fellowship opportunities for individuals, including extended integrated short course and familiarisation programs
- Tailored education, training and capacity-building activity delivered to meet the specific needs of a developing country's institutions
- Action Research program to assist with implementation and application of existing knowledge to address specific developing country issues relating to mining for development, including research support for higher degree students from developing countries studying in Australia
- Practical guides publication program to provide developing countries with practical information and tools that will assist them in facilitating improved contribution of extractive industries to inclusive and sustainable economic growth and social development
- The annual Mining for Development Conference to bring together stakeholders to review the performance of mining for development in generating inclusive and sustainable economic benefits and facilitating social progress in developing countries, and to chart a course for future policy and practice

- Implementation of a comprehensive alumni management program to continue interaction and knowledge transfer and to facilitate growth of a mining for development community of practice to develop, debate and disseminate leading practices in mining for development
- Additional activities commissioned by the AusAID mining team or country programs, or commissioned by other donors with the agreement of AusAID
- Partnering with Australian and international institutions to enhance IM4DC's capabilities and effectiveness, and to build capacity in developing country institutions and to lead a robust mining for development network.

1.4 Centre operations

The operations of the Centre are designed to support effective, high quality delivery of services while maintaining efficiency in the use of AusAID funds. The Centre has a small core of management and administration staff and utilises the support services of the partner universities as well as contractors engaged for specific tasks and projects.

The Centre's courses, research, advice and publications are delivered by personnel from schools and centres hosted and co-hosted by the partner universities and other institutions in Australia and offshore. By agreement with AusAID, the Centre pays the delivery organisations at rates based on Australian university remuneration standards.

The Centre's operations are guided by a detailed Operations Manual. The Centre reports on outputs and monitors and reports on the impact of its activities through its activity, six monthly and annual reporting. The Centre interacts with and reports regularly to AusAID, including formal reports on a half yearly and annual basis.

The Centre works closely with the AusAID Mining Team and country programs to ensure that Centre planning and activities dovetail with wider mining for development activities and mining-related country and regional programs.

2 Annual Planning overview

2.1 2012-13 Annual Plan

This International Mining for Development Centre Annual Plan 2012-13 sets out details of the delivery of the Centre's activities for the year to 30 June 2013. The Annual Plan comprises:

- Summary budget
- IM4DC activity delivery for 2012-13
- Country priorities and programs
- Staffing and resourcing information
- Risk management framework.

This Plan document should be read in context of the 2011-12 Annual Report, the Centre's Monitoring and Evaluation Framework and Report, and the Operations Manual.

As detailed in the Centre's 2011-12 Annual Report, the initial implementation of the core education and training program was delayed by the need to align with existing AusAID-funded mining programs, particularly the AAA and AAPF activities, and to engage with mining for development scoping studies in Mongolia, Indonesia, Africa and Latin America. By working with these programs and developing new linkages, IM4DC came close to the 2011-12 target for training participants, although participant days were less than the implied target.

Since being announced in late October 2011, IM4DC has:

- Demonstrated the value of training and professional development activities delivered by the Centre, further stimulating already strong demand from developing countries for mining for development assistance
- Started to develop a body of research and analytical work, both providing further support to developing country partners and informing future Centre activities
- Participated in scoping studies with AusAID country programs, developing country governments, NGOs and industry, enabling enhanced targeting of assistance to meet demand
- Initiated and establishing sound relationships in governments, academia and industry in Australia and other countries to support ongoing partnerships and shared understanding.

The IM4DC 2012-13 Work Program builds on the Centre's demonstrated performance and responds to the emerging demand. This process of establishing the Centre and its services with key stakeholders is expected to continue over the 2012-13 year. It is a process expected to position the Centre to present an increasingly demand-driven program to support developing countries to transform their extractive resource endowments into inclusive and sustainable economic growth and social development.

The 2012-13 work program includes more activities than envisaged in the original Grant Agreement. This is because activities that were not able to be conducted and budget that was not able to be expended in the first eight months from 2011-12 is carried forward to 2012-13.

By the end of 2012-13 all targets in the Grant Agreement will be satisfied and in some cases exceeded. For short courses in the period 2011-12 and 2012-13:

- The number of courses will exceed the cumulative target. For the first two years, 26 courses were planned, but 40 courses and workshops are forecast.

- Course participant numbers are forecast to be 66 per cent higher than planned. Over the two years, 700 participants were planned, with 1160 participants now forecast.
- The course program for the period will generate an estimated 6407 participant days, compared with 4900 participant days implied in the Grant Agreement, or 30 per cent more than planned.

The Centre proposes to carry forward a similar level of activity into the remaining two years of the Grant Agreement, subject to agreement being reached between the Centre and AusAID, including country programs. Currently, though, the Plan for the 'out years' (2013-14 and 2014-15) is based on the metrics set out in the 2011 Grant Agreement.

Where appropriate and feasible, this Plan has been developed to reflect requests from AusAID for:

- The inclusion of several longer courses, resulting in a program of courses of varying lengths, plus workshops of one to two days. IM4DC will continue to seek input from in-country stakeholders and its university partners on the most appropriate training modalities.
- More in-country training (for example at regional hubs), involving local institutions where feasible. This will support targeting of course content and strengthen the capacity of local institutions.
- Initial scoping and development of linkages with relevant local and regional institutions to help to strengthen their capacity.

Key performance indicators for 2012-13 and the following two years are summarised in Table 1.

There are some aspects of the activities and associated indicators in this Annual Plan, which reflect variations from the original Activity Proposal appended to the IM4DC Grant Agreement. These have emerged during refinements of the Centre's plans, in response to requests from AusAID and improved understanding of specific demand for IM4DC services. Where such activities vary significantly from the original proposal these issues are discussed in this Plan.

2.2 Planning for 2013-14 and 2014-15

The Centre will commence detailed planning for the final two funding years in January 2012. The planning process will be interactive with AusAID. It will be informed by the views of the Mining for Development Advisory Committee and the new Advisory Panel to the partner universities.

This process will involve mining education and capacity-building experts from the partner universities, AusAID and other stakeholders. The aim is to reach consensus on the optimal pedagogies for the elements of the Centre's program, and on the program mix and delivery modes. It is also anticipated that this will improve coordination of IM4DC's proposed activities with other AusAID-supported M4D activities in partner countries.

Table 1 Key Performance Indicators

	Key Performance Indicator	2011-12 Planned	2011-12 Actual	2011-12 Variance	2012-13 Planned (KPI per Grant Agreement)	2013-14 Planned (KPI per Grant Agreement)	2014-15 Planned (KPI per Grant Agreement)	TOTAL Planned	TOTAL Prev. planned
	Training – in Australia								
1.1	Number of courses	6	5	(1)	12 (8)	10 (10)	10 (10)	37	34
1.2	Participant training days ¹	1200	221	(979)	3070 (1600)	2000 (2000)	2000 (2000)	7291	6800
1.3	Total number of students (female/male) (target >20%F)	120	95 20F/75M	(25)	241 48F/193M (160)	200 40F/160M (200)	200 40F/160M (200)	736 148F/588M	680
1.4	Number of unique or repeat students ²	ns	none	na	TBA	TBA	TBA	TBA	
1.5	% of participants overall satisfaction positive ³	ns	Above 80%	na	80%	80%	80%	80%	ns
	Training – in country								
1.6	Number of courses	4	5	+1	18 (8)	10 (10)	12 (12)	45	34
1.7	Participant training days ⁴	700	816	+116	2300 (1400)	1750 (1750)	2100 (2100)	6966	5950
1.8	Total number of students (female/male) (target >20%F)	140	284 69F/215M	+144	540 108F/432M (280)	350 70F/280M (350)	420 84F/336M (420)	1594 383F/1270M	1190

¹ Not a KPI in Grant Agreement. Planned figures are derived from course days x students

² Not a KPI in Grant Agreement. AusAID has proposed a KPI of number of unique students. Targets to be agreed in future annual planning process.

³ Not a KPI in Grant Agreement. Not measured for 2011/12. Targets for out years indicative and to be agreed in future annual planning process.

⁴ Not a KPI in Grant Agreement. Planned figures are derived from course days x students. Targets for out years based on Grant Agreement and to be revised in future annual planning process.

	Key Performance Indicator	2011-12 Planned	2011-12 Actual	2011-12 Variance	2012-13 Planned (KPI per Grant Agreement)	2013-14 Planned (KPI per Grant Agreement)	2014-15 Planned (KPI per Grant Agreement)	TOTAL Planned	TOTAL Prev. planned
1.9	Number of unique or repeat students ⁵	ns	Na	na	TBA	TBA	TBA	TBA	ns
1.10	% of participants overall satisfaction positive ⁶	ns	Na		80%	80%	80%	80%	ns
Visiting Fellows									
2.1	Distinguished Fellows (female/male) (target >20%F)	2	0	-2	6 >20%F (4)	8 >20%F (8)	10 >20%F (10)	24 >20%F	24
2.2	% of Distinguished Fellows overall satisfaction positive ⁷	ns	Na	-	80% (ns)	80% (ns)	80% (ns)	80%	ns
2.3	Development Fellows ⁸ (target >20%F)	ns	0	-	6 >20%F			6	ns
2.4	% of Development fellows overall satisfaction positive	ns	0	-	80%				
Annual Conference									
3.1	Annual Conference attendance (target >30%F)	200	0	-200	120+300= 420 126F/294M (300)	300 100F/200M (300)	300 100F/200M (300)	1020 326F/694M	1100
3.2	IM4DC supported places (target 20%F)	30	0	-30	30+30=60 12F/48M (30)	30 6F/24M (30)	30 6F/24M (30)	120 24F/96M	120
3.3.	% of conference participants overall satisfaction positive ⁹	na			80%	80%	80%	80%	

⁵ Not a KPI in Grant Agreement. AusAID has proposed a KPI of number of unique students, but number of repeat students is a more appropriate KPI for priority countries. Targets to be agreed in future annual planning process.

⁶ Not a KPI in Grant Agreement. Not measured for 2011/12. Targets for out years indicative and to be agreed in future annual planning process.

⁷ Not measured for 2011/12. Targets for out years indicative and to be agreed in future annual planning process.

⁸ Based on AusAID Afghanistan funding for 2012-13. Targets for out years contingent on funding and to be agreed in future annual planning process.

	Key Performance Indicator	2011-12 Planned	2011-12 Actual	2011-12 Variance	2012-13 Planned (KPI per Grant Agreement)	2013-14 Planned (KPI per Grant Agreement)	2014-15 Planned (KPI per Grant Agreement)	TOTAL Planned	TOTAL Prev. planned
	Technical Advice								
4.1	Advice to Government (days)	30	1.5	-28.5	58.5 (30)	30 (30)	30 (30)	120	120
4.2	Timeliness / quality ¹⁰ - % of clients rating overall satisfaction positive	na			80%	80%	80%	80%	
	Action Research / Tailored Advice								
5.1	Number of competitive Action Research/Tailored Advice projects	8	12	+4	15 (12)	12 (12)	12 (12)	51	44
5.3	Student and fellowship research support	4	6	+2	12 (12)	12 (12)	9 (9)	39	37
5.4	% of projects that meet IM4DC quality needs ¹¹	Ns	Na	Na	90%	90%	90%	90%	
5.5	Number of publications	10	3	-7	20 (20)	25 (25)	30 (30)	78	85
	Alumni								
6.1	Number of alumni meetings (in country)	0	0	-	2 (2)	2 (2)	2 (2)	6	6
6.2	Alumni attending alumni meetings in-country ¹²	0	0	-	20 (40)	20 (60)	20 (80)	60	180
6.3	Alumni attending annual conference	0	0	-	25 (15)	30 (30)	50 (50)	95	95
	Institutional linkages¹³								

⁹ Not measured for 2011/12. Targets for out years indicative and to be agreed in future annual planning process.

¹⁰ New target proposed by AusAID. Not measured for 2011/12. A means of measuring as well as target percentages for out years to be agreed as part future annual plan process.

¹¹ New target proposed by AusAID. Not measured for 2011/12. Targets for out years indicative and to be agreed as part future annual plan process.

¹² There are inconsistencies in Grant Agreement with respect to alumni KPIs. To be agreed with AusAID as part of future planning process.

¹³ Not a KPI in Grant Agreement. Targets to be developed as part of future annual planning process

In summary, the Centre will target in 2012-13:

- Multiple modes of engagement with priority countries¹⁴ Mongolia, Indonesia, Peru and Ghana. Developing engagement with other priority countries, including Mozambique, Zambia and Liberia, subject to outcomes of AusAID-led scoping studies.
 - Engagement with priority countries will involve development and implementation of multi-faceted tailored country programs, as well as ongoing needs and priorities assessments to enable further tailoring of activities.
- Engagement with other countries in Africa, Asia and Latin America through participation of personnel in short courses, workshops and action research.
 - This engagement is intended to build capability in those mining for development fields identified as priorities by developing country institutions, as well as relationships and the ability for the Centre to target assistance to identified opportunities, as well as facilitating inter country experience sharing and peer learning.
- 12 short courses in Australia to allow 240 participants from developing countries to learn about leading practices in the management of mineral and energy resources in Australia and elsewhere, and to foster linkages between institutions in developing countries and Australia.
- 18 short courses delivered in priority countries to 540 participants, with regional participation through 'hubbing' and the involvement of local partner institutions to support targeting of course content and strengthen the capacity of local institutions.
- Six Distinguished Fellowships targeting influential participants to foster champions for sustainable management of mineral and energy development in priority countries.
- A tailored 12 week Development Fellowship program comprising courses, practical experience and research in mining governance for six officials from the Afghanistan Ministry of Mines to improve mining governance in that country.
- A comprehensive Action Research and Tailored Advice program, delivering rapid, targeted research and advisory outputs from leading researchers in Australian universities including activities in collaboration with local universities, as well as facilitating research by advanced degree students from developing countries.
 - This demand-driven research and advice will provide timely information to decision makers, support future activity development and provision, as well as building developing country capacity to undertake mining-related research.
- A series of practical guides and research publications that address aspects of mining for development practice as well as making recommendations from research to better inform key stakeholders about leading practices in converting mineral endowments into sustainable development outcomes.
- A Mining for Development Roundtable in August 2012, followed by a Mining for Development Conference aligned with the 2013 EITI Conference to be hosted by Australia in Sydney in May 2013.
 - These events will facilitate the global exchange of knowledge and experience to improve mining for development policy and practice.
- An alumni management and communication system to facilitate a community of practice of participants in Centre activities, with the potential to engage wider cohort of mining for development alumni supported by Australian aid.

¹⁴ IM4DC priority countries may differ at the margin from those of AusAID

- Initial development of partnerships with Australian and international universities to build capability, capacity and coordination so as to develop Australian and global networks focussed on capacity-building in mining for development.
- initiation of development of partnerships with several developing country institutions to cooperate in delivery of IM4DC education and research activities, in order to strengthen their capacity to provide ongoing support to the sustainable management of mineral resources in their region.
- Flexibility to meet the emerging needs of developing countries that are agreed priorities between AusAID and IM4DC for delivery of IM4DC activities.

The higher level of activity enables the Centre to meet increased country activity requests, as well as catching up on KPIs for 2011-12, and in most cases exceeding aggregate KPIs for the two years.

Closer cooperation with the AusAID Africa mining for development program, including development of institutional linkages with the proposed African Minerals Development Centre and select institutions in priority countries, is being discussed. Discussions are also canvassing expansion of some of the above activities to meet the specific needs of the Africa program. Expansion of Centre activities to meet these needs is subject to formal agreement between the AusAID Africa Program and the Centre.

In delivering its activities, the Centre already works with other Australian universities. As part of discussion on an expanded program, and with the agreement of AusAID, the Centre commenced dialogue with several other universities to develop more comprehensive partnerships. Expanded engagement with other universities now is expected to proceed only as part of an expanded Centre program beyond 2012-13, which is dependent on increased resourcing.

3 Centre budget

The financial budgets for 2012-13 and for the two following years to 2014-15 are summarised in Table 2 and Table 3. Actual expenditure will be reflected in the Centres reporting.

The Centre uses the Universities financial management systems. This includes implementing quarterly budget reviews through which funds can be reallocate to agreed priority areas reflecting actual expenditure. Such decisions would be taken in consultation with AusAID and the Management Board.

The 2012-13 budget is set above the annual level envisaged in the current Grant Agreement, reflecting the carry-forward of funds from the previous year. The budgets for the 2013-14 and 2014-15 years are based on the budgets in the Grant Agreement.

The increased level of activity in 2012-13 over that envisaged in the Grant Agreement will set a benchmark for the level of IM4DC future activity. This will subject to additional resources being agreed and reflected as a variation to the grant agreement

It is understood from AusAID that increased mining for development resources may come from specific country programs. Any additional activities undertaken by the Centre are expected to be consistent with the scope of works envisaged in the Grant Agreement and consistent with specific country program objectives. Agreed additional activities will be reflected in the Centre's targets and budget preferably via a variation(s) to the Grant Agreement or by separate Grant Agreements.

Table 2 Centre expenditure 2011-12 to 2014-15

Expenditure Item	2011/12	2011/12	2012/13	2013/14	2014/15	TOTAL
	Planned \$	Actual \$	\$	\$	\$	\$
Short Courses	3,005,441	705,608	5,455,439	3,628,820	4,048,682	13,838,549
Distinguished Fellowships	118,366	-	360,000	239,463	267,169	866,632
Development Fellowships	-	-	380,828	-	-	380,828
Annual Conference	229,500	-	794,300	528,348	589,479	1,912,128
Advice to Australian Government	84,375	2,400	144,000	95,785	106,868	349,053
Action Research	925,000	823,755	1,200,000	798,210	890,564	3,712,529
Alumni Management	54,000	2,591	295,800	196,759	219,524	714,674
Publications and Guides	-	49,250	75,000	49,888	55,660	229,798
Institutional Linkages	-	-	-	-	-	-
Core Staff (Dir and 2x Dep Dir)	660,000	599,106	740,766	770,397	801,213	2,911,481
Board Costs	-	-	56,200	58,448	60,786	175,434
Monitoring and Evaluation	50,000	-	70,000	72,800	75,712	218,512
Secretariat Travel	150,000	120,478	143,400	149,136	155,101	568,115
Advisory Committee Travel and Meeting Costs	-	-	129,200	134,368	139,743	403,311
Independent Audit	-	-	25,000	26,000	27,040	78,040
Centre Administration	843,970	557,368.25	1,549,233	1,611,202	1,675,651	5,393,454
TOTAL EXPENDITURE	6,120,652	2,860,556	11,419,166	8,359,624	9,113,192	31,752,538

Table 3 Centre income 2011-12 to 2014-15

Income Item	2011/12	2011/12	2012/13	2013/14	2014/15	TOTAL
	Planned \$	Actual \$	\$	\$	\$	\$
Tranche of Core AusAID Funding	7,000,000	7,000,000	7,000,000	8,000,000	9,000,000	31,000,000
AusAID Funding for Additional Activities	-	-	400,000	-	-	400,000
Interest	-	161,867	100,000	114,286	128,571	504,725
Other Income	-	33,797	-			33,797
TOTAL INCOME	7,000,000	7,195,665	7,500,000	8,114,286	9,128,571	31,938,522
Surplus\Deficit	879,348	4,335,109	(3,919,166)	(245,338)	15,379	185,984
Net Balance Carried Forward		4,335,109	415,943	170,605	185,984	

4 IM4DC Program 2012-13

4.1 Education and training

The education and training program addresses the need for personnel from government, university and NGO sectors in developing countries to be more skilled in extractive resources development issues. It incorporates workshops, courses and study tours of varying lengths, delivered in Australia and overseas countries.

4.1.1 Short course program

The 2012-13 short course program comprises 12 courses in Australia, and 18 overseas. This will 'catch-up' on 2011-12 commitments and deliver additional courses to those envisaged for the first two years in the Grant Agreement. The balance of in-Australia and overseas courses has been changed from what was envisaged in the Activity Proposal and Grant Agreement (8+8) to provide a greater number of overseas courses, responding to initial feedback from scoping studies.

In total, for the 20 month period from inception to the end of 2012-13, IM4DC will deliver 40 courses and workshops/seminars, 14 more than envisaged in the Activity Proposal and Grant Agreement by this time in the life of IM4DC.

As country scoping activities are completed, and priority themes for courses will become clearer, it is expected that some changes will be made to remainder of the 2012-13 program. Two overseas courses in the second half of 2012-13 have yet to be scoped and scheduled to allow for inclusion of priority themes and locations.

4.1.2 Process and budget

The topics for the training courses are identified as priorities for the target countries through a variety of means, including direct requests from in-country institutions, AusAID requests, information from Scoping Studies and IM4DC understanding of mining challenges in particular contexts.

Course participants are identified through a variety of means, depending on context. These include communication with AusAID and DFAT in-country personnel, with alumni from previous IM4DC and other AusAID activities, existing university networks and other stakeholders. Criteria for selection include country priorities, individuals' roles in relevant institutions, and their ability to articulate how they can apply new knowledge and skills.

All participants are surveyed at the start and conclusion of the course or workshop to reflect on expectations and the effectiveness of the training on meeting the desired outcomes. Follow-up surveys are also deployed to follow up on individual's feedback on their ability to implement learnings in their work environment, according to parameters defined in the Monitoring and Evaluation Plan.

The cost estimates for each course in this plan are based on initial models of forecast expenditure including travel and accommodation costs, and therefore actual costs may vary. Budget assumptions follow AusAID guidelines including return economy airfares for course participants from their home location to the course venue; cost-effective accommodation

options including shared apartment and self-catering options where possible; per diem living allowances; additional internal travel costs associated with field components of programs and study tours.

The costs per course and per participant day vary, typically according to: tailoring of course content and logistics to client needs; whether courses are in-country/region or in-Australia; travel requirements to attend the course, travel requirements during the course (some have extensive field trips in-built); and technical inputs to the course (GIS courses for example require hire of IT systems and licensing of software).

The education and training budget will be reviewed on a regular basis during the year and actual delivery costs reported to AusAID in the half-year and end of year Centre report.

4.1.3 Collaboration opportunities

Some of the Centre's courses are delivered through centres that are hosted by two or more universities. Other opportunities have been identified to collaborate with Australian institutions in delivery of courses. Discussions about cooperation have also been held with several peer universities in other countries.

There are also opportunities for co-delivery of some courses with developing country institutions in priority countries. There are some developing country collaborations planned for 2012-13. Further collaboration opportunities will be identified during scoping studies and experience gained through delivery of early courses. Involvement of partners in delivery will be measured and reported on.

Future collaboration with developing country universities will be canvassed during the discussions on pedagogy involving AusAID in early 2013. Future extensive involvement of developing country universities in course delivery is likely to consume more personnel and travel resources compared with delivery by solely Australian institutions. Deeper engagement therefore is expected to require either a cut-back in the number of courses or additional funding.

4.1.4 In-Australia courses

The in-Australia course program (Table 4) for 2012-13 comprises 12 programs of two to four week duration which vary in nature. It includes 'open' courses on focussed topics which incorporate a field trip and/or conference component, and which will be targeting participants from priority countries. It also includes study tour formats designed to expose participants to examples of Australian practice, and which may be targeted to specific countries or regions.

The in-Australia program also includes several courses linked to specific program activity in priority countries, such as the project focussed on training of mines inspectors in Indonesia. In addition, the Centre is contributing to study tours conducted by AAPF and Government Linkages projects. This includes assisting with programming, providing lecturers, and presenting workshops of up to one day in duration

Table 4 Australia courses and expenditure 2012-13

Australia Courses	Duration	Participants	Location	Date
1. Life of mine management of large volume waste	10 days	16	Brisbane	July 2012
2. Mine closure frameworks	10 days	15	Perth and Brisbane	September
3. Agreement making with indigenous peoples	10 days	17	Brisbane	September
4. Community aspects of resource developments	20 days	16	Brisbane	October
5. Occupational health and safety management	20 days	20	Perth	November
6. Resource regions and development	15 days	20	Perth	Q3
7. Mines inspector environmental training – Indonesia & Laos	10 days	17	Brisbane	Q3
8. Regional and local governance study tour – Mongolia	10 days	20	Brisbane	Q4
9. Advanced GIS applications	10 days	20	Perth	Q4
10. Resource governance	20 days	20	tba	Q4
11. Women in mining study tour (with AAPF)	10 days	30	Various	October
12. Tertiary education study tour (with AAPF)	10 days	30	Various	Q3
TOTAL BUDGET - \$ 3,193,184	-	241	-	-

Notes: Q3 = January to March 2013; Q4 = April to June 2013

4.1.5 In-country courses

The in-country course program, set out in Table 5, comprises 18 short courses and workshops of between 3 and 20 days, depending on topic and cohort. These include both focussed topics to be run in regional hubs, and a series of customised programs being delivered as part of specific country programming. Regionally-focussed courses will aim to source approximately half of the participants from other countries in the area. Further details on the program, including precise delivery dates will be finalised as scoping missions are completed. There is flexibility of location of several Africa courses. Two flexible courses have been provided for and will be programmed in response to country/region and topic priorities arising from Scoping Studies.

Table 5 In-country courses and expenditure 2012-13

In-country courses	Duration	Participants	Location	Date
1. Management of large volume waste	5 days	40	Zambia	November
2. Community development workshop (with SDSG)	3 days	50	Mozambique	Q3
3. Basic geographic information systems	20 days	20	West Africa	Q4
4. Contract negotiation	15 days	30	Africa tba	Q4
5. Sustainable mining and governance frameworks	4 days	40	Philippines	November
6. SIA and Social Management Plans	5 days	30	Philippines	Q4
7. Train the Trainer for Mines inspector Program – Indonesia	5 days	30	Indonesia	Q3
8. Train the Trainer for Mines inspector Program – Indonesia	5 days	30	Indonesia	Q4
9. Indigenous agreement-making follow-up course – Peru and region	5 days	30	Peru	Q3
10. Environmental and social impact assessment	5 days	20	Peru	Q4
11. Occupational hygiene training program	5 days	30	Mongolia	October
12. Workplace inspections in mining	5 days	30	Mongolia	December
13. Occupational hygiene training program	5 days	30	Mongolia	Q4
14. Application of OHS management systems	5 days	30	Mongolia	Q4
15. Internal audits	5 days	30	Mongolia	Q3
16. Monitoring open cut slope stability	5 days	30	Mongolia	Q4
17. Flexible course 1	TBA	20	TBA	Q4
18. Flexible course 2	TBA	20	TBA	Q4
Course development		-	-	-
TOTALS BUDGET - \$2,262,255	-	540	-	-

Notes: Q3 = January to March 2013; Q4 = April to June 2013

4.2 Action Research

Action Research activities are aligned with IM4DC core themes and associated knowledge domains. There are three specific objectives for the IM4DC action research program:

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

Through interaction with AusAID and universities and research bodies, IM4DC ensures that this research complements rather than duplicates research undertaken under the Australian Development Research Awards and other funding schemes.

The 2012-13 Action Research workplan has three sections: a competitive research funding round; a flexible commissioned research program; and top-up arrangements for Australia Award and Australia Mining Award students.

4.2.1 Competitive round research

As in 2011-12, a competitive grant process will be deployed to allow researchers to bid for funds up to a maximum of \$50,000. In 2012-13, a total of \$500,000 will be allocated. The application and award process will be managed in November and December 2012, with outputs required to be substantially finalised prior to June 2013.

Selection of proposals will be via an IM4DC-appointed expert panel. Selection criteria applied will include alignment with core and priority IM4DC themes and strategic priority areas; alignment with priority countries; involvement of other institutions, including institutions in developing countries in research activities; and ability to link to the education and training program.

It is anticipated that a targeted of 70 per cent of funds would be support projects focussed on priority countries. The Action Research funding guidelines, criteria and application form are included in the IM4DC Operations Manual.

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

4.2.2 Commissioned research and tailored advice

A flexible program of commissioned research is implemented by the Centre, with research projects commissioned as required, in discussion with AusAID. The 2012-13 budget for this is \$500,000. Planned activities include the following:

- A commissioned major project to develop a mining for development indicator framework using relevant socio-economic data to support the State of the Sector reports. This will draw together current research expertise from UWA and SMI-CSR. A budget allocation of \$180,000 has been made to support this project.
- The Action Research program will also include participation in M4D and country program Scoping Studies as requested by AusAID. A budget allocation of \$40,000 has been made for this activity.
- Additional tailored advice will be initiated to meet the needs of the program as requested by AusAID, for example to respond to specific requests for information on emerging topics, and to support education and training, and to add to the stock of knowledge in specific topics, such as through development of case studies. A total of \$280,000 has been allocated for this category.

4.2.3 Student and fellowship support

IM4DC will provide research funding support to early career researchers from developing countries undertaking study on mining-related issues at Australian institutions, with a view to enhancing their research outcomes and building capacity in academic institutions in their own

regions. These scholars will be supported through existing schemes such as the Australian Development Scholarship program. IM4DC funds will be used to supplement their research activity and to strengthen links with their home institution.

The funds will be available to assist in research activities (laboratory or field work) and enhance links with supervisors or researchers at institutions in the student’s home country. The criteria for award will be: alignment with the objectives and key themes of the IM4DC; potential contribution to priority knowledge gaps in home country and potential to apply to policy/program development/implementation; and effective impact on timely completion of current postgraduate research project.

The 2012-13 Action Research Student Funding guidelines, criteria and application form are provided in the Operations Manual. The scheme will ensure that a wide audience is made aware of the opportunity. Selection of proposals will be via an IM4DC-appointed panel.

The budget for this activity for 2012-13 is \$200,000. The application and award process will be implemented through November and December 2012, with outputs required to be finalised by June 2013.

Table 6 Action Research expenditure 2012-13

Description	Budget
Competitive research grants	\$500,000
Commissioned research and tailored advice <ul style="list-style-type: none"> • Mining for development data and indicators • Scoping studies in selected countries • Other commissioned research and tailored advice 	\$500,000
Student and fellowship research support	\$200,000
Total	\$1,200,000

4.3 Visiting Fellowship program

4.3.1 Distinguished Fellows

The IM4DC Distinguished Fellows program aims to support and equip influential stakeholders to positively shape the mining and development context in their regions. The program involves influential stakeholders visiting Australia for extended stays to work with counterparts, undertake research and develop policy approaches. Distinguished Fellows are high-level individuals working in government, civil society or academic organisations with the capacity to implement the outputs of their fellowship to bring about lasting and significant change in their home country and region. Distinguished Fellows will become focal points for the Centre and broader mining for development activity in their country or region, and will be engaged in an ongoing way through the course and alumni programs.

The IM4DC will appoint a total of six Distinguished Fellows during 2012-13. Fellows will be sourced principally from IM4DC priority countries and will visit Australia for a period of up to 12 weeks. Current plans are as set out in Table 7, with UQ and UWA to co-ordinate three Distinguished Fellowship appointments each.

IM4DC will use available networks and consult with AusAID and DFAT country teams to identify potential candidates. The Distinguished Fellowship Policy in the Operations Manual details the criteria for appointments. Applications will be by invitation only, with potential Fellows required to identify a program of work, which includes a section on how Fellowship activities will continue on return from Australia. Appointments will be confirmed by the IM4DC Management Board. IM4DC will advise AusAID of successful candidates when appointed. IM4DC will seek to ensure that its Distinguished Fellows program complements Australian Leadership Award Fellowships through coordination with AusAID.

The budget for the Distinguished Fellows program in 2012-13 is \$360,000.

Table 7 Distinguished Fellows program 2012-13

Country	Organisation	Focus area	Host	Budget	IM4DC theme
Ghana	Minerals Commission	Environmental policy and regulatory framework	UQ	\$60,000	T1
Status: Discussions with one individual are advanced.					
Mali	University	Geoscience	UWA	\$60,000	T3
Status: Approved in principle, detailed proposal under development					
Peru	tba	Tba	UQ	\$60,000	tba
Status: Discussions through the Australian Embassy in Lima have produced a number of submissions which are being reviewed. The possibility of linking a Fellowship to the recent discussions on a Centre proposed by the Ministry of Energy and Mines will also be considered.					
Mozambique	tba	Tba	tba	\$60,000	tba
Mongolia	tba	Tba	tba	\$60,000	tba
Zambia	tba	Tba	tba	\$60,000	tba
IM4DC will seek to identify candidates through its interactions with other elements of its program including in-country courses and study tours. The source countries for participants may vary from those shown.					
Total				\$360,000	

4.3.2 Development Fellowships

On request, IM4DC is able to tailor Development Fellowship programs for AusAID, other donors or country governments. Development Fellowships are aimed at giving individuals or small groups a concentrated multi-faceted experience over a 10 to 12 week period. Such programs would generally combine study tours, short courses and experience within government and industry institutions. Depending on the scale and resource-intensity of the Development Fellowships, these programs may require additional funding. By their nature, these programs can be resource-intensive per participant.

IM4DC has agreed to develop and implement a 12 week program for six Development Fellows from the Afghanistan Ministry of Mines, during the first half of 2013. The Fellows have been selected through a process managed by AusAID. They will be hosted at UWA, and the program will involve interaction with various State Government agencies and other stakeholder institutions. The budget for this program is approximately \$380,000 and will be sourced from supplementary funding provided by the AusAID Afghanistan program.

Table 8 Visiting Fellows expenditure 2012-13

Description	Budget
Distinguished Fellows	\$360,000
Development Fellowships	\$380,000
Total	\$740,000

4.4 Institutional linkages

IM4DC will develop linkages progressively with relevant institutions in priority countries and key regional locations, in order to strengthen the capacity of these institutions to play a key role in improving the contribution of the extractive resource sector to inclusive and sustainable economic growth and social development. There will be a particular focus on tertiary institutions and co-delivery of programs, as well as the strengthening of research capacity.

Initial linkages are being built through cooperation in delivery of existing elements of the IM4DC program such as Short Course delivery, Distinguished Fellow appointments and Action Research. Additional resources will be required in future years to develop deeper linkages, however. This is because of the large gap that exists generally between Australian university capability and the capability of developing country universities and consequently the resources that need to be applied to build partner capacity.

It is proposed that for future years, additional budget be established for development linkages. These funds will be used for various activities including:

- Building working relationships with partners to underpin shared understandings and collaborative working linkages
- In-country visits to partner institutions by Australian academics for the purpose of identifying suitable in-country activities
- Developing course curriculum and delivery capacity
- Support of in-country events at partner institutions
- Developing linkages between research programs at Australian and partner institutions.

IM4DC has also been approached by the AusAID Africa program to partner with the new Africa Minerals Development Centre. It is anticipated that this will involve a number of visits and allocation of resources from the AusAID Africa program to support planning and activities.

4.5 Publications

4.5.1 Practical tools and guides

The objective of the IM4DC Publications program is to provide materials that better inform key stakeholders in resources rich developing countries about leading practices in converting mineral and energy endowments into sustainable development outcomes. In 2012-13 the IM4DC will produce a further three Guides to Australian Practice to complement the three produced in response to AusAID requests during 2011-12. The objective of the Guides to Australian Practice is to highlight Australia's approach to key aspects of resource governance issues. These guides cover topics not included in the handbooks produced under the Government's Leading Practice Sustainable Development Program for the Mining Industry. The proposed topics are:

- Management and use of public geological information
- Infrastructure development in mining regions
- Environmental Impact Assessments, Strategic Environmental Assessments and approval processes, and environmental management plans.

These topics may be subject to modification depending on feedback from scoping studies. The budget costs include allowances for editing translation and production costs.

The publication of these guides will be staggered through the 2012 -13 year. The first will be completed by February 2013. They will be disseminated through a variety of means including the IM4DC website, relevant international conferences and events, and IM4DC training courses.

Table 9 Practical tools and guides expenditure 2012-13

Description	Budget
Australian Practice Guides (3 @ \$25,000)	\$75,000
Total	\$75,000

4.6 Annual Conference

In 2012/13 the IM4DC will hold two mining for development events, as a result of the deferral of the 2011-12 Conference. The first was a one day Mining for Development Roundtable held in conjunction with the Africa Down Under event in August 2012. The roundtable's objectives were to:

- Review the concept and principles of, and opportunities for mining for development
- Examine performance to date, with a focus on Africa
- Look at some leading approaches to mining for development, focussing on infrastructure and local economic development
- Build consensus on some of the key steps needed to build success in mining for development and priority needs.

The Roundtable was attended by some 120 invited delegates, including 40 delegates and speakers supported by IM4DC.

The second event will be a two day Mining for Development Conference, linked to the International EITI Conference. Both will be held in Sydney in the week of 20 to 24 May 2013. The Mining for Development Conference will:

- Bring together leaders from amongst the principal stakeholders in mining in developing countries
- Objectively assess the outcomes of mining for development to date, its successes and shortcomings
- Identify leading approaches to mining for development that bring about sustainable benefits for nations and their peoples
- Build consensus on the key principles for, and approaches to, future mining for development
- Guide Australian and international policy and practice in facilitating mining for development.

It will be attended by some 300 delegates, including travel and accommodation costs for 50 delegates and speakers supported by IM4DC. Locating the conference in Sydney aligned with the EITI Conference is expected to result in increased expenditure on this event. The Centre will work with the EITI conference organisers to share costs where possible.

Total expenditure for the two events is budgeted at \$794,300. This is more than envisaged in the Grant Agreement budget for the first two years, which was predicated on a large proportion of participants paying to attend the conference. At the request of AusAID, all delegates attend the conference at no cost.

Table 10 Conference expenditure 2012-13

Description	Budget
Mining for Development Roundtable 2011-12	\$279,500
Mining for Development Conference 2012-13	\$514,800
Total	\$794,300

4.7 Advice to governments

In 2012-13 IM4DC will provide advice to the Australian Government on an on-request basis, charged on a daily basis at standard Centre rates against the allocated budget. This includes the unused funds allocated to this activity from 2011-12.

This activity may extend to providing advice to developing country governments, at AusAID's request.

The nature of this activity will be confined to short reviews or involvement in larger projects, to an individual maximum of five days per activity. The Centre will work with AusAID to define a tasking mechanism for AusAID program areas to work with this stream of Centre's activities.

The Centre will develop a list of potential experts available to undertake this work and their areas of expertise relevant to the mining for development program. The mechanism and list of experts is expected to be available from the start of 2013.

In addition to the budgeted amount, the Centre's core staff will continue to provide advice as requested.

Table 11 Advice to Government expenditure 2012-13

Description	Budget
Advice to Government	\$144,000
Total	\$144,000

4.8 Alumni management

The objective of IM4DC's alumni program is to assist participants in IM4DC activities to implement their learning in their regional contexts, and to develop a community of practice where participants assist each other in addressing issues of extractive resource governance.

At present, IM4DC is tracking alumni from its program using a database containing all contact details and their participation in specific events. In addition, the Centre has established a website using the online content management system Moodle to facilitate interaction between individuals participating in courses.

In 2012-13, the IM4DC Alumni Database is being further developed. A pilot Community of Practice site will also be developed and trialled, to extend the functionality available via the Moodle site. The pilot will be completed by December 2012.

These platforms will be used for alumni engagement and for Monitoring and Evaluation purposes, processes have already commenced to include alumni in the design process. The successful engagement of alumni will be a critical success factor of the IM4DC.

AusAID has flagged the potential for a request to the Centre to extend the coverage of the database and the Community of Practice to include all AusAID mining for development alumni. Once a formal request has been received, the Centre will develop a detailed proposal. Meantime, an allocation of \$130,000 has been made to cover development and implementation costs.

The Centre proposes to appoint an Alumni Relations Manager to oversee systems development, administer the Alumni Management System and to be the primary point of contact for Alumni.

Table 12 Alumni management and community of practice expenditure 2012-13

Description	Budget
Alumni database and community of practice development	\$60,500
Extension of system to include wider mining for development participants and additional functionality	\$130,000
Alumni Relations Manager	\$105,300
Total	\$295,800

5 Country prioritisation and activity planning

5.1 Country prioritisation

In consultation with AusAID and informed by analysis of resources and policy potential, IM4DC has prioritised countries for the services of the Centre. Priority countries currently include Ghana, Peru, Mongolia, Indonesia, Mozambique, Zambia, Liberia and the Philippines, with this list expected to expand or change in response to further analysis and change in priorities. This list of priority countries may differ at the margin from AusAID's priority list for the wider mining for development initiative.

The Centre will develop relationships with these countries via the execution of multi-year, integrated work plans based around its core service products linked to AusAID country/regional plans.

IM4DC is developing 'hubs' in some priority countries to deliver in-region programs and utilisation of other IM4DC and mining for development service products for other countries. The centre will respond to requests from other countries for services where resources are available, e.g. through Advice to Government or Action Research program elements. For example, where researchers visit countries as part of Action Research activities or research funded from other sources, IM4DC can deliver value to these countries at marginal cost by funding workshops in-country on mining for development issues of importance.

IM4DC works closely with AusAID in assessing country and regional needs and priorities. AusAID and IM4DC have worked together in undertaking several country Scoping Studies and the outcomes of these closely guide the Centre's planning and activities.

IM4DC will undertake at least one follow-up visit to each priority country as Scoping Study reports become available. The objectives of these visits will be to develop linkages with local partners, improve coordination with broader AusAID country programs and develop detailed plans for in-country activity. By the end of 2012-13 the Centre will have detailed plans in place for each of its priority countries.

5.2 Mongolia

In Mongolia, IM4DC has commenced discrete activities on the back of pre-existing relationships with GIZ (German Agency for International Cooperation) in-country program, and previous work in the community relations space. The initial objective will be to focus on inspectorate capacity, community relations and development networks, and formation of linkages with academic institutions.

- IM4DC will focus its initial activities through the Mongolian General Agency for Specialised Inspection (GASI), as identified by the initial AusAID scoping process. An initial workshop and in-country discussion with GASI management has identified five potential topics for short courses, focussed primarily in the area of health and safety management as well as more general audit skills. Training will cater for both Mines Inspectors as well as the range of other inspectors at central and regional level who have accountability for mining operations. GASI

has expressed the need for courses to be of short duration due to the work commitments of the Inspectors

- The Centre will seek to develop relationships with appropriate academic institutions. An initial target is the School of Mines at the Mongolian University of Science and Technology.
- Places will be offered on in-Australia courses on relevant themes. To date a total of seven participants from GASI, the Mineral Resource Authority and the Mongolian University of Science and Technology have been involved in three programs, but it is likely that lack of English proficiency will limit the pool of participants in open programs of this nature.
- A recent visit by the World Bank has highlighted the need for activity in the area of Community Development Agreements, with a particular focus at the regional and local government level. We have tentatively scheduled an Australian Study Tour focussed on this area for the first half of 2013.

5.3 Indonesia

Initial engagement with Indonesia has commenced with the Training Agency of the Ministry of Energy and Mines (ETAEMR), building on a previous PSLP activity with this group. The objective is to build capacity within the inspectorate function at both central and regency government levels, which has responsibility for both safety and environmental monitoring. The Indonesia program will be further refined when the outcomes of the Scoping Study are released, and in consultation with the Training Agency.

- IM4DC is currently developing a project with ETAEMR, focussed on assisting the development of a training program for new Mines Inspectors. This will include participation in a number of training programs in Indonesia, adopting a Train the Trainer approach. The program will also include two week programs in Australia for small groups of senior inspectors and trainers, with the objective of increasing their knowledge of modern mining and monitoring practices
- Linkages will be developed with relevant central academic institutions in Bandung and Jakarta.
- Places will be offered on in-Australia courses on relevant themes. Six participants from the Ministry were involved in the 2012 Life of Mine program and personnel from the Ministry and other Indonesian institutions have attended other courses.

5.4 Peru

The Scoping Study for Peru and nearby Latin American countries identified a number of priority themes, including community relations, implementation of new legislation on consultation with Indigenous communities, and environmental management of the impacts of mining.

- Peru will be used as a hub for engagement with other regional countries.
- An initial Study Tour focussed on Agreement-making with Indigenous Peoples was held in September, involving 17 participants from Peru (7), Bolivia (7) and Ecuador (3).
- Opportunities to deliver at least three courses in-country on priority themes will be explored with relevant partners. Currently plans are being developed for a follow-up program to the Agreement-making Study Tour, and a program on Environmental and Social Impact Assessment.

- Contacts have been made with a number of potential university partners in Peru, and detailed discussions have been held with the Ministry of Energy and Mines and Ministry of Environment.
- Places will be offered on in-Australia courses on relevant themes. A potential Distinguished Fellow will be identified.

5.5 Ghana

IM4DC will work with AusAID to deliver courses in priority areas as identified by the Scoping Study and IM4DC engagement with stakeholders. Discussions with the Minerals Commission identified a number of areas including improvements in the management of technical aspects of environmental impacts by the inspectorate, and a cluster of issues associated with local content and community economic development.

- Initial activity will target capacity-building needs identified by AusAID scoping in the Mines Inspectorate through the Minerals Commission. Two Inspectors participated in the Life of Mine program. Further discussion have been held with the Minerals Commission about training and development of senior mines inspectors and a program will be proposed to the Commission and AusAID Africa.
- AusAID Scoping Studies have identified local content as a key issue in Ghana. Discussions involving local stakeholders, RWI and AusAID Africa have resulted in a proposal for a course on this topic to be held in early 2013, currently being reviewed by parties involved. An in-country program on Regional Development and Economic Development is being scheduled for later in the year. Initial contact has been made with GIMPA and the School of Mines in Tarkwa as a result of recent in-country activity through the AAA Short Course program. Further in-country activity will build on contacts made through Ghana participation in IM4DC Australia courses.
- Places will be offered on in-Australia and in-region courses on relevant themes.
- A potential Distinguished Fellow has been identified, and a proposal will be developed.

5.6 Zambia, Mozambique

Further analysis of Scoping Studies and follow-up visits are required before detailed plans can be made for IM4DC activity in these countries. These visits occurred November 2012.

- Initial activities have been programmed in Zambia and Mozambique building on contacts made through IM4DC activity and AAPF activity.
- IM4DC will pursue linkages with Institutions identified in Scoping Studies and other means.
- Places will be offered on in-Australia courses on relevant themes.

5.7 The Philippines

IM4DC activity has built on previous AusAID PSLP, ALA and ADS activities involving staff and students from a network of Philippine universities. The IM4DC objective is to undertake activities to strengthen this network through linkages and in-country programs that address priority themes. There is also potential to align such activity with the proposed EITI implementation project. A further review will take place once the Scoping Study is available.

- Places will be offered on relevant Australia programs to academic and government participants.
- An in-country workshop for the academic network and other stakeholders will be held to assist in defining a research and activity program.
- At least one IM4DC course will be programmed with a local partner to target a priority theme. An initial suggestion from the network has been Social Impact Assessment and Management, and associated community engagement processes.

5.8 Liberia

IM4DC will develop a detailed plan for Liberia once the report of the Scoping Study is available. Meantime, personnel from Liberia are accessing the Centre's courses and other activities

6 IM4DC administration

6.1 Staffing and contractor plan

IM4DC has finalised the appointment of the Centre Director, Deputy Director – Education and Australian Capability and Deputy Director – Operations and Business Development as well as other staff.

The following management and staffing structure is in place (*denotes ‘Core Staff’ in budget; costs of others are included within administration costs).

Director*

Deputy Director – Education and Australian Capability
 Deputy Director – Operations and Business Development
 Administration Officer/Executive Assistant to Management Team

Deputy Director – Education and Australian Capability*

Program Manager (Perth-based)
 Program Manager (Brisbane)

Deputy Director – Operations and Business Development*

Communication Officer
 Finance & Data Management Officer

As envisaged in the Grant Agreement, IM4DC will aim to utilise the internal resources and expertise of UWA and UQ staff, where feasible to do so.

The following table summarises the total administration budget for 2012-13.

Table 13 IM4DC administration costs 2012-13

Item	Budget
Monitoring and evaluation	\$70,000
IM4DC travel	\$144,000
Audit	\$25,000
Marketing and communications	\$90,000
Administration staff	\$491,400
Rent and administration costs	\$215,700
UWA management and overhead fee ¹⁵	\$529,993
TOTAL	\$1,496,093

Note: Administration costs do not include Core Staff costs of \$740,766 – shown in expenditure budget in Table 2.

6.2 Business systems

The Centre has established systems to:

- assess country priorities and needs for relevant capacity building
- prioritise activity delivery in countries and regions
- gather, analyse and report on qualitative and quantitative data on participant expectations and activity outcomes

¹⁵ UWA levies a 35% management and overhead fee on the cost of Centre operations. This covers the cost of UWA Shared Services such as insurance, legal services, financial systems, HR management etc.

- recruit and manage staff and contractors
- assess and manage risks.

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

6.3 Advisory Committees

6.3.1 Mining for Development Advisory Committee to AusAID

AusAID has amended the terms of reference of the Centre's Advisory Committee to task it with advising on all Mining for Development activities of AusAID. The Committee held its first meeting on 29 August 2012. A second meeting will be held on 30 November, with a third in May 2013. From then onwards, two meetings a year are envisaged.

The Centre provides the secretariat function to the Committee, reporting to the Chair.

The budget for the Committee is now included under Advice to Government rather than under Centre Administration as originally provided for.

6.3.2 Advisory Group to University Partners

The university partners intend to appoint an Advisory Group to the Centre and the universities. This Advisory Group is expected to be established in the first quarter of 2013.

7 Management of Risks

Schedule 1 of the current Grant Agreement contains the results of an initial risk assessment. In early 2012, the Centre undertook a detailed risk assessment. The Risk Policy and Framework is set out below and the Risk Register is contained in the Operations Manual.

7.1 Risk policy and framework

7.1.1 Objectives

IM4DC recognises that to achieve the objectives of its stakeholders, it will have to pursue opportunities and undertake activities involving some degree of risk. We recognise that effective management of risk is a high priority in the attainment of our objectives. The purpose and intention of our risk management policy is to integrate risk management into management culture to ensure it is an integral part of the decision making process.

7.1.2 Principles

IM4DC achieves these objectives by:

- Using risk management to support and enhance activities across all areas of IM4DC's operations
- Utilising a structured risk management program to minimize reasonably foreseeable harm to people, disruption to operations, damage to property or the environment and any activity or omission which might cause reputational damage
- Ensuring management of its risks considers the health and safety, financial management, travel risk assessment and other relevant policies and processes of its collaboration partners, The University of Western Australia and The University of Queensland
- Fostering an environment where IM4DC's management, staff and associates assume responsibility for managing risk
- Striving for continuous improvement in risk management practices.

7.1.3 Application

The Board of Management has the responsibility for decisions affecting the achievement of the strategic objectives of the IM4DC programs. The Board oversee the operational risks of IM4DC to ensure that risk management practice is understood and is being implemented.

The IM4DC Director will be accountable to the Board for the implementation and review of the risk management process and will report to the Board on the effectiveness of systems in place for managing operational risk.

8 Reporting schedule

The revised Centre reporting schedule is outlined below. The schedule shifts the Centre's reporting to be better aligned with the financial year than the previous schedule.

Table14 - Reporting schedule

Report / Plan	Indicative date
Six Monthly Progress Report (draft)	January 2013
Six Monthly Progress Report (final)	February 2013
2013-14 Annual Plan (draft)	May 2013
2013-14 Annual Plan (final)	June 2013
2012-13 Annual Report (draft)	July 2013
2012-13 Annual Report (final)	August 2013

The schedule will repeat for 2014 and for repeat for 2015 with the omission of the Annual Plan.